

Scotland At Expo 2020 Dubai Evaluation Report

August 2022



Scottish Government
Riaghaltas na h-Alba
gov.scot

Section	Contents	Page
1	Executive Summary	3-4
2	Background to Scotland at Expo	5-6
3	Sponsorship	7
4	Stakeholder Engagement	8-10
5	Event Management	11-12
6	Programme Development & Delivery	13-19
7	Capital Investment	20
8	Marketing, Comms, Social Media	21
9	Ministerial Programme	22
10	Wider Engagement	23
11	Future Expo Participation	24
12	Recommendations	25-26
13	Annex Section Header- (Annex documents attached separately)	27

Executive Summary

EXPO 2020 Dubai was the first time Scotland engaged with a world Expo in a major way. The Scottish programme consisted of a range of daytime Activations and evening receptions delivered on specific dates across the six months of the event. The Activation programme focused on key themes that showcased the very best of Scottish innovation and global business ambitions in Digital Healthcare, the transition to a Net Zero Economy and our emerging Space sector.

Scotland events attracted more than 1000 attendees – in person and online through our virtual platform - with more than 40 Scottish businesses and over 60 organisations from Scotland and the UAE involved. Scotland's presence generated significant media coverage across the UAE, in Scotland and internationally helping to promote Scotland as "open for business" during the pandemic.

While the global pandemic presented significant challenges, the strength of our Team Scotland approach helped us to work across organisational boundaries, deliver extensive audience recruitment and engage the right business leaders to participate.

EXPO 2020 Dubai delivered positive global media coverage and positioning opportunities as well as early commercial gains for Scottish companies in the form of £8.1m of contracts as part of the event site design build and procurement phase. In addition, Scottish companies showcased as part of our events and associated trade missions have projected revenue forecasts in excess of £89m as a direct result of their participation. Two Scottish companies have already enjoyed some early post Expo benefits by successfully securing ongoing partnership collaborations and commercial contracts.

The Ministerial engagement activity delivered during our Net Zero Activation events has helped successfully progress Government to Government relationships with the UAE and is already supporting future collaborations.

Longer term successes are still to be measured and will continue to be tracked in order to help us fully understand outcomes.

Recommendations for Future Expo's

Scotland at EXPO 2020 Dubai perfectly demonstrated the strength of the Team Scotland approach and ensured delivery of a programme of activity resulting in a number of highlights, outcomes, learning points and associated recommendations for any future Expo participation.

Based on our experience at EXPO 2020 Dubai it is recommended that Scotland would benefit from having a presence at future World Expo's with some key considerations to take into account before committing to a programme.

Nick MacLean Scottish Government Trade Envoy to the UAE was an integral part of the Scottish presence and the programme in his role as moderator, host and in market adviser on the Steering Group. He provided feedback and comment on his engagement with the Scotland Team and made specific comment on the benefits of our EXPO 2020 Dubai presence and on the issue of future Expo participation:

“Scotland’s participation in future Expo events should be determined by the usefulness of the host nation to Scotland’s trade and investment ambitions. Dubai’s hosting of Expo 2020 was extremely valuable to Scotland because of the opportunities for growth in trade and the UAE’s capability of significant capital investment to Scotland, particularly through the activities of its sovereign wealth funds and with the background of the sovereign partnership formed last year between the UAE and the UK.”

Another important consideration for future Expo’s is the possibility of Scotland choosing to becoming an independent nation in the years leading up to EXPO 2025 Osaka (taking place between April and October 2025). An independence scenario would have significant implications for our future participation and we have sought to cover this in more detail at Section 11 - Future Expo Participation - and as part of the Recommendations at Section 12.

Background to Scotland at Expo

EXPO 2020 Dubai was originally scheduled to take place for six months between 1 October 2020 and 31 March 2020, however due to the global Covid pandemic the event was re-scheduled and took place from 1 October 2021 to 31 March 2022. Scotland's participation was a sponsorship agreement between Scottish Government Directorate for International Trade (DITI) and the UK Government's Department for International Trade (DIT) to deliver five daytime Activations and three evening receptions within the UK Pavilion at various dates across the six months of the event.

