



Department for  
Business & Trade

# **Birmingham 2022 Commonwealth Games Business and Tourism Programme**

DIT UK House Programme  
Evaluation report

February 2024

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## Introduction

The Birmingham 2022 Commonwealth Games Business and Tourism Programme (BATP) was funded by the Department for Digital, Culture, Media and Sport (DCMS) and the West Midlands Combined Authority (WMCA) and delivered by the Department for International Trade (DIT), the West Midlands Growth Company (WMGC) and VisitBritain.

Independent research specialists, Echo Research, were commissioned to evaluate the programme across three evaluation components. This evaluation report specifically focuses on the UK House programme led by the Department for International Trade (DIT).

## Executive Summary

The Birmingham 2022 Commonwealth Games Business and Tourism Programme (BATP) was funded by the Department for Digital, Culture, Media and Sport (DCMS) and the West Midlands Combined Authority (WMCA) and delivered by the Department for International Trade (DIT), the West Midlands Growth Company (WMGC) and VisitBritain. This report relates to the evaluation of the UK House programme led by the Department for International Trade (DIT).

The UK House programme consisted of five elements designed to showcase the UK and the West Midlands region to international businesses:

- UK House event and Commonwealth Business Forum (28 July – 8 August 2022)
- Queen's Baton Relay (QBR) (January – May 2022)
- Sports economy activity (May 2021 – January 2023)
- DIT export support (February 2021 – August 2022)
- Global Entrepreneurs Programme (GEP) (25-28 July 2022)

The evaluation assessed all five elements, with a greater focus on the UK House event, which accounted for just over three quarters of the programme budget. Due to the nature and size of the UK House event, quantitative and qualitative methods were used. Purely qualitative methods were used for the other four workstreams as this was the most appropriate way to gather data. The report collates findings from interviews with delivery partners and businesses experiencing the workstreams together with economic analysis conducted by DIT.

The key findings from the process evaluation include:

- UK House and Commonwealth Business Forum – delivery partners and attendees rated the execution as excellent with high quality content, speakers, and opportunities for networking. Areas for improvement were identified in planning, decision-making, timeliness of invitations, the virtual platform and networking support. UK House ran under capacity and did not secure as many overseas attendees as anticipated.
- Queen's Baton Relay – delivery partners and attendees agreed that delivery was inconsistent, and effectiveness was impeded by the need to conduct mostly virtual events due to Covid-19.
- Sports economy activity – those who attended the Global Sports Economy Day at UK House were highly satisfied but there was limited feedback on the other sports economy activities.
- DIT export support – delivery partners and businesses noted that this activity was well-planned and well-executed with high quality events, speakers, and connections. The main suggested improvement was to issue event invitations further in advance.
- Global Entrepreneurs Programme (GEP) – from the limited feedback available, the programme was well received by attendees and met objectives.

Key findings from the impact evaluation include:

- The UK House event succeeded in increasing familiarity and positive sentiment towards the West Midlands among those who attended the event compared to those that were not exposed (the control group).

- However, the UK House event had no additional impact on perceptions of the UK versus the control group.
- The UK House event facilitated connections and generated leads for UK businesses seeking export and investment opportunities but had no additional impact on export and investment awareness and confidence versus the control group.

Key economic outcomes achieved by the programme include:

- The UK House event likely generated modest economic benefits through its support of business leads that could eventually develop into exports and investment projects. At present, no new exports or investment can be attributed to the programme, but DIT analysis suggests that expected future benefits from UK House through new exports and investment very likely met the cost of delivering the programme.

Did the UK House programme meet its objectives?

Objective	Met / Partly met / Not met
Increase positive perceptions of the UK's products and services in the targeted sectors.	<p><b>PARTLY MET</b></p> <p>The UK House event and other workstreams delivered high quality content that was positively received by attendees. The UK House event increased familiarity and positive sentiment towards the West Midlands among those overseas businesses that attended compared to those that did not attend.</p> <p>However, there were far fewer overseas attendees than anticipated meaning perceptions were improved among a limited group.</p>
Boost economic benefits for the UK through international trade.	<p><b>MET</b></p> <p>DIT analysis suggests it is highly likely that new export and investment leads generated by UK House will deliver economic benefit to the UK. Additional benefits were likely delivered through other channels such as networking opportunities and access to high-quality panellists.</p>
Improve trading relationships with other Commonwealth nations, with a specific focus on Australia, Canada, India, Malaysia, and Singapore,	<p><b>Insufficient evidence</b></p> <p>Government to government relationships are inherently challenging to measure. High-level governmental feedback was unavailable to assess the impact of the event.</p>

Table 1

<b>Key statistics</b>
3000+ businesses and dignitaries engaged.
39 events.
47% of overseas UK House attendees interviewed were familiar with the West Midlands as a place to invest, locate in or do business with (compared to 8% of those not exposed to the event).
95% of businesses said they were very or fairly satisfied with UK House.
83% of overseas UK House attendees interviewed had a positive perception of the West Midlands as a place to invest, locate in, or do business with.

Table 2

## Programme Overview and Objectives

The UK House programme was designed to capitalise on the Birmingham 2022 Commonwealth Games and the opportunity to showcase the UK and what the West Midlands region has to offer to international businesses.

Specific objectives of this intervention were to:

1. Increase positive perceptions of the UK's products and services in the following sectors: life sciences (data driven healthcare), sports economy, creative technologies, future of mobility, education, tourism, food, and drink.
2. Boost economic benefits for the UK through international trade.
3. Improve trading relationships with other Commonwealth nations, with a specific focus on Australia, Canada, India, Malaysia, and Singapore.

The programme received approximately £6 million in funding across six workstreams which was broken down as:

<b>Birmingham 2022 Commonwealth Games Business and Tourism Programme</b>	<b>Funding</b>
<b>DIT UK House programme workstreams</b>	
UK House business event and Commonwealth Business Forum	£4.65m
Queen's Baton Relay missions (QBR)	£0.1m
Sports economy activity	£0.55m
Export support activity	£0.475m
Global Entrepreneurs Programme (GEP)	£0.15m
Research and evaluation	£0.11m
<b>Total</b>	<b>£6.035m</b>

Table 3

The target audiences for activity consisted of:

- Commonwealth leaders, ministers, and government representatives,
- Overseas investors looking to invest in the UK,
- Overseas businesses looking to buy from the UK,
- UK businesses looking to export overseas,
- UK businesses looking for investment from overseas.



Clear business and evaluation objectives were not developed at the outset of the programme. Without the foundation of clear objectives there was some misalignment and confusion over target audience and anticipated outcomes. A logic model was developed to set out the relationships and assumptions between what the UK House programme would do and what changes it expected to deliver, together with an indicator framework to specify the metrics that would be collected.

# Evaluation Approach

## Summary

- The evaluation approach included process, impact, and economic evaluations of the UK House programme.
- Quantitative surveys were conducted before, during, and after the UK House event.
- Qualitative interviews were carried out with businesses (across workstreams) as well as delivery partners.
- Economic analysis was carried out by DIT's in-house economists based on the quantitative and qualitative data.

## Evaluation Approach Detail

As per DIT's published commitment of a minimum 1% budget to be used for a project's M&E<sup>1</sup>, 2% of the overall budget for the Business and Tourism Programme (BATP) was spent on evaluation. The evaluation budget was mainly focused on the UK House workstream as that accounted for over three-quarters of the overall programme spend.

Independent research specialists, Echo Research, were commissioned by WMGC and DIT to carry out the evaluation as part of the wider BATP evaluation programme. This is the first time a UK House-type activity has been evaluated rigorously using an external research agency.

Echo developed an evaluation plan in close consultation with DIT and the BATP delivery partners. It was scrutinised by the working group jointly chaired by DIT and WMGC and judged to be proportionate and effective. It was agreed that process, impact, and economic evaluations would be required to evaluate experiences and impacts of the UK House programme against its objectives:

<b>Process</b>	What has worked well, how could delivery be improved in future?
<b>Impact</b>	What impact did the activities have on perception, consideration, and outcomes? Measured by comparing perceptions before and after the event and through the use of a control group of those who registered but did not attend.

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<sup>1</sup> <https://www.gov.uk/government/publications/dits-monitoring-and-evaluation-strategy/driving-our-performance-dits-monitoring-and-evaluation-strategy-2022-to-2025#principle-2>

<b>Economic</b>	What economic outcomes were achieved? The economic evaluation analysis was conducted by DIT using data collected by Echo Research.
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Table 4

## Applying Longitudinal Approaches

A longitudinal approach to evaluation could have been used to follow the businesses that participated in the UK House programme over several years to measure long-term economic benefits. DIT and Echo analysts decided against this approach due to difficulties in engaging businesses over long time periods and in attributing long term outcomes to a specific event such as UK House. The time and cost to implement it would have been disproportionate to any potential benefits gained.

