

Greater Birmingham
Chambers
of Commerce



A Game Changer for Businesses?

Birmingham 2022 Commonwealth Games
Business Legacy Manifesto

June 2020

Connect. Support. Grow.

Foreword

In late summer 2022 hundreds of thousands of local, national and international visitors will descend on the city-region for 11 days of world-class competitive sport: the Birmingham 2022 Commonwealth Games



Paul Faulkner
CEO
**Greater Birmingham
Chambers of Commerce**

There will be new and refurbished top of the range sports venues. Over 12,000 volunteers will be meeting and greeting visitors and supporting the smooth running of the events. Over 1.5bn people across the world will be watching, cheering on their country's athletes and witnessing attempts at new Games and world records.

The Games will no doubt make the region proud to have hosted it. The opportunity, and the challenge, is to turn this once in a generation platform into something that makes a real difference far beyond those 11 summer days. Opportunities alone do not deliver meaningful outcomes. The onus is on regional and national stakeholders to come together ahead of the Games to seize the moment and put in place the interventions that will create meaningful benefits and a positive legacy for local communities.

While the Games remain a glittering opportunity, the context in which they are being delivered both locally and in terms of international sport, has substantially changed due to the Coronavirus (COVID-19) pandemic. We must all recognise and embrace this unchangeable fact. For businesses, the need for the Games to deliver tangible local benefits is more important than ever.

The Games offer a unique opportunity for the region to capitalise on while fostering local economic recovery and, in time, resurgence. Regional stakeholders, together with government departments, are building extensive programmes on activity such as trade, tourism, investment and beyond. To realise the full potential of this opportunity, more must be done to involve, engage and inspire the local business community.

The Greater Birmingham Chambers of Commerce stand ready to be an active Birmingham 2022 Commonwealth Games partner across the following areas:

- Raising awareness of procurement opportunities and helping local SMEs get ready to bid
- Generating greater local economic benefit by connecting local businesses to wider marketing & non-procurement opportunities
- Boosting business engagement, participation and sense of community by facilitating business participation in workforce volunteering opportunities
- Raising awareness of business and transport disruption arising from the Games and associated infrastructure and advocating on businesses' behalf
- Driving up Games attendance & ticket sales through encouraging businesses to buy tickets & holding GBCC activities for local businesses at the Games itself
- Delivering meaningful legacy impact through using the games as a springboard for increasing the volumes of local businesses trading internationally
- Constructively holding Games stakeholders to account and ensuring that they fulfil their promise of delivering meaningful benefits for the local business community
- Tapping in to the Global Chambers of Commerce network to share case studies and best practice from past-host cities and nations

This document sets out our vision for the positive impact that the Games could have on local businesses and the actions needed to deliver it. But we believe that the first step to truly delivering for businesses is to bring Games stakeholders together to articulate one, shared vision for business legacy; a vision to shape our actions and in time, hold us all to account on what we have delivered. Businesses sit at the heart of communities, creating wealth and employment opportunities. It is only through delivering a meaningful legacy for local businesses that the Games can truly deliver on its potential economic impact in full.

Delivering a *Business Legacy* for the Games

Almost 300 local businesses took part in the GBCC Birmingham Commonwealth Games Business Barometer Poll in Q1 2020

MOST LOCAL BUSINESSES SEE THE POTENTIAL POSITIVE IMPACT OF THE GAMES ON THE REGION, BUT NOT THEIR ORGANISATIONS

91%

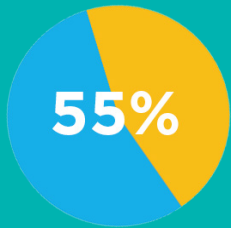
of the local business community believe that the Games will have a positive impact on the city in the short term (63% strongly positive, 28% slightly positive)

60%

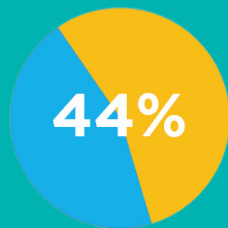
of local businesses believe the Games will have no impact on their business in the short term



