

**GLOBAL IRISH ECONOMIC FORUM**

DUBLIN, 7-8 OCTOBER 2011

# **ANNEX 2**

## **REPORT OF WORKING GROUP DISCUSSIONS**

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# GLOBAL IRISH ECONOMIC FORUM

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# GLOBAL IRISH ECONOMIC FORUM

# PREFACE

UCD Michael Smurfit Graduate Business School was pleased and privileged to be asked to provide a team of facilitators to facilitate the working groups at the second meeting of the Global Irish Economic Forum.

The School brought together the resources of UCD Business School, UCD School of Law and its Irish Advisory Board to undertake this work. It also provided a team of students to support the facilitators in their running of the break out sessions.

The output of this work represents the thoughts of 270 people from 37 countries who addressed 15 different themes in 16 working groups over two days. This comes to the equivalent of nearly 1300 hours of work by the members of the working groups.

We hope we have brought an independence and a level of analytical skills to these deliberations, representing here only the opinions expressed in the working groups and reflecting the themes that emerged over the two days of the Forum.

UCD School of Business, comprising UCD Quinn School of Business and UCD Michael Smurfit Graduate Business School, is the only business school in Ireland which holds the triple crown of international accreditations. We are also the only business school in Ireland with degree programmes consistently ranked in the top 100 in the world by the well-recognised Financial Times and Economist magazine rankings. In that position, we recognise that we have a responsibility to lead initiatives that contribute meaningfully to Ireland's economic and social recovery. We see our active involvement in the Forum as one such initiative. We look forward to seeing the fruits of our labour in the implementation of the substantive suggestions which emerged from the Forum.

Ba mhaith liom mo bhuíochas a ghabháil leis an Roinn Gnóthaí Eachtracha agus Trádála as ucht an deis tacú leis an togra seo. Mo bhuíochas freisin le mo chomhleacaithe go léir a tháinig le chéile ar son na hiarrachta, go háirithe Seán Murray a stiúraigh an obair le dúthracht agus éifeacht.

**Ciarán Ó hÓgartaigh**

*Dean, UCD School of Business*



**UCD Michael Smurfit  
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# THE GLOBAL IRISH ECONOMIC FORUM

## Introduction

In reporting on the discussions that took place in the working groups, an approach that attempted to put a structure on the findings of those discussions suggested itself. Rather than produce long lists of ideas and thoughts, it was felt that by grouping these into common themes, it would facilitate both Government and future participants in bringing about implementation.

Five major themes emerged from the working groups. There was a clear sense that there was a need to **(re)envision Ireland** with a view to re-establishing the **reputation** of Ireland through a **(re)engagement** with the world, as a means of **(re)energising** Ireland based on a platform of **reform**. These are each discussed in turn in the narrative that follows and proposals from the working groups (outlined in the Appendices) are categorised under each of the themes.

## Re-envisioning Ireland

The idea of 're-envisioning Ireland' emphasises the importance which participants saw in having a vision for Ireland and the type of country Ireland is to live in and engage with in the world. This sense of vision – as opposed to imagination – is captured in the desire to 're-envision Ireland' and its role in the world.

Drawing on An Taoiseach's desire to build an Ireland that is 'the best small country in the world to do business by 2016', a number of other important characterisations of Ireland were suggested by the participants of the working groups. These included an emphasis on the quality of life ('the best small country in the world in which to live') and the articulation of other aspects of Irish life as means to that end:

- The best small country in the world in which to **live** (with an emphasis on quality of life);
- The best small country in the world in which to do **business**
- The best small country in the world in which to do **tourism**
- The best small country in the world in which to experience **culture**
- The best small country in the world in which to **produce and export food**

In particular, the importance of tourism, culture and food for the vision of what it means to be Irish and in Ireland and as vital aspects of economic growth emerged as strong themes from the working groups. Ireland as a 'green' island was also an important element of a vision of ourselves. In this instance, 'green' encapsulated a number of aspects:

- A green island in which to produce and export food: this was seen as particularly important in the context of the perceived desire of consumers for safe food, produced in a healthy environment;
- An environmentally-friendly Ireland, the importance of exemplars was discussed in this context. Two specific suggestions in this regard were that Government set a target to render two specific Government buildings 'green' or environmentally-friendly by a specified date and that one or two green technologies are identified with a view to Ireland leading the world in their development. These could include, for example, renewable energy sources (such as wind or wave power) and/or smart technologies where Ireland would be the 'test bed' for their commercial development.

- 'Green' finance was also identified as a potentially important engine for the next generation of employment growth in the IFSC with the commensurate need to develop the necessary skills and expertise in this specialist area.

Entrepreneurship and innovation were also identified as other aspects of re-envisioning Ireland. A number of initiatives were suggested in this regard including:

- A Government initiative recognising entrepreneurs as 'heroes'; and
- An increased focus on attracting Foreign Direct Investment Start-Ups where foreign entrepreneurs – who may or may not have any ties to Ireland – would be encouraged to see Ireland as a place to start their business and where Ireland would be a location of choice for such entrepreneurial activity;

It was also suggested across a number of working groups that a re-envisioning of Ireland should involve an expansion of Ireland's horizons in terms of the potential markets for our products and the potential products that we could sell. The Asian and developing markets were suggested in this regard, in particular in the context of the opportunities afforded by the new diaspora in the former, and past and present links – largely seen as benign – in the latter. With regard to new products, a specific suggestion included the potential to market not just Irish food but Irish food systems and production technology, in particular in the Far East. This is based on the idea that agricultural markets are not only interested in our food but in the means of production – a knowledge that could be sold as part of an envisioning of Ireland as a food-producing nation.

Ireland's sense of community was also seen across several working groups as a vital resource, with the potential for greater development of international links. In particular, the parish was seen as a powerful source of identity, long-identified in that context by the Gaelic Athletic Association. This sense of identity, it was suggested, could be utilised in a more powerful and focused way to engage with tourists and returning emigrants. The potential for extending two particular initiatives was mentioned in this regard:

1. The Gathering, an idea from the first Global Irish Economic Forum and launched at the 2011 Forum, details of which are available at <http://www.gatheringireland.com/>
2. Ireland Reaching Out, an initiative well underway in East Galway which involves a parish actively reaching out to identify the descendants of its emigrants worldwide and invite them home, more details of which are available at <http://www.irelandxo.org/>.

Alongside a sense of place, the cultural space was identified very strongly as another important aspect of (re)envisioning Ireland. It was suggested that a World Actors Forum – a Davos for Actors – be hosted in Ireland with a view to enhancing and reinforcing the perception of Ireland as a cultural place.

## **The Reputation of Ireland**

The cultural re-envisioning of Ireland also featured centrally in the discussion of the re-establishment of Ireland's reputation abroad. In particular, culture was seen as, literally, an 'advance party' for commerce. The point was made by one participant that consumers were introduced to Coca-Cola by the movies and the American way of life portrayed in the cinema.

'Making Ireland considerable in the World' was articulated as an important aspect of this reputational piece – 'considerable' having layers of meaning such as a place of importance but also a place worth considering in cultural and commercial contexts. It was also emphasised that Ireland's reputation should be well-founded and, therefore, sustainable; not merely based on how we would like to be seen but on evidence of what we do and how we do it.

Two specific suggestions emerged in this regard:

1. It was suggested that the Government establish a Strategic Communications Unit to actively engage with the diaspora and Ireland's stakeholders overseas. An Taoiseach's and An Tánaiste's positive leadership in this regard was commended and it was specifically suggested that this unit be led by them. The use of new media has the potential to lead a conversational, dynamic approach to Ireland's communication strategy. A Digital Global Television Channel broadcasting out of Ireland and about Ireland is another medium for the implementation of such a strategy.
2. The extension of Ambassadors and Advocates was also suggested as a means of engaging with key stakeholders in Ireland's future. This should be extended beyond the current Cultural Ambassador to Sports Ambassadors (particularly, for example, in golf as a means of reaching new markets in the Far East), Food Ambassadors (given the increased interest in celebrity chefs) and Business Ambassadors (in particular in the context of trade missions).

The planning and organisation of trade missions was discussed across a number of working groups. The view was strongly expressed that participants in the Forum were happy to support trade missions but only if they were carefully planned and professionally organised. In particular, the importance of knowing and respecting local customs is important in this regard. Further, trade missions should not be used as information gathering exercises; intelligence regarding the markets visited should be sourced in advance of the visit. Participants expressed an interest in supporting trade missions in this way, as sources of local knowledge, but only on the basis that they would be in a position to be proud to be associated with the mission and its members during their visit.

## **(Re)Engagement**

Having re-envisioned Ireland and its reputation abroad, the need to re-engage with Ireland's friends overseas was identified as an important next step. The Forum was seen as having an important role to play in this re-engagement, an opportunity that should not be missed.

In particular, the 'structured mobilisation' of Ireland's diaspora was seen as important in making the most of this opportunity. The Forum and its participants were seen as a potential 'network of networks' which should be woven and maintained using new digital technologies, such as databases and social media.

Specific strands of this fabric of engagement were seen as especially important. For example, the potential for participants in the Forum to serve as Champions for Ireland and Irish companies was highlighted. Mentoring roles for Irish companies entering new markets overseas – described as Development Bainisteoir after the RTÉ programme Celebrity Bainisteoir – has particular potential to introduce Irish companies and managers to new markets and several participants were willing to play active mentoring roles. Such mentoring roles should be extended to offering placements and internships in global companies. Further, internships for science students and graduates in world class laboratories overseas was seen as another opportunity for the Diaspora to serve as pathfinders for Ireland.

An investment vehicle through which the Irish diaspora would provide seed funding for Irish business and/or cultural initiatives was also highlighted across a number of working groups. A similar scheme supporting Israel – the Koret Foundation (<http://www.koretfoundation.org/about/index.html>) - was mentioned as a possible model. The Irish language word 'Síol' – for 'seed' – was proposed as a title for such an initiative. Several participants expressed an interest in supporting such properly-structured initiatives.

Allied to this desire for (re)engagement, the importance of cultural centres overseas and initiatives such as Imagining Ireland and Culture Ireland was emphasised. Many other European countries have active cultural initiatives such as The British Council, the Goethe Institute, Alliance Française and Instituto Cervantes. Ireland's cultural engagement could replicate these initiatives.

## (Re)Energising Ireland

The need to (re)energise Ireland was seen as critically important given the country's economic experience in the previous two years. Three particular sectors were seen as particularly vital engines of such a re-energisation: tourism (appendix 3) internationally-traded financial services (and the IFSC) (appendix 6), and food (appendix 8). Each of these were seen as deserving of particular strategic attention and focus.

A number of particular aspects of economic re-generation were also identified including:

- The need to select and invest in the development of winning managers and not just winning companies;
- The creation of an investment environment which encouraged FDI start-ups (also referred to under the 're-envisioning Ireland' theme) as engines of employment growth;
- The introduction of a scheme of entrepreneurial leave whereby employees would be given the opportunity to take a period of leave to start-up a company – just as maternity leave gives birth to a baby, entrepreneurial leave would give birth to a company;
- The identification of the characteristics of a food eco-system which would allow for the branding and marketing of such systems in foreign markets.
- In the financial sector, the need for a microfinancing system was suggested. This was seen as particularly important in the context of SME financing.

## Reform

Finally, reform was seen as the foundation for re-energising Ireland, re-engaging with the world, re-establishing Ireland's reputation and re-envisioning Ireland. The importance of reform was emphasised across a number of working groups.

In particular, the need for government and government agencies to adopt a pro-business attitude was highlighted. Civil Service attitudes to targeting particular initiatives and programmes, to personal responsibility and responsiveness was seen as part of this sea-change in attitude. The need for friendly procurement policies, particularly for SMEs, was also highlighted.

