

TOURIST INFORMATION

Mapping the local value of international visitors



Data provision and limitations

This report is the result of a partnership between London First, London & Partners and three of our members. Aggregated and anonymous merchant data on spend made by international tourists has been provided by Mastercard. Aggregated and anonymised data on short term rental accommodation has been provided by Airbnb, and full tables can be found in the appendix to this report. Analysis of the private sector and publicly available data has been provided by EY (with additional visual analysis provided by Habidatum).

The findings are based on data from Mastercard and Airbnb for January to December 2017 inclusive. Where publicly available data sets have been used, we have also chosen to use those for 2017 to ensure consistency.

Throughout the report, we have taken Mastercard's merchant data on spending made by international tourists to be representative of international spending as a whole, and taken Airbnb's guest data to be representative of short term rental accommodation in London. We acknowledge that Mastercard merchant spend only accounts for a proportion of international spending (alongside other card providers and cash) and that Airbnb users only account for a proportion of short term rental accommodation stays. However, we are confident that the data provided represents enough of these activities to draw wider conclusions at a borough level.

This analysis is general in nature: it does not reflect the particular needs and interests of particular categories of tourists or particular tourism or hospitality businesses and it is not intended to be relied on as professional advice for such persons.

It should also be noted that this is the first time that such an analysis has been undertaken and, as with all innovative pilot projects, some minor variances are to be expected. EY is not responsible for verifying that the Mastercard data and Airbnb data are free from error or inconsistency.





Contents

01

Foreword

18

Who is visiting? When and why?

03

Executive summary

31

Spotlight on London's Borough of Culture

05

Introducing the data

35

Conclusions

07

The value of international tourists to London's boroughs

37

Appendix: Data tables

14

The opportunity for further growth

42

Acknowledgements

Foreword

Both international and domestic tourism are vital to London – strengthening the capital's reputation as an open and welcoming city, contributing billions to the economy, and accounting for one in seven jobs. As the UK looks to leave the EU, it is more important than ever that we build on this success: encouraging visitors to stay longer, explore further afield, and discover what the whole of the capital has to offer.

In 2016, London's visitor numbers hit record levels, at 19.1 million overseas arrivals; those numbers are projected to increase by 30% by 2025.

Visitors to London:

2016

31.5 million

2025 (projected)

40 million

Sustainably absorbing these anticipated extra numbers will be crucial if we want to ensure that all visitors will continue to have an enjoyable experience of the city – and that all of London shares in this economic activity. Four out of five tourists report that they come to London to experience the city's storied culture and heritage. There is a huge opportunity if visitors can be encouraged to stay longer and explore the capital's varied and unique neighbourhoods, as well as our best-loved attractions – or to make a repeat visit and venture off the well-trodden tourist trail.

This analysis – the first of its kind – reveals the size of the prize if that vision can be turned into a reality. It is a collaborative public-private partnership between London First, London & Partners, Airbnb, EY and Mastercard to share data and create new insights to support the Mayor's Tourism Vision (see p2).

Increasing international tourism by 10% in the 19 boroughs outside the centre would add:



£268m
to the economy



6,000
extra jobs

Using Mastercard's aggregated and anonymous merchant spend data and Airbnb's aggregated and anonymised accommodation data, along with other publicly available data sets, we have created a new visualisation of where and when international visitors' spending happened in London. And for the first time, using new analysis by EY, we are able to reveal the economic contribution of international tourism at a borough level.

This report identifies the growth opportunity spread across Greater London. Increasing annual international tourism by 10% in the 'halo' of opportunity outside the core tourism attractions would add £268m to the economy and over six thousand jobs.

Achieving this will require the right investment in transport infrastructure and increasing airport capacity. But realising this ambition also requires city-wide dynamic data on how tourists interact with the capital. This is recognised in the Tourism Sector Deal bid supported by London First, and the Secretary of State for Digital, Culture, Media and Sport has called upon the industry to improve data-sharing to identify growth opportunities in new and emerging markets.

If we can obtain deeper insights from data, businesses, boroughs and tourists will all benefit, as London embarks on the next stage of its history as a global city.

Jasmine Whitbread
CEO
London First

The London Tourism Vision

London & Partners' vision is that visitors will be able to unlock the best version of London for them by tailoring their experience to meet their needs.

They will be provided with better online and offline information to help them navigate the city more effectively and make more informed choices.

They will be encouraged to do more and see more of London, which will step up their overall satisfaction and increase their likelihood of returning as visitors or to work, invest, trade or study.

The tourism industry will work together to manage the expected significant growth in visitor numbers in a sustainable way.

And we will achieve our vision by balancing the needs of Londoners and visitors, with more Londoners recognising the importance of the visitor economy and benefiting from its social and economic impact.



Realising the Tourism Vision

The industry believes this vision can be realised through activity in four areas:



1. Pre-visit promotion

Convincing more visitors to choose London

- Attract more first-time visitors
- Boost off-peak travel
- Showcase the range and depth of London's cultural offer



2. Visitor experience and information

Ensuring visitors do more and see more while they have an excellent experience in London:

- Encourage and enable visitors to see more of London
- Improve the visitor food experience
- Connect Londoners and visitors



3. Infrastructure and amenities

Ensuring London can sustain and accommodate growing numbers of visitors:

- Invest in cultural infrastructure
- Improve the quality of London's visitor amenities
- Harness digital technology



4. Developing the infrastructure for business visits and events

- Grow London's share of the global market

Executive summary

A key issue for London is how digital transformation and data analytics can help the capital better manage its growth challenges, improve efficiency and support economic development. This is particularly true for the tourism sector.

To date, most of the data on international tourists has come from the International Passenger Survey (IPS). While important, this data source is retrospective and based on reported, rather than actual, activity, and is very high level.

This report brings together new data insights, which provide us with a richer picture of how international tourists are interacting with London's boroughs and neighbourhoods.

The results show that international visitors contributed £13bn to London's economy in 2017.

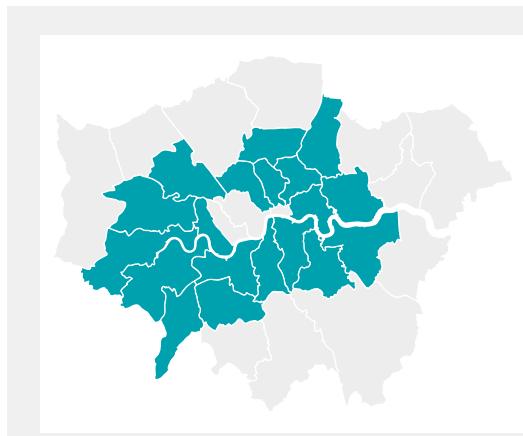
International visitors contributed

£13
billion

to London's
economy in 2017



There is an intense concentration of international tourist spending in central London, and while there are different ways of defining the centre, we have done so by borough – grouping them into three categories to illustrate the potential of the halo surrounding the core (see below).



Central tourism 'core'

City of London, Kensington and Chelsea, Westminster

'Halo' of growth opportunity

Brent, Camden, Ealing, Greenwich, Hackney, Hammersmith and Fulham, Haringey, Hounslow, Islington, Kingston upon Thames, Lambeth, Lewisham, Merton, Newham, Richmond upon Thames, Southwark, Tower Hamlets, Waltham Forest, Wandsworth

Other boroughs beyond the 'halo'

Barking and Dagenham, Barnet, Bexley, Bromley, Croydon, Enfield, Harrow, Havering, Hillingdon, Redbridge, Sutton

Focusing attention on London's vibrant neighbourhoods

There are a host of neighbourhoods and districts across these 19 boroughs with enticing cultural and hospitality offers and with substantial potential for growth in international visitors. They accounted for £2.8bn in international tourist spending in 2017 – already more than international visitors spent in the whole of Scotland and Wales combined in the same year¹.

The immediate opportunity is to use data to encourage visitors to explore their local area, or to extend or repeat their stay to explore further afield. Increasing annual tourism by just 10% in this zone would add £268m to the economy and over six thousand jobs. It could also safeguard sustainable growth, ensuring capacity and continued positive visitor experience around core attractions.

Encouraging international tourists to explore and spend more in the areas in which they stay

Accommodation makes up around a quarter of international visitors' spending, and acts as a hub for visitor spending on retail and entertainment. 70% of international Airbnb guests stayed in the 19 boroughs which roughly occupy TfL zones 2-3. This area also contained 46% of beds in hotels and similar accommodation. There is a clear opportunity in encouraging people to explore and spend additional time and money where they are already sleeping.

Smarter targeting of specific international markets

The data shows different international visitors interact with the city in different ways: where they visit / stay; when they visit / stay; and how much they spend. Chinese tourists and those from the Middle East experience the city in a geography limited mainly to the West End, while Americans, Germans and other Europeans are more likely to explore beyond central zones.

The data also shows that long-haul visitors have more obvious seasonal peaks, while short-haulers are more flexible. Unlocking additional data insights at a hyper-local level could help to inform more targeted marketing based on key local assets – whether it be the attraction for Chinese tourists of small, high-end fashion retail outlets, or the willingness of US tourists to travel for sporting events.

We regard this report as a critical contribution in making the case for a robust, data-driven approach to investment in promotion, tourism infrastructure and local events. This project is just the beginning and, over time, we hope to see more data from the private sector that will help improve insights on what draws tourists to and across the city.



¹ Rest of England £7,814m; Scotland £2,276m; Wales £369m. Source: International Passenger Survey 2017, ONS, <https://www.visitbritain.org/2017-snapshot>

Introducing the data

Until now, data on the impact of London's international visitors has been available at two levels of granularity² – at a Greater London level (for example via the International Passenger Survey) and at a hyper-local level (for example, figures for visits to individual attractions³).

We have set out to bridge the gap between the broad analysis of the IPS and attraction-based data to demonstrate the strategic value of international tourism across London, and most particularly the impact on boroughs outside of central London. The partners in the project have been chosen specifically because they have been able to provide insights from aggregated and anonymised data, which for the first time has been used to help London's government better understand how international visitors interact with the capital.

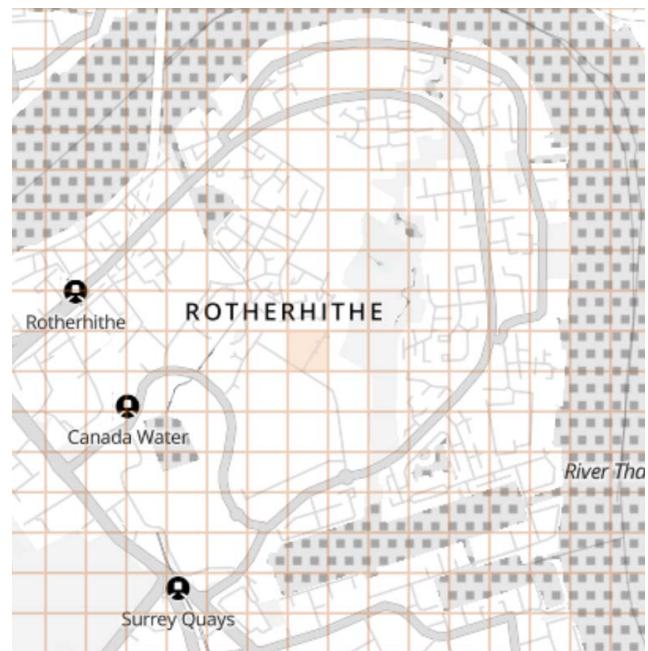
Mastercard

- Mastercard's aggregated and anonymous merchant spend data allows us to look at actual spend, rather than reported spend (as used in the IPS, for example). This provides a good proxy for looking at the spread of international tourist spend across London, recognising that cash and other card transactions will make up the remainder of the total tourist spend.
- The city is segmented into a 'geogrid' of 110m² data cells based on standard latitude / longitude coordinates. The data for each cell is based on anonymous and aggregated transaction data from Mastercard based on merchant spend and card country of issuance.
- Each 110m² cell is then indexed against the London average spend. An average performing cell will have a true index value of 1.0 but, for convenience, this is scaled-up to a value of 100. So, for example, if the indexed value in a particular cell is 300, this doesn't mean the cell has a value of £300, but rather that it's 3x higher than the average spend across London.
- Overall, the algorithm by which the indices are created ensures that the underlying signal of spending patterns is preserved without disclosing anything about individual merchant performance. In short, if there are insufficient merchants in that area to make the data suitably anonymous, then the data is not shown.
- For each cell in the geogrid, we can then see the data as an index of either total spend, total transactions, or total number of accounts (i.e. the unique number of cards). The data is also timestamped, allowing us to look at a single day, or between a range of dates up to 12 months.

² This report does not cover domestic tourism. According to the GB Tourist 2017 Annual Report, overnight tourism to London from the rest of the UK accounted for 12m visitors, and £2.7bn spend, while day visits were worth £12.6bn - Visit Britain, https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/40413193-260c_gb_tourist_2017_annual_report_v17.pdf



- We also have indexed spending data for some of the largest individual inbound markets (e.g. Mastercard users from China, USA, or Germany). The data is segmented in a geogrid at a level of 1100m² to ensure reliability and anonymity.



How the 110m² geogrid overlays London (Rotherhithe in this example)

Calculating the gross value added (GVA) figures per borough by indexed spending

EY was asked to use the Mastercard index to determine the additional economic value (Gross Value Added) of international inbound tourism in London and in each of the boroughs.

Mastercard's indexed data can be used to calculate the distribution of spend by international visitors across London. The spend in each cell of 110m² can be added together to provide totals for larger, aggregated geographies – for example, a borough. By mapping the geogrid to borough boundaries, we are able to create average values. These values have been used to apportion total visitor spend for the whole of London to an individual borough. The resulting GVA and spend values per borough are thus not Mastercard figures, but the distribution of spending of all types, using the average spread of Mastercard spend as a proxy.

EY analysis has also drawn on existing publicly available data sources, such as hotel data from GLA Economics, the International Passenger Survey (IPS) data on spend and origins of visitors, and other Office for National Statistics (ONS) data⁴.

Airbnb

- Airbnb provided anonymised data for international visitors at a borough level that covered the number of guests (segmented by their country of origin), the average length of stay per Airbnb visit, and the median age of the guests.
- Airbnb's data is a proxy for short term rental accommodation, which for the first time is being considered alongside existing hotel-room data.
- Airbnb's guest data helps us to see the full picture of who is staying in different parts of London, whether in hotel or home-share accommodation.

We have chosen to take a more focused look at Waltham Forest to highlight the borough's tourism offer and activity before it became host to London's Borough of Culture 2019. We hope to revisit this in the future to examine how events and experiences associated with the Borough of Culture boosted tourism spend and stays in the area.



⁴ <https://www.ons.gov.uk/businessindustryandtrade/tourismindustry>

THE VALUE OF INTERNATIONAL TOURISTS TO LONDON'S BOROUGH

International visitors contributed £13bn across London's economy in 2017

Using data from Mastercard, the International Passenger Survey (IPS) and Office of National Statistics (ONS), EY has estimated that international visitors:

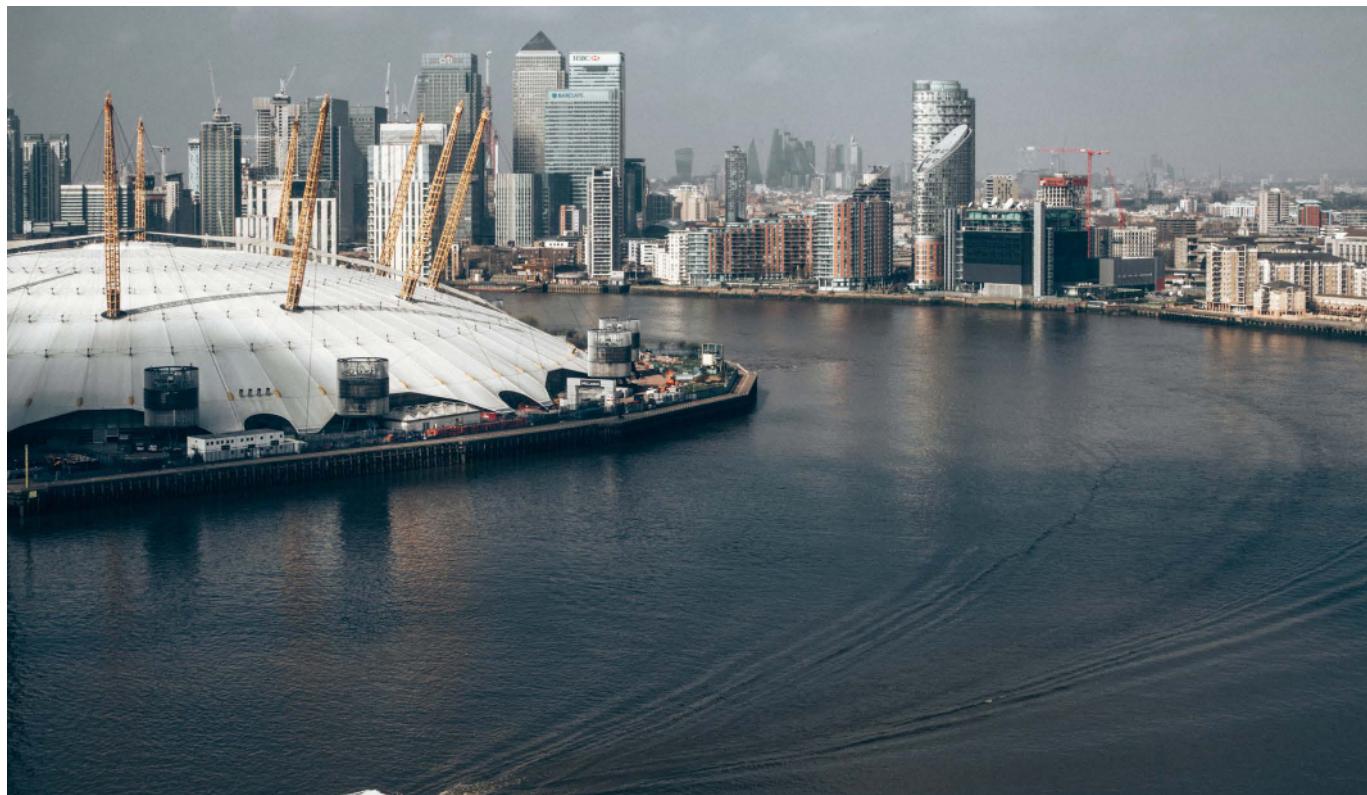
- Contributed £12.9bn in Gross Value Added (GVA) to the London economy in 2017.
 - Equivalent to 3% of the London economy.
- Supported 309,000 full-time equivalent jobs (FTEs) across London.
 - Around 8% of total London employment. This figure implies that the industry was a larger employer than, for example, the transportation or manufacturing sectors.

