

investin



Why adopt
sustainable
business
practices?

How to
streamline
your business

Boost your
productivity
with ICT

Export
opportunities
in China
and India

Invest
Northern
Ireland

Building Locally
Competing Globally

Part funded by



EUROPEAN REGIONAL
DEVELOPMENT FUND
Investing in your future

Invest Northern Ireland
Bedford Square
Bedford Street
Belfast
BT2 7ES
Tel: 028 9023 9090
Fax: 028 9043 6536

**Invest IN is produced
by the Press Office
Invest Northern Ireland**
Bedford Square, Bedford Street,
Belfast BT2 7ES
Edited by Peter Harbinson
Main editorial Sheelagh Hughes,
Sam Butler, Edel Mairs.

Designed by Whitenoise
Printed by Commercial
Graphics N.I. Ltd
Main photography by
Harrison Photography,
PressEye and Michael Cooper.

**Invest
Northern
Ireland**
Building Locally
Competing Globally

THE REGIONAL OFFICE NETWORK

Invest NI North West

Coleraine
The Northern Ireland Science Park
University of Ulster Campus
Cromore Road
Coleraine BT52 1ST

Tel: 028 7028 0055
Fax: 028 7130 3191
Email: nwo@investni.com

Londonderry

5th Floor Timber Quay,
100-114 Strand Road
Londonderry BT48 7NR

Tel: 028 7126 7257
Fax: 028 7130 3191
Email: nwo@investni.com

Invest NI Southern

Newry
Drumalane Mill
The Quays
Newry BT35 8QF

Tel: 028 3026 2955
Fax: 028 3026 5358
Email: so@investni.com

Craigavon

The Oracle Conference Centre
Upper Bann Institute
36 Lurgan Rd
Portadown BT63 5BL

Tel: 028 3839 0140
Fax: 028 9043 6536
Email: so@investni.com

Invest NI North East

Clarence House
86 Mill St
Ballymena BT43 5AF

Tel: 028 2564 9215
Fax: 028 2564 8427
Email: neo@investni.com

Invest NI Western

Omagh

Kevlin Buildings
47 Kevlin Avenue
Omagh BT78 1ER

Tel: 028 8224 5763
Fax: 028 8224 4291
Email: wo@investni.com

Enniskillen

Intec Centre
36 East Bridge St
Enniskillen BT74 7BT

Tel: 028 6634 3942
Fax: 028 6632 8337
Email: wo@investni.com

Invest NI Eastern

Bedford Square

Bedford St
Belfast
BT2 7ES

Tel: 028 9023 9090
Fax: 028 9043 6536
Email: eo@investni.com

www.investni.com

CONTENTS



- 04 Editorial
- 05 Major inward investments announced
- 06 Big players reinvest
- 07 Local companies look to the future
- 08 Atlantic Crossing - the US:NI conference



- 10 Local companies helped to COMPETE
- 12 Export success in global markets
- 14 Queen's Award winners announced
- 15 In brief
- 16 Invest NI reveals very positive results



- 18 Programme helps to streamline business
- 19 How ICT can boost productivity
- 20 Invest NI helping drive success of agri-food industry
- 22 Success for companies across Northern Ireland
- 24 Why adopt sustainable business practices?



- 26 Fintec - 50 years of success
- 27 What's new?
- 28 nibusinessinfo.co.uk content expanded
- 29 Invest NI in Best Practice Award
- 30 New faces on Invest NI board

In this issue we have much to celebrate - another year of very strong results and the highly successful US investment conference - but we are not complacent and are ready for the challenges ahead.

STRONG PAST, STRONGER FUTURE



Our year-end results for 2007-2008 reveal another year of strong performance. We continued to deliver high private sector

investment commitments to strong projects across a client base whose ambition is growing. As a result, we have met, or exceeded, substantially all of our operating plan targets. Some highlights of our performance during the year are given in the centre pages.

It is worth noting that although big inward investments attract most of the media headlines, most of our activity is directed towards locally owned businesses, and most of these are SMEs. That will continue to be the case as we move forward, with our focus clearly on helping local companies scale up, embrace innovation and become international traders. At the same time we will continue to seek inward investment that will add value to our economy.

In this issue we also review the US:NI conference, which took place in May, the feedback from which has been very positive. There is no doubt that we succeeded in making a positive impact on the delegates - even the weather was kind - but the work continues now to ensure that the conference delivers more than a feel-good factor and yields

concrete results in investments and jobs for Northern Ireland.

We take the opportunity in this issue to welcome our new Economy Minister, Arlene Foster. I would also like to put on record my personal thanks to Nigel Dodds, who was a strong and visible supporter of Invest NI during his time as Economy Minister.

As ever, you will find many examples in this issue of companies who, with our support, are winning new contracts, penetrating new markets, developing new products and streamlining their processes to ensure that they are fit for what is shaping up to be a more difficult economic climate ahead.

These success stories are the best way that we can convince other companies to use the range of support that we offer, both advisory and financial, to achieve similar success.

The political stability here in recent years has changed the world's view of Northern Ireland and has provided us with a playing field that is more level than it has been for decades. It is up to all of us now to take this opportunity, raise our game, and set our sights even higher to ensure that we deliver on the potential that Northern Ireland so obviously has.

**Leslie Morrison
Chief Executive**

Firstsource Solutions Creates 800 Jobs

Firstsource Solutions, an India-headquartered global business process outsourcing company, recently announced that it is to expand its Northern Ireland operations. It already operates two centres in Belfast and Londonderry, employing over 900 people.

Invest NI has offered £6.7 million of support for the investment which will create 300 jobs in the Londonderry

operation and establish a third European Centre of Excellence with a further 500 new jobs.

The investment further enhances the strong links between Northern Ireland and India which has led to a string of inward investments from large Indian companies such as HCL, Polaris and Tech Mahindra. To further cultivate these links, Invest NI has recently opened an office in Mumbai.

Matthew Vallance, President, Firstsource Solutions said: "Our Belfast and Derry centres provide high-end business processing services that have achieved very high levels of customer satisfaction. This planned expansion will build upon that success and help to advance Firstsource Solutions' global reach."

Firstsource has 34 centres worldwide and employs over 17,000 employees across five countries in four continents.

Fujitsu £8.8 Million Investment



Fujitsu has made its third major investment in Northern Ireland in the last 18 months with the recent announcement of an £8.8 million investment that will create 150 jobs, in Belfast and Londonderry.

Fujitsu is one of the world's largest independent providers of the Oracle eBusiness Suite services and has been experiencing rapid growth.

With over £2.2 million of support from Invest NI, the company will establish an Applications Services Centre of Excellence for the company, reinforcing its Northern Ireland operation as a key component of its European network. The company has a strong focus on staff development and Invest NI's support for the project includes an element of training assistance.

The investment was announced by former Economy Minister, Nigel Dodds, who said that the company chose Northern Ireland because of the positive impact its existing operation here has had on the company's global competitiveness.

Mike Crow, head of application services (Northern Ireland), Fujitsu Services, said: "This investment reflects Fujitsu's confidence in its Northern Ireland operations and in the region's ability to deliver the skills and the work ethic that has made our experience here so positive."

Former Economy Minister Nigel Dodds; Mike Crow, Fujitsu; and Jeremy Fitch Invest NI.

New Minister Appointed

The new Minister for Enterprise, Trade and Investment is Arlene Foster. Ms Foster is DUP MLA for Fermanagh and South Tyrone. She was first elected in November 2003 and re-elected in March 2007. She was appointed Minister of the Environment in May 2007.

Ms Foster holds a law degree from Queen's University, Belfast and by profession is a lawyer and was in private practice as a solicitor from 1996.

Prior to her appointment as Minister she was her party's spokesperson for Human Rights, Equality, Children and Young People's issues and was a member of the NI Policing Board from April 2006 to May 2007.



Seat of Success for Kilkeel Company

Former Economy Minister Nigel Dodds has welcomed a new multi-million pound deal, between Thompson Solutions and Swiss International Airlines.

The Kilkeel company will supply its Vantage business class seat to Swiss International Airlines for use in the new Airbus A330 aircraft in 2009. The seat was developed with the help of R&D support from Invest NI.

The Minister said: "I commend Thompson Solutions on securing yet another major export deal with a prestigious international airline. The global aerospace market is currently growing year on year and this is presenting significant export opportunities for suppliers in the vibrant local aerospace sector.

"Drawing from a strong talent pool and with a long-standing commitment to innovation and technical excellence, Thompson Solutions is an outstanding example to other local patent holding and design engineering manufacturers."

James Thompson, President of Thompson Solutions, said: "Our product has been selected ahead of competing products from all other established seat manufacturers, which is testimony that Thompson products are trend-setting in offering both increased comfort to passengers and increased profitability to airlines."

£14 Million Michelin Investment




Michelin, the largest bus and truck tyre manufacturer in the UK, recently announced a £14 million investment in innovative manufacturing techniques and staff training at its Ballymena plant.

The investment in machinery and equipment comprises 11 separate projects and involves installation of the latest automated production lines. Staff will be specially trained in the use of the new equipment in order to maximise product quality. Employees will also

receive training in quality control and problem solving, whilst managers will learn more about performance management, coaching and leadership.

Invest NI has offered over £2 million in support of the investment. Graham Whitehurst, Factory Manager of Michelin, Ballymena, said: "We are always aware of the need to continuously improve our performance in order to sustain our position in the global marketplace. This investment in both our infrastructure and staff will improve our capability even further and put us in a strong position to bid for new work packages on Michelin Group's latest tyre innovations as they come to the market."

The training support offered by Invest NI will be part funded through the European Union's European Regional Development Fund.

 Former economy Minister Nigel Dodds and Graham Whitehurst, Michelin.

Major Investment in Light Flight

Invest NI is supporting Bombardier Aerospace, Belfast to invest almost £9 million in a project to help develop the next generation of aircraft wing made from high-tech composite materials.


The project is part of the UK-wide Next Generation Composite Wing (NGCW) initiative, a £103 million industrial research programme led by Airbus UK in collaboration with the Department for Innovation, Universities and Skills (DIUS), industry partners and economic development agencies.

The Technology Strategy Board, an agency of DIUS, has offered around £25 million towards the initiative across the UK. Invest NI has offered over £2.2 million of R&D support through its START programme, matched by the Technology Strategy Board, towards Bombardier's £9 million investment.