Regulation was seen as a critical issue in the context of reform. However, there were mixed views on whether there is now too much regulation or too little regulation. Nonetheless, it was seen as a critical aspect of the reform agenda and an area worth investing in in the context of learning about, researching and reforming Ireland's reputation as an exemplary regulatory space.

The area of personal taxation was also highlighted as an area in need of reform. There was a view that such reforms should focus on PRSI – in particular employers' PRSI – and the tax code as it relates to non-domiciles (to allow them a favourable tax treatment on investing in Ireland, as in other countries). There was also some discussion in the working groups regarding Ireland's social welfare code and the minimum wage and the need to reform these to make it easier to return to work.

Reform of the visa system was a pervasive theme across several working groups. The view was strongly and generally expressed that the current visa system simply is not working and that it should be reformed. This was particularly emphasised in the context of bringing new talent and expertise into the country and in attracting students from overseas. There was a strong and pervasive view that this area is in need of immediate reform.

There was also a strongly expressed view that the third level sector is in need of reform. This includes the need for consolidation, including the closing and merging of departments and/or institutions, backing winners with the capacity to be world leaders in their disciplines. Participants advocated a qualitative shift in the internationalisation of Irish higher education with international learning experiences becoming the norm for Irish students. It was also suggested that we need to re-imagine the idea of a university, particularly in the light of global trends in technology and the internationalisation of education provision. (This was termed ‘the i-university’ by one participant.)

The business links of universities should also be strengthened with business leaders providing strategic intelligence to universities on an active and ongoing basis. Industrial peer-review should also be strengthened in the composition of Science Foundation Ireland’s review process to enhance the commercial impact of SFI’s research investments. Finally, in this regard, an emphasis was placed on graduates who can sell. The teaching of sales and selling techniques in university programmes should be strengthened so that a cohort of graduates who can sell is developed.

## **Implementation**

There was a universal desire for implementation from the Forum. Participants want to see concrete results. Therefore, it was suggested that there be a 100-day implementation plan and a 500-day implementation plan with clear accountability and reporting of results. The participants felt that would be the hallmark of the success – or otherwise – of the Forum.

At the final plenary session of the Forum when the results of the discussions were summarised, lists of names of those who are prepared/willing to act in specific areas were collected. These are now with the Department of Foreign Affairs and Trade.



# APPENDIX 1

## Forum Topics

The topics considered by the working groups were as follows:

1. Improving our **tourism product and promotion abroad** - what is Ireland doing right and what further practical steps can we take to build growth in this sector?  
Facilitated by: Professor Frank Roche  
Assisted by: Ms Kim McDonnell
2. **Job creation** - idea generating opportunity on how we can create the right conditions in Ireland for significant job creation.  
Facilitated by: Professor Blanaid Clarke and Dr. Gerardine Doyle  
Assisted by: Mr Paul Grannell and Ms Paula Corcoran  
(Due to the numbers participating in this session, two working groups were established to discuss this topic.)
3. **Continuing Success of the IFSC** – the vision for the next ten years.  
Facilitated by: Professor Philip Bourke  
Assisted by: Ms Sorcha Fennell Sheehan
4. The **domestic Irish banking sector**: how does Ireland avoid the mistakes of the past and position itself to take advantage of the future?  
Facilitated by: Dr. Elaine Hutson  
Assisted by: Mr. James Farrell
5. The **Irish food sector**: what further practical steps should Ireland take to expand its global market?  
Facilitated by: Professor Damien McLoughlin  
Assisted by: Ms Tara McCarthy
6. How can Ireland maximise the commercial opportunities available from **investment and R&D**?  
Facilitated by: Dr Séamas Kelly  
Assisted by: Mr. Paul O'Reilly
7. How can we further develop a **culture of innovation** across the economy by building on the Report of the Task Force on Innovation (2010)?  
Facilitated by: Professor Martin Curley  
Assisted by: Mr Conor Mangan
8. How can Ireland and the Global Irish Network work together to **create new opportunities for indigenous** exporting Irish companies by opening new markets and removing trade barriers?  
Facilitated by: Professor Frank Bradley  
Assisted by: Mr. Thomas McNally

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9. The **Global Irish Network** - what should its main priorities be and what further practical initiatives could it undertake?  
Facilitated by: Dr Peter McNamara  
Assisted by: Ms Claire Harrington
10. **Connecting the Irish Diaspora** with Ireland and each other: how can we most effectively engage the next generation?  
Facilitated by: Professor Imelda Maher  
Assisted by: Ms Charlotte Doyle
11. **Foreign investment:** how should Ireland maintain and attract new inward investment?  
Facilitated by: Professor Patrick Gibbons  
Assisted by: Mr Ben Mulligan
12. **The Green Economy:** how can Ireland best position itself to take advantage of its natural resources and green image in developing this emerging sector?  
Facilitated by: Professor Andrea Prothero  
Assisted by: Ms Cathy McGouran
13. How can the global Irish business community and the **creative and cultural sectors** work more effectively together?  
Facilitated by: Mr JP Donnelly  
Assisted by: Ms Anna Walsh
14. **Ireland's reputation abroad:** how can Ireland and the Global Irish Network deliver a new narrative in the international media?  
Facilitated by: Professor Mary Lambkin  
Assisted by: Ms Ciara Palmer
15. How can we further enhance links between Irish higher **education and enterprise**?  
Facilitated by: Professor Bill Roche  
Assisted by: Ms Lisa Madsen
16. Lead Facilitator: Professor Ciarán Ó hÓgartaigh  
Assisted by: Mr. Paul Maher

# APPENDIX 2

## Summary of Major Proposals from the Breakout Groups

This summary of the major proposals from the working groups has been prepared in no order of importance. More detailed expositions on these points are contained in the relevant appendices. It should be noted that similar ideas arose simultaneously in different groups.

1. The Gathering” - Invite the world to join in our renewal and to reconnect with Ireland.
2. A Road Map for tourism is needed. A “White Paper” and a more long term strategic vision needs to be implemented.
3. Use the Irish film industry as a marketing tool. Irish films would help to promote an attractive image of Ireland as a tourist destination.
4. Visas, we need to make it as easy as possible to visit Ireland
5. A World Actors Forum, a Davos for the arts, could be held in Ireland starting in 2014 which would help to build upon the work of the “Gathering”.
6. A case study should be conducted by independent researchers with a view to assessing the existing barriers to business formation.
7. Conduct a prioritisation exercise to identify, agree and communicate future growth sectors and skill-set requirements.
8. Provide greater support at both individual and corporate levels in the form of mentoring, coaching and sponsorship by independent, experienced business people with strong Network involvement.
9. Develop a database to place graduates in firms of strategic importance to Irish growth and also to offer, and market abroad, placements in Irish companies.
10. Tendering, public procurement and foreign tied aid decisions should be studied with a view to identifying opportunities for greater involvement for Irish SMEs.
11. Government should establish a “joined up” group to look after enterprise and job creation which would stay close to business and have a Network involvement.
12. Stimulate specific business activities, in particular the International Digital Services Centre, a Financial Services Administration Hub and the Agribusiness sector.
13. Create a tourism and trade synergy, utilising and developing the infrastructure that will facilitate the development of our tourism industry alongside trade activities.
14. Support indigenous small businesses with access to capital, in particular micro-financing for small businesses, identifying clusters of Irish owned HPSU companies.
15. Make Ireland more competitive with reform centred around the cost of labour, social welfare entitlements and the education system in particular.
16. Develop a strategic and market plan for the development of the IFSC over the next ten years.

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17. The current mature business profile can make the IFSC the back office of the world.
18. Shift the focus of the IFSC to the markets of the future.
19. Move the IFSC upmarket to more highly skilled products with higher margins.
20. New start-up funds should be initiated, ideally involving strong tax incentives, to boost equity and debt funding for SMEs. The 'Saudi Scheme' recognises the link between equity and debt in small businesses, and the importance of each of these sources of finance at different stages in an SME's life cycle.
21. There is a need to put a floor under property prices. Perhaps by carefully distinguishing between land assets and partially or fully completed buildings overseen by NAMA.
22. Remuneration for senior bank executives has to be market-based. Good executives are mobile, and the market for bank executives is international. A unique skill set is required in the next few years.
23. Develop Food Brand Ireland as the umbrella branding exercise for Irish food globally.
24. Establish a global food network comprised of food ambassadors supported by Regional Food Councils. As required, multiple ambassadors may be appointed for each country.
25. Leverage networks to develop long-term positions for the food industry in emerging markets.
26. Drive entrepreneurship and foreign direct investment in the food industry through the development of an "eco-system" for pre-start up entrepreneurs and by attracting experienced entrepreneurs to establish new enterprise in Ireland
27. Investigate the potential of marketing Ireland's expertise in food safety control systems.
28. Develop and support the role of 'Development Bainisteoir'; personalised champions/mentors/coaches that would take young Irish technology entrepreneurs under their wing.
29. Develop the enterprise culture of Irish Higher Education Institutes (HEIs) and public research organisations.
30. Develop more capability in business development (sales) as a key part of the R&D commercialisation process.
31. Link public research investment to economic impact.
32. Taoiseach and Government should be spokespeople for entrepreneurship and innovation, celebrating Irish entrepreneurs and entrepreneurship as heroic.
33. Prioritise Sales and Marketing as areas for investment in education.
34. Formalise collaboration of SME's and MNC's. Many Irish SME's would benefit from the development of a structured and managed format whereby these SME's can receive the advice and expertise of successful MNC's.
35. Increase budget spend from 1% to 2% on R&D over 5 years and focus on R&D productivity and value.

36. Institute an entrepreneurial leave scheme to remove obstacles to Innovation and Entrepreneurship, similar to maternity leave.
37. Establish a mutual fund or bond scheme based on supporting entrepreneurial initiatives as a critical driver of job creation.
38. Identify competitive advantage and focus the export sector on sustainable growth business, reallocating public sector resources, making credit available and creating a slogan for Brand Ireland
39. Establish export links/networks for rigorously selected companies, to appropriate new markets, networking these companies and providing training and mentoring.
40. Diaspora commitment to support exports - form a Diaspora alumni group with a clear willingness to provide tangible support, with a software system to link various 'diasporas' and a Diaspora fund.
41. Identify a project director supported by an executive team drawn from locally based companies, the support agencies and the Diaspora to drive the initiatives.
42. The government needs to be clear on a national Irish economic and cultural strategy that the Global Irish Network fits into. It must be clear on what to do and what not to do and be region specific.
43. Accredite Global Irish Network vertical and horizontal clusters to become trusted partners.
44. The Global Irish Network needs a secretariat to coordinate tasks and keep people to commitments.
45. Síol, develop Koret model to encourage investment into Ireland for small businesses from the Diaspora to provide a springboard for start ups.
46. The Parish, the Diaspora and their descendents are identified and formally written to, notified of their link to the parish and invited to visit, in general and/or on a particular week.
47. Create a network of networks for the Diaspora.
48. Combine the demonstrated competence of the IDA in generating FDI, with the competence in EI of stimulating high-potential start-ups.
49. There is a need to ensure that the IDA is adequately resourced for the challenges it faces. The current position is that it is inadequately resourced.
50. There is a need to ensure that regulation is appropriate across all sectors, including the need for ongoing assessment of the impact of regulation.
51. We need to look to Asia, including the Middle-East, as a source of capital and a source of students for our education system. The creation of a Minister for Asia would be a powerful symbol.
52. The nation should, over the long term, take ownership of the Green Brand and build this into the existing notions of Green Ireland at home and abroad.