GVA is a measure of additional economic value arising from direct investment (in this case tourism spend). Additional value is created because the spending by tourists supports considerable activity in other sectors.

For example, firms directly involved in tourism – such as hotels and attractions – will source goods and services from local suppliers, which generates further economic activity. In addition, people employed by the tourism sector and its suppliers will spend their wages on consumer goods and services in the London economy. Such effects are referred to as indirect and induced impacts respectively (see table below).

Impacts	GVA (£m)	FTEs (#)
Direct	£7,413	178,000
Indirect	£2,656	62,000
Induced	£2,900	69,000
Total impacts	£12,970	309,000

Total GVA and FTEs created in London as a result of international tourism. Source: EY analysis



The value of international tourists to London's boroughs

International tourism impacts at a local borough level:

By using Mastercard's data as a proxy for the spread of international tourist spending, we are able to estimate how both international tourist spending and its GVA impacts are spread across the London boroughs.

Estimated GVA (£m) per borough



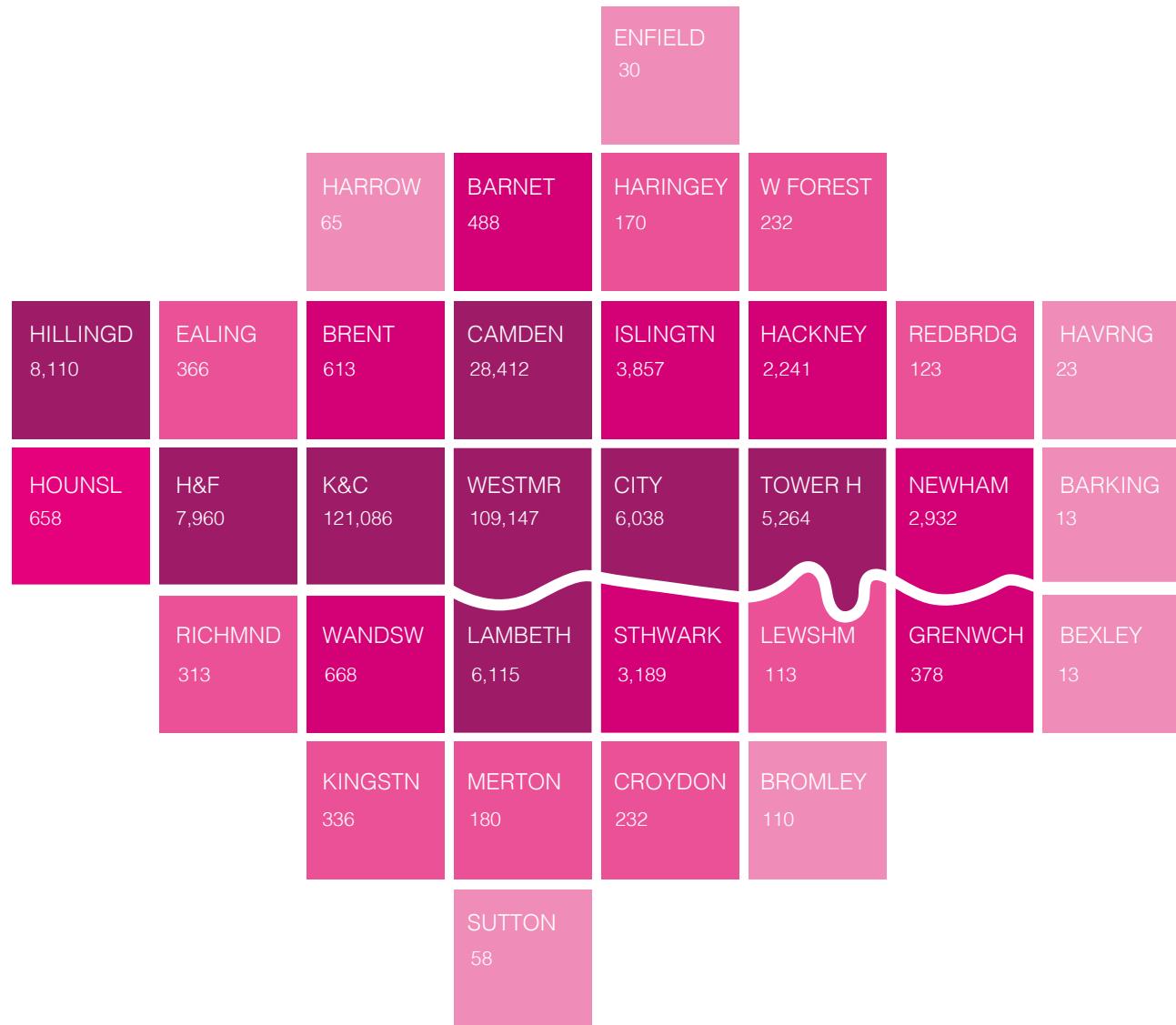
* Boroughs split by quartile. A quartile is a type of quantile. The first quartile (Q1) is defined as the middle number between the smallest number and the median of the data set. The second quartile (Q2) is the median of the data. The third quartile (Q3) is the middle value between the median and the highest value of the data set.

The value of international tourists to London's boroughs

Full time equivalent jobs (FTEs) per borough

FTEs

<113 FTE >113 FTE >378 FTE >3,857 FTE



Whose spending is included in these figures?

This report looks specifically at merchant spend from international visitors and does not include the significant impact of domestic tourism spending.

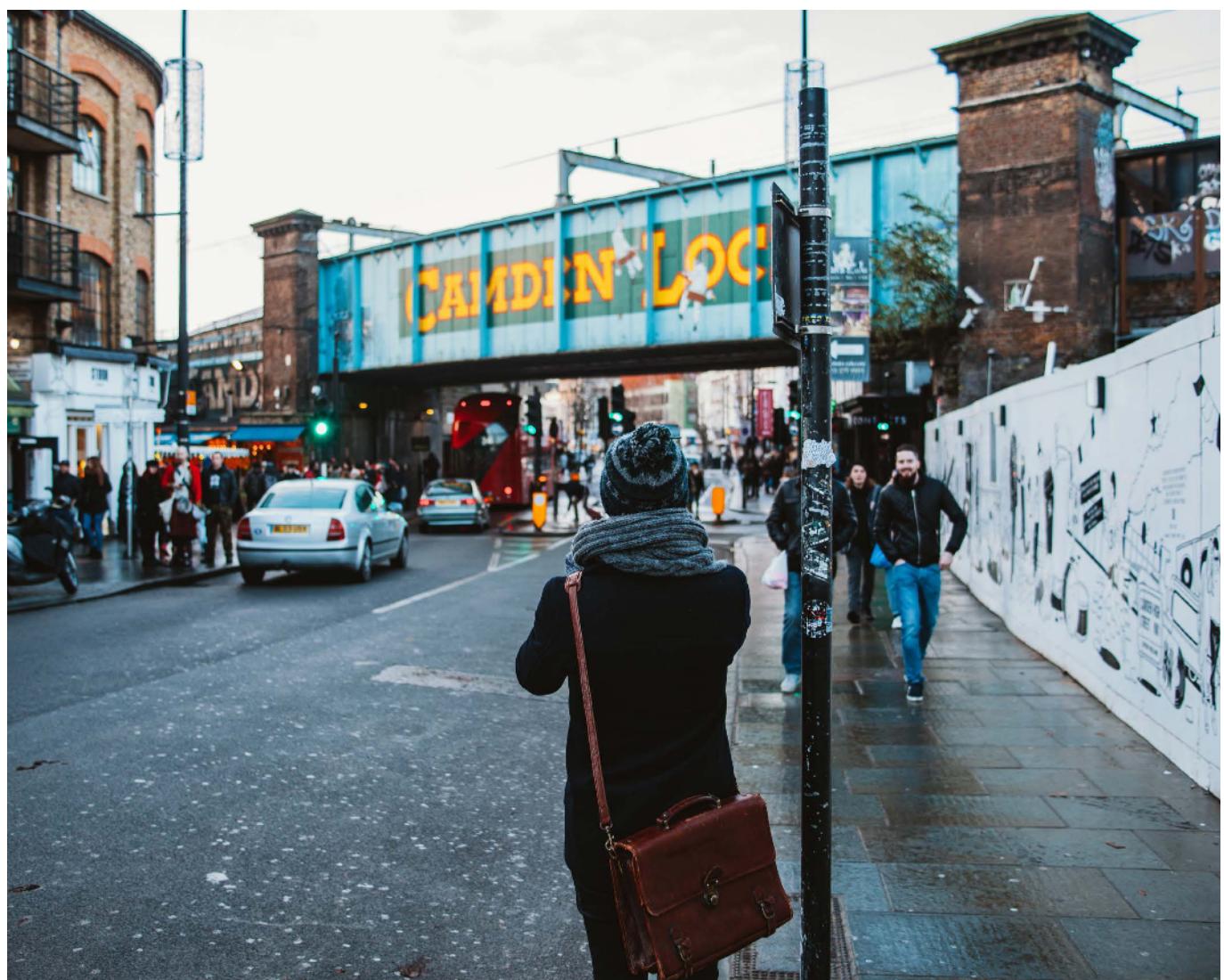
Why is GVA lower than spend?

The spending figure estimated for international tourists in London by the IPS for 2017 was £13.5bn. GVA is a measure of the value of goods and services produced in the economy and can be defined as outputs less the cost of raw materials and other inputs used up in production (intermediate consumption), which is why GVA contribution estimate is lower than actual spend.

The value of international tourists to London's boroughs

Much tourism spending takes place in central London, due to the concentration of London's most-visited attractions and retail. There are different ways to define central London – for example, the Central Activities Zone (CAZ), as used in the spatial development strategy for London, the London Plan; or by grouping different boroughs. We have chosen to use the latter for our analysis, as it illustrates most clearly, by local government area, the opportunities – and existing economic activity – outside the core.

It is unsurprising that Kensington and Chelsea, Westminster, and the City of London are responsible for more than three-quarters of international tourist spending. What is perhaps surprising is the substantial amount being spent by tourists across the rest of London, away from the core attractions – more spending than international visitors brought to the whole of Scotland and Wales combined in the same year⁵.



⁵ Rest of England £7,814m; Scotland £2,276m; Wales £369m. Source; International Passenger Survey 2017, ONS, <https://www.visitbritain.org/2017-snapshot>

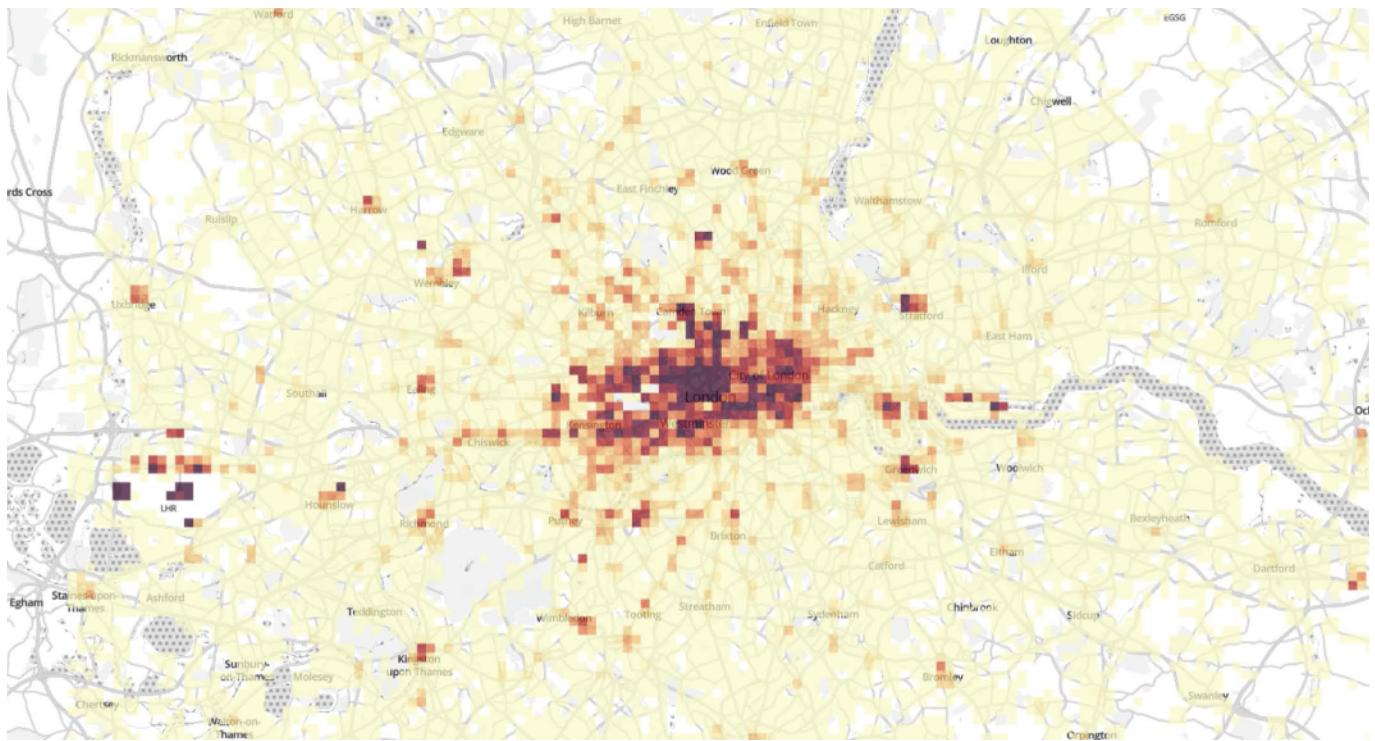
What else can the data tell us about local impacts?

The Mastercard index makes it possible to visualise where international tourists are making purchases, as well as how much they are spending. This can help us to identify not only where the current tourist 'hot spots' are, but also where there are strong opportunities to grow a nascent tourist market and expand the current tourist orbit from a relatively small increase in the number of day visits or visitor nights.

The following maps show the spending data for the whole of 2017 divided into 110m² geogrid cells. Each cell is compared to the average for the same period across the whole of London. So a very light beige square indicates that the individual cell is below or just around the average for London. An orange colour means that the cell is above the average for London, while red and purple cells will be much higher (possibly hundreds or thousands of times higher) than the London average.

Spend is highest where you might expect – shopping, accommodation and business destinations

By looking at the data for spend values, we can clearly see that many areas which outpace the London average and drive up the borough totals are clustered around the international retail and cultural attractions of the West End and Kensington, the international business centres of the City and Canary Wharf, and the two commercial airports (Heathrow and London City). Whichever way we look at the data, there is clearly a lot of money being spent by international visitors (business or leisure) at merchants in central London, with other hot spots spreading out from there.



