

TRADE 2018

GOLD COAST 2018 COMMONWEALTH GAMES
TRADE AND INVESTMENT PROGRAM

EVALUATION REPORT



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1. Executive summary

Trade 2018, the Gold Coast 2018 Commonwealth Games Trade and Investment Program, was primarily an economic leveraging, promotional and relationship building initiative. It enhanced international and domestic opportunities to promote business, trade and investment for Queensland and the Gold Coast, and improved international business reputation. The major sporting event spectacle of the Gold Coast 2018 Commonwealth Games (GC2018) provided a vehicle for much of the engagement, with a phased approach of activations over 14 months leading up to and during the Games.

From an Australian perspective, the *Trade 2018* international program was one of the most extensive business, trade and investment engagement campaigns for an international sporting event.

The program involved comprehensive engagement and showcasing opportunities across seven priority industry sectors and seven priority markets. International and local business leaders were incorporated to champion the message of the program, extending the reach and strengthening the engagement.

This evaluation report demonstrates the outcomes achieved from the successful delivery of the *Trade 2018* program, including the trade and investment opportunities created for the Gold Coast and Queensland. Evaluation findings are presented by engagement scope, across the three phases of the program, and by engagement quality, against the three strategic objectives.

Engagement scope

Phase 1 – International activations

- *Trade 2018* commenced with a campaign of international activations in Queensland's seven priority Commonwealth trade and investment markets. To leverage the interest in the Games, the international activations were scheduled to coincide with the Queen's Baton Relay international route.
- Almost 3200 business, trade and investment contacts from key international industry, government and bilateral business organisations were involved in more than 120 engagements across the international activations.

Phase 2 – Inbound activations

- *Trade 2018* leveraged inbound activations to promote Queensland's comparative advantages and showcase why Queensland is the ideal location to do business and invest.
- In the year leading up to the Games, *Trade 2018* hosted 21 inbound trade and investment missions and engagements with delegates representing more than 17 countries.
- Leveraging existing high profile Queensland events such as Myriad, Sudirman Cup and TropAg 2017, activations including high-level government and business meetings showcased the Gold Coast and Queensland's investment opportunities and capabilities with a focus on the priority sectors.
- A survey of delegates hosted on some of the missions and engagements revealed strong results for overall satisfaction with their visit, increased knowledge of GC2018, and raised awareness and consideration of collaboration opportunities on the Gold Coast.

Phase 3 – Games-time activations

- The *Trade 2018* Games Time Trade and Investment Program, held alongside GC2018 from 3 to 16 April, included a range of strategically focused trade and investment events, activities and site visits. The program provided a unique opportunity for leaders across the Commonwealth, and international investors and buyers, to meet and network with local businesses and directly experience the depth of expertise available in Queensland.
- More than 2500 attendances were recorded across 32 *Trade 2018* events and site visits staged on the Gold Coast, Brisbane, Townsville and Cairns. Results from the *Trade 2018* Games Time Delegate Feedback Survey reveal two-thirds of the delegates held either executive (e.g. CEO, CFO, CIO) or management positions or roles.
- The majority of *Trade 2018* Games-time business events were hosted at Commonwealth House. Set against the stunning backdrop of Kurrawa Beach, Broadbeach, Commonwealth House was a purpose-built temporary venue that inspired media, business and trade partners with a uniquely Queensland and Gold Coast 'toes in the sand' experience.
- A strategic delegate attraction program resulted in 38 international delegations bringing 319 delegates from 26 countries to participate in the Games-time program across the key industry sectors.

- The *Trade 2018* Games-time program attracted some of the world's leading business people and entrepreneurs to the Gold Coast. More than 95 domestic and internationally renowned speakers and thought leaders shared trends and opportunities for business collaboration and highlighted Queensland's diverse specialist industry capabilities across the priority sectors.
- *Trade 2018* showcased the Gold Coast and Queensland's investment opportunities and industry capabilities with a focus on the priority sectors. Site visits in Cairns and Townsville also highlighted the business opportunities and capabilities of industry in regional areas of Queensland.
- Profiling the Gold Coast Health and Knowledge Precinct (GCHKP) as an international hub for business, research and development was also central to the Games-time activations.

Engagement quality

Lead – Strengthen Queensland's international business and government relationships

- *Trade 2018* targeted delegates with strategic value that could provide support to the delivery of the program and/or represented high-value networks with potential ongoing value to Queensland in the future.
- Case studies presented throughout the report demonstrated how the *Trade 2018* activations created meaningful opportunities for businesses and governments across the Commonwealth, leading to stronger trade ties and relationships that have the potential to deliver investment and export outcomes for Queensland.
- A series of partnership profiles also demonstrated where Commonwealth stakeholder relationships were developed and strengthened throughout the planning and implementation of *Trade 2018*. These examples highlight where partner

organisations and delegates supported the delivery of *Trade 2018* throughout the program phases, and the key outcomes and achievements that resulted from these partnerships.

- A strategic partnership between the Queensland Government and the Commonwealth Enterprise and Investment Council (CWEIC) - the Commonwealth's official trade organisation, was agreed ahead of the launch of the Queen's Baton Relay and *Trade 2018* in March 2017. Among the opportunities this presented in the lead-up to and during the Games-time activations, the CWEIC Chairman led a delegation of 20 Commonwealth First Export Champions to GC2018 in April 2018, providing an opportunity for United Kingdom small and medium-sized enterprises (SMEs) to connect with Queensland's entrepreneurial businesses.
- The partnership with China's High Technology Industry Development Center, Torch, presents an excellent example of the extent and quality of an engagement delivering the strategic objectives of the *Trade 2018* program.





Trade 2018 partnership - Torch

- A preliminary inbound mission to Queensland was delivered in May 2017, when 24 members of the Torch inbound delegation toured health, education and research facilities in Brisbane and on the Gold Coast, including a visit to the Gold Coast Health and Knowledge Precinct (GCHKP).
- Following the mission, Queensland Health continued discussions around collaboration opportunities and further developed the relationship with Torch, aiming to secure a *Trade 2018* Games-time delegation. This included an outbound market mission in late 2017.
- A Torch delegation of 21 members returned to Queensland for the *Trade 2018* program in April 2018 and attended a special GCHKP Showcase event.
- A Memorandum of Understanding was signed with the Queensland Government on 3 April 2018 to establish the Queensland-Torch Health and Medical Precinct in Queensland. The Precinct will become Torch's first overseas health and medical precinct and, over the longer term, may attract direct investment into health and medical research in Queensland, becoming a translational hub linking universities, research institutes and hospitals with partners in China, driving economic growth, creating jobs and improving the health of Australian and Chinese people.



Inspire – Act as a platform to showcase Queensland to the world

- *Trade 2018* maximised the influence of Queensland during a time of historic change in Commonwealth trade relations. It showcased the Gold Coast, Queensland and Australia to high profile stakeholders in key trade and investment markets as ideal destinations to invest and do business.
- Delegates with a significant profile, presence or influence of value to Queensland were targeted to experience the Gold Coast and Queensland through *Trade 2018*. Engaging high-profile delegates at GC2018 ceremonies and events helped to ensure they returned with a positive impression which they could disseminate in their home countries.
- A number of high profile and significant engagement opportunities were realised throughout the *Trade 2018* program and beyond, including:
 - GCHKP Showcase events provided a unique opportunity to project Queensland's current and developing capability across the health and knowledge sector to key international markets and high priority international delegates, and
 - The Queensland and Commonwealth Collaboration and Showcase event, held on 12 April, was the catalyst for the development and launch of the special edition of the *Queensland's Regions Trading Globally*¹ prospectus and online portal. These assets highlight the key sectors and industries with investment and export potential in Queensland, and provide an additional avenue for the promotion of Queensland's regional investment opportunities.

¹<https://www.rdabrisbane.org.au/images/documents/Qld-Regions-Trading-Globally.pdf>

- A total of 76 delegates identified as influential business leaders from over 40 organisations across Australia and the Commonwealth participated in the *Trade 2018* Games Time Trade and Investment Program. In addition, 17 dignitaries attended *Trade 2018* through the Dignitary Visit Program, as part of the GC2018 State Protocol Plan.
- Results from the *Trade 2018* Games Time Delegate Feedback Survey reveal the *Trade 2018* program increased the international business profile of the Gold Coast, Queensland and Australia, particularly for international delegates. More than 90 per cent of respondents from overseas either agreed or strongly agreed that the *Trade 2018* program had improved their perception of the Gold Coast, Queensland and Australia as destinations to do business.

Expand – Provide a catalyst for export and investment attraction

- Leveraging the Games to secure trade and investment outcomes through the *Trade 2018* program was critical to realising true economic benefits for Queensland from hosting the Games.
 - The *Trade 2018* program helped demonstrate the value of the business of sport in Queensland to the United Kingdom-based organisers of the Six Day international track series cycling event. As a result, Madison Sports Group confirmed their intention to stage the final of the track series in Brisbane as part of the Brisbane Cycling Festival from 2019 to 2021.
 - Two Queensland firms that participated in the *Trade 2018* food buyer showcase, Youfoodz Asia and The Flour Shop Bakery are now in discussions with a buyer from Dubai who attended the showcase. Youfoodz Asia recently sent a trial order of their protein balls and bars to the buyer. The Flour Shop Bakery

met with the buyer in Dubai following the showcase to explore export opportunities for their products including their new 'Indigenous' cookie, made with Australian bush ingredients. The cookie has been jointly produced with a showcase co-exhibitor and Indigenous firm, First Food Co Pty Ltd.

- Building on the case studies and partnership profiles demonstrating the breadth of trade and investment leads from across the priority markets and sectors, the success of the *Trade 2018* Games-time program can be seen in results from the delegate feedback survey.
- Ninety-four per cent of delegates rated their overall experience with the *Trade 2018* program as either good or excellent, with more than half reporting their overall experience as excellent. The main factors contributing to delegates' overall experience as 'excellent' or 'good' include the:
 - Networking opportunities for their company or organisation (87%)
 - Relevance of the business contacts made (62%)
 - Relevance of the program content for their business (61%)
 - Quality of the speakers (57%)
 - Location of Commonwealth House (52%).
- Across the industry sectors, delegates reported that *Trade 2018* had increased their knowledge of the capabilities of industry in the Gold Coast, Queensland and Australia, as well as the business opportunities available for their company or organisation.
- More than 90 per cent leveraged the networking opportunities provided by *Trade 2018*, including making new business contacts and strengthening existing networks. Two-thirds of delegates (68%) intend to follow-up with at least one of the business contacts or networks developed at *Trade 2018*, and more than one in three (37%) report the contacts and networks developed are likely to influence the future success of their business.



- More than four in five delegates have already achieved, or expect to achieve, at least one outcome as a result of participating in the *Trade 2018* program, with the most popular outcome:
 - an improved capability to expand or grow their business in Australia (42%)
 - identifying investment opportunities that may be beneficial for their company/organisation (39%).
- More than one third of Australian delegates reported it is either likely (29%) or extremely likely (7%) they'll achieve export and/or investment deals as a result of their attendance/participation at *Trade 2018*. The majority of the new business is expected to eventuate within four years of the *Trade 2018* Games-time events, and around one quarter of the delegates expecting to achieve new export and investment deals expect the value of the new business to exceed \$1 million.
- Almost two-thirds of overseas delegates reported it is either likely (54%) or extremely likely (10%) they'll increase their investments in Australia and/or buy goods or services from Australia as a result of their attendance and participation at *Trade 2018*. Of these, one third expect the new business generated from *Trade 2018* will eventuate within one year (35%), and one in five expect the new business will exceed \$1 million.
- *Trade 2018* delegates were impressed with the Gold Coast and Queensland, and this positive experience has produced solid advocacy for the region. Delegates indicated a strong likelihood to return to the Gold Coast for business and/or leisure purposes (93%), and to recommend or encourage others to visit the Gold Coast (92%) and Queensland (96%).

Trade 2018 legacy

Queensland and the Gold Coast have led the way in showing how the Commonwealth Games can support a new Commonwealth trade agenda. *Trade 2018* was one of the first major integrated business programs of its kind, including leveraging the Queen's Baton Relay. *Trade 2018* demonstrates the broader economic potential of the Commonwealth Games and the model provides an innovative concept for future major sporting events by showing the value of this long-standing Commonwealth institution as a vehicle for more than sport.

Future realisation of the trade and investment opportunities raised through *Trade 2018* will be primarily led by Trade and Investment Queensland (TIQ) and City of Gold Coast. Both agencies will maintain direct links with participating stakeholders and follow up directly to ascertain specific outcomes from the leads identified and relationships created as a result of the *Trade 2018* program. TIQ and City of Gold Coast have committed to future reporting which will help to capture the outcomes of these opportunities.

The *Trade 2018* evaluation framework complements the overarching Evaluation and Monitoring Framework for the GC2018 legacy program. Results of the *Trade 2018* evaluation will inform the post-Games legacy evaluation report due in early 2019. Under the Evaluation and Monitoring Framework for the GC2018 legacy program, broader evaluation work will continue beyond 2019, with a Final Evaluation Report due in 2023. Consideration of the *Trade 2018* evaluation results, including follow-up of the future reporting commitments, forms part of the delivery planning for the 2019-2023 final evaluation.

Implications for future Commonwealth Games

The innovative, phased program model implemented for *Trade 2018* has opened discussions around leveraging the Commonwealth Games movement as a vehicle for trade and investment outcomes, maximising the value of the Games to hosts and the Commonwealth.

Almost all delegates at the *Trade 2018* Games-time program (94%) supported the inclusion of a similar program in future Commonwealth Games. Various key stakeholders and influential Commonwealth leaders also indicated the importance of the program.

These and other findings of the *Trade 2018* evaluation are intended to inform discussion of the value of building a trade and investment program into the Commonwealth Games format by the relevant and leading organisations, including the Commonwealth Secretariat, CWEIC and the Commonwealth Games Federation, and future Games hosts. Lessons learned in the delivery of *Trade 2018* provide a useful basis for future programs to consider in their planning and development.

The *Trade 2018* program and evaluation findings are also worthy of consideration in the broader context of 'sports diplomacy' – the use of sport as a means to influence diplomatic, social and political relations. The *Trade 2018* program and evaluation could provide an important case study in sports diplomacy worthy of further exploration.

Gold Coast 2018 Commonwealth Games Trade and Investment Program

Lead.

Strengthen Queensland's international business and government relationships



2500+ attendances
at 32 *Trade 2018* events and
site visits across Queensland



64% of delegates

established new contacts
with Australian businesses*

1800 delegates attended

25% were interstate or international

The Gold Coast Health and Knowledge Precinct
will support up to **26 000 jobs** at its peak

94% of delegates

rated their overall *Trade 2018*
experience 'excellent' or 'good'*



More than **95 domestic
and internationally
renowned speakers**



Trade 2018 delegate app
**downloaded more
than 900 times**

6 373 985 impressions

on Twitter and Instagram in April 2018



58 183 unique page views

on commonwealthhouse.com.au

Expand.

Provide a catalyst for export and investment attraction



The Games are expected to
generate additional exports and
foreign direct investment of around

\$488 million in the
four years post-GC2018

42% of delegates report
improved capability to expand or grow
their business in Australia*

Future development of the Gold Coast
Health and Knowledge Precinct valued at

\$1 billion over the next 20 years



**64% of international
delegates** 'extremely' likely

or 'likely' to increase investments in
Australia or buy Australian goods or
services following *Trade 2018**

*Results based on a survey of 223 delegates to the *Trade 2018* Games Time Trade and Investment Program



Inspire.

Act as a platform to showcase Queensland to the world

International activations in **7 priority markets** alongside Queen's Baton Relay



38 international delegations from **26** countries



17 dignitaries

attended *Trade 2018* through the Dignitary Visit Program, as part of the GC2018 State Protocol Plan

Trade 2018 is one of the

first major integrated business programs

of its kind



82% of delegates

report the *Trade 2018* program improved their perception of Queensland as a destination to do business*



7 priority sectors

Health and Knowledge

Food and Agribusiness

Innovation and Entrepreneurship

International Education and Training

The Business of Sport

Marine Manufacturing and Craftsmanship

Film and Television Production

Trade 2018 partners

Led by the Queensland Government in partnership with the City of Gold Coast, and supported by the Australian Government

AUSTRALIA'S **GOLD**COAST™



Queensland Government
Australia



2. Introduction

2.1. Commonwealth trade and investment

Trade and investment across the Commonwealth is strong and continues to grow. Reaching around US\$560 billion in 2016, trade among Commonwealth countries is projected to exceed US\$1 trillion by 2020².

The Commonwealth is a voluntary association of 53 independent and equal sovereign states, covers a quarter of the globe's landmass and contains a quarter of the world's people. Around 2.4 billion people live in the Commonwealth, 60 per cent of whom will be under 30 by 2020. The Commonwealth's combined Gross National Income of US\$10.7 trillion is also expected to rise to US\$14 trillion by 2020.

Although the Commonwealth is not a formal trading bloc, the 53 Commonwealth nations enjoy a formidable trade advantage.

Commonwealth countries, on average, trade around 20 per cent more with each other and generate 10 per cent more investment.³

²Commonwealth Secretariat, *Trade Horizons: Special Edition of the 2018 Commonwealth Trade Review for the XXI Commonwealth Games*, 2018

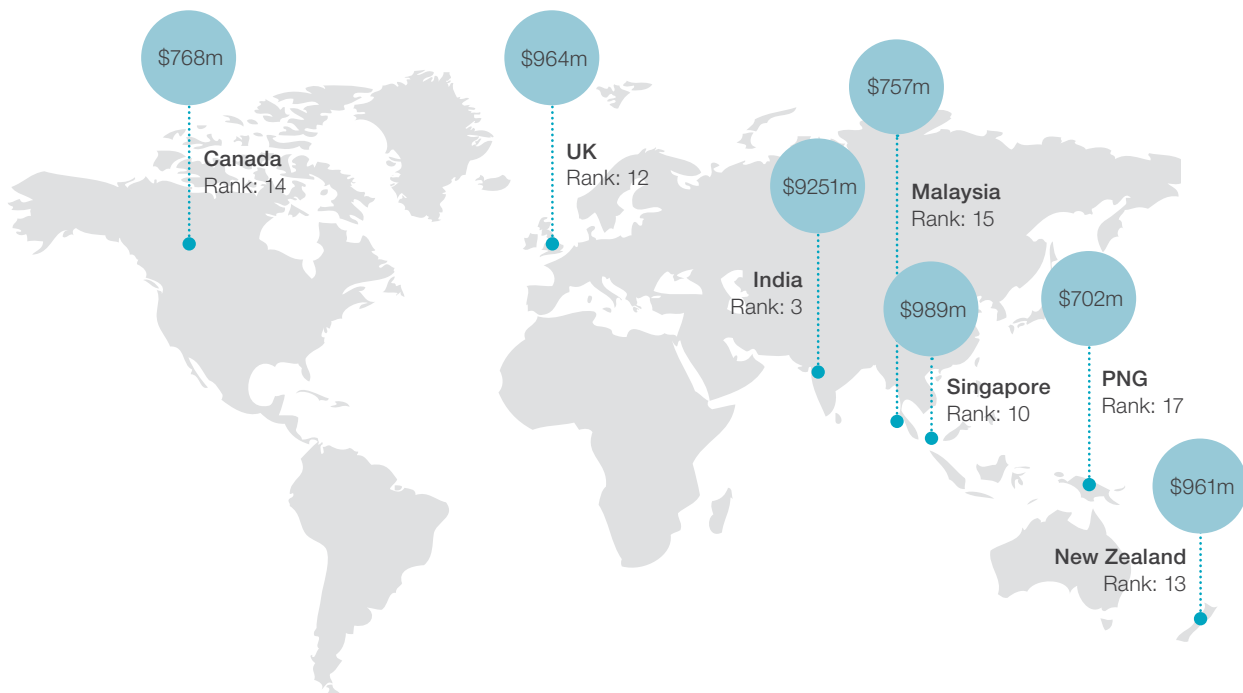
³Ibid



In addition to trading more, the ‘Commonwealth advantage’, as it is known, also results in lower bilateral trading costs between Commonwealth nations – on average, 19 per cent lower than for other country pairs.

Queensland’s two-way trade with Commonwealth countries in 2016-17 was almost \$22.4 billion, with Queensland’s \$15.6 billion of sales to member nations accounting for 23.5 per cent of the state’s total exports for the year⁴. The following figures highlight Queensland’s key Commonwealth export markets and Australia’s key Commonwealth inward direct investment markets.

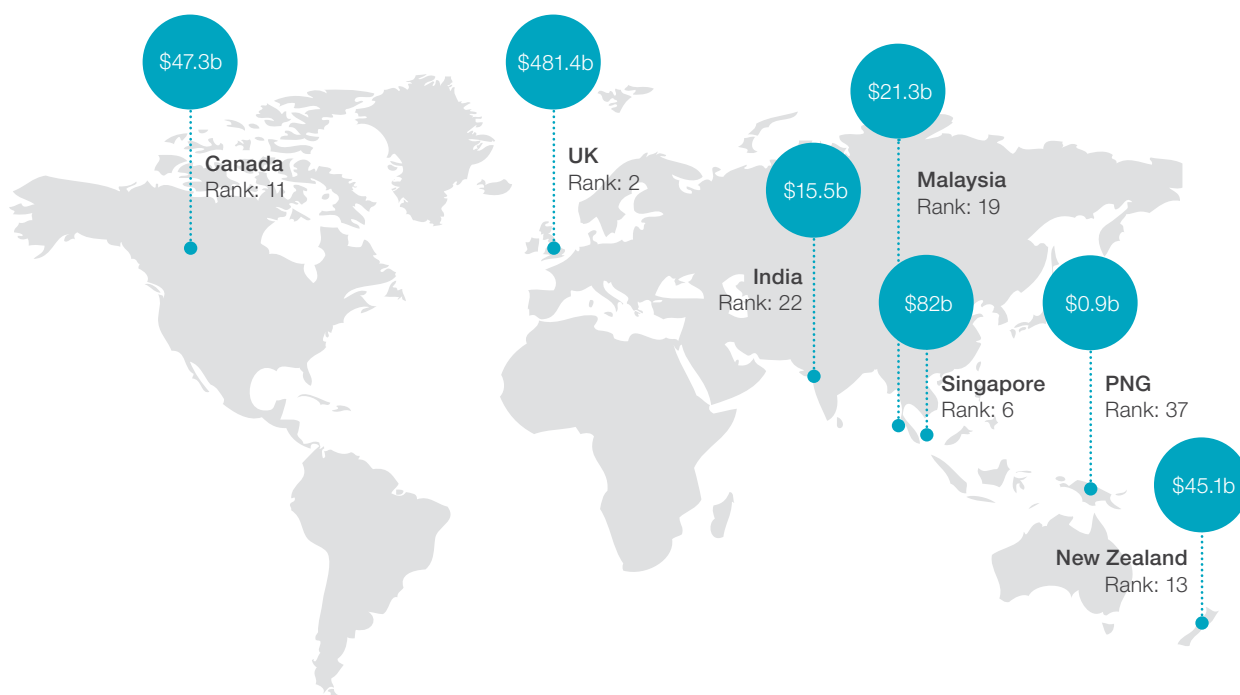
Figure 1. Queensland’s key Commonwealth export markets⁵



⁴Queensland Government Statistician’s Office, Queensland Treasury, *Queensland Government trade report: Commonwealth countries, 2016-17*

⁵Queensland Government Statistician’s Office, Queensland Treasury, *Queensland Government Trade Reports 2016-17*, based on Australian Bureau of Statistics, *Foreign Trade*, unpublished data. Ranking is based on all Queensland export trade markets.

Figure 2. Australian Commonwealth Inward Direct Investment Markets, A\$ billion, 2017⁶



A briefing paper by The Economist Intelligence Unit commissioned by the Queensland Government ahead of the Gold Coast 2018 Commonwealth Games provides an outlook for eight member countries of the Commonwealth, and priority trade and investment markets for Australia and Queensland: Canada, India, Malaysia, New Zealand Papua New Guinea, Singapore and the United Kingdom. The first section provides an introduction on key issues governing international relations among the countries, trade relations, a summary of their economic outlooks and key demographic trends. The second section provides a summary of key economic and political trends, including economic growth, inflation trends, policy developments, central bank activity, election expectations and key sectoral trends⁷.

⁶Department of Foreign Affairs and Trade, *Statistics on who invests in Australia, 2017*, based on *Australian Bureau of Statistics catalogue 5352.0 – Table 2. Foreign Investment in Australia: Level of Investment by Country and Country Groups by type of investment and year, 2017*. Ranking is based on all Australian inward direct investment source markets.

⁷The Economist Intelligence Unit (2018). *Commonwealth 2018: Trade, economy and international relations. Outlook for Australia, Canada, India, Malaysia, New Zealand, Papua New Guinea, Singapore and the United Kingdom*.

2.2. Trade 2018 program

Background

Major sports events are increasingly being recognised as important vehicles for promoting international trade and investment activities. For the Glasgow 2014 Commonwealth Games, Scotland House came to life as the central location to mix sport with business. The Scottish Government estimated more than 1000 leading national and international business leaders attended Scotland House during the Glasgow 2014 Commonwealth Games.

The Gold Coast 2018 Commonwealth Games (GC2018) presented a once-in-a-generation opportunity to secure long lasting economic, social and reputational benefits for the Gold Coast, Queensland and Australia, and to showcase the state's industry strengths and capabilities to more than 71 nations and territories. It provided a unique opportunity for high-value trade and investment leads to visit Queensland, to meet with local businesses, and directly experience the depth of expertise available in the state.

GC2018 and the related promotion of major Queensland and Australian industries and products is estimated to generate additional exports and foreign direct investment of about \$488 million over the four years post-Games⁸.

Trade 2018 was an extensive trade and investment program developed to leverage the Gold Coast 2018 Commonwealth Games. The program aimed to create meaningful opportunities for businesses and governments from across the Commonwealth and beyond, leading to stronger trade relationships and investment and export outcomes for Queensland.

The program was led by the Queensland Government, through the Office of the Commonwealth Games (OCG)⁹ and Trade and Investment Queensland (TIQ), in partnership with the City of Gold Coast, and supported by the Australian Government.

Trade 2018 was officially launched in London in March 2017 with the official commencement of the GC2018 Queen's Baton Relay from Buckingham Palace. The program was co-launched by the Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, and Tom Tate, Mayor of the City of Gold Coast, at the Queensland Government Reception on 14 March 2017.

“We are going for gold for Queensland as part of this very important London visit that comes at a pivotal time for the Commonwealth and its new trade agenda. We are committed to driving economic opportunities for the state and our significant investment in the Commonwealth Games is an investment in the future.”

***The Honourable Anastacia Palaszczuk MP,
Premier of Queensland and Minister for Trade***

⁸Griffith University. *The economic impacts of the Gold Coast 2018 Commonwealth Games*. Gold Coast, 2017.

⁹The Office of the Commonwealth Games (OCG) was a division established within the Queensland Government Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITID) to ensure GC2018 delivered economic and community benefits for Queensland. OCG was responsible for the oversight, monitoring and delivery of the Embracing 2018 Legacy Program, of which *Trade 2018* was a key component.

The implementation of *Trade 2018* occurred as the Commonwealth undergoes historic change, with an uncertain global economy affecting businesses, countries, Commonwealth organisations, and the Games itself. This includes significant reform for the United Kingdom (UK) following their June 2016 referendum to leave the European Union (EU) (known as 'Brexit'). This has resulted in the UK looking to past relationships, such as those within the Commonwealth, as a basis upon which to build its trade future. Hosting the Games during a time of significant change in the Commonwealth presented a unique opportunity for the Gold Coast, Queensland and Australia.

“Fostering trade and investment across the Commonwealth family is a vital companion to the superlative sporting feats that take place during the Games. Our Commonwealth House is a welcoming hub for anyone wanting to explore business opportunities, so come along and find out why we are way ahead.”

Tom Tate, Mayor, City of Gold Coast

Objectives

The primary objective of the *Trade 2018* program was to use GC2018 as a vehicle for engagement, to strengthen trade and investment ties across the Commonwealth and boost Queensland's international business profile. A particular focus for engagement was to support the economic diversification of the Gold Coast region by attracting international investment interest in the Gold Coast Health and Knowledge Precinct (GCHKP).

Trade 2018 offered a unique opportunity to 'Lead. Inspire. Expand.' through the three strategic objectives of the program:

- To strengthen Queensland's international business and government relationships (Lead),

- To act as a platform to showcase Queensland to the world (Inspire), and
- To provide a catalyst for export and investment attraction (Expand).

The program focused on seven priority markets:

- Canada
- United Kingdom
- India
- Malaysia
- Singapore
- New Zealand
- Papua New Guinea.

Investment opportunities associated with GC2018 extended beyond sport and events to other sectors of the economy. *Trade 2018* was strategically designed to highlight trade and investment opportunities across seven priority sectors:

- Health and knowledge (including investment in the GCHKP)
- International education and training
- Food and agribusiness
- The business of sport (including major event capability)
- Marine manufacturing and craftsmanship
- Film and television production
- Innovation and entrepreneurship.

In addition to the seven priority Commonwealth markets, *Trade 2018* was also promoted to Queensland's traditional trade and investment markets and partners.

Implementation model

Learnings from the Glasgow 2014 Commonwealth Games included that their trade program would have benefited from activations commencing before the Games. This was taken into consideration in the planning for *Trade 2018*, resulting in the development of an innovative, phased implementation model for engagement, to maximise trade and investment opportunities.

Trade 2018 created engagement opportunities for government and business leaders across the Commonwealth and beyond through three integrated phases:

- Phase 1 (Jan-Dec 2017): International activations in priority markets coinciding with the Queen's Baton Relay,
- Phase 2 (Feb 2017-Mar 2018): Inbound activations, with inbound business and trade missions from key international markets in targeted industry sectors, and
- Phase 3 (Mar-Apr 2018): Games-time activations, with a parallel program of trade and investment-focused activities, including the activation of Commonwealth House.

The *Trade 2018* implementation model involved an initial period of broad engagement which facilitated the development of key relationships and identification of opportunities. This in turn supported targeted engagement around those opportunities, and for key industry, business and government leaders from around the world to be invited to join the *Trade 2018* Games Time Trade and Investment Program held on the Gold Coast.



Trade 2018 priority sectors

Health and knowledge

Queensland is emerging as the gateway to the Asia-Pacific region with several global companies in the health and knowledge sectors establishing partnerships and operations in the state. This combines with a strong eco-system across Queensland that provides for interconnectivity and collaboration with leading medical facilities and universities.

The 200-hectare Gold Coast Health and Knowledge Precinct on Queensland's Gold Coast is a unique global business location for industry development and research collaboration which is cementing the region as a leader in the sector.



International education and training

Queensland boasts a leading education and training system comprising nine world-class universities, schools, TAFEs, VET and English language colleges. In 2017, Queensland attracted more than 123 000 international student enrolments¹⁰ from more than 160 nations. Queensland's international education and training sector is ready to partner for research, student mobility, joint program delivery and capacity building.



¹⁰www.tiq.qld.gov.au/international-student-numbers-11-6/

Food and agribusiness

Queensland food and agribusinesses are world-renowned for producing high-quality, safe, clean and sustainable products. With almost 83 per cent of the state in agricultural production, Queensland businesses have the skills and experience required to deliver fresh produce and services to a global market. Their processes are efficient and value-chains are reliable and secure.

At almost 144 million hectares, Queensland's thriving food and agribusiness industry grows around one-third of Australia's primary produce. The industry is proficient in export and contributes more than \$16.8 billion to the state economy each year.

The business of sport

Each year Queensland and the Gold Coast host local, national and international sporting events. Queensland's annual calendar of events is currently worth \$780 million to the Queensland economy, with a target to grow this to \$1.5 billion in 2025.

GC2018 enhanced Queensland and the Gold Coast's enviable expertise in delivering major sporting events, by building on the excellent base of knowledge and skills that enable Queensland businesses to contribute to the delivery of similar events both locally and overseas.

Investment into new and redeveloped sporting infrastructure across the state has improved Queensland's ability to attract and host international sporting events.



Marine manufacturing and craftsmanship

The Gold Coast has established a strong international reputation for its marine industry. The city's enviable natural environment and 260 kilometres of navigable waterways makes the city an ideal location for recreational boating and on-water activities.

The Gold Coast has one of Australia's largest boating communities, with 40 000 watercrafts registered to utilise the city's unparalleled waterways. It is also home to internationally recognised marine brands from manufacturers of luxury superyachts, including Riviera and Maritimo, to manufacturers of smaller recreational boats, marine equipment and accessories.



Film and television production

From beautiful beaches and national parks to hinterland retreats, cane fields and sub-tropical rainforests, Queensland's unparalleled natural landscape plays a significant role in attracting national and international film productions.

The impressive reputation Queensland has earned as a desirable location for filming is not only about the scenery on offer, but also the state's award-winning cast and crew, post-production and visual effects studios, and attractive financial incentives. The Gold Coast boasts the largest studio lot in the southern hemisphere and has built a reputation for having some of the best crew in the world.

In recent years, some of the world's top grossing films, including *Aquaman*, *Thor: Ragnarok*, *Pirates of the Caribbean 5* and *San Andreas* have been filmed in Queensland.



Innovation and entrepreneurship

Queensland is driving innovation to create a strong, vibrant economic future for the state. The Queensland Government's \$650 million Advance Queensland initiative aims to foster innovation and entrepreneurialism, capitalise on our natural advantages, and help raise Queensland's profile as an attractive investment destination.

Through Advance Queensland, Queensland is turning ideas into action with investments in research and technologies, attracting new investment, building global partnerships and encouraging businesses to start and grow in Queensland.





3. Methodology

3.1. Evaluation framework

An evaluation of the *Trade 2018* program was identified as a priority initiative under the Queensland Government's Embracing 2018 Legacy Program Monitoring and Evaluation Framework.¹¹ The key objective was to provide a robust, comprehensive evaluation of the *Trade 2018* achievements, challenges and learnings.

The *Trade 2018* Evaluation Framework was developed to guide the overall evaluation and provide a context for the assessment of outcomes of the *Trade 2018* program. It summarised the key goals for engagement and objectives of the *Trade 2018* program, and mapped these against proposed indicators of success to be measured throughout the evaluation.

Informed by key stakeholders involved in the design and/or implementation of the *Trade 2018* program, the framework draws on data collected by *Trade 2018* delivery partners, OCG, City of Gold Coast and TIQ, throughout program implementation, and feedback surveys undertaken with delegates attending the *Trade 2018* Games-time program.

¹¹The Framework was developed in collaboration with GC2018 Games Partners - Queensland Government, Gold Coast 2018 Commonwealth Games Corporation (GOLDOC), Commonwealth Government, City of Gold Coast and Commonwealth Games Australia



The *Trade 2018* evaluation focused on two key aspects of engagement: scope and quality.

Engagement scope

Measure the extent of engagement through each of the program phases:

- Phase 1 – international activations
- Phase 2 – inbound activations
- Phase 3 – Games-time activations.

Engagement quality

Measure the benefits from how engagement was ultimately targeted, in relation to performance against each of the *Trade 2018* objectives:

- Lead – Strengthen Queensland's international business and government relationships
- Inspire – Act as a platform to showcase Queensland to the world
- Expand – Provide a catalyst for export and investment attraction.

It did not focus on the long-term impact of the *Trade 2018* program as this could not be measured within the timeframe of the evaluation. Instead, the evaluation considers all engagement activities and events leading up to and during GC2018. Measures which may be used for the ongoing monitoring and evaluation of the medium and longer-term impacts of the *Trade 2018* program are discussed later in the report (refer Conclusions section 5.2).

The *Trade 2018* Evaluation Framework complemented the overarching Evaluation and Monitoring Framework for the Gold Coast 2018 Commonwealth Games legacy program. The results of the *Trade 2018* evaluation will inform the broader post-Games legacy evaluation report due in early 2019.

3.2. Evaluation roles and responsibilities

Trade 2018 delivery partners contributed to the development and implementation of the evaluation with the following roles and responsibilities.