The NGCW project will develop technologically advanced methods for

the design and production of wings aimed primarily at the growing market for short range commercial aircraft. The wings will utilise the latest innovative and world-leading composite materials, which are lighter and more durable than metal. These benefits will help to reduce both the operating costs and environmental impact of commercial aircraft by reducing fuel consumption.



 Michael Ryan, Vice President and General Manager of Bombardier Aerospace, Belfast, with Tracy Meharg, Invest NI.

Downpatrick firm invests in energy efficient future




Downpatrick company Vivomed is building a new environmentally friendly facility as part of a £800,000 investment, supported by Invest NI, that will help the firm to take advantage of growing demand for its products in export markets.

Vivomed is a leading supplier of first aid kits, physiotherapy equipment, sports medicine, and pharmaceuticals, primarily to professional and amateur sports teams in the UK and Republic of Ireland markets, with sales facilitated via four e-commerce websites. The £800,000 investment is supporting the construction of a 9,000 sq ft premises at Invest NI's

Killough Road Industrial Estate, the implementation of a new export marketing plan and will help to increase levels of new product development.

The new building has been designed with a low carbon, energy efficient strategy, and will be the first business premises in Northern Ireland to be awarded an Energy Performance Certificate - a requirement that will become law later this year.

 Stephen Dunn of SDS Energy Ltd; Colin Lewis, Invest NI; and Ronnie Lennon of Vivomed.

I Love Mondays

Belfast-based company I Love Mondays (ILM) is investing £1.4 million in a project aiming to increase its turnover to £2.5 million over the next three years, with support from Invest NI.


ILM specialises in the promotion of events such as bungee jumps and abseiling challenges in major cities, and donates half of any resulting profits from each event to a selected charity. The project aims to promote 21 new jobs over the next three years, as the

company develops its capability and increases its exports by implementing a strategic sales and marketing campaign throughout the Republic of Ireland and Great Britain.

Dean Langasco, Joint Managing Director of ILM, says: "This investment will help us to significantly increase our selling capability outside Northern Ireland. We plan to recruit highly motivated and skilled sales people to sign-up participants for our events."

Kieran Murphy, Joint Managing Director of ILM, adds: "Taking part in our events is a great way to have fun whilst contributing to charitable causes. We have built up an extensive network of partner charities including Barnardo's, Mencap and the British Red Cross, and these charities profit directly from the success of our events."



 Coleraine husband and wife team Billy and Sharon Nicholl are celebrating the 10th anniversary of the formation of their company, Causeway Coast Stables.

Invest NI Director of Local Economic Development, Graham Davis, joined them for the celebrations at the company's modern manufacturing plant at Wattstown Business Park.

The anniversary celebrations follow the company's most recent success in winning a substantial contract in the Republic of Ireland for its unique American style barns which are targeted at the developing equestrian industry there.

ATLANTIC CROSSING: THE USNI CONFERENCE

In May the largest and most influential business delegation ever to visit Northern Ireland attended the USNI Investment Conference, organised by Invest NI.



Who, what and why?

Over 200 delegates, including 150 business leaders, representatives from the US Administration, the Mayor of New York, the New York Comptrollers group and the Prime Minister's and Taoiseach's teams, attended the conference.

There were delegates from leading global names such as E-Bay, Goldman Sachs, Mutual of America bank, The Bank of New York Mellon, Accenture, Lehman Bros, Morgan Stanley and Hewlett Packard.

They gathered to hear why it makes sense to invest in Northern Ireland and to see for themselves a transformed region that is now confident, optimistic and definitely open for business.

Leslie Morrison, Invest NI's Chief Executive, says: "North America, and the US in particular, remain our primary source of new inward investment. Most of the £1.1 billion of inward investment we have supported in the past five years originated from North America. The past two years have seen almost 20 investments in software development

alone, creating over 1,500 high quality jobs.

"The conference was a unique opportunity for local businesses and local government to pitch the Northern Ireland proposition to some of the most influential business people in the US."

Aiming to convince even more US-based companies of the benefits of investing here, the conference opened with a reception in the Transport Museum in Cultra, at which guests were able to sample some of Northern Ireland's finest cuisine while mingling with Ministers and key local business people.

The following morning delegates attended the main conference event at Blackstaff Studios in Belfast, where they could view an exhibition of the Northern Ireland business story and hear existing US investors enthusiastically endorse the region's capability.

From there the conference moved to Parliament Buildings where the Prime Minister, the Taoiseach and the Mayor of New York addressed the delegates.

Hillsborough Castle hosted a gala dinner on the evening of day two.

The conference closed at Friday lunchtime after the delegates attended breakfast briefings or took the opportunity to visit local companies, take in a few tourist sites or enjoy a round of golf.

Immediate wins

During the conference four global corporations announced major investments in Northern Ireland:

- Bombardier Aerospace announced a £70 million investment in its aircraft manufacturing plant in Belfast. The investment will cover a range of technologically advanced aircraft development projects. Invest NI has offered £10 million towards the investment.
- Californian-based CyberSource, a world leader in the development of secure electronic payment and risk management solutions, announced plans to establish a research and development centre in Belfast with the creation of 56 new jobs. Invest NI has offered CyberSource support totalling £840,000.
- NYSE Euronext announced a £3 million expansion supported by Invest NI. Euronext will be creating 75 high value jobs in ICT, at its base in Belfast.
- Bloomberg, the US global business and financial news provider announced plans to set up a bureau in Belfast.



What next?

Over the next six to 12 months Invest NI will put in place a comprehensive follow-up campaign. There are already encouraging signs, with some delegates having been in discussion with Invest NI to arrange follow-up visits and meetings.

On average, the inward investment process for a company to establish a base here is 18-24 months. The conference was therefore, as described by Stephen Kingon, Invest NI's Chairman, a "building block exercise... phase one in a series of steps that need to be taken in a war of attrition to win investment."

Value for money?

No sooner had the last delegates boarded the plane to fly home, when questions started to be asked about the cost of the conference and whether it was all worth it. Leslie Morrison, Invest NI's Chief Executive, comments: "The USNI Conference, while delivered by Invest NI, was an initiative originally announced by the Prime Minister and the arrangements were overseen by a steering group drawn from across the NI Executive.

"We estimate the net cost to be around £750,000, which will be met out of Invest NI's 2007/08 baseline budget. At an overall cost per delegate of under

£4,000, this is considered to be good value for money. Invest NI did not meet the travel costs incurred by the delegates, a number of whom also met their own accommodation costs."

Opposite: Mayor Bloomberg addresses delegates at Parliament Buildings.

Top left: President Bush addresses the conference by video.

Top centre: Paula Dobriansky and Nigel Dodds sample some Northern Ireland cuisine at the opening reception.

Top right: Prime Minister Gordon Brown and Taoiseach Brian Cowen at Hillsborough Castle.

They Said

"This was undoubtedly the best such conference I have ever attended, and there have been many. My only regret is that it took me so long to visit Northern Ireland."

Delegate from a leading global financial services corporation

"The United States has been genuinely impressed with Northern Ireland's collective efforts to utilise its economic potential."

Ambassador Paula Dobriansky, President Bush's Special Envoy to Northern Ireland

"I believe that huge opportunities exist here - competitive operating costs, excellent infrastructure, enhanced connections internationally. These are just some of the factors that have combined to make Belfast second only to London in attracting foreign investment projects."

Prime Minister, Gordon Brown

"Americans have recognised the expanding opportunities in Northern Ireland. More than 160 US investors now have businesses in your region and last year 130,000 Americans visited your beautiful land."

President George W Bush

"The cultural barriers between the communities are slowly coming down and the sooner they do and the sooner the physical barriers come down too, the sooner the floodgates of private investment will open."

Mayor Bloomberg

"I believe that we will see significant projects coming to Northern Ireland which will create hundreds, indeed thousands of jobs in the years to come."

Taoiseach Brian Cowen

"No longer is Belfast dwelling on its recent past. The talk is about change, of economic development of sparking modernisation across all sectors of society and the economy in Northern Ireland."

Jose Manuel Barroso

Innovative Ideas Find Global Success

With support from Invest NI's COMPETE programme local companies are developing technologically advanced products that are finding international success.



From lens design to laser testing devices, local companies are showing that they have the ideas and skills to make world-class products. Supporting them is Invest NI's COMPETE programme, a financial support package which helps companies take innovative concepts and develop them to the point of commercialisation.

One local company that has taken advantage of the programme is Lurgan firm, Crossbows. It has developed new, technologically advanced lens design and manufacturing techniques, as well as specialised corrective lenses, with support from COMPETE.

This has enabled Crossbows, part of the California-based group Signet Armorlite Inc, to sell its products and expertise to rapidly developing markets in the Far East.

Mervyn McCrea, Managing Director of Crossbows Optical, says: "The global demand for sight correction by spectacles continues to grow and spectacle wearers are favouring new, more sophisticated lenses, made from a wider range of materials.

"The moulds, lenses and associated manufacturing software we have developed with Invest NI's support cater specifically for these niche market opportunities. Not only have we been able to license this expertise across our parent group, but we have also entered



new markets as far afield as China, Korea and Thailand, where over 50 per cent of our turnover is now generated."

Another company that has significantly increased overseas sales as a result of new product development is Belfast firm James Leckey Design which supplies innovative postural support systems for children with cerebral palsy, muscular dystrophy, spina bifida and other disabilities. The products help children with activities such as sitting, walking, standing and sleeping.

With support from COMPETE, the company developed the 'Squiggles' range, for children aged 1-5, and ramped up its overseas marketing activities.

"The high technical specification of our products coupled with Invest NI's help with accessing foreign markets, especially China, has seen our export turnover soar in that market."

This enabled the firm to better exploit existing distribution channels to North America, Europe and Asia. As a result, sales to these regions have risen by 84 per cent since 2005 and accounted for almost 40 per cent of total turnover last year.

The programme has also supported research projects by Carrickfergus company, Avera Europe. It has invested almost £250,000 over the

last four years in the development of sophisticated devices used to test the quality of lasers.

Richard Furey, Vice President of Operations at Avera Europe: "With the support of Invest NI, we developed products for the photonics market, such as laser printers and other low-powered devices, with some success, before seeing the opportunity to cater for higher magnitude lasers. The high technical specification of our products coupled with Invest NI's help with accessing foreign markets, especially China, has seen our export turnover soar in that market."



Top left: Gary O'Hagan, Managing Director, and Richard Plunkett, Finance Director, both of James Leckey Design.

Top right: Richard Furey, VP of Operations, Avera Europe and Carol Keery, Invest NI.