Spend by international tourists per 110m², compared to the average for London - Source: Mastercard data

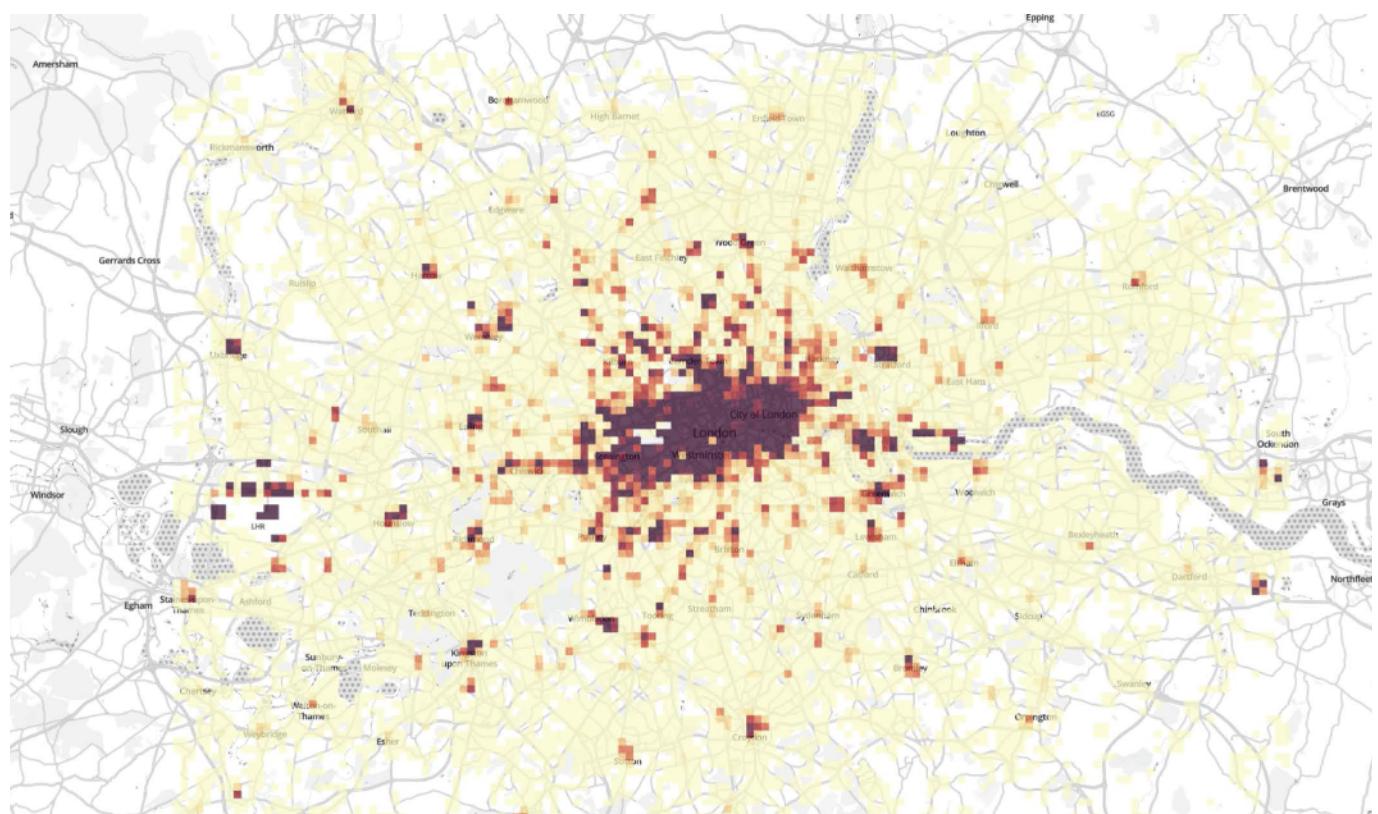
The value of international tourists to London's boroughs

International visitors themselves are spread a little more widely

As well as looking at which areas attract more spend than the average, we can also look at which cells attract more visitors than the average. The data allows us to identify which cells have more or less than the average number of cards being used in them, regardless of how much they have spent. This is a good proxy for where visitors are going – as an international visitor to Greenwich buying an icecream would be accorded the same weight as that same visitor buying Champagne at the Ritz.

The opportunity zone for growth is wider than the current tourist 'core'

Showing which areas of London are attracting at least three times the average number of international tourist accounts illustrates the parts of London which are doing better than others. This shows some interesting local hotspots and growth opportunities around, for instance, Kingston upon Thames, Stratford, Wembley, Wimbledon and many more.



International tourist card accounts per 110m², compared to the average for London. All cells with more than 3x the London average – Source: Mastercard data

In the boroughs furthest out we can see the impact of 'flying' visits

Of the £13bn in GVA generated by London's international visitors, the boroughs in the lowest quartile of GVA from international spend are generally around the edge of Greater London.

It is important to note the contribution which places like Heathrow and London City Airports make to the local economy and to local jobs – both directly and through associated retail, hospitality and events businesses. Hillingdon and Newham's visitor spending figures are driven by the presence of the two commercial airports within the M25.

Heathrow alone pushes Hillingdon to account for the majority of the international visitor spending in outer London – £353m – which is nearly the same as international visitor spending in the whole of Wales⁶.



⁶ There is also a big cluster of accommodation around Heathrow, with Hillingdon containing 7% of hotel and similar accommodation (and 0.4% of Airbnb guests).

THE OPPORTUNITY FOR FURTHER GROWTH

The detailed data mapping highlights a challenge in defining a zone of growth opportunity: There are significant variances even within boroughs, with some like Southwark or Camden varying hugely between the north and south of the borough.

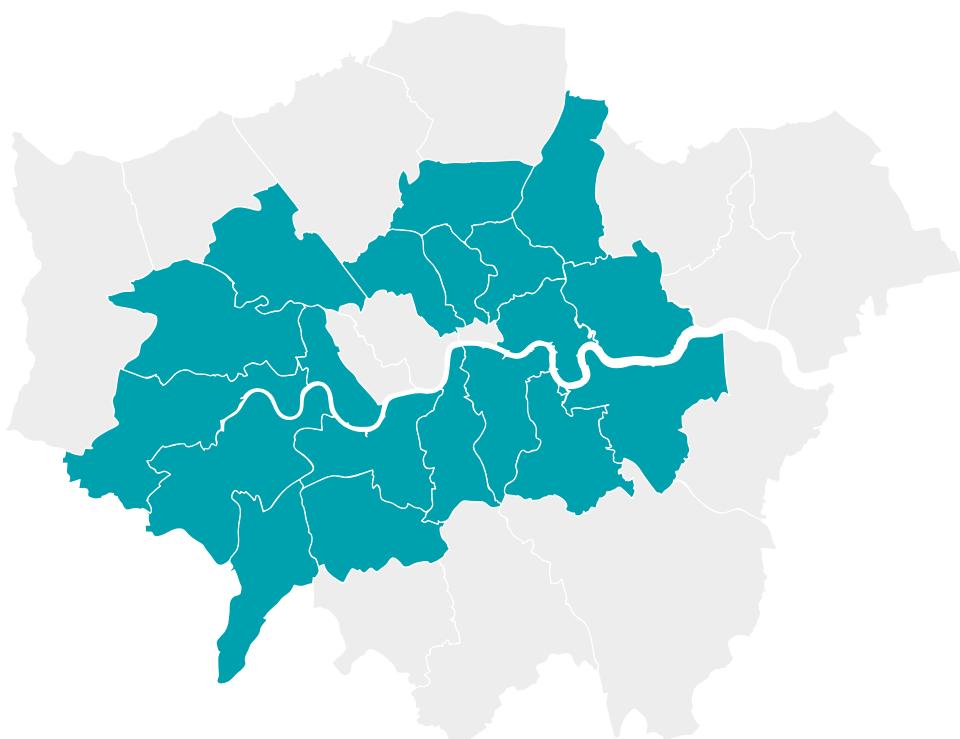
However, using borough boundaries does enable a simple and robust analysis. We have therefore defined a zone using borough boundaries which:

- Excludes the existing tourist core;
- Covers roughly the area of TfL travel zones 2 and 3; and
- Covers roughly the boroughs in the top three quartiles by GVA.

This 'halo zone' of 19 boroughs should therefore be close enough to central London to be relatively accessible for non-locals, but also with some existing opportunities to encourage visitors to extend or repeat their stay. The 'halo zone' incorporates the following boroughs: Brent, Camden, Ealing, Greenwich, Hackney, Hammersmith and Fulham, Haringey, Hounslow, Islington, Kingston upon Thames, Lambeth, Lewisham, Merton, Newham, Richmond upon Thames, Southwark, Tower Hamlets, Waltham Forest, and Wandsworth.

The halo of boroughs around London's tourist core accounts for 21% of international tourism spend

Encircling the central tourism core, this halo of 19 boroughs received an estimated international tourism spending of £2.8bn in 2017, bringing a gross value add of £2.7bn.

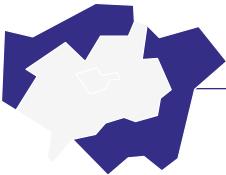


The opportunity for further growth

70% of international Airbnb guests stay in the zone. It also contains 46% of beds in hotels and similar accommodation.

Airbnb accommodation

Other London Boroughs



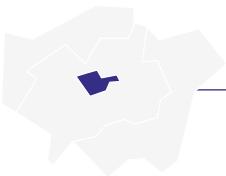
4%

Halo of Tourism Growth



70%

City, Westminster or K&C



26%

Within the tourism halo zone, there is a strong representation of both serviced⁷ and Airbnb accommodation. Looking at the number of international guests staying in Airbnb (regardless of the length of stay), 70% were in the 19 boroughs⁸.

Serviced accommodation

Other London Boroughs



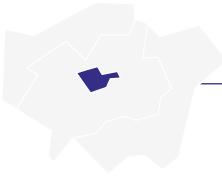
13%

Halo of Tourism Growth



46%

City, Westminster or K&C



41%

Hotel and similar serviced accommodation followed a slightly different pattern, with more beds available in the central boroughs. While in outer London, there are a particularly high number of hotel rooms located in Hillingdon, around Heathrow airport⁹.

Accommodation makes up a quarter of international visitors' spending but also has a strong impact on high-street spending on food and retail, which makes up a further 69%. There is a clear opportunity in encouraging people to explore and spend additional time and money on retail, food and drink in areas where they are already happy to stay.

⁷ Serviced accommodation includes hotels, B&Bs, guest houses and hostels, where services such as catering and cleaning are provided to guests. Source: Projections of demand and supply for visitor accommodation in London to 2050, Adam van Lohuizen and Brian Smith, GLA Economics (2017)

⁸ This split is based on domestic and international guest nights to ensure appropriate comparison with hotel figures. Hotel figures are based on total beds. Occupation in London hotels is fairly steady around 80%, whereas home-share beds may only be available for small number of nights per year.

⁹ Available beds per borough. Projections of demand and supply for visitor accommodation in London to 2050, Adam van Lohuizen and Brian Smith, GLA Economics (2017) https://www.london.gov.uk/sites/default/files/visitor_accommodation_-_working_paper_88.pdf

The opportunity for further growth



Total GVA contribution by international visitors by industry.
Source: Mastercard data / EY analysis

Airbnb's research shows the key role which the UK's tourism spend plays in supporting local economies. Approximately 78% of Airbnb guests say that they choose to travel using Airbnb because they want to explore a neighbourhood. In the UK, the average guest staying in accommodation booked on Airbnb spends £100 per day, with 43% percent of this being spent in the neighbourhood in which they stay. £33 of that overall spend goes on food, local independent restaurants, pubs and cafes¹⁰.

As well as the direct local impacts of guests' spending, the indirect impacts of all accommodation providers play a significant role in the local economy: for instance, Airbnb estimates that the typical host on Airbnb has lived in their area for 21 years, and the typical annual earnings for a host are £2,600. Much of that income is expected to make its way back into the local economy¹¹.



¹⁰ Airbnb UK Insights Report, Airbnb, 2018, https://www.airbnbcitizen.com/wp-content/uploads/2018/10/AirbnbUKInsightsReport_2018.pdf

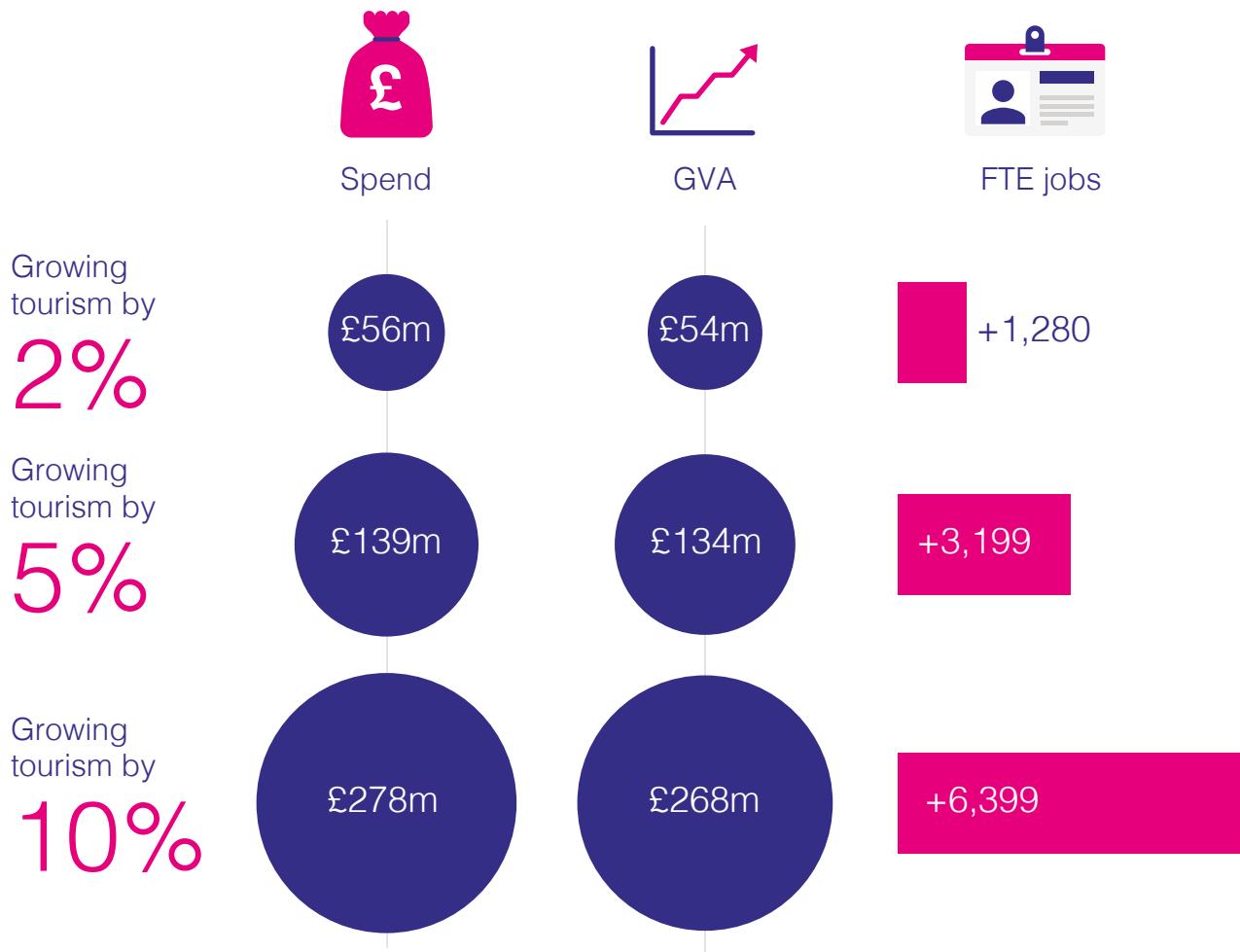
¹¹ Airbnb UK Insights Report, Airbnb, 2018, https://www.airbnbcitizen.com/wp-content/uploads/2018/10/AirbnbUKInsightsReport_2018.pdf

Growing tourism by 10% outside the core would add a quarter of a billion pounds to the economy and over six thousand jobs

London's core retail and cultural attractions are a key draw for international tourists and that is unlikely to change. But, as people have demonstrated a willingness to shift to new forms of accommodation (both home-share and hotel formats) in new neighbourhoods, there has also been a shift in spending power. Local businesses in these neighbourhoods have an opportunity to make more of that spending stick locally.

We also need to ensure that a 30% increase in visitor numbers by 2025 does not come at the expense of continued positive visitor experience across the city. Nudging a proportion of that growth to new experiences across the capital will benefit local economies but also safeguard sustainable growth across the city as a whole.