Organisation	Monitoring and evaluation roles
Office of the Commonwealth Games Monitoring and Evaluation team	<ul style="list-style-type: none"> • Development, implementation and reporting of the evaluation • Coordinate input from partner organisations • Develop delegate feedback survey in collaboration with City of Gold Coast
Office of the Commonwealth Games Industry Engagement team	<ul style="list-style-type: none"> • Collect and report ongoing registration and monitoring data across all phases of the <i>Trade 2018</i> program • Participation in consultations
City of Gold Coast	<ul style="list-style-type: none"> • Collect and report registration and monitoring data across all phases of the <i>Trade 2018</i> program • Develop delegate feedback survey in collaboration with OCG • Assist in setting up and implementing delegate feedback survey (e.g. via EventsAir) • Participation in consultations • Review, feedback and approval of evaluation plan and deliverables • Ongoing monitoring and reporting of outcomes resulting from <i>Trade 2018</i>
Trade and Investment Queensland	<ul style="list-style-type: none"> • Collect and report registration and monitoring data across all phases of the <i>Trade 2018</i> program • Participation in consultations • Review, feedback and approval of evaluation plan and deliverables • Ongoing monitoring and reporting of outcomes resulting from <i>Trade 2018</i>

3.3. Trade 2018 Games Time Delegate Feedback Survey

An online survey was distributed to 1170 delegates that attended the *Trade 2018* Games Time Trade and Investment Program, to help assess the impact of the program for Australian and international businesses. The survey sought feedback about the *Trade 2018* program, and the business outcomes delegates expected to achieve from attending.

Contact details were obtained from the *Trade 2018* registration software, Events Air, representing those delegates that were 'checked in' as attending at least one event during the Games-time program.

Dignitaries and other delegates identified as VIPs and influential business leaders were excluded from the survey distribution. The survey sample also excluded delegates attending events that were not promoted as part of *Trade 2018*, or were not delivered by the *Trade 2018* delivery partners.

A total of 223 survey responses were included for analysis, representing a 19 per cent response rate. Key results and findings from the Games Time Delegate Feedback Survey are presented throughout this report. A copy of the survey questions is included in Appendix B.





His Excellency the Honourable Paul de Jersey AC, Governor of Queensland and Mrs Kaye de Jersey meeting with delegates at a *Trade 2018* meeting.

4. *Trade 2018* outcomes

The outcomes of the *Trade 2018* evaluation are presented in this report around the two key aspects of engagement as outlined in the evaluation framework - scope and engagement - further segmented against the program phases and strategic objectives.

1. Engagement scope - to measure the extent of engagement through each of the program phases:
 - Phase 1 – international activations
 - Phase 2 – inbound activations
 - Phase 3 – Games-time activations.

2. Engagement quality - to measure the benefits from how engagement was ultimately targeted, in relation to performance against each of the *Trade 2018* objectives:

- Lead – strengthen Queensland's international business and government relationships
- Inspire – act as a platform to showcase Queensland to the world
- Expand – provide a catalyst for export and investment attraction.

4.1. Engagement scope

Phase 1 – International activations

Recognising Queensland's already solid trading relationship with Commonwealth countries and the potential for further growth, *Trade 2018* commenced with a campaign of international activations in the seven priority Commonwealth trade and investment markets. To leverage the interest in the Games, the international activations were scheduled to coincide with the Queen's Baton Relay international route (with the exception of New Zealand):

- United Kingdom – 12 to 15 March 2017
- Canada – 24 July to 1 August 2017
- India – 28 September to 5 October 2017
- Malaysia – 18 to 21 October 2017
- Singapore – 23 to 27 October 2017
- United Kingdom – 6 to 10 November 2017
- New Zealand – 30 November to 1 December 2017
- Papua New Guinea – 4 to 5 December 2017.

Almost 3200 business, trade and investment contacts from key international industry, government and bilateral business organisations were involved in more than 120 engagements across the program. Focused activity included international business missions, investor briefings, business receptions, industry forums and roundtables to:

- raise awareness of Queensland and the Gold Coast
- identify and engage priority trade and investment stakeholders aligned with the seven priority industry sectors and profile the GCHKP

- strengthen key partnerships
- promote the *Trade 2018* Games Time Trade and Investment Program
- encourage visitation to Queensland in the lead-up to, during and after GC2018.

The rationales for engaging these markets and key highlights (see summary below) demonstrate the approach taken for the international activations resulted in the successful delivery of a substantial number of high-profile engagements. These engagements built on strengths and pursued opportunities aligned with the priority sectors for the Gold Coast and Queensland.

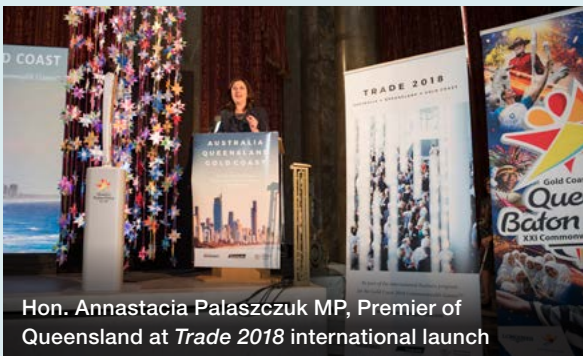
A number of key partnerships were formed during delivery of the international activations, including CWEIC becoming a strategic partner for delivering the *Trade 2018* program. Some of the partnerships established and strengthened throughout the *Trade 2018* program are highlighted within the case studies and partnership profiles included in section 4.2 'Engagement quality'.

United Kingdom

12 – 15 March 2017

London

A number of historic moments provided opportunities to mark the start of the *Trade 2018* international activations in the United Kingdom. On 10 March 2017, the inaugural meeting of the Commonwealth Trade Ministers was held in London. This was followed on 13 March 2017 with the launch of the Queen's Baton Relay from Buckingham Palace. Leveraging the profile of these events provided a significant moment to identify new business opportunities for Queensland at a pivotal time for trade relations with the United Kingdom as they seek to build stronger ties with the Commonwealth in the wake of the Brexit decision.



Hon. Anastacia Palaszczuk MP, Premier of Queensland at *Trade 2018* international launch

16 engagements

525 attendees

Activities and engagements included:

- Inaugural Commonwealth Trade Ministers Meeting
- Commonwealth Day
- Queensland Government Reception
- *Trade 2018* program international launch by the Hon. Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, and Tom Tate, Mayor of the City of Gold Coast
- Gold Coast Health and Knowledge Investor Roundtable
- Study Gold Coast 'Discover Australia's Gold Coast – An Education Experience'
- Commonwealth Games Federation
- Commonwealth Enterprise and Investment Council
- Royal Commonwealth Society High Commissioner's Banquet
- Commonwealth Trade Ministers Meeting: 'An Agenda for Growth'
- Roundtable on 'Attracting Investment', chaired by the Honourable Steven Ciobo MP, Australian Minister for Trade, Tourism and Investment
- Women of the World
- Sports in Conversation



Canada

24 July – 1 August 2017

Montreal, Toronto, Edmonton and Vancouver

Canada is a recognised leader in the bio-economy and *Trade 2018* international activations provided a vehicle for promoting Queensland's bio-industrial and biomedical potential to international investors. This included showcasing the collaboration and investment opportunities in the Gold Coast Health and Knowledge Precinct (GCHKP).



34 engagements

1020 attendees

Activities and engagements included:

- Bio World Congress on Industrial Biotechnology including Life Sciences Queensland Reception
- Montreal GCHKP Showcase Event
- Toronto GCHKP Showcase Event
- Longines GC2018 Sponsor Reception
- Toronto Queensland QBR Dinner
- Vancouver Queensland Reception
- Life Sciences Alberta Roundtable
- Squamish and Lil'wut Cultural Centre site visit
- Commonwealth Games Canada Reception: Edmonton
- Ryerson DMZ site visit
- Medical and Related Science Discovery Centre site visit
- Baker McKenzie Legal Collaboration Centre site visit
- Montreal Chamber of Commerce
- Toronto Region Board of Trade
- Greater Vancouver Board of Trade
- Canada, Australia and New Zealand Business Association



India

28 September – 5 October 2017 New Delhi and Mumbai

India is the largest member of the Commonwealth and the third most valuable export market for Queensland behind China and Japan. With a shared common interest in the business of sport and the emerging field of sports diplomacy, the Australia-India Sports Partnership, launched in 2017, established an agenda to advance cooperation between the two countries in training and development, sports science, governance and grass roots participation.

21 engagements

298 attendees

Activities and engagements included:

- Sports Forum
- *Trade 2018* Queensland Reception
- Gold Coast Education Experience, Study Gold Coast
- Federation of Indian Chambers of Commerce and Industry (FICCI)
- Confederation of Indian Industry
- Bombay Chamber of Commerce
- Indian Merchant Chamber
- World Trade Centre Mumbai and the All Indian Association of Industry
- The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
- Federation of Indian Export Association
- Trade Promotion Council of India



Malaysia

18 – 21 October 2017

Kuala Lumpur

Queensland has many shared interests with Malaysia including sport and major events. Malaysia hosted the successful South East Asia Games in August 2017 and will also host the Commonwealth Heads of Government Meetings in 2020. *Trade 2018* facilitated engagements to continue to explore broader business interests with Malaysia, including education and training, infrastructure, major event services, and health and knowledge.

9 engagements

751 attendees

Activities and engagements included:

- *Trade 2018* Queensland Reception
- Study Gold Coast Showcase
- Malaysia Australia Business Council annual gala dinner
- KL Sports City



Singapore

23 – 27 October 2017

Singapore

The Queensland Government established a local TIQ office in Singapore in 2017. With the highest disposable incomes in South East Asia, Singapore is a growing export destination for Queensland goods and services, and, as a global financial centre and tech-hub, Singapore presents major opportunities to attract investment into Queensland's growing knowledge economy, including start-ups and entrepreneurs. Queensland and Singapore also have strong education links, and there has been strong investor interest in a range of additional opportunities in Queensland including in agribusiness, energy and tourism.

11 engagements

270 attendees

Activities and engagements included:

- Study Gold Coast Showcase Event
- GCHKP Investor Roundtable
- *Trade 2018* Queensland Reception
- Roundtable with Board of Commonwealth Alliance of Young Entrepreneurs (CAYE)
- Entrepreneur and Innovation Roundtable



United Kingdom

6 - 10 November 2017

London and Birmingham

Following the launch of the Queen's Baton Relay and associated business engagement activities in March 2017, a follow-up program was undertaken with key partners to promote the *Trade 2018* program.

This included a range of targeted business meetings, promotional activities and roundtables to encourage business leaders and delegations from London and Birmingham to visit Queensland in April 2018.

24 engagements

Activities and engagements included:

- Australia-UK Chamber - Corporate Traveller Melbourne Cup Gala 2017 sponsorship to promote *Trade 2018*
- CWEIC Briefing Session for Local Export Champions
- Birmingham Briefing Session
- Commonwealth Secretariat
- London and Partners/Mayor's International Business Program Briefing Session
- Business attraction meetings



New Zealand

30 November – 1 December 2017

Auckland

Australia and New Zealand are natural allies with a strong trans-Tasman sense of family. Migration, trade and defence ties, keen competition on the sporting field, and strong personal links have helped shape a close and cooperative relationship.

The proximity of the two countries and the freedom of travel means tourism is a significant industry between the nations, enhancing the opportunity for the *Trade 2018* program to attract Games-time delegates.

Unlike the other international activations which coincided with the Queen's Baton Relay, the New Zealand activation was held in the week leading up to the arrival of the QBR. This was due to the QBR taking place in the week before Christmas, which was deemed a difficult time to engage business leaders.

7 engagements

78 attendees

Activities and engagements included:

- Business luncheon with the Trans-Tasman Business Council – 'GC2018: a trade and investment opportunity for the Pacific'
- Consul-General and Senior Trade Commissioner NZ, Australian Trade and Investment Commission (Austrade)
- New Zealand Olympic Committee
- Pacific Trade and Invest Auckland
- Pacific Cooperation Foundation
- Trans-Tasman Business Circle
- Australian High Commission



Papua New Guinea 4 – 5 December 2017 Port Moresby

Queensland has strong major event and sports diplomacy ties with Papua New Guinea (PNG) with the opportunity to continue to grow. In late 2017, PNG commenced hosting a year-long program of Asia Pacific Economic Cooperation (APEC) meetings, which will culminate in the Leaders' Summit of Presidents and Prime Ministers from 21 countries in November 2018. PNG is considering a bid to host the Commonwealth Games in 2026 after hosting the 2015 Pacific Games. The City of Gold Coast also has a strategic relationship with PNG to support the development of sporting athletes and administrators in a series of training and leadership camps on the Gold Coast.



6 engagements 242 attendees

Activities and engagements included:

- Business breakfast with the Australia PNG Business Council – 'GC2018: a trade and investment opportunity for PNG and the Pacific'
- Australia and PNG Business Council
- APEC Business Advisory Council
- Port Moresby Chamber of Commerce and Industry
- Australian High Commission PNG
- Department of Foreign Affairs and Trade hosted 'Value of Sport' Showcase
- PNG Olympic Committee
- QBR Reception at the Governor-General's residence
- Agribusiness Roundtable
- National Capital District
- Senior Trade Commissioner PNG, Australian Trade and Investment Commission (Austrade)



Phase 2 – Inbound activations

Building on Phase 1 and leveraging existing high profile Queensland events (such as Myriad, Sudirman Cup and TropAg 2017), *Trade 2018* hosted a number of inbound trade and investment missions from key international markets to explore and promote business and investment opportunities.

This phase of the program was delivered through the creation of a calendar of events and activities focusing on opportunities in identified priority sectors and projects. *Trade 2018* also worked with key stakeholders, including Trade and Investment Queensland, to match Queensland businesses and suppliers with potential international opportunities.

In the year leading up to the Games, *Trade 2018* successfully hosted 21 inbound trade and investment missions and engagements, with delegates representing more than 17 countries. These visits included high-level government and business meetings which showcased the Gold Coast and Queensland's investment opportunities and capabilities, with a focus on the priority sectors.

Where relevant for the engagements, site visits were facilitated across Queensland including to GC2018 sporting venues to highlight the world-class sporting facilities and infrastructure. More than half of the engagements included a site visit of the GCHKP to showcase it as an international hub for business, research and development. A number of Commonwealth Games Associations visited Queensland in the lead-up to GC2018 and, where possible, briefing opportunities around the City of Gold Coast and the *Trade 2018* program were undertaken to share opportunities for collaboration.

A selection of case studies included in this report demonstrate the types of activities delivered within the priority sectors, and the range of international delegates and Queensland industry representatives that participated in the missions. The partnership profile on the Torch Program, China's High Technology Industry Development Center, presents an excellent example of

the extent and quality of an engagement delivering the strategic objectives of the *Trade 2018* program (see section 4.2 'Engagement quality'), including:

- stakeholder relationships being strengthened, and targeted delegates from earlier phases of the program being converted through the strategic delegate attraction program to return during Games-time (Lead),
- Queensland being showcased to high-profile business and government representatives (Inspire), and
- tangible trade and investment outcomes already starting to be realised (Expand).

A survey of delegates hosted over several inbound missions and engagements revealed strong results for overall satisfaction with their visit, increased knowledge of the Commonwealth Games, and raised awareness and consideration of collaboration opportunities on the Gold Coast. Results included:

- Very high level of satisfaction with *Trade 2018* visits (average 9.1 out of 10)
- Greatly increased delegate knowledge of the Games (average 8.8 out of 10)
- Delegates were very likely to encourage others to visit the Gold Coast during the Games (average 8.5 out of 10)
- The program increased delegates' knowledge of the GCHKP and opportunities for collaboration (average 8.9 out of 10)
- Following the visit, delegates were highly likely to consider or encourage collaboration opportunities on the Gold Coast (average 8.9 out of 10).

Figure 3. Phase 2 – Inbound activations, February 2017 to March 2018



*included site visit to Gold Coast Health and Knowledge Precinct

Duke of York visit September 2017

**Innovation and entrepreneurship,
Health and knowledge**

His Royal Highness the Duke of York's visit to Queensland in September 2017 was the first of many visits by members of the Royal Family and international dignitaries in the lead-up to and during GC2018. A champion of innovation, science and technology, The Duke of York met local researchers, athletes and entrepreneurs as part of his visit, as well as GC2018 officials and volunteers.

The Duke of York inspected the Gold Coast Sports and Leisure Centre at Carrara, and also met with academics and staff at the Gold Coast University Hospital and Griffith University's Institute for Glycomics, located within the GCHKP, to discuss their work in developing a new vaccine for malaria.

Entrepreneurs also had an audience with The Duke at Bond University, where they participated in the Pitch@Palace program, a program which supports selected entrepreneurs by connecting them with potential supporters, business partners and mentors. Showing the strength of its entrepreneurs, two Gold Coast companies made the global finals at St James' Palace in December 2017, including Nev House who was the overall winner.



His Royal Highness the Duke of York visiting the GCHKP

Australia-Singapore Annual Tourism Talks February 2017

Health and knowledge, Business of sport

Trade 2018 welcomed senior representatives from the Singapore Tourism Board, Department of Foreign Affairs and Trade, and Austrade to Queensland. The delegation visited GC2018 competition venues and the GCHKP while in Queensland for the Australia-Singapore Tourism Officials' Talks program.



Trade 2018 – GC2018 Trade and Investment Engagement Forum June 2017

Multiple sectors

The Queensland Government and City of Gold Coast co-hosted the Trade and Investment Engagement Forum on the Gold Coast, inviting Queensland businesses and economic development agencies from across the state to embrace the Games and *Trade 2018*. More than 50 industry and business leaders, High Commissioners, Honorary Consuls and local Chamber of Commerce representatives attended. Presentations on the *Trade 2018* program generated significant business interest and opportunity for collaboration.



Hon. Kate Jones MP presenting at the
Trade and Investment Engagement Forum



The Australasian Bioenergy and Bioproducts Symposium (TABBS) October 2017

Food and agribusiness

Queensland's bio-economy within the food and agriculture sector was a priority focus for the *Trade 2018* program. *Trade 2018* took an active role at the 2017 Australasian Bioenergy and Bioproducts Symposium (TABBS), presenting the linkages between the *Trade 2018* program and commercialising opportunities across the bio-economy, with a focus on the Tropics. The symposium helps to ensure the bio-economy opportunities in the state are leveraged to deliver their maximum potential.

For the first time the TABBS conference took to the road, holding events in Gladstone, Rockhampton, Mackay and Townsville, ahead of the wider conference event in Brisbane which included more than 250 attendees from more than a dozen international markets.

Trade 2018 participated in a panel session on future opportunities at the GC2018 Event City of Townsville, and delivered a feature presentation on the linked opportunities around the GC2018 Trade and Investment program as a plenary session in Brisbane.

Northern Australia Investment Forum November 2017

Multiple sectors

The *Trade 2018* program was showcased as part of the Queensland pavilion at the second Northern Australia Investment Forum held in Cairns from 19-21 November 2017. The conference attracted 180 international investors and 200 Australian corporates, who collectively represented 100 leading international and Australian companies from 25 countries, keen to pursue investment opportunities and help the community grow.

The conference proved a great platform to engage investors and stakeholder representatives with the investment opportunities available in Queensland, and also to boost the profile of, and stimulate interest in, the *Trade 2018* program.



TropAg 2017 – International Tropical Agriculture Conference November 2017

Food and agribusiness

Coinciding with National Agriculture Day on 21 November, the *Trade 2018* team attended the three-day International Tropical Agriculture Conference (TropAg) in Brisbane, highlighting the variety of opportunities GC2018 will bring to Queensland through the *Trade 2018* program. The event brought together the best in research and innovation across the plant, animal and food sciences. Over 700 delegates from 50 countries attended the conference, with researchers, investors, agribusiness professionals, policy makers, agricultural technicians, producers and students attending the event to network and learn from colleagues and leading scientific practitioners from Australia and across the globe.





Photo credit: Ray Cash Photography

Phase 3 – Games-time activations

Run in parallel with GC2018, the *Trade 2018* program incorporated a range of strategically focused trade and investment events, activities and site visits held concurrently during the Games. This provided a unique opportunity for international investors and buyers to meet and network with local businesses and directly experience the depth of expertise available in Queensland. The Games-time program marked the culmination of the year-long international engagement campaign to identify and engage priority stakeholders, and encourage visitation to Queensland in the lead-up to and during GC2018.

The program took place from 3 to 16 April 2018 in locations across Queensland including the Gold Coast, Brisbane, Townsville and Cairns.

Trade 2018 welcomed leaders of industry and business to visit, meet and network across the Commonwealth and with businesses in Australia's fastest-growing state, to support new and improved international relationships, and discover the many benefits of operating in the world's 12th largest economy.

The Games-time program brought together entrepreneurs, investors, political and corporate leaders, public officials, academics and Games sponsors in one of the largest gatherings of Commonwealth organisations in the past 10 years.

Investors and buyers who attended the program experienced first-hand the breadth of trade and investment opportunities available in Queensland and across the Commonwealth.

Program overview

Over the duration of the Games, 32 networking and showcase events and site visits were staged on the Gold Coast, Brisbane, Townsville and Cairns, with over 2500 attendances across these events (see Table 1). Taking into account some delegates attended more than one event throughout the Games-time program, there was a total 1603 unique attendees across the 32 events.

The program comprised business events including forums, business matching sessions, formal events and receptions, and networking opportunities, supported by international market-based events and site visits in the *Trade 2018* key priority sectors. An overview of the 32 networking and showcase events and site visits is provided at Appendix C.

Table 1. Trade 2018 Games Time Trade and Investment Program – networking and showcase events and site visits

Trade 2018 Event	Date	Attendees¹²
Tourism Investment Lunch*	3 and 14 April	168
Business Leaders Welcome Reception	3 April	159
The Commonwealth - Business Advantages and Opportunities	4 April	99
Queensland Economic Opportunities Breakfast	5 April	23
Global Entrepreneur and Investor Exchange	5 April	138
Film and Television Industry Roundtable	5 April	38
Gold Coast Health and Knowledge Precinct Showcase*	5 and 11 April	109
Food and Agribusiness Buyers Program	5 April	32
Retail Commerce Forum	6 April	83
The Value of Sport: Maximising Opportunities in the Commonwealth	6 April	111
Trade 2018 Event City Site Visits – Cairns	8-11 April	12
Trade 2018 Event City Site Visits - Townsville	7 April	3
HYPE Sports Innovation Accelerator – Global Pitch Event	9 April	133
Austrade FoodTech Mission: Queensland Government Briefing	9 April	24
FoodTech Innovation Forum	10 April	82
Queensland Health Capabilities	10 April	115
Queensland Opportunities in E-Health	11 April	77
Princess Alexandra Hospital Site Visit	11 April	22
Victoria Towers Site Visit	11 April	9
Canada Connect	11 April	54
Queensland and Commonwealth Collaboration and Showcase	12 April	111
Diversity for Global Business Growth	12 April	99
International Education and Training Agent Engagement Reception	12 April	100
Health Business Matching Program	12 April	39
Aged Care Program	12 April	24
Major Event Capability Business Forum	13 April	158
Queensland Research Institute Site Visits	13 April	31
Investing in Queensland Agribusiness (includes Aginvestor Briefing and Cocktail Reception)	13 April	85
India's Ascent and India Strategic Trade and Investment Roundtable	13 April	161
Marine Connections	13 April	58
Partnering with the Pacific	14 April	73
Business Leaders Closing Reception	15 April	81
Total attendances		2511

*Two different sessions were held for the Tourism Investment Lunch and GCHKP Showcase events across the Games-time program

¹²Attendee numbers as checked in to each event in the Events Air system. Some dignitaries and other officials were not required to be checked in upon arrival.

Trade 2018 and Commonwealth House also supported a number of additional events and invitation-only VIP functions during GC2018 including:

- Pre-Opening Ceremony Cocktail Reception,
- GC2018 Reconciliation Action Plan Reception,
- Longines House Breakfast,
- Optus Business Matching Program,
- United Kingdom Sport is Great Event,
- Intra-Commonwealth Small and Medium-sized Enterprises Association (ICSA) and the Commonwealth Alliance of Young Entrepreneurs (CAYE) Asia-Pacific Launch,

- Gold Coast Media Centre Welcome Event,
- FoodTech Mission: Ministerial Breakfast,
- Sports Ministers Conference,
- Commonwealth Innovation Forum, and
- Education and Training site visits.

When the above events are included, the total number of unique attendees across the broader Games-time program was 1846.

Commonwealth House

The majority of the *Trade 2018* Games-time business events and activities were hosted at Commonwealth House. Set against the stunning backdrop of Kurrawa Beach at Broadbeach, Commonwealth House was a purpose-built temporary venue to inspire media, business and trade partners with a uniquely Queensland and Gold Coast ‘toes in the sand’ experience during GC2018.

With a capacity to host functions of up to 200 people, Commonwealth House was the central business and media hub for the Games-time activations. The picturesque location was close to transport links,

accommodation and a variety of dining options. It was also within walking proximity to the Festival 2018 live site at Broadbeach and key GC2018 competition venues featuring basketball, netball and lawn bowls. Commonwealth House also included the Gold Coast Media Centre, providing direct links to visiting international media.

“I will never forget the spectacular venue that was Commonwealth House”

Young-Hoon Jung, President, Envac Korea



Strategic delegate attraction

High value industry and international delegates identified in Phases 1 and 2 were attracted to Queensland for the *Trade 2018* Games-time program and hosted at a series of business events and corporate hospitality itineraries.

Delegate attraction for *Trade 2018* and Commonwealth House occurred through a partnership arrangement between the Queensland Government and City of Gold Coast to cover the international activations, inbound delegations and wider stakeholder contacts. This ensured potential delegates were contacted in a coordinated manner and events were attended by the most relevant attendees.

Businesses also registered their interest to be involved in the Games-time program at a dedicated website (www.commonwealthhouse.com.au). Registrations opened via closed registration link on 6 November 2017.

The ideal delegate was defined as qualified, decision-making, from one of the *Trade 2018* priority sectors and either an:

- investor
- major buyer
- distributor
- key agent (e.g. an education agent)
- delegation lead (i.e. Government, trade agency, Chamber etc.).

This approach to strategic delegate attraction resulted in:

- 38 international delegations bringing more than 300 delegates to participate in the *Trade 2018* Games-time program across the key industry sectors including food and agribusiness, business of sport, health and knowledge, innovation and entrepreneurship, and international education and training

- delegates and delegations attending from more than 26 countries beyond Australia, including England, Fiji, India, Nigeria, Canada, Cameroon, Isle of Mann, Samoa, Botswana, Hong Kong, Peru, Malaysia, Philippines, Malta, Nauru, Scotland, Wales, United States of America, Japan, Solomon Islands, Brazil, Pakistan, Papua New Guinea, New Zealand, Singapore and Mauritius
- most delegations attending between one and four *Trade 2018* events and/or site visits during the Games-time program, with one delegation attending as many as eight events and site visits.

An overview of the delegations attracted for the *Trade 2018* Games-time program and the *Trade 2018* business events attended by each delegation is provided in Appendix D.

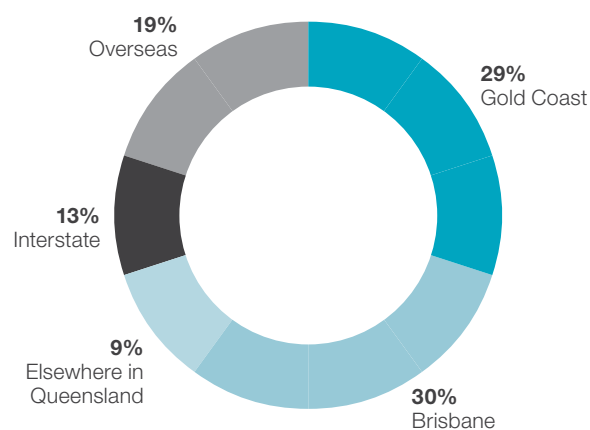
The success of the strategic delegate attraction program is further demonstrated in the profile of delegates that attended the Games-time program. Key findings from the survey of delegates¹³ to the *Trade 2018* Games-time program revealed:

- Strong representation from local, national and international delegates – about 60 per cent from the Gold Coast and Brisbane, more than 20 per cent from elsewhere in Queensland or interstate, and almost 20 per cent from overseas (see Figure 4).
 - For overseas delegates, India, the United Kingdom and Papua New Guinea were common locations for their company's primary headquarters (see Appendix E for further detail).
- Engagement with small business – 50 per cent of delegates were from small and medium-sized private companies or organisations (less than 200 employees) (see Figure 5).

¹³See section 3.3 for further details on the *Trade 2018* Games Time Delegate Feedback Survey.

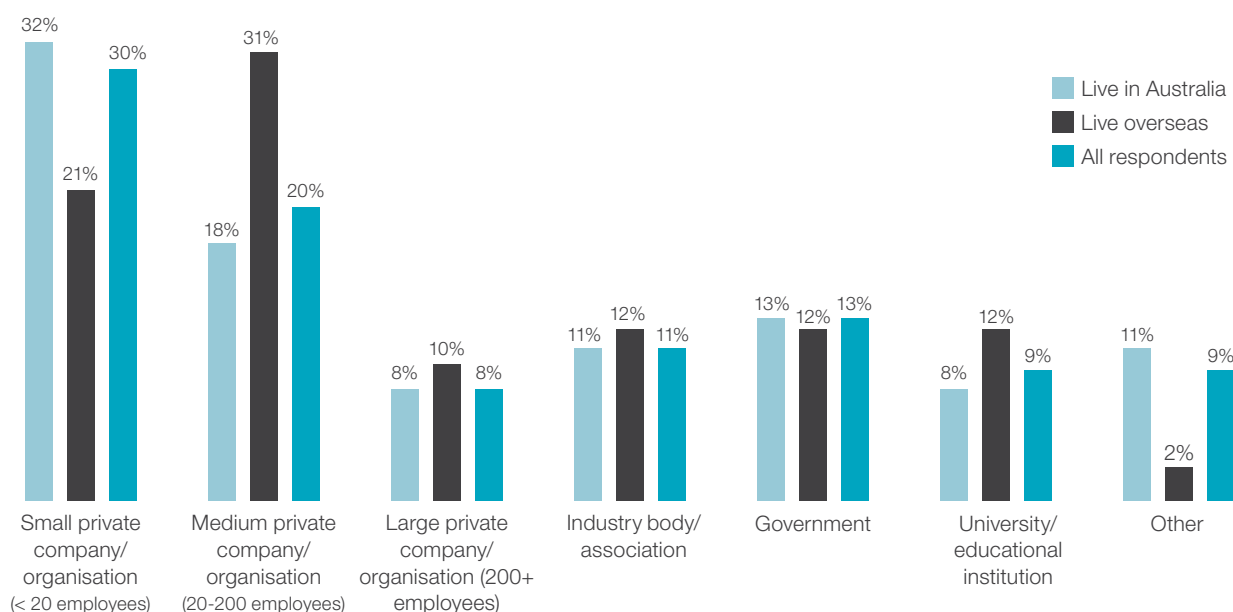
- Australian delegates were more likely to be from small private companies or organisations (32%) while overseas delegates were more likely to be from medium-sized enterprises (31%).
- Attracted decision makers – 66 per cent of delegates held either executive (e.g. CEO, CFO, CIO) or management positions or roles (see Figure 6).
- Focus on the priority sectors – 31 per cent of delegates reported their company/organisation aligns with the innovation and entrepreneurship industry sector (see Figure 7).
 - Business of sport and health and knowledge were also well represented (22% each)
 - ‘Other’ industry sectors represented (36%) commonly included mining and tourism.
- Built on prior involvement in the *Trade 2018* program – about half of the delegates had been involved in the *Trade 2018* program prior to the Games-time events (see Figure 8).
- 12 per cent of delegates had attended one or more of the *Trade 2018* international activations (Phase 1).
- 40 per cent of delegates were involved in one or more *Trade 2018* events in Australia as part of a trade mission (Phase 2).
- Strong interest in pursuing business, export or investment opportunities with a range of markets including China, Australia, the USA and Singapore (see Appendix E for further detail).

Figure 4. Trade 2018 Games Time Delegate Feedback Survey – where do you live?



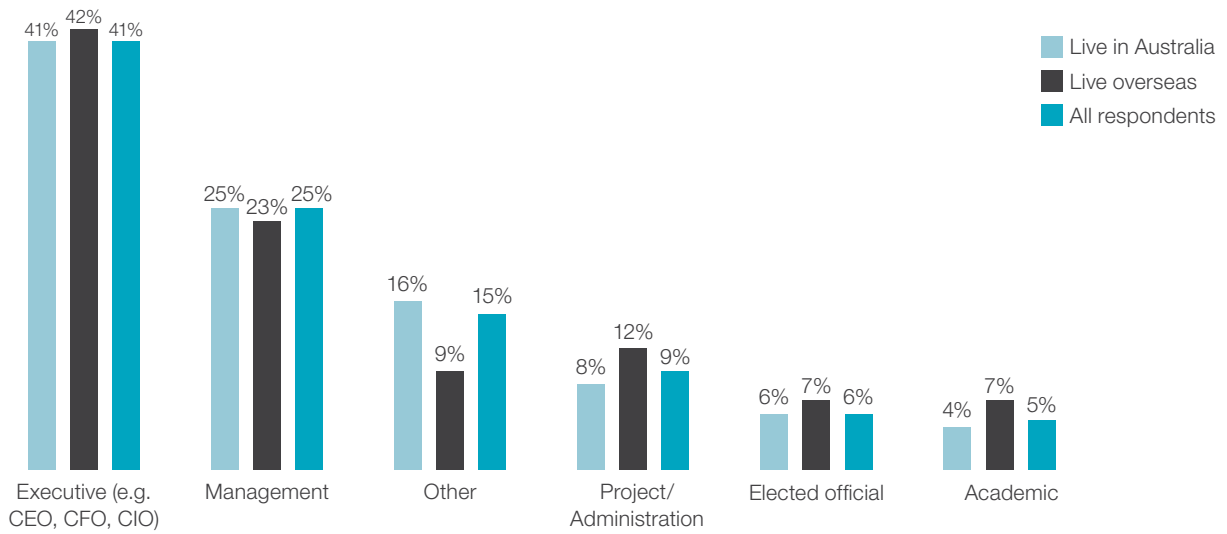
Base: n=223

Figure 5. Trade 2018 Games Time Delegate Feedback Survey – company/ organisation represented



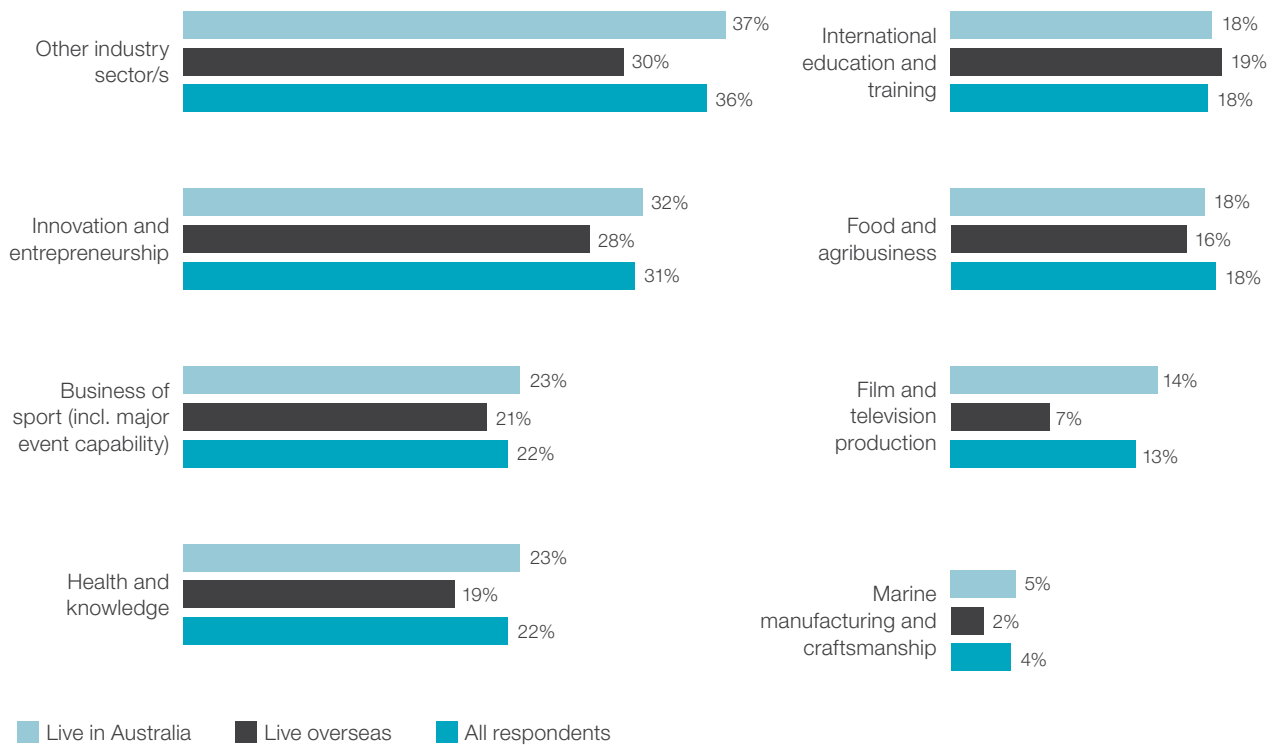
Base: n=179, live in Australia; n=42, live overseas; n=221 total respondents

Figure 6. Trade 2018 Games Time Delegate Feedback Survey – position/ role in company/ organisation



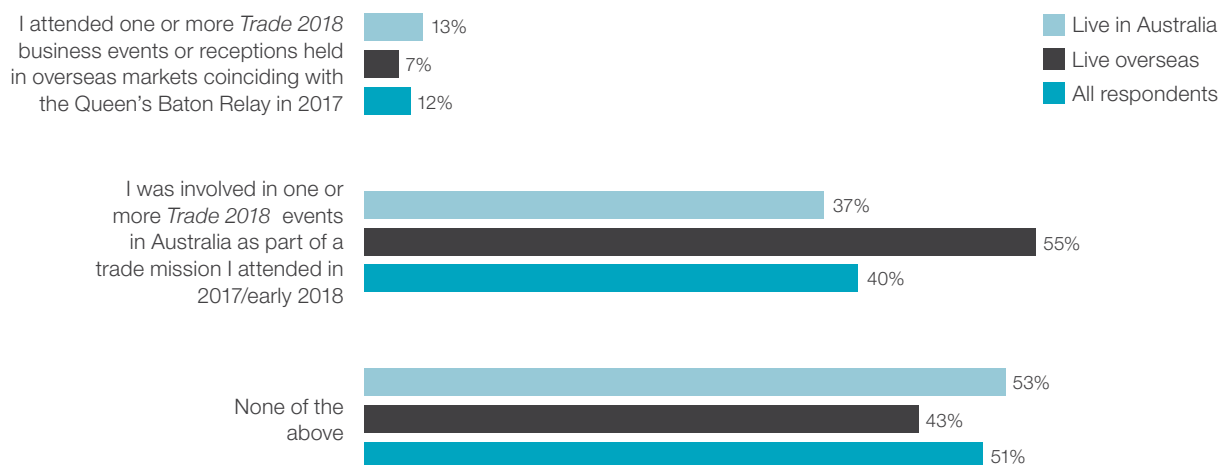
Base: n=179, live in Australia; n=43, live overseas; n=222 total respondents

Figure 7. Trade 2018 Games Time Delegate Feedback Survey – industry sectors most closely align with



Base: n=177, live in Australia; n=43, live overseas; n=220 total respondents

Figure 8. Trade 2018 Games Time Delegate Feedback Survey – prior involvement in the Trade 2018 program



Base: n=178 live in Australia; n=42 live overseas; n=220 total respondents

Showcasing the Gold Coast and Queensland's investment opportunities and industry capabilities

Trade 2018 showcased the Gold Coast and Queensland's investment opportunities and industry capabilities with a focus on the priority sectors. This included site visits in Cairns and Townsville to highlight the business opportunities and capabilities of industry in regional areas of Queensland. Profiling the GCHKP as an international hub for business, research and development was also central to the Games-time activations.