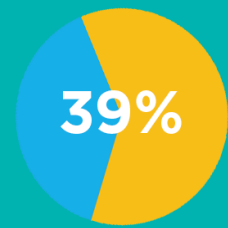
MOST BUSINESSES RECOGNISE AND WANT TO ENGAGE WITH THE DIVERSE RANGE OF OPPORTUNITIES THE GAMES CAN BRING



55% of local businesses are interested in becoming part of the wider Games supply chain (24% very, 31% somewhat)



44% of local businesses are interested in developing international trade links with Commonwealth and other markets (17% very, 27% somewhat)



39% of local businesses are interested in bidding directly for Games contracts (16% very, 23% somewhat) with the perception that contract opportunities will not be relevant for their sector & concerns that smaller companies will be unable to compete in the bidding process being commonly cited reasons for those who were not interested



59% of local businesses are interested in learning about how to use the Games to boost employee engagement (21% very, 38% somewhat)

52% of local businesses are interested in learning about Games volunteering for their workforce (16% very, 36% somewhat)



67% of local businesses are interested in buying tickets to the Games for staff or customers (29% very, 38% somewhat)

66% of local businesses are interested in learning about the community and arts festivals surrounding the Games (23% very, 43% somewhat)

AND THE SHOR-TERM CHALLENGES



78% are interested in understanding expected disruption to travel during the Games (40% very, 38% somewhat)

Trading With the Commonwealth:

Top Markets for West Midlands Region By Value of Exports & Imports 2019



●	●	●	●
Canada	Australia	India	Singapore
Exports: £716m	Exports: £528m	Exports: £318m	Exports: £241m
Imports: £254m	Imports: £87m	Imports: £806m	Imports: £231m
Net Trade: +£462m	Net Trade: +£441m	Net Trade: -£488m	Net Trade: +£10m
●	●	●	●
South Africa	New Zealand	Malaysia	Pakistan
Exports: £197m	Exports: £121m	Exports: £100m	Exports: £45m
Imports: £220m	Imports: £55m	Imports: £146m	Imports: £90m
Net Trade: -£23m	Net Trade: +£66m	Net Trade: -£46m	Net Trade: -£45m

Achieving the Economic Impact Potential of the Games: Local Procurement

Headline Outcomes:

- 75%+ of Games Tier 1 contracts by value awarded to Midlands based businesses
- 90%+ of applicable tier 1 suppliers advertising supply chain opportunities through the Birmingham 2022 Business Portal

To be achieved through:

- Meaningful investment of time and resource in delivering the following in partnership with business facing organisations, such as the Chambers of Commerce:
 - o Procurement capacity building programme focused on sector specific workshops aimed at SMEs
 - o Supply chain development programme including sector specific 'Meet the Buyer' sessions for local businesses to connect in to the Games supply chain & bid writing support
 - o Delivering a "match-making" service connecting suppliers to local companies for bespoke products and services to fill niche gaps in delivery or capability
 - o A review of the language used when advertising Games opportunities to ensure that relevant opportunities are clearly advertised as encouraging bids for SMEs
 - o Information and awareness campaigns:
 1. aimed at intermediaries, ensuring that they are aware of the procurement timeline in advance of opportunities being published and can maximise promotion of opportunities in their communication channels accordingly
 2. aimed at businesses ensuring they know what will be procured, when and how
 - o Ensuring activity includes Festival 2022 and local community activity alongside direct Games opportunities, utilising the Birmingham 2022 Business Portal as the central procurement advertising hub
 - o Close contract management from the Games Organising Committee and contracting authorities to ensure that tier 1 suppliers are delivering on commitments to engage the local supply chain

Glasgow 2014: £510 million worth of Games Tier 1 contracts (76%) were awarded to businesses based in Scotland.

Gold Coast 2018: \$1.7 billion worth of GC2018 contracts (82%) were awarded to Queensland businesses.