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53. Cluster the assets of government, private sector and academia's key strengths in the green space to lead to developments in collaborative entrepreneurship, new green initiatives in the space and identification of convergences.
54. The size of the nation means we have credibility to become a test bed for green initiatives.
55. Maximise the potential of digital platforms to forge connections and keep the Irish conversation alive.
56. St. Patrick's Day is an opportunity to transform a national event into an international day of culture.
57. The development of Culture Ireland has had enormous success in the US and needs to be sustained and rolled out in other markets such as Asia.
58. Culture needs to be retained and developed within the school curriculum.
59. Have a Cultural Marketplace Conference in Government Buildings to enable the bringing together of business and philanthropic investors with the cultural community.
60. Establish a Strategic Communications Unit in the Taoiseach's Department
61. Create a communications programme led by the Taoiseach.
62. Establish a formal Advocacy System, appoint Advocates in key parts of the world.
63. Expand the Farmleigh Fellowships Programme and extend fellowships beyond Singapore to other regions.
64. Make a qualitative shift in the internationalisation of Irish higher education. Study abroad should become standard for Irish students and Ireland should seek to attract international students.
65. The Government should be focused and competitive when investing in third level education, rewarding excellence and removing duplication.

# APPENDIX 3

## *Improving our tourism product and promotion abroad - what is Ireland doing right and what further practical steps can we take to build growth in this sector?*

Facilitator: Professor Frank Roche  
Assistant: Ms Kim McDonnell

### Final Outcomes:

1. "The Gathering"- Invite the world to join in our renewal and to reconnect with Ireland:
  - Tax Breaks for those involved, Volunteerism, 1,000 Welcomes
2. A Road Map for tourism is needed:
  - A "White Paper" and a more long term strategic vision needs to be implemented. One that involves not only members of specific tourism parties but that involves various other third parties such as business owners and other government bodies.
3. Using the Irish Film Industry as a Marketing tool:
  - The Irish film industry needs to be utilised in order to promote and market Ireland to the rest of the world. DVD Distribution of classic Irish films, such as the Quiet Man, in countries around the world would help to do this. These films would help to promote an attractive image of Ireland as a tourist destination.
4. Visas:
  - The Short Stay Visa Waver Programme commenced on the first of July of 2011 and will run as a pilot until the end of October 2012. Ireland has put processes in place but more needs to be done in the long term. This is especially with regards to the Olympics in 2012; we need to make it as easy as possible to visit Ireland for those travelling to the UK during this time.

### Challenges Identified:

There has been a decline in tourist numbers visiting Ireland over the past few years. In 2007 tourist numbers peaked at 7.7 million but there has been a 25 percent decline since then with tourist numbers reaching 5.8 million in 2010. This is especially worrying when we look at our current biggest tourist market, the UK, which has seen a decline of 30%.

There is a lack of clarity with regards the authenticity of the presentation of Ireland as a brand. There is a need to deepen the tourist experience and the value they receive when they visit Ireland. This could look to encompass the cuisine, the people, the culture and our scenery.

There is a lack of awareness of Ireland as a tourist or holiday destination within emerging or developing economies such as China. In addition to this, there are difficulties with regards to tourists gaining entry into the country. Tourists from China and Asia can acquire visas for the UK but visas for Ireland are a lot more difficult to obtain.

There is a need to increase the attractiveness of Ireland as a destination for tourism and in order to do this there is a need for joined-up thinking within the industry. There is a need to unify all tourist attractions in Ireland so as to capitalise on tourist numbers within the country and to increase the attractiveness of the hospitality sector.

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### Suggested Solutions:

#### A Long Term Plan:

A “White Paper” or roadmap to underpin tourism development to 2020 is required. This should cover all aspects of tourism in Ireland and what we want to achieve on a long term basis. This will help to ensure that there is a unified approach by all parties including non-tourism interests, when promoting Irish tourism abroad.

#### New Markets:

Within new and emerging markets there is a lack of awareness of Ireland as a tourist or holiday destination. Promoting Ireland abroad is vital and the implementation of a visa programme which is user friendly could help to alleviate this. The idea of Irish ambassadors in both cuisine and golf for example would help to build this awareness of Ireland within these markets.

There are difficulties with regards to tourists gaining entry into the country. Ireland needs to create a much easier and straight forward system for tourists to gain entry into the country, especially for those from Asian markets such as China.

For developing markets we need to ensure convenient air access for visitors. In the absence of direct flights into Ireland, it makes sense to work with existing carriers, such as Etihad, who are active in the market and can bring people directly to Ireland through their hub in Dubai.

Ireland needs to focus on one emerging tourist market as opposed to many at the one time, for example the emerging Chinese market. Both long and short haul access transport needs to be addressed with regards to accessing the country and Trade Missions need to become a core strand of the “White Paper” or long term plan for tourism.

There is a need to introduce terminals that can read and authorise Asian credit cards in Ireland. This will ensure ease of shopping and spending money for these tourists while visiting Ireland.

#### Niche Markets:

Geographic niches need to be created within foreign countries. Airline routes such as Dublin to Nice or Dublin to Biarritz could be used to develop these niches. Local promotions could include local broadcast and other events that would tell the “story” of Ireland and promote the country to the local areas.

Specific target market segments should be identified and used to increase tourist numbers. An example of this would be the Grey market, whereby, all inclusive tourist packages could be developed in order to appeal to an older or wealthier demographic. This market segment would be interested in all inclusive packages that would be very interesting and include comfortable hotels, tourist attractions and fine cuisine.

#### Promotion:

The “Gathering” is an invitation to the world to come and join in Ireland’s renewal after some difficult times. It is a year-long event of gatherings, events and happenings that will promote Ireland’s unique culture. It will encourage all the citizens of Ireland to get involved in their local community and to take part and experience local food, music, dance and sports. It would look to have an increase of 350,000 visitors to Ireland in 2013

The powers of Irish films and films made in Ireland have significant potential for tourism promotion abroad. This would further help to create a “Brand Ireland” and position Ireland as an attractive tourist destination.

Where Ireland does not have permanent overseas tourist offices, satellite tourist offices could potentially be set up around the world to extend our reach. These would be within different counties and would be run by third party representatives such as Travel Agencies. Incentives would be provided for those upon reaching their targets. This is based on an idea created by Mayor Bloomberg in New York City.



Irish ambassadors for tourism should be introduced. The possibility of golf ambassadors was discussed along with actors, chefs and GAA stars.

Combining agriculture and food with Irish tourism has the potential to promote Ireland and increase its attractiveness abroad. The cuisine of Ireland should be capitalised upon and the use of celebrity chefs as ambassadors for Ireland was discussed. This could also look to include Irish Food Weeks and to creating culinary networks of chefs.

**Awards:**

The creation of Citizens Awards; this would be for those that extended hospitality towards tourists or anyone visiting the country. These would look to maintain the integrity of Ireland and would be based upon the Golden Key awards that are given within the concierge industry every year.

# APPENDIX 4

## *Job creation - idea generating opportunity on how we can create the right conditions in Ireland for significant job creation.*

Facilitator: Professor Blanaid Clarke  
Assistant: Mr. Paul Grannell

### Final Outcomes:

1. It was suggested that a case study be conducted by independent researchers with a view to assessing the existing barriers to business formation. This would take the form of a “walk through” of both an FDI and an indigenous start-up company from inception through to the establishment and early development of the company. The objective would be to identify the various decisions which need to be made, the support available (financial and non-financial), the costs incurred, the different bodies engaged with, the red-tape involved and the time-line with a view to making recommendations for improvement. The research should also compare the Irish start-up process against processes in what are perceived to be “best in class” jurisdictions such as Singapore.
2. It was suggested that a non-vested interest group, supported by the Network, should conduct a prioritisation exercise to identify, agree and communicate future growth sectors and skill-set requirements and to identify gaps in skills and resources in order to allow for a refocusing of the education system, training programmes, enterprise policy and enterprise agency reports.
3. It was recommended that greater support in the form of mentoring, coaching and sponsorship be provided from independent (i.e. no equity/financial interest) experienced business people with strong Network involvement. This could be done at an individual level by supporting managers and also at a corporate level by establishing a strategic alliance (e.g. under an “Adopt a Company” campaign) between individual small Irish companies and large multinational companies. A related scheme proposed the placement of foreign entrepreneurs in Ireland.
4. It was proposed that a database be developed to place graduates in firms of strategic importance linked to Irish growth and also to offer, and market abroad, placements in Irish companies.
5. It was suggested that tendering, public procurement and foreign tied aid decisions should be studied with a view to identifying opportunities for greater involvement for Irish SMEs.
6. It was proposed that a “joined up” group be established by the Government to look after enterprise and job creation which would stay close to business and have a Network involvement.

### Other Proposals Discussed:

In a wide-ranging discussion, the Government was invited to give further thought to:

- facilitating the establishment of an Infrastructure Bank dedicated to infrastructure projects and a Smart Bank;
- providing venture capital to facilitate the consolidation of small Irish companies;
- providing tax credits for start-up job creation and immediate tax credit on R&D;
- using tax incentives to attract gaming companies;
- the re-introduction of a passport for investment scheme;
- developing different means of incentivising entrepreneurs;
- supporting the development of entrepreneurship programmes in Universities;
- encouraging an “Adopt an Artist” programme;
- providing greater support for jobs in the Arts;
- facilitating the placement of construction workers in countries such as Canada or Australia;
- organising a regular weekly Webinar on Irish developments and initiatives, job creation etc;
- promoting education as a saleable commodity (including English language programmes);
- exploring further opportunities in the Asian and African markets; and
- encouraging Irish corporate employers to provide skills training for those newly unemployed.

# APPENDIX 5

## *Job creation - idea generating opportunity on how we can create the right conditions in Ireland for significant job creation.*

Facilitator: Dr. Gerardine Doyle  
Assistant: Ms Paula Corcoran

### Final Outcomes:

#### 1. Stimulating Specific Business Activities

- The International Digital Services Centre (IDSC) was a winning proposal under 'Your Country Your Call' and now requires support from Government agencies to implement the initiative. It will create a physical and virtual cluster of digital services companies in Ireland – to be a vibrant environment where the digital content & technology communities converge to create, grow and build new business opportunities. Building upon the massive success of global digital services companies in Ireland such as Cisco, HP, Google, EMC, Microsoft, Salesforce amongst others, IDSC will work with government agencies and other channels promoting Ireland as the ideal Gateway for digital services companies (FDI) wishing to access European markets from the US, Europe, Asia–Pacific, and vice versa, and to nurture and support indigenous digital services growth through clustering and delivery of value-added services. It is envisaged that over a period of ten years the IDSC has the capacity to generate 10,000 direct jobs and 20,000 indirect jobs in Digital Services and associated industries. The IDSC will actively promote Ireland as the only European hub for digital services companies based on the undeniable competitive advantage that Ireland has hosting the European headquarters of the majority of global technology providers.
- Develop as a Financial Services Administration Hub. The back office support activities of Lloyds are currently moving out of London due to cost issues. This is seen as an opportunity for Ireland to attract significant companies e.g. Willis, known as invisible earners, which we currently do not exploit.
- Develop the Agribusiness sector further as the top five food businesses are Irish owned. There are also opportunities to develop the horse sporting/tourism and bloodstock businesses e.g. consider Ireland hosting the World Equestrian Games.

#### 2. Creating a Tourism and Trade Synergy

Opportunities exist to regain our lost share of tourism. Air traffic into Ireland decreased by 14.7% in the last year while in most other European countries it increased by 4.6%. It is argued that the infrastructure exists to develop our tourism industry alongside trade activities. It was argued that for countries with whom direct flights exist, there is the potential to increase trade with that country by some 20%. With new direct flights to Dubai commencing in January 2012, we should exploit this opportunity for trade as well as tourism with the Middle East.

- Tourism surrounding gambling/casinos should be considered as they offer more than gambling activities e.g. conventions and related services. (Singapore as an example.)

#### 3. Supporting Indigenous Small Businesses

Access to capital at all levels of the capital structure needs to be made freely available. Ireland needs to develop commercial loan funding in the state, in particular micro-financing for small businesses. In addition we should identify Irish owned HPSU companies (three years old) and bring them collectively to a commercial bank for funding.