Priority sectors

Local business delegates attending Trade 2018 were well aligned with the priority sectors of the program, with almost one third of delegates from Brisbane and the Gold Coast representing the innovation and entrepreneur sector (30%), followed by health and knowledge (21%), food and agribusiness (21%) and international education and training (19%).¹⁴ A range of additional industry sectors were represented including tourism, mining, property and development and not-for-profit.

The examples below highlight some of the trade and investment opportunities showcased within the priority sectors and local businesses promoted during Trade 2018 Games-time activations.

¹⁴Trade 2018 Games Time Delegate Feedback Survey.

Food and agribusiness

Trade 2018 promoted trade and investment opportunities across the food supply chain, from paddock to plate. The *Food and Agribusiness Buyers Program*, held on 5 April, provided a platform for 19 Queensland suppliers to market their premium food and beverage products to four international food buyers from the Middle East, South East Asia, China and Korea. Complementing the Retail Commerce Forum event, the showcase was tailored to match company interests and provided a central location where buyers could engage with multiple suppliers to discuss business opportunities and future relationships.

Queensland products on show included luxury chocolate brownies, weight-loss products, Indigenous bush foods, bakery products, healthy snacks and dairy-free cheese. The overseas buyers in attendance were sourcing products for supermarkets, food-service supply to cafes and restaurants, and gift-giving seasons. Initial feedback from the Queensland firms was extremely positive with most of the buyers expressing interest in a wide range of products. Discussions are progressing between the buyers and Queensland firms and it is anticipated the Queensland suppliers will generate export business directly because of the showcase.



Innovation and entrepreneurship

The HYPE Sports Innovation Accelerator and global pitch event on 9 April provided an opportunity for a cohort of 12 new sports tech start-ups to pitch their business to an audience of national and international investors. The start-ups competed to win a 15-week accelerator placement and \$25,000 cash prize from the University of Queensland. Australian teams also competed for the Austrade Going Global Award, a 90-day residency at one of Austrade's Landing Pads located in the world's best innovation hotspots – Berlin, San Francisco, Singapore, Shanghai or Tel Aviv. Start-ups each had a booth to showcase their technology and business and pitch their product to the audience. Delegates were able to network with start-ups during scheduled breaks.

"I found the event informative and inspiring, both in terms of the content and also as an example of how to leverage major events for trade and investment outcomes. Congratulations on delivering an impressive Trade 2018 program and I look forward to working with the Queensland Government to build on this success as we plan towards ICC World T20 2020."

**Nick Hockley, Chief Executive Officer,
ICC World Twenty20 2020**



Marine manufacturing and craftsmanship

The Marine Connections event, held at the Southport Yacht Club on 13 April, showcased the capability of the Gold Coast in both the superyacht and marine sectors, using four foreign-flagged visiting superyachts in attendance for the Games-time program as examples, plus several more at Marina Mirage and the Gold Coast City Marina and Shipyard. Delegates heard about the various assets of South East Queensland and the rising appeal of the region for visiting superyachts looking for pristine cruising grounds, and world-class refit and repair facilities and marine trades. The event provided an ideal platform for captains, owners and the industry to discuss their priorities and how best to progress the marine industry in Queensland.

“I arrived with sparse knowledge of Australia, and [the] Gold Coast in particular. Having visited several locations including marinas, participated in the excellent initiative of the Trade 2018 program and the Australian Superyachts Rendezvous, I came away with useful information, very favourable impressions and some unforgettable memories.”

Coralyn Tracey, Executive Officer, MYBA The Worldwide Yachting Association



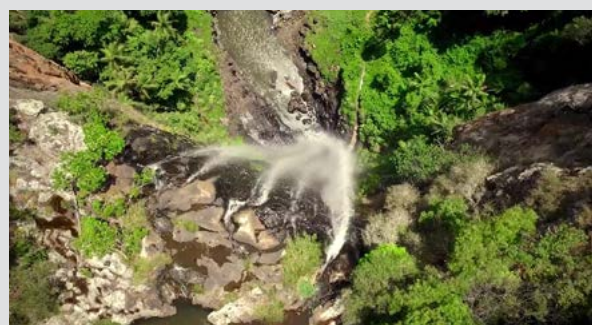
Film and television production

The Gold Coast and Queensland's film and television industry was showcased to high-profile, established domestic television production companies, industry associations and media at the Film and Television Producers Inbound Delegation and Industry Roundtable event on 5 April. Visiting delegates attended the GC2018 Opening Ceremony and squash competition held in the Village Roadshow Studios, which provided the opportunity to visit the sound stages. They also participated in a helicopter familiarisation of the Gold Coast's diverse film and television locations, further demonstrating the industry capability and close proximity to the studios.

The program aimed to attract more domestic television to be undertaken on the Gold Coast in the years ahead, and allowed key domestic television production executives to connect with around 20 members of the local industry including producers, writers, directors, art directors and location managers. This provided a great business opportunity for local industry to expand their reach and services, with many not normally having the opportunity to connect with Sydney and Melbourne-based production company executives.

“I gathered practical as well as thought-starting information on how we might increase our presence in Queensland (specifically the Gold Coast) for productions that are in development right now.”

Ben Ulm, Head of Factual & Reality, ITV Studios Australia Pty Limited



Regional site visits

As GC2018 approached, a targeted program of site visits around the GC2018 event cities of Cairns, Townsville and Brisbane was determined a valuable inclusion to the *Trade 2018* program, to ensure potential investors and business partners were presented with a wide view of Queensland's collective capability across the program's priority sectors. The site visit program invited targeted international delegates to explore the opportunities and capabilities in Queensland's north and was vital for increasing awareness of Queensland's capabilities across the priority sectors.

Townsville

With a strong biosciences and health and knowledge focus during GC2018, the Townsville site visit program focused on tropical health and medicine within a bio futures framework. An impressive calibre of travelling delegates were interested in exploring and understanding the industrial micro and the bio economy, biophysical and bio refinery, with some representatives interested in networking and information sharing, and others looking for direct business opportunities.

A flexible program schedule was targeted for the specific interests of the delegates to ensure relevant outcomes for the respective attendees. Delegates attended a range of site visits showcasing Townsville at the forefront of the bio-futures industry in Queensland, including visits to James Cook University's Centre for Macroalgal Resources and Biotechnology, and Ayr's Pacific Reef Fisheries. Delegates also attended meetings with the Department of Agriculture and Fisheries, Burdekin Council, Townsville Council and the Port of Townsville.



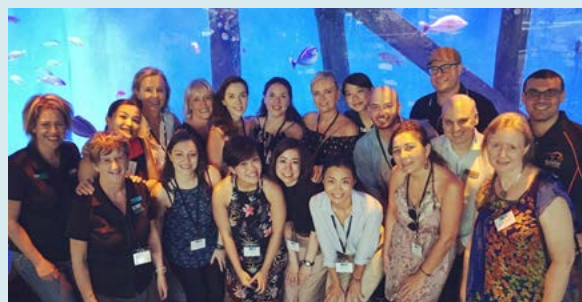
Cairns

The Cairns site visit program targeted the international education and training sector attending *Trade 2018*. A familiarisation trip of Cairns was conducted between 8 and 11 April to engage international education agents and other industry leaders in promoting Queensland and Cairns as a leading study destination. The initiative was led by Study Cairns, in collaboration with Study Queensland.

Three groups attended the familiarisation tour including:

- five international education agent finalists from the Study Queensland Agent Pitch marketing campaign,
- four targeted international education agents identified by Study Cairns members, and
- two digital influencers from TIQ programs who together have over 580 000 social media followers in Brazil and India.

The familiarisation highlighted the diversity of the study tour market in the Cairns region, showcasing EduTourism products such as the Skyrail Rainforest Cableway, Cairns Aquarium, the Australian Butterfly Sanctuary, Koala Gardens and the Great Barrier Reef. It also included site inspections of education facilities across all sectors - from school and ELICOS to vocational training and university - and also the new Cairns Student Hub. Networking opportunities were provided for familiarisation participants with key industry partners and Study Cairns stakeholders, including Cairns Regional Council members.



Profiling the Gold Coast Health and Knowledge Precinct

A primary focus of *Trade 2018* was to profile and support the economic diversification of the Gold Coast region by boosting Queensland's business profile and attracting international investment interest in the Gold Coast Health and Knowledge Precinct (GCHKP). Asia-Pacific's emerging health and innovation hub, the 200-hectare GCHKP is a unique global business location for high-tech industry development, research collaboration and jobs of the future, transforming Australia's leading lifestyle city.

Supported by the Queensland Government, City of Gold Coast, Griffith University and Gold Coast Health, the GCHKP is home to the world-class Griffith University (including the leading Institute for

Glycomics), the Gold Coast University Hospital, a major Australian teaching hospital, and the cutting-edge new Gold Coast Private Hospital. The precinct offers a combination of expertise, infrastructure, land and lifestyle unique to Australia, and an exceptional opportunity to facilitate and encourage:

- research and development,
- commercial opportunities in health, medicine and technology, and
- growth and attraction of skilled workers.

The GCHKP offers investors unique opportunities for industry development and research development in a global business location, and investor interest is already strong, with four sites already earmarked for \$200 million in commercial development post-Games.



The GCHKP was showcased across all three phases of the *Trade 2018* program due to its central role in the Gold Coast 2018 Commonwealth Games legacy program. GCHKP investor events were included as part of the international activations delivered in the *Trade 2018* target markets of the United Kingdom, Canada (both in Montreal and Toronto) and Singapore (Phase 1), reflecting the target markets for precinct investment activity and where there was a synergy in markets. The Canada international activation even included *Trade 2018* joining with the GCHKP Project Office to host a stand at the Bio World Congress on Industrial Bio-tech as part of the wider Queensland presence.

Presentations and site visits to showcase the GCHKP were also delivered to a series of inbound trade delegations (Phase 2) where there was a fit with delegation interests and outcomes. Inbound delegations engaged included the Torch Group from the Chinese Ministry of Science and Technology, the Commonwealth Enterprise and Investment Council (CWEIC), Commonwealth Alliance of Young Entrepreneurs (CAYE), Toronto Health Alliance and TIQ International Commissioners during their annual Queensland briefings. Figure 3 (on page 35) identifies the GCHKP was showcased to more than half of the 21 inbound missions and engagements conducted in Phase 2 of the *Trade 2018* program.

During the *Trade 2018* Games-time program (Phase 3), two formal GCHKP Showcase events were held at Griffith University's Institute for Glycomics on 5 and 11 April 2018, attended by more than 100 delegates. In addition, GCHKP was represented at wider *Trade 2018* business events including the Global Entrepreneur and Investor Exchange, Canada Connect

and the Hype Sports Innovation Accelerator Global Pitch Event. Further site visits and meetings were scheduled where international delegates expressed interest in the GCHKP after hearing about the investment opportunities during their Games-time events, including at the Queensland Economic Opportunities investor briefing. The precinct was also showcased through events associated with, though independent of *Trade 2018*, including the Commonwealth Innovation Forum, led by Life Sciences Queensland.

“Being part of the Trade 2018 and Queen’s Baton Relay events has really enabled the Gold Coast Health and Knowledge Precinct to have a platform, to spread the word and the awareness of what’s going on here in the state of Queensland in terms of innovation and opportunities to invest.”

***Diane Dixon, Project Director,
GCHKP Project Office***



GC2018 Athlete's Village

The Queensland Government entered into an agreement with private developer Grocon to redevelop a portion of the 29-hectare Parklands site for use as the GC2018 Athlete's Village, and to accommodate mixed use residential and commercial spaces within the GCHKP in the longer term. This \$550 million legacy project accommodated 6600 athletes and team officials during GC2018, and delivered 1252 permanent dwellings comprising 1170 one, two and three bedroom apartments and 82 townhouses that will become available for rent and possible purchase from 2019.

Transformation of the GC2018 Athlete's Village, and more than nine hectares of land available for targeted commercial development, will leave a vibrant residential and economic community for the Gold Coast as the centrepiece of the GCHKP, generating long-term jobs. Future development of the precinct over the next 20 years is expected to inject more than \$1 billion into the local economy and create up to 26 000 jobs at its peak.



Queensland Health Export and Investment Advisory Council – October 2017

The Queensland Health Export and Investment Advisory Council convened its second meeting on the Gold Coast in October 2017, to explore ways to capitalise on Queensland's world-class health sector and showcase it to the world through new export and investment opportunities, including through GC2018 and *Trade 2018*. The Gold Coast was chosen so that Council members could see firsthand the potential trade and investment opportunities in the lead-up to GC2018.

The meeting was followed by a networking event at Griffith University, within the GCHKP, with more than 40 innovative Queensland health companies to boost discussion and facilitate connections between researchers, the health sector, business and government. Attendees included representatives from groups such as Admedus, Emery Industries, Jeta Gardens and Next Generation Mobility.

“A fantastic opportunity for local leaders in medical technology and innovation to build productive relationships that support the development of new solutions and improved patient outcomes. Queensland has a lot to offer in this space and Admedus is pleased to collaborate with the Council and Minister for Health to showcase this expertise.”

Danny Zanardo, Vice President Emerging Markets, Admedus

Strategic marketing and communications

During the course of the *Trade 2018* program, a number of strategic marketing and communications activities were implemented by the Office of the Commonwealth Games (OCG) and City of Gold Coast (CoGC) as part of a partnership agreement. Strategic marketing activities aimed to:

- actively encourage program participation from high-value leads,
- promote the legacy benefits of the *Trade 2018* program for Queensland and the Gold Coast, and
- build brand awareness of the unique *Trade 2018* Games Time Trade and Investment Program.

Website engagement

Two dedicated websites supported the *Trade 2018* program throughout the delegate attraction, registration and post-Games phases – trade2018.com and commonwealthhouse.com.

The OCG-led trade2018.com became the information house for the international and domestic activations, sharing stories of the relationships developed, the key priority sectors, the GCHKP legacy project, and soft copy collateral. As an extension of OCG's embracing2018.com website, trade2018.com was consistently ranked in the top two most visited webpages of embracing2018.com.

The CoGC-led commonwealthhouse.com was the location for the *Trade 2018* Games Time Trade and Investment Program, with 58 183 unique page views. This website held information on the schedule of events, the speakers and panellists, and the supported program in Event Cities across Queensland.



Email

An extensive electronic direct mail (EDM) campaign was delivered as part of the delegate attraction phase. High-profile leads identified during the international and inbound activations received targeted invitations segmented to the market. This was supported by a series of high-level registration EDMs sent to the complete list of prospective delegates.

Once a delegate completed the registration process, information flowed directly to them through the Events Air system, in a series of scheduled emails communicating key information.

The *Trade 2018* team also emailed directly with delegation leads as part of the delegate attraction phase.

Social media

A social media campaign was delivered across four channels, achieving strong engagement across Twitter, LinkedIn and Facebook.

The Embracing 2018 Facebook and Twitter channels focused on promoting the legacy benefits of *Trade 2018* and building awareness of the Games-time program. Posts highlighted the *Trade 2018* priority sectors and the international and inbound activations and events conducted in Phases 1 and 2 of the program.

A Showcase page and closed LinkedIn group worked to target specific leads from the delegate attraction phase and to provide insight into the program and its benefits to Queensland. The Twitter and LinkedIn campaigns also engaged key influencers to increase the reach of the intended message. Influencers included, but were not limited to, the Hon. Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, several Queensland Government Ministers and other *Trade 2018* stakeholders such as the Commonwealth Games Federation.

The Business Gold Coast Facebook paid promotion strategy, delivered by City of Gold Coast, worked to encourage registration of the *Trade 2018* program itself.

Delegate app

The *Trade 2018* delegate app was developed as an extension to the registration software to provide an informal approach on information sharing to delegates. The delegate app also offered closed direct messaging social network services to delegates attending Games-time events. The app was downloaded from the iTunes and Google Play store more than 900 times.

Proactive media

There were five proactive media engagements involving keynote speakers including the Honourable Kate Jones MP, Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games, and Tom Tate, City of Gold Coast Mayor.

These included:

- a preview of the *Trade 2018* Games Time Trade and Investment Program on 28 March,
- the Commonwealth - Business Advantages and Opportunities event on 4 April,
- the Global Entrepreneur and Investor Exchange event on 5 April,
- the Value of Sport: Maximising Opportunities in the Commonwealth event on 6 April, and
- the Major Event Business Forum event on 13 April.

Print media and advertising

A range of collateral was developed for the *Trade 2018* Games Time Trade and Investment Program including the program brochure, flyer, program highlights brochure, branded USBs and postcards. Collateral was distributed during the international and inbound activations, and was also available online.



Three advertising campaigns were in-market in the lead-up to the *Trade 2018* Games Time Trade and Investment Program.

A delegate attraction digital campaign ran from 24 September to 31 October 2017 in the key *Trade 2018* markets of India, Singapore and Malaysia.



A delegate attraction print campaign ran from 4 to 31 October 2017 in India, Singapore and Hong Kong. Circulation included Forbes Asia and The Economist, both with a double page spread on the *Trade 2018* program.



A delegate registration digital campaign ran from 5 February to 11 March 2018 in the Asian markets of India, Singapore, Hong Kong and Malaysia.



4.2. Engagement quality

Lead – Strengthen Queensland’s international business and government relationships

One of the primary objectives of the *Trade 2018* program was to strengthen Queensland’s international business and government relationships. In delivering this objective, *Trade 2018* targeted delegates with strategic value who may provide support to the delivery of the program in-kind and/or represented high-value networks with potential ongoing value to Queensland in the future.

“Trade 2018 provides a superb platform for government and business leaders to meet and build new relationships.”

**The Right Honourable Patricia Scotland QC,
Commonwealth Secretary-General**

“Trade 2018 was a brilliant part of the program especially because it focused on building relationships, not just the transactions of business. Seriously well done!”

**Professor Caitlin Byrne, Director Griffith
Asia Institute, Griffith University**

In addition to the strategic delegate attraction program, which leveraged the strategic relationships generated during the international and inbound activations delivered in 2017, an Influential Business Leaders Program was also facilitated across Queensland Government departments. This program sought to identify key international business contacts to ensure a range of high profile business leaders and delegates with strategic value were attracted to the *Trade 2018* Games-time program. A total of 76 delegates identified

as influential business leaders from more than 40 organisations across Australia and the Commonwealth participated in the *Trade 2018* Games Time Trade and Investment Program. In addition, 17 dignitaries attended *Trade 2018* through the Dignitary Visit Program, as part of the GC2018 State Protocol Plan.

The true effectiveness of the *Trade 2018* program in strengthening Queensland’s international business and government relationships is not easily measured. Rather, it can be showcased through:

- Case studies demonstrating how *Trade 2018* activations created meaningful opportunities for businesses and governments across the Commonwealth, leading to stronger trade ties and relationships that have the potential to deliver investment and export outcomes for Queensland, and
- Partnership profiles demonstrating where Commonwealth stakeholder relationships were developed and strengthened throughout the planning and implementation of *Trade 2018*, how partner organisations and delegates supported the delivery of *Trade 2018* throughout the program phases, and the key outcomes and achievements that resulted from these partnerships.

Several significant event case studies and strategic partnership profiles are presented in the following pages.



Case studies of *Trade 2018* activations

Global Entrepreneur and Investor Exchange

The Global Entrepreneur and Investor Exchange, held on 5 April, was delivered in partnership with Advance Queensland and Myriad as part of the *Trade 2018* Games-time program. Activity directly targeted and leveraged the strategic relationships generated during the international engagement phase of the *Trade 2018* program, including that which was established with the Commonwealth Alliance of Young Entrepreneurs (CAYE).

The event showcased Queensland's capabilities, infrastructure and opportunities around entrepreneurship. It also provided pitching opportunities for 15 entrepreneurs seeking investment, including a number of young entrepreneurs and an Indigenous entrepreneur. Companies that pitched also took part in an innovation showcase providing

investors from across Australia and the Commonwealth with the opportunity to experience first-hand locally-developed innovations and technologies. The event concluded with a networking reception which highlighted the forthcoming Myriad, held in Brisbane in May 2018.

"...we were able to see first-hand a formidable showcase of the Australian start-up system while connecting with diverse stakeholders in strategic positions... This valuable experience will ensure the ongoing success of the mutually rewarding partnership enjoyed between Gyeonggi Province and the State of Queensland."

Hyun-Soo KIM, Director General, International Cooperation Bureau, Gyeonggi Provincial Government, Republic of Korea

Global Entrepreneur and Investor Exchange – key achievements

Attracted more than 130 attendees including international delegates from the United Kingdom, Canada, India and the United States.

Featured leading global entrepreneurs and investors who have achieved significant success and established high-value networks including:

Steve Baxter

Queensland Chief Entrepreneur and Investor on *Shark Tank Australia*

Luke Anear

Founder and Chief Executive Officer, SafetyCulture

Nkosana Mafico

Entrepreneur and Researcher

Jodie Fox

Co-Founder and Chief Creative Officer, Shoes of Prey

Ian Mason

Head of Development, Virgin StartUp

Kate Kendall

Founder and Chief Executive Officer, CloudPeeps

Aaron Birkby

Chief Executive Officer, Startup Catalyst

Derek Jouppi

Co-Founder and Engineer, Suncayr

Leanne Kemp

Founder and Chief Executive Officer, Everledger

James Fielding

Founder and Chief Executive Officer, Aurear

Creel Price

Founder and Director, Investible

Shelli Trung

Investment Fund Manager, QUT Creative Enterprise Australia



The program enabled entrepreneurs and investors from around the world to meet, network and expand their professional networks. Guests exchanged information and ideas, and interim reports indicate that they identified new business opportunities which will help strengthen trade and investment relationships across the Commonwealth.

Canada Connect

Building on the *Trade 2018* activations conducted in July and August 2017, the Canada Connect event on 11 April was designed to highlight and strengthen the existing bilateral relationship between the Queensland and Canadian governments and industry leaders. The event brought investors, entrepreneurs, SMEs (small and medium-sized enterprises) and corporates together with government and diplomatic representatives to showcase trade and investment between Canada and Australia. Of the total 54 attendees at the event, 11 were international delegates from Canada.

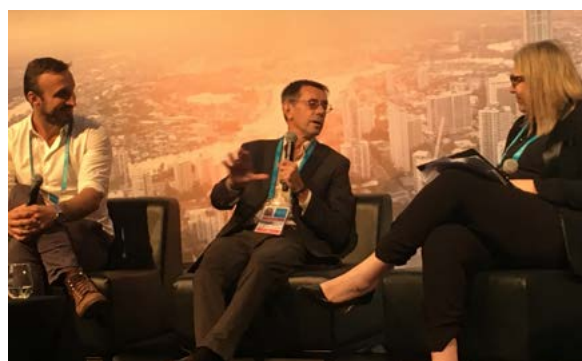
Opening and keynote addresses by the Queensland Government and Government of Canada highlighted the strong existing trade and diplomatic ties between Canada and Australia with a focus on the Queensland-Canada relationship.

- The Honourable Cameron Dick MP, Queensland Minister for State Development, Manufacturing, Infrastructure and Planning, acknowledged Canada's strength in the energy (gas) and transportation sectors, including the use of their technology and expertise on projects in Queensland. Queensland's leadership in industrial biotech and bioproducts was also highlighted as a key area for closer collaboration.
- Marc-Andre Hawkes, Consul and Senior Trade Commissioner, Consulate General of Canada, Sydney, and Teresa Nizzola, Chief Representative of Australia, Export Development Canada, recognised the longstanding trade relationships and diplomatic links, shared business practices and other strong linkages between the two nations including cultural, social and political similarities.

A panel discussion with leading Queensland and Canadian companies and education institutions discussed the current environment for trade and investment between Canada and Australia, including what businesses and particular investors are looking

for. Insights from the discussion helped showcase Queensland's strong capability in export and tropical health, and highlight Queensland as a commercially attractive place to do business and invest.

A targeted and strategic approach to inbound delegate attraction for this event was undertaken based on the strengths and export capacity of local Queensland businesses. Accordingly, Queensland businesses who actively export to the Canada market, or showed interest in this market, were targeted by the Queensland Government and City of Gold Coast to attend. Networking opportunities following the panel discussion allowed for local Queensland businesses to connect with delegates from Canada, comprising representatives from senior government, energy, health, innovation and institutional investors.



Major Event Business Forum

The Major Event Business Forum, held on 13 April, represented the culmination of several years of engagement and planning which informed the approach to supporting the business of sport as a priority sector.

The business of sport as a sector provides a critical intersection between government and business, with each playing a key role in accessing major event opportunities and maintaining and developing major event knowledge and networks. Significant change is occurring in the major event delivery model with implications for both government and business.

Accordingly, engagement through *Trade 2018* for the Major Event Business Forum focused on partnerships between key government organisations and industry partners to enhance their capability and coordination, and pursue key areas of capability and strategic opportunity for Queensland. These partners included:

- Government organisations – City of Gold Coast, TIQ, Tourism and Events Queensland (TEQ), and Australian Government, and
- Industry partners – Optus (Official Games Network Partner), KPMG Australia (Official Games Professional Services Supporter), Populus (International specialist in stadia design), and Dentsu Sport Asia (Influential sports marketing agency covering Asian markets).

The forum explored the changes in the global events market, from the decade of preparations leading up to GC2018, to the Commonwealth Games Federation's (CGF) announcement of a new Games Delivery Model in 2017, and the future opportunities this presents for business.



David Grevemberg, CEO, CGF



Peter Beattie, Chair, GOLDOC during panel discussion

Major Event Business Forum – key achievements

- Industry partners provided a range of support across the *Trade 2018* international and Games-time activations, including executive-level expertise to develop the forum, the provision of senior executive and other VIP speakers, and delegate attraction.
- Positive collaboration with rights holders and non-rights holders, and strong support from over 20 representatives of the GC2018 Sponsor Family, showing the significant value the forum was perceived to provide for business.
- Significant profile and reach of the event was demonstrated with over 150 delegates attending including representatives from:
 - Major international events (Birmingham 2022 Commonwealth Games, Tokyo 2020 Olympics, Lima 2019 Pan American Games, Indonesia 2019 Asian Games, Dubai 2020 World Expo, Japan 2020 Rugby World Cup, AFC Asia Cup, ICC World T20 and PGA of Australia),
 - International sports governing bodies, Australian events and venue management industries, senior representatives from the Federal Government and Federal Opposition, and CEOs and Board representatives from Australian professional sport organisations including the Australian Football League (AFL) and A-League, and
 - CEOs and senior leaders from more than 20 members of the GC2018 Sponsor Family, and more than 10 Australian suppliers to GC2018 who started as suppliers to the Sydney 2000 Olympics and went on to become international leaders in their field.
- The keynote address from Mr David Grevemberg, Chief Executive Officer, CGF, outlined his future vision for the Games. This platform to highlight

the CGF reform agenda ensured Commonwealth House and *Trade 2018* would be associated with the historic CGF reforms and provided prominent exposure of *Trade 2018* to leadership from the CGF and Birmingham 2022, increasing prospects of a program similar to *Trade 2018* becoming part of the Commonwealth Games format.

- Participation from a variety of leaders in the major event industry, including representatives of event hosts from developed and emerging markets, CGF partnerships, GC2018, Birmingham 2022, international sports management firms, major event services, and stadium designers.
- Panel facilitation provided by David Koch (national media identity and President of the Port Adelaide Football Club) and Michael Kasprovicz (former Australian cricketer, Cricket Australia Board Member and consultant to KPMG).

“The delegates appreciated the high level of representation at the Major Events Business Forum... given the level and mix of speakers, it was deemed to be the highlight of the visit.”

Dennis Mills, Chief Executive Officer, Major Events International

- Speakers at the forum agreed GC2018 has confirmed the status of Queensland and the Gold Coast as genuinely world-class destinations for hosting major events.

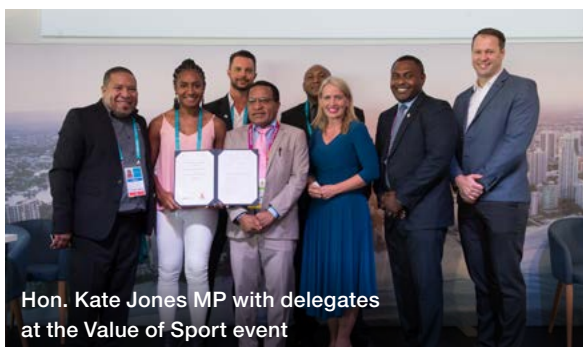


Value of Sport: Maximising Opportunities in the Commonwealth

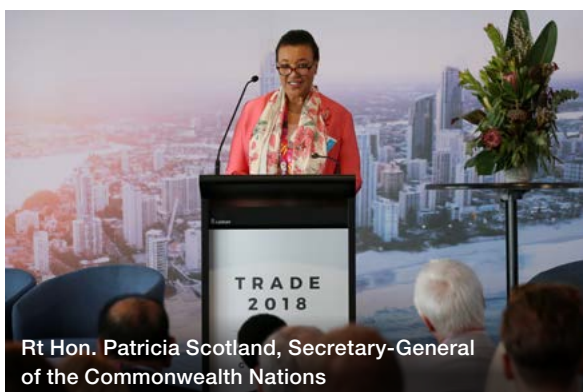
The Value of Sport event highlighted sports diplomacy across the Commonwealth. It was led by the Queensland Government and City of Gold Coast in collaboration with the Commonwealth Secretariat, Department of Foreign Affairs and Trade (DFAT), and Griffith University.

The event was a product of early engagement between the partners in the lead-up to and following the launch of the *Trade 2018* program in London in March 2017.

It was distinct from the broader Commonwealth House and *Trade 2018* program because it wasn't focused specifically on trade and investment issues and outcomes. Rather, it explored the different ways society and the economy benefit from sport, and how these benefits can be maximised. The event was held on 6 April 2018, coinciding with the International Day of Sport for Development and Peace, and featured the third annual Commonwealth debate on Sport and Sustainable Development, that 'Sport pays for itself in the Commonwealth'.



Hon. Kate Jones MP with delegates at the Value of Sport event



Rt Hon. Patricia Scotland, Secretary-General of the Commonwealth Nations

In addition to raising awareness of Queensland and the Gold Coast, the influential audience was able to learn about the international leadership and program innovation demonstrated under *Trade 2018*. Speakers at the event included:

The Honourable Kate Jones MP

Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games, Queensland Government

Tom Tate

Mayor, City of Gold Coast

Senator The Honourable Bridget McKenzie

Minister for Sport, Australian Government

The Right Honourable Patricia Scotland QC

Commonwealth Secretary-General

His Excellency Sir Peter Cosgrove

Governor-General of Australia.

Senator The Honourable Fortuna Belrose

Minister of Local Government and Culture, St Lucia and Regional Vice-President (Caribbean) of the Commonwealth Games Federation

Dame Katherine Grainger DBE

UK Sport Chair and Olympic Rowing Champion

Tracey Holmes

ABC Senior Reporter and Presenter

Kate Palmer

CEO, Australian Sports Commission

Oliver Dudfield

Head of Sport for Development and Peace, Commonwealth Secretariat

The Honourable Alexander Downer AC

High Commissioner to the United Kingdom and Former Australian Government Minister for Foreign Affairs

The Honourable Wesley Raminai MP

Papua New Guinea Vice Minister for Sport

Value of Sport: Maximising Opportunities in the Commonwealth – key achievements

- With 111 attendees in total, the Value of Sport event was one of the largest gatherings of foreign dignitaries and VIPs in the *Trade 2018* program.
- The Value of Sport event provided a platform to showcase the Gold Coast and Queensland to targeted delegates with a high profile, presence or influence for Queensland.
- A second Memorandum of Understanding between City of Gold Coast and Papua New Guinea was signed as part of the event, providing a practical example of the benefits of sports diplomacy and how mutually beneficial partnerships can be developed.
- Strategic partnerships formed for the event have the opportunity to provide enduring benefits:
 - Commonwealth Secretariat – provided further credibility to the program, resulting in access to Commonwealth dignitaries and senior foreign government representatives. It also provided a basis for elevating the *Trade 2018* program from city/state interests to that of the broader Commonwealth.
 - Australian Government (DFAT and Office for Sport, Department of Health) – encouraging the incorporation of lessons from *Trade 2018* into policy, including on major sports events and relevant areas of foreign policy, including Australia's sports diplomacy agenda.
 - Griffith University – Professor Caitlin Byrne, Director of the Griffith University Asia Institute, is regarded as one of the world's foremost authorities on the emerging field of sports diplomacy. Working closely with Griffith University on the Value of Sport will help establish *Trade 2018* as a case study which is discussed and disseminated amongst academic and research communities in the future.