## Data Collection Sources and Research Methods

The data collection tools provided quantitative and qualitative insight to inform the process, impact, and economic evaluations. Combining multiple methods ensured a robust approach, maximising the reliability and validity of the data used to inform the monitoring and evaluation.

Quantitative surveys were administered before and after the event to measure shifts in perceptions. The surveys were conducted online but to mitigate for lower-than-expected registrations (and hence responses rates), the sample was boosted via telephone interviews conducted by DIT social researchers and Echo's interviewers.

A control group of businesses who registered but did not attend was built into the post-event quantitative study to act as a comparison to assess the additionality of UK House.

During the event, surveys focusing on the experience of the event were conducted via face-to-face interviews.

<b>Summary</b>	<b>Method</b>	<b>Target</b>	<b>Focus</b>	<b>Sample size</b>	<b>Fieldwork dates</b>
Pre event	Quantitative online and CATI**	Businesses registered	UK House*	n=72	13/07/22 – 01/08/22
During event	Quantitative in-person interviews CAPI***	Businesses attending in-person	UK House*	n=135	28/7/22 – 05/8/22
Post event	Quantitative online and CATI**	Businesses attended in-person and virtually	UK House*	n=113	17/08/22 – 09/09/22

<b>Summary</b>	<b>Method</b>	<b>Target</b>	<b>Focus</b>	<b>Sample size</b>	<b>Fieldwork dates</b>
Post event	Quantitative online and CATI**	Businesses not attended (control)	UK House*	n=51	17/08/22 – 09/09/22
Post event	Qualitative telephone	Businesses	UK House and other workstreams	n=31	11/08/22 – 10/10/22
Post event	Qualitative telephone	Stakeholders & delivery partners	UK House and other workstreams	n=9	11/08/22 – 17/10/22

Table 5

\*Commonwealth Business Forum attendees not targeted for this research due to VVIP status.

\*\*CATI stands for Computer-Assisted Telephone Interviewing

\*\*\* CAPI stands for Computer-Assisted Personal Interviewing

See Appendix 2 for further detail on the profile of the sample achieved.

A series of qualitative interviews were also undertaken with businesses participating in the five workstreams, along with stakeholders and delivery partners. This added rich qualitative insight to the quantitative data.

## Attendee Data

Data on the number of businesses attending UK House was reliant on the databases provided by the event organisers. DIT and Echo reviewed and analysed this data. The data provided proved challenging to interpret due to a complex and disjointed registration process. Future large events should have dedicated event agency resource to support this before and after the event.

Data on the number of businesses engaged by the other workstreams was collated internally by DIT.

## Economic Evaluation Method

As part of the evaluation, responses from both the quantitative and qualitative surveys were used to estimate the number of high-quality export and investment leads generated by the UK House programme. These leads were categorised into 'high-potential' and 'potential' export and investment leads by the extent to which they met four criteria laid out in Section 7. As the sample constituted approximately 5% of the total attendees, the number of high-quality leads were scaled up to provide a range of possible values for the attendee population as a whole. This was based on two different assumptions about positive selection bias in the sample, with more detail provided in Section 7.

Additionally, to inform the value-for-money judgement, break-even analysis was carried out based on value estimates given in interviews. This analysis gave a likely range of net present values (NPV) (see appendix 5 for details)

## **Evaluation Caveats and Limitations**

Whilst we are confident in the clarity and rigour of the analysis in the report, key limitations to this evaluation are outlined below and should be considered when reviewing the findings in this report.

- There were multiple workstreams and activities carried out as part of the overall UK House programme. The evaluation focus was proportionate to the expenditure on each workstream. UK House accounted for the majority of the budget and was evaluated with quantitative surveys and qualitative interviews. The other workstreams were assessed through qualitative interviews which gave rich insight, but no quantitative data.
- With multiple activities carried out by DIT, WMGC and other partners, as well as other influences on decision-making, it is difficult to isolate and attribute outcomes to a specific event such as UK House.
- There are limitations with regards to the economic outcome data as investment decision-making is often prolonged. The evaluation measures short- to medium-term outcomes only, it does not measure long-term outcomes in the timeframe allowed.
- The number of overseas attendees was lower than originally anticipated. Consequently, the quantitative sample sizes are relatively small. While the findings have been tested for statistical significance and are robust enough to support the conclusions in this report, changes are not always detectable given the small population to gather from.

# UK House Programme Delivery

## Summary

- UK House and the Commonwealth Business Forum engaged more than 1500 businesses and dignitaries; delivery partners rated the execution as excellent but identified some issues in planning and setup.
- Export support activity was well-planned and engaged with over 1100 businesses.
- Queen's Baton Relay (QBR) activity had mixed views from stakeholders with effectiveness impeded by the need to conduct mostly virtual events.
- Sports economy activity and Global Entrepreneurs Programme (GEP) received no delivery partner feedback on programme delivery.

## UK House and Commonwealth Business Forum: 28<sup>th</sup> July – 8<sup>th</sup> August 2022

### Summary description (see appendix 1 for further detail)

With each day targeted to a specific sector, UK House was designed to showcase UK capability and innovation and to facilitate connections between UK enterprises and international buyers and investors. The Commonwealth Business Forum convened high profile speakers including the then Prime Minister, Boris Johnson, and an audience of invited guests including business leaders, heads of state and dignitaries from across the Commonwealth.

### Engagement

The UK House venue had capacity for up to 250 in-person attendees and unlimited virtual attendees a day. The event ran under capacity and was attended by a mean average of 164 businesses a day.

### UK House attendees (excludes speakers and hosts)

Sector day	Total	UK	International	In person	Virtual
Food and Drink	149	118	31	140	9
Education	135	114	21	114	21
Tourism	153	130	23	149	4
Legacy	145	129	16	144	1
Creative	251	202	49	236	15
Future Mobility	137	105	32	128	9
Data-driven healthcare	146	127	19	136	10
Sports	193	128	65	188	5
Total	1309	1053	256	1235	74
Commonwealth Business Forum	206				

Table 6

## External challenges

There were several external challenges which impacted delivery of the UK House event:

- The timing of the event, while aligning to the Commonwealth Games was impacted by the peak summer holiday season which caused difficulties in securing attendees and speakers.
- The cabinet reshuffle in early July 2022 necessitated programme and speaker changes.
- Visa processing delays prevented some overseas businesses from attending in person.
- Train disruption (including rail strikes) between Wednesday 27 July and Saturday 30 July impacted attendance.
- Covid-19 prevented some businesses and hosts from attending.

## Stakeholder / delivery partner feedback (9 interviewees)

Overall, stakeholders and delivery partners rated their overall satisfaction with the final execution of UK House an excellent mean score of 4.5/5 while the set-up and planning were less satisfactory with a mean score of 2/5 across the nine interviewed delivery partners.

Delivery partners said UK House was well-executed by the DIT events team and Bray Leino Events with specific aspects mentioned including the quality of the venue, onsite delivery team, catering, relevance of speakers and targeted content.

*“Very satisfied in terms of the execution of the on the day delivery. It was superb.”*

Delivery partner.

*"I don't think we could have done better in terms of the quality of speakers that we pulled in."*

Delivery partner.

*"Bray Leino can put on really, really good events and hats off to them."*

Delivery partner.

Some delivery partners said that a highlight of the Commonwealth Business Forum was the participation of the then Prime Minister, Boris Johnson, and the then Business Secretary, Kwasi Kwarteng, among other VVIPs. However, their participation was not communicated in advance so could not be used to encourage attendance.

*"It just would have been great if we'd been able to tell the world that they were going to be there."*

Delivery partner.

There were many positive elements of feedback. Below focuses specifically on five delivery-related areas for improvement given this will be of particular value when considering future event planning and delivery.

### **1. Lack of resource and early enough planning (mentioned by 7/9 delivery partners)**

The UK presence at Expo 2020 Dubai was delayed by the pandemic which resulted in DIT events team's delayed focus on UK House. Additional resources to focus specifically on UK House were not allocated early enough.

*"We came off the Dubai project straight onto the Commonwealth Games project. Ordinarily for an event, the scale of UK House, you'd expect the team to be on board 18 months beforehand and to work on the delivery. We had four months to recruit all the speakers and all of the audience from scratch."*

Delivery partner.

### **2. Lack of direction and approval process (mentioned by 7/9 delivery partners)**

A flux in the DIT team structure impacted decision-making on objectives, speakers, branding, and target audiences. A clear approval process was seen as lacking.