Awareness-raising and business development activities to maximise benefits from GC2018 for Queensland businesses started years ahead of the Games, with more than 8400 engagements with local businesses. Procurement information sessions were the most popular type of activities, followed by supply chain development workshops and events tailored to specific GC2018 opportunities.

Prior to the Games, 'Meet the Buyer' sessions offered an opportunity for local businesses to link into major supply chains such as the food industry "meet the supply chain" event.



To date, the GBCC has delivered **4** events and webinars highlighting Games procurement opportunities and featured Games speakers at a further **3** events for over **600** delegates from local businesses

Creating a Global Legacy: International Trade

Headline Outcomes:

- A demonstrable increase in local firms trading internationally
- A demonstrable increase in local firms participating in the global sports economy
- An increase in Foreign Direct Investment into the region, directly attributable to Games activity

To be achieved through:

- Meaningful investment of time and resource in delivering the following in partnership with business facing organisations, such as the Chambers of Commerce:
 - o Partnering with the Greater Birmingham Commonwealth Chamber of Commerce & GBCC International Business Hub to increase local firms' awareness of trading internationally, using Commonwealth markets & interest in the Games as a catalyst (building on the foundations set by the GBS LEP Inclusive Commonwealth Legacy Programme)
 - o Bringing opportunities to understand and engage with broader global sports economy to local businesses to increase awareness and access
- Collaboration between regional and national stakeholders on maximising every Games related opportunity, including the Queen's Baton Relay through Commonwealth Nations, to promote the case for investing in the region

London 2012: By July 2013, £120m of contracts had already been won by UK companies for the Brazil 2014 World Cup and Rio 2016 Olympic and Paralympic Games. Over 60 contracts had been won by UK companies for the Sochi 2014 Winter Olympics and Russia 2018 World Cup.

Gold Coast 2018: Trade 2018 was an extensive trade and investment program developed to leverage GC2018. Through the exposure generated by Trade 2018, additional exports and foreign direct investment of around \$840 million are estimated over the four years post-Games. Trade 2018 undertook 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.

During **2019/20** the Greater Birmingham Commonwealth Chamber of Commerce delivered **10** market access seminars on trading with nations including Malta, Cyprus, Jamaica, Mauritius and Ghana and a Commonwealth Expo for a total of **400** delegates. It is currently supporting **50** BAME led businesses through the Inclusive Commonwealth Legacy Programme





Keith Stokes-Smith
President
Greater Birmingham
Commonwealth Chamber of
Commerce

“Commonwealth trade has great potential yet we continue to put too many of our eggs in the same markets beyond these 54 countries, exposing us to vulnerabilities and overdependence on one or few sources of supply or end customers. Nearly all the meagre 9% of UK exports that go to the commonwealth go to just 5 nations. The GBCC’s motto is ‘Venture and Prosper’. Let’s see more of it. Businesses should be there, large and small, expanding their horizons and commonwealth reach and believe me, the opportunities are out there in handfuls. The UK ‘brand’ is valued across the world; let’s exploit that advantage and use the Commonwealth Games as a real catalyst for driving trade.”

“The diverse heritage of the region enables us to leverage our truly global competitive advantage. To realise this, we must ensure that every business in the region is able to benefit from the opportunities that the Commonwealth Games can bring. The Inclusive Commonwealth Legacy Programme offers much more than access. By providing a level of independent cultural intelligence to other services and partners in the region, the ICLP has demonstrated how commitment to positive change can drive inclusivity and economic growth across the region. This is a great example of how it is possible to ensure that opportunities for prosperity reach all of our communities for the games and beyond.”



Joel Blake OBE
Vice-President
Greater Birmingham
Commonwealth Chamber of
Commerce

“The international department at the Greater Birmingham Chambers of Commerce is delighted to support the Commonwealth Games business legacy manifesto. It is really important that we look past the games themselves and understand how our businesses can grow with the support that is available. Through our various international initiatives we can provide assistance to companies to maximise the opportunities that present themselves during the lead up to the games, the games themselves and beyond to encourage further growth in new overseas markets.”