Tom Tate, City of Gold Coast Mayor and delegates from Papua New Guinea with the signed Memorandum of Understanding



India priority market

A love of sport isn't the only thing Australia and India have in common. Both share a keen interest in education, training and the growth of industry and business. India is the world's largest democracy and Queensland's fourth largest trading partner.¹⁵

- India is among the fastest growing major economies in the world, recording around seven per cent growth in 2017.
- India is Australia's fifth largest export market, with Australian merchandise and services exports valued at approximately A\$19.2 billion as of 2016-17.
- Australia – India bilateral trade is valued at A\$25.7 billion.
- In 2016-17, Indian foreign investment into Australia was valued at A\$13.5 billion, with Australian investment in India valued at A\$10.3 billion.¹⁶

The Economist Intelligence Unit report states that India is "expected to be one of the fastest growing economies in the world, with GDP set to expand by an annual average of 7.9 per cent in 2018-22".¹⁷

As a priority market for the *Trade 2018* program, a range of activations and strategic partnerships were formed throughout the program to strengthen engagement and maximise the trade and investment opportunities for the Gold Coast and Queensland. The India's Ascent event was hosted in partnership with the Australia India Business Council (AIBC) and the Federation of India Chambers of Commerce and Industry (FICCI), building on strategic relationships formed during the *Trade 2018* activation to India in 2017. The high level Strategic Roundtable dinner was hosted in partnership with the AIBC and the Confederation of India Industry.

Indian delegates also attended briefings on the state of the Queensland economy and trade and investment opportunities in Queensland. In addition, a series of site visits and business meetings were developed to showcase local tourism icons and explore opportunities for collaboration across the major events, business of sport, health and knowledge, education and training, digital technology, tourism, and food and agribusiness sectors.



¹⁵<https://www.tiq.qld.gov.au/export/market-overviews/india/>

¹⁶<https://www.austrade.gov.au/australian/export/export-markets/countries/india/market-profile/market-profile>

¹⁷The Economist Intelligence Unit (2018). *Commonwealth 2018: Trade, economy and international relations. Outlook for Australia, Canada, India, Malaysia, New Zealand, Papua New Guinea, Singapore and the United Kingdom.*

India – key achievements

Trade 2018 events - India's Ascent and Strategic Roundtable

- *Trade 2018* leveraged the AIBC and FICCI networks (active chapters in Sydney, Melbourne, Brisbane, Adelaide, Perth and Canberra) to attract delegates with close relationships to federal and state government agencies, the diplomatic corps and industry bodies in both Australia and India.
- The India's Ascent event attracted more than 120 attendees, bringing investors, entrepreneurs, SMEs and corporates together with government and diplomatic representatives from across the Commonwealth to gain a greater understanding of the Australia-India trade and investment landscape and explore business opportunities.
- The Strategic Roundtable was attended by 40 invited guests from India and Australia and provided an opportunity for focused dialogue on strategic themes arising from the forthcoming Australia India Trade Strategy.
- The event attracted high calibre speakers and delegates, including the lead on the development of Australia's India Economic Strategy, Mr Peter Varghese AO, Chancellor of the University of Queensland. This ensured high level representation from key sectors and organisations engaging in trade and investment with India and Australia, with a focus on Queensland.
- Events were also attended by the Honourable Ishwarsinh Patel, Minister of State, Government of Gujarat, His Excellency Dr Ajay M. Gondane, High Commissioner of India to Australia, and several prominent business people from India and the India diaspora in Australia.
- At the Strategic Roundtable dinner, the Hon. Annastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, committed to lead a mission to India in the near future to progress opportunities for Queensland trade and investment.



“Trade 2018... has provided a unique opportunity to explore Gujarat and India's vision in the field of major events' organisation... and adventure sports and tourism in the state. I feel honoured about an exclusive session on strategic trade and investment in India leveraging local networks for mutual benefits of both the nation.”

V P Patel IAS, Secretary, Sports, Youth & Cultural Activities Department, Government of Gujarat, India

Partnership with AIBC

- AIBC was selected as an important partner in the delivery of *Trade 2018* events, due to the strong alignment of objectives in facilitating trade and investment engagement between India and Australia, and their ability to link Australian companies with prospective trade and investment partners in India.
- Outcomes achieved through the *Trade 2018* partnership include:
 - Promotion of the *Trade 2018* program to Indian stakeholders,
 - Attraction of high level delegates from India and Australia to participate in the *Trade 2018* program,
 - Attraction of high calibre speakers and MC, including the Hon. Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade,
 - Business matching and meeting program linking Indian delegates with Gold Coast and Queensland businesses,
 - Attraction of Queensland businesses to the *Trade 2018* India events and offsite visit and meeting programs, and
 - Successful collaboration between OCG, CoGC, AIBC and TIQ, with strong relationships established between organisations and individuals.
- Beyond the *Trade 2018* program, AIBC is leading the establishment of the RedTool Box communication platform to support follow-up from the India's Ascent event. RedTool Box provides an innovative method to facilitate continuous trade and investment engagement between attendees and leaves a positive and living legacy to benefit stakeholders.¹⁸



¹⁸The RedTool Box platform provides prequalified companies from India and Australia with prospects for business-to-business trading opportunities. Each of the prospects are briefed and encouraged to join a RedTool Box group through AIBC. RedTool Box helps track and stimulate discussion and outcomes resulting from the interaction between participating companies.

Study Queensland Digital Influencers Program

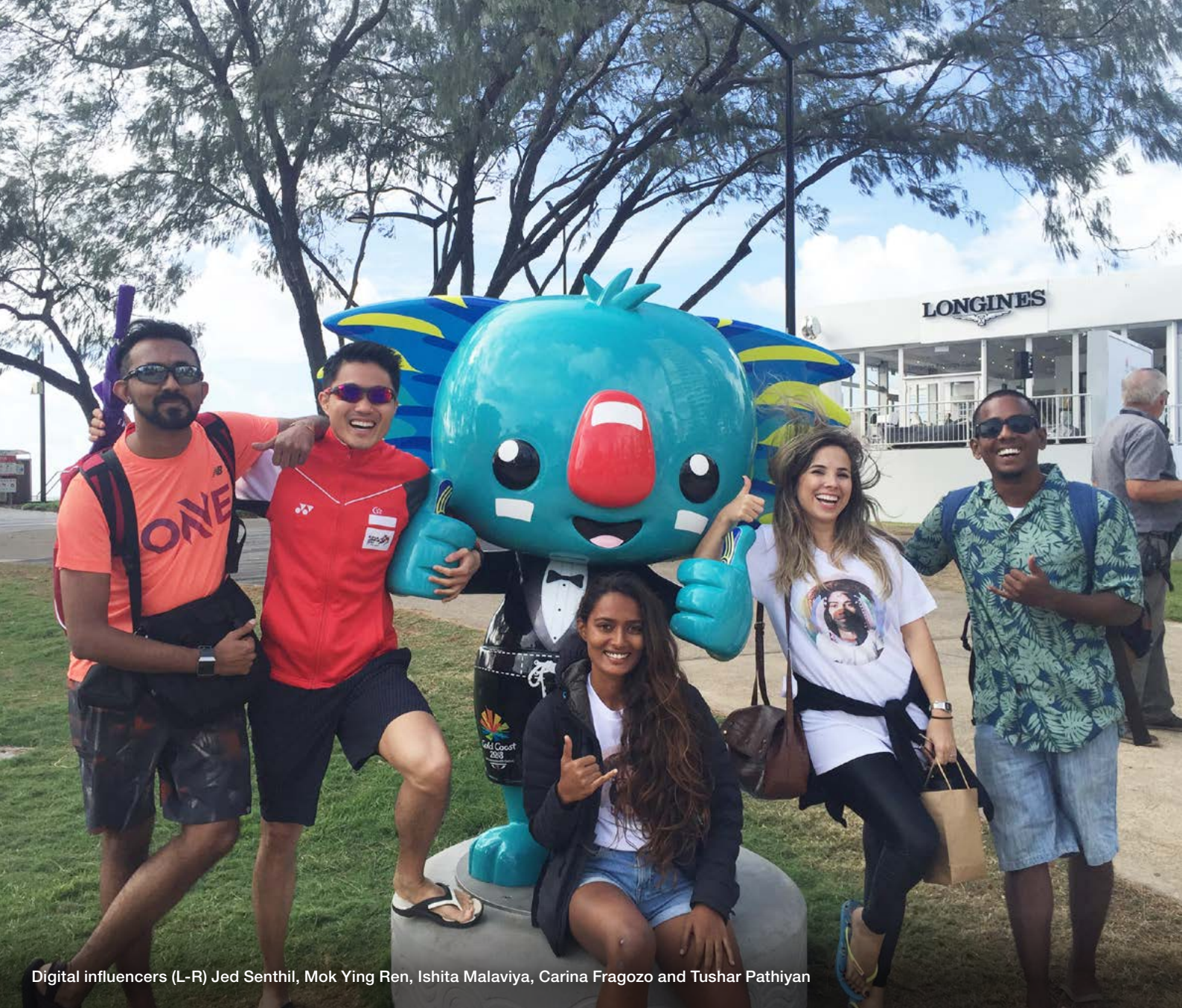
TIQ's International Education and Training Unit (IETU) implemented a number of initiatives to support the *Trade 2018* program during GC2018. The Study Queensland Digital Influencers Program was an inaugural campaign developed under the *International Education and Training Strategy to Advance Queensland 2016-2026*, one of several projects designed to drive Queensland's education and training capabilities even further forward.

The program aimed to build strong partnerships with key education influencers from priority markets and Commonwealth nations, and to extend the reach and awareness of Queensland as a leading study destination among millennials. It was promoted

alongside Queen's Baton Relay events in India, Singapore and Malaysia in October 2017, and closed in February 2018, attracting 10 applications from eight countries including Brazil, India, Colombia and Singapore. Of these, six participants were recommended to lead the campaign.

Study Queensland also partnered with Austrade Philippines in supporting their Influencer Marketing Campaign, hosting their influencer in Queensland at the same time. Together, the combined social media reach of the influencers was around two million followers, enabling Queensland to be featured as a new leading study destination.





Digital influencers (L-R) Jed Senthil, Mok Ying Ren, Ishita Malaviya, Carina Fragozo and Tushar Pathiyan

Key achievements

- Digital influencers with a social media reach of around two million followers visited various locations in Queensland over five to 12 days in April 2018 including Brisbane, Cairns, the Sunshine Coast and Gold Coast.
- Participants met with relevant industry stakeholders and institutions, with personalised itineraries to maximise interests from both the influencer and stakeholders, and to ensure production of relevant and engaging content.
- Posts shared on the influencers' social media channels obtained high engagement, with some reaching over 20 000 likes.
- Feedback on the program has been extremely positive, with all participants rating their overall experience in Queensland as excellent.
- Outcomes of the campaign are already promising with 8.25 per cent growth on the Study Queensland Instagram channel.
- Study Queensland's social engagement has also quadrupled in only one month, with some of the most popular posts receiving over 10 000 likes.

Partnership profiles

Commonwealth Enterprise and Investment Council

The Commonwealth Enterprise and Investment Council's (CWEIC) core purpose is to promote intra-Commonwealth trade, investment and private sector exchange across the Commonwealth's 53 member countries. CWEIC is responsible for organising the Commonwealth Business Forum alongside the biennial Commonwealth Heads of Government Meeting and Commonwealth Trade Ministers Meeting on alternative years.

Recognising the strong and shared synergy with objectives of the *Trade 2018* program, a strategic partnership between the Queensland Government and CWEIC was agreed ahead of the launch of the Queen's Baton Relay and *Trade 2018* in March 2017. This resulted in the realisation of several opportunities in the lead-up to and during the Games-time activations.

Trade 2018 hosted both Mr Richard Burge, CEO, CWEIC, and the Right Honourable Jonathan Peter Marland, Chairman, CWEIC, on separate visits to Queensland in September and December 2017 respectively, ahead of returning for the Games in April 2018.

- The September 2017 engagement with Mr Burge focused on confirming the foundations for the CWEIC Games-time delegation and potential longer-term relationship beyond the Games. Meetings were held with TIQ, City of Gold Coast Mayor, Tom Tate, the Gold Coast Health and Knowledge Precinct, GOLDOC, Griffith University, Queensland Chief Entrepreneur, Steve Baxter, and Life Sciences Queensland.
- The December 2017 engagement with the Right Honourable Lord Marland of Odstock focused on further planning for CWEIC's Games-time delegation, consideration of the longer term nature of the strategic partnership formed through *Trade 2018*, and confirmed the Queensland Government's attendance and representation at the Commonwealth Business Summit as part of the Commonwealth Heads of Government Meeting (CHOGM) in April 2018. The visit also provided the opportunity to network with notable Queensland entrepreneurs and leaders in the Brisbane tech ecosystem, including CommonwealthFirst Export Champion, Leanne Kemp of Everledger, and Martin Talvari and Murray Galbraith, founders of the Myriad Tech Festival.

These visits resulted in the Right Honourable Lord Marland of Odstock leading a delegation of 20 CommonwealthFirst Export Champions to GC2018 in April 2018, providing an opportunity for UK SMEs to connect with Queensland's entrepreneurial businesses. The delegation comprised of businesses, business leaders, investors, entrepreneurs and political leaders seeking new business opportunities in Australia across a range of sectors including education, food and drink, secure payment systems, electronics and gaming.

Commonwealth Enterprise and Investment Council – key achievements

- CWEIC CEO and CWEIC Chairman hosted on separate inbound missions in September and December 2017.
- Realisation of the CWEIC Games-time delegation, including consideration of GCHKP tenancy opportunities.
- CWEIC Chairman was a panellist for The Commonwealth - Business Advantages and Opportunities event on 4 April.
- CWEIC delegate on the international panel of entrepreneurs at the Global Entrepreneur and Investor Exchange event on 5 April.
- Networks and relationships put in place for the continuation of the strategic partnership between CWEIC and Queensland through a longer term framework and potential investor and exporter networks.
- Attendance by the Queensland Government at the Commonwealth Business Forum (through the Honourable Cameron Dick MP, Minister for State Development, Manufacturing, Infrastructure and Planning) provided Queensland as the only state level representative at the forum held as part of the Commonwealth Heads of Government Meeting in April 2018.
- Establishment of a long-term partnership between Life Sciences Queensland and CWEIC, through links between the ongoing operation of the Commonwealth Business Summit and the Commonwealth Innovation Forum. This builds on the relationship developed through the *Trade 2018* inbound missions in 2017.



(L-R) Tom Tate, City of Gold Coast Mayor, Hon. Annastacia Palaszczuk MP, Premier of Queensland, The Rt Hon. Patricia Scotland QC, Secretary-General of the Commonwealth Nations, Dr Daniel Franklin, Executive Editor, The Economist, The Rt Hon. Lord Marland, Chairman, CWEIC



‘Torch’ – China’s High Technology Industry Development Center

The world-leading entrepreneurial Torch Program has helped kick-start Chinese high-tech innovation and start-ups, with more than 150 national level high-tech precincts established, hosting half a million businesses. These zones are being viewed across China as the engine rooms of innovation, urbanisation and economic growth. Resident businesses in the Torch precincts represented some 11.9 per cent of Chinese National Gross Domestic Product (GDP) in 2015 and accounted for 18.5 per cent of China’s exports to other markets.

The opportunity for a strategic partnership with Torch was identified by Queensland Health and the Office of the Commonwealth Games (OCG) based on the strong linkages to *Trade 2018*’s priority sectors of health and knowledge, and innovation and entrepreneurship. In May 2017, OCG hosted the preliminary Torch High Technology Industry Development Center inbound mission to Queensland.

The mission:

- Featured 24 members of a Torch inbound delegation, led by Mr An Daochang, Deputy Director General of Torch, within the Chinese Ministry of Science and Technology,
- Was the largest outbound mission (in terms of numbers) undertaken by Torch to date,
- Covered key stakeholders from across (and beyond) the Queensland Government and showcased the range of trade and investment opportunities which existed within *Trade 2018*, and
- Toured health, education and research facilities in Brisbane and on the Gold Coast, including a visit to the GCHKP to explore collaboration and partnership opportunities post-Games.

Following the May 2017 inbound mission, Queensland Health continued discussions around collaboration opportunities and further developed the relationship with Torch, aiming to secure a Games-time delegation. This included an outbound market mission in late 2017, with a key focus to confirm the proposals for the return Games-time inbound mission to Queensland.

Consequently, the Torch delegation of 21 members returned to Queensland in April 2018 for the *Trade 2018* program.

Torch – key achievements

- Realisation of the Games-time delegation of 21 members.
- Memorandum of Understanding signed with the Queensland Government on 3 April 2018 to establish the Queensland-Torch Health and Medical Precinct in Queensland.
- The Precinct will become Torch's first health and medical precinct outside of China, and will strengthen collaboration and investment between Queensland and China's health and medical sectors. In the long term, it may attract direct investment into health and medical research in Queensland, becoming a translational hub linking universities, research institutes and hospitals with partners in China, driving economic growth, creating jobs and improving the health of Australian and Chinese people.

“The support from the Queensland and Chinese governments on establishing the precinct is vital in building mutual trust among businesses and institutions from both sides. It will facilitate and kick-start our collaborations.”

Shi Yu, General Manager, Tron Space¹⁹



“Queensland is an important life science and health innovation hub in Asia-Pacific region. It has a well-established healthcare system, robust regulatory environment and strong connections between research and industry. China has 168 national level high-tech precincts and up to 500 BioParks. The value of China’s biomedical industry has reached more than 3 trillion RMB [\$AUD 600 billion].”

Rui Guozhong, Secretary General, China BioPark Cluster Alliance²⁰

- A special GCHKP Showcase event was held on 5 April, specifically included in the *Trade 2018* Games-time program for the Torch delegation. A follow-up to their original site visit in May 2017, the showcase provided an in-depth overview of the collaboration and investment opportunities presented by the GCHKP, and included Chinese translation.
- Resourcing (through Queensland Health) a Torch relationship manager to develop the long-term relationship and opportunity.



¹⁹*Australia and China Strengthen Scientific Collaborations in Health and Medical Innovation*. Translation by Queensland Health HIIRO, of an article published on Xinhua News Agency website, Brisbane, Australia, 5 April 2018. http://www.xinhuanet.com/2018-04/05/c_1122642216.htm

²⁰ibid

The Commonwealth Secretariat

The Commonwealth Secretariat, established in 1965, is the main inter-governmental agency of the Commonwealth, facilitating consultation and co-operation among member governments and countries. Trade is one of the key areas within the Commonwealth Secretariat structure, with a focus on deepening intra-Commonwealth trade and investment and using these opportunities to empower women and young entrepreneurs. They also support Commonwealth countries to strengthen policy and strategy aimed at promoting the contribution of sport to sustainable development.

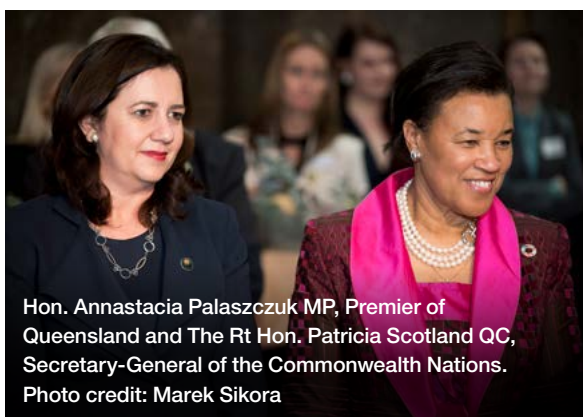
Discussions with the Commonwealth Secretariat commenced in October 2016 during a visit to the General Assembly meeting in Edmonton, Canada.

The prospect of having a Commonwealth House was raised at this meeting and continued to progress over numerous discussions and meetings, including during the London activations in 2017.

The Commonwealth Secretariat provided a range of support and assisted the delivery of a number of key activities for *Trade 2018*.



The Rt Hon. Patricia Scotland QC, Secretary-General of the Commonwealth Nations and Hon. Cameron Dick MP



Hon. Anastacia Palaszczuk MP, Premier of Queensland and The Rt Hon. Patricia Scotland QC, Secretary-General of the Commonwealth Nations.
Photo credit: Marek Sikora

Key achievements

- Raised awareness of the Gold Coast and Queensland in the Commonwealth and improved awareness of the Commonwealth for trade opportunities within Australia.
- Produced a Special Edition of the 2018 Commonwealth Trade Horizons for the XXI Commonwealth Games, which, as a legacy piece, was available to delegates who attended *Trade 2018*.²¹
- Promoted *Trade 2018* to SMEs across the Commonwealth, and fostered greater business connections with Commonwealth SMEs and local businesses.
- Supported naming the Commonwealth House venue and imagery within Commonwealth House – a large Commonwealth display along an internal wall.
- Supported the *Trade 2018* Games Time Trade and Investment Program with the Right Honourable Patricia Scotland QC, Commonwealth Secretary-General, speaking at numerous *Trade 2018* events.
- Collaborated on the theme and topics of The Commonwealth – Business Advantages and Opportunities event on 4 April 2018.
- Collaborated on the theme, topics and delivery of The Value of Sport event on 6 April 2018, which also included the third Commonwealth debate that ‘Sport pays for itself in the Commonwealth’.
- Coordinated invitations for Commonwealth Sport Ministers and senior officials, and liaised with the Commonwealth Games Federation to coordinate invitations to CGA Presidents and Secretary-Generals for the Value of Sport event.
- Distributed several media releases on *Trade 2018* through Commonwealth Secretariat marketing channels.
- Made introductions to key business contacts to join the *Trade 2018* program.

²¹<https://www.embracing2018.com/sites/default/files/trade-horizons-xxi-commonwealth-games.pdf>

Department of Foreign Affairs and Trade – Australian High Commission Network

The Australian High Commission network supported the delivery of *Trade 2018* international activations in each of the seven priority markets in 2017. Support ranged from high-level assistance to issuing reception and event invitations, sourcing suitable event venues and providing guidance on protocol and event partners. The Australian High Commissions also assisted with event elements, including entertainment and involving market-based officials from those countries at the activations. For markets where there was no TIQ office, the Australian High Commission provided additional event coordination support and advice.

Coinciding with the launch of the Queen's Baton Relay on Commonwealth Day 2017, there were significant ceremonial and protocol considerations for the *Trade 2018* program launch in London in March 2017. Additional considerations due to London being the home of the Commonwealth network and the base location of the Commonwealth Secretariat were also closely managed and involved the Australian High Commission. The Australian High Commission also assisted with preparations for the Hon. Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, to attend the inaugural meeting of Trade and Investment Ministers from around the Commonwealth in the days preceding the GC2018 and *Trade 2018* launch.

In the lead-up to GC2018 and *Trade 2018*, OCG held two briefing sessions with the Consular and Diplomatic network – one in Canberra in March 2017 and the second at the Gold Coast in September 2017. In addition, both the OCG and City of Gold Coast met with representatives on a visit to Canberra in July 2017, to provide an update on the program elements being developed for April 2018 and plans for the remaining five international activations between September and December 2017.

For the activation in Canada, there was strong interest by the Australian High Commission and Austrade (Ottawa) to celebrate the arrival and visit of the Queen's Baton to Canada, as Canada had been a Commonwealth Games host four times previously. In addition, as part of the India activation in October 2017, OCG held a Sports Forum in partnership with the Australian High Commission. The forum highlighted the existing strength that Australia and India have through an agreement regarding cooperation in sport between the two nations which was signed in 2014. The MOU, facilitated by DFAT and Austrade, allows for direct negotiation between relevant Indian state governments and Australian institutions.

Key achievements

- A strong 'team Australia' presence highlighting Queensland and Australia's sporting identity and sports diplomacy know-how.
- High-level support from the Australian High Commissions, which gave rise to equally high-level support from the host countries. For example, in Toronto, the Honourable Elizabeth Dowdeswell, Lieutenant Governor of Ontario, participated at the *Trade 2018* reception dinner.
- Sharing of *Trade 2018* program information through the Diplomatic Corps network from a DFAT state office level through to Canberra.
- Leverage and engagement of existing relationships, for example, the Sports MOU in India.

Inspire – Act as a platform to showcase Queensland to the world

Trade 2018 aimed to showcase the Gold Coast, Queensland and Australia's priority sectors to high-profile business and government representatives in key trade and investment markets as ideal destinations to invest and do business.

Delegates with a significant profile, presence or influence of value to Queensland were targeted to experience the Gold Coast and Queensland through *Trade 2018*. Engaging high-profile delegates at GC2018 ceremonies and events helped to ensure they gained a positive impression of Queensland, which they could disseminate in their home countries.

The *Trade 2018* Business Leaders Welcome and Closing Receptions provided valuable networking opportunities for delegates to come together and meet with Queensland officials and VIP delegates. These events provided a platform for delegates to be formally welcomed by Queensland and Gold Coast officials, and for high-level visiting officials to speak and acknowledge the occasion of GC2018 and the *Trade 2018* program.

The calibre of speakers at these events left a positive impression of the transformation of the Gold Coast and Queensland, with the Honourable Dr Joseph Muscat MP, Prime Minister of Malta, and the Rt Hon. Patricia Scotland QC, Commonwealth Secretary-General, joining His Excellency Sir Peter Cosgrove, Governor-General of Australia, the Hon. Annastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, and Tom Tate, City of Gold Coast Mayor, to address guests at the Business Leaders Welcome Reception. Former Australian Olympic and Commonwealth Games athlete, Ms Giaan Rooney gave an inspiring address at the Business Leaders Closing Reception about her time as an athlete and how she has been able to use her experiences as an elite Commonwealth and Olympic champion to enter the corporate world.

Queensland food, wine and beer featured in the catering for guests at every *Trade 2018* event staged at Commonwealth House, and also events conducted in Brisbane and at the Southport Yacht Club, showcasing quality Queensland produce and sharing the menu selections as 'table-talkers'.



Corporate hospitality

A corporate hospitality program at leading GC2018 events was provided to VIP delegates, with corporate hospitality itineraries developed in collaboration with targeted international delegates.

Ticket allocation was considered on a case-by-case basis via *Trade 2018* governance:

- to support engagement between international and local business representatives,
- to host delegates with a high profile or influence of value to Queensland, and
- for strategic purposes i.e. to partners who provide support for the delivery of *Trade 2018*.

The corporate hospitality program provided opportunities to showcase the Gold Coast and event cities, Cairns, Townsville and Brisbane as world-class destinations through Games event attendance.

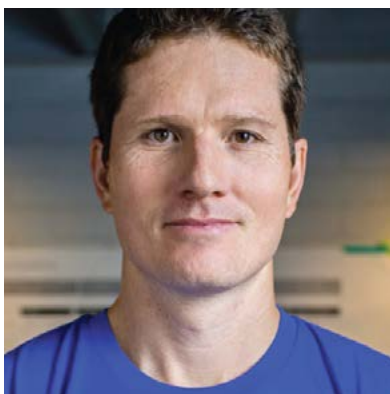
High quality speakers and panellists

The *Trade 2018* Games-time program attracted some of the world's leading business people and entrepreneurs to the Gold Coast. More than 95 domestic and internationally renowned speakers joined the Games-time program, including:



Dr Daniel Franklin

Executive Editor, *The Economist*



Luke Anear

Founder and Chief Executive Officer, SafetyCulture



Jodie Fox

Co-founder and Chief Creative Officer, Shoes of Prey



Daniel Flynn

Founder and Managing Director, Thankyou



The Rt Hon. Patricia Scotland QC

Commonwealth Secretary-General



The Rt Hon. Jonathan Peter Marland

Chairman, Commonwealth Enterprise and Investment Council.

Speakers were also identified where there was potential to secure an accompanying delegation. A selection of the key Games-time speakers and panellists is provided in Appendix F.



Significant engagement opportunities

A number of high profile and significant engagement opportunities were realised throughout the *Trade 2018* program and beyond.

- *Trade 2018* maximised the influence of Queensland during a time of historic change in Commonwealth trade relations, with the Hon. Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, being the only sub-national representative at the inaugural meeting of Commonwealth Trade Ministers in London in March 2017 where *Trade 2018* was launched.
- GCHKP Showcase events provided a unique opportunity to project Queensland's current and developing capability across the health and knowledge sector to key international markets and high priority international delegates. During international activations in Canada, the GCHKP Showcase in Toronto was held in the Collaboration Zone within the Offices of Baker McKenzie – ensuring Queensland was fully engaged within Toronto's world-renowned innovation eco-system. In addition, the link to the Bio World Congress on Industrial Bio-technology in Montreal ensured a high calibre of international attendees from a series of international markets.
- The Commonwealth - Business Advantages and Opportunities event, held on 4 April, helped strengthen business, trade and investment connections across the Commonwealth, especially with the Commonwealth Secretariat and CWEIC. Immediately following GC2018, the Hon. Cameron Dick MP, Queensland Minister for State Development, Manufacturing, Infrastructure and Planning, travelled to London and attended CWEIC's Commonwealth Business Forum, where he continued trade talks with the Rt Hon. Jonathan Peter Marland, Chairman of CWEIC, and hosted a roundtable event to directly engage with influential international business chiefs interested in two-way trade and investment opportunities between Queensland the United Kingdom.

“Both events were very impressive and provided me with a valuable opportunity to meet a wide range of key stakeholders and understand the potential opportunities for Envac in Australia and beyond...Envac is committed to building a long-term mutually beneficial relationship with Queensland and Australia.”

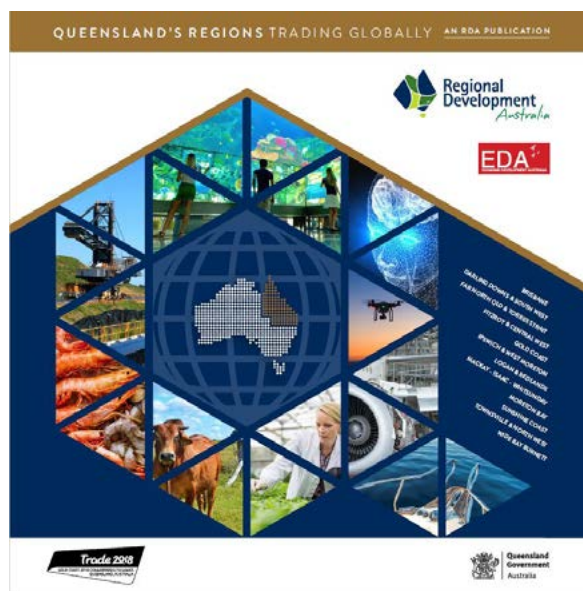
Young-Hoon Jung, President, Envac Korea²²

²²Mr Young-Hoon Jung attended the Business Leaders Welcome Reception and The Commonwealth - Business Advantages and Opportunities *Trade 2018* events

The Queensland and Commonwealth Collaboration and Showcase event, held on 12 April, was the catalyst for the development and launch of the special edition of the Queensland's Regions *Trading Globally*²³ prospectus and online portal. These assets highlight the key sectors and industries with investment and export potential in Queensland, and provide an additional avenue for the promotion of Queensland's regional investment opportunities. Developed in partnership between the Queensland Government and Regional Development Australia (RDA) Brisbane, the prospectus and portal provide information about trade, investment and economic development opportunities for all Queensland regions, and the online portal allows for online discussion groups and improved collaboration between regions and across countries.

“It was wide-ranging and thoughtful, and from my perspective very useful as we consider where in Australia to bring our new smart cities/transport business to.”

Mark Thomas, Managing Director, Serviceworks Group Ltd., New Zealand



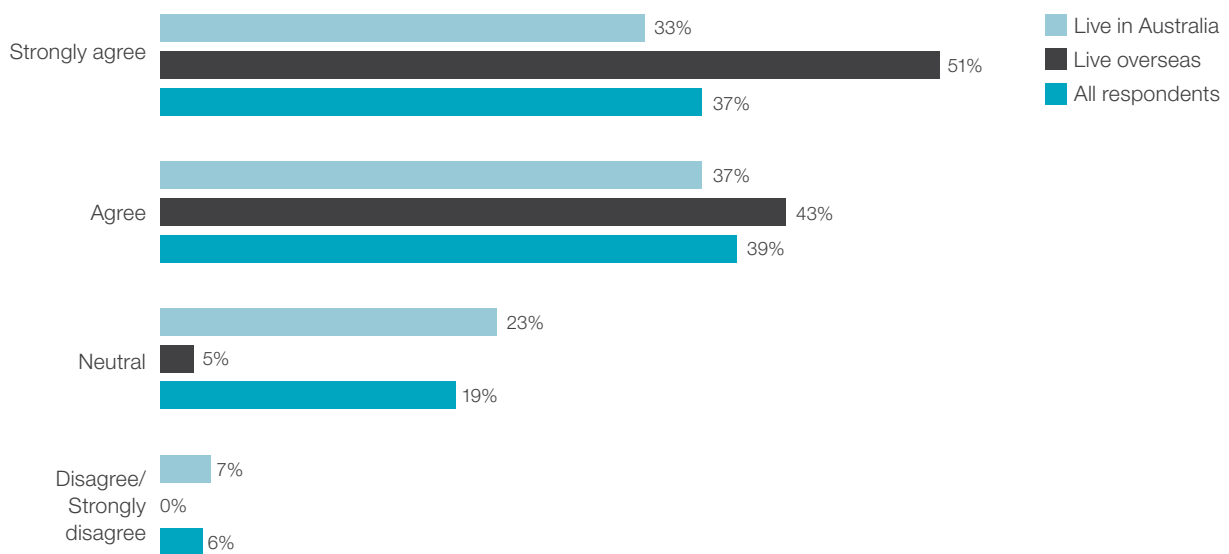
Hon. Annastacia Palaszczuk MP, Premier of Queensland attending Queensland and Commonwealth Collaboration and Showcase

²³<https://www.rdabrisbane.org.au/images/documents/Qld-Regions-Trading-Globally.pdf>

Increased international business profile

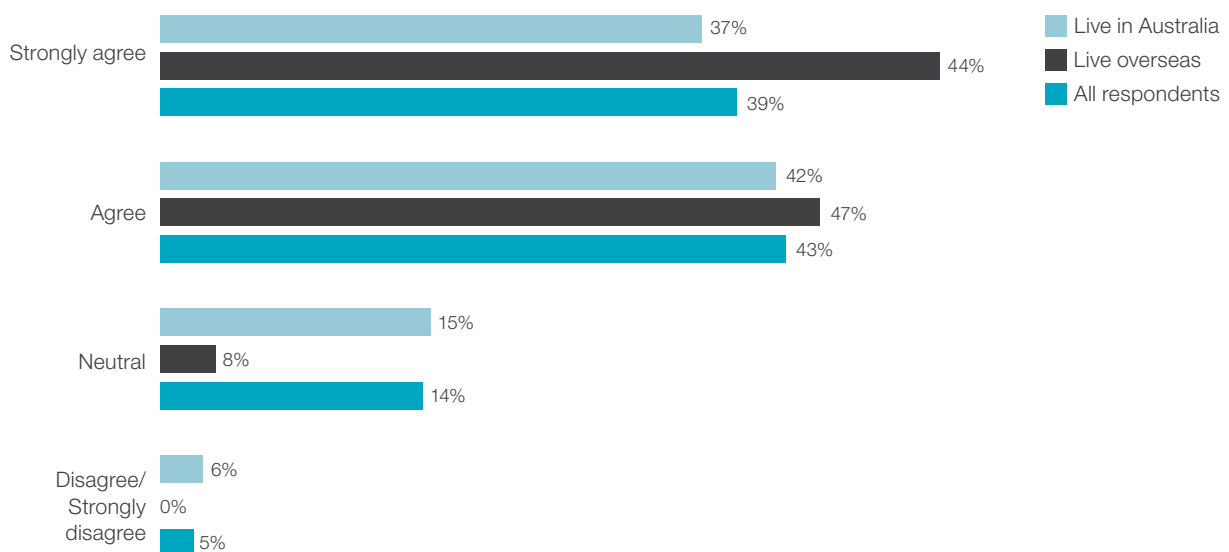
Results from the *Trade 2018 Games Time Delegate Feedback Survey* reveal the *Trade 2018* program increased the international business profile of the Gold Coast, Queensland and Australia, particularly for international delegates. More than 90 per cent of respondents from overseas either agreed or strongly agreed that the *Trade 2018* program had improved their perception of the Gold Coast, Queensland and Australia as destinations to do business.