- Ireland should reward high employment growth companies financially to encourage job creation.
- The roles of the IDA and Enterprise Ireland to be reviewed and a restructuring of their activities should be considered.
- Regulation for small businesses needs to be simplified and tailored to their needs.
- Expansion of the internship programme should be considered.
- Continued commitment to education needs to be strengthened.
- UCD Michael Smurfit Business School should be asked to write up 3-4 case studies of successful and unsuccessful indigenous start ups in order to analyse the factors contributing to success or failure for start ups.
- It was highlighted that there is considerable goodwill amongst the global Irish diaspora to mentoring, advising young Irish companies. This wealth of knowledge, experience and goodwill should be utilised more fully.

#### 4. Make Ireland More Competitive

Many of the right conditions for job creation in Ireland can be analysed under the 'Reform' agenda. Reform to be centred around

- the cost of labour (specifically employers' PRSI, the minimum wage and Government salaries),
- social welfare entitlements (provide free services rather than cash) and
- the education system. Languages, problem solving and mathematics are areas that should play a central role in our education system and should be compulsory. Higher level education should be consolidated, creating centres of excellence which in the long term will lead to higher value jobs.

There was also a concern that we focus on job preservation in addition to job creation.

#### Other Proposals Discussed

- Use Ireland as a test bed for technology.
- One stop shop for start up businesses. Have a body that prevents the need to approach several agencies to get an idea to operational stage.
- Tourism Niche: focus on Middle-East golf sector: suitable climate, suitable hotels. (Beyond America and Australia etc.)
- 80:20 rule: Investigate what it would take to convince the top 20% of companies in Ireland to increase the numbers employed.
- Market houses held by NAMA to diaspora as a second home.
- Grant Aid for employment of new staff on the first anniversary of employment.
- Propose that people release their pension fund by 25% now to benefit the liquidity of the economy to encourage spending.
- Launch a National Business Plan Competition at Irish Universities.
- Get rid of plastic signage across Ireland by introducing hand painted signs and improve its image in the eyes of tourists.
- Milk Quotas: Extend these so milk is not going to waste. Create jobs in Rural Ireland.
- Stimulate retail sector by offering voucher that could be offset against personal tax. (Similar to the US.)

# APPENDIX 6

## *Continuing Success of the IFSC – The Vision for the Next Ten Years.*

**Facilitator:** Professor Philip Bourke  
**Assistant:** Ms Sorcha Fennell Sheehan

### **Final Outcomes:**

- 1. Ireland needs to develop a Strategic and Market Plan for the development of the IFSC over the next ten years, this plan should include a focus on what will enable its development, the building blocks for success**
  - IFSC training, education and the creation of a Research Centre (physical or virtual). Irish universities need to cooperate to produce people with the right skill sets to create and run the products of the future.
  - Creation of the right tax and regulatory operating environment. This involves both personal as well as corporate taxation and an approach to regulation in its broadest sense, encompassing data protection. It follows that people skilled in regulation and compliance are also needed. People who properly understand the industry they are regulating are as important as the regulations themselves
  - Creating the correct environment, making Ireland an attractive and interesting place to work, can entice industry leaders to work here. In turn this will create its own infrastructure to service them
  - The correct infrastructure is also essential including the most advanced technologies, which are the life blood of these industries.
  - The Diaspora is willing to join work streams to advance each of these.
- 2. The current mature business profile can make the IFSC the back office of the world, in terms of**
  - Compliance
  - Clearing Systems
  - Outsourcing Services
  - With focus on China, India, Korea

But competitiveness is key and there were question marks over whether Ireland is simply competitive enough for what can be a highly mobile business.

Companies are going to outsource their whole operations in these areas and buy them back as a service

- 3. We also need to move upmarket to more highly skilled products with higher margins in**
  - Green energy finance is a potentially important engine for the next generation of employment growth and as an exemplar of what it means to be a green island.
  - Energy Finance
  - Alternative Investment Funds
  - Structured Products
  - RMB Trading

Creation of a hub, the massing of brain power and associated services, makes it 'sticky' and sustainable.

Create a single platform; create a utility that could be used by a number of banks. We need a solid platform; a single clearing and settling platform for EU. Will legislation allow for both to be done by one organisation? Ireland has an advantage over UK – Eurozone. People are spending a lot of money trying to self clear, it's unrealistic

#### 4. We need to shift the focus of the IFSC to the markets of the future

- Shift State support to emerging markets in Asia, China, India, Hong Kong, Singapore. China wants to make its currency convertible and is looking at Europe. Ireland is the only English speaking country in the Euro, which makes it attractive for emerging countries like India.

However, we need to understand these markets from the inside which requires people on the ground there.

- We need to identify the key influencers and organise a structured mobilisation of the Diaspora to achieve this.
- We need to identify key individuals and companies and focus on targeting them. The suggestion is we target major players, both as individuals and as businesses and determine what it takes to get them to come here.
- There needs to be clarity around the State agencies with the responsibilities in these areas. It's vital that they understand the nature of the businesses they are trying to attract.

The Group recognised that taxation issues and the nature of some of the products may not be palatable to a wider audience. In particular, the need for incentives is not currently popular but if we wish to compete globally we have to recognise the realities of the market.

# APPENDIX 7

## *The domestic Irish banking sector: how does Ireland avoid the mistakes of the past and position itself to take advantage of the future?*

Facilitator: Dr Elaine Hutson  
Assistant: Mr. James Farrell

### Final Outcomes:

#### 1. SME financing

It was well understood amongst the delegates that SMEs are responsible for most of the employment growth in any economy. Several delegates argued that rather than debt via bank financing, SMEs need equity; many stressed the importance of angel financing, particularly for start-ups. Many recommended that new start-up funds be initiated, given that most venture capital these days goes to more established firms. Ideally this would involve strong tax incentives for investors.

One delegate, however, stressed that robust equity and debt markets were essential for high-growth startups and SMEs. This was an area where there was some consensus, but not full consensus. One delegate argued that the shortage of funding was at second or 'growth' stage, where considerable debt (bank) funding is needed and where strong employment growth is likely to occur. There are plenty of angel-type funds here to fund startups but what is lacking is growth-stage financing.

One delegate argued that VC funding actually retards growth in Ireland because the most common exit strategy for VCs supporting Irish firms is a trade sale – to foreign buyers.

Some suggested industry policy-type targeting of industry sectors to support, particularly those with an export focus; others argued against government interference in these sorts of decisions.

One delegate suggested that the 800 Enterprise Ireland-supported firms be surveyed about their experience with applying for loans, and their financing needs. According to another delegate, EI-supported firms don't tend to apply to banks for loans.

#### *Some other suggestions*

- There is a mentoring system in the US – a diaspora network mentors Enterprise Ireland sponsored companies wanting to target the US market. This needs to be extended to other countries.
- New business owners (those that acquire existing SMEs, particularly those in financial distress) should be able to carry forward tax losses from previous owners.
- Encourage pension funds from abroad to invest their venture capital allocation in Irish VC funds.
- A diaspora VC or angel fund; link with the Network and existing diaspora mentoring networks. One or two delegates stressed that this should be independent of government.
- There were some concerns about government-related VC and angel initiatives crowding out private initiatives/funds.

#### 2. The Saudi scheme

Of particular interest was a carefully detailed suggestion from a delegate with experience of the approach used in Saudi Arabia. The Saudis seemed to recognise the link between equity and debt in small businesses, and the importance of each of these sources of finance at different stages in an SME's life cycle. He suggested that it's very important to create a 'framework' for supporting small business development.



The scheme has several elements. An SME Trust was set up by the banks, which matched equity funds from private contributions. Loans are determined with reference to personal credit criteria, rather than a business plan or similar. This was in recognition that in start-ups 'picking winners' is impossible. He said that it is a better idea to identify good people. In tandem with this fund, a loan guarantee system should be put in place that offers guarantees on bank loans to small business. This was mainly for second-stage lending. The delegate reported that in the scheme's first few years there was a very low delinquency rate on these loans; 97 percent of loans were paid back. An important element of the loan scheme was a training programme for credit officers in the banks; they were trained to work closely with the SMEs. Another element is a network of people – similar to the Global Irish Network – willing to be business mentors. The mentors work together with the SME founders on business plans. They had an excess of experienced business people volunteering to be mentors.

### 3. Putting a floor under property prices

On this issue, there was a wide variety of opinion and little consensus. One serious suggestion that seemed to get some support was to carefully distinguish between land assets and partially or fully completed buildings overseen by NAMA. Urban land could be 'warehoused' or 'locked up' for a long period. Warehousing for long periods – 20 to 30 years – might assist in helping to put a floor under residential property prices.

On the opposite end of the spectrum, one delegate advocated the 'fire sale' approach to finding the bottom of the property market – sell everything over 3 to 6 months. This will quicken the 'horror', he said – it would be less painful than spreading it out over 7 or more years.

#### *Other suggestions that came up in this discussion*

- Attract people to Ireland by offering a capital gains tax holiday for people that come from abroad to start businesses.
- Change domicile rules to attract wealthy people to live in Ireland. Perhaps some of the diaspora could be attracted here to start businesses.

### 4. Staffing and remuneration in Irish domestic banks

This was the only area discussed in these sessions for which there was consensus. All agreed that remuneration for senior bank executives had to be market-based. Good executives are mobile, and the market for bank executives is international. A unique skill set is required in the next few years to renew and regenerate the banking system here. The banks need to 'get back to basics' – conservative institutions capable of funding themselves and making loans across a range of sectors (rather than being dominated by lending to property as they have in the recent past), with robust risk management practices. Ideally Ireland should attract people with extensive experience of such a transition phase.

The key, some delegates suggested, is to ensure that remuneration is directly linked to performance, and there is complete transparency in how bank executives are compensated. One suggestion was to look at how private Swiss banks reward their executives; they are granted shares but there are strict rules on when these shares can be 'cashed in'.

Morale in the domestic banks is 'on the floor', according to one delegate. Employees need to see a future for the bank they work for. Another delegate said that the remuneration issue was also relevant at lower ranks in the domestic banks. The fact that no performance-related compensation was possible affected the efficiency of branches too. While it was acknowledged that there were political sensitivities about these issues, it was suggested that the government needed to lead rather than follow public opinion on these important issues.

### 5. A code of ethics

This came up right at the end of the second session, so there was no time to follow it up. The delegate that suggested this stressed the importance of altering the culture of Irish domestic banking.

# APPENDIX 8

## *The Irish food sector: what further practical steps should Ireland take to expand its global market?*

**Facilitator:** Professor Damien McLoughlin

**Assistant:** Ms Tara McCarthy

### Challenges Identified:

The challenge for Ireland's food industry is to increase exports to €12bn by 2015.

This target was identified in Food Harvest 2020, the national policy document for the food industry. This document, together with Bord Bia's Pathways for Growth provide a solid policy framework for the food industry that has the support of firms and is actively managed by the Minister for Agriculture.

The principle challenges to achieving this goal were identified as:

- The need to anticipate future market needs
  - Food was recognised as an R&D intensive industry but also one in which closeness to the market and the consumer/customer was essential
- The challenge of painting a picture of Ireland in customers' minds.
  - The markets with greatest growth potential over the next 20 years have little recognition of 'Brand Ireland' or understanding of Ireland's qualities as a food source.
- Provide an ecosystem for enterprise
  - Entrepreneurship in the food sector lacks an ecosystem that could support start-ups or attract scaled entrepreneurs into Ireland.
- Sell inputs for further processing
  - Food exports in 2011 of almost €9bn will be accounted for by six firms. These firms sell high quality inputs for further food production. With targeted marketing and increased competitiveness, these six firms can drive Ireland's food exports to €12bn.
- International market presence
  - Irish firms need to have a long term, leadership presence in international markets if they are to have success in the long term.