Mandy Haque
International Director
Greater Birmingham Chamber
of Commerce

Enabling Games Volunteering: Employer Engagement

Headline Outcomes:

- A demonstrable increase in the employment rate of volunteers who were unemployed at the time of recruitment
- Active participation of over 100 local businesses in implementing Games volunteering policies

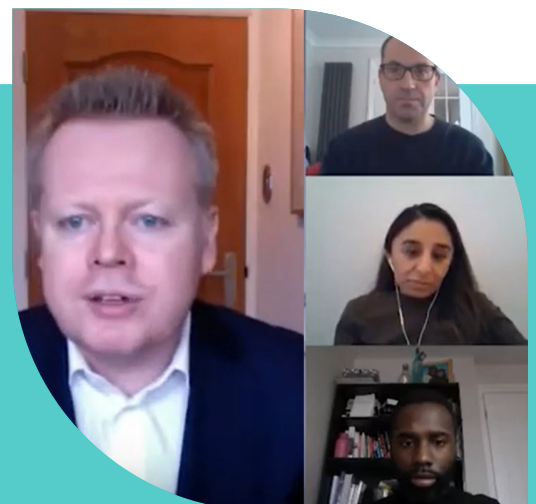
To be achieved through:

- A concerted campaign of employer engagement in partnership with business facing organisations, such as the Chambers of Commerce communicating:
 - Best practice Games time volunteering policies for SME businesses
 - The benefits of enabling staff to volunteer including employee engagement, skills development, achieving CSR objectives and employer positioning and reputation
 - The benefits to organisations of supporting Games volunteering programmes more broadly on generating a greater sense of community and for their workforce to feel part of the Games
 - Opportunities to recruit Games volunteers identified as unemployed, contributing to a positive games legacy

Glasgow 2014: Over 50,000 people from Scotland and beyond applied to become one of 12,300 Games Time Volunteers – known as Clyde-siders. The Host City Volunteers (HCVs) offered advice and support to spectators across the city during the Games. Recent research shows that 82% of HCV respondents considered their Games-time experience to have been positive three years after the Games were over.

Gold Coast 2018: More than 15,000 GC2018 volunteers collectively contributed over 880 000 hours of their own time during the Games

The GBCC deliver a high profile annual Growth Through People campaign aimed at sharing best practice on leadership and people management skills, including employee engagement activity and policies. In 2020 c.**400** delegates attended **8** workshops or webinars and a 1 day digital conference and online content received c.**3million** impressions on social media



Making Games Time a Success: Sharing the Benefits

Headline Outcomes:

- 95%+ of available tickets sold
- Increasing local resident and visitor footfall in key commercial centres beyond Games venue areas during the Games
- Demonstrable increases in consumer spend within the regional tourism & hospitality industries
- Delivery of a programme of activity via UK House telling the story of the local business community & showcasing stand-out examples from a cross-sector and size group of businesses
- Measurably positive sentiment on the regional impact of the Games from businesses who are not Games suppliers or consumer facing businesses in the vicinity of Games venues

To be achieved through:

- Meaningful investment of time and resource in delivering the following in partnership with business facing organisations, such as the Chambers of Commerce:
 - Toolkits and resources for businesses on maximising marketing opportunities arising from the Games, including advertising Games tickets to businesses as opportunities to engage customers, suppliers and employees
 - Holding events to engage local businesses & delivering a coordinated programme of activity showcasing a diverse range of stand-out local businesses through UK House
- Actively encouraging local and regional visitors as well as international to attend and engage with the Games and associated community and festival activities to significantly increase overall footfall in the city, including using Coventry City of Culture 2021 as a platform for building engagement
- Ensuring visitors to the city are actively encouraged to visit and engage with local tourism & hospitality sector businesses during their stay through comprehensive visitor information services
- Collaboration with place based organisations, such as Business Improvement Districts, and community focused organisations such as the Asian Business Chamber of Commerce, in investing in celebrations and community led events at strategic sites across the city-region to drive footfall and spend outside of primary Games and Festival venue areas.