Figure 9. *Trade 2018 Games Time Delegate Feedback Survey - The Trade 2018 program has improved my perception of the GOLD COAST as a destination to do business*



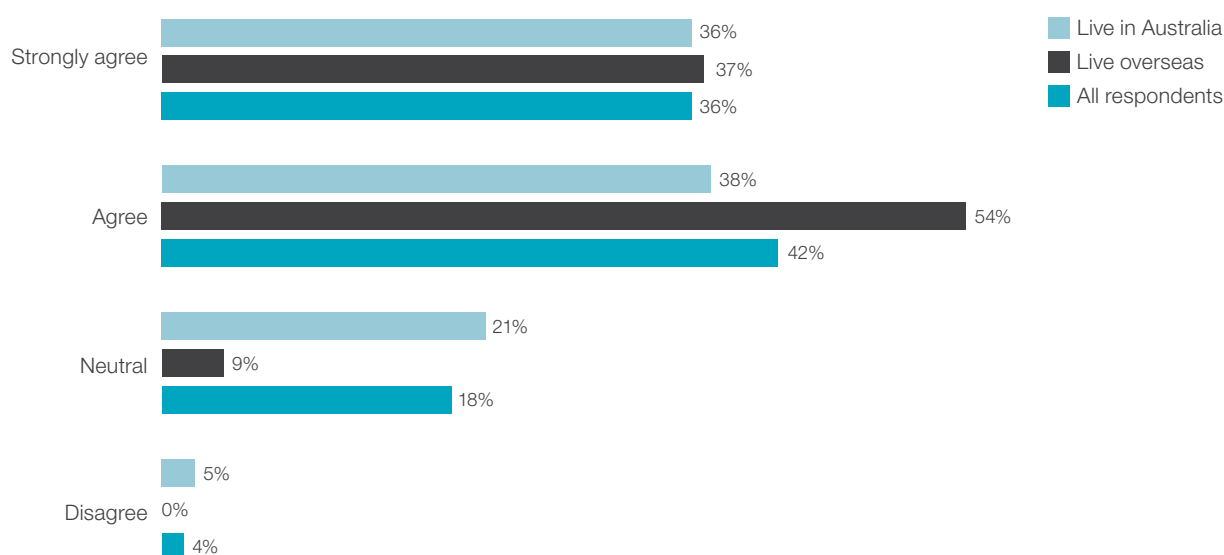
Base: n=123 live in Australia; n=37 live overseas; n=160 total respondents

Figure 10. *Trade 2018 Games Time Delegate Feedback Survey - The Trade 2018 program has improved my perception of QUEENSLAND as a destination to do business*



Base: n=124 live in Australia; n=36 live overseas; n=160 total respondents

Figure 11. Trade 2018 Games Time Delegate Feedback Survey - The Trade 2018 program has improved my perception of AUSTRALIA as a destination to do business



Base: n=116 live in Australia; n=35 live overseas; n=151 total respondents

Feedback from Marine Connections event and familiarisation tour

Feedback from delegates attending the Marine Connections event and familiarisation tour to showcase the marine sector in South East Queensland was extremely positive. Captain Mike Gregory of the visiting superyacht, Dragonfly, was unreserved in his praise for his hosts and Australia as a superyacht destination, hailing the Gold Coast a superb location, with the surf, climate, world-class attractions and sophisticated entertainment precincts. He also expressed his appreciation for the skill set on offer at the Gold Coast City Marina and Shipyard (GCCM), and the short timeframe in which his scheduled maintenance and service works were achieved. Captain Gregory and his crew were very keen to make a return journey to our waters while also informing other superyacht owners, captains and crew of their positive experience on the Gold Coast.

Trade 2018 guest, Ms Coralyn Tracey, Executive Officer of MYBA The Worldwide Yachting Association, also expressed her delight and impressions of the Gold Coast after completing an extensive visitation program highlighting the capabilities of the marine sector. Ms Tracey's visit included introductions to various marine infrastructure, marine equipment and accessory manufacturers, internationally recognised marine craft, innovative and highly trained professionals, and also engaged with key Gold Coast marine industry ambassadors within her program. Ms Tracey was extremely complimentary of the sector and was supportive to continue exploring opportunities for MYBA on the Gold Coast and also for members to showcase the Gold Coast at future international MYBA pop-up shows.

“Since my return, I have reported in full to our President regarding the immense potential of the Gold Coast and surrounding area as a superyacht destination as well as a new and growing market gearing up for the future.”

Ms Coralyn Tracey, Executive Officer, MYBA The Worldwide Yachting Association

Expand – Provide a catalyst for export and investment attraction

The ultimate objective of the *Trade 2018* program was to engage delegates associated with identified business opportunities across the Commonwealth to increase export and investment outcomes for Queensland.

Delegates were targeted where engagement between international and local business representatives could be linked to identified trade or investment opportunities, for example, as a potential anchor tenant for the GCHKP. *Trade 2018* generally did not target corporate stakeholders, but rather businesses (including start-ups and SMEs) which might have otherwise had limited access to such support. *Trade 2018* provided beneficial networking links and meaningful activations that provided delegates and participants with future growth prospects.

“This is the best opportunity that the Gold Coast and Queensland are going to have for a long time to take our economies to the next level and attract a whole lot of trade and investment.”

Rob Borbidge AO, Chair, Legacy Advisory Committee, Gold Coast 2018 Commonwealth Games

Case studies and partnership profiles presented earlier in this report demonstrate the breadth of trade and investment leads, from across the priority markets and sectors, that were identified and targeted to visit Queensland for the *Trade 2018* Games-time program. They also highlight a number of examples where trade and investment outcomes have already been realised, as well as the potential for export and investment outcomes in the medium and longer-term to be explored further.

“Networking with like-minded, caring fellow Queensland business players, was a great experience to showcase talent and innovation that our sunshine state can produce. Our staff and team are very excited over at Skin O2 HQ to have signed new international businesses. We have just put on new staff and are looking to expand our Burleigh business operations to support the demand.”²⁴

Alison Atia, Managing Director, Skin O2

In another example, two Queensland firms that participated in the *Trade 2018* food buyer showcase, Youfoodz Asia and The Flour Shop Bakery are now in discussions with a buyer from Dubai who attended the showcase. Youfoodz Asia recently sent a trial order of their protein balls and bars to the buyer. The Flour Shop Bakery met with the buyer in Dubai shortly after *Trade 2018* to explore export opportunities for their products including their new ‘Indigenous’ cookie, made with Australian bush ingredients. The cookie has been jointly produced with a showcase co-exhibitor and Indigenous firm, First Food Co Pty Ltd.

²⁴<http://blog.skino2.com.au/commonwealth-games-brings-big-opportunities-qld-businesses-far-future/#.Wuf8Se296Pc.linkedin>

Trade 2018 highlight – ICSA - CAYE Asia-Pacific launch

The Rt Hon. Patricia Scotland QC, Commonwealth Secretary-General, launched three initiatives to boost intra-Commonwealth trade and investment on 7 April. These included the Intra-Commonwealth Small and Medium-sized Enterprises Association (ICSA) and the Commonwealth Alliance for Young Entrepreneurs in the Asia-Pacific (CAYE), along with a new trade portal to assist business.



Trade 2018 Games-time activation – Retail Commerce Forum

The Retail Commerce Forum, held on 6 April, secured new international buyers from across the Commonwealth and provided the opportunity to showcase local food and beverage sectors from the Gold Coast. The forum provided attendees with the opportunity to listen to expert speakers from around the world on retail (supermarket) and pharmacy related trends, and to network with highly qualified delegates to encourage trade opportunities.

With four keynote speakers and two panel sessions, delegates learned about the depth and uniqueness of manufacturers and brands in the food, consumer goods and pharmacy sectors, developed strong relationships and built new supply chain linkages from the Gold Coast region.

There were over 80 delegates in attendance, however only a small number of the retailers and distributors were currently sourcing product from Queensland, despite the favourable location and equally competitive shipping routes. Following the forum, most of the visiting delegates are expected to source product from

the Gold Coast. There were several immediate export opportunities identified, and it is anticipated a number of medium to longer-term export opportunities will be fulfilled.



Trade 2018 Games-time activation – Study Queensland Agent Pitch

Trade 2018 provided an opportunity to leverage TIQ's Study Queensland Agent Pitch campaign and event as part of the Games-time program. The International Education and Training Agent Engagement Reception, held on 12 April, incorporated the culmination of the Study Queensland Agent Pitch campaign. Five shortlisted agents participating in the campaign presented their concepts to a judging panel of industry experts and an audience of international education delegates. One of the main objectives of the campaign was to empower educational agents to become strong advocates of Queensland to their prospective students. The site visits organised in Cairns and on the Gold Coast helped improve the five education agents' knowledge of local providers, establish new business connections, and receive beneficial business exposure.

In partnership with Study Queensland, TIQ has committed to collaborate with the winner – Mitsuki Scott, Managing Director of Pacific Education Abroad Consulting Service (PEACS). They will support her to implement her student attraction campaign in Papua New Guinea in August 2018, with the aim to recruit more students to Queensland. TEQ is also exploring opportunities to collaborate with the five agents to promote Queensland from a tourism perspective. Based on the success of the campaign, TIQ is exploring the opportunity to deliver the campaign again in 2019. There is also potential for the Agent Pitch to be replicated as an annual program to promote Queensland as a study destination and to incentivise agents to work more collaboratively with Queensland.



Partners involved in delivering the Trade 2018 Games-time program, led by TIQ and City of Gold Coast, will maintain direct links with participating stakeholders and follow-up directly to ascertain specific outcomes from the leads identified and relationships created as a result. These agencies will support legacy activity and provide government connections where required to facilitate continuous trade and investment engagement between the attendees.

“It was great to meet business leaders, Queensland Deputy Premier and Queensland Premier in such a relaxed setting. This allowed for good dialogue between everyone and I have already been back in touch with many people I met on my trip to Queensland.”

Brad Hedrick, Associate Principal, Global Special Situations, Abu Dhabi Investment Council





Photo credit: Getty for GOLDOC

Trade 2018 outcome – Six Day Series international track cycling event

The *Trade 2018* program helped to demonstrate the value of the business of sport in Queensland, and provided the UK-based organisers of the Six Day Series international track cycling event, Madison Sports Group, with confidence to host the event in Queensland.

GC2018 promotions in 2017, including the QBR and *Trade 2018* launches in London, along with Tourism Australia, TEQ and City of Gold Coast campaigns, assisted in raising the international profile and awareness of Queensland as a potential event host. Madison Sports Group were referred to TIQ Europe's office in London and commenced discussions around bringing the event to Australia.

Madison Sports Group had initially considered Melbourne as a location for the event. The opportunity to attract the event to Queensland was created through the ability to build on the awareness and

legacy of GC2018, including hosting the event at the Anna Meares Velodrome, a new world-class track cycling venue constructed for the Games. Further engagement between the organisers and the Queensland Government, Stadiums Queensland, TEQ and Brisbane Marketing followed, to progress the proposal.

In June 2018, the Hon. Kate Jones MP, Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games, Queensland Government, announced the final of the Six Day Series event would be held in Queensland as part of a new world-class cycling festival commencing in 2019. The Brisbane Cycling Festival, which will also include a National Road Series event and the Cycling Australian Track National Championships, is expected to inject upwards of \$8 million into the Queensland economy each year of the three-year deal.

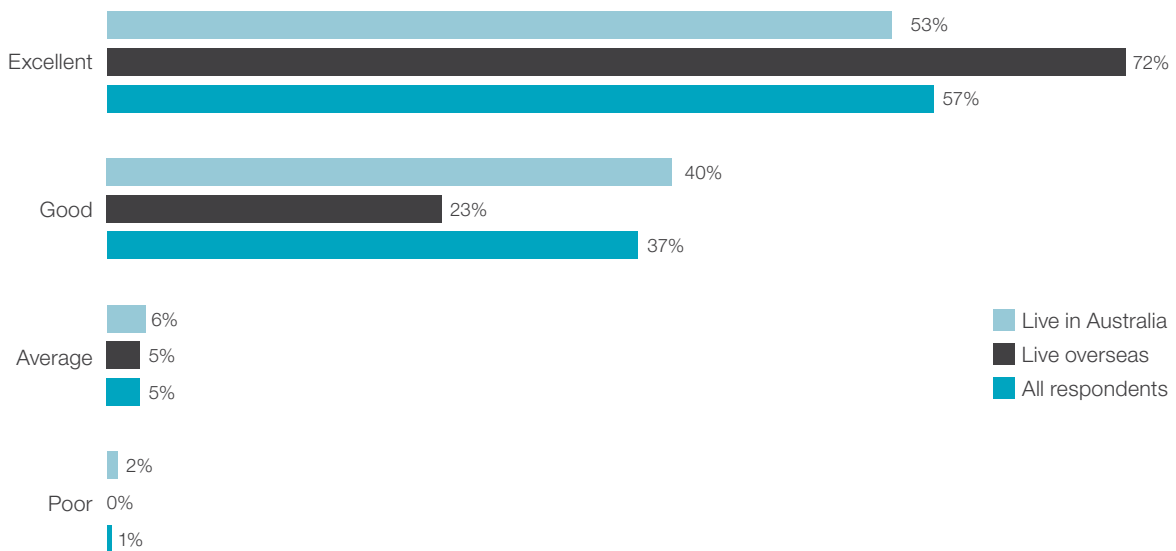
Delegate experience at *Trade 2018* Games-time program

The success of the *Trade 2018* Games-time program can be seen in results from the delegate feedback survey. Survey results are presented separately for delegates that live in Australia and those that live overseas, where possible. A further breakdown of responses to some questions, specifically for Gold Coast and Queensland delegates, is provided in Appendix E.

Overall experience

Ninety-four per cent (94%) of delegates rated their overall experience with the *Trade 2018* program as either good or excellent, with more than half (57%) reporting their overall experience as excellent (see Figure 12). Overseas delegates (72%) were more likely than their domestic counterparts (53%) to rate their overall experience as excellent.

Figure 12. *Trade 2018* Games Time Delegate Feedback Survey - Overall experience with the *Trade 2018* Program

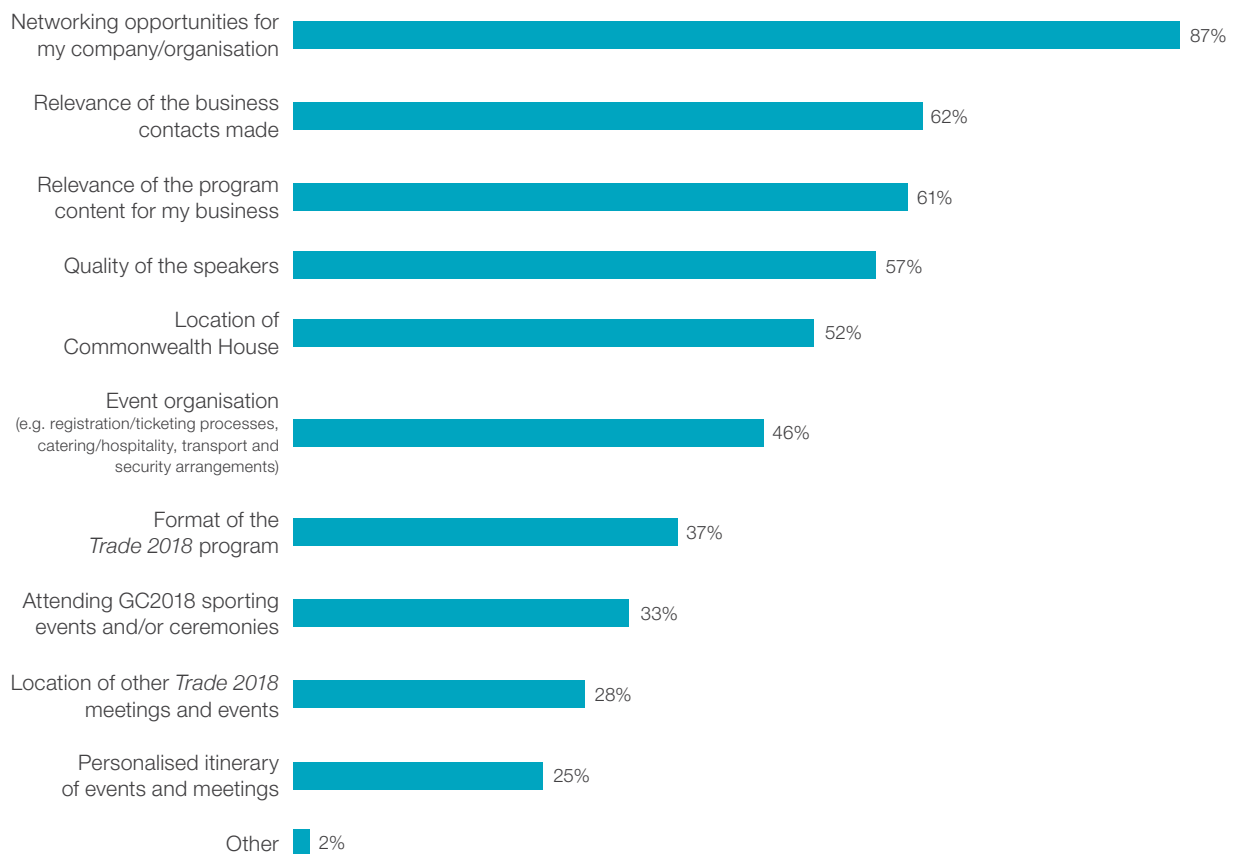


Base: n=180 live in Australia; n=43 live overseas; n=223 total respondents

Figure 13 shows the main factors contributing to delegates' overall experience as 'excellent' or 'good' include the:

- Networking opportunities for their company or organisation (87%),
- Relevance of the business contacts made (62%),
- Relevance of the program content for their business (61%),
- Quality of the speakers (57%), and
- Location of Commonwealth House (52%).

Figure 13. Trade 2018 Games Time Delegate Feedback Survey - Main factors contributing to 'excellent' or 'good' overall experience

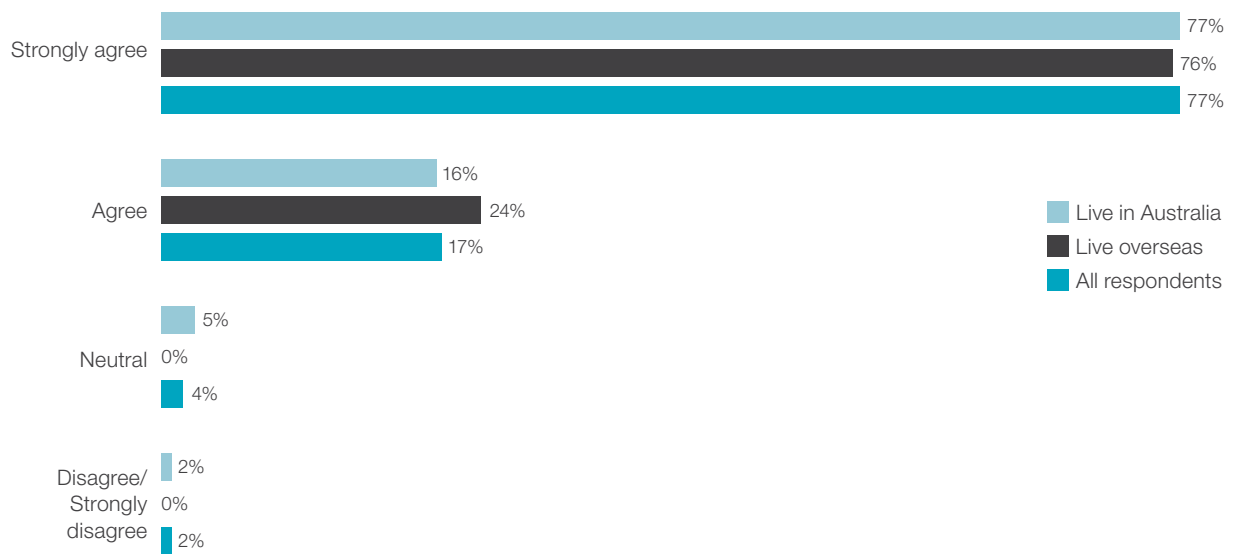


Base: n=198 respondents

The small number of delegates (n=12) reporting an overall 'average' experience at the Trade 2018 Games-time events, found the location of Commonwealth House and other Trade 2018 meetings and events contributed to their positive experience, but could have been improved with more networking opportunities.

As further testament to the success of the Trade 2018 program, there was very strong support for a similar program of business events focusing on trade and investment to be incorporated into future Commonwealth Games (see Figure 14). All of the overseas delegates and 93 per cent of the domestic delegates either agreed or strongly agreed that a similar program should be included.

Figure 14. Trade 2018 Games Time Delegate Feedback Survey - Future Commonwealth Games should include a similar program of business events focused on trade and investment



Base: n=159 live in Australia; n=37 live overseas; n=196 all respondents

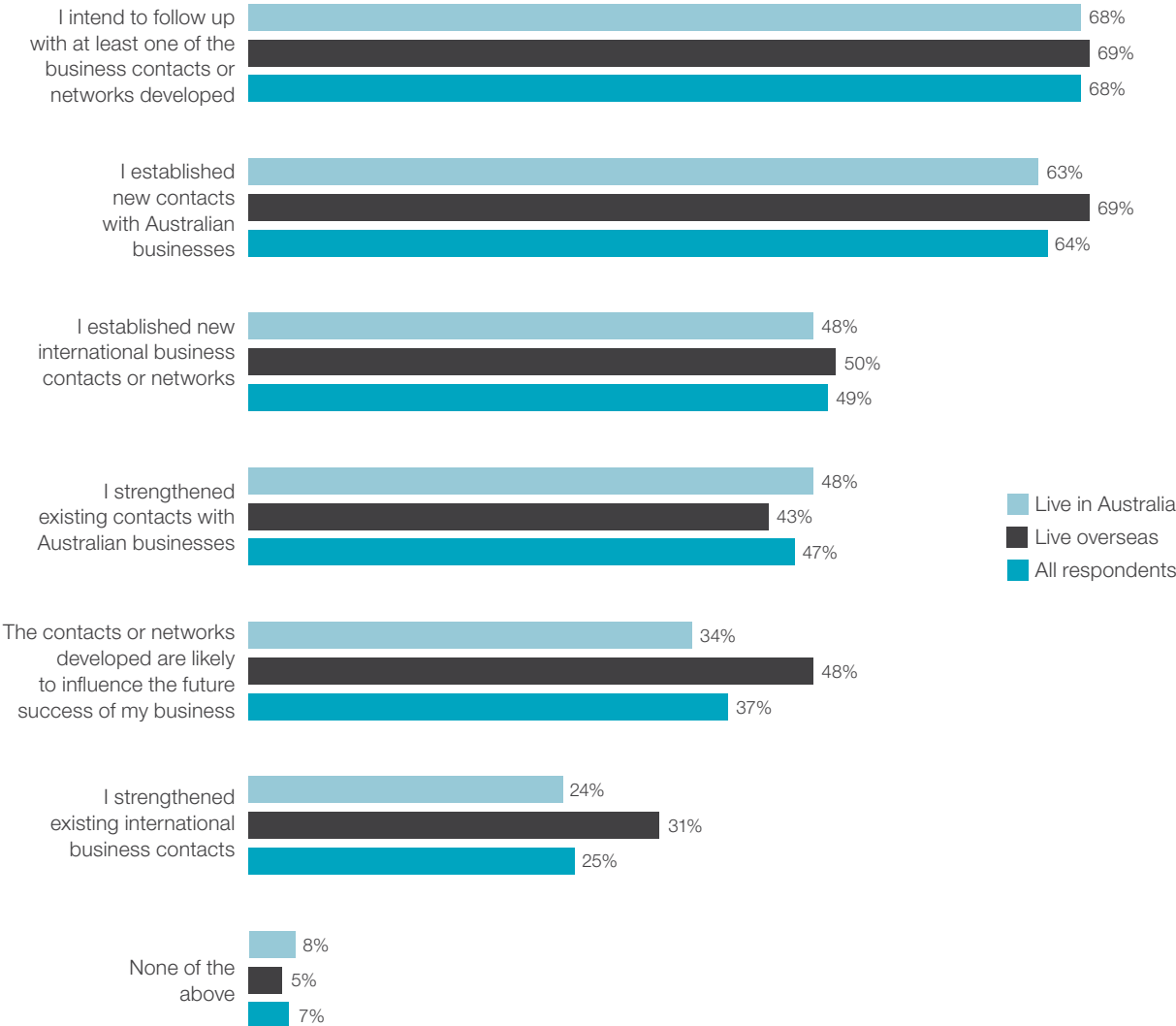


Networking opportunities

More than nine in ten delegates (93%) reported at least one networking opportunity was provided by the Trade 2018 program (see Figure 15), including:

- Establishing new contacts with Australian businesses (64%),
- Establishing new international business contacts or networks (49%),
- Strengthening existing contacts with Australian businesses (47%), and
- Strengthening existing international business contacts (25%).

Figure 15. Trade 2018 Games Time Delegate Feedback Survey - Which of the following statements are true about the networking opportunities provided by the Trade 2018 Program?



Base: n= 172 live in Australia; n=42 overseas; n=214 all respondents

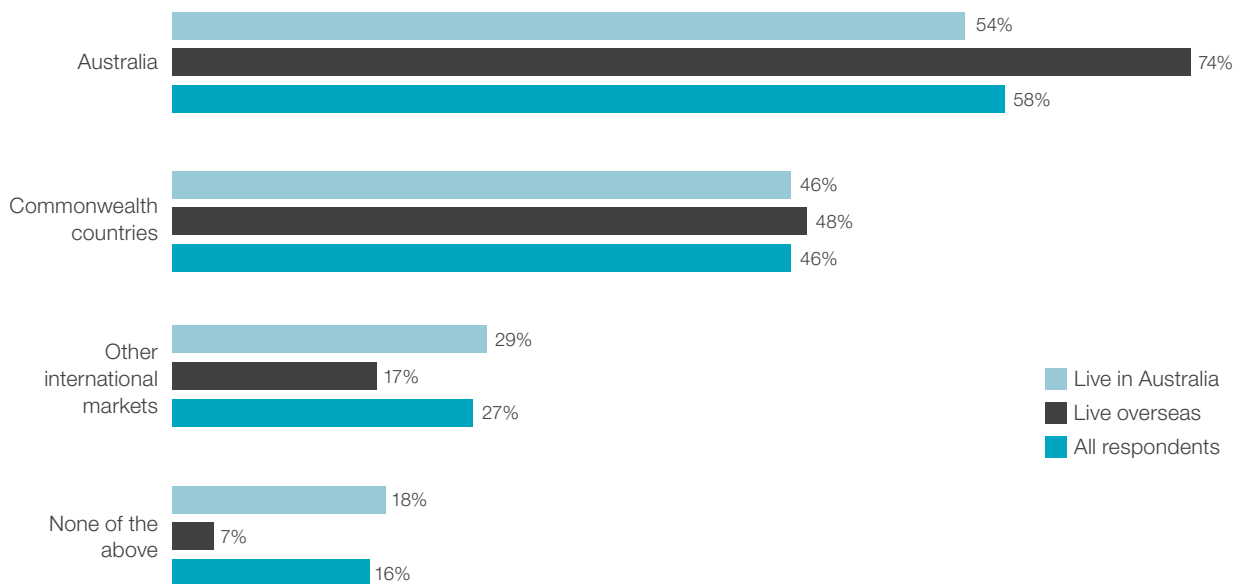
More than two-thirds of delegates (68%) intend to follow-up with at least one of the business contacts or networks developed at *Trade 2018*, and more than one in three (37%) report the contacts and networks developed are likely to influence the future success of their business.

Overseas delegates were more likely to report establishing new contacts with Australian businesses and that the contacts or networks made are likely to influence the future success of their business (see Figure 15).

Awareness of business opportunities and industry capabilities

Trade 2018 increased delegates' awareness of the business opportunities available in Australia (particularly for overseas respondents, 74%) and also in other Commonwealth countries. The program raised awareness of the business opportunities available in other international markets to a smaller degree, but this was higher for domestic delegates than overseas (see Figure 16).

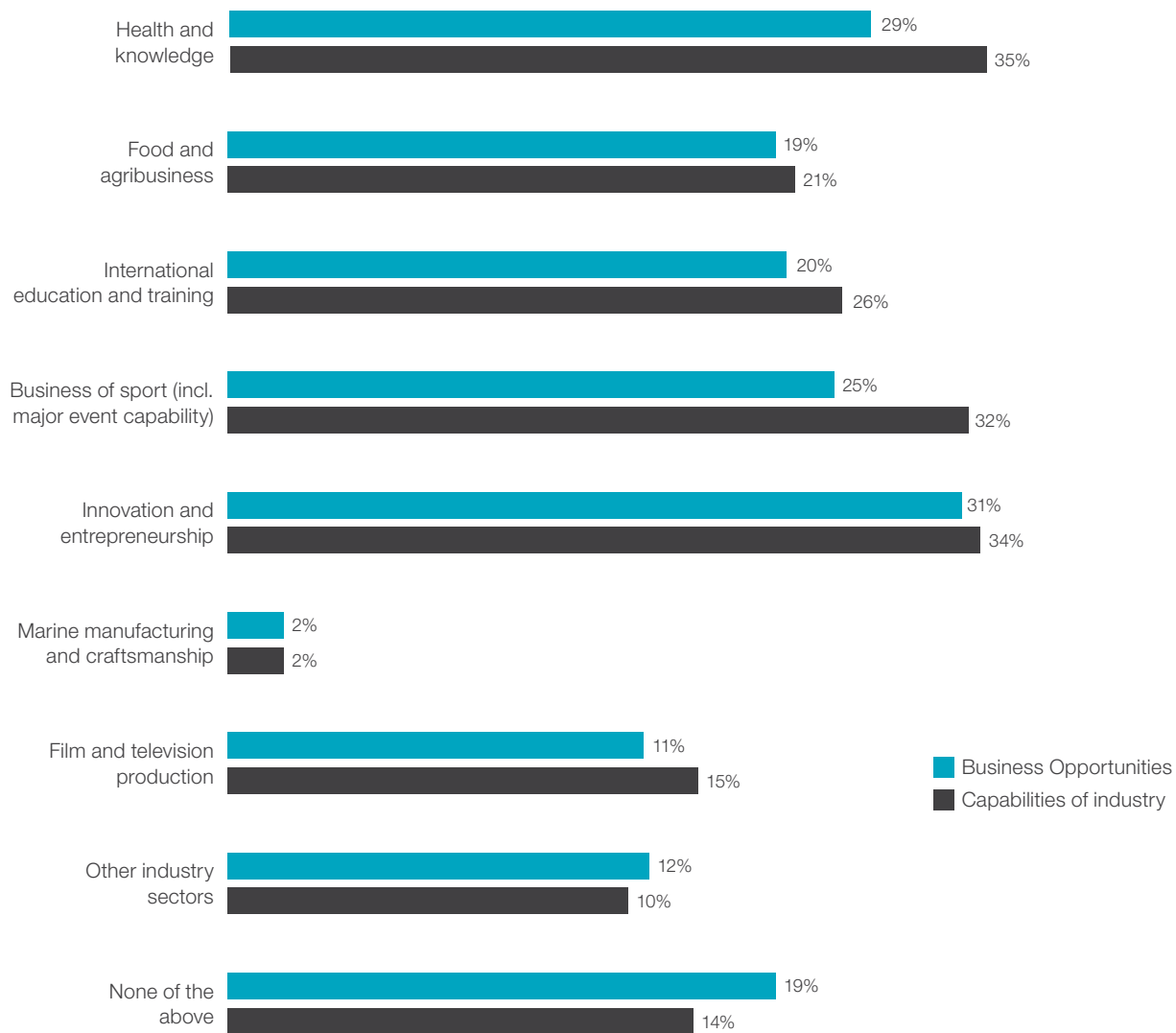
Figure 16. Trade 2018 Games Time Delegate Feedback Survey - Have the Trade 2018 events increased your awareness of the business opportunities available in the following markets?



Base: n= 170 live in Australia; n=42 overseas; n=212 all respondents

Across the industry sectors, delegates generally reported that *Trade 2018* had increased their awareness of the capabilities of industry in the Gold Coast, Queensland and Australia to a higher extent than the business opportunities available for their business (see Figure 17).

Figure 17. Trade 2018 Games Time Delegate Feedback Survey - Trade 2018 has increased my awareness of the BUSINESS OPPORTUNITIES available for my company/organisation and the CAPABILITIES OF INDUSTRY in the Gold Coast, Queensland and Australia in the following industry sectors



Base: n=181 business opportunities; n=164 capabilities of industry

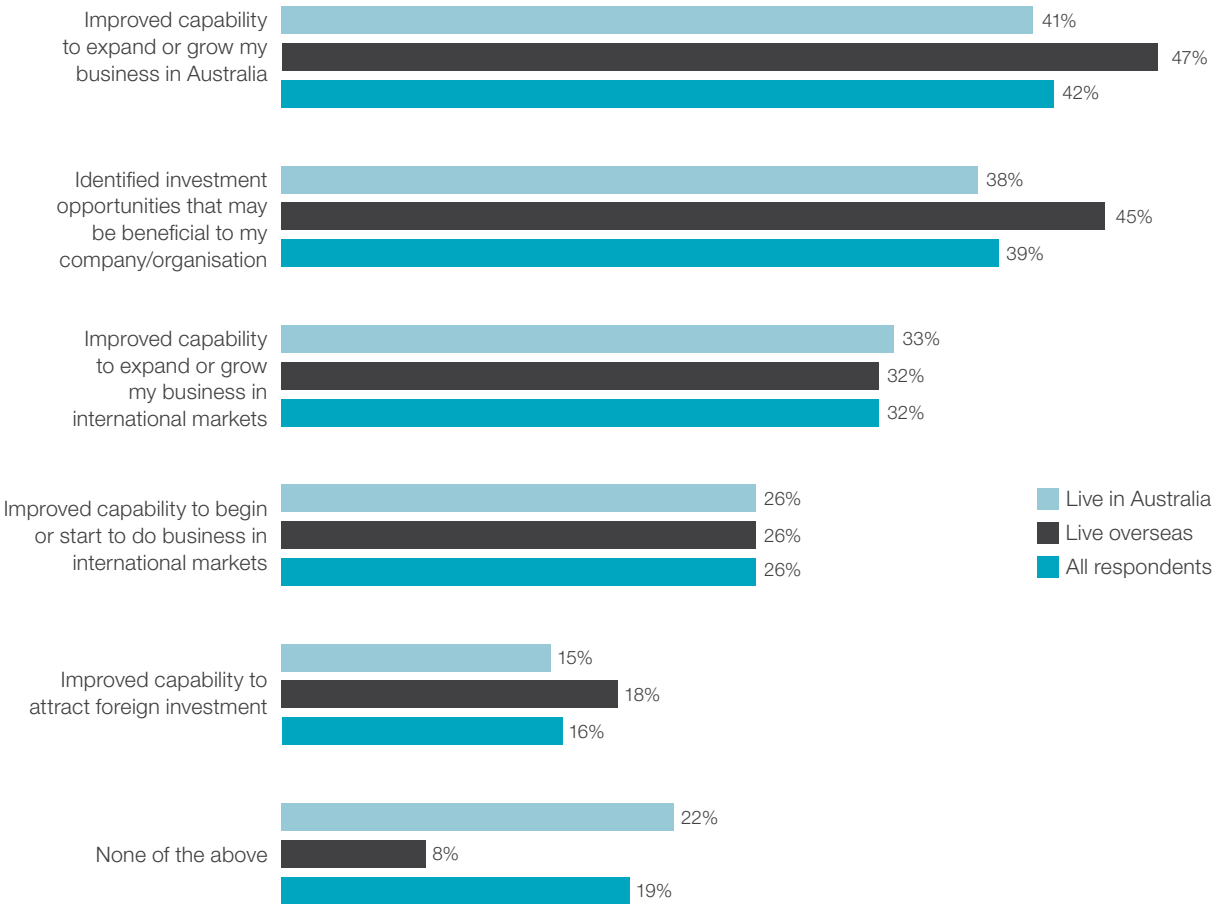
Outcomes resulting from Trade 2018 participation

In terms of the outcomes delegates have achieved, or expect to achieve, as a result of participating in the Trade 2018 program, 81 per cent of delegates reported at least one outcome would be achieved. The most popular responses were:

- An improved capability to expand or grow their business in Australia (42%), and
- Identifying investment opportunities that may be beneficial for their company or organisation (39%).