Core Secures US Success

Tighter credit controls in the US may be leading to reduced consumer demand but local companies are still finding success there due to the innovative nature of their products.

A substantial investment in the development of new products has paid off for Core Systems, the Belfast-based specialist in identity management technology. It has recently set up an operation at Santa Rosa, California, operating under the name of Tusa Inc.

Ranked three years running in the Deloitte Technology Fast 50, Core Systems has developed a range of leading-edge technology solutions aimed at police and prison services worldwide.

The Santa Rosa operation will market InfoCenter, a multi-purpose interactive kiosk designed specifically for the corrections environment. It provides an interface for inmates to access information directly and make service requests. Core Systems has linked up with Touch Sonic, a Californian technology business, which focuses on touch screen kiosk applications for law enforcement and corrections industries.

Patricia O'Hagan, Managing Director of Core Systems, says: "Touch Sonic Technologies, Inc. brings a wealth of

professional experience to the partnership. The combination of our joint expertise makes us well placed to bring leading edge inmate communication solutions to our target markets on a global scale."



She adds: "We are beginning to reap the benefits of developing new products which are based on contacts with potential customers in key markets such as the US and from our focus on building international partnerships.

"This strategy has enabled us to create innovative technology that meets their specific needs. We've also benefited

enormously from advice and guidance from a number of organisations in Northern Ireland and Great Britain.

"Invest NI has helped us substantially with new product development, essential market research particularly in the US, with in-market support, management support, sales training and, most recently in the creation of our new corporate identity.

"We really couldn't have achieved what we have so far without Invest NI's encouragement and very practical support," she adds.

The company also signed an initial £50,000 contract in Malaysia during the recent Invest NI trade mission to South East Asia. The Malaysia deal will see the company supply its integrated security management system to a major contractor in the country for use in new police stations. Core Systems will also supply their electronic control system into Malaysia through a related deal with Pickersgill Kaye, a British custodial lock manufacturer.

Mission delivers £900,000 Export Deal

Telestack International, the Omagh-based engineering company, has announced an export contract worth almost £900,000 following an Invest NI sector mission to the USA.

The deal was signed following Telestack's visit to the ConExpo quarrying and mining show in Las Vegas in a delegation organised as part of Invest NI's extensive programme of activities to assist the Northern Ireland Materials Handling sector to expand export sales.

The new contract is for the bespoke design and supply of two rail mounted

shiploaders for Ascot Resources in British Columbia and will be used for loading Panamax vessels with 75,000 tonne capacity of sand and aggregates destined for the highly lucrative Californian market. The two shiploaders have a capacity of 2,000 tonnes per hour each and have been custom designed after intensive consultation with the client.

Philip Waddell, Telestack's International Sales Manager, says: "Winning the contract with Ascot Resources is another immensely important development for the company in one of our target markets.

"Ascot is a relatively new force in mineral exploration in North America but is investing heavily in modern processing and shiploading equipment. The contract establishes us in a key marketplace. Over the past few years we've secured significant export business in India, Europe and Asia Pacific.

"We've used Invest NI services including trade missions as an integral part of our growth strategy," he adds.

Trade Support to India Strengthened




Invest NI has recruited two trade advisory firms to help local companies expand business opportunities in India. The appointment of Bangalore-headquartered Feedback Consulting Services and T&A Trade Consultants, which is located in New Delhi, was announced at a 'Doing Business in India' seminar in Belfast.

The new trade advisers, K Shankar of Feedback Consulting's Mumbai office, and T&A's Turan Gupta, will work alongside Barry Clarke, Invest NI's Regional Director in India, to strengthen business with the sub-continent.

Mr Shankar, a senior executive with Feedback Consulting's Mumbai Office

and an electrical engineer by profession, has extensive experience in trade development projects. Mr Gupta, a mechanical engineer, is a co-founder of T&A Trade Consultants and has worked with many smaller companies aiming to grow business in India.

Barry Clarke says: "The trade advisers will provide expert guidance and support to local companies in the dynamic Indian marketplace. This will involve pinpointing new market opportunities for our companies and then helping them to take the necessary steps to bid for the business."

 K Shankar, Barry Clarke and Turan Gupta.

Companies Check Out China

Twenty-two local companies explored business opportunities in China on an Invest NI trade mission in May. The companies visited three major business centres - Tianjin, Shenyang and Beijing.

The mission was the first of two trade visits to China organised by Invest NI this year. The second mission will be in November and will enable local companies to develop business in Hong Kong, Guangzhou and Shanghai. The companies came from a broad cross section of business including recruitment, IT and technical fabrics.

Commenting on the mission, Alan Hingston, Invest NI's Trade Director,

says: "No export focused company can now afford to ignore China, the world's most dynamic and fourth biggest economy.

"A number of local companies now have significant operations there and feedback from companies on previous Invest NI missions suggests that exports to China will accelerate strongly over the next few years.

"As well as trade deals our companies are increasingly exploring opportunities for collaboration with Chinese companies which will aid their competitiveness in other global markets including Europe and the US," he adds.

Upcoming Trade Missions

7-10 July 2008
Microsoft Worldwide Partners Conference, Houston
Contact: Terry Reilly
terry.reilly@investni.com

21-23 July 2008
The University Caterers Organisation (TUCO) Conference, Great Britain
Contact: Fiona Lavery
fiona.lavery@investni.com

5-8 September 2008
IBC 2008, Amsterdam
Contact: Terry Reilly
terry.reilly@investni.com

7-9 September 2008
Speciality and Fine Food Fair, London
Contact: Kate Gilmore,
kate.gilmore@investni.com

7-13 September 2008
Trade Mission to Germany, Dusseldorf
Contact: Elaine Curran
elaine.curran@investni.com

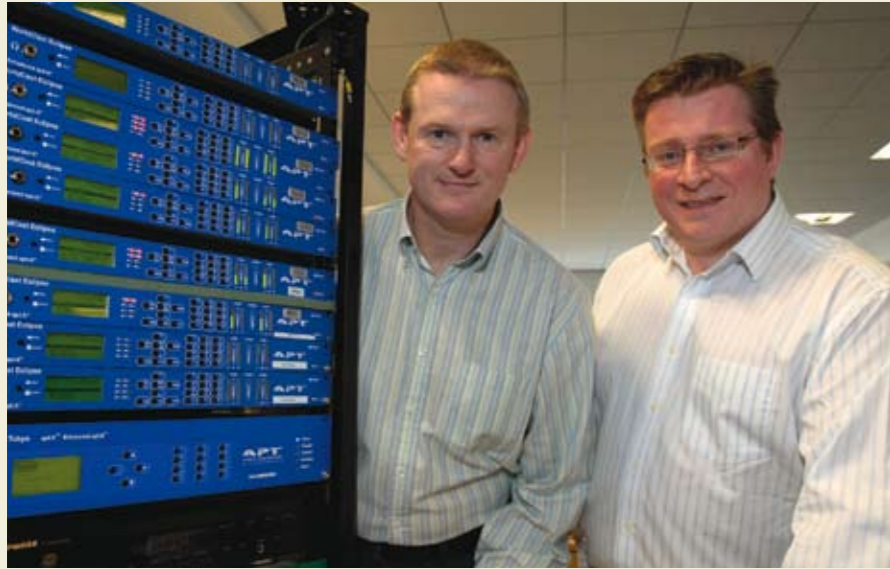
9-11 September 2008
Recycling and Waste Management Show, Birmingham
Contact: Pauline McKeegney,
pauline.mckeegney@investni.com

20-27 September 2008
Trade Mission to India, Mumbai and Chennai
Contact: Noel Johnston
noel.johnston@investni.com

28-30 September 2008
SHOP, Dublin,
Contact: Fiona Lavery
fiona.lavery@investni.com

30 September - 3 October 2008
Aquatech, Amsterdam
Contact: Pauline McKeegney
pauline.mckeegney@investni.com

AWARD WINNERS ARE ROLE MODELS



Three Invest NI client companies and Dr Nicholas O'Shiel, Director and Chief Executive of Omagh Enterprise Company, have received the Queen's Award for Enterprise.

The three successful companies in the export-focused awards are: APT, Belfast, a locally-owned developer of digital audio compression technology; Canyon Europe of Newtownabbey, a Japanese-owned manufacturer of trigger-type sprayers and pump dispensers; and Fintec Crushing and Screening, Ballygawley, a manufacturer of mobile crushing and screening equipment, which is now owned by Sweden's Sandvik group.

APT and Canyon are first-time winners of the Queen's Award for Enterprise, the United Kingdom's leading accolade for business. Fintec gained the award in 2006.

APT, a Queen's University spin-out business, was a twice winner of the Queen's Award for Exports, a forerunner of the current awards.

Former Economy Minister Nigel Dodds, praising the achievements of the companies and Dr O'Shiel, said: "Winning three Queen's awards for international trade and an individual award for Dr O'Shiel is a marvellous

boost for the local economy. The awards demonstrate that companies here are becoming increasingly successful in the global marketplace. It's also significant that the awards to companies cover three distinct business sectors - audio technology, engineering and devices mainly for consumer products.

"The individual award to Dr O'Shiel is a fitting recognition of his commitment to business start-up and growth particularly west of the Bann. It is a further recognition of the important role of enterprise in driving the economy forward faster.

"The award winning companies are excellent role models for other local businesses seeking to achieve profitable and long-term growth. The accelerated growth needed to strengthen the private sector and create greater wealth across Northern Ireland can only be achieved by a significant increase in export sales of higher added-value manufactured products and expert services.

"It is also significant that each of the three award winning companies is sharply focused on innovation in terms of products and customer services. This is crucially important because competition is more intense than ever

before. The global economy is being reshaped dramatically by new internet technologies and the emergence of India and China as economic powerhouses.

"The objective of the Executive and Invest NI is to encourage and assist many more companies to follow the excellent example set by the latest Queen's Award winners."

APT has established itself at the forefront of the global audio industry with nearly 20 years specialist experience.

The company, a Queen's University Belfast spin-out, has spearheaded the development of digital audio technology for the broadcast, telecommunications and recording industries.

Canyon Europe, part of Japan's Canyon Corporation, established a manufacturing operation for trigger sprayers, industrial sprayers and dispensers in 1988. It has pioneered a range of innovative products for customers worldwide and has enjoyed strong growth over the past few years.

Fintec of Ballygawley designs and manufactures mobile crushing and screening machinery for customers in Europe, North America and Asia. It has achieved sales growth of around 300 per cent over the past three years and currently employs more than 300 people.