Scotland's Activation Programme

Scotland's Activation programme was co-created with Scottish Development International (SDI) and set out clear overarching aims and objectives that would promote Scotland globally while supporting delivery of trade and investment opportunities.

The final iteration of the activation programme focused on three key themes – **Space, Digital Health and Wellness** and **Race to Net Zero** with the addition of three evening receptions - **St Andrews, Scottish Food and Drink (Gulfood)** and a **Race to Net Zero reception**.

Covid impacts caused frequent changes to programme dates and method of delivery, which saw more of a focus on a hybrid approach of virtual and live sessions to ensure maximum reach and participation. The final programme and dates were as follows:

Space Activation	Hybrid event highlighting Scotland's unique Space story, showcasing pioneering research, innovation and end to end capability in small satellite value chain	20 Oct 2021
St Andrews /Scotland's National Day reception	In person networking event in partnership with Visit Scotland using Scotland's "Year of Stories 2022" as a hook to promote business focus.	30 Nov 2021
Digital Health and Wellness	Virtual event showcasing how the Scottish Digital Health Ecosystem is transforming healthcare with their expertise in turning health data into clinical insights	31 Jan 2022
Scottish Food and Drink reception	In person evening event promoting and showcasing Scotland's globally recognised Food and Drink sector aligned to Gulf Food in market event	15 Feb 2022
Race to Net Zero – Day 1 –Hydrogen	Hybrid event highlighting Scotland's journey to net zero through our ambitions as a Hydrogen nation	23 March 2022

Race to Net Zero evening reception	In person business networking event aligned to the focus of the 2 net zero activation events	23 March 2022
Race to Net Zero - Day 2- Food Security and Environmental Monitoring	Hybrid event highlighting Scotland's climate technology innovation in food security, waste, water management and agriculture in conjunction with environmental monitoring as key components in our climate emergency response	25 March 2022

Sponsorship & Budget

A formal sponsorship agreement between Scottish Government DITI and UK Government DIT allowed Scotland to deliver its own bespoke activity within the UK Pavilion as a key partner to the overall UK presence.

UK DIT offered Scotland a choice of three specific sponsorship packages – packages that were also offered to the other Devolved Administrations (Invest Northern Ireland and Wales). From the three options offered Scottish Government opted for the package that:

- offered the best opportunity to leverage and influence the UK business programme
- provided the greatest “return on investment” potential
- ensured we could maximise Scotland’s overall EXPO 2020 Dubai opportunity

In May 2019 this recommendation was made to Scottish Ministers alongside a proposed programme funding package. In addition to the sponsorship funding a project budget was set aside from the DITI’s Trading Nation Funds and was co-managed by SDI as DITI’s key delivery partner. The project budget covered a range of costs associated with developing and delivering major international events programming.

Stakeholder Engagement

Following extensive stakeholder engagement, delivery of the Scottish programme mainly involved the following stakeholders: Universities and their Alumni, Scottish Chambers of Commerce (SCC) who supported the programme through their own trade missions running in tandem with our events, Innovation Centres (all seven Scottish Centres engaged) and GlobalScots (from across the Middle East region supporting participating companies and attending evening events).

Scottish Universities and Alumni

We engaged Scotland’s Universities at the earliest stages aiming to make best use of their international and domestic academic expertise in key research areas linked to our Activation Themes. As the programme focus became clearer we approached specific academic research groups and representative bodies - University Scotland and international partner body Connected Scotland – to support and promote University engagement. Table below maps out our University engagement:

Direct Individual Engagement	Space Activation	Race to Net Zero Activation	Digital Health and Wellness Activation	Dubai Campus
Glasgow Univ Strathclyde Univ Edinburgh Univ Stirling Univ Aberdeen Univ St Andrews Univ Dundee Univ Univ of Highland and Islands Abertay Univ Heriot Watt Univ Glasgow Cal Univ Scotland's Rural College (SRUC) Napier Univ University of the West of Scotland (UCWS) Al Maktoum College	Scottish Space Leadership Council (SLLC):- Glasgow Univ Strathclyde Univ Edinburgh Univ Stirling Univ St Andrews Univ Heriot Watt Univ Napier Univ"	Energy Technology Partnership (ETP):- Glasgow Univ Strathclyde Univ Edinburgh Univ Aberdeen Univ St Andrews Univ Dundee Univ Univ of Highland and Islands Heriot Watt Univ Glasgow Cal Univ Napier Univ Robert Gordon University University of the West of Scotland (UCWS) Glasgow School of Art	Digital Health and Care Innovation Centre (DHIC):- Glasgow School of Art Strathclyde Univ Precision Medicine Innovation Centre (PMIC):- Glasgow Univ Edinburgh Univ Aberdeen Univ Dundee Univ	Heriot Watt Univ Strathclyde Univ Univ

