ENTERPRISE IRELAND STRATEGY 2017-2020

BUILD SCALE

EXPAND REACH

DELIVER GLOBAL AMBITION

#GlobalAmbition
OVERVIEW

Enterprise Ireland’s mission is to deliver a major improvement in the international strength of Irish enterprise across all regions by transforming the innovation and competitive capabilities of Irish companies. We will achieve this by inspiring and supporting ambitious business leaders to increase the scale of their businesses and expand their reach into new export markets.

Strategy 2014 - 2016

Over the period of our previous strategy 2014-16 ‘Driving Enterprise, Delivering Jobs’, we reached a number of important economic milestones. Exports of Enterprise Ireland backed companies passed the €20bn mark and employment reached 200,000 – both first time milestones - with almost two thirds of jobs located outside Dublin.

Indigenous Irish enterprise has increasingly become recognised as an important driver of economic growth both nationally and regionally, as our clients have become more successful globally.

However, since the Brexit vote in June 2016, the international economic environment has changed. There have been high levels of uncertainty and volatility, which has been challenging for our client companies, and we expect this to continue as the Brexit negotiations commence.

We need to build on our success and ensure Irish enterprise is well positioned to continue to succeed globally; irrespective of the outcome of the Brexit negotiations commence.

Strategy 2017 - 2020

Our new strategy is about inspiring and driving Irish enterprise to ‘Build Scale, Expand Reach’ and is clearly ambitious. Despite the uncertainty, our strategic aims are to assist clients to create 60,000 new jobs by 2020 and to sustain the existing record level of jobs. We also aim to grow annual exports by €5bn to €26bn per annum and increase the level of spend in the Irish economy by €4bn to €27bn per annum by 2020.

This strategy focuses on addressing the need for greater scale across Irish enterprise. We will do this by:

- **Innovation**: Driving innovation in Irish enterprise to unprecedented levels through new supports to reach the target of €1.25bn in R&D expenditure per annum by 2020.
- **Competitiveness**: Improving the competitiveness of Irish companies through our Lean programmes and new client engagement model, which will provide targeted supports based on agreed milestones.
- **Diversification**: Increasing the diversification of client company exports into new markets, with two-thirds of exports going beyond the UK. This includes a major focus on the Eurozone where we are targeting a 50 per cent increase in exports.
- **Ambition**: Inspiring more companies to have global ambition.

In support of this, we will implement extensive trade mission and event schedules focussed on global and sectoral opportunities, further develop our in-market expertise and networks, place greater focus on identifying new sectoral opportunities and stimulate demand for Irish products and services through international marketing campaigns.

Delivery of the strategic ambitions set out in this strategy will require not only Enterprise Ireland to deliver on our key role in supporting Irish enterprise, but it will also require an unrelenting focus on improving our competitiveness. We must do this at a sectoral level and at a national level, to ensure that Irish products and services have the edge when competing in international markets.

This is an ambitious, international growth strategy for Irish enterprise.

The successful implementation of this strategy will deliver a stronger indigenous business sector, with an expanded global footprint, making an even stronger contribution to jobs and economic growth in Ireland.

Terence O’Rourke
Chairman

Julie Sinnamon
Chief Executive
VISION 2020
Irish companies powering the economy through strong positions in diverse export markets.

STRATEGIC AMBITIONS 2020

- Exports: +€5bn to €26bn p.a. 67% outside UK
- Jobs: +60,000 new jobs Sustain existing jobs
- Spend in economy: +€4bn to €27bn p.a.
- Research & Development: +50% in R&D spend to €1.25bn p.a.
HOW WE WILL DELIVER - Dual approach for companies

1. BUILD SCALE
   - Improve competitiveness
   - Place innovation centre stage
   - Enhance leadership development
   - Foster and develop entrepreneurship

2. EXPAND REACH
   - Expand global footprint
   - Increase Eurozone exports
   - Consolidate UK exports
   - Develop market/sector opportunities of the future

66% of exports beyond the UK

UK consolidation: 33% of exports

Total Exports to €26bn (+26%)
1. BUILD SCALE: SCALE MORE, SCALE FASTER

Enterprise Ireland will support ambitious Irish companies, of all sizes, to achieve greater scale through the following actions:

### 1. Improve competitiveness

- Drive competitiveness of client companies of all sizes (start-ups, SMEs and large companies) to enable them to compete and win globally
- Drive adoption of LEAN principles through more businesses

### 2. Place innovation centre stage

- Increase the level of innovation among client companies
- Increase connections between clients and international innovation ecosystem
- Encourage more client company investment in R&D to help reach a target of €1.25bn per annum by 2020

### STRATEGIC AMBITIONS

### ACTIONS

1. Increase access to **Competitiveness** and **Lean Programmes** to drive operational efficiencies within companies
2. Implement new **client engagement model** for SMEs to provide targeted supports based on agreed needs and scaling milestones
3. Drive **productivity improvements** through capital, innovation and skills funding
4. Increase access for SMEs to Multinationals through **Global Sourcing** activities and facilitate greater connectivity opportunities
5. **Advocate** for client needs to support greater competitiveness
6. Provide targeted direct and indirect **investment** to drive company scale

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1. Introduce new **Innovation Supports** to facilitate the development of new products/service platforms
2. Help clients win more **international research funding** through the European Space Agency and the EU’s €80bn Horizon 2020 fund
3. Increase access to Irish public sector procurement opportunities through the Small Business Research Innovation Fund (SBIR) as a means of **validating innovative products/services** with international application potential
4. Implement new **Innovation Toolkit** to support client identification of innovation opportunities
5. Drive greater **connectivity** between investment and technology networks to transfer knowledge, skills and IP
6. Showcase client **innovation capabilities** to inspire more innovation investment
3. Enhance leadership development