Glasgow 2014: 1.3million tickets were sold, 96% of the total available. The Get Ready Glasgow campaign distributed a Business Ready Guide. The Guide provided information on what businesses could expect from the Games, including advice on how to make the most of the opportunities on offer. Glasgow 2014 created a special window sticker for businesses to use. It was visually related to the Glasgow 2014 official brand, but distinct from the official brand itself.

A *Games Tourism Toolkit* was produced for tourism and hospitality businesses across Scotland, and included advice on wording for marketing materials and ideas for showing support through social media channels.

Gold Coast 2018: 1.2 million tickets were sold across the GC2018 program, 98 per cent of all tickets available for sale. Among the 591,300 visitors were 378,000 day-trippers and locals, 168,000 domestic overnight visitors and 45,500 overseas visitors.

However, three out of five (58%) Gold Coast businesses surveyed in a Griffith University Business School study reported that there was a severe decrease in the number of local residents on the Gold Coast in the lead-up to and during GC2018. 52% reported reduced sales volumes.

The Asian Business Chamber of Commerce engages and represents the local Asian Business community. In **2019/20** it delivered **6** events for **1200** delegates including **3** festival celebration events





Deb Leary
Vice President
Greater Birmingham Chamber
of Commerce

“We are excited and proud to be hosting the Commonwealth Games, but this goes beyond an event. It is about people, communities and business. It is the opportunity for business to apply for contracts, and to promote business and our communities to a global audience, building a lasting legacy. An opportunity for economic recovery region wide, that is significant, positive, sustainable and global.

I have one key word to share - ‘engagement’. The Chamber is here to support, guide and signpost you – so our rally cry to you is ‘engage’. Why should you? One key fact: At the Glasgow Games, 76% of Tier 1 contracts worth £510 million were awarded to Scotland based businesses. Imagine the impact equalling, or even bettering that outcome could have on the Midlands.”

“The city of Birmingham continues to be celebrated for its diversity. And at the heart of it, is as always, the growing Asian community.

For this community, who first migrated to the UK decades ago, to set-up businesses and provide for future generations, The Commonwealth Games is more than just a sporting event. It is most importantly, another opportunity to feel “belonged” to the global community at large, and be reminded of their forefathers.

The Commonwealth Games will bring colossal benefits to Asian businesses directly and through the visitors it attracts. The Games may be competitive; but the Asian community can look forward to “winning” across the entire spectrum, thanks to this once-in-a generation event.”



Qasim Majid
President
Asian Business Chamber of
Commerce

“Our Tourism and Hospitality businesses have had a torrid time through COVID-19. The Commonwealth Games, and its predecessor, Coventry City of Culture, are their opportunity to bounce back.

The West Midlands is currently building a £23.9m programme to boost trade, tourism and investment, to capitalise on the opportunity presented by the Games. The potential is enormous, especially in these challenging times.

Our Region is full of awesome things to do, places to stay, people to meet; let’s help them show that to the world.”



Liz McKenzie
Board Member
Greater Birmingham Chamber
of Commerce

Navigating Games Related Disruption: Early & Practical Advice

Headline Outcome:

- Minimal reports of unexpected disruption affecting the business community during the Games
- Reducing congestion long term by applying learning from the enhanced use of new and established technologies to map and manage Games traffic to broader transport planning

To be achieved through:

- Meaningful investment of time and resource in delivering the following in partnership with business facing organisations, such as the Chambers of Commerce:
 - o Toolkits and resources for businesses in directly impacted areas to aid them in journey and delivery planning
 - o Best practice advice and guidance for businesses in directly impacted areas on implementing remote and flexible working during the Games period
 - o Engagement events for local businesses

Glasgow 2014: *Get Ready Glasgow* facilitated business information sessions; made available Games Partner representatives to speak at events and meetings; set up an enquiry line; and provided travel advice, including planning workshops, for businesses.

The *Get Ready Glasgow* website was promoted as the single source of information and resource for businesses to ensure they had planned ahead around daily operations during the Games. A broad range of topics was covered, from logistics and deliveries, staff access and opening hours to alternative methods for doing business.