Overall involvement for Universities across the three Activation themes was mainly showcased through the expertise of leading academic speakers and panellist's participation in specific focused sessions for each event.

University Alumni

Focus of Alumni engagement was mainly to extend invitations across their networks to attend each of the Activation programme events and evening receptions. However, in some cases, Alumni departments also helped to promote our events to their faculty and existing students. Alumni leads provided invaluable support to identify and engage senior level representation for our Activation themes and engagement by the Alumni themselves was a definite asset to the Scotland programme.

Heriot Watt University

As a key sponsorship partner of the UK Pavilion, Heriot Watt represented Scottish interests through their own Expo activity and we maintained regular engagement to sight each other on our respective activities. This provided opportunities for mutual input and support and identified potential synergies.

Scottish Universities in Dubai

We also supported and delivered engagement with Scottish Universities with Dubai campuses – Heriot Watt University and Strathclyde University Business School.

As part of the Net Zero Activation week Ministerial engagement with Heriot Watt University Leadership Team helped to understand their ongoing research and development work within their recently established enterprise and innovation hub.

Engagement with Strathclyde University Business School took place in November 2021 around the St Andrews Event, with senior Scottish Government officials supporting their Low Carbon event and as part of the Net Zero Activation programme week in March 2022 Ministerial engagement supported an event with senior faculty heads and selected Alumni to promote GlobalScots recruitment.

Overall engagement with Universities in Scotland and in Dubai helped to showcase their expertise and innovation to a global audience as part of our Expo programme and to highlight the strengths and important role they play for Scotland internationally.

Scottish Chambers of Commerce

We worked with the Scottish Chambers of Commerce (SCC) to reach a wider cohort of Scottish businesses looking to engage with the opportunities of EXPO 2020 Dubai. As a result, the SCC undertook a multi-faceted role during the course of the event:

- co-ordinated in-market Business Visits;
- Collaborative communications partner supporting Scottish Expo comms activity;
- joint promotional activities with DITI to support events, business connections and in-market opportunities

Overall SCC's engagement with the Expo event itself provided access to multiple international markets, business connections and enhanced collaboration between business, government and partners. SCC used the Scottish Activation programme as an anchor to secure specific business engagements that helped make wider connections and establish potential trading alliances.

Innovation Centres

Engagement was invited and accepted from all seven of Scotland's Innovation Centres; **CENSIS** (Centre for Sensor and Imaging Systems); **CSIC** (Construction Scotland Innovation Centre); **DHIC** (Digital Health and Care Innovation Centre); **IBioIC** (Industrial Biotechnology Innovation Centre); **SAIC** (Sustainable Aquaculture Innovation Centre); **PMS-IC** (Precision Medicine Innovation Centre); and **The Data Lab**.

Engagement with the Centres was as a collective entity providing each with an opportunity to feed into the programme development, specifically the Digital Health and Wellness Activation where they had a key role in delivering programme content and bespoke breakout sessions.

GlobalScots

The GlobalScots network and individual GlobalScots were heavily involved in supporting the Scottish Expo programme; promoting through the digital platform, hosting and moderation support at evening receptions and Activation events as well as more business focused mentoring support to Scottish companies pitching at the Space and Net Zero Activation events.

Most significant contribution of all came from the Scottish Government Trade Envoy to the UAE and GlobalScot, Nicholas Maclean for the wide variety of support in moderating and hosting as well as in his in market expert advisory role on the Steering Group.

Event Management

Bray Leino

Bray Leino were the event management company procured through a tender process by UK DIT and contracted to project manage all of the programme activity for the UK Pavilion, physically and virtually (using Crowdcomms virtual platform), for the whole six months of the Expo event.