Both of these responses were higher for international delegates than domestic respondents (see Figure 18).

Figure 18. Trade 2018 Games Time Delegate Feedback Survey - Which of the following outcomes have been achieved, or do you expect to achieve, as a result of participating in the Trade 2018 Program?²⁵



Base: n= 166 live in Australia; n=38 overseas; n=204 all respondents

²⁵Results are based on all respondents, including Government officials and representatives of industry bodies and associations, for whom some of the response options may not be relevant.

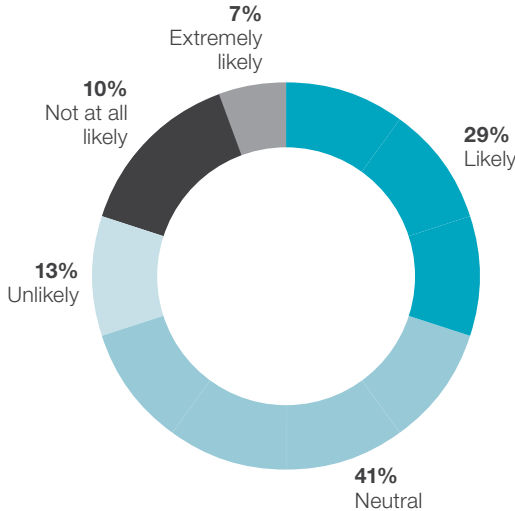
The survey contained a series of questions relating to any new business the delegates expected would be achieved as a result of attending *Trade 2018*.

Australian delegates

More than one third of Australian delegates reported it is either likely (29%) or extremely likely (7%) they'll achieve export and/or investment deals as a result of their attendance/participation (see Figure 19). Of these:

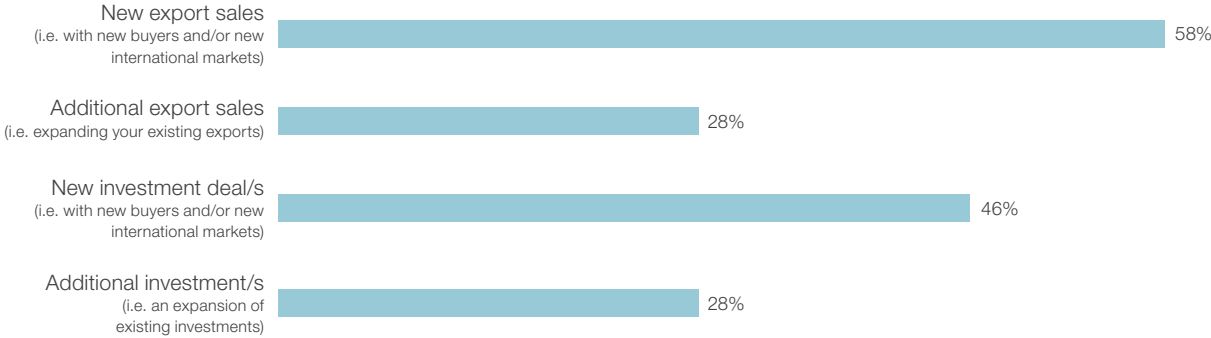
- 58 per cent expect to achieve new export sales,
- 46 per cent expect new investment deals, and
- 28 per cent expect additional export sales and investment deals (see Figure 20).

Figure 19. Trade 2018 Games Time Delegate Feedback Survey - How likely is it that you will achieve export and/or investment deals as a result of your attendance/ participation in the Trade 2018 Program?



Base: n=164 , live in Australia

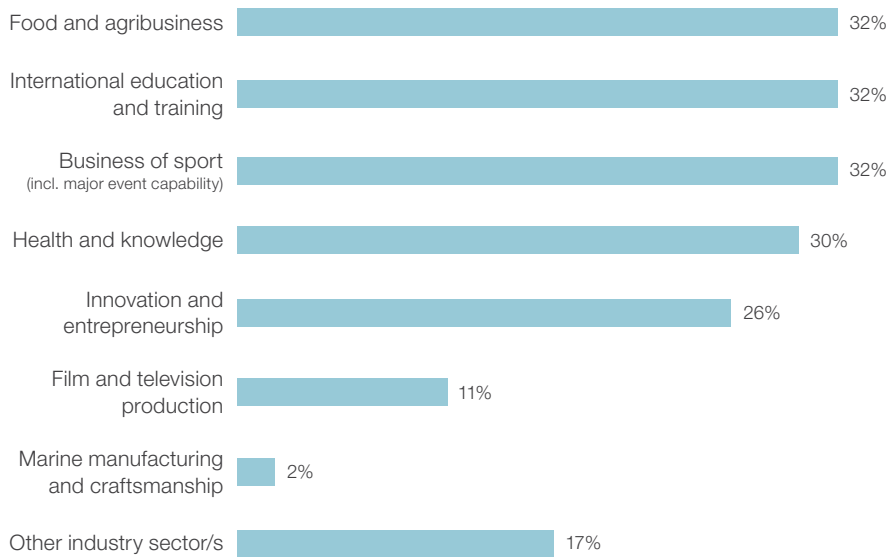
Figure 20. Trade 2018 Games Time Delegate Feedback Survey - Which of the following do you expect you will achieve as a result of your attendance/participation in the Trade 2018 Program?



Base: n=50 domestic respondents that are likely or extremely likely to achieve export and/or investment deals as a result of attendance/participation in the Trade 2018 program

Figure 21 shows the new and additional export and/or investment deals are expected to relate to a range of industry sectors including food and agribusiness (32%), international education and training (32%), business of sport (32%), health and knowledge (30%), and innovation and entrepreneurship (26%).

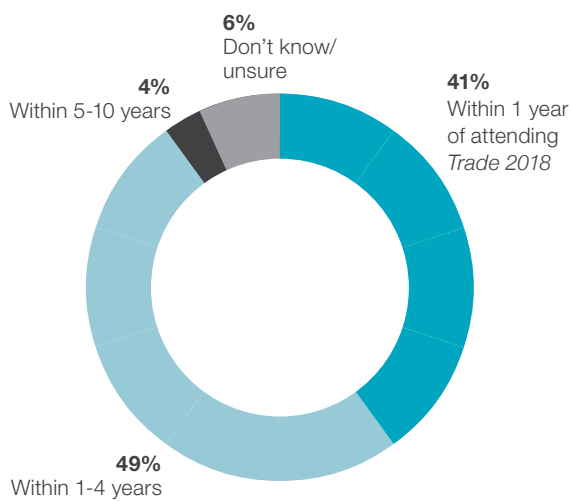
Figure 21. Trade 2018 Games Time Delegate Feedback Survey - Which industry sector(s) do these new or additional export and/or investment deal/s relate to?



Base: n=53 domestic respondents that are likely or extremely likely to achieve export and/or investment deals as a result of attendance/participation in the Trade 2018 program

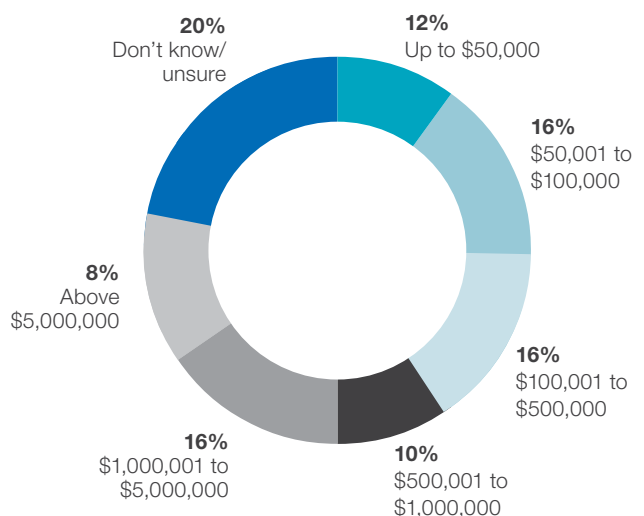
In terms of timing, 41 per cent expect the new business will eventuate within one year of the Trade 2018 Games-time events, and a further 49 per cent within one to four years (see Figure 22). Almost one quarter (24%) of the Australian delegates who reported it was likely they'll achieve new export and/or investment deals as a result of Trade 2018, expect the value of the new business to exceed \$1 million (see Figure 23).

Figure 22. Trade 2018 Games Time Delegate Feedback Survey - When do you expect these export and/or investment deals to eventuate?



Base: n=51 domestic respondents that are likely or extremely likely to achieve export and/or investment deals as a result of attendance/participation in the Trade 2018 program

Figure 23. Trade 2018 Games Time Delegate Feedback Survey - What is the expected value of the new or additional export and/or investment deals?

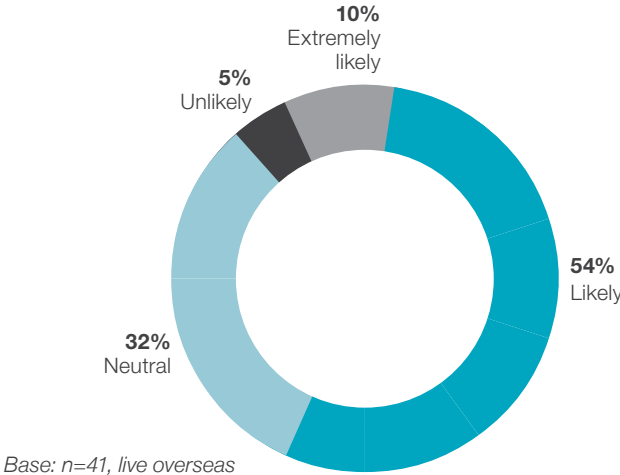


Base: n=49 domestic respondents that are likely or extremely likely to achieve export and/or investment deals as a result of their attendance/participation in the Trade 2018 program

Overseas delegates

Almost two-thirds of overseas delegates reported it is either likely (54%) or extremely likely (10%) they'll increase their investments in Australia and/or buy goods or services from Australia as a result of their attendance and participation at *Trade 2018* (see Figure 24).

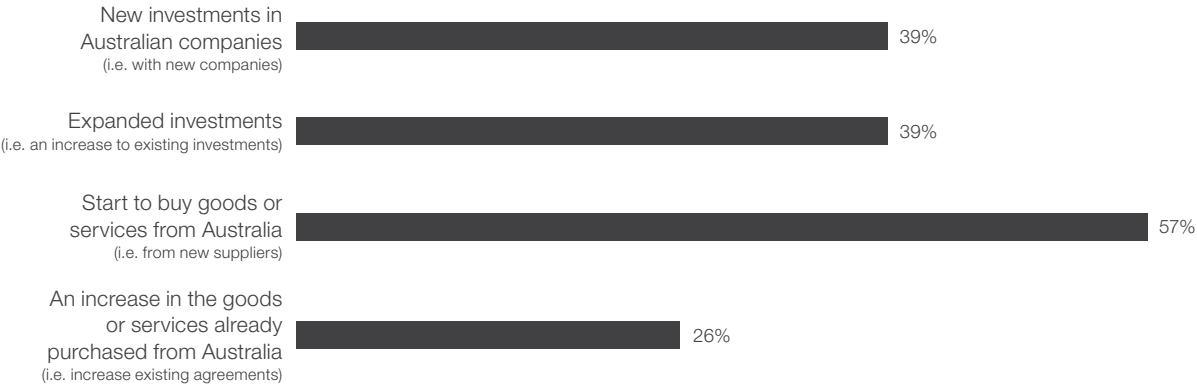
Figure 24. Trade 2018 Games Time Delegate Feedback Survey - How likely is it that you will increase your investments in Australia and/or buy goods or services from Australia as a result of your attendance/participation in the Trade 2018 program?



For overseas delegates who indicated that they'll increase their investments in Australia and/or buy goods or services from Australia as a result of attending *Trade 2018* (see Figure 25):

- More than one third expect they'll achieve new and expanded investments in Australian companies (39% each)
- 57 per cent expect they will start to buy goods or services from Australia
- 26 per cent will increase the goods or services already being purchased from Australia.

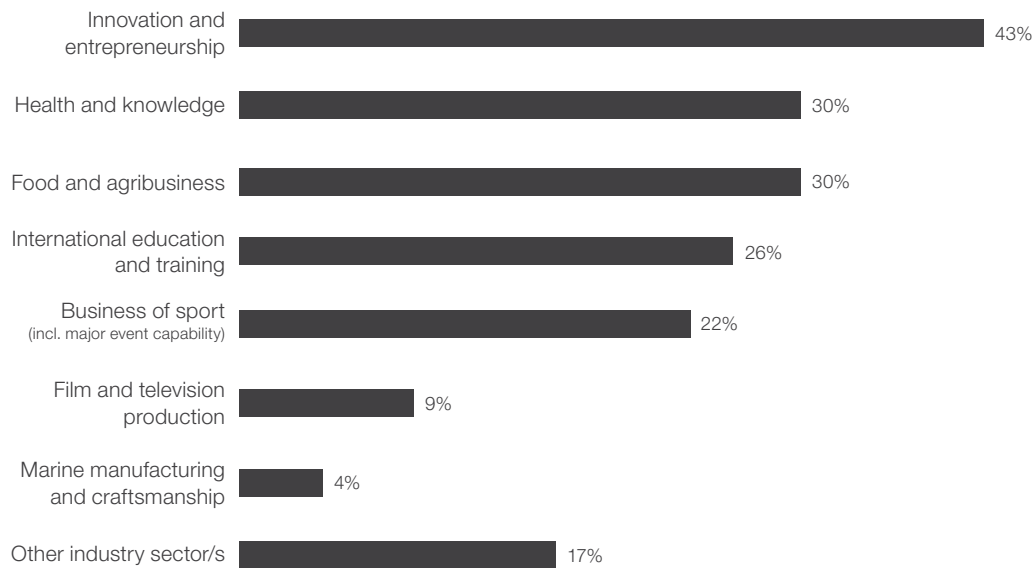
Figure 25. Trade 2018 Games Time Delegate Feedback Survey - Which of the following do you expect you will achieve?



Base: n=23 overseas respondents that are likely or extremely likely to increase investments in Australia and/or buy goods or services from Australia as a result of their attendance/participation in the *Trade 2018* program

The most popular industry sector for the expected new business (see Figure 26) is innovation and entrepreneurship (43%), followed by health and knowledge (30%), and food and agribusiness (30%).

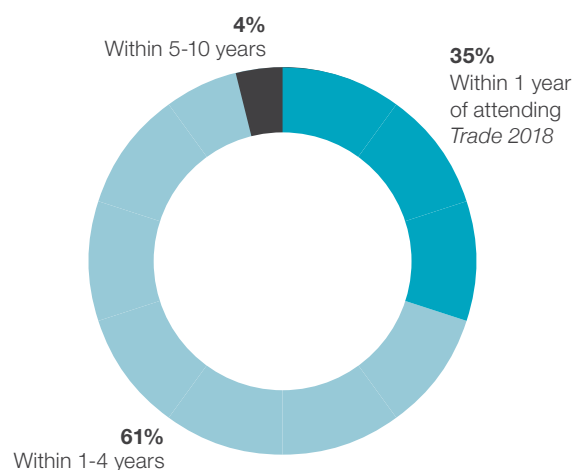
Figure 26. Trade 2018 Games Time Delegate Feedback Survey - In which industry sector(s) does this increased business/investment relate to?



Base: n=23 overseas respondents that are likely or extremely likely to increase their investments in Australia and/or buy goods or services from Australia as a result of attendance/participation in the Trade 2018 program

One third of the overseas delegates that report it is likely they'll increase their investments in Australia as an outcome of Trade 2018 expect the new business will eventuate within one year (35%). A further 61 per cent expect the new business will occur within one to four years (see Figure 27).

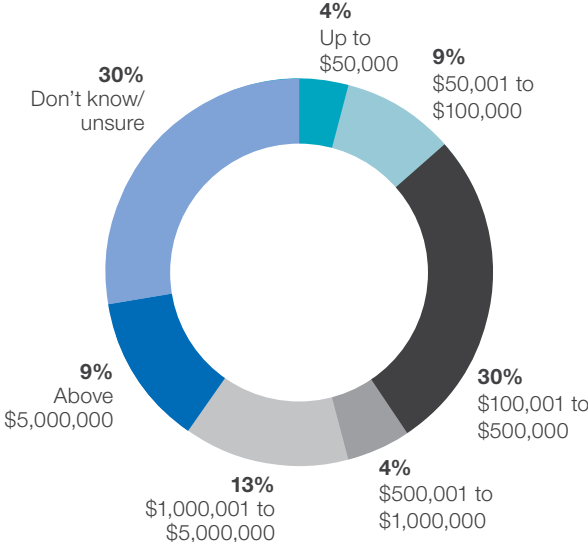
Figure 27. Trade 2018 Games Time Delegate Feedback Survey - When do you expect the increased business and/or investments to eventuate?



Base: n=23 overseas respondents that are likely or extremely likely to increase their investments in Australia and/or buy goods or services from Australia as a result of attendance/participation in the Trade 2018 program

Overseas delegates were less sure than domestic delegates about the expected value of the increased business and/or investments, however 22 per cent expect the new business generated from *Trade 2018* will exceed \$1 million (see Figure 28).

Figure 28. Trade 2018 Games Time Delegate Feedback Survey - What is the expected value of the increased business and/or investments?

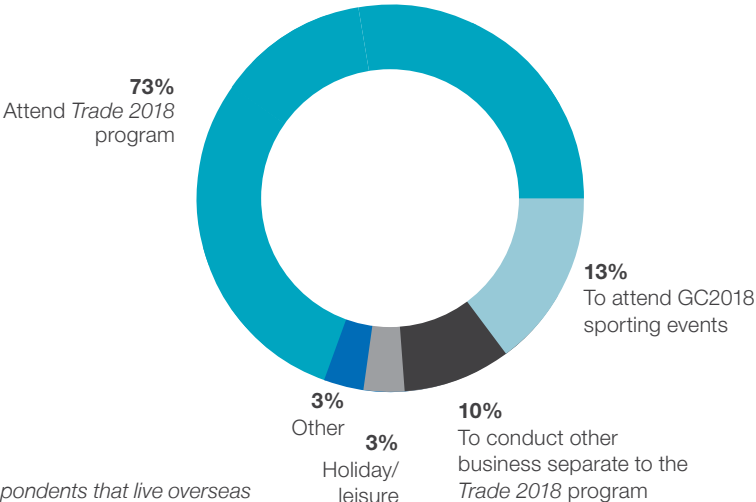


Base: n=23 overseas respondents that are likely or extremely likely to increase their investments in Australia and/or buy goods or services from Australia as a result of attendance/participation in the Trade 2018 program

Additional benefits

For almost three-quarters of the overseas delegates (73%), attending *Trade 2018* was their primary reason for visiting Australia. Ten per cent made the trip to conduct other business separate to the *Trade 2018* program, and 13 per cent came primarily to attend GC2018 sporting events (see Figure 29).

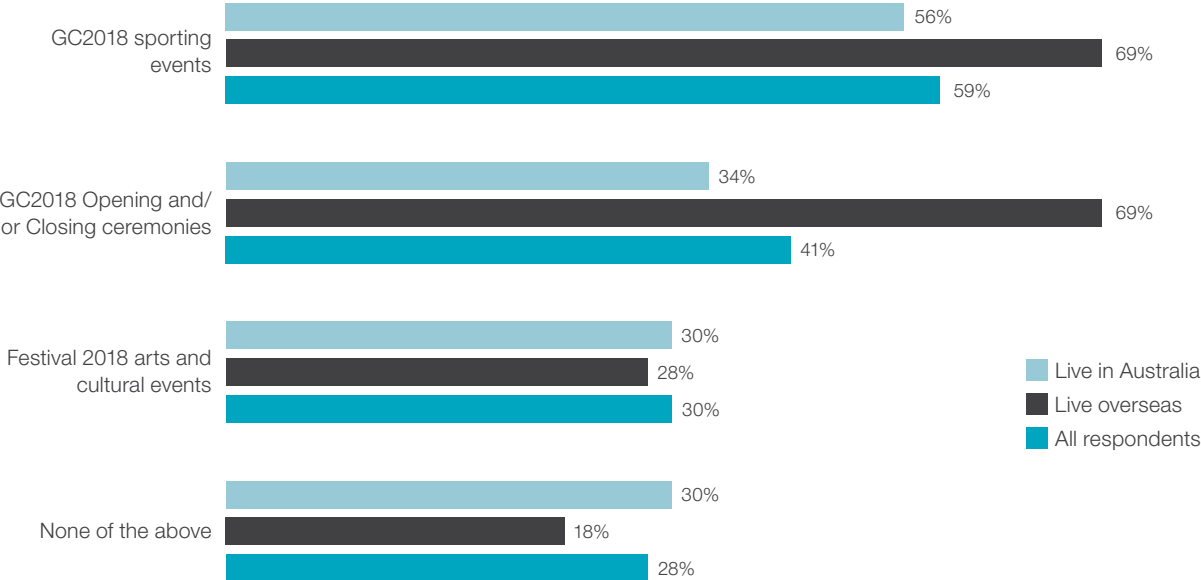
Figure 29. Trade 2018 Games Time Delegate Feedback Survey - Primary reason for trip to Australia



Base: n=40, respondents that live overseas

Over half of the delegates also attended GC2018 sporting events in addition to *Trade 2018* business events (59%), and 41 per cent attended the Opening and/or Closing ceremonies. A higher proportion of international delegates attended GC2018 sporting events and ceremonies, with domestic delegates more likely to have attended *Trade 2018* business events only (see Figure 30).

Figure 30. Trade 2018 Games Time Delegate Feedback Survey - Did you attend any GC2018 events in addition to the Trade 2018 Program?

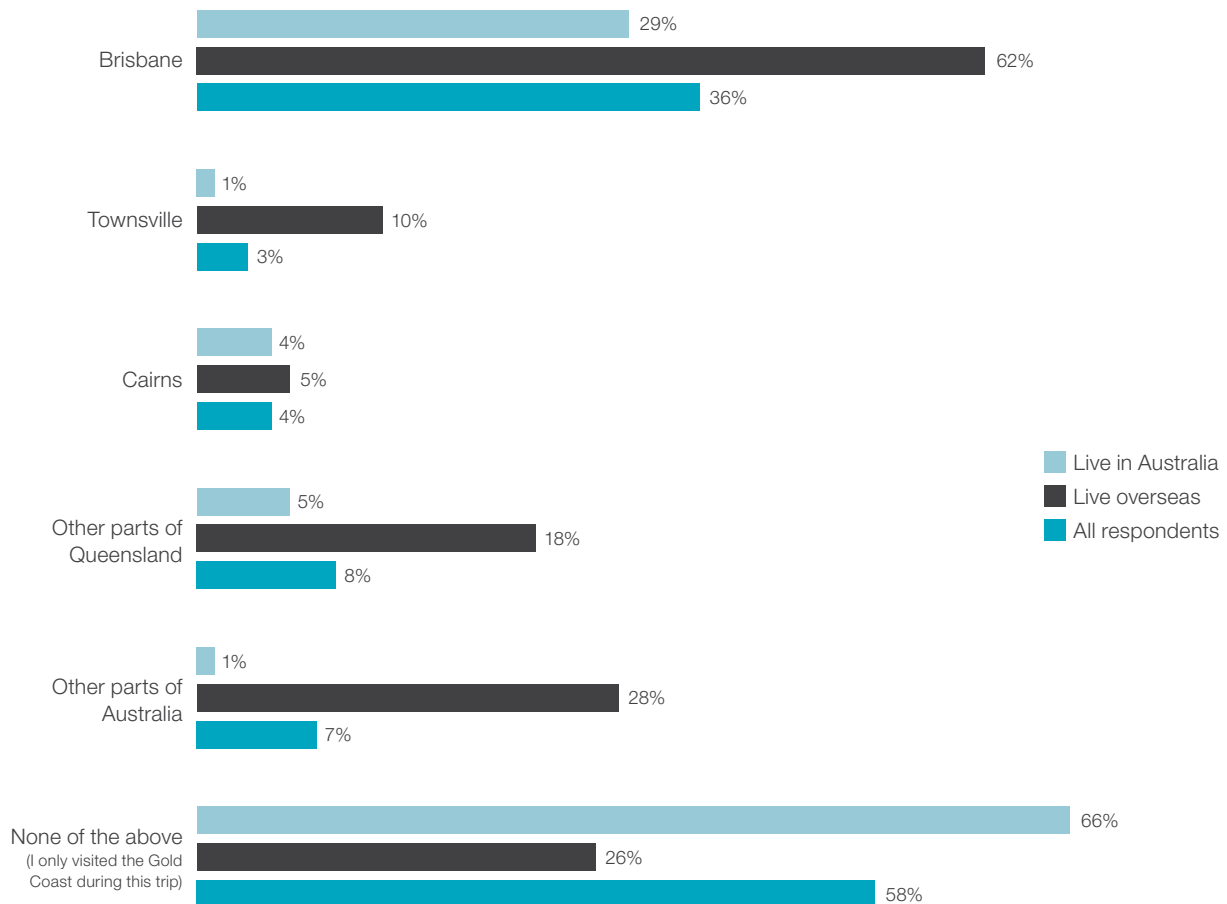


Base: n=165 live in Australia; n=39 live overseas; n=204 all respondents



Overseas delegates were more likely than their domestic counterparts to visit other locations in Queensland and Australia as part of their trip to attend *Trade 2018* (see Figure 31).

Figure 31. Trade 2018 Games Time Delegate Feedback Survey - As part of this trip, did you visit any of the following locations in addition to the Gold Coast?



Base: n=140 live in Australia; n=39 live overseas; n=179 all respondents

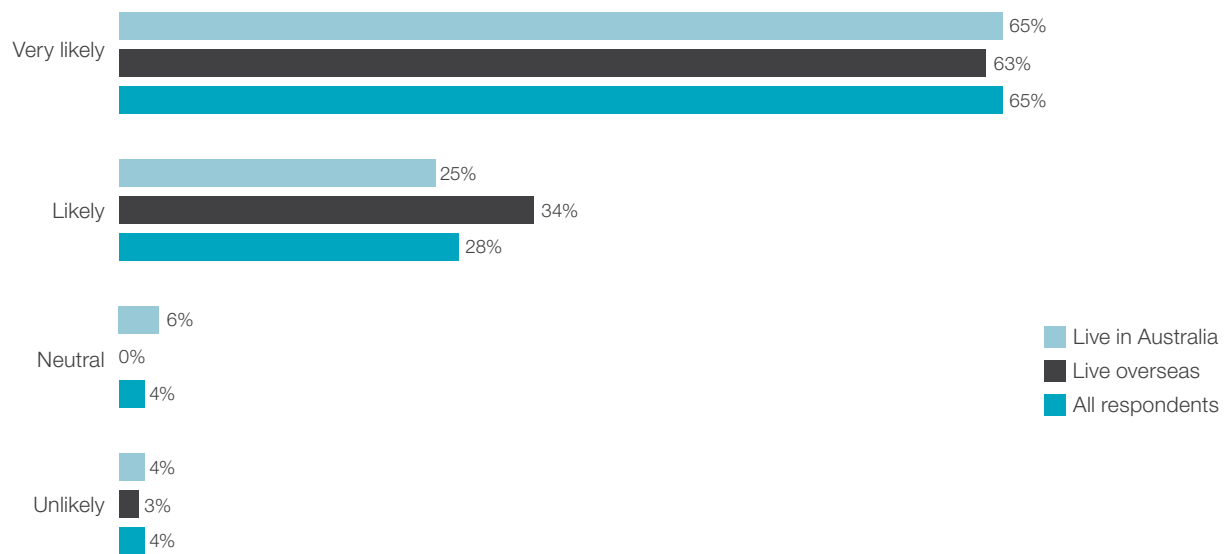
Trade 2018 delegates were impressed with the Gold Coast and Queensland, and this positive experience has produced solid advocacy for the region. Survey findings show:

- Likelihood to return to the Gold Coast for business and/or leisure purposes is very high, with 65 per cent 'very likely' (see Figure 32), and
- Likelihood to recommend or encourage others to visit the Gold Coast (see Figure 33) and Queensland (see Figure 34) is also very strong, especially so amongst overseas delegates.

“All of us fell in love with the Gold Coast over the course of our visit and will surely return in the future.”

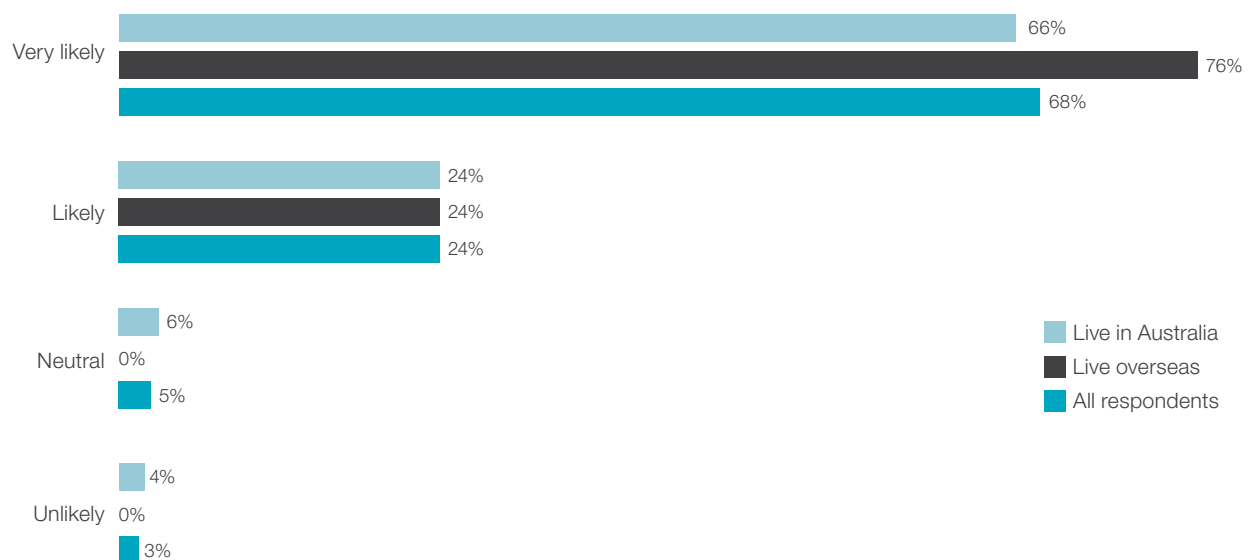
The Rt Hon. Patricia Scotland QC, Commonwealth Secretary-General

Figure 32. Trade 2018 Games Time Delegate Feedback Survey - How likely are you to return to the Gold Coast for business and/or leisure purposes?



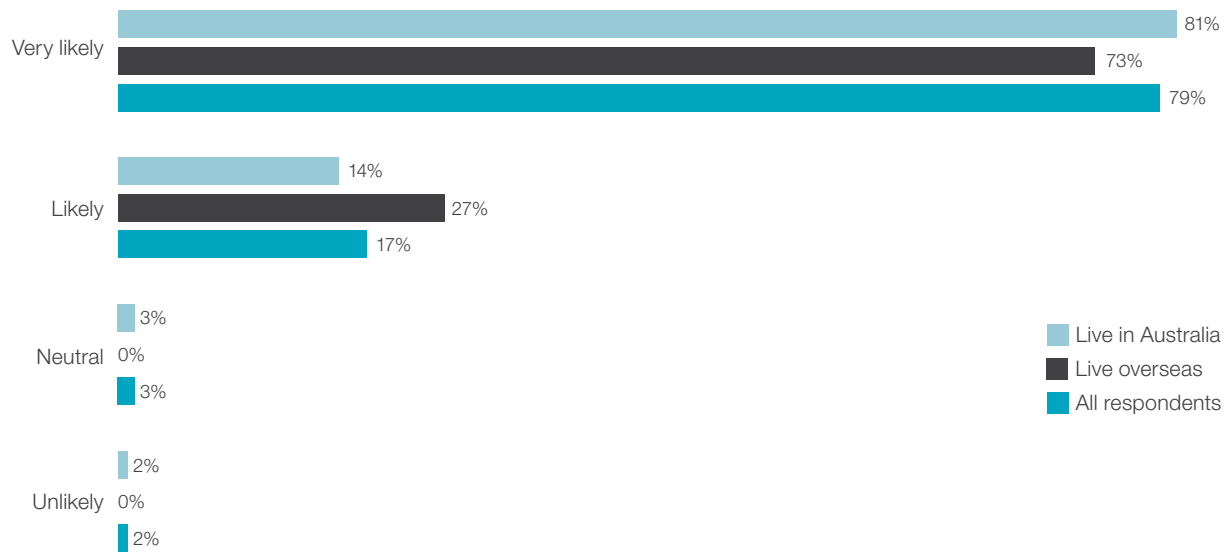
Base: n=118 live in Australia; n=38 live overseas; n=156 all respondents

Figure 33. Trade 2018 Games Time Delegate Feedback Survey - How likely are you to recommend or encourage others to visit the Gold Coast?

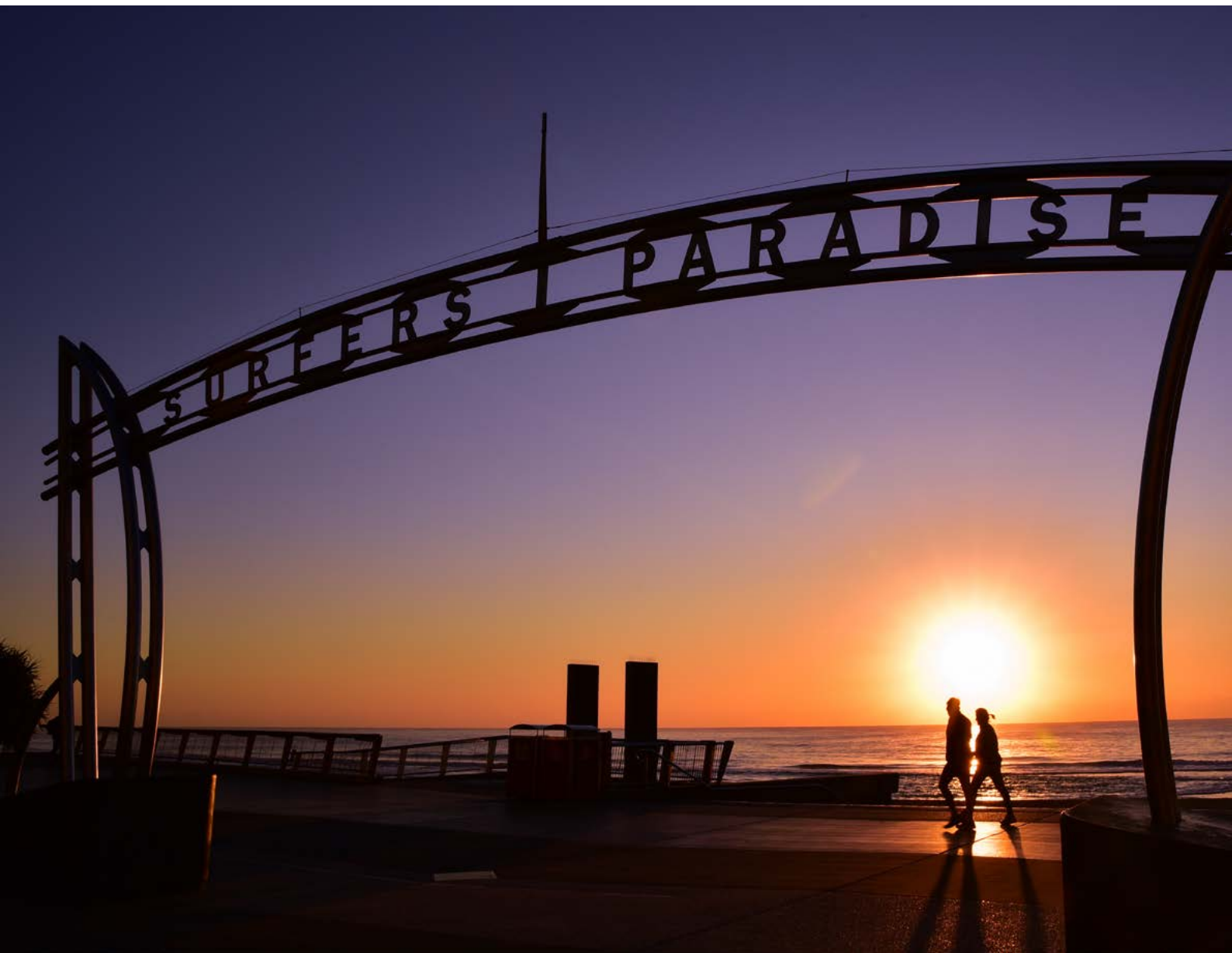


Base: n=143 live in Australia; n=37 live overseas; n=180 all respondents

Figure 34. Trade 2018 Games Time Delegate Feedback Survey - How likely are you to recommend or encourage others to visit Queensland?