© Jon McClintock, Commercial Director, and Noel McKenna, Managing Director, both of APT.

In brief

Business Boot Camp

Supported by Invest NI's Enterprise Development Team, Advantage NI held the international element of its Business Boot Camp Programme in Toronto during April for 13 participants from the Renewing Community areas of Belfast. Comprising four days of intensive business training and a mix of cultural experiences, including networking with young Canadian entrepreneurs, this training element enabled participants to appreciate the steps needed to start a business. Two of the participants have since started their own business and a further four are on target to start by end June.

Ernst & Young Entrepreneur of the Year® award

Five of the six Northern Ireland business people shortlisted for the coveted 2008 Ernst & Young Entrepreneur of the Year® award are from Invest NI client companies. They are Danny Moore, Wombat Financial Software, Orla Corr, McAvoy Group, Patricia O'Hagan, Core Systems, Eugene Greene, Cooneen Watts & Stone and Terrence Brannigan, Resource Services Group. The other finalist is Lord Kilclooney, Alpha Newspaper Group.

Invest NI-DEL protocols

A set of joint working protocols has been developed and agreed by Invest NI and the Department for Employment and Learning relating to workforce and economic development in Northern

Ireland. The aim is to support the development of an improved skills pipeline matching demand and supply of skills for the Northern Ireland economy.

www.ThinkNI.info

Invest NI has launched version one of the new ThinkNI portal which aims to promote the region as a place to work to those working elsewhere. Its primary target is individuals originally from Northern Ireland and those with Northern Ireland links who may be considering bringing their skills and experience back home.

Version two of the site, currently in production, will have increased interactivity.

UTV Business Eye Awards

Invest NI is sponsoring the International Award in this year's UTV Business Eye Awards run in association with Bank of Scotland (Ireland).

This year there are 16 categories ranging from Business Personality and Company of the Year through to specialist awards for top retailer, leading international company, best employer and top-performing consultancy.

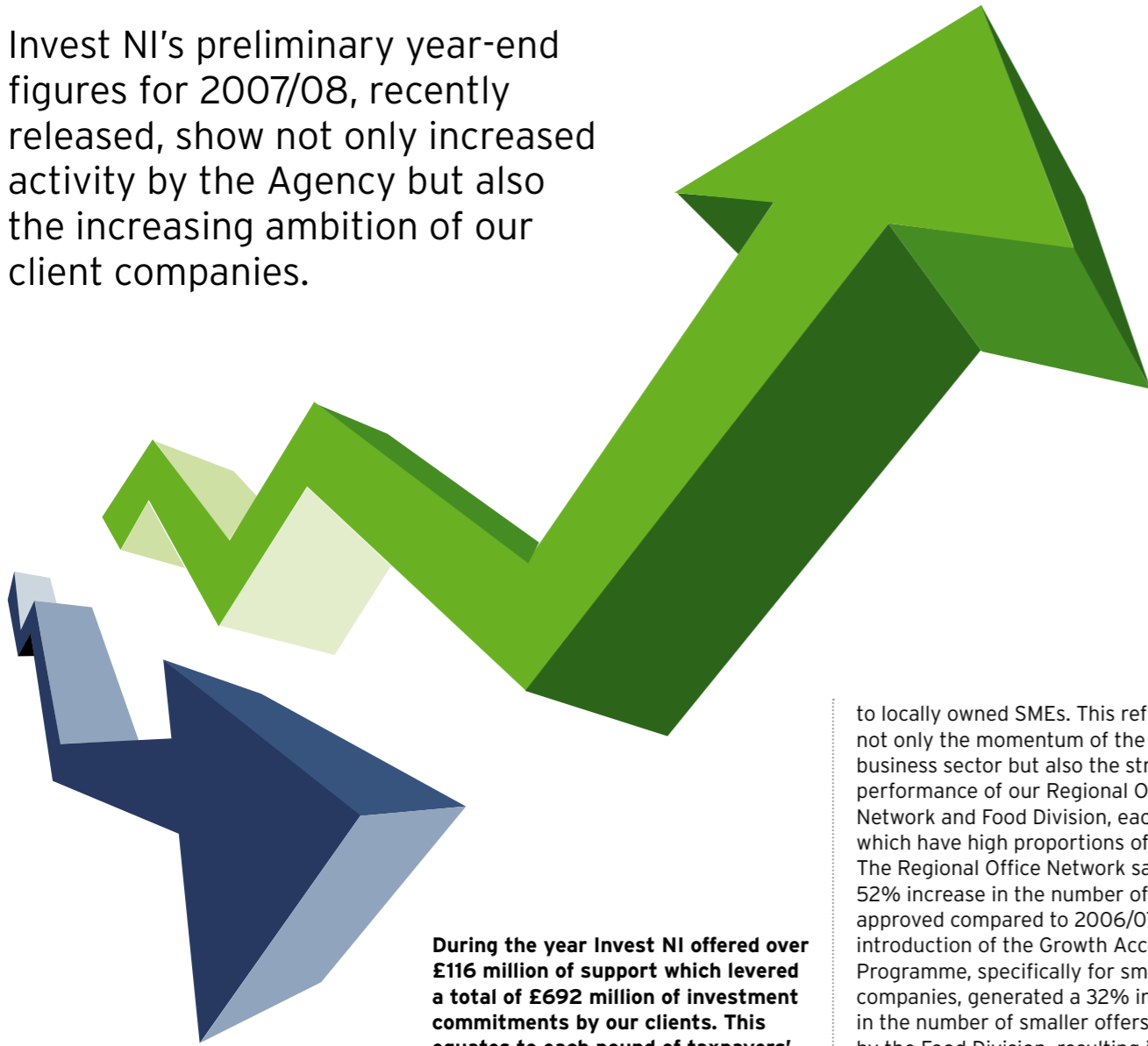
The International Award is open to organisations trading internationally from Northern Ireland and will recognise the most important achievement or contribution by such a company outside Northern Ireland during the period, whether in terms of export sales, overseas expansion, investment or acquisition.

This year's awards will culminate in a gala evening on Thursday, 2 October, 2008, at the Culloden Estate Hotel & Spa. For details on how to enter the UTV Business Eye Awards in association with Bank of Scotland (Ireland), click onto www.businessseye.co.uk/utvawards.



Figures Reveal Strong Performance

Invest NI's preliminary year-end figures for 2007/08, recently released, show not only increased activity by the Agency but also the increasing ambition of our client companies.



During the year Invest NI offered over £116 million of support which levered a total of £692 million of investment commitments by our clients. This equates to each pound of taxpayers' money contributing towards almost £6 of investment. Over half of this related to locally owned businesses, ranging from new starts to long-established firms.

Support for SMEs

Northern Ireland is primarily a small business economy and almost 1,500 of our offers, the vast majority, were for less than £10,000, and these were

to locally owned SMEs. This reflects not only the momentum of the small business sector but also the strong performance of our Regional Office Network and Food Division, each of which have high proportions of SMEs. The Regional Office Network saw a 52% increase in the number of offers approved compared to 2006/07. The introduction of the Growth Accelerator Programme, specifically for smaller companies, generated a 32% increase in the number of smaller offers made by the Food Division, resulting in a 216% increase in assistance offered.

Support for inward investors

It was also another good year for inward investments. Northern Ireland continues to be one of the top performing regions in the UK in attracting foreign direct investment. During the year we secured 20 new inward investment and 14 expansion projects by existing overseas-owned companies located here.

Collectively, these plan to generate over £94 million of salaries each year from the anticipated creation of 2,732 new jobs, many paying well above-average salaries, and the safeguarding of a further 1,546 existing jobs.

Invest NI's Chief Executive, Leslie Morrison, says: "A number of these projects, such as Bank of Ireland Securities Services and Citi, will further progress the development of the financial services sector in Northern Ireland. Software testing and development is often closely allied to financial services carried out in Northern Ireland and new investments by software houses like Fujitsu and 3Par have enhanced our reputation as a location of choice for accessing such skills.

"Investments such as these take many months, if not years, to bring to fruition, and a great deal of work went into securing each one."

Support for innovation

Over £20 million of assistance was offered in support of innovation schemes. Through our Compete, SMART, and Product and Process Development programmes, 90 companies were assisted to engage

in R&D activity for the first time. This is particularly significant, given that these programmes target SMEs.

We have also focused on stimulating the growth of emerging sectors, such as Life Sciences and Creative Industries, which have the potential to grow to scale and make a substantial contribution to Northern Ireland's economy. During the year we supported investments by Norbrook Laboratories and Almac and helped to develop important health and economic linkages between Belfast and Boston.

As a result of our agreement to provide funding of over £12 million to Northern Ireland Screen, major productions including *Closing the Ring* and *City of Ember* were filmed in Northern Ireland.

Support for export trade

Stimulating increased levels of exporting remains a key priority, and in addition to helping clients become export ready we delivered a programme of trade missions and continued to provide extensive in-market support. We offered over £4 million of assistance for trade related activities helping both new exporters and those looking to expand into new export markets.

Technical advisory support

Our range of advisory support was once again in demand during the year and we received unprecedented levels of requests from clients for advice and assistance on technical, energy and environmental issues.

Our comprehensive website, www.nibusinessinfo.co.uk, continued to be developed, receiving over 100,000 visits during the year and passing 1,000,000 pages visited since its launch. The 'Start Ups' and 'Employing people' pages were the most widely viewed of the 750,000 pages visited during the year.

Leslie Morrison comments: "The strong performance provides us with confidence that the thrust of the draft Corporate Plan (2008-11), which is compliant with aspects of the NI Executive's Programme for Government and Investment Strategy for Northern Ireland, is correct and that we can deliver against it as fully as the weakening economic cycle will allow. Invest NI is strongly committed to working with its clients to encourage the achievement of challenging targets in relation to export growth, business expenditure in research and development, and increased and higher salary levels."

The highlights of the preliminary results for the year ended 31 March 2008 include:

- Invest NI made 2,270 offers of assistance totalling £116m, which contributed towards planned investment of £692m
- 40% of offers approved and 59% of total assistance offered were to clients located in, or proposing to locate in, areas of economic disadvantage.
- £43m was provided to clients to develop capability through innovation, business improvement, technology and process development, and trade.
- 103 new businesses were supported specifically because of their potential to trade in markets outside Northern Ireland from an early stage. A further 3,348 individuals were assisted through the Start a Business Programme and 63 social enterprises were supported.
- 800 companies participated in a range of trade programmes, including 250 businesses demonstrating their commitment to exporting for the first time. Focused sales and marketing training was delivered to 300 key sales personnel. Companies using Invest NI trade services last year have, so far, reported new business worth £367m.
- Sales were completed for 44 sites and three factories, generating income of £18.4m which was returned to the NI block for redistribution. At 130 acres, this was a record year for property sales and is a significant achievement.
- In promoting entrepreneurship, 62,510 students participated in entrepreneurship programmes, 12,808 young people were provided advice through Livewire and 5,250 females participated in Women's Networks.