### Final Outcomes:

#### 1. Develop Food Brand Ireland

Food Brand Ireland will be the umbrella branding exercise for Irish food globally. The work already undertaken on Food Brand Ireland by Bord Bia was endorsed. It was recognised that Ireland as a whole would have to engage in a similar exercise and that food, while inevitably playing a leading role in defining that brand, would seek to be consistent with that overall effort but should not delay its own efforts.

The unique features of Food Brand Ireland will be the quality, sustainability and health giving benefits of Irish food products. The brand will be built upon customer insight but recognise that for Ireland the majority of these are business customers rather than retail consumers. Therefore the brand should be capable of leading business customers in the development of global markets and driving the internationalisation of consumer brands.

#### 2. Establish a Global Food Network

Ireland will establish a global food network comprised of food ambassadors supported by Regional Food Councils. As required, multiple ambassadors will be appointed for each country. The Councils and ambassadorial posts will be built for action in three areas: developing market insights particularly on emerging trends, providing access to trade contacts in new markets and improving access to local media.

The Global Food Network will also promote a programme similar to the EU Stage system. This will involve managers from pre-screened Irish food exporters who wish to develop fast expertise in a particular geographic region securing intensive learning appointments in firms already operating in the region of interest.

### 3. Leverage networks in emerging markets

Ireland will develop long-term positions for the food industry in emerging markets. Ireland has a level of influence through its links in education and international development with countries in Asia, Africa and Latin America that in the long-term will be important markets for the Irish food industry. An opportunity exists to build partnerships now based on these already established links and early market investments by food investors that will make the development of these markets in the long term more viable. These early market investments may be the result of aid programmes encouraging the growth of food industries in the developing world or may be government-supported investment of firms with a pre-existing presence in emerging markets.

### 4. Drive Entrepreneurship and Foreign Direct Investment

The next generation of export-oriented food and drink companies will be supported at three levels.

- **New Entrants:** Bord Bia investment in the development of an “eco-system” for pre-start up entrepreneurs was endorsed. This was seen as a useful funnel for new firms to flow into the existing Enterprise Ireland high potential start up (HPSU) infrastructure which has established expertise in firm scaling.
- **Scaled Entrepreneurs and Foreign Direct Investment (FDI):** Two related challenges exist in this area, to attract experienced entrepreneurs to establish new enterprise in Ireland rather than elsewhere and to attract FDI of the more typically MNC kind. Enterprise Ireland has responsibility for attracting and managing FDI in the food industry.

Participants felt that both of these areas could be supported by incentives and supports typically used in other industries including the establishment of an IFSC type initiative for food entrepreneurs and FDI partners. This would be a location where Irish and international firms of large and small size would be attracted to conduct particular activities, likely to be research based. Food Health Ireland, the Enterprise Ireland supported initiative in dairy undertaken in partnership with Universities, food agencies and industry was cited as a model for such an initiative. This initiative would be supported by tax incentives and specifically the alignment of university education and research.

### 5. Investigate the Potential of Marketing Ireland’s Food System

The potential of establishing a commercial enterprise to market Ireland’s expertise in the management of food systems will be explored. One of the greatest challenges facing the global food industry is the provision of safe food. Representatives from a number of emerging economies have visited Ireland and expressed interest in understanding more about the Irish food system. A study will be undertaken to explore the feasibility of establishing a commercial enterprise that would market Ireland’s food system and expertise in the management of food systems internationally.

## Actions to Be Taken:

#### 1. Food Brand Ireland

Bord Bia to continue to invest in developing Food Brand Ireland incorporating the advice from GIF participants. Food Brand Ireland will be launched within the calendar year 2012.

#### 2. Global Food Network

Bord Bia to establish protocols and terms of reference for the operation of global food networks. The Global Food Network will be piloted in 2012.

#### 3. Leveraging networks in emerging markets

Dept. of Agriculture, Food and the Marine and the Dept. of Foreign Affairs and Trade to investigate the opportunity

## APPENDIX 8

### 4. Entrepreneurship

Enterprise Ireland will seek to draw overseas food entrepreneurs into Ireland via new FDI investments, either through partnership with the existing food industry, expansions of multinationals already in Ireland, or through new green field investment.

### 5. Marketing Ireland's Food System

The Dept. of Agriculture Food and the Marine will conduct a study to assess the potential for the commercial sale of Ireland's expertise in the establishment and management of food systems.

# APPENDIX 9

## *How can Ireland maximise the commercial opportunities from investment in R&D?*

Facilitator: Dr. Séamas Kelly  
Assistant: Mr. Paul O'Reilly

### Final Outcomes:

#### 1. Development Bainisteoir

There are opportunities to leverage the considerable experience and goodwill of members of the Global Irish Network by developing and supporting the role of 'Development Bainisteoir' – i.e. a personalised champions/mentors/coaches that would take young Irish technology entrepreneurs under their wing. This is envisaged as a highly personalised relationship with considerable access offered by the bainisteoir.

One possibility for implementation would be to develop a database of bainisteoirs (by sector/location etc.), although human oversight of the network might also be important. The metaphor of matchmaking was also alluded to – i.e. frame the problem as one of introducing people to suitable dates!

There is a need to think about the development of a specific approval process (for coachees) that might be linked to the winning of agency financial support. Protocols and expectations for the relationship(s) might also need to be considered.

#### *Two broad models of engagement were considered:*

*Pro-bono bainisteoir* – no fees or equity stake would be involved (no sense in which they would want to be seen to be 'exploiting' the relationship). This might suit retired diaspora who want to give something back or those working for big MNCs who would find it difficult contractually to get involved with other companies/entrepreneurs for financial benefit.

*Bainisteoir with a stake* – the point was made that if bainisteoirs were allowed take a stake ('have some skin in the game' - however small), that this might increase their interest and involvement and also dramatically expand the number of people who were prepared to act in this capacity.

#### 2. Development of enterprise culture in Irish HEIs and public research organisations

There was a strong view that there is a need to develop the enterprise culture of Irish Higher Education Institutes (HEIs) and public research organisations. Several suggestions were made to address this issue, including the following.

- Establish appropriate incentives. It was noted that the performance evaluation systems of the HEIs did not encourage academics to engage with industry or technology transfer. It was suggested that academic performance evaluation criteria need to be further amended to direct academics towards engagement with enterprise and industry generally.
- Develop mechanisms to link entrepreneurs and researchers. A view was presented, which did not meet with significant dissent, that academic researchers are not the optimal agents for commercialising research and that entrepreneurs, particularly established entrepreneurs, offer significantly more potential to deliver results in terms of research commercialisation. In this context, it was suggested that there is a need to put in place mechanisms that will support appropriate 'match-making' (the notion of a research clearing-house?).
- Facilitate more movement for faculty in and out of the university. Need more faculty with real commercial experience. One aspect of this might be the need to remove salary caps to attract the right kind of people in.

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- Attract Industry onto the HEI Campus. Established and emerging enterprises should be invited to establish facilities on campus at the different HEIs. This would have the benefit of encouraging collaborative research, whilst also assisting with the cultivation of an enterprise culture on campus. It should be expected that this would involve significant development activity from the HEIs, in order to attract industry on campus (i.e. more than simply offering an open invitation).
- Encourage students to engage with commercial issues from a very early stage. Do this through the promotion of enterprise competitions, projects, courses (every university student in science/technology area should have to do an entrepreneurship course?).
- Encourage greater collaboration between business and engineering schools. Provide funding to encourage collaboration and emphasise the development of joint programmes. Such collaboration has the potential to provide graduates with a set of skills that are required for technology entrepreneurship (e.g. ESTEEM Programme at the University of Notre Dame, where graduates undertake an advanced programme in business and engineering with a view to planning and starting a commercial enterprise).
- Reconsider the emphasis on producing more PhD graduates. Question is, to what end are these PhDs being produced? It was suggested that PhDs want to pursue an academic career, rather than a commercial one.

### 3. Development of Business Development (Sales) capability for technology products

A key part of the R&D commercialisation process in which we need to develop more capability is that of business development (sales). (Manufacturing) MNCs have been instrumental in developing strong engineering capacity in Ireland, but business development/sales have typically been located in the home base. We need to produce/develop graduates who can sell (Irish people should have the requisite charm to do this very well). Options for action here include:

- Try to attract MNCs to locate their European HQs in Ireland, bringing their European Sales/Marketing function with them.
- Try to position Ireland as a centre for excellence for business development/sales training.
- The point was also made that Irish business schools and universities do not produce people who are good at business development/sales.

### 4. Linking public research investment to economic impact

- Consolidation and Prioritisation of Research. Concern was expressed that while the investment in R&D had increased, the scale of the investment was not significant on an international basis. For example, it was suggested that a number of US universities have research expenditure that exceeds the total investment in R&D in Ireland. In this context there was a case for consolidation of research investment in Ireland into areas where, as a nation economy, Ireland is competitive. There was broad support for the research prioritisation exercise that has been undertaken in Ireland, while it was noted that caution should be taken in its implementation so as not to impact negatively on the enabling technologies. It was argued that a holistic approach had to be taken. Another view was offered that there was a need to consolidate research funding in a smaller number of institutions. It was argued that there was a need for Ireland to establish one world class university capable of high ranking. There was not a consensus view developed on this, with others making point that structures were not the critical issue, but that the actual research and commercialisation practices promoted were more important.
- Strengthen economic mandate of research support system. There was strong support for strengthening the economic mandate of the research support system. This should be done by prioritising the research in areas where Ireland is competitive and where jobs might be created. Other suggestions included:
  - The research proposal evaluation process should be amended to provide for more industry-based peer reviewers.
  - Monitoring of research programmes should be enhanced with a threat of termination for research activities that are not following the economic mandate or are unlikely to achieve the economic mandate. While there were some suggestions for more of the public research investment to be passed directly to industry for them to commission the research, the overall view was that there is a need to maintain a balance and that industry should be willing to pay for research. In this regard it was suggested that funding need not necessarily have to come from individuals or companies based in Ireland.

## Other Proposals Discussed

- Support networks between Irish researchers based in Ireland and diaspora researchers  
It was noted that many Irish academic were working in high quality international universities and research institutes. It was suggested that this provided an opportunity for high quality relationships and transfer of knowledge. This would require research seed funding which would likely be matched by the partner international institutions. There is also an opportunity to leverage the diaspora academics to learn of technology transfer practices in their institutions.
- Irish Enterprise Brand Ambassadors  
Replicate the success of Gabriel Byrne as a Cultural Ambassador with the establishment of Irish Enterprise Brand Ambassadors, as a means of opening doors to promote Ireland as an R&D location. Leverage the goodwill on the part of high profile Irish people (e.g. Bono, Rory McIlroy etc.) Ambassadors might be expected to donate 3-4 days per year.

# APPENDIX 10

## *How can we further develop a culture of innovation across the economy by building on the Report of the Task Force on Innovation (2010)?*

Facilitator: Professor Martin Curley  
Assistant: Mr. Conor Mangan

### **Final Outcomes:**

#### **1. Taoiseach and Government as spokespeople for entrepreneurship and innovation – Celebration of Irish entrepreneurs & entrepreneurship as heroic.**

Creating and fostering a culture that supports not only entrepreneurship, but also innovation. Utilising the Taoiseach and Government as spokespersons for innovation would facilitate the growth of entrepreneurial and innovative activities. Ireland needs to celebrate entrepreneurs, remove the stigma that is attached to entrepreneurial failures and change legislation which inhibits people from taking intelligent business risks..

#### **2. Prioritising Sales and Marketing as Areas for Investment in Education**

Ireland's ability to promote and sell its own innovations and developments is seriously hampered by poor sales and marketing capabilities. A review of how sales and marketing is taught at second and third level needs to take place to ensure that a more capable workforce can aid Ireland in securing FDI and attracting employers to Ireland. The enterprise report led by Eoin O'Driscoll some years ago highlighted this as a gap which has not been seriously addressed.