GVA of international tourism in the tourism 'halo' (£)	FTE international tourism jobs in the tourism 'halo'
2.7bn	63,997



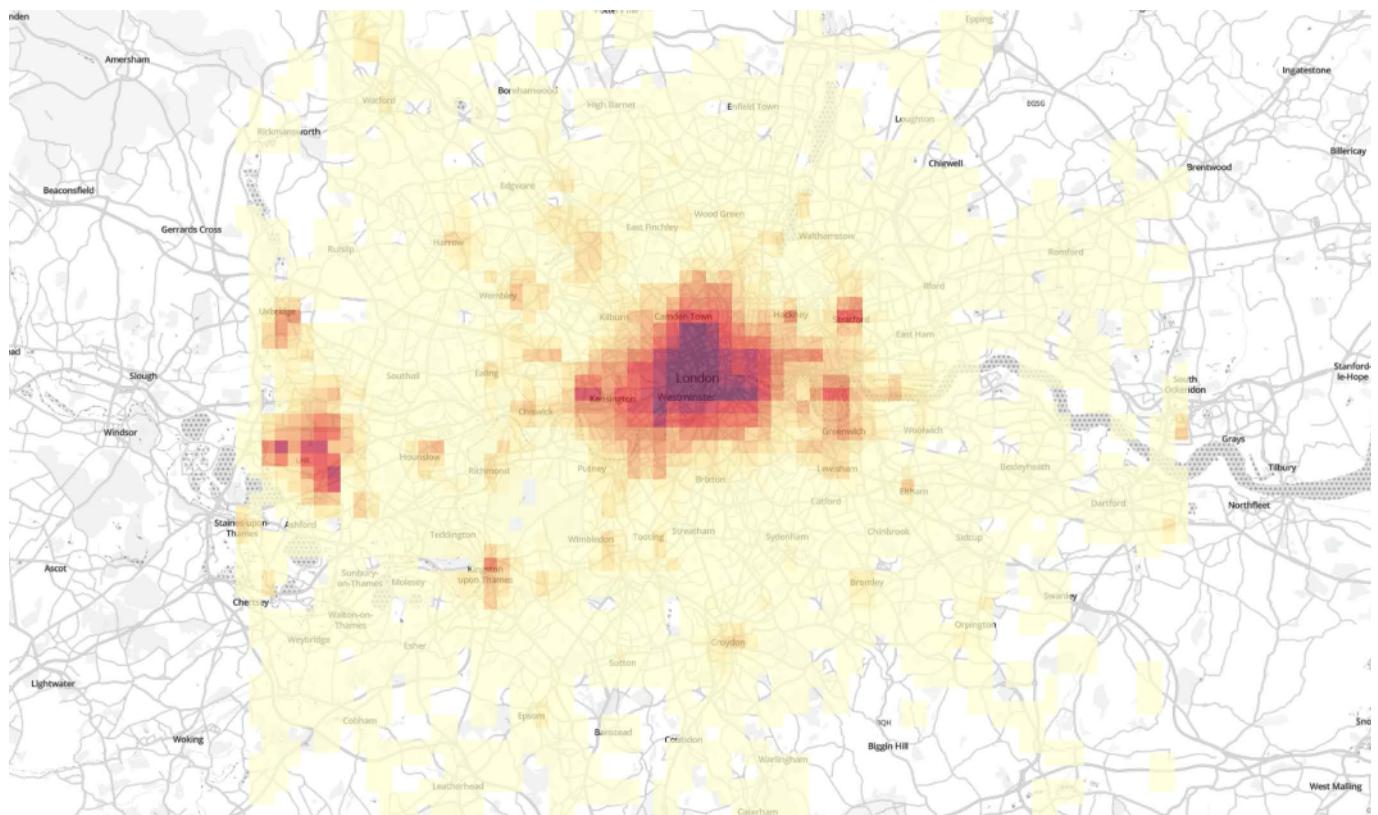
Who is visiting? When and why?

WHO IS VISITING? WHEN AND WHY?

To understand who we should be targeting to make the most of outer London's tourism offer, it helps to look at the country-specific spending and accommodation data available. Below, we can see the spending data for three of London's key tourist markets – China, the USA, and Germany.

Chinese tourists operate in a tighter sphere, while Germans and Americans are more likely to explore

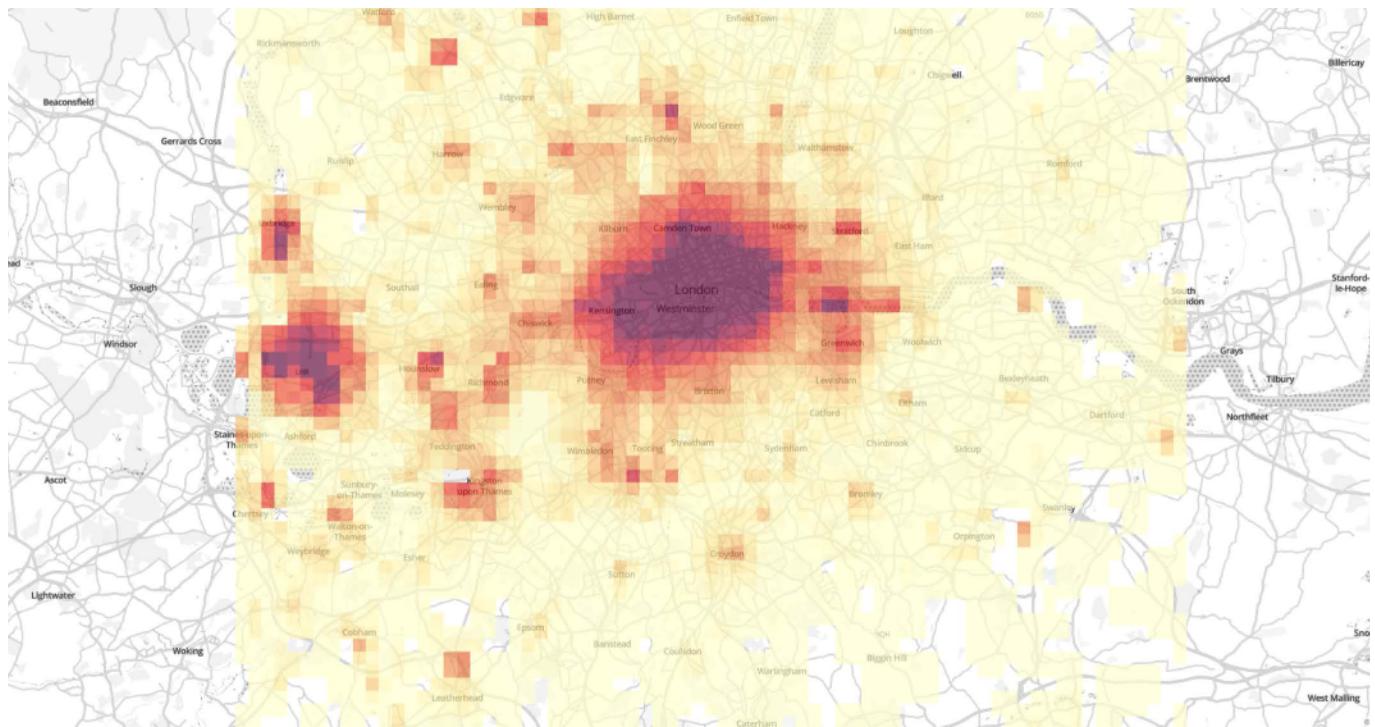
These maps look at the locations in which tourists used their cards the most, by looking at the number of individual transactions made in each 1100m² cell¹². Again, the darker the colour, the more tourists from that country are visiting and spending in that square (regardless of the amount spent).



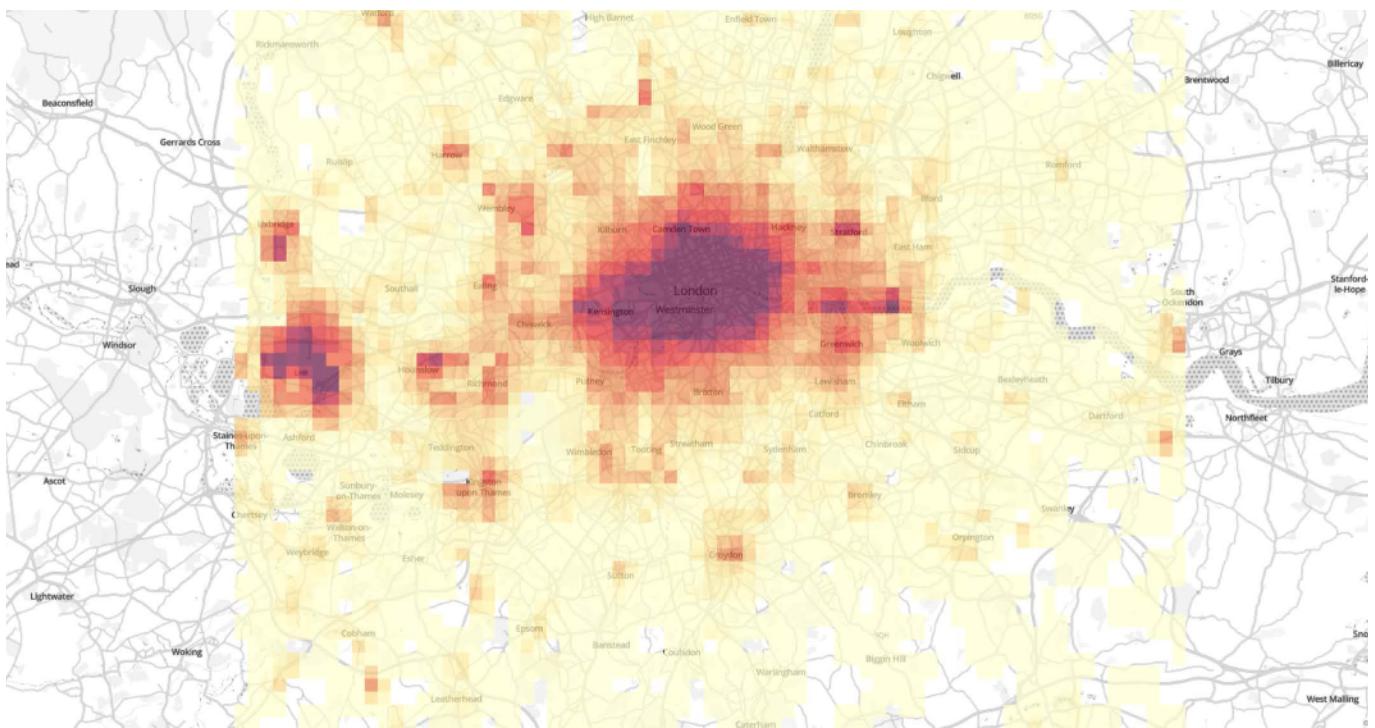
China: Transactions by Chinese tourists per 1100m², compared to the average for Chinese tourists across the whole of London. - Source: Mastercard data

¹² Country-specific data is presented in a geo-grid at 2 decimal places (1100m²) in order to ensure the integrity and anonymity of the data.

Who is visiting? When and why?



USA: Transactions by American tourists per $1100m^2$, compared to the average for American tourists across the whole of London. - Source: Mastercard data

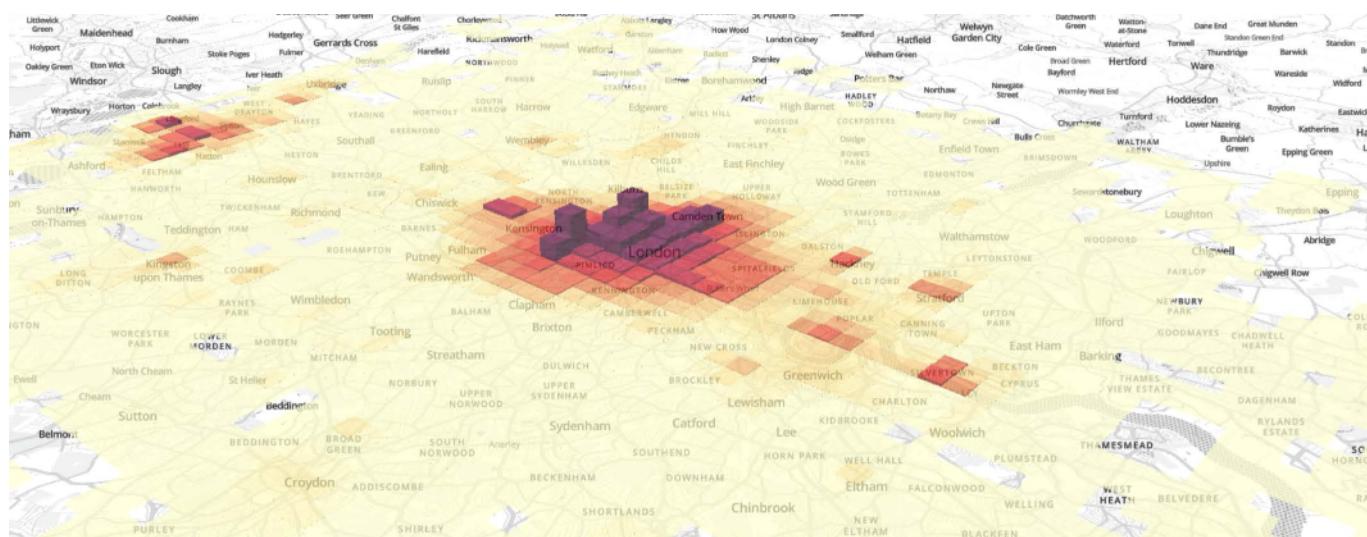


Germany: Transactions by German tourists per $1100m^2$, compared to the average for German tourists across the whole of London. - Source: Mastercard data

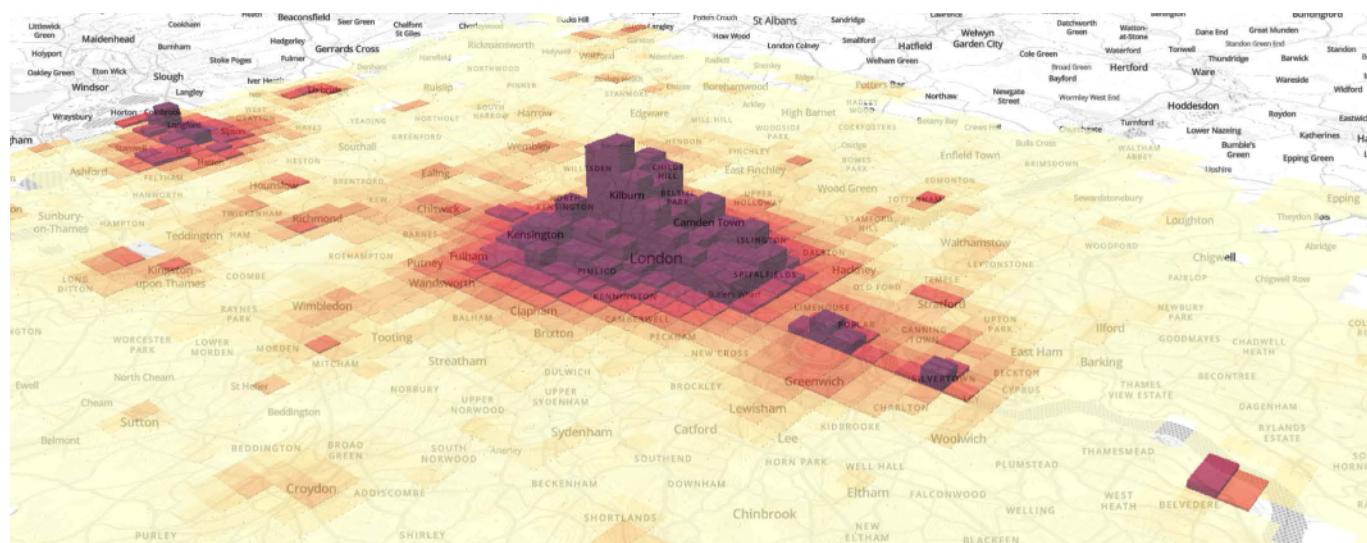
Who is visiting? When and why?

We can also look at where those three key tourist markets are spending the most money, by looking at the amount of spend by each group made in every 1100m² cell. Again, the darker the colour, the more tourists from that country are spending in that square. But in this map we can also see the relative difference in spending amounts, with the taller columns representing proportionally more spend in that cell.

Unsurprisingly, the highest levels of spend are around the West End and airports, and Chinese tourists in particular seem to keep to a very tight orbit of transport hubs and retail destinations. But there are still significant pockets of spend around the outer boroughs to be developed further, with the German and US markets clearly more willing to move off the beaten track.