TIME TO STREAMLINE

As the economy moves towards a more challenging period, businesses will be taking a harder look at their direct costs and overheads in an effort to preserve the viability of their bottom line.



Invest NI clients can benefit from a range of support programmes that give them the opportunity and resources to review and streamline their operations, cut costs and ensure that they are fighting fit to meet the challenges ahead.

One of the most successful of these programmes is the Business Improvement Agent (BIA) scheme. Through this Invest NI provides support for a company to employ a BIA for a three-year period. By focusing on the implementation of a wide range of improvements throughout the business, the agent's objective is to make savings of over three times his salary annually.

Recently Castlereagh-based packaging company MSO Cleland achieved savings of £700,000 through ongoing process improvement thanks to the BIA scheme.

MSO Cleland provides a range of innovative packaging solutions such as labels and cartons to clients from a variety of industries throughout the Republic of Ireland and the UK. Costs were reduced by improving processes across the business including

manufacturing, administration, security and staff training.

Noel Branagh, Managing Director of MSO Cleland, says: "As a result of the programme we now have a much leaner operation. We used video analysis in some functions of the business to identify areas that needed attention, before making improvements to achieve savings.

"Changes to our MIS systems reduced costs, and we also increased our production speed whilst maintaining our high quality standards. We also introduced more cost effective waste recycling procedures, and reduced overall levels of waste," adds Mr Branagh.

North-west based Diamond Corrugated also saved almost £700,000 through the BIA programme. The company supplies packaging solutions to many industry sectors throughout the UK and Ireland. It introduced new procedures in key areas including manufacturing, purchasing, maintenance, finance and stock management. Staff training initiatives were also developed to increase skill levels.

Paul Diamond, Managing Director of Diamond Corrugated, says: "New financial management measures led to even greater administrative efficiency, enabling us to reallocate resources to other critical areas of our business. The business improvement model has had a positive effect on staff morale and people are embracing new ideas and are enthusiastic about the improvements made."

Even the biggest and most operationally adept companies can gain from continuous process review and improvement as demonstrated by savings made by global manufacturer, Hughes Christensen. The company specialises in drill bits which are used to drill for oil and gas throughout the world.

Through the BIA programme Hughes Christensen saved £557,000 by restructuring operational departments, introducing lean manufacturing techniques, developing new human resources processes, introducing energy saving initiatives and staff training.

Ian Warke, General Manager at Hughes Christensen, says: "The savings achieved have had a hugely positive impact on turnover. We introduced new shift patterns, performance feedback procedures within teams and personal development plans which have led to more precise goal setting and increased motivation amongst our staff. The introduction of even better equipment maintenance procedures has led to a significant reduction in machine down-time.

"Our energy efficiency has also improved considerably and by purchasing new machinery we have been able to reallocate manpower and increase overall productivity."

i For more information on the Business Improvement Agent programme please contact your client executive or Business Improvement Services, **tel: 028 9069 8100, or e-mail: BISinfo@investni.com**

© Victor Jordan, Invest NI, and Paul Diamond, Managing Director of Diamond Corrugated

Boosting Productivity with ICT

Research has shown that investment in information and communications technology increases productivity. But getting the right ICT system can be challenging. Our E-business team and E-solutions Centre can help.



Practical and independent advice

It is estimated that businesses can achieve an increase in productivity of up to 4 per cent by investing in the right ICT. Furthermore internet use by employees and e-commerce activity are associated with higher value added per worker.

But faced with the task of choosing the right information and communications technology to support business growth, most business people have neither the time nor the expertise to do it. Invest NI's E-business team can help by providing free, independent advice, while our E-solutions Centre gives people the opportunity to get a hands-on 'try before you buy' experience of several technologies.

Nicholas Martin of Invest NI's E-business team says: "Our aim is to help businesses quantify the benefits of ICT. For example, ICT can help them reduce operating costs, increase productivity, improve profit margins and access new customers and markets. Then we can help them identify the right system for their needs.

"We take a hands-on approach, offering practical demonstrations to help businesses get a feel for different technologies so that they can make an informed decision."

By visiting the E-solutions Centre businesses can get demonstrations of key technologies including:

Online Sales Marketing

- E-commerce and selling online
- Website (search engine) optimisation
- Using e-marketing tools
- Online payment processing
- Web hosting and domain names

Communications

- Broadband technologies
- Networking
- VoIP
- Video conferencing
- Online collaboration
- Remote working and wireless
- Technology

Security

- Firewalls
- Antivirus and spyware
- Anti spam
- Backup and recovery

Mobile Computing

- Handheld devices
- Smart phones
- Tablet laptops
- Portable storage

Recently, the E-solutions Centre implemented cutting edge WAN (Wide Area Network) Optimisation Technology by US manufacturer, Riverbed. This exciting technology allows organisations to speed up data transfer between multiple sites.

"Businesses with a number of locations, linked via a WAN (such as the Internet), could derive real benefit from this technology, especially if they need to transfer large amounts of data between offices," Nicholas Martin says.

"For example, architects and engineers sending large technical CAD drawings between sites could use this technology to speed up file transfer times, significantly improving the efficiency of this business process. According to statistics released from Riverbed, and confirmed by independent testers, these devices could speed up the time taken to transfer files by a factor of 100."

Technology Awareness Workshops

Alternatively businesses can find out about specific technologies by attending the Technology Awareness Workshops that Invest NI holds regularly across Northern Ireland. These workshops are run in association with local enterprise organisations. Recent workshops have focused on e-commerce.

Frances Catney, proprietor of L R Trader who attended an e-commerce workshop comments: "The workshop was very informative, I now feel more confident approaching web designers with regard to setting up an e-commerce site for my business."

Over a hundred business people attended the Technology Awareness Workshops last year. Nicholas Martin comments: "The feedback has been very positive. People appreciate the chance to get practical advice on ICT, which is so essential to modern businesses but can be baffling."

i The services provided by the E-solutions Centre are available to businesses in Northern Ireland with fewer than 250 employees. For information on the Centre or on upcoming Technology Awareness Workshops, please contact the E-solutions Centre: **email: esolutions@investni.com tel: 0800 515 319.**

Snacks Pack an Export Punch

Invest NI's Food Division is helping to drive the development of one of Northern Ireland's key industries

Food and drink processing in Northern Ireland is a £2.4 billion industry that currently provides 23 per cent of manufacturing sales. Sales outside Northern Ireland are developing steadily and currently provide 18 per cent of the region's total external and 13 per cent of its export business.

Every £1,000 of sales results in added value of £200. Furthermore, food and drink provides employment for around 20,000 people in processing and 80,000 throughout the supply chain including farming and distribution.

Almost 60 per cent of output is sold to customers in other parts of the UK and 23 per cent to international markets. Today local processors ship cheese, biscuits and minerals to the US, oats to Europe, the Middle East and Hong Kong,

beef and lamb throughout Europe, and prawns to France, Italy, Spain and Russia.

Invest Northern Ireland is committed to the industry's growth particularly in terms of sales outside Northern Ireland. Over the past five years Invest NI has made more than 800 offers of assistance to processing companies totalling £42 million.

Sales outside Northern Ireland were driven by three sub-sectors - Milk and Dairy, Beef and Sheepmeat, and Drink, with only Milk and Dairy and Drink achieving some sales (both around 5 per cent) beyond the European Union.

To help the sector realise its potential Invest NI created a Food Division, which now has a client base of more

than 260 companies of all sizes from across Northern Ireland, and formed a dedicated Food Team within the Trade Division. Both work alongside other Invest NI divisions to deliver fully integrated and responsive services geared to the sector's specific requirements.

Support is also available to help owner-managers and other key personnel within companies to develop their skills, manage key accounts, especially with retail multiples, improve productivity, ensure effective supply chains.

This support has also included the biggest-ever marketing campaign for food and drink companies involving almost 40 international events.

Lovers of fine food in the UK, Ireland, the US and beyond are getting the chance to savour Northern Ireland's best agri-food produce, thanks to deals sealed with the help of Invest NI's Food Division.

Punjana Tea Bags USA

Independent tea blender Punjana has broken into the US market having agreed a three variety listing with Tree of Life, a nationwide distributor and marketer of natural and organic foods with a turnover in excess of \$430 million. It's a potentially substantial breakthrough for Punjana, which already counts the UK's leading retailers among its customers.

A recently launched Fairtrade blend has also been listed by top retail chains in the UK, including Tesco and Republic of Ireland. Around 30 per cent of Punjana's business now comes from customers throughout Great Britain.

The company, which is also accredited by the British Retail Consortium as a Grade A quality focused business, has invested heavily in the latest automated production technology and in the



development of contemporary soft foil packaging, which it launched last year. It pioneered the development of soft packs containing 80 tea bags as part of an attractive rebranding programme.

Invest NI helped the company to develop its state-of-the-art packaging system.

Meet the Buyer Success

Invest NI's Meet the Buyer events have helped six smaller food companies to win export sales. Limerick-based Pallas Foods has placed initial orders for a range of home bakery, artisan cheeses and fresh juice products from Causeway Cheese, Loughguile; Ditty's Home



Bakery, Castledawson; McCann's Apple Products, Craigavon; and Steve's Cakes, Antrim.

The deals give the local companies access to a huge distribution network that supplies almost 5,000 customers in restaurants, cafes and canteens across the island. Pallas is also unique in that its service covers fresh, frozen and ambient products.



Newtownabbey's Golden Popcorn, Northern Ireland's only manufacturer of the popular snack food, was introduced to David Sands Ltd at a Meet the Buyer event. David Sands, Scotland's top independent supermarket chain, has since ordered pre-packed products from the company.

Meanwhile Knotts Bakery in Newtownards secured a contract to provide Dublin's gourmet food retailer, Donnybrook Fair, with a range of cakes. Knotts, an award-winning bakery, launched its premium quality 'pound' cakes at Donnybrook Fair following a presentation of its products to the upmarket supermarket's buyers.