#### **3. Formalised Collaboration of SME's and MNC's**

Ireland bears many similarities to clusters, like Silicon Valley. The sharing of information and ideas through informal and formal communication is one such similarity. Many Irish SME's would benefit from the development of a structured and managed format whereby these SME's can receive the advice and expertise of successful MNC's and utilise it as they go forward with their expansion. E.g. Israel. Leveraging the existing ITLG (Irish Technology Leadership group) would be an extension to this where senior business leaders would be willing to act as mentors or connectors for early stage entrepreneurs. Additionally supporting the existing ITLG San Jose Innovation centre and the creation of a similar European Irish Innovation centre should be considered.

#### **4. Increase budget spend from 1%-2% on R&D over 5 years and focus on R&D productivity and value**

At present, 1% of budget spend goes to R&D. In Sweden the figure is 3%. In light of the tough budgetary constraints that exist, it was suggested that perhaps 2% was a realistic common ground that could be agreed upon. Achieving this over 5 years was seen as acceptable by both political figures and business figures alike. However more importantly the focus needs to be on improving R&D spend productivity through focussing on output measures which specifically measure value.

#### **5. Entrepreneurial Leave Scheme, Remove obstacles to Innovation and Entrepreneurship.**

Similar to maternity leave, organisations would provide employees with an opportunity to temporarily leave their positions for 6-12 months to work on their business ideas. If they fail they can return to their job and if they are successful that the company that permitted them to leave benefits from an equity stake in the newly created organisation. Furthermore, changing banking regulations and tax regulations for early stage entrepreneurs is also crucial to motivate people to be innovative and to act on their innovative concepts.



### **6. Mutual funds for Irish entrepreneurs.**

Irish people are not afraid to invest and take risks. Although the level of capital around is not what it was, there still remains an optimistic attitude to taking a risk and investing in speculative ideas. Establishing a mutual fund or bond scheme based on supporting entrepreneurial initiatives is critical for job creation. An associated effort would be to build on the diaspora "Smart" VC fund (Irish technology Capital) which the ITLG have already set up and 20 key executives from the diaspora have already invested into the fund with a goal to create a \$100M fund by 2012.

### **7. Implementation Strategy for the Innovation Taskforce Report and Progress Reports.**

Building on the previously published report, a review of progress must be completed. This review should also include an implementation strategy for the proposals contained within the report and the new additions that are to be included following GIEF 2011.

# APPENDIX 11

## *How can Ireland and the Global Irish Network work together to create new opportunities for indigenous exporting Irish companies by opening new markets and removing trade barriers?*

Facilitator: Professor Frank Bradley

Assistant: Mr. Thomas McNally

### Final Outcomes:

- 1. Identify competitive advantage and focus export sector on sustainable growth business**
  - Reallocate public sector resources – embassies / consulates to growth markets - close coupling of embassies with business objectives. Both should take a brief from the way the French and British focus on trade all the time
  - Make credit available (Government driven) especially to firms geared to growth and the provision of jobs – especially in agribusiness/food
  - Create slogan for Brand Ireland, suggested ‘Better at home, better abroad.’
- 2. Establish Export Links/Networks**
  - for rigorously selected companies (professional international marketing companies)
  - to appropriate new markets,
  - networking these companies with key members of the Diaspora,
  - providing training and mentoring to support growth and development, and measure the results regularly.
- 3. Form Diaspora Alumni Group**
  - Clear willingness to provide tangible support (time and money)
  - Software system to link various ‘diasporas’
  - Diaspora Fund
  - Diaspora commitment to support exports to Eastern Europe, Russia, Middle East
- 4. Identify a project director** supported by an executive team drawn from locally based companies, the support agencies and the Diaspora to drive the initiatives. This leadership should have responsibility for performance/ accountability in regard to all aspects of implementation of the initiatives emanating from the previous three themes and report on a regular basis.

### Other Proposals Discussed:

- Keep sales force active – need people on the ground selling
- Must have prior-preparation and research of foreign markets before arriving there with no aim or focus
- State support system needs to be calibrated to provide the focus required for the needs of new markets:
  - The role of EI should be to assist exporters to enter countries/markets where success is more likely – representation should move to these markets and not concentrate in mature markets
- Need to be focused on growing markets:
  - the emerging markets of Asia and selectively in Africa.
  - the growing global middle class markets
  - health care in emerging markets (establish links with missionary groups, schools, teachers, doctors in the many countries where Ireland’s image is excellent).

- Need to determine/identify what we are good at! – healthcare, energy management, e-learning, teaching/ educational services
  - Need to establish a sustainable competitive advantage and focus on it
  - Sustainability should be tied to strategy
- Need to recognise that exporting is specialised – need a professional cadre of managers who are properly trained and prepared before venturing abroad.
- Piggy-back on successful companies especially in the UK
- We should leverage the Diaspora – get the database working and talking to each other (an immediate requirement); align key Diaspora people with targeted potential customers abroad who are successful and established
- Mapping and matching to leverage the resources of other companies abroad – careful partnering together with assessment of capabilities of firms concerned
- Fund the Irish International Business Network and other International Business Networks -remove the fear of using these private sector capabilities
- Need clear leadership on where individual exporting sectors are heading
- Training and mentoring of entrepreneur (not companies) – train them to become professional sales people to sell their ideas and products abroad – then let them fly on their own. Only then will they respect the market. Back winning managers, not companies. The Government should not be in the business of picking winners
- Be tough with start-ups – ensure all potential exporters understand and know how to apply ‘the rules of engagement’
- Place measurable key performance indicators (kpis) in place. Everything should apply the SMART principles.
- The Government has a clear role in setting up functioning networks with the Diaspora – provide a framework which facilitates and strengthens networking
- Must pay particular attention to the export of agriculture and food
- Use the national balance sheet to help allocate resources to expanding markets
- Insist that the banking system allocates sufficient credit to exporters. This is particularly necessary for the dairy cooperatives to allow them to capitalise on the imminent removal of the milk quotas in the EU
- Ask the Diaspora to fund Irish universities – the areas of practical contribution to business – science, engineering, business
- Respond to Diaspora’s willingness to provide practical assistance in introducing exporters to difficult markets e.g. Russia, Middle east, Asia
- Provide Diaspora with regular up-dates of initiatives and news

# APPENDIX 12

## *The Global Irish Network: What should its main priorities be and what further practical initiatives should it take?*

Facilitator: Dr. Peter Mc Namara  
Assistant: Ms Claire Harrington

### Final Outcomes:

#### 1. Clarity on national Irish economic and cultural strategy

- The government needs to be clear about the message they want GIN members to spread; a strategy for Ireland that GIN fits into. If GIN members have a clear strategy, the role of the network becomes much more easily defined. What is Brand Ireland? The Diaspora needs a single, clear, consistent message from Government.
- Strategy must be clear on what to do and what not to do. Networks work best when focused.
- GIN want to be involved in the creation of this strategy and its implementation.
- Strategy should be region specific.
- Strategy guides the activities of the GIN.
- Delegates suggested a monthly 1-page fax/e-mail be sent out to GIN members. Should be a fact sheet with commentary and economic announcements etc
- Messages must be credible. Put words into action.
- Mixed feelings over role of government. Some believe that the government should reach out when it wants the GIN to implement something. (Here's where we want to go, who can help?) Others believe the network should be more pro-active.
- Decision needs to be made as to how the GIN makes decisions.

#### 2. Accreditation of GIN vertical and horizontal clusters to become a trusted partner

- Establishment of clear, effective GIN accredited bodies.
- In order to receive accreditation, a branch of the GIN must show good governance, have audited accounts, and a regional specific strategy. Strategy must outline not only what the GIN members plan to do but also how they plan to achieve these outcomes.
- If a regional cluster is granted accreditation, it should be able to act as a trusted partner.
- Structure
  - Delegates supported the idea of regional clusters around the globe.
  - Local GIN members then set up local contact points for guidance.
  - Economic Ambassadors – Within each cluster should exist various ambassadors who have in-depth knowledge of their industry and key influencers within it. It is the economic ambassador's job to introduce new businesses to the right people.
  - GIN could also be organised by industry.
  - Can be horizontal and vertical structures in place as there are in many companies.

- Trade Missions
  - The group believes that part of the GIN's role is in assisting those arriving in foreign countries on trade missions.
  - However, trade missions must be professional, quality controlled, focused and in line with the strategy.
- Event Management. Local GIN members should be informed of upcoming missions roughly 6 months in advance in order to give them time to prepare.
  - Local GIN members would assist visiting parties before the visit by briefing government on local culture etc.
  - If GIN members are introducing visitors to important people in their region, they need to be sure that the person on a trade mission is prepared and there will be structured and productive interaction.
- There was agreement that the media should be involved. The media need to send a positive message back to those in Ireland. Every mission should have a feedback session.
- Visas are a problem. Potential investors are finding it difficult to get visas into Ireland. Once accredited, GIN could vouch for visa applicants from their region.
- Mentoring/Exchange Partnerships
  - Mentoring must happen at the right level. Peer to peer.
  - GIN could aid in the organisation of mentoring programmes, education and internship exchanges.
  - 3-way exchanges;
- Exchanges between Ireland and a regional cluster but also between two regional clusters of the GIN.
- Some delegates felt that those who received internships should be highly qualified descendents of Ireland
  - Have to demonstrate that they are proud to be Irish.

### 3. GIN needs a secretariat to coordinate tasks and keep people to commitments

- Establish a secretariat to co-ordinate regional GIN activities.
  - Funding for a full-time position in each region.
  - Public-Private partnership
- Regional cluster must design an action plan and any public funding would only be granted on that basis
- Network-funded.
- Someone to keep GIN members to commitments.
- Position should have close links with local embassies and consulates but should remain independent from government.
- Embassy and Enterprise Ireland to act as the link between Ireland and the GIN. Messaging to come through embassies or local branch of EI.
- Agreement that GIN must have strong relationship with embassies but remain separate.
  - Embassies take too long to get anything done
- Communication
  - Communications strategy needs to convince, reinforce and be consistent.
  - Network can act as a vehicle for goodwill to flow back and forth. Two-way communication between government and the network allows the network to amplify the Irish message.
- Help sell government message.
- Network can use soft power. Invite the right people to an event, for example, in order to boost goodwill towards Ireland and further government aims.
- Communication between regional or industry clusters should occur in order to formally share best practice.
- Comprehensive database should be shared amongst the GIN members. Delegates happy to share information as long as it is only distributed amongst a narrow group.
  - Segregated by industry

## APPENDIX 12

### What is the GIN? Who is involved?

- Name of GIN should be changed from Global Irish Network to Global Ireland Network.
  - Consensus that there is no need to be Irish by blood. Anyone who has a certain level of goodwill towards Ireland and is in an influential position within their area of expertise should be able to join.
- Agreement that the GIN is not open to everyone. It should be made up of key influencers from different industries and different regions.
- In particular on Day 2, the group felt that Northern Ireland should be represented at the Global Irish Economic Forum.
- Also, those who have studied and worked in Ireland but have now returned to their home countries should be engaged. Easily forgotten about but may have stronger feelings towards Ireland than many Irish do. This group is growing.
- Members of the network could be asked to nominate non-Irish influencers who have a strong interest in Ireland.

# APPENDIX 13

## *Connecting the Irish Diaspora with Ireland and each other: how we can most effectively engage the next generation?*

Facilitator: Professor Imelda Maher  
Assistant: Ms Charlotte Doyle

### Final Outcomes

#### 1. Síol (meaning seed)

This is the suggestion that we take the Koret model (see <http://www.koretfoundation.org/>) and develop it to encourage investment into Ireland for small businesses from Diaspora (or anyone else interested). The idea is to provide a springboard for start ups. The Koret is a private foundation based in the US and has proved spectacularly successful.