• Drive the Global Ambition of client companies to develop their businesses internationally
• Increase the leadership capabilities of management teams

4. Foster and develop entrepreneurship

• Support new and existing start-ups to achieve scale
• Increase the level of entrepreneurship regionally by 25%
• Increase participation from under-represented groups in start-ups

STRATEGIC AMBITIONS

ACTIONS

1. Introduce new Skills Needs Analysis Toolkit to help companies identify skills gaps
2. Increase access to Leadership Development programmes including Innovation 4 Growth and new International Selling Programmes to drive scale and facilitate peer-to-peer learning opportunities
3. Strengthen middle management leadership development to accelerate the growth of companies through programmes such as Management 4 Growth
4. Increase availability of Graduate Programmes to support SME growth
5. Global Ambition marketing campaign will encourage more clients to scale and internationalise their companies

1. Develop a cohesive enterprise support infrastructure nationally and regionally in conjunction with LEOs, Higher Education Institutions and Regional Accelerators
2. Introduce new client engagement model for start-ups to provide targeted supports based on agreed needs and scaling milestones
3. Inspire and drive ambition of entrepreneurs nationally by showcasing successful Irish founders/entrepreneurs
4. Introduce new three month Sprint Programme to help start-ups get investor ready and masterclasses and founder forums to help early stage start-ups achieve scale faster
5. Implement programmes to support participation in entrepreneurship from under represented groups including female entrepreneurs and spin-outs from Higher Education Institutions
6. Improve access to funding through investment in seed and venture capital programmes and the EU’s Horizon 2020 R&D funding programme

Sustain 200,000 jobs and add 60,000 new jobs

€1.25bn R&D spend per annum
2. EXPAND REACH: GROW AND DIVERSIFY EXPORTS

Enterprise Ireland will support clients to accelerate global export growth and consolidate activity in the UK.

**STRATEGIC AMBITIONS**

1. Expand global footprint

   - Increase the level of exports to €26bn per annum by 2020
   - Accelerate exports to markets outside the UK to 67% of total exports

2. Increase exports to Eurozone

   - Increase exports to the Eurozone by 50% by 2020
   - Significant reorientation of client exports from the UK to Eurozone

**ACTIONS**

1. Extensive trade mission and events schedule focused on global opportunities
2. Expand International Markets Week programmes
3. Further development of Enterprise Ireland’s international in-market expertise and networks to respond to client needs
4. Increase the level of market study and inward buyer visits to identify new opportunities
5. New client engagement model to provide targeted supports based on agreed needs and market expansion milestones
6. Increase sectoral and one-to-one client engagements to drive export opportunities
7. New international marketing communications campaign in priority markets to promote Irish clients and sectoral capabilities overseas to help drive export sales
8. Introduce new Strategic Market Review programmes for clients to identify export capabilities and opportunities

1. Implement new Eurozone Strategy to drive exports in priority Eurozone countries
2. Extensive trade mission and events programme focussed on Eurozone and ‘near market’ opportunities
3. Eurozone focussed programmes and International Markets Week
4. Further development of Enterprise Ireland Eurozone in-market expertise and networks to respond to client needs
5. Improved range of supports and services to help clients capitalise on Eurozone export opportunities
6. Increase sectoral and one-to-one client engagements to drive export opportunities in Eurozone
7. New Eurozone marketing communications programme to promote Eurozone export opportunities to Irish companies and promote Irish innovation and key sectoral capabilities to targeted buyers in priority Eurozone countries
3. Consolidate UK exports

- Support clients to effectively respond to Brexit
- Assist clients in maintaining and embedding their market positions in the UK

4. Develop market/sector opportunities of the future

- Build scale in key niche sectors globally

STRATEGIC AMBITIONS

UK consolidation: 33% of exports

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<th>ACTIONS</th>
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<td>1. Implement new <strong>UK Market Development Plan</strong> focussing on growth opportunities</td>
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<td>2. Expand <strong>LEAN programmes</strong> to help improve competitiveness and operational efficiencies</td>
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<td>3. Tailored <strong>sector-by-sector and one-to-one client engagements</strong> to support clients in developing, sustaining and growing their exports</td>
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<td>4. Further development of Enterprise Ireland’s UK <strong>in-market expertise</strong> and networks to respond to client needs</td>
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<td>5. Enterprise Ireland <strong>Brexit Unit</strong> to lead a coordinated cross-agency response to Brexit activities and development of targeted client supports</td>
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<td>6. Implement <strong>Innovation Toolkit</strong> to support client identification of innovation opportunities</td>
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<td>7. New UK <strong>communications programme</strong> to support clients in promoting Irish innovation and key sectoral capabilities to targeted buyers</td>
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4. Develop market/sector opportunities of the future

- Build scale in key niche sectors globally

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<td>1. Introduce new <strong>sectoral engagement model</strong> to work with key sectoral clients, associations and stakeholders across Irish business to identify and grow capabilities in key emerging sectors</td>
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<td>2. Develop and share <strong>market intelligence</strong> to help identify opportunities sector-by-sector that match client capabilities in targeted sectors</td>
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<td>3. Identify new sector opportunities in <strong>emerging growth sectors</strong></td>
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<td>4. <strong>New connectivity initiatives</strong> to stimulate increased cluster formation and peer-to-peer networking</td>
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<td>5. Drive industry, Government and client collaboration in the development and implementation of national sector strategies</td>
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<td>6. New <strong>International marketing communications</strong> programme to promote key sectoral capabilities in priority markets to targeted buyers to help drive exports</td>
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For more information on events and client supports which enable the delivery of the Enterprise Ireland Corporate Strategy 2017-2020 visit www.enterprise-ireland.com

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