Pinpointing Partners

In March Invest NI lined up meetings with US food businesses for eight local food companies who are hoping to grow their business by means of licensing deals.

Maynard Mawhinney, Invest NI's Food Director, commenting on the initiative, says: "The objective is to introduce our food processing companies to US businesses interested in selling licences to manufacture their products, or a licence for a unique process, in Europe or the UK or Ireland.

"Such arrangements offer the US companies a low risk market entry channel into Europe by means of an established and successful processing business in Northern Ireland. In return our Northern Ireland companies can get a new product or process to market much faster than if they were to go through the product development process themselves.

"This is a new initiative in our drive to help many more of our food processing companies to do better business by exploring opportunities to develop new products either in-house or by means of forming external partnerships in the US and other markets."

Introductory Offer

Millar Savoury Foods, the Eglinton-based convenience and snack food business, has linked up with Nicco Foods in Cheshire following an introduction brokered by Invest NI. Nicco Foods will now market and distribute Millar's range of products that includes scotch eggs, burgers, pies and hotdogs throughout Great Britain.



Nicco Foods is a sales and marketing organisation for manufacturers throughout Europe. The deal gives

Millar Savoury access to many 'blue chip' retailers.

Millar Savoury also recently signed a deal to supply its products to Norfolk Line in Kent for its ferries. The company has achieved grade A British Retail Consortium accreditation.

Products Go for Gold

Fifty Northern Ireland food companies tabled 250 new products in a bid to strike gold in the prestigious Great Taste Awards, during the IFEX event in May.

The awards are organised annually by the influential Guild of Fine Food in London and cover a broad range of food categories including beverages, dressings, pickles and chutneys, biscuits, frozen desserts, sausages, bacon and cured meats.

Maynard Mawhinney, Invest NI's Director of Food, says: "We have an excellent track record in the awards. More local companies than ever before are now bidding for gold. I am confident that the judges will find that good food is truly in our nature in Northern Ireland."

The winners will be announced in August and will receive their awards at the Speciality and Fine Food Exhibition in London in early September.



Far Left: Shane McArdle, Invest NI, Maynard Mawhinney, Invest NI Food Director, pictured with Tadgh Geary, Pallas Foods Commercial Director, and Patrick Clement, Pallas Foods, with some of the products the company has listed.

Left: Hazlett Millar, Millar Savoury Foods, signing deal with David Nickisson, NICCO Foods Ltd.

Above: Maynard Mawhinney, centre, Invest NI Food Director, pictured with, left, Martin Hamilton and Tracy Hamilton of Mash Direct, Comber, at IFEX.

Blue Tree Tracks Down Global Deals

Co Down firm Blue Tree Services is going global with its innovative personal GPS tracking products, thanks to support from Invest NI.

Established in 2005, Blue Tree has just signed distribution deals for its tracking devices and software in Australia, Saudi Arabia and Africa. This follows similar deals in the UK and Republic of Ireland.

Blue Tree designs and manufactures the Blue Ranger, a pocket-sized GPS tracker, and software called Kool Trax, which turns any compatible mobile phone into a GPS tracker. The Blue Ranger and software-installed phones have a high degree of accuracy and can be tracked from a PC or palmtop computer.

Mike Smuts, Managing Director of Blue Tree Services, says: "With Invest NI's help, we developed affordable, easy-to-use and highly accurate GPS devices and software. Early customer feedback has been overwhelmingly positive.

"Our products have proved popular with a wide range of customers from parents who want to give their children more freedom but without the worry, to businesses employing lone workers."

Mark Bleakney, Invest NI's Southern Regional Office Manager, adds: "We helped the company with international sales and marketing, enabling it to attract significant additional private investment, and paving the way for the new distribution deals."

Hi-tech Tyrone Firm Connects with China

Co Tyrone-based Microchannel Technologies has tapped into the rapid growth of China's internet market and secured a multi-million pound contract, thanks to its revolutionary internet software, developed with assistance from Invest NI.

From its offices in Clogher, Microchannel develops some of the world's most advanced bid management and analytics software for internet search engines. The multi-million pound contract - the result of an exclusive partnership between Microchannel and international advertising agency neo@Ogilvy - will see Microchannel become the first approved provider of Search Engine Marketing software that can connect to Baidu, China's leading internet search

facility, as well as all other major search engines worldwide.

Invest NI through its Western Regional Office has been supporting Microchannel since the business was established in 2000. More recently, Invest NI has offered assistance towards the company's product development activities and helped the company to access export marketing support, particularly for Europe and the Asia Pacific region.

Barry Lloyd, Chief Executive of Microchannel Technologies, says: "China now has more internet users than the US and usage is growing at a rate of 20 per cent each year. Indeed the global market on Baidu alone is estimated to be worth approximately £1 billion."

Old Tarts get Fresh



Gourmet patisserie baker Old Tarts, which is based in Crossmaglen, Co Armagh, has secured its first retail sales with help from Invest NI.

The small artisan bakery is supplying its handcrafted tartlets and desserts to all five upmarket supermarkets in Dublin run by Fresh, The Good Food Market. Invest NI helped Old Tarts through its programme of 'Meet the Buyer' events organised by its trade advisor in the Republic of Ireland. These have helped

the bakery to pinpoint and line-up a niche retailer for its extensive range of fresh patisseries that blend a traditional Parisian-style with contemporary designs.

"Winning orders from Fresh is a substantial step forward because it establishes us with an ambitious and dynamic food retailer focused on premium quality Irish products. Fresh was impressed by the quality and variety of our patisseries and desserts and also by our ability to develop fresh products to their specific requirements," says owner Sarah-Jane McGrath.

"The challenge now is to build on this and to increase consumer awareness throughout Ireland. Invest NI's advice and practical support has been extremely important in our marketing activities," she adds.

Old Tarts currently employs three full time and three part time employees.

Shane McArdle, Invest NI, with Sarah-Jane McGrath, founder of Old Tarts.

Tree of Knowledge to Grow in Ireland



Young entrepreneur, Ben Best, has set up Tree of Knowledge Ireland to exploit learning aids developed by Tree of Knowledge (Scotland).

The Portrush business is being helped by Invest NI through its Growth Accelerator Programme (GAP). Mr Best hopes to develop sales for Apodo, an innovative learning pod in the education and corporate sectors, and Apodium, a learning system for children and young people. Des Gartland, Invest NI North West Regional Manager, says: "GAP

support will enable this export orientated start-up business to take the necessary steps to make its first sales in the Republic of Ireland. We are supporting two employees whose primary role will be to grow exports to at least 25 per cent of turnover over the next 12 months.

"The company will also be able to draw on the experience of the Scottish business which has proven the effectiveness of the two learning products and has secured contracts with leading education and corporate organisations."

Mr Best says: "We've already had approaches from secondary schools in Belfast and interest is being shown by education authorities in other areas including the Republic of Ireland."

Des Gartland, and Shelley Pinkerton of Invest NI with Ben Best, Tree of Knowledge Ireland.

New Truck Drives Export Success

Invest NI has helped Dungannon-based Mallaghan Engineering to achieve export success with a catering truck for the new Airbus A380 aircraft, following an investment by the company of over £700,000.

Mallaghan Engineering designs and manufactures a wide range of ground support equipment for the aviation industry, including passenger stairs, baggage handling systems and medical access lifts. Invest NI offered over £200,000 of R&D support towards the development of the new catering truck.

Technologically advanced and designed specifically to accommodate the huge size of the A380, the truck can elevate over three metres higher than a truck which caters for a standard jumbo jet.

Ronan Mallaghan, Managing Director of Mallaghan Engineering, says: "Our new A380 catering truck represents a significant technological step forward for the company.

"The number of A380 aircraft in operation is set to rise dramatically and feedback from our early clients has been overwhelmingly positive. This, coupled with our focus on new foreign markets and innovative manufacturing processes, puts us in a strong position to compete globally as the demand for A380 ground support equipment grows."

New Business to Carve Out Exports



Coleraine-based husband and wife team Paul and Alison Laverty have set up a company, Wooden Letters, to help young children master reading and writing. The business makes decorated wooden letters, numbers and alphabet wall charts.

With Invest NI's support the couple are investing over £200,000 to develop market opportunities for their products in Great Britain and the Republic of Ireland. Orders for the colourful letters

and numbers have already been placed by retailers both here and in Great Britain.

Des Gartland, Invest NI's North West Regional Office Manager, says: "The company's objective is to achieve sales outside Northern Ireland of around 70 per cent of turnover. As well as targeting the education sector it is aiming to develop sales in other growth areas such as giftware and to diversify. Our support will help the company in key functions such as production and marketing."

Mr Laverty says Invest NI's assistance will help the company implement its growth plans faster. "We are investing in new production machinery to enable us to step up production and are planning a challenging marketing drive over the next two years."

Paul Laverty, Wooden Letters; Shelley Pinkerton, Invest NI; Alison Laverty, Wooden Letters; and Des Gartland, Invest NI.

Investing in a Sustainable Future

The impact of rising energy and raw material costs is undoubtedly amongst the biggest challenges that businesses face today. Invest NI can help companies to meet these challenges by embracing sustainable business practices.

Inefficient use of utilities and materials that produce waste will undermine a business's competitiveness and productivity. Opportunities do, however, exist for businesses to improve resource efficiency to ensure that they remain viable in the long-term.

First steps

For those businesses taking their first steps into environmental management a useful place to start is the interactive questionnaire on Invest NI's nibusinessinfo.co.uk website. Entitled 'Identify where you can save money by going green' (www.nibusinessinfo.co.uk/gogreen) it's a series of questions about the nature of your business, use of resources, handling of waste and so on.

By answering these questions you will get tailored advice about steps you can take such as reusing waste,

cutting down on raw material use, redesigning your products using fewer non-renewable resources, saving energy and using renewable energy. Once you have pinpointed the areas where you can make changes you can get help and support from a raft of specialist organisations, including Invest NI's Sustainable Development team.

Getting help

Invest NI supports a number of national programmes that can provide practical help to local businesses on environmental issues. One of these is **Envirowise**. Sam McCloskey, Envirowise Regional Manager for Northern Ireland, explains how embracing resource efficiency can help firms to mitigate the impact of market pressures on their bottom line.

"Companies will be acutely aware of the recent business headlines that

appear to signal a difficult year ahead economically. But by banishing wasteful practices now, companies can put themselves in a strong position - one that could potentially mean not having to pass on price rises to suppliers. In turn, this could have the added benefit of safeguarding valuable business relationships," she says.