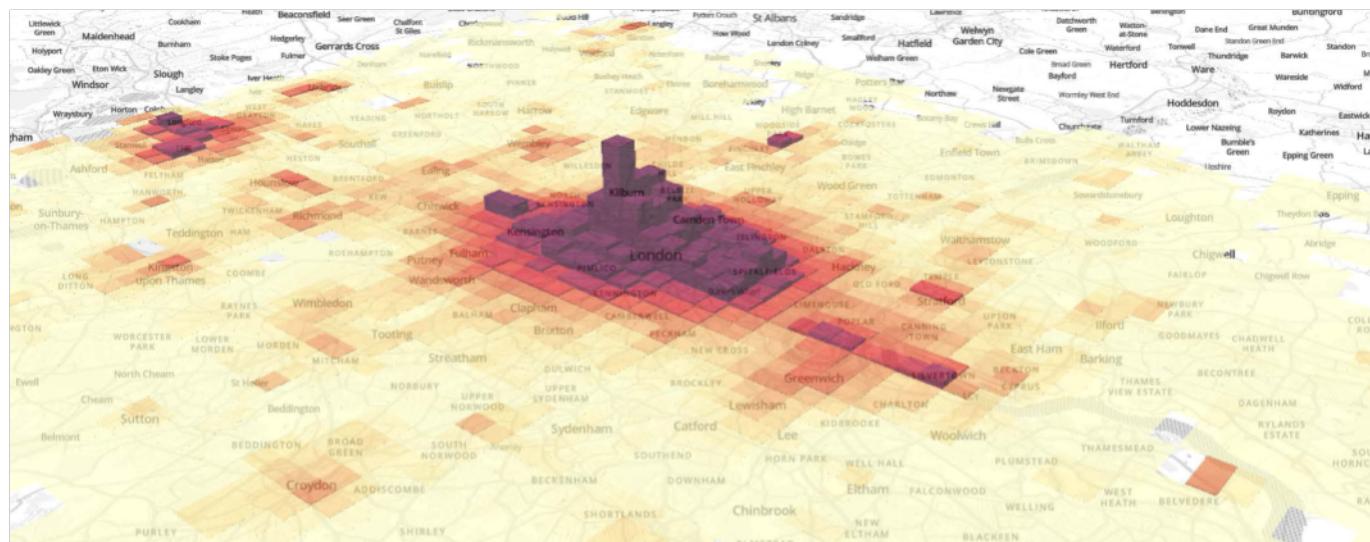


China: Spending by Chinese tourists per 1100m², compared to the average for Chinese tourists across the whole of London. - Source: Mastercard data



USA: Spending by American tourists per 1100m², compared to the average for American tourists across the whole of London. - Source: Mastercard data

Who is visiting? When and why?



Germany: Spending by German tourists per 1100m², compared to the average for German tourists across the whole of London. - Source: Mastercard data

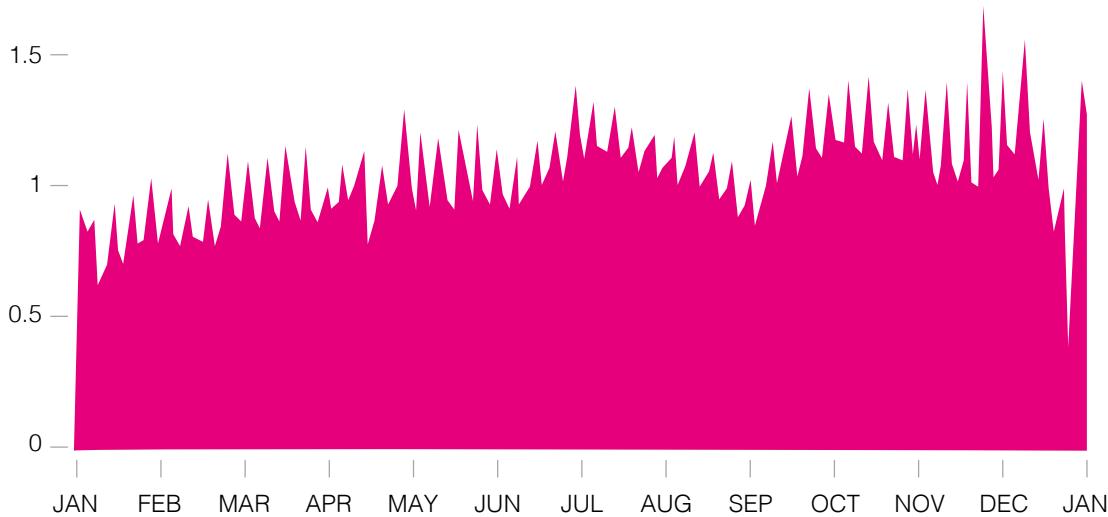
Tourist expenditure outside the core tourist boroughs (GVA)



Who is visiting? When and why?

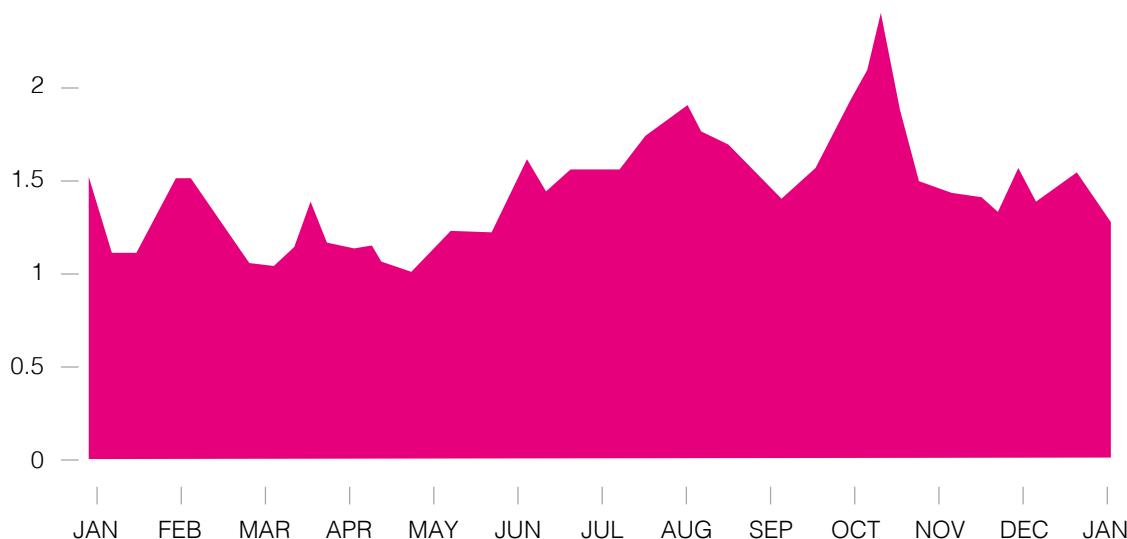
Long-haul visitors have distinct seasonal peaks, short-haulers are more flexible

Seasonal variations for international visitors overall can be seen in this timeline showing all international cardholders using their cards throughout 2017, across the whole of London¹³. Smaller peaks tend to represent weekends, while there are noticeably bigger peaks around the Black Friday sales and Christmas shopping period, and a generally higher level of visitors across the summer season.



International tourist card accounts per 110m², compared to the average for London over 2017 - Source: Mastercard data

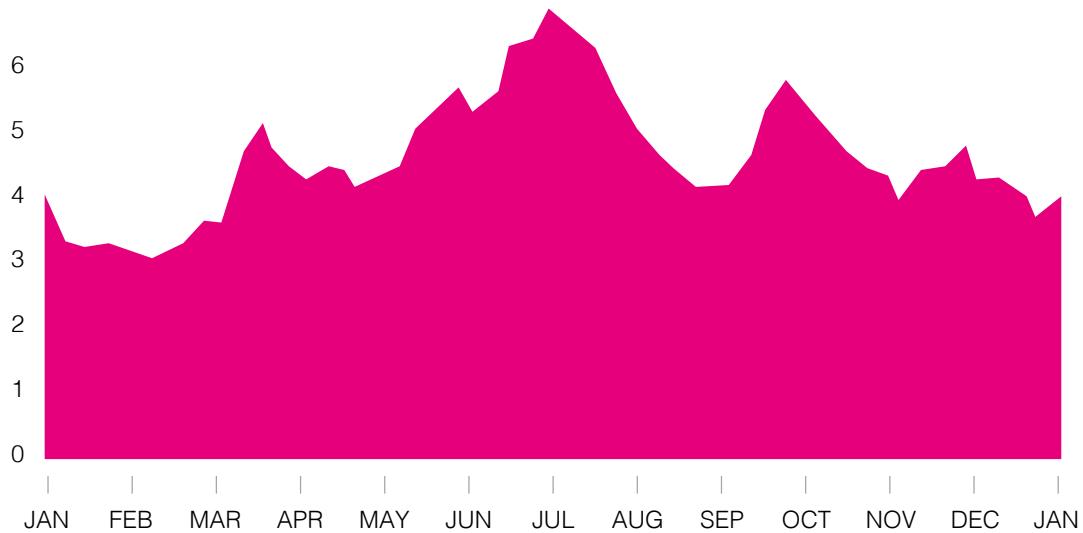
However, if we look at some of the top visitor markets individually, we can see that they demonstrate quite different patterns of behaviour. Longer-haul markets such as the US peak over the holidays in spring, summer and autumn, with a smoother trend over the year, reinforcing existing analysis that their visits tend to be longer (a couple of weeks) and spread fairly evenly across retail and leisure activity spending. Chinese visitors peaked during the Chinese New Year, over the summer and around Golden Week. German visitors appear to take advantage of the city across all seasons, with a number of peaks throughout the year, and significant numbers during the autumn.



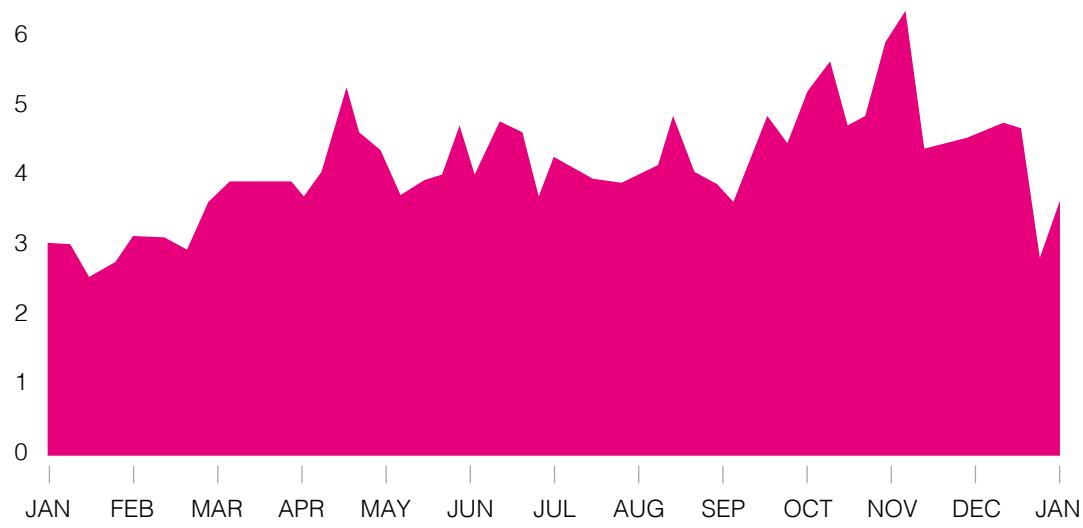
Chinese tourist card accounts being used on a daily basis per 1100m², compared to the Chinese average for London over the whole of 2017 - Source: Mastercard data

¹³ This is a proxy for the number of people visiting/spending rather than the amount they're spending.

Who is visiting? When and why?

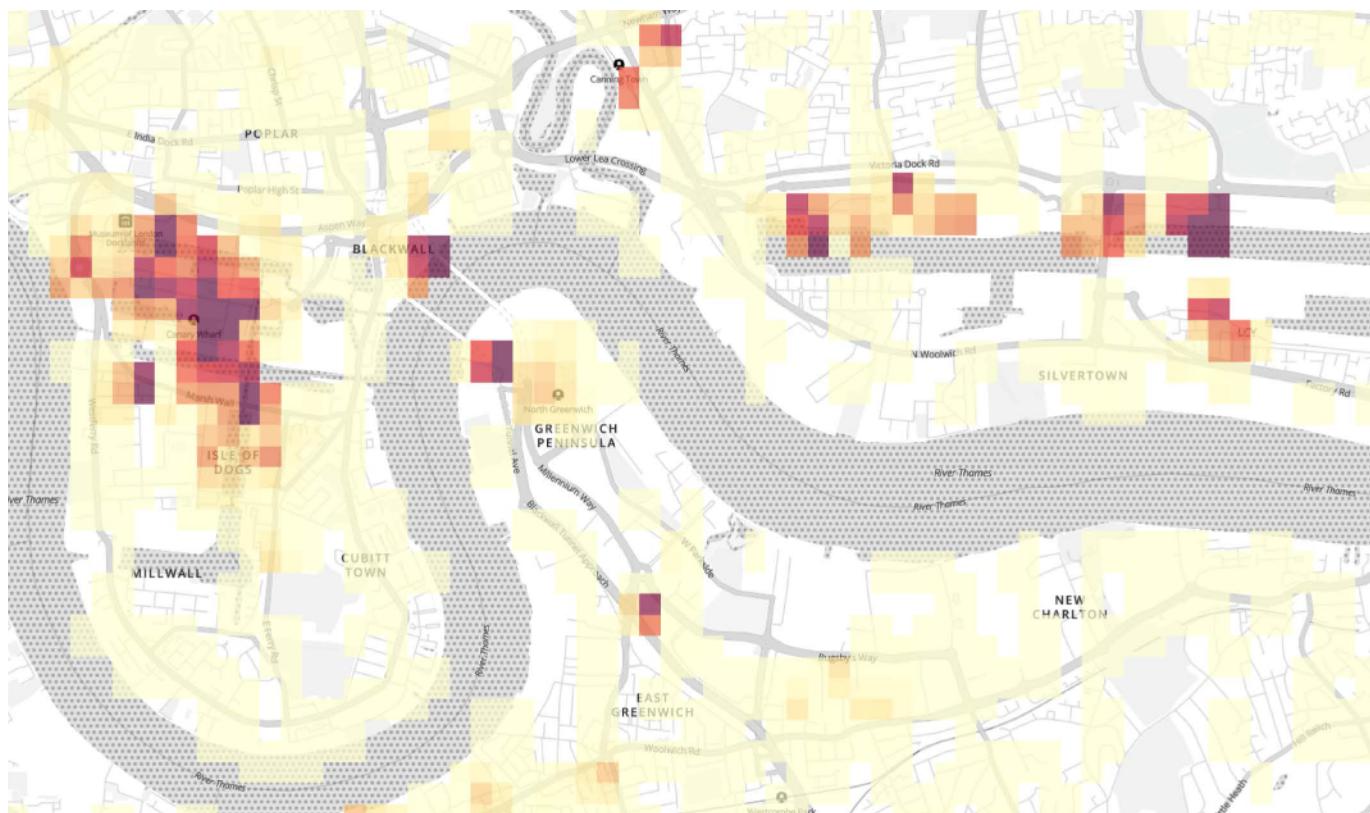


American tourist card accounts being used on a daily basis per 1100m², compared to the American average for London over the whole of 2017 - Source: Mastercard data



German tourist card accounts being used on a daily basis per 1100m², compared to the German average for London over the whole of 2017 - Source: Mastercard data

Hot spots in the halo of opportunity include high streets and retail centres, accommodation, transport hubs, culture and leisure venues



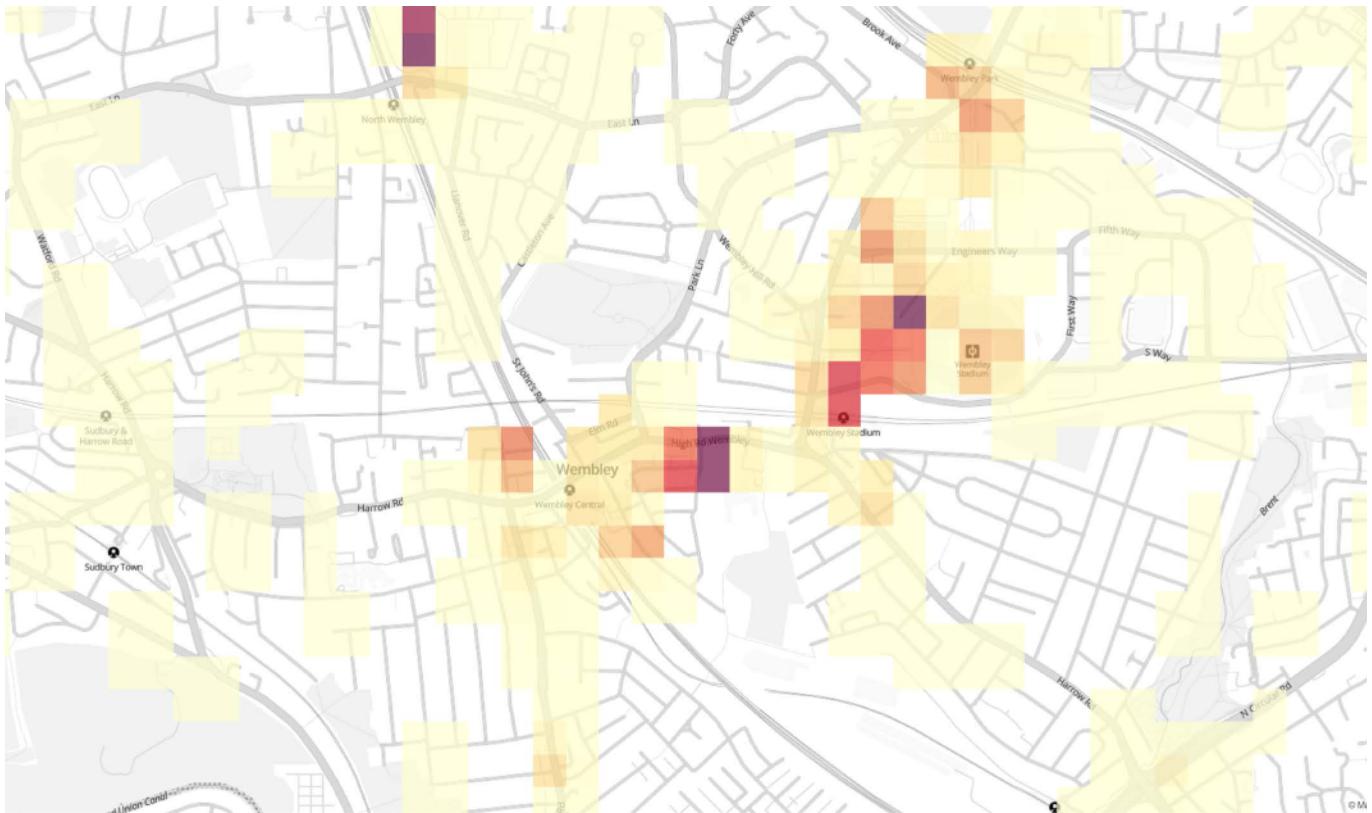
Docklands: Spend by international tourists per $110m^2$, compared to the average for London - Source: Mastercard data

Looking at the areas of highest spend away from central London, peak areas are clearly associated with retail centres, accommodation, transport and cultural/leisure venues. This is as expected, since visitors to these destinations are likely spending larger volumes in a single transaction (like a hotel bill), whereas smaller, more frequent spending like food will be more evenly spread.