The issues raised in relation to an Irish equivalent were: location – the suggestion being that it be where it is most tax beneficial. Simplicity: the process must be simple. Risk evaluation: the beauty of the Korat is that much of the risk analysis is done by the Israeli banks rather than the Koret itself. Philanthropy or loan: the suggestion is that it could be either. It is something like a Diaspora Bond. The challenges are: bad debt, risk and the importance of developing and maintaining credibility.

Other examples can be found in Singapore (where there is government involvement), and the ZOPA microfinance model (see <http://uk.zopa.com/ZopaWeb/>).

One key point raised by both groups is the need for the development of an “ask” culture in Ireland. Both groups agreed that while the primary focus would be business, this would not exclude cultural or educational initiatives.

#### 2. The Parish

This is already under way among parishes in east Galway. Diaspora and their descendents are identified and formally written to, notified of their link to the parish and invited to visit, in general and/or on a particular week (see <http://diaspora.ie/starship/2010/10/south-east-galway-diaspora-pilot-project/>). The rationale is to attract business/ tourism and to provide added value for visitors who are welcomed by someone from the community. A tool kit is needed. Suggested that schools be involved: pupils undertake research and retired teachers are a valuable resource.

The project can develop with inward and outward looking dynamics with a database of Diaspora being created who in turn can be used as a resource for those moving overseas from the relevant parish and also as a resource for the Diaspora themselves either when looking to do business elsewhere or among their local overseas community. A virtual parish.

Note there was some concern expressed about calling it ‘The Parish’ given the religious connotation. It is not clear how important this is as no clear alternative emerged.

One output is that the initiative will generate databases linked specifically to local communities.

## APPENDIX 13

### 3. A Network of Networks

Given the many networks that now exist, the idea is to create a network of networks. Emphasis was put on the fact that networks emerge organically and the network of networks would be a mechanism that allows identification of what is out there. This idea builds on the <http://www.worldirish.com/> network or the paddychat network in the UK. The International Irish Business Network is another example. The GAA is a very significant network. The need for a global network of Irish business women was also raised.

The significance of social media was raised and one response to negative media focus on Ireland is that the government should send out one positive tweet a week about Ireland.

Three issues arise:

- how to harness the Diaspora,
- how to better prepare Ireland (and Irish missions) for engagement with the Diaspora; and
- that Ireland is a hub but not always i.e. Diaspora networks may by-pass Ireland

Forums: like the world actors forum (mentioned elsewhere), a forum could be held of Diaspora that hold public office at national and local level. e.g. mayors. Similarly, meetings of Diaspora from particular professions could be held in Ireland.

One specific idea to emerge is that one way to showcase Irish craft would be that the Crafts Council could approach companies overseas (led by Diaspora but not necessarily) to give corporate gifts from the Irish craft sector for e.g. the year of The Gathering.

### 4. The Gathering

The key idea to emerge is that culture (including sport) can be placed at the epicentre of the Diaspora/Ireland relationship, preceding and underpinning business. Cultural appreciation is a two way street - better cultural appreciation is needed in Irish schools and giving culture greater priority in tourism. Homecoming festivals can have a cultural focus.

The Gathering ties in with when the Irish government holds the EU presidency (Jan-June 2013). Suggestions included:

- Each FDI company would invite Irish staff overseas to Ireland that year
- Introduce Irish *Groupon* for use in the Gathering. This would be an incentive to attract people to Ireland and create an online currency that helps grow the database.
- Festivals to encourage young Irish (specifically U2 was mentioned). The idea was that only those living abroad could attend but this may be difficult.
- The children of Diaspora: adapt the Gaeltacht model to invite young teenagers to come and spend anything from a week to a month in Ireland with others like them. This ties in with The Parish model above. Israel has a similar model already.
- For older students: a study semester in Ireland. Encourage Universities to get involved. Universities can run alumni events.
- Visa requirements need to be relaxed.
- Some regard should be given to how to attract Chinese tourists
- Invite Oprah to do a programme from Ireland.

One specific idea was that Diaspora should be encouraged to tell their stories – everyone has one.

Both groups emphasised that one size will not fit all with the Diaspora which is very diverse.



# APPENDIX 14

## *Foreign investment: how should Ireland maintain and attract new inward investment?*

Facilitator: Professor Patrick Gibbons  
Assistant: Mr. Ben Mulligan

### Final Outcomes

- 1. FDI start-ups:** Combine the demonstrated competence of the IDA in generating FDI, with the competence in EI of stimulating high-potential start-ups. This would focus our effort in attracting entrepreneurs from around the world to set-up business in Ireland. But there is a concomitant need to make Ireland the “best” country for FDI and a number of factors need to be improved-visa requirements and speed of response, how fast can you set up a company etc.
- 2. The IDA:** There is a need to ensure that the Agency is adequately resourced for the challenges it faces. The current position is that it is inadequately resourced. The network of embassies needs to be charged with a more commercial focus. On the second day, participants felt that the IDA’s offerings should be reviewed. In particular, they felt that the capabilities and solutions to “defend and exploit” the existing investment base might be different to the capabilities and solutions required to “attract” new investment. Particular focus should be directed at “retention” strategies. Moreover, the ancillary services that facilitate FDI, such as planning permission etc. should be reviewed. Such a review should not lose sight of the success that we’ve had because of the personal networks, the quality of the work-force, the professionalism of the welcome, and the access to senior politicians.
- 3. Regulation:** There is a need to ensure that regulation is appropriate across all sectors. However, there is a need for ongoing assessment of the impact of regulation on existing business and our ability to attract FDI  
The “Best small country”.. for Business: Among the initiatives required to achieve this are:
  - a tailored VISA for FDI;
  - Reform the labour laws-legislation around industrial action is better in other countries;
  - Every registration to set up a business should be done electronically;
  - Human Capital and education standards need to be high;
  - the education system needs to be more performance-oriented;
  - There needs to be a much greater sense of urgency in the public sector.

**Our Perspective on the World-Asia:** As a nation, we have traditionally looked to the US. We also need to look to Asia, including the Middle-East as a source of capital and a source of students for our education system. This orientation will require a turn-key offering from the IDA for Chinese, Indian or Middle-Eastern investment. Mandarin should be taught in school and we should recruit Mandarin teachers directly from Greater China. A powerful symbol of such an orientation and a clarity around accountability for Asia would be the creation of a Minister for Asia.

**Accountability:** This is the second forum, and there was a sense of frustration at lack of progress from initiatives from the first Forum. Clarity of focus around accountability for implementation is vital. One suggestion would be to develop a CEO roundtable to ensure clarity of implementation, but critically clear, individual accountability is required.

## APPENDIX 14

### Other Proposals Discussed

- Ireland's reputation needs to be enhanced, but in addition, Europe's reputation as a place to do business, as a market, as a business-friendly Continent also needs to be enhanced.
- "Manufacturing" tends to be dismissed too easily in conversation, yet high-end manufacturing, food processing and other manufacturing activity is vital to the recovery.
- Taxation: Essential need to maintain corporate tax rate, but in addition, we need to use the tax system as an incentive to bring high-net worth individuals in or to return. A favourable tax regime for non-domiciles, with specific skills or investment plans is required.
- Linkages with the domestic sector: Incentivise MNC subsidiaries in Ireland to link with SMEs

# APPENDIX 15

## *The Green Economy: How can Ireland best position itself to take advantage of its natural resources and green image in developing this emerging sector?*

Facilitator: Professor Andy Prothero  
Assistant: Ms Cathy McGouran

### Final Outcomes:

#### 1. Taking Ownership of the 'Green' Brand

"Turning green to gold" – The Significant Economic Potential in the Green Brand.

The nation should, over the long term, take ownership of the Green Brand and build this into the existing notions of Green Ireland at home and abroad. This must be a long term strategy, which is done properly so that the country is seen to 'walk the walk' in this area – the reality must live up to the message being conveyed. If the reality does not match the conveyed image this will further damage Ireland's reputation and credibility. For the strategy to work there must be 'joined up thinking' within government, within society, and within business, and there must be communications (and action) between all of the relevant stakeholders. As there are no countries (although maybe green cities) which can truly claim a green space right now this is a huge opportunity for the country – meets expectations of best small country in the world to live, to do 'green' business, to do 'green' tourism etc., and ties into restoring Ireland's reputation and also (Re) imagining Ireland.

#### *Key issues:*

What can we do to develop competitive advantage in this space? Leverage some of our natural resources. Food, Pharmaceuticals and particularly Tourism are some of our most successful brands. How do we encapsulate that? How can we leverage it as an advantage and build around the green image?

How important are these issues to the ordinary Irish person and the general public – what's in it for them? Do we have an easy to follow script so every person understands what's going on and where we're going? Need to get buy in from General Public and make this very personal to the people. The challenges can become the organising principle. But the ordinary person has to have buy in. The government therefore can't do this on its own. Opportunities are enormous but make it worth it to the people so they can take pride in it (need to communicate benefits in terms of green jobs, economic savings, via energy efficiency etc., green living, better air quality etc.).

It must be done in a targeted way to get the population to rally behind the brand. Is there a public education component of this? Green issues are becoming more important and we are making progress in thinking. People understand the capacity of the green economy to create new jobs and services.

What do you have to do to be seen as Green? What are the qualifiers? Don't want to be Greenwashing the Nation. We can however say what we're going to do and have tangible examples of what we are going to do right now. We have done things quickly and decisively in the past (bank bailout) so can we do this again? What is really important is that we do what we say we are going to do. The public don't believe the rhetoric and grand phrases anymore.

## APPENDIX 15

Green public procurement has to be a deal changer in Ireland in relation to the green economy. It has to give deliverables. Our credibility in relation to anything aspirational will bottom out if we don't act decisively. It's about policies versus implementation. We need to see government policy present in the implementation of green activities.

### 2 Clustering of Assets

The first short-term tangible recommendation is for the government to set up a mechanism which allows a bringing together of all of the different actors to help define specific goals to underpin the brand in the longer term. It is important to bring people together – all of the players and actors and use them to define specific goals. There was a strong feeling that if you cluster the assets of government, private sector and academia key strengths in the green space will be identified and these can lead to developments in the key areas of:

- Collaborative entrepreneurship – for instance between existing Irish industries (e.g. ICT) and developing green industries (e.g. Wave, Water, SMART grid) which might lead to new product developments etc.
- Vehicle for new initiatives – A clustering of key players can help identify new initiatives in the green space.
- Mechanism for identifying convergences – As with point 1 above, bringing together different actors could help establish where convergence may take place.

### 3 Use the Nation as a “Test-Bed” for Green Initiatives.

The size of the nation means we have credibility in this space to become a test bed for green initiatives, and these can be our own projects (e.g. wave, wind), but also for developments in other countries (e.g. rollout of electric vehicle initiatives). Thus, it becomes important to identify leading edge exemplars and build on these to become a global leader for green pilot projects. Perhaps we need to go at two speeds here? Can we fast track some things and work to improve concepts in other areas?