Gold Coast 2018: The Get Set for the Games programme prepared Gold Coast small businesses and residents for the impacts of the Games including road closures, permit requirements, event schedule and Festival 2018 program. Get Set for the Games met with more than 20,000 stakeholders and distributed more than 500,000 information brochures

The GBCC has an extensive digital and traditional media reach including **24,000** monthly magazine readers, over **45,000** newsletter subscribers and **99,000** social media followers



Will Every Business Benefit?: Authentic, Clear and Accurate Communication

Headline Outcome:

- Business sentiment surveying indicating the Games matched or positively exceeded the majority of local businesses' expectations on regional and business benefits

To be achieved through:

- Meaningful investment of time and resource in delivering the following in partnership with business facing organisations, such as the Chambers of Commerce to provide:
 - Clear & accurate information for businesses on the specific areas across the city-region where visitor numbers are expected to significantly increase
 - Clear & accurate information on the sectors that are expected to gain from the games either directly through contract and supply chain opportunities or indirectly through increased visitor numbers
 - Promotion of case studies and examples from local businesses and previous games on “small wins” that have benefitted businesses (on areas such as employee or customer engagement), alongside examples of significant contract and business development wins

Gold Coast 2018: 74% of Gold Coast businesses surveyed in a Griffith University Business School study reported that GC2018 had a negative impact on their organisation. The most common factor, identified by 57%, was a change in customer numbers. 58% of business surveyed disagreed with the statement that the information they were provided regarding GC2018 met their business needs.

The GBCC's Quarterly Business Report is the largest and most comprehensive regular business sentiment survey in the city-region. We receive responses from between 400 and 800 local businesses each quarter & include additional topical questions on major events and opportunities, including the Games Business Barometer.



Holding Ourselves to Account: Transparent Objectives, Honest Assessments

Headline Outcome:

- A comprehensive post-Games impact assessment against a pre-agreed set of objectives relevant to the city-region, highlighting lessons learned as well as celebrating achievements made

To be achieved through:

- Games stakeholders agreeing to sign a short joint statement with the Greater Birmingham Chambers of Commerce on the desired strategic outcomes for the business community and key steps to be taken to achieve them. This statement would be used as a framework for assessing impact on the local business community immediately post-games and legacy benefits one and two years following.



Steve Allen
President
Greater Birmingham
Chambers of Commerce

“The Commonwealth Games provides Birmingham with an international platform to attract inward investment, the best talent and an economic legacy across the whole region. Adopting a strategic approach across the business community will enable our city region to maximise the advantages that this platform will provide and ensure a lasting legacy that has the potential to benefit all our industries bringing improved infrastructure, skilled employment opportunities and economic growth. This can best be achieved by the business community pulling together for legacy planning and benefits realisation.”

In the current context, working together to ensure positive outcomes for local businesses & the people they employ is more important than ever. As part of the launch of this manifesto, key Birmingham 2022 stakeholders have been invited to join the GBCC in signing a joint statement on delivering a meaningful Games legacy for local businesses.





Martin Hall
President
Gold Coast Central Chamber
of Commerce

“GC2018 was a real gamechanger for the Gold Coast, however, as with all sporting events, there were winners and losers. Sadly, for our businesses, the latter was more prevalent.

As a chamber we aligned very quickly with the ‘Get Set’ program and merged all our events with them in the preceding 12 months and more.

What resulted was an over compliance by our locals to the point that roads, streets, and shops were ghost towns. Moreover, the spectator transport planning was so effective the dwell time at each venue allowed no opportunity for people to grab a meal, buy a souvenir or even a bottle of water.

Lots of businesses suffered financially as they geared up for a bonanza but ended up with a glut of products and no sales to pay for it.”

“Hosting a successful Commonwealth Games in any city can bring fantastic future opportunities as well as leaving a lasting positive legacy. Sport adds huge value to a city, and currently contributes to Glasgow over £367m annually and around 10,000 jobs.