"Companies can cut levels of waste associated with every stage of their business activity from reducing raw material usage, both on products and on packaging or fixing simple water leaks, to encouraging employees to only print when absolutely necessary."

Through funding by Invest NI, Envirowise provides a range of free advice to Northern Ireland businesses, from advice on implementing practical resource efficiency and cost saving measures to guidance on cleaner technology and design. For further

information call the Envirowise Advice Line on 0800 585 794 or visit www.envirowise.gov.uk/northernireland

For businesses specifically interested in energy efficiency, Invest NI's **Carbon Trust** programme can help. It is available to all Invest NI clients and businesses that have annual energy costs of more than £50,000. Businesses can benefit from :

- energy seminars and workshops
- publications about energy efficiency
- a dedicated energy helpline: 0800 085 2005
- an energy efficiency design advice
- free on-site energy surveys and audits.

The services are delivered by independent energy consultants, and energy and technical audits may include up to 10 days' free consultancy. For more information visit: www.carbontrust.co.uk

Have + Wants, Makes Money

The National Industrial Symbiosis Programme (NISP), funded here by Invest NI, offers businesses the opportunity to improve competitiveness

by matching an excess of any resource such as waste, transport, storage, skills, capacity or energy, with other businesses that could use that resource.

Under the guidance and leadership of an industry-led Programme Advisory Group (PAG) member companies such as Alpha Resource Management Ltd (Lagan Group), Bombardier Aerospace, Environment Heritage Service, F G Wilson, Glenfarm Holdings, Invista Textiles (UK) Ltd, Michelin Tyres plc, Montupet UK, Moy Park, R4 Group, and Seagate Technology, have encouraged the uptake of NISP within their supply chains and beyond.

The NISP philosophy is a simple one - to help businesses help themselves. NISP-NI also helps remove any barriers - regulatory or technological - that might prevent an exchange of resources taking place. Businesses are brought together through synergy workshops and can also contact NISP-NI directly and be introduced to potential solution providers through the extensive NISP network.

NISP-NI has held two sectoral synergy workshops so far this year, for the food and drink and the construction

industries. Twenty-three companies participated in the food and drink workshop where potential cost savings of over £6 million were identified as a result of potentially diverting 120,000 tonnes of material from landfill. The construction industry workshop, attended by 33 companies, identified £16 million of potential savings and estimated that 300,000 tonnes of material could be diverted from landfill. Attached to these savings will be reductions in CO2 emissions, water consumption and the use of virgin materials as well as the potential to secure and create jobs.

The next NISP-NI workshop is on 9 September and is for the engineering sector. To find out more or to join NISP-NI visit: www.nisp.org.uk or telephone 0845 0949511.

i For more information about support available to help businesses with environmental and energy issues, please contact Invest NI's Sustainable Development Team:
email: sustainabledev@investni.com
tel: 028 9069 8868

NISP in Action

Michelin Tyre

Michelin Tyre plc is an enthusiastic supporter of NISP-NI. Challenging corporate environmental objectives include a commitment to zero process waste to landfill in 2008. Although Michelin was making steady improvements year on year it was experiencing difficulty finding economically viable recycling processes for some of its waste streams.

NISP-NI, drawing upon its unique network of 10,000 members and almost 100 Practitioners across the UK, identified potential solution providers. Flexible Intermediate Bulk Carriers contaminated with carbon black and therefore considered

incapable of being recycled are to be remanufactured into flower pots by a company in England eliminating 183 tonnes a year from landfill. Talc waste will be used in civil engineering projects for de-watering and compacting soils.

Diageo

Diageo's environmental policy specifies the operation of a sustainable business that causes no long-term degradation of natural resources. Following engagement with NISP-NI, Diageo formed a partnership with Ulster Farm By-Products. As a result, Diageo's canteen food waste is now rendered by Ulster Farm By-Products, and produces by-products suitable as green fuel. Ten tonnes

per annum of canteen waste is now being diverted from landfill generating savings of £1,000 a year. This is an example of best practice from a world leading organisation that can be replicated in other organisations leading to significant environmental benefit in terms of diversion from landfill and reduction in methane or CO2 equivalent emissions.

Cherry Pipes

NISP-NI helped Cherry Pipes to link up with local polymer processors to incorporate a proportion of recovered plastic waste in their drainage pipes, saving on the use of virgin raw materials and reducing production costs.

Making an Impact

The impressive frontage of the 250,000 square foot Sandvik factory on the A4 near Ballygawley, Co Tyrone, is a modern landmark. The factory is home to the former Fintec Crushing and Screening, now owned by Swedish multinational Sandvik AB.



Fintec can trace its roots back over 50 years. From relatively humble beginnings it has become a market leader in the manufacture of mobile crushing and screening equipment for the quarrying and recycling industry.

The company was set up in the early 1950s by the late John Finlay and quickly became renowned around the world for quality engineering and excellent after sales support. Five decades later the spirit of engineering innovation is more than evident in the company which can boast awards including a Queen's Award for Enterprise in 2006 and 2008, and the Exporter of the Year Award at Invest NI's Celebration of Enterprise in 2006 and 2007.

But Fintec has never been a company to rest on its laurels, and continues to invest in product development and in further improving its operations.

In 2006 the company announced a major new multi-million pound development project, with support

from Invest NI. The expansion project allowed it to develop an innovative range of mobile crushers and increase its worldwide exporting capabilities.

Invest NI offered the company approximately £0.5 million to help it improve workshop efficiencies, and research and development processes, and to strengthen its sales and marketing capability.

As part of the development, Fintec added 55,000 square foot of workspace to its operations and created over 70 new jobs.

Hubert Watson, Sales and Marketing Director of Fintec Crushing & Screening, says: "Our success has been reliant on creating new and innovative products that exceed customer expectations. Each new project represents another step in the development of our company and creates new market opportunities."

In April 2007 the company was acquired by Swedish multinational Sandvik AB.

Now employing over 350, demand for its products has never been higher and Fintec has recently focused on maximising its profitability by making its operations leaner and investing further in staff training.

Once again Invest NI was able to help, with support through its Business Improvement Training Programme. The programme enabled the company to implement training for company directors, managers and team leaders. This helped them to introduce new lean production procedures and streamline a range of other functions such as sales and purchasing.

As a result the company has saved over £1 million from a £230,000 investment.

Paul Colton, Operations Director at Fintec, says: "Since our senior management team underwent the extensive training programme, we have actually increased our unit outputs while decreasing our overall manufacturing costs. A culture of continuous improvement has been developed amongst our employees, and additional improvements are now taking place across various other business operations."

The combination of Fintec's experience and Sandvik's ability to manufacture durable and highly productive impact crushers has put the business in a premium position in the marketplace. The very positive reaction to its latest model, the new 1440, a track-mounted mobile unit, is a strong indication of its growing global reputation and of its ability to look ahead and predict the needs of the market.

Improved Opportunities for Collaboration

A new service offering support and advice on innovation and collaboration opportunities across Europe is now available from Invest NI.

The Enterprise Europe Network combines and builds on the services provided by the former Innovation Relay Centre and European Information Centre. It offers an integrated one-stop shop for local SMEs, and larger companies, who wish to benefit from technology transfer, experience sharing and business networking opportunities across the EU.

The Enterprise Europe Network also provides practical advice and guidance on matters such as European legislation and help with market research in countries across the region in order to identify potential new export opportunities. The initiative's Tender Alerts Service has already proved useful in providing targeted commercial leads to almost 300 companies. Last year the service helped companies secure around £264 million worth of contracts.



Local Businesses could be Winners in London Olympics



The Beijing Olympics are just around the corner but businesses in the UK have their sights set on the 2012 Games in London, which will generate significant business opportunities.

Local companies of any size can bid for London 2012 contracts. It's estimated that up to 75,000 contracts could become available through the supply chain. To find out what opportunities are available and how to go about bidding for work you can visit the CompeteFor portal (www.competefor.com/london2012business/login.jsp).

To view details of the contracts available you will need to register the basic details of your business. If you wish to apply for any of the contracts you will need to complete and publish a full business profile.

Jim Shaw, of Invest NI's Business Improvement Services, says: "Invest NI believes Northern Ireland companies are in a prime position to compete, bid for and win business through the 2012 supply chains.

"It's important to remember, however, that tender requirements will be demanding and companies will face stern international competition. However, a business that gears itself up to meet the procurement demands of 2012 will be in a much stronger position to bid for other major contracts in the future."

i For advice on bidding for 2012 contracts visit www.nibusinessinfo.co.uk and go to the 'Tender for major public sector contracts' page of the Sales and Marketing section.

📍 Tracy Meharg, Invest NI, with Morag Stuart, Head of Procurement at the Olympics Delivery Authority.

SMALL BUSINESSES GET INNOVATION BOOST

A new scheme which will help small businesses access expertise to help them with specific innovation projects has been launched by Invest NI in partnership with Enterprise Ireland.

The Innovation Vouchers scheme is open to all registered companies with fewer than 50 employees and less than £8 million annual turnover, except for those in the transportation and agricultural sectors. Under the scheme companies that have a project that requires an innovative solution can apply for an Innovation Voucher, which is worth up to £4,000. This can be exchanged for advice and expertise from accredited knowledge providers, which include participating universities, further education colleges or publicly funded research bodies in Northern Ireland and Republic of Ireland.

The vouchers can be used for many aspects of innovation within the business such as the development of new business models, new service delivery or customer interfaces, new products and services, training in innovation management or innovation or technology audits. The project must provide additional value for the company and have ongoing benefits.

i To find out more about the Innovation Voucher scheme visit: www.investni.com/innovationvouchers, e-mail: tau@investni.com or tel: **Kieran McGuinness on 028 9069 8818.**

New Guides to Help Environmental Management

At a time when environment and sustainability continue to grow in importance for businesses and their customers, suppliers, regulators and other stakeholders nibusinessinfo.co.uk's Environment & efficiency section (www.nibusinessinfo.co.uk/environment) is expanding to fill gaps, and provide more detailed information in key areas.

The latest developments include 15 new guides covering a range of topics from how to comply with legislation through environmental good practice to more aspirational guidance on how to make a business more sustainable. The new content will be supplemented by six related guides from the existing Grow your business, Health and safety and International trade themes.

The environment and efficiency theme will continue to develop

significantly during the next three years as relevant content moves from other government websites to nibusinessinfo.co.uk as part of the UK's Transformational Government programme. This aims to give customers access to the information and services they need with greater speed and ease.