For example, looking more closely at the Docklands, there are obvious clusters of spending by international visitors around Canary Wharf and through London City Airport. There is also a noticeable impact by the O2 and ExCel exhibition centre.

There is a halo effect of those international commercial centres, shown by spending peaks associated with hotels at Canning Town, Blackwall, North Greenwich and Royal Victoria Dock.

Who is visiting? When and why?



Wembley: Spend by international tourists per 110m², compared to the average for London - Source: Mastercard data

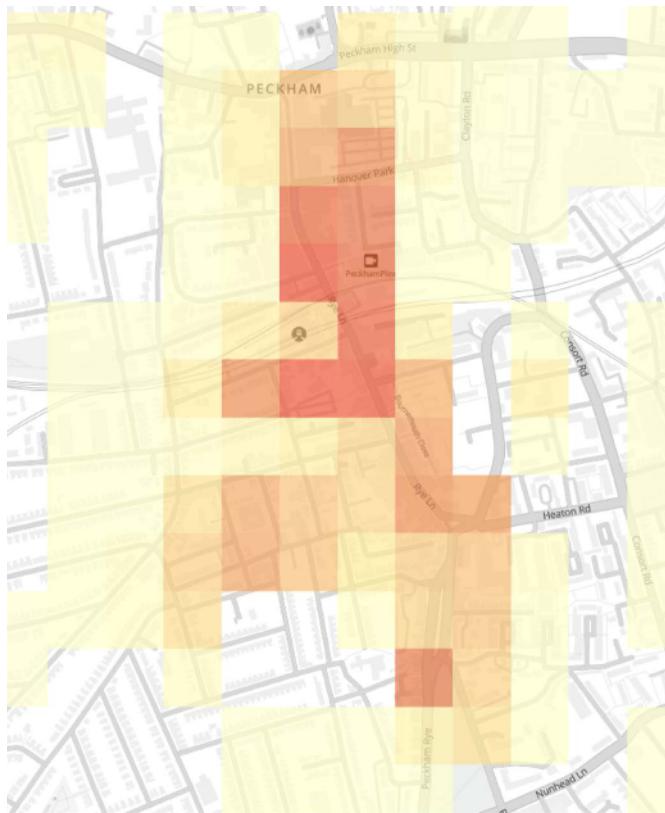
Likewise, looking at the area around Wembley Stadium, we can see high levels of spending by international visitors at both the London Designer Outlet and at retail, hospitality and accommodation around the stadium. Particular events at the stadium cause large spikes in international spending, for instance the NFL games on 24th September and 1st October 2017 boosted international spending, particularly from US visitors.

Even small high streets see the impact of international visitors

While the highest concentrations of spending in the opportunity zone are centred around large venues or permanent retail centres, there is a notable impact of international spending on high streets, destinations and events across the zone. Much of this spending appears to be focused on destinations with a strong and unique food and beverage offer.

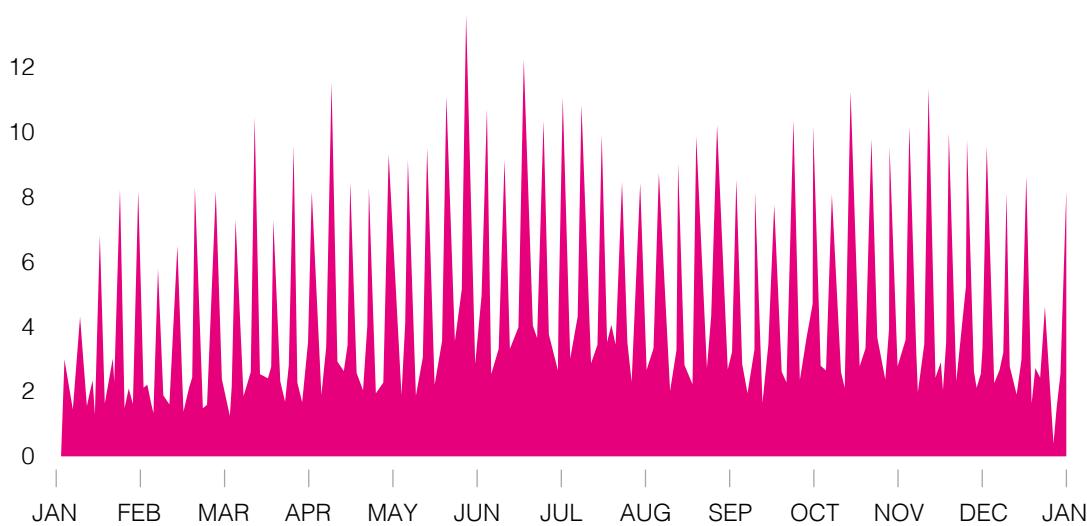
Rye Lane in Peckham, Southwark, attracts international spending around twice the London average, spread fairly evenly across the week and across the year. This is driven by the presence of a number of cultural venues and a strong food and beverage scene.

Who is visiting? When and why?



Rye Lane, Peckham: Transactions by international tourists per 110m², compared to the average for London - Source: Mastercard data

The shops, pubs and restaurants of Broadway Market, near London Fields in Hackney, also attract consistent levels of international transactions of 2–4 times the average. It peaks every weekend thanks to the thriving Saturday street market, an event which boosts international transactions to 8-12 times the London average. A similar pattern is seen along Maltby Street Market and the Bermondsey Beer Mile, with a food and beverage offer (plus other retail) attracting high levels of international transactions at the weekends.



Broadway Market, Hackney: Transactions by international tourists on a daily basis, compared to the average for London, showing the weekly peaks of the Saturday market - Source: Mastercard data

Who is visiting? When and why?



In Turnham Green, the restaurants, bars and boutiques along Chiswick High Road play a key role in attracting and retaining international spend for the local area. The Sipsmith's Distillery and surrounding area stand out in particular, experiencing higher volumes of transactions than the average for West London throughout the year.



Turnham Green area, Hammersmith: International tourist card accounts per 110m², compared to the average for London. All cells with more than 10x the London average - Source: Mastercard data

Europeans lead the way in exploring accommodation in London's local neighbourhoods

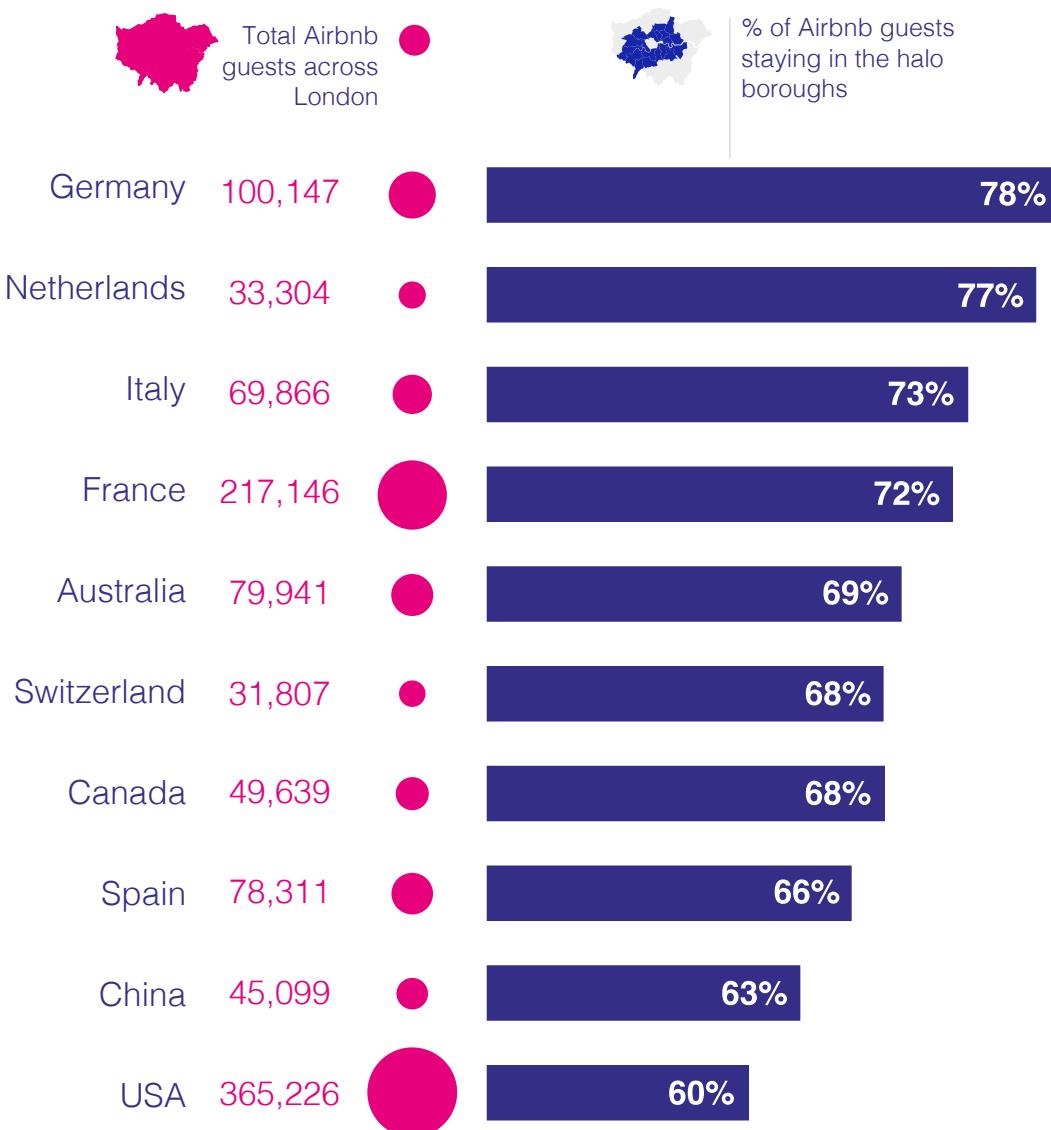
Using the Airbnb data as a proxy for the wider short term rental accommodation sector, we can draw out some trends regarding which visitors are more likely to be staying in the growth halo.

The origin of international tourists staying in Airbnb accommodation in these boroughs largely mimics all Airbnb

accommodation across London, and the top ten origin countries staying in these 19 boroughs is the same as the entirety of London.

The average stay in nights is slightly longer in the halo of 19 boroughs, with an average stay per visit of 5.2 nights across the top ten countries. This is opposed to an average of five nights per stay across all of London.

The median age of all Airbnb international visitors from the top ten origin countries to the halo boroughs is broadly similar to the whole of London, approximately 33 years old. But there are some small differences in behaviours between the top ten.



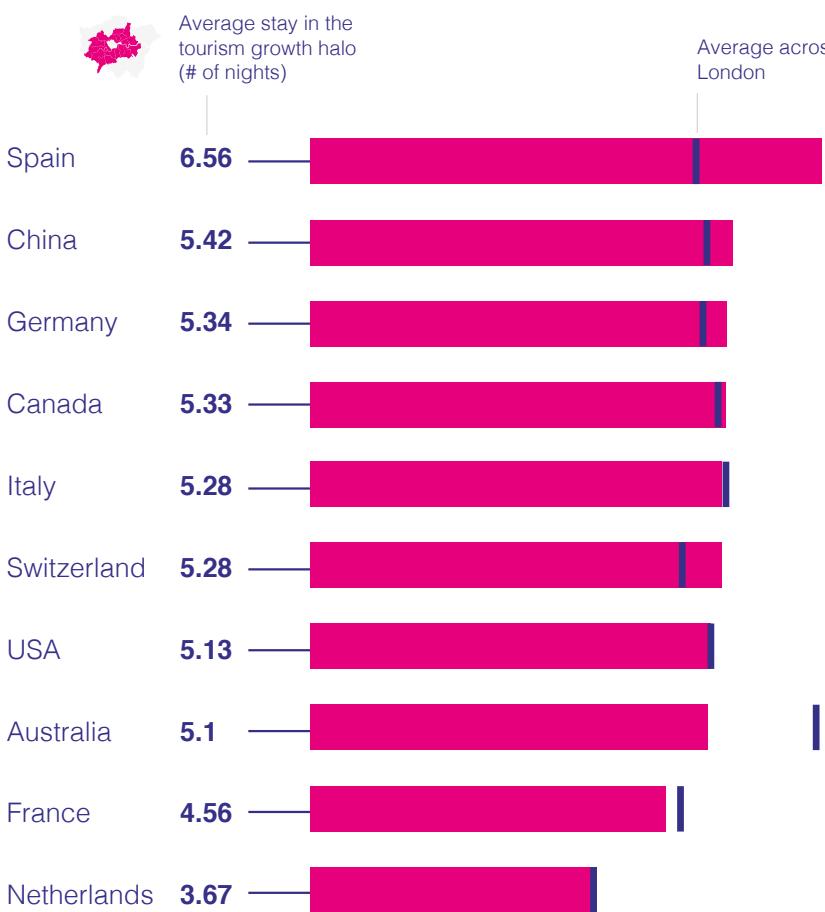
Who is visiting? When and why?

European visitors are noticeably more likely to choose Airbnb accommodation in London's neighbourhoods than some of the visitors from countries which are more associated with long-haul or package travel.

Interestingly, most nationalities don't appear to significantly change their length of stay depending on whether they're in the halo area or not. However, there are some markets with notably longer stays at hosts in the 19 boroughs than across London as a whole – for example, Spain, Germany, China and

Switzerland. Australians are the guests seeming to spend longer when staying in the tourism core.

Both of these data sets suggest that the European short-stay markets warrant more focus in nudging international visitors to explore the opportunity zone. Further data sets should be explored to gain specific insights into those markets' behaviours and opportunities, and how/when to influence their research and booking process to promote local economic growth.