*"2 to 3 months out it wasn't 100% clear that UK house would be pulled off successfully. And the reason for that was because it had taken quite so long to get to a stage where we had that clarity and Bray Leino were appropriately briefed to start delivering."*

Delivery partner.

*"We're reporting up to so many different individuals. But where the final approval was wasn't so clear to me."*



Delivery partner.

### **3. Lower than anticipated attendance, especially from international businesses**

(mentioned by 5/9 delivery partners)

Stakeholders questioned if the right balance between UK and overseas businesses was achieved. Delays in issuing invitations, communicating the benefits / programme, visa issues and the travel costs of last-minute bookings all impacted overseas attendance.

*“Sports economy [day] did have a good international mix. Other days it was predominantly UK heavy...If you have a longer time frame, you can get those [international] delegations together and then do some smarter matching with those companies.”*

Delivery partner.

A higher than anticipated proportion of delegates dropped out which meant that UK House capacity wasn't fully utilised.

*“We would normally plan for 20% drop out and we did push really hard with recruitment really, really hard... our drop off rate might have been more like 35% for some of the events. Which is unusual for event delivery.”*

Delivery partner.

### **4. More synergy in narrative and objectives and with the Commonwealth Games (mentioned by 5/9 delivery partners)**

Feedback suggested that the UK House event and Commonwealth Business Forum could have benefited from more synergy on objectives and narrative.

*“What's the narrative? I think we got that absolutely right for the business forum, and I think it was pretty good on some UK House days but could have been a lot better on UK House.”*

Delivery partner.

Delivery partners also said that UK House could have had more synergy or connection with the Commonwealth Games itself.

### **5. Delays to invitations and registrations (mentioned by 3/9 delivery partners)**

Delays in formalising data sharing agreements between DIT, the West Midlands Growth Company and Bray Leino Events meant that contact lists could not be centralised, and delayed invitations being issued.

*“Because of the data sharing agreements, we didn't have in place until later on, everyone was responsible for inviting delegates.”*

Delivery partner.

The registration process involving an expression of interest, approval by DIT / WMGC, followed by full registration was considered cumbersome and slowed the process further.

### **Queen's Baton Relay (QBR): Took place January – May 2022**

The Queen's Baton Relay activity consisted of six high-level virtual roundtables and one in-person networking event scheduled to coincide with the Queen's Baton Relay that took place prior to the Commonwealth Games. In all, the activity engaged with 63 businesses at c-suite level and six dignitaries.

Overall satisfaction across the five delivery partner interviewees was mixed with a mean satisfaction score of 3.5/5. One delivery partner described the activity as "*a bit hit and miss*". Some questioned whether the right attendees had been attracted and others noted that while the virtual format ensured that the events were able to continue due to Covid-19, it removed the opportunity for networking which impeded effectiveness.

### **Sports Economy Activity: Took place May 2023 – January 2023**

Sports economy activity included the development of an online sports economy supplier's directory, virtual trade mission to India, and the Global Sports Economy Day at the UK House event. In all, over 200 businesses were engaged with across the activities.

There was no feedback available from sports economy delivery partners.

### **Export Support Activity: Took place February 2021 – August 2022**

The export support activity consisted of a bespoke trade programme across five priority sectors and in Commonwealth markets. It delivered over 30 events including trade missions, showcases for the Commonwealth High Commissioners, meet the buyers, and conferences. In all, 1170 businesses were engaged across the 30 events.

Feedback was received from one delivery partner involved with the export support activity who rated the delivery highly (5/5). A long planning period over 18 months contributed to successful delivery. It was noted, however, that there was some disconnect between DIT and WMGC which resulted in some communication and activities not appearing completely joined up.

### **Global Entrepreneurs Programme (GEP): 25<sup>th</sup> – 28<sup>th</sup> July 2022**

DIT's Global Entrepreneurs Programme (GEP) was carried out in conjunction with the Midlands Engine Investment Team. A total of 15 overseas innovative start-up businesses took part in a pitching masterclass programme during the Commonwealth Games.

There was no feedback available from GEP delivery partners.

# UK House Visitor Experience

## Summary

- Attendees to UK House were highly satisfied with the event, particularly the venue, networking opportunities, content, and speakers.
- Areas for improvement suggested by UK House attendees largely align with delivery partner views – earlier communication, better registration process and virtual access, plus more networking support and information at the event.

DIT export support and GEP was well received by attendees but the limited feedback on the QBR events indicates that the event quality was inconsistent.

## UK House (visitor experience)



Interviews carried out during, and post-event indicated *excellent overall visitor satisfaction* levels for the UK House event. In all, 95% of the 248 businesses surveyed by Echo said they were very or fairly satisfied with UK House.

Opportunities for networking, relevant content, and good quality speakers were the aspects that appealed most about the UK House event and the delivery of all three exceeded expectations.

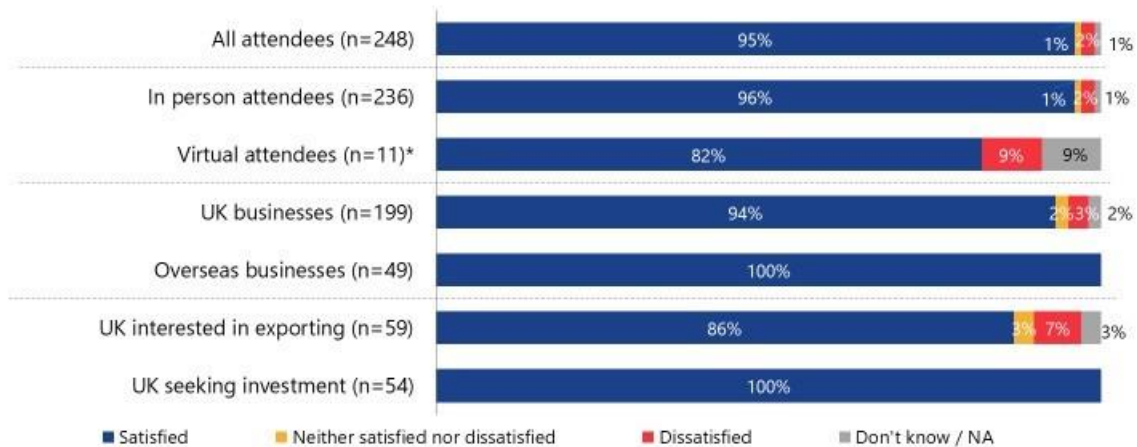
*“The event had a great selection of participants and speakers.”*

Overseas business, interested in buying from the UK.

In-person attendees had a better overall experience. Of the sample of 11 attendees who only attended virtually, most (82%) were satisfied with the UK House event, but satisfaction levels were lower than for in-person attendees (96%). The online portal was cited among this group as a reason for dissatisfaction.

## HIGH LEVELS OF SATISFACTION WITH UK HOUSE

**Q. How satisfied were you with your overall experience of UK House?**



Base: UK House attendees, during and post event survey samples combined

\* CAUTION LOW BASE FOR VIRTUAL ATTENDEES (n=11)

When asked to rate each aspect of UK House, those businesses attending in person were most satisfied with the venue (The Exchange), opportunities for networking, speakers, and content.

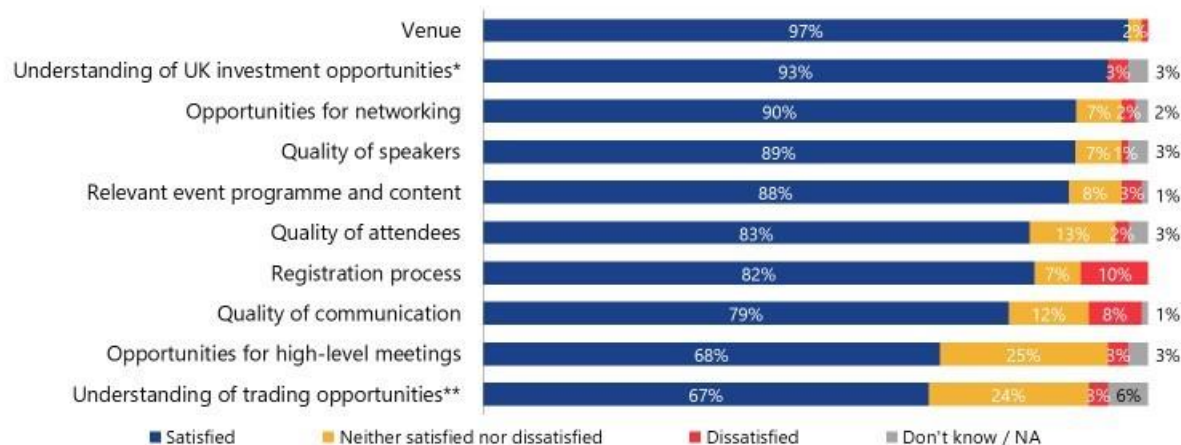
*“Amazing venue, hospitality has been great. Fantastic people to network with and great speakers.”*  
UK business, seeking investment.