New guides

- Buying sustainable goods
- Climate change and your business
- Dealing with land contamination
- Hazardous substances and the environment
- How to prevent water pollution
- How to store oil
- How to write an environmental policy
- Managing your hazardous waste
- Market your environmental credentials

- Overview of environmental permits and licences
- Packaging and the environment
- Protect employees & the environment from air pollution
- Use water efficiently
- Where to get advice on environmental issues
- Reduce the environmental impact of your transport

Related guides

- Corporate social responsibility
- Dealing with noise and noise pollution
- Ethical trading
- Local authority services: an overview
- Protect your business from flooding
- Quality management standards

NEW CAMPAIGN LAUNCHED

Invest NI has launched a new advertising campaign to highlight specific elements of nibusinessinfo.co.uk and attract more visitors to the site to see for themselves how their business can benefit from the information and tools it offers.

The campaign will feature a different section of the site each month for the next year and will specifically promote the advantages of registering with the site. By registering, businesses can get regular updates of information relevant to them via e-mail alerts, file financial and government returns online and receive tailored advice on issues of particular interest to them.

Rodney McMullan, who heads up Invest NI's [nibusinessinfo](http://nibusinessinfo.co.uk) team, says: "The



nibusinessinfo.co.uk brand is already very strong. However, our research indicated that business people do not appreciate the depth of information on the site nor the range of benefits available to businesses that register.

"This campaign will drill down into specific sections of the site such as Trade or Environment and highlight the range of support and information available about each topic. Through this we aim to increase the relevance of the

site to users and as a result increase the number of people regularly visiting it."

The site's users include individuals, start-up businesses, growing companies and the third level education sector.

The campaign kicked off in June with a focus on Trade. It will include radio and online advertising, press and magazine articles and an outdoor campaign that will extend to advertising on billboards, ticket barriers and public transport including buses and taxis.

Innovation Master Class

Serial business innovator Craig Sams, Co-founder and Chairman of organic luxury chocolate manufacturer Green & Black's, was guest speaker at an Innovation Masterclass for local businesses hosted by Invest NI recently.

Mr Sams delivered an inspirational address to delegates from a wide range of local companies, highlighting how adopting innovative practices in all areas of the business can drive growth and sales success. He emphasised how companies of any size can begin to innovate right away, without any major investment, and see improved performance.

Relating how Green & Black's has grown rapidly from a small husband-and-wife venture to one of the world's leading organic chocolate manufacturers, Mr Sams told of how the company employs innovative techniques in all aspects



of the business - from branding and packaging, to production methods and staff development.

These factors, including its commitment to fair treatment of cocoa growers, helped the company to secure a multi-

million pound takeover by Cadbury Schweppes in 2005.

Tracy Meharg, Invest NI's Managing Director of Innovation and Capability Development, says: "Last year, through our Innovation Week activities, Invest NI highlighted innovation as a key driver of business success and the need for all businesses, across all sectors to embrace its principles.

"To ensure that local firms have access to the information and support they need to realise their creative potential, Invest NI will hold a series of events around Northern Ireland in 2008."

Tracy Meharg, Invest NI, with Craig Sams, Green and Blacks, at the Innovation Masterclass.

Childcare Vouchers Scheme

Smart employers recognise that their most valuable assets are their employees, many of whom are parents. Working mums and dads will be more focused in the workplace if they have appropriate and affordable childcare arrangements in place.

There are a number of organisations which aim to make life easier for working parents by encouraging businesses to invest in employer supported childcare. Their services benefit both working parents and employers.

Childcare vouchers are a legitimate method of paying for registered childcare. Vouchers, up to a value of £55 per week, are exempt from tax and National Insurance Contributions and therefore offer potential savings

for working parents who use them to pay for registered childcare.

Invest NI currently runs this scheme for all eligible employees and has found that it has resulted in a number of benefits, including:

- financial savings for both employers and employees (employers typically save 12.8% of the value of the vouchers issued (employer's NI);
- wider recruitment pool;
- improved staff retention rates;
- reduced absenteeism levels;
- increased motivation, staff loyalty, and productivity;
- employer of choice.

If your business is interested in introducing childcare vouchers you can find out more from any of the many organisations that offer the service.

Best Practice Award

Invest NI has been named a model of best practice by the Department of Finance and Personnel for its project management of the relocation to Bedford Square and also for its delivery of customer service via nibusinessinfo.co.uk.

The Northern Ireland Best Practice Scheme aims to help the public sector build a culture of continuous improvement through reform and modernisation. It identifies public, voluntary and community sector organisations with a track record of quality improvements, that can share their experiences with other organisations through a series of learning activities.

New Faces on Invest NI Board

Mr Roy Adair

Mr Adair is Chief Executive of Belfast Harbour Commissioners. His career started with Rothmans International and he has held directorships of a number of companies. He is a Board Member of the UK Major Ports Group Ltd and a Board Member of Business in the Community. In 2007 he was appointed as HRH Prince Charles Ambassador for Corporate Social Responsibility for Northern Ireland.



Mr Tim Brundle

Mr Brundle is Director of Innovation at the University of Ulster. Prior to this appointment, on behalf of QinetiQ Group PLC, he held the positions of both Director of Sales and Marketing and Technology Transfer Director within the Ministry of Defence Diversity Agency. He holds a number of non-Executive posts and is a member of the Advanced Engineering MATRIX Horizon Panel.



Professor Gerry McCormac

Professor McCormac is Pro-Vice Chancellor of Queen's University. He represents the university on the Economic Development Forum Innovation sub-Committee, the Northern Ireland Science and Industry Panel (MATRIX) and on the university liaison panel of the Board of the Northern Ireland Science Park.



Dr Alan Lennon OBE

Dr Lennon is currently a self employed consultant. He is also one of six Commissioners responsible for running NI Civil Service senior appointment processes. He is Chairman of Department of Agriculture and Rural Development's sponsored Research and Education Advisory Panel.



Mr Gerry McGinn

Mr McGinn is currently Head of Goodbody Stockbrokers' newly created presence in Northern Ireland. His extensive private sector experience includes being Chief Executive of Bank of Ireland, NI. From September 2001 to July 2007 he held the posts of Permanent Secretary for Department of Education and then Department of Regional Development.



Mr Mark Ennis

Mr Ennis is Director of Strategy & Public Policy at Airtricity. Before that he was CEO of Boxmore International PLC. He has served as a Non-Executive Director on several Boards including the Industrial Research & Technology Unit and Down Lisburn Trust Board. He currently serves as a Non-Executive Director of ST & D Ltd, a University of Ulster spin out company.

Dr David Dobbin

Dr David Dobbin is Group Chief Executive of United Dairy Farmers, Chairman of the Prince's Trust in Northern Ireland and Chairman of InterTradelreland. He also serves on a number of other public and private sector boards. He was awarded an honorary Chinese citizenship in 1998 in recognition of his service to economic development in China.

Dr Frank Hewitt

Mr Hewitt is a currently Chief Executive of the Northern Ireland Chamber of Commerce. He has many years of industrial development experience and is currently Honorary Consul for the Federal Republic of Germany and a Board member of the Organised Crime Task Force Stakeholders Group.

OVERSEAS OFFICES

Invest NI San Jose Office

2001 Gateway Place
Suite 745 W
San Jose
CA 95110

T: 001 408 441 0544
F: 001 408 441 0547

Invest NI New York Office

Wall Street Plaza
20th Floor
88 Pine Street
New York
NY 10005

T: 001 212 742 9823
F: 001 212 742 9829

Invest NI Boston Office

545 Boylston St.
Suite 801
Boston
MA02116

T: 001 617 266 8839
F: 001 617 266 8914

Invest NI Dublin Office

123 Lower Baggot Street
Dublin 2
Ireland

T: 00 3531 639 1510
F: 00 3531 639 1508

Invest NI London Office

Third Floor
Clutha House
10 Storeys Gate
London
SW1P 3AY

T: 020 7222 0599
F: 020 7233 1937

Invest NI Brussels Office

Rue Wiertz 50
Wiertzstraat
Brussels
B-1050
Belgium

T: 00 322 290 1344
F: 00 322 290 1356

Invest NI Dusseldorf Office

Kaistrasse 7-9
Medienzentrum
D-40221
Dusseldorf

T: 00 49 211 3021280
F: 00 49 211 3021281

Invest NI Mumbai Office

British Deputy High Commission
Maker Chambers IV
22 Jamnalal Bajaj Road
Nariman Point
Mumbai 400 021

T: +91 (0)22 6650 2250

Invest NI Tokyo Office

Shin Tokyo Kaikan 5F
1-34-6 Asagayaminami
Suginami-ku
Tokyo 166-0004
Japan

T: 00 813 5305 5137

Invest NI Shanghai Office

29F, No. 1515
Nanjing Road West
Shanghai 200040
China

T: +8621 6103 7061
F: +8621 6103 7070

Invest NI Taipei Office

Room 1012
International Trade Building
No. 333
Section 1
Keelung Road
Taipei, 110
Taiwan

T: 00 8862 2757 6238
F: 00 8862 2757 6243

Invest NI Korea Office

1526 World Meridian,
60-24 Gasan-dong,
Geumcheon-gu, Seoul 153-781
Korea

T: 00 822 3775 0151
F: 00 822 3775 0234

Northern Ireland Bureau

601 Thirteenth Street NW
Suite 570 South Washington
DC 20005

T: 001 202 367 0480
F: 001 202 367 0482

Northern Ireland Technology

and Development Centre
Office 117, IBM Building,
Dubai Internet City
PO Box 9284

Dubai
United Arab Emirates

T: 00 9714 3914700
F: 00 9714 3916863

Northern Ireland Technology

and Development Centre
545 Boylston Street
Third Floor
Boston
Massachusetts 02116
USA

T: 00 1617 262 9400

Northern Ireland Technology

and Development Centre
World Trade Centre
1675 Broadway
Suite 1040
Denver CO80202
USA

T: 001 720 318 8336
F: 001 303 321 5651



Provided by
Invest Northern Ireland
Building Locally
Competing Globally

Part funded by

EUROPEAN REGIONAL
DEVELOPMENT FUND
Investing in your future

**Explore new markets
right on your doorstep**

Trading with the rest of the United Kingdom and Republic of Ireland is easier than you think. We'll tell you how.
nibusinessinfo.co.uk/trade

**NIBUSINESS
INFO.CO.UK**

Practical Advice for Business