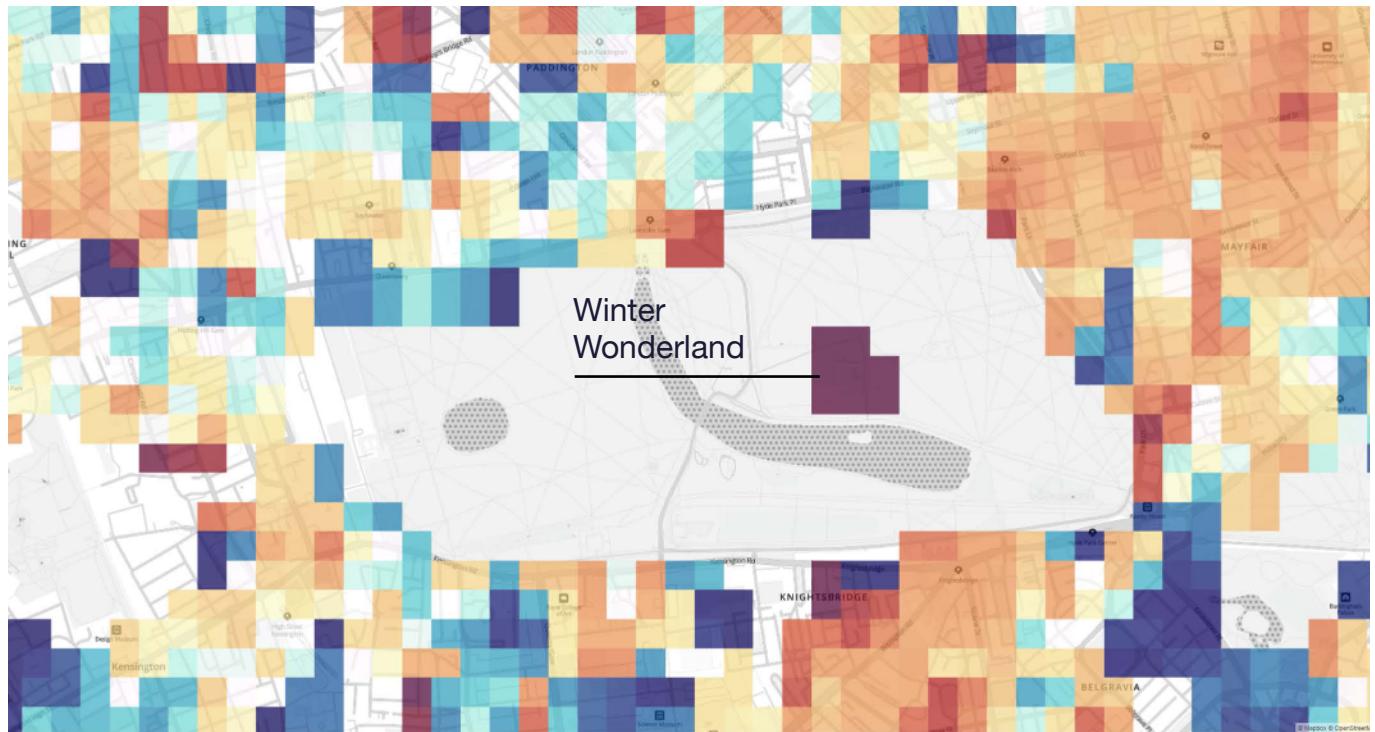


Events and experiences can lure visitors out of their usual zone

As shown by the draw of street markets, food and beverage vendors and makers, the spend data demonstrates how single, time-limited events and experiences can have powerful economic potential and nudge tourists (and their spending) to new destinations.

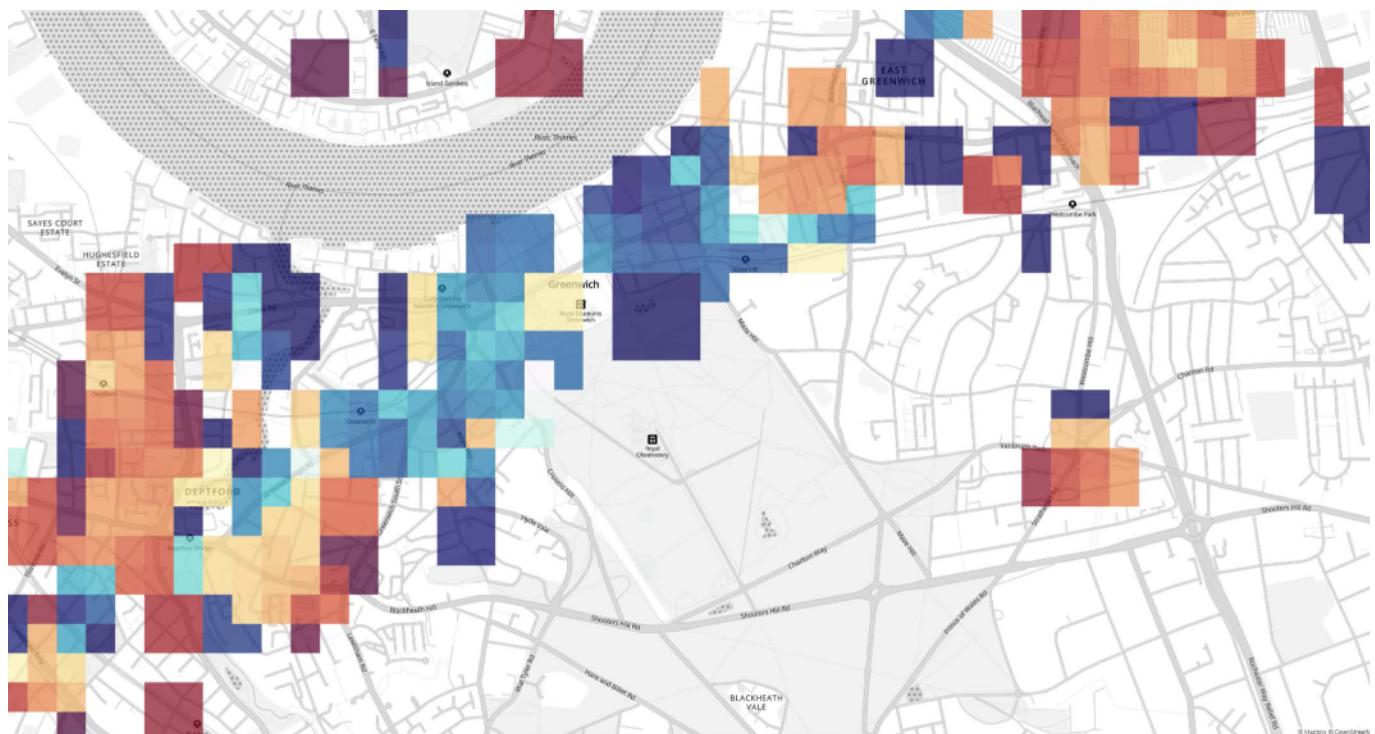
Another very clear example from the data is Winter Wonderland, which only opens for a few weeks each year, in a part of London (Hyde Park) which would normally see many international visitors, but not much spend. The visualisation which follows shows when an area is above (orange-purple) or below (blue) the local average for international visitors over November and December. Spending in Winter Wonderland is 50 to 100 times higher than average for the area over the Christmas period. Meanwhile, some other areas around the park are experiencing a seasonal dip below their normal average (shown on the visualisation in blue).

Who is visiting? When and why?



International tourist card accounts per 110m² for Nov/Dec, compared to the average over 2017 – Source: Mastercard data

Meanwhile in Greenwich, the map for November/December shows a drop in international cardholders visiting the area over the Christmas period compared to the whole year. However, the area is still far outperforming the wider London average for international visitor spending over the Christmas period, as events like the Winter Festival helped to keep international spending buoyant.



International tourist card accounts per 110m² for Nov/Dec compared to the average over 2017 – Source: Mastercard data

SPOTLIGHT ON WALTHAM FOREST: LEGENDS OF THE FOREST

One of the boroughs with an immediate opportunity for growth is Waltham Forest. Waltham Forest is currently playing host to the London Borough of Culture for 2019, a key part of the Mayor's Good Growth agenda – recognising that tourism is an opportunity for local jobs and growth¹⁴.

One of the Borough of Culture's objectives is to act as a catalyst for developing a significantly more ambitious cultural offer to strengthen Waltham Forest's place in London, opening up new experiences for residents and visitors in a thriving day and night-time economy. The borough has a goal of attracting more than 500,000 visits during 2019 (both domestic and international).

Therefore, it is worth taking a look at the tourism outlook as it stood at the end of 2017.

In terms of absolute spend, Waltham Forest attracts comparatively little international tourist spend. This is perhaps to be expected, given the absence of an international retail destinations, larger international business hotels, or key international tourist hubs.

£10
million

Economic contribution
(GVA) of tourism to
Waltham Forest



0.1%

of London's
total GVA
from tourism



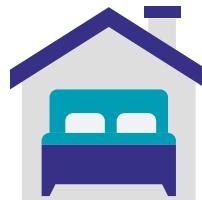
232

FTE jobs from
international
tourism spend



0.6%

of the international
guests staying in
Airbnb accommodation



614

hotel and
other serviced
accommodation beds



14 <https://wfculture19.co.uk/>

Spotlight on London's Borough of Culture

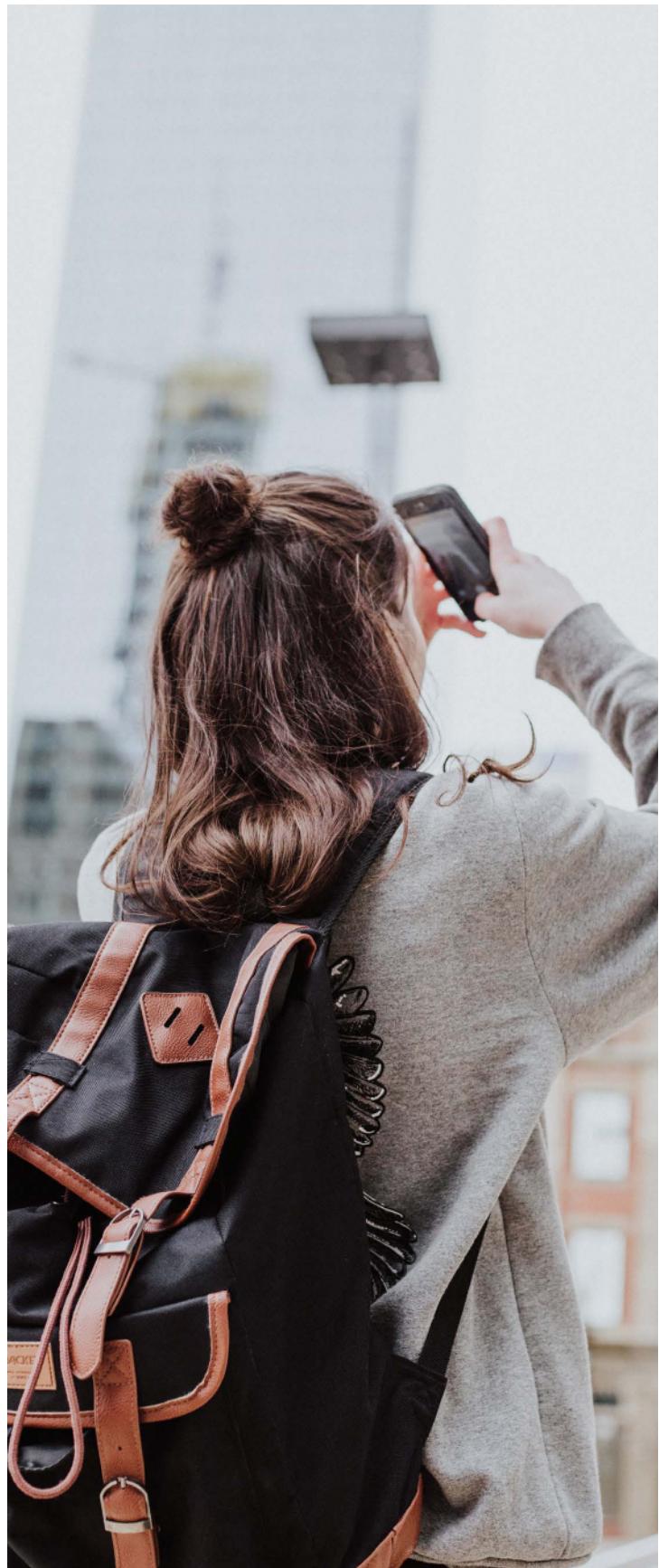
But given its existing good transport links to the rest of London via the Victoria and Central Lines, it does have significant capacity and opportunity for growth. The Borough Council has a vision for Waltham Forest to be “the lead outer London borough for arts and culture, known for an ambitious cultural scene that involves local residents and attracts visitors from elsewhere in the capital and around the world¹⁵. ”

Waltham Forest is in the process of using data from the London Cultural Infrastructure Map¹⁶, supplemented with information from door to door commercial audits and hackathon events, to create their own local cultural infrastructure map. The map will help to identify any areas of cultural deficit and provide an evidence base to support the local planning process.

At the moment, international spending in Waltham Forest is focused around Walthamstow Central, Queens Road and Leytonstone - all areas identified as having growth potential in the borough’s cultural guide for tourists, and all near to the headline venues for the Borough of Culture programme.

In 2017, Waltham Forest welcomed 0.6% of the international guests staying in Airbnb accommodation in the capital. It also hosted 614 hotel and other serviced accommodation beds (0.4% of the total offered across London).

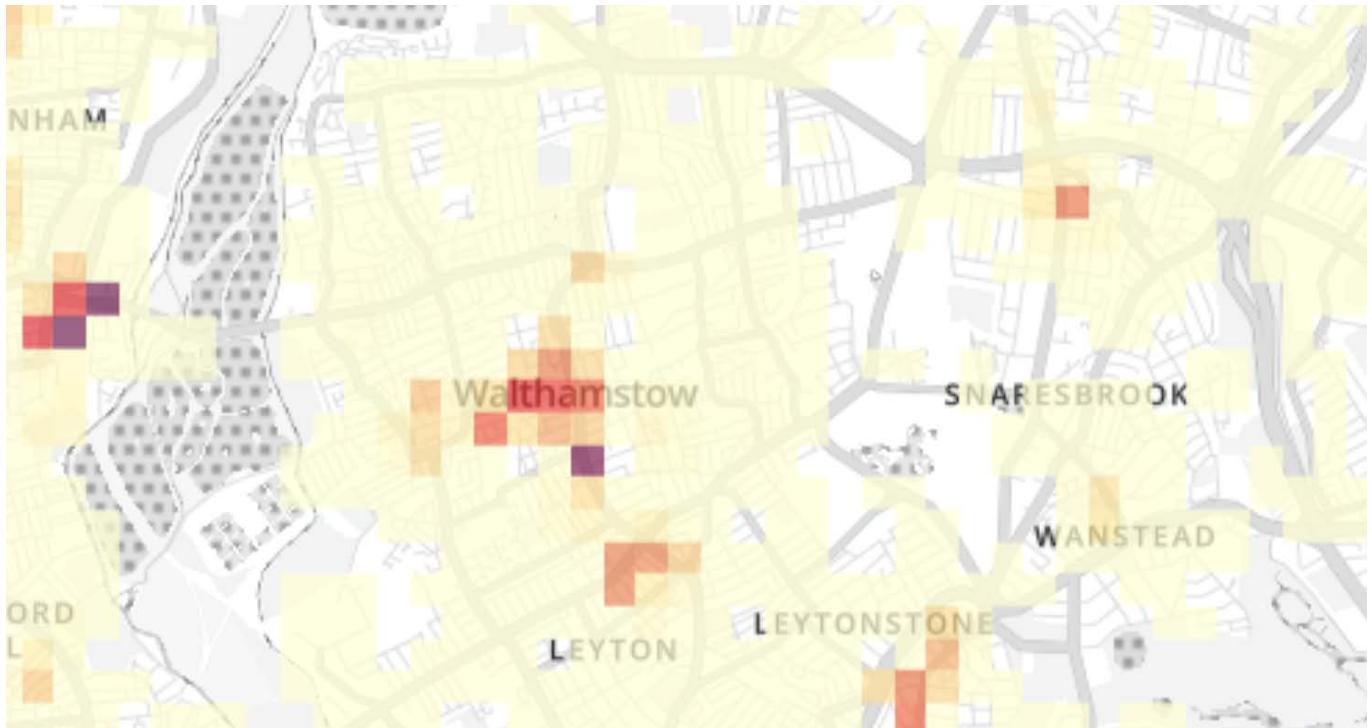
The average length of stay by international guests for Airbnb accommodation was 5.8 nights, and the average age of guests was 31. This is slightly longer than the London average of 5.3 nights, and younger than the average Airbnb tourist (at 33 years old across London).



¹⁵ Local Cultural Guide; Waltham Forest - <https://www.wmgallery.org.uk/visit/waltham-forest-local-cultural-guide>

¹⁶ <https://maps.london.gov.uk/cim/index.html>

Spotlight on London's Borough of Culture



Transactions by international tourists per 190m², compared to the average for London – Source: Mastercard data

By looking at the number of cards which were used, as opposed to the volume of spend, we can also see that the Walthamstow Village stands out, as does the high street local to the William Morris Gallery. Yet both are still attracting moderate numbers in comparison to the high street. On the below map, areas attracting more than three times the average international cardholders are shown as taller columns. The highest peak is associated with spend at retailers in the general vicinity of the local Sainsbury's store, suggesting a practical use of the town centre and hospitality offer by international visitors.