More than 9 in 10 of the 30 overseas investors surveyed were satisfied with the understanding of UK investment opportunities the event delivered.

*“The event exceeded my expectations, and I met numerous prospects I didn't expect to.”*  
Overseas investor.

## IN-PERSON ATTENDEES WERE MOST SATISFIED WITH THE VENUE, NETWORKING OPPORTUNITIES, SPEAKERS AND CONTENT

**Q. How satisfied were you with each of these aspects of UK House?**



Base: n=236 UK House attendees (in-person), during and post event survey samples combined

\*CAUTION LOW BASE n=30 overseas investors only, \*\* n=152 buyers and exporters only

While satisfaction with the overall experience was rated positively, attendees highlighted areas for improvement. This began with *issues arising during the registration process* and clarity of information prior to the event:

*“Email communications were absolutely shocking, very confusing, a complete and utter shambles. I was given confusing information, one minute saying we had tickets and the next no we didn’t all sorts of conflicting information.”*

UK business.

Several virtual delegates interviewed said they were unable to join due to *not being sent the correct links*.

The lack of support available for networking was another consistent theme.

*“People are primarily there for that [networking] and yet nothing is done to help that. No opportunity to connect with delegates before. Very poor system. I had a couple of good meetings, but it could be so much better.”*

UK business, seeking investment.

Attendees *wanted more networking support* (e.g., through matching delegates, a delegate list provided in advance and more information on delegate badges such as company name).

Overall, attendees were very satisfied with the UK House event. When asked how the event could have been improved suggestions were made that could mitigate the issues that were raised:

<b>Begin communication earlier</b>	<i>"I wanted to attend the House UK event but was given too short a notice."</i> UK business, seeking export opportunities.
<b>Improve the registration process</b>	<i>"There were communication issues over the registration process - confusion on dates and the website was not clear."</i> UK business, seeking investment.
<b>Networking support</b>	<i>"Would have been good to have the ability to book networking meetings with key attendees."</i> Overseas business, interested in buying from the UK.
<b>Onsite programme / signage</b>	<i>"I was a bit surprised to not be able to get a hard copy of the programme of events and was told, it's on an app on your phone."</i> UK business, seeking investment.  <i>"The signage was poor. The process of registering was confusing, and the overall agenda was unclear."</i> UK business, seeking export and investment opportunities.
<b>Support virtual access</b>	<i>"The link wasn't sent to join."</i> UK business, seeking export opportunities and unable to join.

Table 7

## Queen's Baton Relay Visitor Experience (QBR)

### Feedback from businesses (two interviewees)

The two businesses interviewed were prompted to participate in the QBR events by an established interest in the relevant countries and the opportunity to gain market insight and to network.

Aligning with delivery partner views, the two businesses interviewed had opposing views on the different events they attended. One interviewee didn't know what to expect from the virtual event and rated it highly. The other interviewee was disappointed with the quality of speakers and participants and suggested that the timing, pace and structure of the event could have been improved.

## Sports Economy Activity

### Feedback from businesses (one interviewee)

Feedback from the one qualitative interview with an overseas business participating in the sports economy activity shows that interest was prompted by a specific interest in the West Midlands, alongside other potential locations. The main objective of the interviewee was to network with relevant contacts and participate in presentations.

### **Quantitative feedback from businesses**

95% of the 47 surveyed businesses attending the Sports Economy Day at UK House said they were satisfied with the experience.

## **Export Support Activity**

### **Feedback from businesses (13 interviewees)**

DIT export support activity took various forms over an 18-month period and attendee experience reflects this breadth. Interviewees said that they were prompted to attend by the opportunity to make relevant connections:

*“Being able to network with other like-minded people within my industry and see what other services we may wish to either partner with or purchase.”*

Overseas business interested in buying.

Interviewees also mentioned the benefit of export support activity was its targeting of specific countries.

*“It was insightful. There was some very good information shared. As usual there was a very good calibre of attendees.”*

Overseas business interested in buying.

Suggested improvements focus on earlier communication:

*“My biggest beef is the timing – lack of notice we need more than two to three weeks to get sorted...work with us much more closely it would be much better for everybody.”*

UK Business interested in exporting.

*“To let one know in plenty of time, they are too short a notice in my honest opinion.”*

UK business interested in exporting.

## Global Entrepreneurs Programme (GEP)

### Feedback from businesses (two interviewees)

The two overseas businesses interviewed were directly approached by the DIT team to participate in the Global Entrepreneurs Programme. Both interviewees were satisfied that they met their objectives to network with potential UK business partners.

*“We have been able to network with many different people including the mayor and government embassy people who in turn assisted us to get to the right people we needed to see.”*

Overseas business, interested in buying.

While the GEP met objectives, the interviewees suggested improvements, particularly around networking support:

*“The speakers did not have email addresses on their business cards or phone numbers, making it very difficult to have further contact with them for any follow up.”*

Overseas business, seeking investment.



# Impact of UK House on Perceptions

## Summary

- The UK House event succeeded in *increasing familiarity and positive sentiment towards the West Midlands* among those overseas businesses who attended the event compared to those that were not exposed. This could have had greater impact if more overseas businesses had attended.
- The UK House event had no additional impact on perceptions of the UK with overseas businesses invited to the event already predisposed to positively perceive and consider the UK.

## UK House Impact on Perceptions

This section of the report is focused on perceptions of the overseas businesses who attended the UK House event.

To understand the impact of the UK House event on perceptions, overseas businesses were asked to rate their familiarity, sentiment, and likelihood to consider the UK and West Midlands as places to invest, locate in or do business / trade with.

### Impact of UK House on perceptions of the West Midlands

UK House *succeeded in increasing familiarity and positive sentiment towards the West Midlands among overseas businesses*. Comparing perceptions among those who attended UK House with those who were not exposed to the event (but did meet DIT and WMGC's criteria for receiving an invitation) indicates significantly higher familiarity and positive sentiment towards the West Midlands among those attending the event.

Over half the overseas businesses interviewed (55%) would consider choosing the West Midlands as a place to invest in locate in or do business with. Consideration was driven by a number of factors including connections made at the event:

*"Have established contact points to enable further investigation."*

Overseas business, interested in investing and buying.

For those not likely to consider the West Midlands, alternative locations had more appeal:

*"I am more likely to choose Manchester at this point of time."*

Overseas business, interested in investing.

Attending UK House did not significantly increase consideration levels compared to the control group of those that did not attend the event.

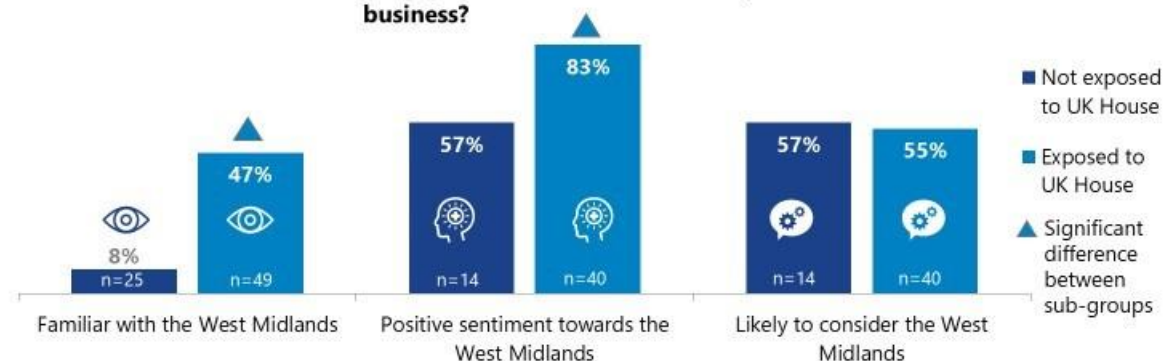
Familiarity and positive sentiment towards the West Midlands improved among overseas businesses exposed to the UK House.

## FAMILIARITY AND POSITIVE SENTIMENT TOWARDS THE WEST MIDLANDS IMPROVED AMONG OVERSEAS BUSINESSES EXPOSED TO UK HOUSE

Q. How familiar are you with the West Midlands as a place to invest, locate in or do business?

Q. How positive or negative do you feel about the West Midlands as a place to invest, locate in or do business?

Q. How likely or unlikely are you to choose the West Midlands as a place to invest in, locate to or do business?



Base: overseas businesses exposed to UK House: during and post (attended) samples combined n=49 / n=40)

Base: overseas businesses not exposed to UK House: pre and post (non-attended) samples combined n=25 / n=14 \*\*CAUTION VERY LOW BASE\*\*

### Impact of UK House on perceptions of the UK

There were no significant differences in familiarity, sentiment, or consideration towards the UK among the two samples of overseas business exposed and not exposed to UK House. Both groups had high levels of positive sentiment (87% of those who attended UK House perceived the UK positively, 100% of those who did not attend perceived the UK positively). Consideration towards the UK was also high among both groups (74% of those who attended UK House would consider the UK and 85% of those who did not attend). It shows that overseas businesses targeted for the event were already predisposed to consider the UK.