Given the contract Bray Leino had with the UK Pavilion all of the devolved nations and other partners delivering their own activation days were essentially tied into using their services. However overall it also made sense to use them as it provided a consistent event management approach and helped to reduce delivery risks.

Regular engagement was maintained with Bray Leino throughout development and delivery phases and the Scotland Team worked with them to ensure the UK Pavilion set up and digital support met our Activation event needs. Costs for contracting Bray Leino to project manage the daytime and evening events and in designing and delivering the Virtual Platform were quite expensive but we had little option other than to use their services. Overall the costs were well covered under our existing budget.

Overall the Virtual Platform worked well in supporting our digital online needs and any technical hitches were generally resolved quite quickly. However, Bray Leino would often fall short of the event management standard expected or needed albeit they appeared short of adequate resource to deliver the multiple programmes across the UK Pavilion.

Staffing and Resource

The Scotland Team was a joint resource of staff from both DITI and SDI working in collaboration to develop and deliver the programme. DITI also funded a full time SDI role based in Dubai to support from an in market perspective - initially focused on securing business contracts for Scottish companies in the design and build stage of the Expo site and latterly working with the core team in developing and delivering the Scottish programme.

As the project progressed further specialist resource in the form of a dedicated SDI Event team specialist was added in addition to administrative support resource. Resourcing flexed throughout the project to mitigate unforeseen changes due to Covid and the associated restrictions around that which added an extra layer of pressure on the team in progressing and finalising the programme. Engagement internally from Scottish Government policy teams was often difficult due to other priorities and a reluctance at times to take ownership of elements of the project that were within their area of policy responsibility.

UAE Trade Envoy

SG Trade Envoy to the UAE – Nick Maclean - played a significant role right across the full gamut of the Scottish Programme providing a key in market link as representative of Scotland to familiar and new audiences.

Nick's contributions were hugely important and provided a vital perspective to the discussion and decision making, especially in his Steering Group role. Making best use of in market Trade Envoys to make connections and provide that perspective would be a vital aspect of the resource for any future Expo participation. We are very grateful to him for his generous support to the Scottish Expo programme.

Steering Group

The Steering Group provided a vital resource to the core delivery team in providing advice, strategic direction and indicative approval - subject to formal Ministerial approval on specific programme elements including budget, communications and relationship management of UKG. While the first iteration of the Steering Group was a wider representation of Team Scotland partners, the remit and representation became more agile and reduced in size to align with the programme refining in focus and direction.

The Steering Group was an invaluable resource for the core team to lean on for assurance, approval and a broader strategic overview on the focus and content. In addition, having the UAE based Trade Envoy on the Group was a vital component in providing that UAE/Dubai "lens" to elements of the programme content.

Programme Development & Delivery

The detail provided in this Section is a summary of the more detailed narrative of the range of programme development and delivery work undertaken across the Scotland at Expo project. More specific detail on the Space, Digital Health and Wellness and Race to Net Zero Activation programme work is set out Annexes A, B & C to this Report.

Space Activation

The first of our Activation events delivered in person and virtually on 20 October 2021 as it aligned to the Expo thematic “Space Week”. The programme was developed by a combination of internal (Scotland Expo Core team, SDI and Scottish Enterprise (SE) Space sector specialists, Marketing) and external colleagues.

Moderated by Dallas Campbell the day consisted of five sessions with expert speakers and panellists covering specific focus areas around Scotland’s Space Sector ambitions, a keynote Ministerial speech launching Scotland’s Space Strategy and company pitching sessions.



Space Activation Panellists on the main stage within the UK Pavilion

A successful trade mission programme ran in tandem with the Activation event and supported a Scottish delegation meet, pitch and make new connections with The Mohammed Bin Rashid Space Centre, Dubai Technology Entrepreneur Campus (DTEC) and Heriot-Watt University Dubai.

The Space Activation was nominated “event of the day” across the Expo site and in tandem with the aligned trade mission both aspects of Scotland’s presence were a great success, generating a lot of media coverage within the UAE and also produced tangible outcomes in the form of ongoing future collaborations for Scotland’s Space Sector.