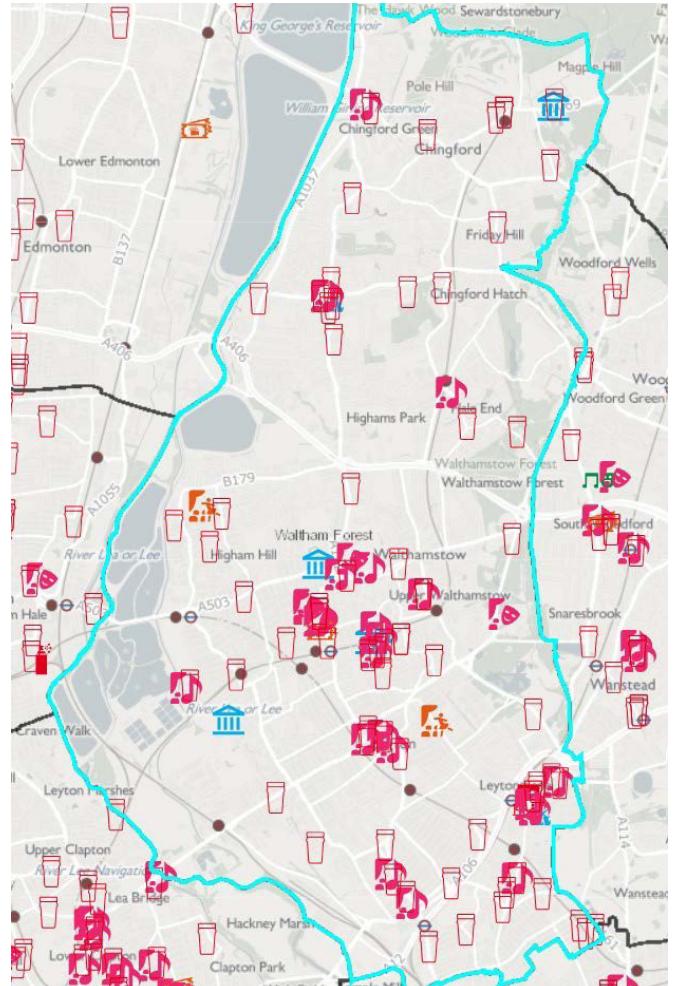
International tourist card accounts per 110m², compared to the average for London (showing areas more than 3 times the average) – Source: Mastercard data

Spotlight on London's Borough of Culture

The Cultural Infrastructure Map¹⁷, an open source map curated by the GLA, shows that Waltham Forest is currently home to a range of publicly accessible attractions with the potential to target international visitors:

- One cinema
- One commercial gallery
- Two dance venues
- Four museums and public galleries
- 35 music venues
- 53 pubs
- Five theatres

¹⁷ For more detail, see the open source map online - <https://maps.london.gov.uk/cim/index.html>



CONCLUSIONS

National public policy has rightly sought to grow the number of international visitors and better spread the benefits of tourism across the whole country. But there is equally a challenge for London to encourage sustainable growth by encouraging tourists to explore the whole city.

Insight from the data in this report reveals:

- The concentration of international tourism in central London is significant.
 - Just three of London's 33 boroughs (K&C, Westminster and the City of London) account for three-quarters of London's international visitor spend (and two-fifths of the UK spend).
- But this shouldn't overshadow the huge economic impact of tourism on local communities across the rest of London.
 - 70% of international Airbnb guests stay in the halo zone of opportunity around these core areas. It also contains 46% of beds in hotels and similar accommodation.
 - These boroughs received estimated international tourism spending of £2.8bn in 2017, bringing a gross value add of £2.7bn – more than the whole of Scotland and Wales combined in the same year.
- There is a clear opportunity in encouraging people to explore and spend additional time and money in local areas where they already plan to visit and stay.
 - Nudging them to explore just a couple of kilometres more and increasing tourism by just 10% in this zone would add £268m to the economy and over six thousand jobs.
 - This will also help to safeguard sustainable growth across the city as a whole – ensuring that a 30% increase in visitor numbers by 2025 does not come at the expense of continued positive visitor experience at London's core retail and cultural attractions.

To achieve the Mayor's Tourism Vision Good Growth goals means growing the international tourist market not only for central London, but also for the surrounding halo of growth opportunity. That means taking a much more intelligent, data-driven approach to investments in promotion, tourism infrastructure and local events.

Data is powerful and worth the effort in acquiring and sharing.

This report shows that there is a strong need for London data to be used as a diagnostic tool to manage and grow the city. We need more and better channels to share aggregated and anonymised city-level data from the widest range of sources to improve insights on what draws tourists to and across the city.

London must be enabled to continue innovation in data-sharing, from open-access data through to public-private partnerships.

Business and boroughs must work together to attract local visitor spending

There is a lot which can be done by both businesses and boroughs to make more of the spending by short term rental and hotel guests 'stick' to the local area – from improving online presence and signposting through to event and experience coordination.

Through better use of data-driven insights, boroughs and business must work together to develop ambitious local tourism strategies, helping to grow and promote the existing local tourism offering and making somewhere a destination on the map (and online).

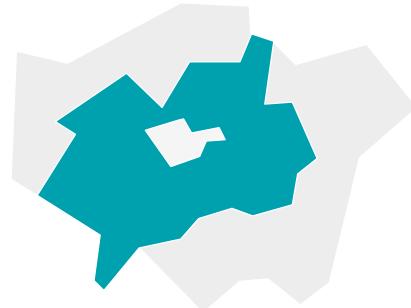
Smart data should be used when deploying national policy levers

This report demonstrates how richer data sets can supplement existing manual data-gathering such as the International Passenger Survey. These approaches should be used at a national level to ensure world-leading innovation in influencing tourist behaviours and repeat visits, as called for in the Tourism Sector Deal bid.

That could include data-driven allocation of tourist marketing and promotion resources, better time- and market-specific targeting of promotions to international visitors, or tailored visa policy for Chinese visitors during Golden Week, for instance.

We see this report as a critical contribution to the case for a robust data-driven approach to investment in promotion, tourism infrastructure and local events. This project is just the beginning and we hope you will join us in bringing more data sets from the private sector to improve our insights on what draws tourists to and across the city.

The **19** boroughs in the halo of opportunity contain:



70%



of Airbnb accommodation

46%



of hotel beds

International tourism spending in these boroughs brought a gross value add of:

+£2.7bn

Increasing tourism by just **10%** in this zone would add

£268m



to the economy

6,000
jobs



APPENDIX: DATA TABLES

Spend, GVA and FTEs by borough¹⁸

London borough	Estimated GVA (£m)	Estimated expenditure £m	Expenditure as a proportion (%)	FTEs (#)	Tourism core / Halo / Other outer London borough
Barking and Dagenham	1	1	0.01%	13	Other
Barnet	20	21	0.15%	488	Other
Bexley	1	1	0.01%	13	Other
Brent	26	27	0.20%	613	Halo
Bromley	5	5	0.04%	110	Other
Camden	1,190	1,234	9.17%	28,412	Halo
City of London	253	262	1.95%	6,038	Core
Croydon	10	10	0.08%	232	Other
Ealing	15	16	0.12%	366	Halo
Enfield	1	1	0.01%	30	Other
Greenwich	16	17	0.12%	378	Halo
Hackney	94	98	0.72%	2,241	Halo
Hammersmith and Fulham	334	346	2.57%	7,960	Halo
Haringey	7	7	0.05%	170	Halo
Harrow	3	3	0.02%	65	Other
Havering	1	1	0.01%	23	Other

18 Source: EY Analysis using Mastercard & IPS data

Full data tables

London borough	Estimated GVA (£m)	Estimated expenditure £m	Expenditure as a proportion (%)	FTEs (#)	Tourism core / Halo / Other outer London borough
Hillingdon	340	353	2.62%	8,110	Other
Hounslow	28	29	0.22%	658	Halo
Islington	162	168	1.25%	3,857	Halo
Kensington and Chelsea	5,074	5,263	39.11%	121,086	Core
Kingston upon Thames	14	15	0.11%	336	Halo
Lambeth	256	266	1.97%	6,115	Halo
Lewisham	5	5	0.04%	113	Halo
Merton	8	8	0.06%	180	Halo
Newham	123	128	0.95%	2,932	Halo
Redbridge	5	5	0.04%	123	Other
Richmond upon Thames	13	13	0.10%	313	Halo
Southwark	134	139	1.03%	3,189	Halo
Sutton	2	2	0.02%	58	Other
Tower Hamlets	221	229	1.70%	5,264	Halo
Waltham Forest	10	10	0.08%	232	Halo
Wandsworth	28	29	0.22%	668	Halo
Westminster	4,573	4,744	35.25%	109,147	Core
Core tourist boroughs (total)	£9,900	£10,269	76.4%	236,271	
Tourism halo boroughs (total)	£2,684	£2,784	20.6%	63,997	
Other London boroughs (total)	£389	£404	2.9%	9,265	

Full data tables

Accommodation by type and by borough

Hotel and other serviced accommodation

Borough	Number of bedrooms	Share of London
Barking and Dagenham	587	0.4%
Barnet	1,709	1.1%
Bexley	594	0.4%
Brent	2,463	1.7%
Bromley	504	0.3%
Camden	16,642	11.2%
City of London	7,319	4.9%
Croydon	2,529	1.7%
Ealing	2,347	1.6%
Enfield	696	0.5%
Greenwich	2,036	1.4%
Hackney	2,181	1.5%
Hammersmith and Fulham	4,456	3.0%
Haringey	391	0.3%
Harrow	581	0.4%
Havering	466	0.3%
Hillingdon	10,758	7.2%
Hounslow	3,626	2.4%
Islington	4,836	3.3%
Kensington and Chelsea	14,866	10.0%
Kingston upon Thames	1,184	0.8%
Lambeth	5,282	3.5%
Lewisham	400	0.3%
Merton	638	0.4%
Newham	5,661	3.8%
Redbridge	937	0.6%
Richmond upon Thames	1,257	0.8%
Southwark	6,092	4.1%
Sutton	163	0.1%
Tower Hamlets	7,308	4.9%
Waltham Forest	595	0.4%
Wandsworth	1,451	1.0%
Westminster	38,241	25.7%
Greater London (total)	148,796	

Source: London & Partners (AMPM data)

Airbnb accommodation

London borough	% international guests per borough	% all guests per borough
Barking and Dagenham	<0.1%	0.10%
Barnet	0.60%	1.00%
Bexley	<0.1%	0.10%
Brent	2.00%	2.20%
Bromley	0.10%	0.30%
Camden	10.60%	9.80%
City of London	0.50%	0.60%
Croydon	0.30%	0.60%
Ealing	0.90%	1.30%
Enfield	0.10%	0.30%
Greenwich	0.80%	1.30%
Hackney	5.00%	5.30%
Hammersmith and Fulham	4.90%	4.80%
Haringey	1.10%	1.50%
Harrow	0.10%	0.30%
Havering	<0.1%	0.10%
Hillingdon	0.20%	0.40%
Hounslow	0.50%	0.90%
Islington	6.10%	6.00%
Kensington and Chelsea	9.00%	7.80%
Kingston upon Thames	0.10%	0.30%
Lambeth	6.70%	6.20%
Lewisham	1.50%	1.70%
Merton	0.30%	0.70%
Newham	1.60%	2.20%
Redbridge	0.20%	0.50%
Richmond upon Thames	0.50%	1.00%
Southwark	8.20%	7.40%
Sutton	<0.1%	0.20%
Tower Hamlets	14.10%	13.50%
Waltham Forest	0.60%	0.90%
Wandsworth	2.90%	3.30%
Westminster	20.50%	17.30%

International and domestic tourists staying in Airbnb accommodation by London borough, 2017 (Source: Airbnb)

Full data tables

Core / 'Halo' / Outer	London Borough	Average stay (#nights)	Median Age
Core	City of London	4.5	37
Core	Kensington and Chelsea	5.3	37
Core	Westminster	4.6	34
Halo	Brent	5.5	31
Halo	Camden	4.7	33
Halo	Ealing	5.3	33
Halo	Greenwich	5.1	35
Halo	Hackney	5.5	32
Halo	Hammersmith and Fulham	5.3	34
Halo	Haringey	5.4	33
Halo	Hounslow	5.0	35
Halo	Islington	5.0	33
Halo	Kingston upon Thames	6.1	41
Halo	Lambeth	4.6	31
Halo	Lewisham	5.3	30
Halo	Merton	6.4	36
Halo	Newham	4.6	31
Halo	Richmond upon Thames	5.7	42
Halo	Southwark	4.4	31
Halo	Tower Hamlets	4.7	30
Halo	Waltham Forest	5.8	31
Halo	Wandsworth	5.5	34
Outer	Barking and Dagenham	8.7	32
Outer	Barnet	6.1	34
Outer	Bexley	5.1	32
Outer	Bromley	5.7	36
Outer	Croydon	6.8	31
Outer	Enfield	6.0	30
Outer	Harrow	6.5	35
Outer	Redbridge	5.5	29
Outer	Sutton	4.6	32
Outer	Havering	3.5	33
Outer	Hillingdon	3.0	32

Source: London & Partners (AMPM data)

THANKS & ACKNOWLEDGEMENTS

We are grateful for the data and analysis provided by partners during the preparation of this report. Our specific thanks go to:

- London First – Matthew Hill, Dr David Lutton
- Airbnb – Madeleine Gorman, Emma Rogers, Theo Lomas
- EY – Ade Adeniji-Adele, Peter Arnold, Lise Evans, Amity Neumann, Navdeep Sandhu, Darrin Shipp
- Habidatum – William McCusker
- London & Partners – Andrew Cooke, Harry Mirpuri
- Mastercard – Louise Holden, Serhiy Mykhaylyk, Matt Wilkinson, Scott Abrahams, Nicola Hammond

ABOUT

About London First



London First is an independent business membership organisation whose mission is to make London the best city in the world in which to do business. Its members include the capital's leading employers in key sectors such as financial and business services, property, transport, ICT, education, creative industries, hospitality and retail. Established in 1991, its work encompasses a wide range of issues under the umbrella of maintaining London's competitiveness in an increasingly challenging environment.

About Airbnb



Founded in 2008, Airbnb exists to create a world where anyone can belong anywhere, providing healthy travel that is local, authentic, diverse, inclusive and sustainable. Airbnb uniquely leverages technology to economically empower millions of people around the world to unlock and monetize their spaces, passions and talents to become hospitality entrepreneurs. Airbnb's accommodation marketplace provides access to 6+ million unique places to stay in more than 81,000 cities and 191 countries. With Experiences, Airbnb offers unprecedented access to local communities and interests through 25,000+ unique, handcrafted activities run by hosts across 1,000+ markets around the world. Airbnb's people-to-people platform benefits all its stakeholders, including hosts, guests, employees and the communities in which it operates.

www.airbnb.co.uk

About EY

**Building a better
working world**

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. The EY London team has extensive experience and sector knowledge working with a range of businesses from FTSE 100 to family owned and fast growth. Our purpose is to support clients within the highly competitive London market to achieve their business objectives. Supporting entrepreneurship in London is at the heart of what we believe and we work with our clients to accelerate the growth of their business and drive debate across key business issues to help stimulate the sustainable growth of London's economy.

Visit ey.com/uk/London or call Caroline Artis, Senior London Partner on T: +44 20 7951 2000

About London & Partners

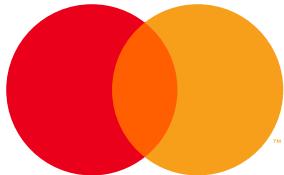
London & Partners is the Mayor of London's official promotional agency. We exist to help London and Londoners to benefit from the global economy. We promote London internationally to generate growth that supports the Mayor's vision of a city for all Londoners. We do this by:

- building London's international reputation
- attracting international audiences and convincing them to choose London
- guiding international audiences to make the most of all that London has to offer, and helping Londoners to make the most of international promotion

We tell London's story brilliantly as the best place in the world to visit, work, invest, trade and study. We do this in partnership with organisations and people who have a stake in London's international promotion.

londonandpartners.com

About Mastercard



Mastercard (NYSE: MA), www.mastercard.com, is a technology company in the global payments industry. Our global payments processing network connects consumers, financial institutions, merchants, governments and businesses in more than 210 countries and territories. Mastercard products and solutions make everyday commerce activities – such as shopping, traveling, running a business and managing finances – easier, more secure and more efficient for everyone. Follow us on Twitter @ MastercardNews, join the discussion on the Beyond the Transaction Blog and subscribe for the latest news on the Engagement Bureau.

About Habidatum

HABIDATUM

Habidatum International Inc. (Habidatum) is a big data analytics and technology company assisting policymakers and businesses with understanding and managing highly dynamic urban communities.

<https://habidatum.com/>