When asked why they were likely to consider the UK, there was evidence that UK House helped to reinforce positive perceptions and consideration:

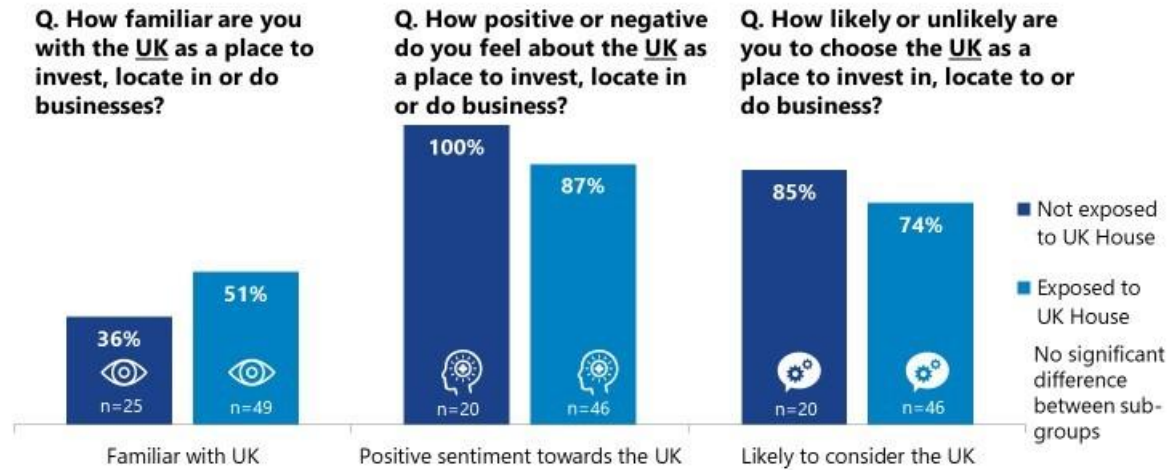
“The vibrancy of UK industry as represented in the conference.”

Overseas business, interested in buying and investing.

“Positive discussions held during the conference that will likely result in tangible opportunities.”

Overseas business, interested in buying and investing.

## THERE IS NO SIGNIFICANT IMPACT ON PERCEPTIONS OF THE UK AMONG THOSE OVERSEAS BUSINESSES EXPOSED TO UK HOUSE



Base: overseas businesses exposed to UK House: during and post (attended) samples combined

Base: overseas businesses not exposed to UK House: pre and post (non-attended) samples combined \*\*CAUTION LOW BASE\*\*

# Economic Benefit to the UK

## Summary

- The UK House has likely generated economic benefits through its support of business leads that may develop into export and investment projects.
- While at the time research was carried out, no realised new exports or investment could be attributed to the programme, DIT analysis suggests the value of future business generated by UK House is highly likely to have met the £6 million cost.
- It is difficult to estimate the probability of leads maturing into actual new business, their value and duration, however, there is clear evidence that the event provided a valuable forum for business ideas to be shared and new networks to be established that may deliver economic benefits in the future.

## Data Used

An estimated 2757 businesses attended UK House and its related events. Of these, we surveyed or interviewed approximately 5% to provide evidence on the export and investment outcomes that were achieved. This sample included participants from a range of countries, industries, and business sizes, and included attendees from a range of the programme's activities.

The qualitative interviews provided the strongest evidence of economic impact. These enabled the value, timing, and antecedents of new business to be interrogated rigorously. The quantitative evidence is complementary but less reliable than the qualitative interviews. Before or following collection, survey answers were not scrutinised to understand the contribution of the UK House event, nor their authenticity validated and are therefore more prone to misunderstandings, generalisations, and optimism bias.

## New exports and investment projects

To establish solid evidence of additional economic impact, interview responses had to meet the following four criteria:

1. Credible details of the transaction could be provided.
2. The transaction participants and timeline could be linked directly to the event.
3. The contribution of a specific characteristic of the event could be verified.
4. The transaction would not have occurred without event participation.

While interview participants were unable to provide details that fully met the four criteria required, some were able to meet some of the criteria. As such, we categorised examples that partially met the criteria as High-Potential and Potential leads. New business that mostly met the criteria, but was yet to take place, was categorised as a High-Potential Lead. These included contract negotiations that were underway but had not yet been finalised. New business that met some of the criteria but was at a more exploratory stage of development, or where evidence linking the lead to UK house was limited, was categorised as a Potential Lead.

From the interviews, DIT identified ten business leads in the sample that may develop into new exports or investment projects:

#### Exports

UK businesses and overseas buyers

<b>Number of export leads generated as a result of attending UK House</b>	<b>Interviews</b>	<b>Surveys</b>
No. respondents	31	113
No. high-potential leads	3	2
No. potential export leads	2	21

Table 8

#### Investment

UK businesses and overseas investors

<b>Number of new overseas investment leads generated as a result of attending UK House</b>	<b>Interviews</b>	<b>Surveys</b>
No. respondents	31	113
No. high-potential investment leads	5	1
No. potential investor leads	0	3

Table 9

The responses through the survey were unable to meet the four criteria as validation of the details relating to the new business, or the actual impact of the event could not be tested through in-depth questioning.

However, the survey results did provide valuable evidence that complements the more rigorous qualitative interviews and further supports the finding that business leads were generated for some programme participants.

Interpreting the results conservatively, an additional 3 high-potential leads, and 24 potential leads have been identified through the survey (see appendix 5, part A for how these were identified). This estimate has taken into consideration the potential for double-counting, as multiple representatives from the same business may have been included in the sample, and a small number of unclear and unrealistic answers have also been removed.

### Estimated total number of leads in attendee population:

The total sample size across all events and across both qualitative interviews and quantitative surveys represented approximately 5% of businesses that attended UK House events. Therefore, *the total number of high-potential and potential leads will very likely exceed those captured in the sample.*

To estimate the number of leads generated in the population as a whole, DIT accounted for the fact that those who generated leads may have been more likely to take part in the survey and interviews by extrapolating the number of leads using two assumptions to give a range: those that generated leads were equally as likely to take part or twice as likely to take part. The analysis suggests that the estimated number of high-potential leads to be between 105 and 211, and the estimated number of potential leads to be between 244 and 488. The tables below outline how these differ by estimated export and investment leads:

#### EXPORTS

UK businesses and overseas buyers

<b>Possible range of export leads generated as a result of attending UK House</b>	<b>Minimum Leads</b>	<b>Maximum Leads</b>
High-Potential Leads	48	96
Potential Leads	215	431

Table 10

#### INVESTMENT

UK businesses and overseas investors

<b>Number of new overseas investment leads generated as a result of attending UK House</b>	<b>Minimum Leads</b>	<b>Maximum Leads</b>
High-Potential Leads	57	115
Potential Leads	29	57

Table 11

### Value of Business Leads

Break-even analysis of interview and survey data suggest that it is highly likely that the expected benefits of the UK House events programme met the £6 million cost. Using quoted monetary values from the interview responses, our analysis suggests that the expected benefits referenced by the sample of attendees meets 19% to 32% of the cost of the programme, over 10 years. This range of values represents the inclusion of conservative and optimistic assumptions about the value of each quoted lead, in line with best practice guidance (see appendix 5 for details). Because this range is based on a sample of 5% of attendees, when extrapolated to the wider population of

attendees using the estimated number of leads discussed previously, there is a high likelihood that the benefits expected to be generated meet the cost of the programme.

## **Economic Conclusion**

Overall, the economic objectives of the UK House programme were likely met, and the businesses that participated were able to attend informative sessions and make use of valuable networking opportunities. This led to self-reported examples of projected new business, with examples of future new exports in particular being captured during interviews, suggesting value added from this event.

It is highly likely that the benefits associated with the UK House programme of events met, or will meet, the cost of the programme. However, this conclusion should be viewed with caution given the uncertainty around the extent to which the leads will mature into actual transaction, and as the valuation came from a small sample of businesses (see appendix 5 for details).