After Glasgow hosted the 2014 Games, Scottish businesses benefitted greatly, with 76% of £669 million Tier 1 contracts awarded to businesses based across Scotland.

The Commonwealth Games attracts a global audience, with the 2014 Games attracting more viewers than previous years with over 35 million people tuning in. We have seen an increase in Glasgow’s international profile since 2014 – in 2016 the city was ranked fifth in the world on the Ultimate Sport Cities Index, up from ninth in 2012.”



Richard Muir
Deputy Chief Executive
Glasgow Chamber of
Commerce

“Economic impact: it’s the vital ingredient in the business case for any major investment, including the Commonwealth Games. To be successful, to be ‘real’, it is local businesses, those true drivers of the regional economy, that need to feel this impact. To achieve this, businesses’ need to be given the tools and platforms to access and capitalise on Games opportunities.

The GBCC has acted as the voice of local businesses since 1813. We will continue to champion their interests throughout the Games cycle, constructively challenging, as well as working in partnership with, Games stakeholders. Together, let’s make the Games a success with a true, lasting legacy for local businesses.”



Henrietta Brealey
Director of Policy & Strategic
Relationships
Greater Birmingham Chamber
of Commerce



Greater Birmingham
Chambers
of Commerce

About the Greater Birmingham Chambers of Commerce

We have been in business, for business since 1813. Today's GBCC exists to connect, support and grow local businesses. We employ c.100 members of staff and offer an array of services and initiatives to businesses across six geographical regions and four themed divisions. From our wide range of events, international trade services, policy and marketing campaigns, to networking opportunities and media exposure, the Chamber has something for business of all sizes and from all sectors.

About the Greater Birmingham Commonwealth Chamber of Commerce

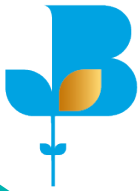
The Greater Birmingham Commonwealth Chamber of Commerce (GBCCC) is driving trade between the Midlands and the Commonwealth, with a focus on business support for companies who already trade with or aspire to reach and develop into Commonwealth markets, including bilateral trade and connecting members to expand international networks. It is playing a leading role in supporting local businesses to maximise the opportunities presented by Birmingham 2022 and provides specialist events to increase knowledge and awareness of Commonwealth opportunities.



Greater Birmingham
Commonwealth
Chamber of Commerce

About the Asian Business Chamber

Formed in 1987, the ABCC has a long history in supporting the vast variety of diverse, Asian businesses that operate in the West Midlands. The largest Chamber of its kind, the ABCC acts as a gateway for any organisations looking to engage the West Midlands Asian business community.



Asian Business
Chamber
of Commerce

About the Greater Birmingham International Business Hub

The International Hub provides a one-stop-shop for all importers and exporters, from established businesses to those who are considering exporting for the first time. As well as tapping into the expertise of international trade and business advisers, businesses can seek support with export and import documentation, market information and contacts, language and translation services and foreign currency exchange. The international team also provide training through a series of events and seminars as well as organising visits and overseas exhibitions.



Greater Birmingham
International
Business Hub

About the GBCC's Insight & Intelligence Services

Where in line with the objects of the Chamber, the GBCC delivers a comprehensive range of insight, intelligence and communication services aimed at better connecting businesses and stakeholders on key policy areas. These commercial services enable us to fund our boarder work to support businesses and stakeholders in creating a thriving local economy.

Sources:

Business & The Gold Coast Commonwealth Games: Expectations, Outcomes and the Future, Joan Carlini and Andrew O'Neil, Griffith University Business School, June 2019 ([click here](#))
Glasgow 2014 Commonwealth Games legacy: summary findings April 2018, ([click here](#))
Glasgow 2014: XX Commonwealth Games Post-Games Report ([Click here](#))
Gold Coast 2018 Commonwealth Games Post-Games Report, Gold Coast 2018 & Queensland Government, 2019 ([click here](#))
London 2012 Delivering the Economic Legacy: Progress Report from UK Trade & Investment, July 2013 ([click here](#))
Regional Trade Statistics: West Midlands Region, HMRC, 2019

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