Base: n=146 live in Australia; n=37 live overseas; n=183 all respondents





5. Conclusions

Trade 2018 was primarily an economic leveraging, promotional and relationship building initiative. It enhanced international and domestic opportunities to promote business, trade and investment for Queensland and the Gold Coast, and improve international business reputation. The major sporting event spectacle of the Gold Coast 2018 Commonwealth Games provided a vehicle for much of the engagement, with a phased approach of activations implemented over 14 months leading up to and including the Games.

The program involved comprehensive engagement, which included showcasing opportunities across seven priority industry sectors and seven priority markets. International and local business leaders were incorporated to champion the message of the program, extending the reach and strengthening engagement.

In this context, the conclusions in the report are framed around three themes:

- Program delivery lessons learned – what worked well, what could be done differently
- Legacy of *Trade 2018* – key outcomes achieved and future benefits
- Implications for future Commonwealth Games trade and investment programs.

5.1. Program delivery lessons learned

Trade 2018 presented a unique opportunity to showcase the Gold Coast, Queensland and Australia as a world-class destination for major events as well as promote business, trade and investment prospects.

Post Games, the GC2018 Trade and Investment Working Group held a project review meeting in May 2018 to examine the planning, delivery and reporting of the program.

Each of the teams from OCG and City of Gold Coast contributed to a discussion of the lesson learned and opportunities presented by the successful completion of the *Trade 2018* program.

Program and events

- Overall, the design and development of the phased program model supported the strategic integration of otherwise distinct activities, with the earlier phases informing the Games-time program and events. Leveraging and aligning the Phase 1 international activations with the Queen's Baton Relay route in the priority markets was a successful way to introduce and engage stakeholders in the program. The subsequent Phase 2 inbound activations targeting key events such as Myriad, TropAg 2017 and the Northern Australia Investment Forum, also assisted in promoting the program and engaging with local industries.
- Establishment of the Commonwealth House venue for the Games-time activation was unique and successfully delivered on the key objective of the program to provide 'a toes in the sand' experience for visiting delegates and delegations. The location of Commonwealth House at Kurrawa Park, Broadbeach, ensured the *Trade 2018* program was firmly integrated into GC2018 and Festival 2018. Inclusion of a dedicated business lounge would have allowed for impromptu meetings and networking. This was in the original plans, however, due to the temporary build and size constraints, it was not able to be incorporated.
- The broad program and range of events staged across the 13 days alongside GC2018 worked well to provide a variety of networking opportunities, an assortment of event formats (e.g. short speeches, keynote addresses, roundtable discussions and pitches) and coverage of the priority sectors. Audience engagement and networking was stronger at longer events, compared to short events. Some delegates committed to multiple daily events which may have impacted attendances at some full day events.
- Engagement of a professional conference organiser for the Games-time activations ensured a high quality program was delivered, that a good mix of speakers was secured, and the signature opening events were well managed. It was noted that expanding the scope of the professional conference organiser (or other specialist assistance) could have brought a higher level of management support to other elements of the program, such as delegate registration. However, this was balanced with ensuring a cost-effective program.
- The 'no fee' approach for the Games-time program and events minimised barriers in attracting delegates, however, may have also resulted in some registered delegates choosing not to attend as they had not made a financial commitment. Significant efforts were made during the Games-time period to confirm delegate attendance at events each day.
- Social media engagement was strong through the three phases of *Trade 2018*. Future events would benefit from using social media influencers to champion the program.
- An opportunity exists for future programs to incorporate bespoke training and/or mentoring type activities drawing from expertise around the Commonwealth in certain areas of trade and investment. This could include

young entrepreneurs, regional entrepreneurs or women, or sectoral-based invitees with a view to forming alliances.

Delegate attraction

- Delegate attraction to the *Trade 2018* program was effective and provided a strong representative mix of Commonwealth and non-Commonwealth countries, across both industry and government.
- The concept of strategic partners was successfully implemented to support the attraction of delegations and delegates, such as through the Commonwealth Enterprise and Investment Council (CWEIC).
- Opportunity exists to allocate more resources towards attracting international industry champions to lead the delegations and offering more business incentives and tangible outcomes for delegations. This could potentially be modelled on similar industry streams and delegations that accompany G20 Summits (i.e. Business 20 'B20' delegates).

Delivery partnerships

- *Trade 2018* successfully leveraged the major sporting event that was GC2018, and involved the development and execution of both international and domestic campaign opportunities. This was only made possible through the effective partnership between the Queensland Government and City of Gold Coast. It took extraordinary efforts from teams across the partnership to deliver the ambitious program.
- The program successfully partnered with GOLDOC on the Queen's Baton Relay to profile the diversity of Queensland and the City of Gold Coast during the Phase 1 international activations. This included working alongside Games sponsors and partners including Longines, KPMG, Optus and Tourism Australia. Future trade and investment business programs should be carefully and closely integrated with the

sporting event to fully leverage the opportunity. Coordinated participation and attendance at both the trade and sports programs can reap greater long-term outcomes.

- Successful engagement with key stakeholder organisations, such as the Australia-India Business Council, to recruit delegates and participants, also assisted the program to achieve its outcomes, ensured relevance of the program for industry, and provided for program legacy.
- It was also noted that securing earlier commitment from some *Trade 2018* partners to the program would have reduced last-minute project demands and assisted with program delivery.

Reporting

- The *Trade 2018* Evaluation Framework provided a comprehensive approach to measuring outcomes across the three phases of the program and against the strategic objectives. Providing templates and other tools for program delivery staff to document the events delivered and partnerships formed through *Trade 2018* was an effective mechanism for capturing reporting. These documents were a vital source of information for the evaluation report.
- Development and design of the system for delegate registrations (Events Air) was not closely aligned with establishing clear measures for evaluation of the *Trade 2018* program. As a result, delegate registration information was not a reliable data source contributing to the evaluation. Alternative data collection methods were employed and multiple sources considered to provide a complete picture of some activities. Earlier consideration of evaluation requirements could have improved data collection quality and streamlined evaluation processes.

5.2. Legacy of *Trade 2018*

The *Trade 2018* program demonstrates the broader economic potential of the Commonwealth Games. Queensland and the Gold Coast have led the way in showing how the Games can support a new Commonwealth trade agenda. The *Trade 2018* program has:

- been one of the first major integrated business programs of its kind, including leveraging the Queen's Baton Relay in priority markets across the Commonwealth,
- provided a platform for Commonwealth-wide engagement and intra-Commonwealth trade and investment,
- developed an innovative concept for future major sporting events by showing the value of this long-standing Commonwealth institution as a vehicle for more than sport, and
- through the international activations, from an Australian perspective, been one of the most extensive business, trade and investment engagement campaigns for an international sporting event.

As outlined in the *Trade 2018* evaluation framework, the long-term impact of the program could not be measured within the timeframe of this evaluation. Future realisation of the trade and investment opportunities raised through *Trade 2018* will be primarily led by TIQ and City of Gold Coast. Both agencies have committed to future reporting which will help to capture the outcomes of these opportunities (see Table 2). The *Trade 2018* evaluation framework also identifies a number of additional potential future indicators of success for consideration.

Around half of the respondents to the *Trade 2018* Games Time Delegate Feedback Survey provided their contact details and permission to be contacted. These contacts will be provided to TIQ and City of Gold Coast for follow-up support and to understand the medium and longer-term impacts and outcomes resulting from participation in the *Trade 2018* program. Follow-up activities for both inbound and outbound visits are being progressed to realise opportunities and advance relationships developed as part of *Trade 2018*. This includes facilitating export outcomes at other major international events for companies that were suppliers to GC2018.

Table 2. Trade 2018 evaluation framework – future reporting commitments

City of Gold Coast	Trade and Investment Queensland
<p>The City of Gold Coast 'GC2018 Benefits Report' has identified a number of benefits related to the trade and investment program and Gold Coast Health and Knowledge Precinct, outlining the measures that will be used to track and report against each, including:</p> <ul style="list-style-type: none"> • Economic uplift – Value of Gold Coast exports, • City reputation - Reprtrak ranking for 'Favourable Environment for Business', • City reputation – Increased international investment from Commonwealth Nations, • Job creation – Increase in jobs in the knowledge economy, • Diversify economy – Growth in the knowledge economy in less vulnerable industry sectors, and • Stronger partnerships between City of Gold Coast, Griffith University and Gold Coast Health Service. 	<p>TIQ measures its performance annually using two service areas - trade and investment missions, and trade and investment facilitation. This information is collated from a combination of sources including client satisfaction surveys from exporters, investors, trade mission participants and internal government clients receiving trade and investment advice and/or support, and also TIQ's financial system which highlights the costs associated with delivering these services.</p> <p>TIQ recently updated its corporate <i>Export and Investment Success</i> forms to include a section asking if the deal was influenced by the Commonwealth Games. This will enable TIQ to monitor and report on the business successes and outcomes realised after the Games that can be linked to GC2018 and the <i>Trade 2018</i> program.</p>

The *Trade 2018* evaluation framework complements the overarching Evaluation and Monitoring Framework for the GC2018 legacy program. Results of the *Trade 2018* evaluation will inform the post-Games legacy evaluation report due in early 2019. Under the Evaluation and Monitoring Framework for the GC2018 legacy program, broader evaluation work will continue beyond 2019, with a Final Evaluation Report due in 2023. Consideration of the *Trade 2018* evaluation results, including follow-up of the future reporting commitments, forms part of the delivery planning for the 2019-2023 final evaluation.

5.3. Implications for future Commonwealth Games trade and investment programs

In formulating the *Trade 2018* program and evaluation framework, it was observed that there were limited examples or literature available on trade and investment programs leveraging major sporting events. The findings of the *Trade 2018* evaluation are intended to inform discussion of the value of building a trade and investment program into the Commonwealth Games format, as well as providing a useful basis for future programs to consider in their planning and development.

The innovative, phased implementation model has opened discussions around leveraging the Commonwealth Games movement as a vehicle for trade and investment outcomes – as part of the broader discussions around maximising the value of the Games to hosts and the Commonwealth.

Responses to the *Trade 2018* delegate feedback survey indicated 94 per cent supported the inclusion of a similar program in future Commonwealth Games. Comments included in this report from various key stakeholders and influential Commonwealth leaders also indicated the importance of the program.

It is envisioned the *Trade 2018* program and findings of this evaluation will help inform and further discussions by the relevant and leading organisations, including the Commonwealth Secretariat, CWEIC and CGF, and future Games hosts. This supports the interests

of the CGF as they seek to understand how the Games can be leveraged to maximise the value for all partners, and supports the objectives of the new Games Delivery Model being implemented. For the Commonwealth Secretariat and CWEIC, a trade and investment program linked to the Commonwealth Games could be an effective part of their approach to strengthening Commonwealth relations and growing the Commonwealth trade network.

The *Trade 2018* program and evaluation findings are also worthy of consideration in the broader context of ‘sports diplomacy’ – the use of sport as a means to influence diplomatic, social and political relations. The *Australian Sports Diplomacy Strategy 2015-18* states “Sports diplomacy is an increasingly important aspect of diplomatic practice and a growing part of the global sports industry”.

The *Trade 2018* program and this evaluation could provide an important case study in sports diplomacy worthy of further exploration. The study would support the application of the *Trade 2018* evaluation results within a broader context examining the value of sport, the role of sports diplomacy, and how it could be adapted to support the activation of the new CGF Games Delivery Model. Such a study may form part of the consideration of the *Trade 2018* evaluation results in the 2019-2023 final evaluation.

6. Appendices

6.1. Appendix A: Glossary of terms

AIBC	Australia India Business Council	GC2018	Gold Coast 2018 Commonwealth Games
AO	Officer of the Order of Australia	GCCM	Gold Coast City Marina
APEC	Asia Pacific Economic Cooperation	GCHKP	Gold Coast Health and Knowledge Precinct
ASR	Advertising Space Revenue	GDP	Gross Domestic Product
ASSOCHAM	The Associated Chambers of Commerce and Industry of India	ICSA	Intra-Commonwealth Small and Medium-sized Enterprises Association
CAYE	Commonwealth Alliance of Young Entrepreneurs	IETU	International Education and Training Unit
CEO	Chief Executive Officer	MC	Master of Ceremonies
CFO	Chief Financial Officer	MOU	Memorandum of Understanding
CGA	Commonwealth Games Association	MP	Member of Parliament
CGF	Commonwealth Games Federation	NZ	New Zealand
CIO	Chief Information Officer	OCG	Office of the Commonwealth Games
CHOGM	Commonwealth Heads of Government Meeting	PA Hospital	Princess Alexandra Hospital
CoGC	City of Gold Coast	PNG	Papua New Guinea
COO	Chief Operating Officer	QBR	Queen's Baton Relay
CWEIC	Commonwealth Enterprise and Investment Council	SME	Small and Medium-sized Enterprise
DAF	Department of Agriculture and Fisheries	TABBS	The Australasian Bioenergy and Bioproducts Symposium
DFAT	Department of Foreign Affairs and Trade	TEQ	Tourism and Events Queensland
DITID	Department of Innovation and Tourism Industry Development and the Commonwealth Games	TIQ	Trade and Investment Queensland
EDM	Electronic Direct Mail	TropAg 2017	International Tropical Agriculture Conference – November 2017
EU	European Union	UK	United Kingdom
FICCI	Federation of Indian Chambers of Commerce and Industry	VET	Vocational Education and Training

6.2. Appendix B: Survey questions – Trade 2018 Games Time Delegate Feedback Survey

Q1 Where do you live?

Please choose one only

- Gold Coast
- Brisbane
- Elsewhere in Queensland
- Interstate
- Overseas

Q2 (Australian residents only)

Where is your company/organisation based?

Please enter the city where your company / organisation's primary headquarters is located.

Q3 (Overseas residents only)

Where is your company/organisation based?

Please select the country where your company/ organisation's primary headquarters is located.

- | | |
|---|--|
| <input type="checkbox"/> Australia | <input type="checkbox"/> Singapore |
| <input type="checkbox"/> Canada | <input type="checkbox"/> South America |
| <input type="checkbox"/> China | <input type="checkbox"/> South Korea |
| <input type="checkbox"/> Hong Kong | <input type="checkbox"/> Taiwan |
| <input type="checkbox"/> India | <input type="checkbox"/> United Arab Emirates |
| <input type="checkbox"/> Indonesia | <input type="checkbox"/> United Kingdom |
| <input type="checkbox"/> Japan | <input type="checkbox"/> United States of America |
| <input type="checkbox"/> Malaysia | <input type="checkbox"/> Other (please specify on next page) |
| <input type="checkbox"/> New Zealand | |
| <input type="checkbox"/> Papua New Guinea | |

Q4 (Overseas residents only; 'Other' country selected at Q3)

Please enter the name of the country where your company / organisation's primary headquarters is located

Q5 Which of the following best describes the company/organisation you represented at the Trade 2018 Program?

Please choose one only

- Government
- Industry body/association
- Large private company/organisation (greater than 200 employees)
- Medium private company/organisation (20-200 employees)
- Small private company/organisation (less than 20 employees)
- University/educational institution
- Other

Q6 Which of the following best describes your position/role within your company/organisation?

Please choose one only

- Elected official (e.g. Minister; Board member; Chairperson)
- Executive (e.g. Chief Executive Officer; Chief Financial Officer; Chief Information Officer)
- Management (e.g. Head of Sales; Head of Marketing; Regional/Area Manager)
- Project/Administration (e.g. Project manager; Team leader; Administration support)
- Academic
- Other

Q7 Which industry sector(s) does your company/organisation most closely align with?

Please choose all that apply

- Health and knowledge
- Food and agribusiness
- International education and training
- Business of sport (including major event capability)
- Innovation and entrepreneurship
- Marine manufacturing and craftsmanship
- Film and television production
- Other industry sector/s (please specify on next page)

Q8 ('Other' industry sector selected at Q7)

Please enter the other industry sector(s) your company/organisation aligns with

Q9 Which countries do you currently do international business with?

Please choose all that apply

- Australia
- Canada
- China
- Hong Kong
- India
- Indonesia
- Japan
- Malaysia
- New Zealand
- Papua New Guinea
- Singapore
- South America
- South Korea
- Taiwan
- United Arab Emirates
- United States of America
- United Kingdom
- Other (please specify on next page)
- None of the above

Q10 ('Other' country selected at Q9)

Please enter the other countries you currently do international business with

Q11 Which countries are you interested in pursuing business, export or investment opportunities with?

Please choose all that apply

- Australia
- Canada
- China
- Hong Kong
- India
- Indonesia
- Japan
- Malaysia
- New Zealand
- Papua New Guinea
- Singapore
- South America
- South Korea
- Taiwan
- United Arab Emirates
- United States of America
- United Kingdom
- Other (please specify on next page)
- None of the above

Q12 ('Other' country selected at Q11)

Please enter the other countries you are interested in pursuing business, export or investment opportunities with

Q13 How would you describe your involvement with the *Trade 2018* Program prior to the events you attended at the Gold Coast?

Please choose all that apply

- I attended one or more *Trade 2018* business events or receptions held in overseas markets coinciding with the Queen's Baton Relay in 2017
- I was involved in one or more *Trade 2018* events in Australia as part of a trade mission I attended in 2017/early 2018
- None of the above

Q14 The following questions ask about your experience at the *Trade 2018* events you attended during the Games.

Q15 How would you rate your overall experience with the *Trade 2018* Program?

Please choose one only

- Excellent
- Good
- Average
- Poor
- Very poor

Q16 ('Excellent' or 'Good' selected at Q15)

You rated your overall experience as excellent or good, what were the main factors contributing to this experience?

Please choose all that apply

- Relevance of the program content for my business
- Relevance of the business contacts made
- Networking opportunities for my company/organisation
- Format of the *Trade 2018* program
- Quality of the speakers
- Location of Commonwealth House
- Location of other *Trade 2018* meetings and events
- Event organisation (e.g. registration/ticketing processes, catering/hospitality, transport and security arrangements)
- Personalised itinerary of events and meetings
- Attending GC2018 sporting events and/or ceremonies
- Other (please specify on next page)

Q17 ('Other' selected at Q16)

Please provide details of the other factors contributing to your excellent or good experience

Q18 ('Poor' or 'Very poor' selected at Q15)

You rated your overall experience as poor or very poor, what were the main factors contributing to this experience?

Please choose all that apply

- Relevance of the program content for my business
- Relevance of the business contacts made
- Networking opportunities for my company/organisation
- Format of the *Trade 2018* program
- Quality of the speakers
- Location of Commonwealth House
- Location of other *Trade 2018* meetings and events
- Event organisation (e.g. registration/ticketing processes, catering/hospitality, transport and security arrangements)
- Personalised itinerary of events and meetings
- Attending GC2018 sporting events and/or ceremonies
- Other (please specify on next page)

Q19 ('Other' selected at Q18)

Please provide details of the other factors contributing to your poor experience

Q20 ('Average' selected at Q15)

You rated your overall experience as average, what were the main factors you found POSITIVE about your experience?

Please choose all that apply

- Relevance of the program content for my business
- Relevance of the business contacts made
- Networking opportunities for my company/organisation
- Format of the *Trade 2018* program
- Quality of the speakers
- Location of Commonwealth House
- Location of other *Trade 2018* meetings and events
- Event organisation (e.g. registration/ticketing processes, catering/hospitality, transport and security arrangements)
- Personalised itinerary of events and meetings
- Attending GC2018 sporting events and/or ceremonies
- Other
- None of the above

Q21 ('Average' selected at Q15)

What were the main factors you found NEGATIVE about your experience?

Please choose all that apply

- Relevance of the program content for my business
- Relevance of the business contacts made
- Networking opportunities for my company/organisation
- Format of the *Trade 2018* program
- Quality of the speakers
- Location of Commonwealth House
- Location of other *Trade 2018* meetings and events
- Event organisation (e.g. registration/ticketing processes, catering/hospitality, transport and security arrangements)
- Personalised itinerary of events and meetings

- Attending GC2018 sporting events and/or ceremonies
- Other
- None of the above

Q22 (Australian residents only)

Which of the following statements are true about the NETWORKING OPPORTUNITIES provided by the *Trade 2018* Program?

Please choose all that apply

- I established new contacts with Australian businesses
- I established new international business contacts or networks
- I strengthened existing international business contacts
- I strengthened existing contacts with Australian businesses
- I intend to follow up with at least one of the business contacts or networks developed
- The contacts or networks developed are likely to influence the future success of my business
- None of the above

Q23 (Overseas residents only)

Which of the following statements are true about the NETWORKING OPPORTUNITIES provided by the *Trade 2018* Program?

Please choose all that apply

- I established new contacts with Australian businesses
- I established new business contacts or networks in other international markets
- I strengthened existing international business contacts
- I strengthened existing contacts with Australian businesses
- I intend to follow up with at least one of the business contacts or networks developed

- The contacts or networks developed are likely to influence the future success of my business
- None of the above

Q24 Have the *Trade 2018* events increased your awareness of the business opportunities available in the following markets?

Please choose all that apply

- Australia
- Commonwealth countries
- Other international markets
- None of the above

Q25 Which of the following outcomes have been achieved, or do you expect to achieve, as a result of participating in the *Trade 2018* Program?

Please choose all that apply

- Identified investment opportunities that may be beneficial to my company/organisation
- Improved capability to begin or start to do business in international markets
- Improved capability to expand or grow my business in Australia
- Improved capability to expand or grow my business in international markets
- Improved capability to attract foreign investment
- None of the above

Q26 (Australian residents only)
How likely is it that you will achieve export and/or investment deals as a result of your attendance/participation in the *Trade 2018* Program?

Please choose one only

- Not at all likely
- Unlikely
- Neutral
- Likely
- Extremely likely

Q27 (Australian residents only; 'Likely' or 'Extremely likely' selected at Q26)

Which of the following do you expect you will achieve?

Please choose all that apply

- New export sales (i.e. with new buyers and/or new international markets)
- Additional export sales (i.e. expanding your existing exports)
- New investment deal/s (i.e. with new buyers and/or new international markets)
- Additional investment/s (i.e. an expansion of existing investments)

Q28 (Australian residents only; 'Likely' or 'Extremely likely' selected at Q26)

When do you expect these export and/or investment deals to eventuate?

Please choose one only

- Within 1 year of attending *Trade 2018*
- Within 1–4 years
- Within 5–10 years
- 10 or more years
- Don't know / unsure

Q29 (Australian residents only; 'Likely' or 'Extremely likely' selected at Q26)

Which industry sector(s) do these new or additional export and/or investment deal/s relate to?

Please choose all that apply

- Health and knowledge
- Food and agribusiness
- International education and training
- Business of sport (incl. major event capability)
- Innovation and entrepreneurship
- Marine manufacturing and craftsmanship
- Film and television production
- Other industry sector/s

Q30 (Australian residents only; 'Likely' or 'Extremely likely' selected at Q26)

What is the expected value of the new or additional export and/or investment deal/s?

Please choose one only

- Up to \$50,000
- \$50,001-\$100,000
- \$100,001 - \$500,000
- \$500,001 - \$1,000,000
- \$1,000,001 to \$5,000,000
- Above \$5,000,000
- Don't know / unsure

Q31 (Overseas residents only)

How likely is it that you will increase your investments in Australia and/or buy goods or services from Australia as a result of your attendance/participation in the *Trade 2018* Program?

Please choose one only

- Not at all likely
- Unlikely
- Neutral
- Likely
- Extremely likely

Q32 (Overseas residents only; 'Likely' or 'Extremely likely' selected at Q31)

Which of the following do you expect you will achieve?

Please choose all that apply

- New investments in Australian companies (i.e. with new companies)
- Expanded investments (i.e. an increase to existing investments)
- Start to buy goods or services from Australia (i.e. from new suppliers)
- An increase in the goods or services already purchased from Australia (i.e. increase existing agreements)

Q33 (Overseas residents only; 'Likely' or 'Extremely likely' selected at Q31)

When do you expect the increased business and/or investments to eventuate?

Please choose one only

- Within 1 year of attending *Trade 2018*
- Within 1–4 years
- Within 5-10 years
- 10 or more years
- Don't know / unsure

Q34 (Overseas residents only; 'Likely' or 'Extremely likely' selected at Q31)

In which industry sector(s) does this increased business/investment relate to?

Please choose all that apply

- Health and knowledge
- Food and agribusiness
- International education and training
- Business of sport (incl. major event capability)
- Innovation and entrepreneurship
- Marine manufacturing and craftsmanship
- Film and television production
- Other industry sector/s

Q35 (Overseas residents only; 'Likely' or 'Extremely likely' selected at Q31)

What is the expected value of the increased business and/or investments?

Please choose one only

- Up to \$50,000
- \$50,001-\$100,000
- \$100,001 - \$500,000
- \$500,001 - \$1,000,000
- \$1,000,001 to \$5,000,000
- Above \$5,000,000
- Don't know / unsure

Q36 The next questions ask about the influence of the *Trade 2018* program on your awareness and perceptions of doing business in Australia. Feel free to skip any question if it is not applicable.

Q37 The *Trade 2018* program has improved my perception of the GOLD COAST as a destination to do business.

Please rate how much you agree or disagree with this statement

Strongly Disagree Strongly Agree

Q38 The *Trade 2018* program has improved my perception of QUEENSLAND as a destination to do business.

Please rate how much you agree or disagree with this statement

Strongly Disagree Strongly Agree

Q39 The *Trade 2018* program has improved my perception of AUSTRALIA as a destination to do business.

Please rate how much you agree or disagree with this statement

Strongly Disagree Strongly Agree

Q40 *Trade 2018* has increased my awareness of the BUSINESS OPPORTUNITIES available for my company/organisation in the Gold Coast, Queensland and Australia in the following industry sectors:

Please choose all that apply

- Health and knowledge
- Food and agribusiness
- International education and training
- Business of sport (incl. major event capability)
- Innovation and entrepreneurship

- Marine manufacturing and craftsmanship
- Film and television production
- Other industry sectors
- None of the above

Q41 *Trade 2018* has increased my awareness of the CAPABILITIES OF INDUSTRY in the Gold Coast, Queensland and Australia in the following sectors:

Please choose all that apply

- Health and knowledge
- Food and agribusiness
- International education and training
- Business of sport (incl. major event capability)
- Innovation and entrepreneurship
- Marine manufacturing and craftsmanship
- Film and television production
- Other industry sectors
- None of the above

Q42 (Overseas residents only)

Was attending the *Trade 2018* program the primary reason for your trip to Australia?

- Yes
- No

Q43 (Overseas residents only; 'No' selected at Q42)

What was the primary reason for your trip to Australia?

- Holiday / leisure
- To conduct other business separate to the *Trade 2018* program
- To attend GC2018 sporting events
- Other

Q44 Did you attend any GC2018 events in addition to the *Trade 2018* program?

Please choose all that apply

- GC2018 sporting events
- GC2018 Opening and/or Closing ceremonies
- Festival 2018 arts and cultural events
- None of the above

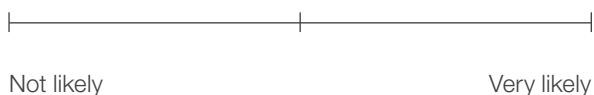
Q45 As part of this trip, did you visit any of the following locations in addition to the Gold Coast?

Please choose all that apply

- Brisbane
- Townsville
- Cairns
- Other parts of Queensland
- Other parts of Australia
- None of the above (I only visited the Gold Coast during this trip)

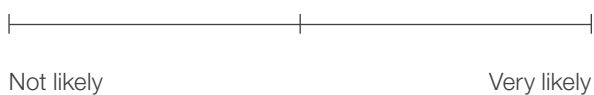
Q46 How likely are you to return to the Gold Coast for business and/or leisure purposes?

Please rate how likely or unlikely



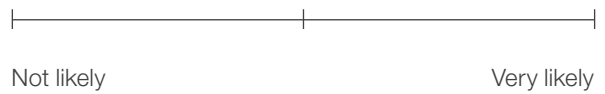
Q47 How likely are you to recommend or encourage others to visit the Gold Coast?

Please rate how likely or unlikely



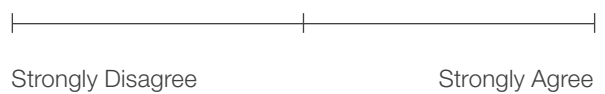
Q48 How likely are you to recommend or encourage others to visit Queensland?

Please rate how likely or unlikely



Q49 Future Commonwealth Games should include a similar program of business events focused on trade and investment.

Please rate how much you agree or disagree with this statement



Q50 Do you have any other thoughts or comments about your *Trade 2018* experience?

Q51 Permission to recontact

We would like to be able to contact you in the future to understand the medium and longer-term impacts and outcomes for your company/organisation resulting from participating in the *Trade 2018* trade and investment program.

If you agree, please provide your contact details including company/organisation name, your name, position/title and contact email address.

6.3. Appendix C: Event overviews

Table 3. Trade 2018 Games Time Trade and Investment Program – networking and showcase events and site visits

Event name	Location	Overview / description
Tourism Investment Lunch	Commonwealth House	Held across two sessions, companies seeking new investment opportunities in tourism and associated infrastructure heard from successful investors and experts in Queensland's \$25 billion tourism industry.
Business Leaders Welcome Reception	Commonwealth House	The official welcome and networking event for business, industry leaders and officials who participated in the Trade 2018 Games Time Trade and Investment Program.
The Commonwealth - Business Advantages and Opportunities	Commonwealth House	The lead event for the Trade 2018 Games Time Trade and Investment Program, this interactive and engaging high level business forum brought together Commonwealth heads of government and top business leaders and investors from around the globe to explore new business, trade and investment opportunities and mega-trends of the global business community.
Queensland Economic Opportunities Breakfast	Sofitel Hotel and Resort, Broadbeach	Hosted in partnership with Queensland Treasury and TIQ, this event involved a briefing on Queensland's economic outlook, its industry strengths and capabilities, and current business and investment opportunities to invited international delegates.
Global Entrepreneur and Investor Exchange	Commonwealth House	Leading entrepreneurs and investors from across the Commonwealth and beyond gathered to exchange expert knowledge and start-up ideas, identify investments and new innovations. The event featured leading global entrepreneurs and investors who have achieved significant success and established high-value networks across an exciting program comprising a key note address followed by industry presentations and interactive panel discussions.
Film and Television Industry Roundtable	Mercure Gold Coast Resort	This roundtable event brought together key local, national and international representatives and decision-makers to showcase the local film and television industry and create longer-term business relationships. Through this roundtable, visiting delegates had the opportunity to connect with around 20 members of Queensland's film and television production industry.

Event name	Location	Overview / description
Gold Coast Health and Knowledge Precinct Showcase	Institute for Glycomics, Southport	<p>Held across two sessions, this event showcased the breadth of investment opportunity, industry development and research collaboration within the GCHKP.</p> <p>The GCHKP is developing into an integrated and collaborative location for learning, research, knowledge creation and the commercialisation of newly-developed technologies. The GCHKP seeks to create one of the most advanced health and knowledge innovation hubs in the Asia-Pacific.</p>
Food and Agribusiness Buyers Program	Brookwater Golf and Country Club, Brisbane	<p>Queensland food suppliers showcased the diversity and quality of their products that are available through export supply chains. The program highlighted Queensland's exceptional produce and best practice management, smart regulation and continued breakthroughs in agricultural innovations, research and development.</p>
Retail Commerce Forum	Southport Yacht Club	<p>A full-day targeted business event focused on leading businesses and exporters locally, nationally and from across the Commonwealth in the food and pharmacy supply chain. The event focused on connecting international, national and local professionals in the industry, including leading retailers, food and pharmacy buyers, wholesalers, distributors, exporters and manufacturers, all in one place. The forum explored how to penetrate the supply chains of international supermarkets and pharmacies from across the Commonwealth and beyond.</p>
The Value of Sport: Maximising Opportunities in the Commonwealth	Commonwealth House	<p>Bringing together government, academic, business and sporting perspectives to explore the value, power and influence of sport beyond the playing field, this event challenged participants to consider how we might engage more effectively with the promise of sport to maximise opportunities for all. The program also included the 3rd Commonwealth Debate on Sport and Sustainable Development which featured two teams of experts debating the premise that investment in sport in the Commonwealth 'pays for itself'.</p>
Trade 2018 Event City Site Visits – Cairns	Cairns	<p>Hosted by TIQ and Study Cairns, this site visit program enabled delegates to visit Cairns and learn more about the capabilities and opportunities available in the international education and training sector in Queensland's far north. The program comprised a networking function with the Study Cairns Executive Committee, showcase tours of Cairns City, and tailored itineraries for site inspections of Cairns education institutions and partners.</p>

Event name	Location	Overview / description
Trade 2018 Event City Site Visits - Townsville	Townsville	Hosted by James Cook University, this program enabled delegates to witness firsthand Queensland's world-class expertise, research and opportunities for commercialisation across tropical health, medicine, food, agriculture and biodiversity. The program was tailored to meet the needs of travelling delegates who were interested in exploring and understanding the industrial micro and the bio economy, biophysical and bio refinery.
HYPE Sports Innovation Accelerator – Global Pitch Event	Commonwealth House	The HYPE Sports Innovation Accelerator is a multi-national program that helps sportstech start-ups access global clubs, investors and brands to fast track international growth in the sportstech market. The event featured an exciting showcase of ideas for the future through the first Australian HYPE Sports Innovation (SPIN) Lab and global accelerator pitch. The live-streamed event saw 12 start-up teams from Queensland, interstate and overseas pitch their company and solution on stage, with AUD \$25,000 in prize money on offer.
Austrade FoodTech Mission: Queensland Government Briefing	1 William Street, Brisbane	Austrade hosted a Global FoodTech Innovation Mission to Australia from 9 to 13 April 2018, showcasing Australia's capability in the FoodTech sector across industry, university and research institutes. Leading Australian technologies and products featured across the program which comprised seminar events, pitch sessions, roundtables, site visits and one-to-one business matching sessions.
FoodTech Innovation Forum	Commonwealth House	Featuring global and Australian thought leaders and innovators, this event showcased recent changes in global food trends, based on the demand for healthy products and the growing Asian middle class. The program discussed how technology and innovation are driving change in how we farm, process and market food and beverages to meet changing demands locally and globally, and how Australia is positioned to meet global demand for organic produce, new 'superfoods' and 'better-for-you' foods to address nutrition deficiencies and allergen requirements.