## Other Impacts of the UK House Programme

### Summary

- The UK House event did not improve export awareness, confidence or consideration among those UK businesses exposed to UK House compared to the control group of those not exposed.
- The UK House event did not increase awareness, confidence, or likelihood of achieving an overseas investment among UK business attending the event compared to the control group.

### UK House Impacts

This section of the report is focused on the UK businesses who attended the UK House event. UK businesses were asked to rate their awareness, likelihood to consider and confidence in relation to exporting and seeking investment.

Of those UK businesses with an interest in exporting who attended UK House, two thirds (65%) were already exporting internationally. The focus for the majority was to expand their export business rather than to start from new.

Of those who were not currently exporting, 50% of those attending UK House said they were likely to begin exporting in the next 12 months. There were no significant differences in levels of export awareness, confidence or consideration when comparing the UK businesses that attended UK House and the control group of those who were not exposed to the event.

There was also no difference in UK businesses' awareness, confidence, or likelihood to secure an overseas investment as a result of attending UK House, relative to the control group of those not exposed to UK House.

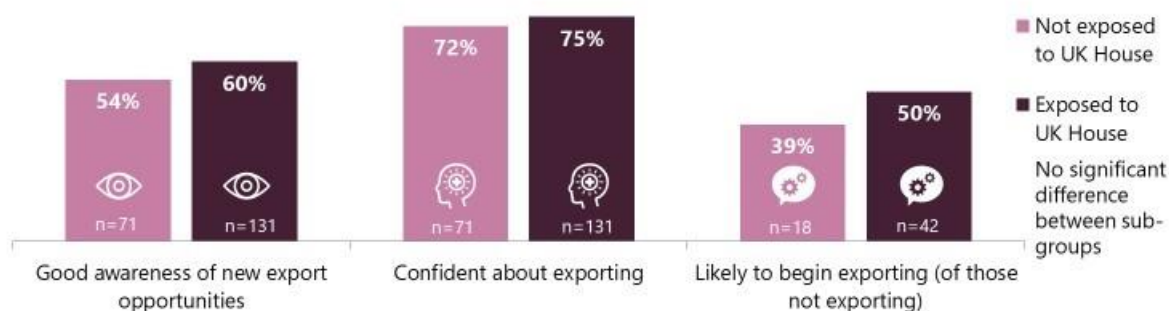


## THERE IS NO SIGNIFICANT IMPACT ON EXPORT AWARENESS, CONFIDENCE OR CONSIDERATION AMONG THOSE UK BUSINESSES EXPOSED TO UK HOUSE

**Q. How would you rate your awareness of the overseas export opportunities currently available to your business?**

**Q. How confident do you feel about exporting goods or services overseas?**

**Q. How likely or unlikely are you to begin exporting goods or services in the next 12 months?**



Base: UK businesses interested in exporting exposed to UK House: during and post (attended) samples combined

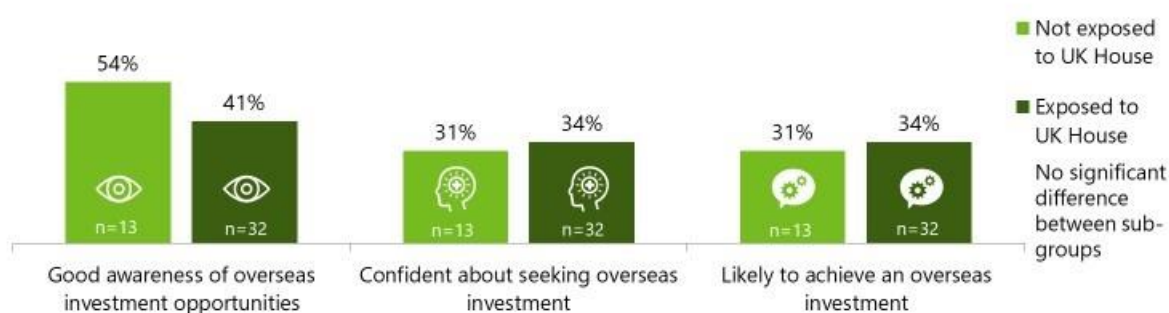
Base: UK businesses interested in exporting not exposed to UK House: pre and post (non-attended) samples combined \*\*CAUTION LOW BASE\*\*

## THERE IS NO SIGNIFICANT IMPACT ON INVESTMENT AWARENESS, CONFIDENCE OR LIKELIHOOD AMONG THOSE UK BUSINESSES EXPOSED TO UK HOUSE

**Q. How would you rate your awareness of overseas investment opportunities currently available to your business?**

**Q. How confident do you feel about seeking overseas investment?**

**Q. How likely or unlikely are you achieve an overseas investment in the next 12 months?**



Base: UK businesses seeking investment exposed to UK House: post (attended)

Base: UK businesses seeking investment not exposed to UK House: post (non-attended) \*\*CAUTION VERY LOW BASE\*\*

Although there was no evidence that UK House delivered additionality in relation to export and investment awareness, confidence and consideration, interviewee feedback suggested that it helped to build knowledge and connections among some attendees.

*“I am getting a better understanding of how the [export] process works by attending events by the department.”*

UK business, interested in exporting.

*[Investment] “We have already spoken with an Australian company we met at your event about investment.”*

UK business, interested in investment.

## Implications for Future Large DIT Events

Did the UK House programme meet its objectives?

Objective	Met / Partly met / Not met
Increase positive perceptions of the UK's products and services in the targeted sectors	<p><b>PARTLY MET</b></p> <p>The UK House event and other workstreams delivered high quality content that was positively received by attendees. The UK House event increased familiarity and positive sentiment towards the West Midlands among those overseas businesses that attended compared to those that did not attend.</p> <p>However, there were far fewer overseas attendees than anticipated meaning perceptions were improved among a limited group.</p>
Boost economic benefits for the UK through international trade	<p><b>MET</b></p> <p>DIT analysis suggests it is highly likely that new export and investment leads generated by UK House will deliver economic benefit to the UK. Additional benefits were likely delivered through other channels such as networking opportunities and access to high-quality panellists.</p>
Improve trading relationships with other Commonwealth nations, with a specific focus on Australia, Canada, India, Malaysia, and Singapore	<p><b>Insufficient evidence</b></p> <p>Government to government relationships are inherently challenging to measure. High-level governmental feedback was unavailable to assess the impact of the event.</p>

Recommendations for future large events:

The UK House event was highly rated by both stakeholders and attendees, generated positive outcomes and is an excellent example of best practice to inform the execution of future large events.

Key recommendations for future large events are outlined below.

1. Agree clear, measurable objectives overall and for each workstream at the outset to feed into the evaluation plan.
2. Ensure stronger management, coordination, and sufficient resources much earlier in the process with clear lines of authority and more efficient decision-making on strategic issues.
3. Simplify the registration process and ensure that businesses are invited with plenty of notice to maximise attendance. Support virtual attendance with an effective platform.
4. Facilitate more networking by providing delegate lists, more informative name badges and meeting booking facilities.
5. As this was DIT's first evaluation of this kind, use the BATP UK House evaluation questions as a template for evaluating future large events. Use this to build a database of normative scores to benchmark performance of future events.

# Appendices

## Appendix 1: UK House Programme Workstream Descriptions

### UK House and Commonwealth Business Forum

UK House was a dedicated business event taking place during the 2022 Commonwealth Games and held at The Exchange in central Birmingham. The event was designed to deliver high-level sector business events showcasing UK capability and innovation, and to facilitate business connectivity between UK enterprises and international buyers and investors.

Attendance at the UK House event was by invitation only, with all expressions of interest verified prior to registration approval. The content of each day of the UK House event was targeted towards a specific sector (life sciences / data driven healthcare, sports economy, creative technologies, future of mobility, education, tourism, food and drink and legacy) and was supported with opportunities for roadshows and site visits within the West Midlands.

The Commonwealth Business Forum was held on the first day of the programme at the International Convention Centre. Working in conjunction with the Commonwealth Enterprise and Investment Council (CWEIC), DIT convened high profile speakers including the then Prime Minister, Boris Johnson. Invited guests included business leaders, heads of state and dignitaries from across the Commonwealth.

### Queen's Baton Relay (QBR)

The Queen's Baton Relay is a relay around the world held prior to the beginning of the Commonwealth Games. The Baton carries a message from the Head of the Commonwealth, currently King Charles III. The relay traditionally begins at Buckingham Palace in London as a part of the city's Commonwealth Day festivities. Uniquely the 2022 Baton Relay visited the UK Pavilion at Dubai Expo - the first time it has ventured outside the Commonwealth in its history.