*Some specific recommendations:*

- Set up a taskforce – building on Recommendation 1 above to identify and develop test-bed initiatives.
- Set up a Government Task force to 'Green' public buildings. Within xx months identify two buildings to target for substantial Green initiatives e.g. Energy efficiency/emissions reductions. Long-term objective to have zero emissions.
- Lead the way in Exemplar areas – e.g. SMART Grid, SMART meters, Wave, Water, Wind. Our grid is very impressive to the US. Integrated Technologies etc. Is there a partnership potential here? Can we demonstrate some technologies on the grid to the international markets by using the grid where they can't? (also remembering the importance of our single supplier of electricity which could be a significant advantage).
- Infrastructure Electric vehicles – ecars. Need to work on infrastructure – but network is very advanced...IBM & ESB Ecars. Need to gain momentum and push ideas through. Ireland can be a test bed and occupy a green space in relation to the decarbonisation of transport. Make it part of the national electricity infrastructure.
- Existing green companies – There are some really good indigenous small green companies in Ireland right now who don't have access to capital or access to markets. What can we do to help them to scale up?
- Innovation – Make Ireland known as the centre of innovation in this area. Pilot and innovate and take advantage of our size. One of the things Ireland does well as a small country is boxing things off. Utilise new technologies. Try new things. Initiate behavioural changes. Fewer people, easier to do.
- Exploit existing resources and take leadership – What about renewable? What are the deficiencies and what can we fix? Where do you make the bets? Solar? Wind? Waves? How can we exploit all of this? What about the interconnector? What has the potential to really make an impact for Ireland Inc. over the next 20 years? There are areas where we may not yet be leaders but there are areas in which we can be.
- A green town/city – could we test various new initiatives in one town/city – which may also help the clustering assets as in Recommendation One above.

#### 4 One Government Body

There was an overall suggestion that one body should be identified and charged with ensuring that there is joined up thinking regarding the “greening” of the Irish Economy. There is a general feeling that there are an awful lot of people responsible for many things but no one entity/person responsible for the environment generally. There was disagreement over what role this body would take – some suggesting a new department, others to keep existing departments, but where there is one overall champion who develops green initiatives within and across departments to allow the joined up thinking discussed above. Disagreement over one body or not, but overall consensus that there should be one overall leader to tackle the various issues.

##### *Issues to consider:*

- Body to develop strategy or implement strategy – disagreement over this. But there does need to be the co-ordination of a coherent strategy.
- Linked to one above whatever is established needs to help in enabling Roadblock demolition of current difficulties (in planning for example, and also in streamlining various processes).
- Can this body help to take advantage of green opportunities such as the various ones discussed above?
- Should it be about partnerships between government and private sector and linked to Recommendation 2 above.

# APPENDIX 16

## *How can the global Irish business community and the creative and cultural sectors work more effectively together?*

Facilitator: Mr JP Donnelly  
Assistant: Ms Anna Walsh

### Final Outcomes

#### 1. Transmission

As a small nation it is essential to maximise the potential of digital platforms to forge connections and keep the Irish conversation alive. Key players in this objective will be WorldIrish.com and RTE. But further work should be done to develop more live transmissions with partners such as Intune Networks to showcase Irish culture and technology. The Government should also explore partnerships with the new communications companies HQs in Ireland, look at vertical and horizontal integration.

Also, within the TV Opportunities abroad and in particular the US, it was proposed to make better use of existing broadcast opportunities to reposition Ireland and to promote emerging talent around the world (consider further use of the Ambassador network as a means to open doors within the broadcast community, e.g. Gabriel Byrne and David Letterman)

#### 2. World Actors Forum

The idea is to create the first ever World Actors Forum in Ireland. This idea acknowledges Ireland's literary and theatre past but looks to the future of entertainment. It has the potential for a biennial Davos-style forum extending to the whole entertainment sector including copyright, regulatory, IP and technology. A business plan needs to be developed around the Forum idea.

#### 3. St. Patrick's Day

St. Patrick's day is a focal point for Irish diplomatic, strategic business, cultural and entertainment initiatives around the world. It creates an opportunity to tell Ireland's new stories, and has huge promotional value which is currently being undermined by the negative images of drinking and green hats.

The proposal is to transform a national event into an "international day of culture" - the day when all Irish people are cultural ambassadors. Key to this is to design and coordinate a coherent activation programme that can be distributed throughout the world with Government support. The day should be celebrated around the world utilising state-of-the art communications technologies to showcase world-class and emerging talent in prestigious locations.

#### 4. Continuity

It was felt that Continuity needed to be a core part of the strategy, as there have been a number of positive developments based on the last GIEF. In particular, the development of Culture Ireland, which has also developed the brand Imagine Ireland. This programme has had enormous success in the US and needs to be sustained and rolled out in other markets such as Asia. It was further felt that the Cultural Ambassador had an important role in enabling this success, and consideration might be given to developing a team of Ambassadors to develop regions or particular cultural activities.

#### 5. Education

Education was seen as both a cultural imperative and a commercial opportunity. In both the development and protection of our cultural heritage, Culture needs to be retained and developed within the school curriculum. While

within the business opportunity, the whole concept of the i-versity and the ground breaking innovations such as Cultural Odyssey, should be supported to build both markets and connections abroad.

## 6. Brokering Cultural Investment

At the core of sustainable support is the need for philanthropic and commercial investment in sponsorship of cultural activities. Organisations such as Business2Arts have been hugely successful in seeding sponsorship funds to date, and an idea is needed to try and make this more mainstream. It was proposed to have a Cultural Marketplace Conference in Government Buildings to enable the bringing together of business and philanthropic investors with the Cultural community in order to develop sponsorship properties and programmes that would meet the needs of both the sponsor and the sponsored.

### Creative and Culture Workshop – Identifying the Challenges

In exploring this premise, the workshop took on board the proposition from the Taoiseach “Ireland’s business ambition – to be the best small country in the world in which to do business”. To complement this thought, Ireland’s cultural ambition might be: proud to be the most far-reaching culture in the world. The talents of Irish people to adapt, innovate and imagine makes them influential brokers in the realms of business and culture worldwide. The Key Cultural Themes that emerged from the workshops were:

- Cultural Investment
  - Develop new and mixed funding streams
  - Education is fundamental to future excellence
  - Develop creative industries infrastructure
- Cultural Promotion
  - Extend and intensify to maximise the influence and reach
  - Strategic and sustained focus on Markets and Continents
- Transmission
  - Enable delivery with new platforms and technologies
  - Capture archive and disseminate content
- Cultural Impact
  - Reframe existing events
  - Create new headline events

Each of these were pulled together under a theme which is to Make Ireland Considerable.

### Other considerations discussed

- **Markets for development** — It was felt that there is still enormous potential in the English speaking markets that we take for granted such as Canada, London, Australia and South Africa. The Diaspora here has enormous goodwill and wants to be engaged in Ireland. There are also opportunities in the Middle East, where their interest in the upcoming Volvo Ocean Race was mentioned.
- **Sustainable approach to Asia** – While there is a significant opportunity to engage the Asian markets, there are concerns that our approach is ad hoc and fragmented. China, in particular, which has enormous respect for culture (Waiting for Godot was a once off event) needs a more coherent and consistent programme if we are to have any sustainable impact.
- **Youth market** – There was an interesting discussion around the need for greater efforts to develop our young people’s understanding of Irish Culture, so that when they travel abroad they can be both ambassadors and contributors over time. It was suggested that a test case would be to utilise the collective operations within Paris cultural operation.

# APPENDIX 17

## *Ireland's reputation abroad: how can Ireland and the Global Irish Network deliver a new narrative in the international media?*

Facilitator: Professor Mary Lambkin

Assistant: Ms Ciara Palmer

### Final Outcomes:

- 1. Establish a Strategic Communications Unit in the Taoiseach's Department**
  - With responsibility for setting strategic communications objectives
  - For designing a consistent narrative and messaging
  - Coordinating all communication from the state sector and for major events such as the St. Patricks Day Festival
- 2. Create a communication programme led by the Taoiseach**
  - To exploit the value of social media
  - To restore confidence and pride at home in our progress to recovery.
  - To communicate facts and progress to the Diaspora and to opinion formers in key markets and sectors
- 3. Establish a formal Advocacy System**
  - Appoint Advocates in key parts of the world to leverage efforts of our state agencies and diplomatic missions in promoting important topics, such as Business, Culture, and Sports

### Challenges Identified:

- **Confidence:** Reputation abroad is quite good; the main problem is more with low confidence and very negative attitude within Ireland. This negativity permeates our media and filters out into international outlets (eg Vanity Fair) with resultant damage to our reputation abroad. We need to restore confidence at home if we are to be able to convey a more positive image abroad.
- **Messaging:** There are multiple messages emanating from various state bodies and other organisations representing Ireland abroad and little consistency among them. There is a need to identify a clear narrative and consistent messaging for how we wish to present ourselves to the world. We now need "a stronger reputation for a stronger economy" and must work proactively to try to achieve that. We need a new narrative and a clear, consistent message. Our determination and success in dealing with our economic problems is one possibility – to be "a poster child for recovery."
- **Geography:** The US has been prioritised over Europe and Asia which has resulted in Ireland being thought of poorly in Europe and little known in Asia. There is a need to prioritise Europe for similar attention as we give to the US (St. Patrick's Day etc). Ministers need to visit and show an interest –John Bruton's recent visit to Milan was cited as a successful example. We also need to find a way to disseminate information about who we are to people in Asia. One suggestion was to use successful sports stars to do this. Rory McIlroy may resonate with Japanese or Chinese people far more than any economic or cultural story. We need to use digital media actively to reach these audiences, particularly young people. Example of Arthur's Day, 90% of which is communicated via digital media.



**Other Proposals Discussed:**

- **Restore Pride at Home**
  - Create a programme to reignite confidence and pride at home and in our interaction with the wider world. Make us proud to be Irish again.
  
- **Leverage Reputation in Humanitarian Aid**
  - Build on our acknowledged reputation in the missionary/ development field by setting up a scheme for unemployed construction workers to do voluntary work in Africa, training people in building skills and helping to build necessary infrastructure.
  
- **Leverage Irish Bases Abroad**
  - There are many universities in Europe and US offering Irish Studies programmes. Link up with them and support them in some way to promote Ireland to a wider audience.

# APPENDIX 18

## *How can we further enhance links between Irish higher education and enterprise*

Facilitator: Professor Bill Roche  
Assistant: Ms Lisa Madsen

### Final Outcomes:

1. The Global Forum is committed to leading the expansion of the Farnleigh Fellowships Programme and to extending fellowships beyond Singapore to other regions. Consideration should be given to the possibility of aligning the Farnleigh Fellowships with the Mitchell Scholarship Programme, with a view to creating a world-class third-level educational programme for leadership development, which is industry led, targeted at Irish and overseas students and academically acclaimed.
2. The Global Forum advocates a qualitative shift in the internationalisation of Irish higher education. Study abroad should become standard for Irish students and Ireland should seek to attract international students through the international standing and excellence of its programme and research offerings. Business mentorships and internship programmes should be made integral to the internationalisation of third-level programmes. The Global Forum will assist the internationalisation of Irish third-level education as advocate, champions and providers of mentorships and internships.
3. In order to improve Ireland's global standing in third-level education, the Global Forum urges the Irish Government to be focused and competitive when investing in third level education, rewarding excellence and removing duplication. This may require merging institutions or eliminating uncompetitive areas of activity within institutions.

### Other Proposals Discussed:

The focus and specific outcomes of each of the sessions on both days differed in some important respects. Other proposals agreed by the Group on Day1 were:

- The Global Forum supports ongoing structured engagement between business and third level institutions focused on strategic developments in knowledge and skills needs, in particular involving highly dynamic sectors, such as the gaming industry and critical fields such as high growth small businesses.
- The Global Forum urges and expresses a wish to sponsor the development of richer and more multi-faceted practical linkages between businesses and higher education institutions, incorporating:
  - mentorships
  - internships
  - training of young scientists and scholars in world-class laboratories and departments
- Members of the Global Forum stand willing to support Government policy by promoting Ireland as a place in which to undertake higher education and to act as advocates and facilitators for education and research linkages by Irish Institutions.

*Other proposals that met with the support of the working group on Day 2 were:*

- The Global Forum recommends that third-level institutions co-operate in the holding of an annual convention in the National Convention Centre at which their research and development activity is show-cased to funders and potential sponsors.
- The Global Forum recognises the cardinal importance of second-level and primary-level education as a platform for higher education, both with respect to core knowledge and skills and with respect to education in languages and entrepreneurship.