Event name	Location	Overview / description
Queensland Health Capabilities	Commonwealth House	This showcase was the opening event in the <i>Trade 2018</i> Health and Knowledge sectoral program. Featuring industry presentations and an interactive panel discussion, the event profiled Queensland's health, knowledge, research and development capabilities, and highlighted investment opportunities across the state, including commercial opportunities driven by the \$513 million Advance Queensland program. The forum also profiled how Advance Queensland links to Australian Government initiatives to create a streamlined and supportive approach to clinical trials. The event was moderated by prominent industry leader, Professor Ian Frazer AC.
Queensland Opportunities in E-Health	Institute for Glycomics, Southport	Co-hosted by Queensland Health and TIQ, this event featured industry presentations and opportunities to network with some of Queensland's most innovative health companies. The forum showcased how Queensland is harnessing of the power of data and technology for improved quality of care, patient safety and productivity, and the resulting opportunities for commercialisation and export. The event provided delegates with an opportunity to hear about Queensland's eHealth Investment Strategy. It also showcased Queensland's expertise in disruptive healthcare technologies and provided the foundation to discuss international opportunities for partnership and collaboration.
Princess Alexandra Hospital Site Visit	Princess Alexandra Hospital, Woolloongabba, Brisbane	Delegates were provided an opportunity to tour one of Queensland's leading digital health facilities, the Princess Alexandra (PA) Hospital, which is Australia's first large-scale digital hospital and leads the field in digital health services.
Victoria Towers Site Visit	Southport	Victoria Towers is the first project in Australia to combine aged care and seniors living in a high-rise development, and demonstrates a new model for aged care and seniors living into the future.
Canada Connect	Commonwealth House	Canada Connect highlighted and strengthened the existing bilateral relationship between Queensland and Canada government and industry leaders. Comprising keynote addresses, a panel discussion and networking reception, the event brought investors, entrepreneurs, SMEs and corporates together with government and diplomatic representatives to showcase trade and investment between Canada and Australia. The event provided an opportunity for guests from Canada and around the Commonwealth to build professional networks, exchange information and ideas, identify new business opportunities and find practical ways to strengthen trade and investment relationships.

Event name	Location	Overview / description
Queensland and Commonwealth Collaboration and Showcase	Southport Yacht Club	This event brought together visiting <i>Trade 2018</i> delegations and investors from around Australia and across the globe with Queensland's economic development professionals to collaborate and leverage economic development opportunities across the Commonwealth.
Diversity for Global Business Growth	Commonwealth House	This Study Gold Coast-hosted event focused on diversity and the importance of innovation and adaptation in today's rapidly changing business environment. A panel comprising Queensland's internationally renowned innovative business leaders and diversity advocates discussed how a global workforce makes your business globally competitive, and delegates heard how the soaring growth in international education will impact the global business sector with both the challenges and opportunities brought to the table.
International Education and Training Agent Engagement Reception	Commonwealth House	Hosted by Study Queensland, this reception showcased the five finalists of the Study Queensland Agent Pitch Competition, in which international education agents presented their marketing concepts to attract international students to Queensland and win financial support to implement their campaign.
Health Business Matching Program	Brisbane	This program enabled investors, collaborators, researchers and innovators to be involved in tailored business matching, meeting with Queensland companies in the areas of aged care, biotech, medtech and clinical trials.
Aged Care Program	Brisbane	Innovative Queensland companies presented their capabilities around aged care provision to key international investors, partners and government. This session introduced some of the leading players in Queensland's aged-care sector and their world leading services and products.
Major Event Business Forum	Commonwealth House	This event focused on learning how businesses can benefit from the trend toward international partnerships and the value for major event hosts, local suppliers and international firms to work together in a rapidly changing global event market. Delegates from events across the UK, Americas, Middle East, Asia and Pacific joined together to explore changes in the major event market during the decade of preparations for GC2018, the future under the new Commonwealth Games Delivery Model 'CGF Partnerships', and the opportunities this presents for business. The forum included a keynote presentation on the future and new directions for the Commonwealth Games by Mr David Grevemberg, CEO of the Commonwealth Games Federation, followed by discussions around the GC2018 legacy and lessons for Birmingham 2022.

Event name	Location	Overview / description
Queensland Research Institutes Site Visits	Brisbane	This program explored Queensland's expertise and capabilities in the area of health research. Following a briefing by senior government representatives on Queensland capabilities, a site visit program provided delegates with exclusive access to some of Queensland's leading research and industry organisations.
Investing in Queensland Agribusiness	State Library of Queensland, Brisbane	A tailored briefing and networking event for international and Australian investors, targeting investment opportunities in agriculture in Queensland. Capitalising on the growing global interest in Australian agriculture investment, the event shone a spotlight on the leading industries in Queensland and the opportunities to invest. The event included insights into regulatory, operational and risk considerations when investing in Queensland, and provided opportunities to network with industry experts who are experienced in agricultural investment. The program included an investment roundtable with the Queensland Government and an exclusive briefing session with industry experts.
India's Ascent and India Strategic Trade and Investment Roundtable	Commonwealth House	These events provided an opportunity to explore business opportunities around the growth and transformation of India – the world's largest democracy – with investors, entrepreneurs, subject matter experts, corporate leaders, and government and diplomatic representatives regarding this emerging major market. A presentation and panel discussion shared insights into why India should be prioritised as a target country for business, which Australian sectors have the best opportunity for growth, and how to leverage local networks to grow your business with India.
Marine Connections	Southport Yacht Club	This event was a unique opportunity for attendees to connect with marine sector buyers, leading marine companies and visiting superyacht owners and captains. Key industry representatives included AIMEX, Superyacht Australia, Superyacht QLD, Gold Coast City Marina and Shipyard, Southport Yacht Club and Gold Coast Superyacht charter brokers.

Event name	Location	Overview / description
Partnering with the Pacific	Commonwealth House	A high-level business event that explored business opportunities across the Commonwealth with a focus on partnering in and with Pacific nations. This event aimed to leverage accompanying business delegations from across the Pacific to stimulate business collaboration and commercial opportunities. The program comprised a keynote speech on economic prospects across the Pacific, and an expert panel discussion highlighting the economic and business trends in Pacific Commonwealth Nations, including New Zealand, Papua New Guinea and Fiji.
Business Leaders Closing Reception	Commonwealth House	An exclusive networking event for business and industry leaders who participated in the <i>Trade 2018 Games Time Trade and Investment Program</i> .

6.4. Appendix D: Games-time delegations

Table 4. Trade 2018 Games-time delegations

Delegation name	Market	Sector	Trade 2018 event
Austrade FoodTech Mission	China Japan South East Asia United Kingdom United States of America	Food and Agribusiness	<ul style="list-style-type: none"> • FoodTech Mission: Ministerial Breakfast • FoodTech Innovation Forum
Austrade Health Sector	Multiple markets	Health and Knowledge	<ul style="list-style-type: none"> • Health program
Australia India Business Council (AIBC)/ Federation of Indian Chambers of Commerce and Industry (FICCI)	India	Multiple sectors including: Health and Knowledge Innovation and Entrepreneurship Food and Agribusiness	<ul style="list-style-type: none"> • Queensland and Commonwealth Collaboration and Showcase • India's Ascent • Partnering with the Pacific • Business matching • Health Business Matching Program • Major Event Business Forum
B2022: Delegation - Birmingham City Council	England	Business of Sport	<ul style="list-style-type: none"> • Major Event Business Forum

Delegation name	Market	Sector	Trade 2018 event
Birmingham 2022: Observer Program	United Kingdom	Business of Sport	<ul style="list-style-type: none"> • Major Event Business Forum
Cameroon Ministry of Trade	Cameroon	Multiple sectors including: Government relations Innovation and Entrepreneurship Health and Knowledge Business of Sport	<ul style="list-style-type: none"> • Business Leaders Welcome Reception • The Commonwealth: Business Advantages and Opportunities • Global Entrepreneur and Investor Exchange • Value of Sport – Maximising Opportunities in the Commonwealth
China Health Business Skilled Migration	China	Health and Knowledge Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Queensland Health Showcase • Queensland Opportunities in E-Health • GCHKP Showcase • PA Hospital site visit • Queensland Research Institutes site visits
China Health Zhejiang	China	Health and Knowledge	<ul style="list-style-type: none"> • Queensland Health Capabilities • Queensland Opportunities in E-Health • GCHKP Showcase • PA Hospital site visit
Commonwealth Alliance of Young Entrepreneurs (CAYE)	Pan Asia China Pacific	Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Business Leaders Welcome Reception • The Commonwealth: Business Advantages and Opportunities • Global Entrepreneur and Investor Exchange • Intra-Commonwealth Small and Medium-Sized Enterprises Business Launch
Commonwealth Enterprise and Investment Council (CWEIC)	United Kingdom	Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Business Leaders Welcome Reception • The Commonwealth - Business Advantages and Opportunities • Global Entrepreneur and Investor Exchange

Delegation name	Market	Sector	Trade 2018 event
Commonwealth Secretariat	United Kingdom	Multiple sectors including: Innovation and Entrepreneurship Health and Knowledge Business of Sport	<ul style="list-style-type: none"> • Business Leaders Welcome Reception • The Commonwealth - Business Advantages and Opportunities • The Value of Sport: Maximising Opportunities in the Commonwealth
Hong Kong Investor Delegation	Hong Kong	Health and Knowledge Food and Agribusiness Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Queensland Health Capabilities • FoodTech Innovation Forum • Queensland Opportunities in E-Health • GCHKP Showcase • PA Hospital site visit • Canada Connect • Health Business Matching Program • Queensland Research Institutes site visits
Food and Agriculture Buyers	Korea China United Arab Emirates	Food and Agribusiness	<ul style="list-style-type: none"> • Investing in Queensland Agribusiness – Aginvestor briefing
Global Agribusiness Leaders	Multiple markets including: Australia China New Zealand United Kingdom	Food and Agribusiness	<ul style="list-style-type: none"> • Investing in Queensland Agribusiness - Aginvestor briefing
Gujarat Delegation	India	Multiple sectors including: Government relations Business of Sport Health and Knowledge Food and Agribusiness	<ul style="list-style-type: none"> • HYPE Sports Innovation Accelerator and Global Pitch Event • Queensland and Commonwealth Collaboration and Showcase • Major Event Business Forum • Partnering with the Pacific • Optus Business Matching Program

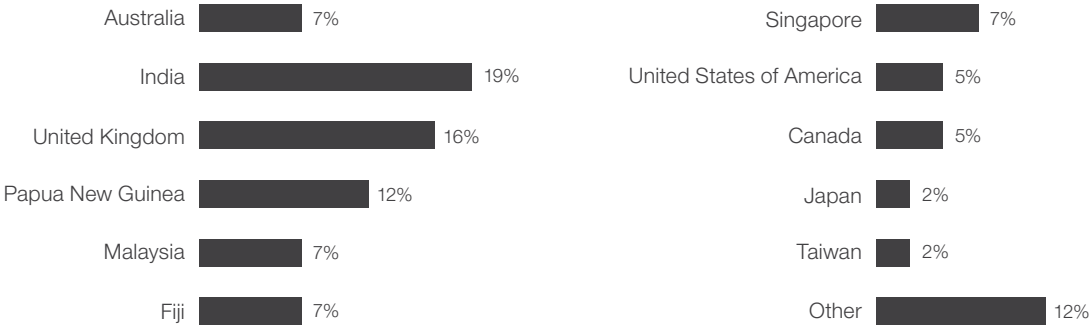
Delegation name	Market	Sector	Trade 2018 event
International Education and Training Agent Pitch delegates	Multiple markets including: China India Latin America (Colombia) Papua New Guinea Singapore Thailand	International Education and Training	<ul style="list-style-type: none"> Diversity for Global Business Growth International Education and Training Agent Engagement Reception
India Minister for Youth Affairs and Sport	India	Multiple sectors including: Health and Knowledge Food and Agribusiness	<ul style="list-style-type: none"> India's Ascent
Intra-Commonwealth Small to Medium Sized Enterprises Association (ICSA)	Various representatives from across the Commonwealth (incl. India, Africa)	Multiple sectors including: Small business Innovation and Entrepreneurship Health and Knowledge Business of Sport	<ul style="list-style-type: none"> Business Leaders Welcome Reception The Commonwealth - Business Advantages and Opportunities Value of Sport: Maximising Opportunities in the Commonwealth Intra-Commonwealth SME Association launch event
Japan Sport Council (formerly Austrade Japan)	Japan	Business of Sport	<ul style="list-style-type: none"> Major Events Business Forum
Major Events International (MEI) - Including Birmingham Chamber	United Kingdom	Business of Sport	<ul style="list-style-type: none"> Business Matching Major Events Business Forum India's Ascent Partnering with the Pacific
Malaysia Retail Commerce Forum Buyers	Malaysia	Food and Agribusiness	<ul style="list-style-type: none"> Business Leaders Welcome Reception Retail Commerce Forum
Maltese Government	Malta	Multiple sectors including: Government relations	<ul style="list-style-type: none"> Business Leaders Welcome Reception The Commonwealth - Business Advantages and Opportunities

Delegation name	Market	Sector	Trade 2018 event
Pan American Games / Lima 2019	Peru	Business of Sport	<ul style="list-style-type: none"> • Major Event Business Forum • Partnering with the Pacific • Business Leaders Closing Reception
Papua New Guinea Sports Foundation	Papua New Guinea	Business of Sport	<ul style="list-style-type: none"> • Sports Ministers Conference • The Commonwealth - Business Advantages and Opportunities • Business Meeting program • Value of Sport: Maximising Opportunities in the Commonwealth • Major Event Business Forum • Partnering with the Pacific
Port Moresby Chamber of Commerce	Papua New Guinea	Business of Sport	<ul style="list-style-type: none"> • Partnering with the Pacific • Queensland and Commonwealth Collaboration and Showcase • India's Ascent
Queensland Health China Delegation – Torch	China	Health and Knowledge	<ul style="list-style-type: none"> • GCHKP Showcase
Scottish Enterprise	Scotland	Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Major Event Business Forum • Optus Business Matching Program
Solomon Islands Business Delegation	Solomon Islands	Multiple sectors including Business of Sport	<ul style="list-style-type: none"> • Partnering with the Pacific
Study Gold Coast	Australia Brazil Canada China Colombia Egypt India Japan	International Education and Training	<ul style="list-style-type: none"> • Business Leaders Welcome Reception
Study Queensland Digital Influencers	India Philippines Brazil	International Education and Training	<ul style="list-style-type: none"> • International Education and Training Agent Engagement Reception • Diversity for Global Business Growth

Delegation name	Market	Sector	Trade 2018 event
The Sialkot Chamber of Commerce and Industry (SCCI)	Pakistan	Multiple sectors including: Manufacturing	<ul style="list-style-type: none"> • The Commonwealth - Business Advantages and Opportunities • Queensland and Commonwealth Collaboration and Showcase
Tourism Investment Program - Hong Kong	China Hong Kong	Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Tourism Investment Lunch
Trade and Investment Queensland Hong Kong	Hong Kong	Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Tourism Investment Lunch
Trans-Tasman Business Circle	New Zealand	Innovation and Entrepreneurship Health and Knowledge	<ul style="list-style-type: none"> • Partnering with the Pacific
United Kingdom e-Health	United Kingdom	Health and Knowledge	<ul style="list-style-type: none"> • Queensland Health Capabilities • Queensland Opportunities in E-Health • GCHKP Showcase • Queensland Research Institutes site visits
University of Alberta Canada	Canada	Health and Knowledge Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Townsville site visit • Queensland Opportunities in E-Health • GCHKP Showcase • Canada Connect • Queensland Research Institutes site visits
Welsh Government	Wales	Multiple sectors including: Business of Sport Health and Knowledge Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Business Leaders Welcome Reception • The Commonwealth - Business Advantages and Opportunities • Global Entrepreneur and Investor Exchange • Value of Sport: Maximising Opportunities in the Commonwealth
West Midlands Combined Authority	United Kingdom	Business of Sport	<ul style="list-style-type: none"> • Major Events Business Forum • Optus Business Matching Program

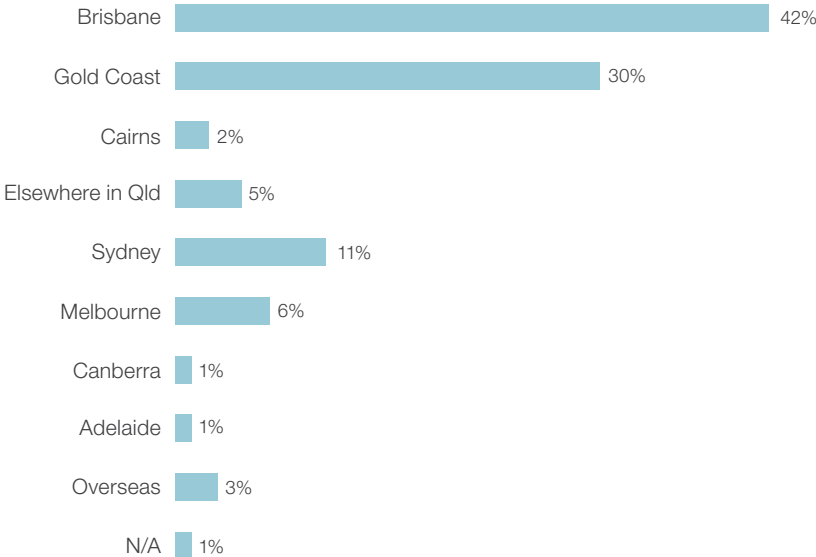
6.5. Appendix E: Additional survey results – Trade 2018 Games Time Delegate Feedback Survey

Figure 35. Trade 2018 Games Time Delegate Feedback Survey - Where is your company/organisation based? Location of primary headquarters (for overseas delegates)



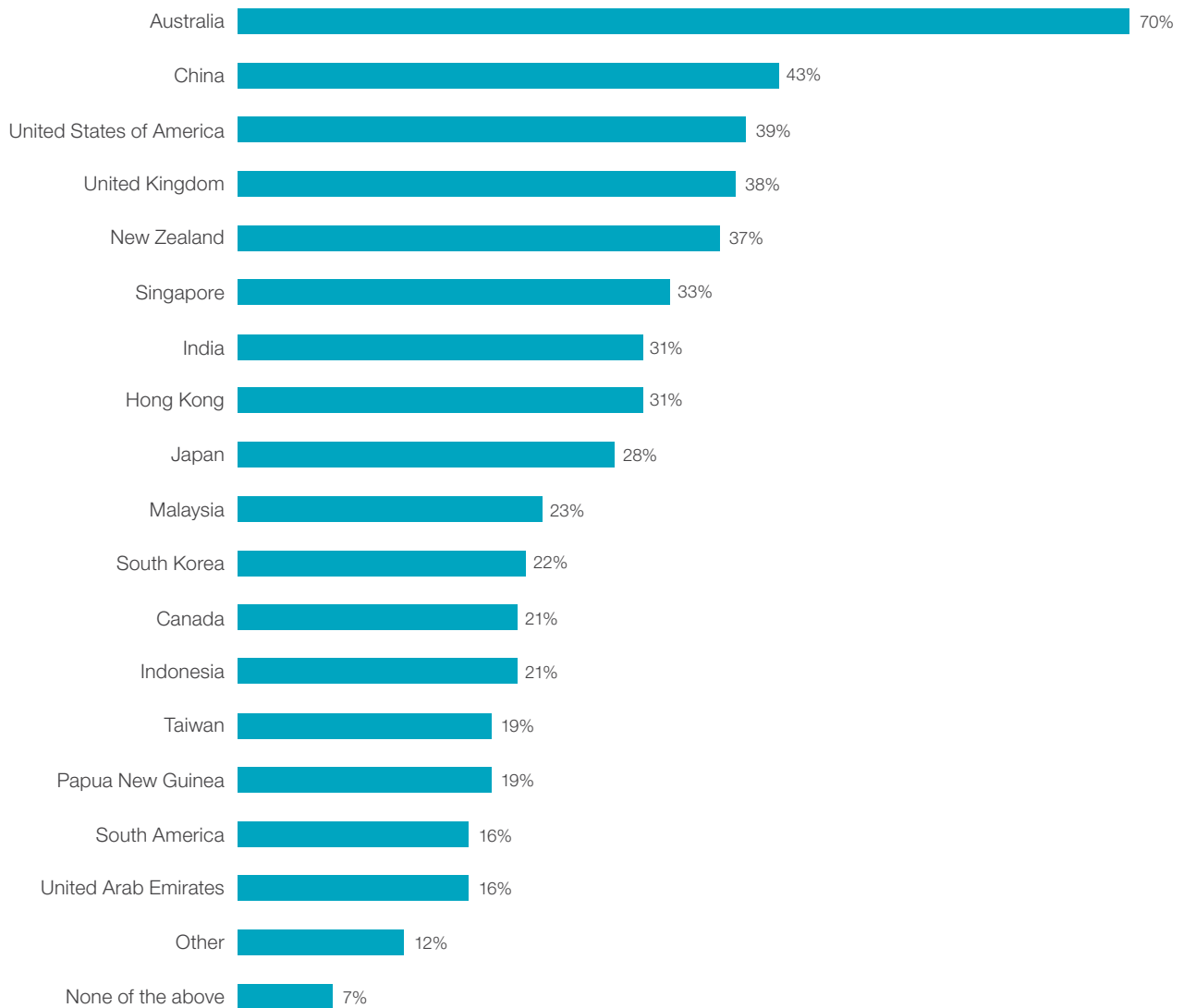
Base: n=43, live overseas

Figure 36. Trade 2018 Games Time Delegate Feedback Survey - Where is your company/organisation based? Location of primary headquarters (for Australian delegates)



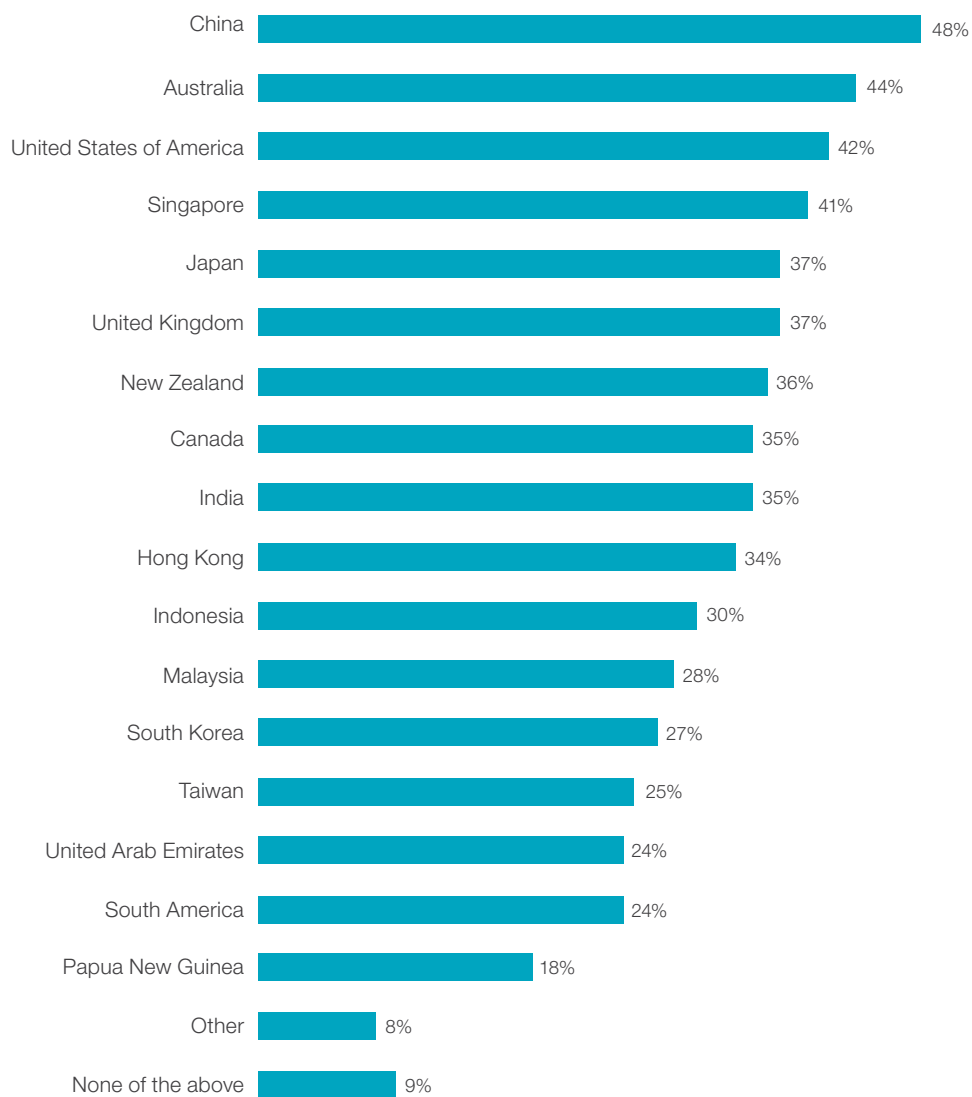
Base: n=171, live in Australia

Figure 37. Trade 2018 Games Time Delegate Feedback Survey - Which countries do you currently do international business with?



Base: n=216 respondents

Figure 38. Trade 2018 Games Time Delegate Feedback Survey - Which countries are you interested in pursuing business, export or investment opportunities with?



Base: n=193 respondents

Table 5. Which of the following statements are true about the NETWORKING OPPORTUNITIES provided by the Trade 2018 Program?

	Gold Coast (n=59)		Queensland (n=144)		Australia (n=172)	
	No. of responses	%	No. of responses	%	No. of responses	%
I established new contacts with Australian businesses	34	58%	89	62%	108	63%
I established new international business contacts or networks	25	42%	72	50%	83	48%
I strengthened existing international business contacts	14	24%	33	23%	41	24%
I strengthened existing contacts with Australian businesses	26	44%	63	44%	82	48%
I intend to follow up with at least one of the business contacts or networks developed	36	61%	98	68%	117	68%
The contacts or networks developed are likely to influence the future success of my business	16	27%	47	33%	59	34%
None of the above	4	7%	13	9%	13	8%

Table 6. Have the Trade 2018 events increased your awareness of the business opportunities available in the following markets?

	Gold Coast (n=57)		Queensland (n=142)		Australia (n=170)	
	No. of responses	%	No. of responses	%	No. of responses	%
Australia	24	42%	74	52%	91	54%
Commonwealth countries	25	44%	66	46%	78	46%
Other international markets	16	28%	43	30%	50	29%
None of the above	14	25%	28	20%	31	18%

Table 7. Which of the following outcomes have been achieved, or do you expect to achieve, as a result of participating in the Trade 2018 Program?

	Gold Coast (n=59)		Queensland (n=138)		Australia (n=166)	
	No. of responses	%	No. of responses	%	No. of responses	%
Identified investment opportunities that may be beneficial to my company/organisation	17	29%	49	36%	63	38%
Improved capability to begin or start to do business in international markets	11	19%	36	26%	43	26%
Improved capability to expand or grow my business in Australia	22	37%	57	41%	68	41%
Improved capability to expand or grow my business in international markets	17	29%	44	32%	54	33%
Improved capability to attract foreign investment	4	7%	25	18%	25	15%
None of the above	17	29%	31	22%	36	22%

Table 8. How likely is it that you will achieve export and/or investment deals as a result of your attendance/participation in the Trade 2018 Program?

	Gold Coast (n=59)		Queensland (n=136)		Australia (n=164)	
	No. of responses	%	No. of responses	%	No. of responses	%
Extremely likely	5	8%	10	7%	11	7%
Likely	16	27%	39	29%	48	29%
Neutral	22	37%	54	40%	67	41%
Unlikely	8	14%	19	14%	21	13%
Not at all likely	8	14%	14	10%	17	10%

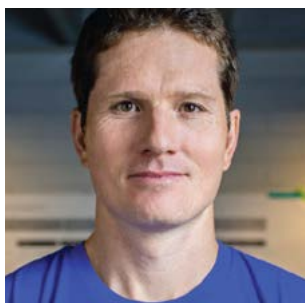
6.6. Appendix F: Key speakers



Dr Daniel Franklin

Executive Editor, The Economist

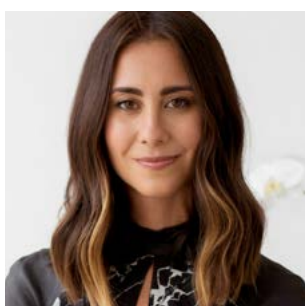
Dr Daniel Franklin is a leading writer and commentator on the world's political, economic and business developments, with 23 years' experience observing, analysing and forecasting global economic developments and interpreting the impact of political and economic forces on business. Daniel has worked as The Economist's Europe Editor, the Britain Editor, the Washington Bureau Chief and the Editorial Director of the Economist Intelligence Unit before becoming Executive Editor of The Economist in 2006.



Luke Anear

Founder and Chief Executive Officer, SafetyCulture

Luke Anear founded SafetyCulture in Townsville in 2004 and developed iAuditor, the world's most used safety and quality inspection app. SafetyCulture now employs 150 people in five offices and services 11 500 companies around the world.



Jodie Fox

Co-founder and Chief Creative Officer, Shoes of Prey

Jodie Fox co-founded Shoes of Prey in 2009, a website where women can design their perfect pair of shoes. Jodie was named National Telstra Businesswoman of the Year, private and corporate, in 2011, and in 2013 Shoes of Prey's first store won Store Design at the World Retail Awards.



The Rt Hon. Jonathan Peter Marland

Chairman, Commonwealth Enterprise and Investment Council

The Rt Hon. Lord Marland of Odstock is Chairman of the Commonwealth Enterprise and Investment Council and Enterprise and Investment Company Ltd. In December 2015, he was awarded the Order of Merit of Malta. He was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business and has founded or led the acquisition of numerous companies. He retired as the British Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network on 1 January 2014.



Daniel Flynn

Founder and Managing Director, Thankyou

Daniel Flynn is one of Australia's most successful entrepreneurs under the age of 30. He is the founder and managing director of the social enterprise Thankyou, which has given more than \$5.5 million to help end global poverty. Daniel is also the author of best-selling book Chapter One - a book that tells the raw and real start-up story of Thankyou and is sold using a 'pay-what-you-want' method. It generated over \$1.4 million in sales and sold over 55 000 copies in its launch month.



The Rt Hon. Patricia Scotland QC

Commonwealth Secretary-General

The Rt Hon. Patricia Scotland QC of Dominica was appointed as the first woman and the sixth Commonwealth Secretary-General in 2015. Trained as a lawyer, she became the first black woman to be appointed a Queen's Counsel in 1991 and, at 35, she was also the youngest woman ever to be made a QC. She joined the House of Lords in 1997 as Baroness Scotland of Asthal, going on to serve as a minister in the Foreign Office, Home Office and Lord Chancellor's Department. She undertook major reform of the criminal justice system, including the introduction of the Domestic Violence Crime and Victims Act and was appointed Attorney General in 2007.



Shelli Trung

Investment Fund Manager, QUT Creative Enterprise Australia

Shelli Trung is the Investment Fund Manager at QUT Creative Enterprise Australia where she is on the advisory board of creative tech portfolio companies Cardly, Bluethumb and Giggedin. Shelli also sits on the assessment panel for Arts Queensland's Arts Business Innovation Fund (ABIF) and Advance Queensland's Regional Business Angel Investors Support Program.



Derek Jouppi

Young Entrepreneur and Chief Operating Officer, Suncayr

Derek Jouppi co-founded Suncayr in 2014 and patented "SPOT" UV Stickers that highlight when you need to reapply sunscreen. Derek won a Dyson Award (2014) among 45 other pitch competitions and grants, and moved his business to Queensland in 2016 with the \$100 000 HotDesQ Grant from Advance Queensland.



Hayley Lewis

Olympian

Hayley Lewis won five Gold medals at the 1990 Auckland Commonwealth Games and went on to win medals at the 1992 Barcelona Olympics, 1994 Victoria, Canada Commonwealth Games, 1996 Atlanta Olympics and 2000 Sydney Olympics. She officially retired in 1997, has hosted The Biggest Loser for five seasons, published a book 'Dream, Believe, Create' and now has a gift store in Brisbane.



Steve Baxter

Entrepreneur and Investor, Queensland Chief Entrepreneur

In 1994, Steve Baxter launched his first start-up, the pioneering internet service provider SE Net from Adelaide. Servicing more than 35 000 customers, SE Net was eventually acquired by Ozemail/UUNet. His second start up sold to TPG Group for \$373 million in 2013. Since 2010, Steve Baxter has become a major early stage investor in start-ups leading to the founding of Brisbane tech start-up co-working space River City Labs, founded and underwrote the Startup Catalyst and River Pitch programs. Steve has been on the listed boards of Vocus Telecoms, Indoor Skydive Australia Group and OtherLevels, as well as being on the board of Commercialisation Australia.



Coralyn Tracey

Executive Officer, MYBA The Worldwide Yachting Association

Coralyn Tracey started with MYBA in 2000 and as MYBA's Executive Officer, she heads up a team of six, overseeing all aspects of the Association's numerous and far-reaching activities. She was nominated to the MYBA Board as Secretary in 2005. Established in 1984, MYBA is a worldwide professional trade association dedicated to large crewed yacht commerce.



Peter Varghese AO

Chancellor of the University of Queensland

Mr Peter N Varghese AO began as Chancellor of The University of Queensland on 11 July 2016. Prior to this appointment, Mr Varghese's extensive career in public service spanned 38 years and included senior positions in foreign affairs, trade policy and intelligence. Most recently, he served as Secretary of the Department of Foreign Affairs and Trade (2012-2015). Mr Varghese is presently leading the development and delivery of the Australia-India Economic Strategy.



Neeraj Aggarwala

Founder and Chief Executive Officer, Sportido

Neeraj Aggarwala kicked off his first venture, Easypolicy, India's second largest Insurance aggregator, at age 23. Easypolicy now has 400 employees and more than \$1 million in monthly sales. Finding simple solutions to pressing problems is his forte and his second venture Sportido, a sports discovery app that helps you find people and places to play sport, aims to impact the lives of 100 million users by 2025. Developing technological innovations that change the way insurance is bought and serviced in India, he is now on a mission to help people play more sport and Sportido is on its way to becoming a global brand.



Lisa Annese

Chief Executive Officer, Diversity Council Australia

Lisa Annese has been Chief Executive Officer of Diversity Council Australia since June 2014. She leads a team of professionals who in turn lead debate on diversity in the public arena and deliver innovative diversity practice resources and consultation to Australian businesses. Under her leadership, DCA has conducted a broad array of ground-breaking, evidence based research, including Australia's first national index on workplace diversity and inclusion, research on the economics of the gender pay-gap and original work on building Asian Leadership Capability, main-streaming flexible work and creating inclusive workplaces. Lisa is a regular contributor to publications including The Guardian and Huffington post. She also makes regular appearances on ABC's The Drum and speaks widely and publicly in all areas of diversity.



Mark Baker

Managing Director and CEO, ANZ Papua New Guinea

Mark Baker is a highly experienced international banker having previously held senior roles with HSBC in Saudi Arabia, Hong Kong, India and Bahrain. He has been ANZ PNG Managing Director and CEO since July 2012, which at that time also included responsibility for the Bank's operations in Timor-Leste, Solomon Islands, Vanuatu and New Caledonia. Mark has deep experience across a wide range of banking activities, including Corporate and Institutional Banking, Commercial/SME and Retail Banking, as well as key product lines, including International Trade Services, Payments and Cash Management, and Operations.



Gus Balbontin

Former Executive Director and Chief Technology Officer of Lonely Planet, and Queensland International Education and Training Industry Innovator in Residence

With a background in investing, advising and founding new start-ups, Gus Balbontin has worked closely with some of the biggest companies in the world, developing cutting edge technology and products including Google X, Nokia, Apple, Amazon and more.



Monica Bradley

Director, Purposeful Capital

Monica Bradley is an engaging talent with exceptional strategy and global advisory experience who invests time and energy innovating in the digital economy. She returned to Australia in 2012 after impressive careers in the USA and Middle East. Monica holds non-executive directorships and provides board level strategy advice. She is an active investor in early stage start-ups and social impact enterprises. Through her director, mentoring and advisory roles she provides innovation and digital economy expertise to corporates, government, not for profits and start-ups.

TRADE 2018