As part of the BATP, the Department for International Trade (DIT) partnered with the Commonwealth Enterprise and Investment Council (CWEIC) to plan and deliver a trade and investment event programme of six high-level virtual roundtables and one in-person networking event to coincide with when the QBR travelled through BATP priority commonwealth markets – India (January 2022), Singapore (January 2022), Malaysia (January 2022), Australia (March 2022), Antigua & Barbuda (May 2022) and Canada (May 2022). This event programme was part of the wider BATP sales missions and connected Commonwealth business leaders to West Midlands and UK business leaders to increase their awareness of the West Midlands' strengths in Future Mobility, Data-Driven Healthcare, Modern Business Services, Sports Economy and the Blue

Economy; and change their perceptions. The sector focused events featured a pre-recorded Ministerial address and were opened by either a Mayor, Her Majesty's Deputy Trade Commissioner, Consul General or Trade Envoy. They highlighted the wider opportunities that the Birmingham 2022 Commonwealth Games will bring to the West Midlands region; and facilitated best practice industry discussions and emerging trends.

## **Sports Economy Activity**

Sports Economy activity undertaken as part of the Business and Tourism Programme had the objective of helping UK companies to better understand major sporting events and their supply opportunities, promoting UK expertise to future sporting event hosts, and helping companies within the sector to explore and connect with high growth sports markets. Activity included research into future sporting events and guidance for companies on how to pursue these, development of an online sports economy supplier's directory, virtual trade mission to India, and the hosting of a major sports conference in UK House during the Commonwealth Games. Over 200 delegates, including those from Australia, India, Colombia, Chile, and France, heard from over 40 industry experts through a series of panel and breakout sessions covering key issues impacting sports events from delivering sustainable sporting facilities with a long-term future to innovative fan engagement and the role that technology plays. Sports Economy activity will conclude with the production of a Birmingham 2022 Commonwealth Games sponsors and suppliers directory and brochure and a trade mission to Australia to explore future sports opportunities. With the exception of the sports conference during the Commonwealth Games all the events run so far have been virtual. The Australia trade mission (date tbc) is expected to be in person.

## **Export Support Activity**

The Commonwealth Games Business and Tourism Programme has been in action for the past 18 months. Its role was to deliver for businesses across the United Kingdom and to promote the West Midlands. This was done by identifying opportunities and delivering activities across the five priority sectors and in the Commonwealth markets. It aimed to attract more than 900 businesses to its events and contribute towards export wins.

DIT led on delivering this bespoke trade programme. The programme facilitated engagement across countries from all parts of the world from Malaysia to Jamaica, India to Canada. It delivered over 30 events, engaging 1170 UK businesses. The event worked alongside the international and regional stakeholders and aligned with sector teams to deliver joined up events from trade missions, showcases for the Commonwealth High Commissioners, Meet the buyers, and conferences. Their efforts have recently culminated in differing streams of UK house- having over 6 export focused, inward delegations over the two week period.

## Global Entrepreneurs Programme (GEP)

The Midlands Engine Investment Team and DIT's Global Entrepreneur Programme (GEP) hosted a group of 15 innovative technology start-ups from India, Singapore, Germany, Central and Eastern Europe, Israel, and USA. The attendees took part in a one-day pitching masterclass programme, where they received advice and guidance from GEP Dealmakers with the aim to refine their pitching skills to investors. During the session, the companies were asked to pitch twice; one prior to feedback, and one after. The attendees were then ranked based on their impact and how likely they would be to receive investment based on their second pitch; the top three were awarded medals: bronze, silver, and gold.

## Appendix 2: UK House Evaluation, Sample Profile

Quantitative feedback was collected from a robust sample of circa 20% of all UK House attendees. The sample profile was aligned to the attendee profile with UK businesses accounting for 80% of the sample and 20% of the overseas businesses.

Quantitative UK House		UK Businesses	UK Businesses	UK Businesses	UK Businesses	Overseas businesses	Overseas businesses	Overseas businesses	Overseas businesses
No. of interviews	Total	All	Export	Seek investment	Both	All	Buyer	Investor	Both
Pre event*	72	55	24	5	21	17	3	5	5
During event	135	112	25	36	51	23	3	6	14
Post event quant (attended)	113	87	34	18	35	26	8	7	11
Post event (control, did not attend)	51	39	19	10	10	12	3	2	7

\*Pre-event businesses were given the option to select 'other' when asked about the purpose of the visit to UK House. This option was removed in subsequent surveys.

The qualitative research interviews provided in depth feedback on all workstreams, with the final interview distribution determined by the number of contacts provided by DIT. Note that a key part of the sports economy activity was the Sports Economy Day at UK House. Evaluation of the Sports Economy Day was covered by the UK House evaluation.

Qualitative (all workstreams)	Qualitative (all workstreams)	Qualitative (all workstreams)	Qualitative (all workstreams)
No. of interviews	All	UK Businesses	Overseas Businesses
Stakeholder or delivery partners	9	NA	NA
Businesses	31	24	7
No. of business interviews per workstream	No. of business interviews per workstream	No. of business interviews per workstream	No. of business interviews per workstream
UK House	20	17	3
Queens Baton Relay	2	2	NA
Sports Economy	1	1	NA
Export Support	13	10	3
Global Entrepreneurs Programme	2	NA	2

### Appendix 3: UK House Delivery – Dignitary Management

91 dignitaries visited the Commonwealth Business Forum and UK House: SoS = 5; Minister = 8; HMG VIPs = 4; High Commissioners = 5; Senior Officials = 22; non-HMG VIPS = 40; International = 7

23 were repeat visits reducing the total number of single interactions to 68

25 visits were secured following discussions and invitations from the Dignitary Management Team

40 invitations among those who did not attend followed discussions and invitations from the Dignitary Management Team

65 is the total number of visits the Dignitary Management Team led or were involved in the discussions to secure participation in Business Forum and UK House programmes.

### Appendix 4: Economic Case studies

#### Case study 1. NLA International

##### Company overview:



NLA International Ltd applies innovative technologies, tools and processes focused on the Blue Economy to create regenerative ocean environments that enable sustainable prosperity for the people and economies that depend on them. It uses a consultancy structure with c.50 experts in the team NLA can deploy skills and experience to align the most appropriate skill sets based on the needs of their projects and clients. NLA International was seeking international opportunities to source new projects / export their skills.

Involvement with UK House programme:

This organisation was involved in the Queen's Baton Relay (QBR) and wider DIT Export Support:

Queen's Baton Relay (QBR) event – participated in a QBR roundtable focused on expanding UK-Antigua Barbuda Trade hosted by Rt Hon. Sir Hugo Swire.

Approached due to their involvement with the Commonwealth Enterprise and Investment Council (CWEIC) which generally promotes upcoming events.

Export support – separately NLA International identified increased interest in the Blue Economy from Tanzania and Zanzibar and reached out directly to DIT for support in connecting to appropriate contacts.

Impact of UK House programme:

Specific benefits of the programme differed based on the programme element:

QBR – No business was secured as a result of participation.

The event did however align to expectations “We wouldn't have necessarily expected to secure business from a single event. The sales cycle is long and to do it from a single event would be unheard of. However, from an eminence point of view the event raised our profile in the Caribbean region and this has led to follow on conversations.”

Export support – A meeting initially facilitated by DIT led to the development of further opportunities resulting in an anticipated £4-5 million in secured additional business to be realised over the next few years once a Memorandum of Understanding (MoU) is signed. This business will begin to be realised in the next 12 months. While there was a financial investment for participation this organisation anticipates continued involvement in DIT supported events due to the engagement opportunities that these afford them. The aim is to continue to expand relationship building across countries with 'sea space' and Blue Economy potential.

## **Case study 2: NeoKare Nutrition Ltd**

### **Company overview:**

NeoKare Nutrition Ltd is a UK based organisation which manufactures quality human milk products. It is the first and only pharmaceutical grade manufacturing facility for testing and producing human milk in Europe. Established in 2019, NeoKare Nutrition Ltd has nine employees.

They are currently exporting internationally with aims to expand this in the next 12 months. While they are not seeking external investment, they are exploring grants for further funding into clinical research.

Involvement with UK House programme:

NeoKare Nutrition received Export support working directly with the DIT teams, this included:

DIT website support utilised for finding relevant events.

Tailored information from a dedicated DIT representative and support in building relevant international relationships.

Roadshow events – Specifically referencing participation to various events in Australia and the Middle East, with future events anticipated in Indonesia and Dusseldorf.

Impact of UK House programme:

This organisation anticipates benefiting from their relationship with DIT:

Export support – Anticipated £1 million of secured revenue in future contracts to be realised in between October and November 2022. Further revenue is hoped to be secured in the future. There was a perception that the revenue opportunities would have been realised without DIT support but at a slower pace “I think it would have happened eventually and at a far slower pace, but we have a great product, and it is needed in many countries, and we can expand very quickly into these countries.”