St Andrews Reception

On 30th November the St Andrews reception was delivered in partnership with Visit Scotland, providing the first opportunity to introduce Scotland’s themed year for 2022 –

Scotland's Year of Stories. This cultural focus was used to provide the hook to support business activity at the event.

No Scottish Minister was present due to Covid however senior Government representation was provided by UK's Ambassador to the UAE and hosting duties were provided by a senior GlobalScot. A keynote speech was given by SCC's CEO Dr Liz Cameron OBE promoting their in market Trade Mission supporting and delivering vital business connections for and with Scotland. Scottish focused entertainment complimented the promotional and business networking activity, supplemented also by curated Brand Scotland digital marketing content.



Image collage of guests and pipe band performers at St Andrews evening reception

Overall the event was a success and, like the Space Activation, provided significant media coverage. The event was also voted "event of the week" at Expo and provided the UK Pavilion with its busiest event to date at that time.

From a business perspective a survey of the event found that around 73% attended in a professional or business capacity - 64% of whom made new connections as a result. A majority indicate they plan to follow connections up with around half expecting positive outcomes and ongoing collaboration.

Digital Health and Wellness Activation

Digital Health and Wellness Activation saw the core team work closely with Scottish Government Digital Health and Care Directorate and CEO's of three of Scotland's Innovation Centres – DHIC, The DataLab and PMS-IC, as well as with Scottish Government's National Clinical Director Professor Jason Leitch CBE.

Due to Covid this Activation was reduced from a two day in person event and associated trade mission to a fully virtual one day programme delivered on 31st January 2022

consisting of a Ministerial introduction, a keynote speech from Scotland’s National Clinical Director and discussion with UAE’s Digital Health Authority (DHA) Digital Health Lead and a series of panel and breakout sessions involving leading industry experts and Innovation Centres.



Images of Minister McKee and Dr Redha of DHA & the Digital Health & Wellness Activation programme flyer

In total twenty four speakers from Scotland’s Digital Health ecosystem participated. The event did attract some media coverage but more notably helped uncover previously unknown connections between Scotland and the UAE as well as supporting future collaborations with the DHA which are being progressed.

An addition to this Activation saw SDI and Heriot-Watt University Dubai support “The DigilInventors Challenge 2021” STEM competition for UAE and Scottish based School students led by DHIC. A prize giving ceremony for these students took place on 15 February 2022 at the UK Pavilion supported by accompanying congratulatory video message from Scottish Ministers.

Gulfood – Scotland’s Food and Drink Networking Reception

This Food and Drink showcasing event took place on 15 February 2022 within the UK Pavilion and was designed to promote and support Scotland’s contribution to the wider Gulfood event taking place in market at that time.

Food and drink is a huge sector in Scotland and this event helped to promote and showcase Scottish brands products and produce, which led to a range of company introductions and wider positive outcomes for those companies which are currently being progressed.



Image collage of the food & drink event in the UK Pavilion

Race to Net Zero Activation: Hydrogen Day

Scotland's Race to Net Zero Hydrogen Day took place on 23 March 2022 in the UK Pavilion Inspiration Gallery. The programme was a hybrid of in person and virtual delivery consisting of four specific sessions including a Ministerial Keynote Address and focused discussions around Scotland's Hydrogen ambitions.

The event was moderated by two GlobalScots, Ryan McPherson, the Middle East Director for the Energy Industries Council and Mhairi Main-Garcia, Denton's Middle East Energy Specialist and included a diverse panel of experts from across Scotland's Hydrogen sector featuring industry and academic representatives, with fifteen speakers from Scotland and representation from high profile UAE experts, such as the Group Climate Change Officer from Abhu Dhabi National Oil Company (ADNOC). A GlobalScot Pitching Session was also organised to help companies prepare and raise awareness of the ability of GlobalScots to help identify valuable contacts for them.

Overall the Hydrogen Day was very well attended – Scotland team were told it was the busiest business event delivered in the UK Pavilion over the whole period of Expo – and provided the perfect platform to promote Scotland's hydrogen sector to the UAE, Middle East and the rest of the world.