This organisation will progress with its involvement in future DIT lead events globally to align with its growth plans.

### **Case study 3: Crested Crane Connections Limited**

#### **Company overview:**

Crested Crane Connections Limited is a consultancy registered in the UK and Uganda that supports the creation of business ventures in Uganda and East Africa as “the feet on the ground that can make this happen for companies.” Their focus was on exploring opportunities to find new clients and expanding their business portfolio.

Involvement with UK House programme:

This organisation participated in two UK House workstreams:

UK House event – as a delegate to the health sector day.

Export support – as a participant to the UK/ Africa Investment Forum 2022 (and previously in 2018 and 2019).

Impact of UK House programme:

While conversations are considered in the early stages Crested Crane Connections Limited anticipates progressing opportunities:

UK House event – Two potential leads (value not shared) progressing as a result of UK House connections. These connections are UK organisations who are interested in expanding their international operations into Uganda. The timeline of anticipated conversion is unknown “This is international trade and in international trade it can happen tomorrow, or it can happen in 3 years’ time or 10 years’ time.”

Export support – No business was secured from the UK/ Africa Investment Forum 2022 event. This lack of secured new business opportunities has been attributed to the financial uncertainty in Uganda as a result of the Covid pandemic. New connections were made but the progression of these has stalled.

#### **Case study 4: Cenex**

##### **Company overview:**

Cenex is a not-for-profit centre for excellence for low carbon and fuel cell technology based in the UK. They were established in 2005 and are operating with a current team of 50 employees. Cenex’s remit is to support the transition to zero carbon transport, this operates alongside a commercial consultancy to boost income opportunities. All revenue is re-invested into the social enterprise element. The consultancy arm generates service-based income from their services, alongside a focus on generating opportunities for other UK based businesses.

Involvement with UK House programme:

This organisation benefited from involvement with:

Queen’s Baton Relay (QBR) event – the virtual event held in India with a breadth of speakers and high quality attendees.

Export support – as a lead during a private meeting held during a DIT Summit organised in London. Their content was targeted towards the Saudi delegation with an aim to promote low-carbon mobility.

Export support – as organisers of five one-hour seminars for the Uruguayan Government on behalf of DIT. They provided content and lead the seminar sessions.

Impact of UK House programme:

The aim of participation at both events was to raise their overall profile as a not-for-profit and their consultancy efforts rather than a revenue focus.

Queen’s Baton Relay (QBR) event – No additional revenue was secured from participation within the virtual event. This organisation has benefited from increasing their network of relevant connections which may result in consultancy projects in the future. “For us as a Consultancy

probably between £20-30,000 but potentially for the UK it could be transformational in the sense that if that small piece of consultancy enables one of those large Indian companies to either start investing in the UK, or even importing from the UK.” Next step activities will be focused on ‘nurturing’ these contacts as lead generation is based on relationship-based sales.

Export support DIT Summit – Cenex’s primary objective was to raise the profile of the UK’s low-carbon mobility efforts. While gaining a consultancy opportunity would be beneficial this was not anticipated from this opportunity, nor forthcoming. They recommended alternative UK organisations to the Saudi delegation to build connections.

Export support Uruguayan Government seminars – The objective of these seminars was a two-way knowledge exchange. Cenex were paid a commission for delivering this programme. There is an anticipation that future consultancy work may result from an increased profile.

### **Case study 5: UK Organisation (requested anonymity)**

#### **Company overview:**

A UK based consulting engineering company specialising in the transport industry across sectors. It offers turnkey solutions from design and development through to prototyping production for large scale products.

They are currently seeking international export opportunities to grow their customer base. They previously explored opportunities to export but were impacted by Covid so are aiming to restart in the next 12 months.

Involvement with UK House programme:

This organisation was approached directly by DIT to take part in the UK House event.

UK House event – They presented a pitch during the UK House event. Their focus was to identify potential connections in India as they have an office in this region however the actual profile of attendees was more UK focused “It was quite an interesting mix of UK companies. It wasn’t the mix I thought it might be, but it was quite interesting for me to go and see who else was pitching alongside us.”

Impact of UK House programme:

UK House event - The organisation’s primary objectives for participating was to raise their profile and make connections. The UK House event met these expectations even though specific business opportunities were not realised.

## **Appendix 5: Economic Evaluation Method**

A: Incorporating Quantitative Survey Results into Potential and High Potential Lead Count

To incorporate the results of the quantitative survey into the estimates for potential and high potential leads, simple adjustments were made to the results to account for lack of reliability and a difficulty in verifying new leads and new exports and investment.

New leads identified by respondents were scaled down by 50% and incorporated into the total of 'potential' leads. New exports or investment were downgraded to 'high potential' leads and incorporated into the total.

Following the incorporation of these with the potential and high potential leads, the sum figure was scaled up, as outlined in the economic evaluation section.

## **B: Break-Even Analysis**

Background: The analysis utilised responses where monetary values were quoted with a strong likelihood of success. From 31 interviews and 113 survey responses, altogether representing approximately 5% of the attending business population, 5 responses had enough information for monetisation. All of these responses detailed new exports rather than investment. These responses informed estimates of Gross Value Added (GVA) over 10 years, and the likely value for money, based on calculations of the Net Present Value (NPV), in line with best practice Government guidance.

## **Method**

The break-even analysis estimated the level of benefits needed to meet the cost of the programme (£6.03 million) and how likely this was to be realised by the entire population of businesses that attended UK House events, accounting for risk and uncertainty. To do this, values were taken from the interviews, drawing from year-on-year estimates for new exports and running them through adjustments.

Two scenarios were considered. Both scenarios assumed that the 5% sample of UK House attendees was representative of the whole population of attendees, but two export value to GVA conversion rates were considered, a middle and lower estimate. While both incorporated adjustments for optimism bias, subjective judgements for probability of success and attribution, as well as standard adjustments for deadweight, leakage, displacement and spillover, the lower estimate made more conservative estimates of these parameters, in line with HMT guidance (see assumptions table below for details).

For the 5 responses with sufficient evidence for monetisation, values for new exports were taken over a 10 year appraisal period. These values were converted to GVA to produce lower and middle estimates for value added from each response. These lower and middle values were summed to give total estimates of value added across the 10 year period in the lower and middle scenario.

GVA estimates for both scenarios were discounted and adjusted for inflation to give a net present value (NPV). NPV in the middle scenario was £1,919,645 while NPV in the lower scenario was £1,151,787.

## **Results**

The results across the two scenarios suggest that the expected benefits from the 5% sample range from 19-32% of the costs of the programme (£6.03 million), over 10 years. This suggests it is

highly likely that the remaining 81%-68% of costs would be met when extrapolating the leads from 5% to the remaining 95% of the population.

## Conclusions and limitations

While it is difficult to estimate the actual realisation of benefits, the analysis shows a relatively low threshold for the projected benefits of UK House to meet the costs of the programme. This approach mitigates the uncertainty in establishing value estimates across identified business leads.

This uncertainty comes from several participants not giving information on value citing commercial confidence, a high degree of uncertainty about deal specifics or a wide range of plausible values that might eventuate in future months, and the accuracy of estimates being difficult to verify, possibly being affected by optimism bias.

In addition to these imperfect estimates provided by respondents, there are several external factors that add uncertainty to the estimates. Most critically, the majority of potential leads do not mature into actual transactions. Other factors outside of the business's control, such as exchange rates, competitor actions and regulatory arrangements, can also influence the final value of a transaction in unpredictable ways.

Despite this, the low threshold for projected benefits to meet the costs of the programme mean that it is highly likely that costs were met, even with this uncertainty.

It is also important to note that while the break-even analysis considers quantifiable economic benefits, there are non-monetised benefits that have been excluded from this analysis due to difficulty in monetising them. Examples include the positive impacts associated with an enhanced image of the West Midlands as a place for business, the benefits of business networking, knowledge transfers, civic pride, social cohesion, and applicable environmental impacts.

This may mean that the overall benefit of the event has been underestimated in this analysis.

## Assumptions table

Data/ numerical assumption	Detail	Source
Initial Projected Exports	Projected values taken exclusively from interviews	Echo Research
GVA contribution	A combination of adjustments based on probability of success, case specific additionality adjustments, standard additionality parameters, optimism bias adjustments	(i) <a href="#">Additionality Guide</a> , (ii) <a href="#">HMT Green Book</a> , (iii) <a href="#">Supplementary Green Book Guidance</a>

Discount Rate	Standard discounting of the 10 year appraisal period to give a Net Present Value (NPV)	HMT <a href="#">Green Book</a>
GDP Deflators	Year-on-year GVA values adjusted for inflation	<a href="#">GDP Deflators Nov '22</a>





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