The event highlighted the scale, ambition and multitude of the trade and investment opportunities in the UAE's Clean Energy Sectors and was wide-reaching in terms of the audience helping target multiple priority countries at the one time. Substantial Press and PR coverage resulted with coverage in both English and Arabic.



image collage from the Net Zero Hydrogen Activation event in the UK Pavilion

In addition to the success of the Activation event a successful trade mission and Ministerial engagement was delivered in tandem and helped to further promote the Scottish focus on Hydrogen. These engagements have helped to build and develop relationships with the UAE that are already resulting in tangible outcomes and collaborations between our two countries that can support our trade and investment ambitions.

Race to Net Zero Activation: Food Security & Environmental Monitoring (Climate Tech)

Under the Climate Tech theme, this event covered Food Security, Waste, Agritech and Environmental Monitoring. The programme was developed predominantly by internal colleagues (Scotland Expo Core team, SDI and SE Space sector specialists, Marketing), although ScotlandIS were brought in to assist.

Due to the new Covid variant, the original event date was moved from January 2022 to Friday 25th March 2022. As Friday's are a shorter day for most workers in the UAE, the event was shortened to a morning only programme.

The programme consisted of a keynote Ministerial welcome address, two panel sessions focused on how climate tech and climate tech solutions are helping to advance the net zero agenda and a company Pitching session, involving six Scottish Climate Tech companies. Panellists and speakers participating in those sessions of the programme were already in market and thus helped to reduce our carbon footprint.

An accompanying Trade Mission for the six companies consisted of a combination of group visits to some of the UAE's most important companies and additional individual one to one connections with other key organisations.



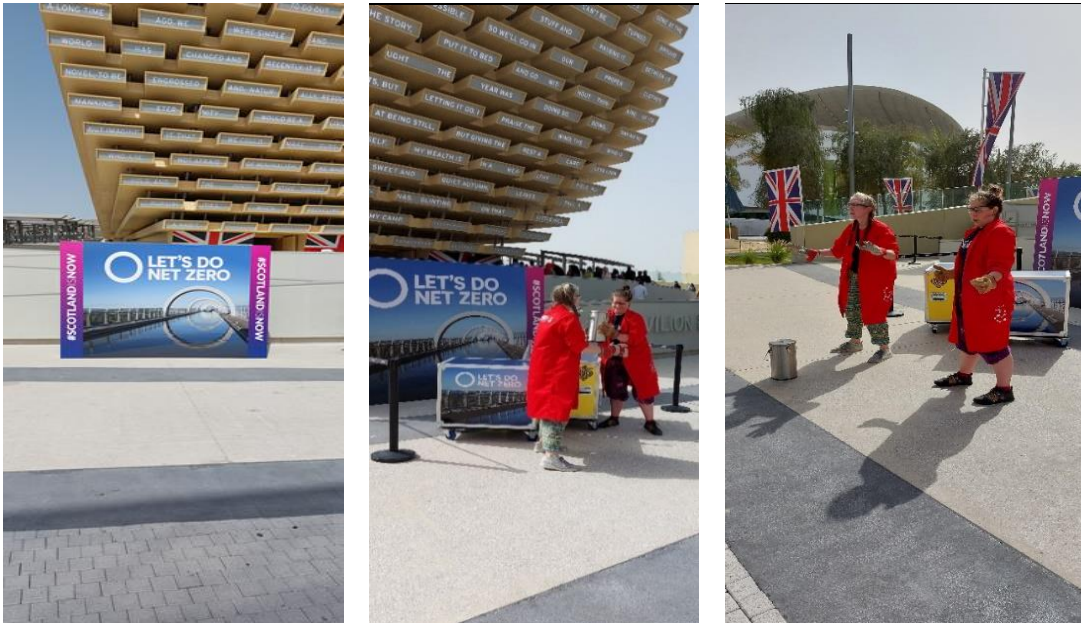
image collage from the Net Zero Climate Tech Activation event in the UK Pavilion

Overall the Activation event and trade mission highlighted the scale, ambition and multitude of opportunities in the Climate Tech space in the UAE and was a great addition to Scotland's Space Day Activation event. New connections were made as a result of the Expo event and trade mission with key organisations in the UAE alongside a huge number of introductions for Scottish companies.

Edinburgh International Science Festival

As part of our efforts to maximise exposure of Scotland's presence during our Race to Net Zero Activation programme we funded Edinburgh International Science Festival (EISF) to deliver "live" performances of their interactive net zero focused street science outside the UK Pavilion for the two days we delivered those Activation events.

EISF's activity was fun, engaging and educational. It also helped to heighten interest in Net Zero as well as promoting Scotland's presence by providing strong supporting media and photo opportunities for passing Expo visitors against the backdrop of Scottish promotional branding material in the form of a "Let's Do Net Zero" and #SCOTLANDISNOW media board.



Images of Edinburgh International Science Festival performing “street science” outside the UK Pavilion

Event Invitation Logistics

During the course of the Scottish Activation day programme and evening receptions over five hundred and fifty Expo tickets were issued to invited guests, event participants and attending audience. Registration process for attending guests or audience for each of the event was supported through the Eventbrite system, which allowed us to control and monitor attendance numbers and support work in issuing of personalised joining instructions via email. The platform was unable to support issuing of Expo tickets so these were issued manually by members of the core delivery team and caused significant resource impacts. To support the ticketing process a dedicated Scottish Government’s ScotExpo2020@gov.scot mail box was set up to provide invited guests/audience with a central contact point.

Overall these logistical process were time consuming and often not the best use of what was limited resource within the team. While invitations and tickets were issued to all who needed this was not a practical or streamline process and a more intuitive technical solution would have better served the needs of the team.

Capital Investment

Glasgow based Greenbackers Investment Capital were offered an opportunity and a venue to deliver a Clean Technology Showcase event on the morning of Friday 25th March. SDI boosted in person company participation with two of their supported companies helping to mitigate the inability of some Greenbackers supported companies travelling to the event.

Showcasing Companies:

- **Greenbackers:** Blockchain Triangle; C Power Alba; Celtic Renewables; REDstack (in-person); Hydrogen Systems Australia; Katrick Technologies (in-person); Kleanbus; Subsea Micropiles
- **SDI:** Logan Energy; Plus Zero Ltd; Precision Impulse; R3 IoT; Topolytics; Trade in Space

Some companies have since returned to the region to continue conversations with potential customers, first adopters of their technologies, potential joint venture partners and funders. In addition, many companies went on to participate in Greenbackers "Super Pitch" at the global All Energy Conference, promoting them to over three hundred registered investors on the Showcase Platform.

Greenbackers also experienced some positive outcomes as a result of the Expo opportunity including meetings with Mubadala, ADNOC and various connections linked to their involvement at COP28.

Marketing, Comms, Social Media

Overall Scotland enjoyed significant global media coverage as a result of our presence at EXPO 2020 Dubai. A short summary of the highlights is provided here with more detailed analysis of this activity provided in Annex D.

International PR promoting Scotland's presence at EXPO 2020 Dubai was provided by in-market PR agency Four Communications. Media coverage included consistent newsworthy stories and profiling of leading experts and influential voices linked to the Activation theme programmes. Photo and video content from each Activation event helped to create and support Expo related social media content with the new Scotland brand marque, being deployed for all of Scotland's events post St Andrews in November 2021.

In total, there were **95 media articles** achieved throughout Scotland's time at Expo with **2.8 million online coverage views**. The aggregated 'potential' reach of all international coverage, including monthly audience figures from print and broadcast titles was 1.8 billion.

Social Media Activity

The Scotland programme was promoted through Social media channels – LinkedIn, Facebook and Twitter with over 250 posts across all channels - the greatest engagement across channels for content relating to the Space Day Activation with Space content was also the most shared across all three channels.

SDI Website

To support the Scotland presence four new dedicated landing pages and eight EventBrite pages were created on SDI's website with a linked EXPO 2020 DUBAI panel added to SDI's UAE office pages.

Ministerial Programme

Government engagement was a vital component of supporting the trade and investment focus of our Expo programme. Covid and the travel restrictions in place meant that all but the Net Zero Activation in March 2022 had no in market Ministerial presence, however Ministerial key note speeches and panel session participation was secured virtually where in person presence wasn't possible.

For the Net Zero Activation in March 2022 the Scotland Expo Team, working with SDI in market sector specialists, focused on build a comprehensive programme of engagements with relevant UAE energy officials and Ministers aligned to the Net Zero theme but also picking up on the important Ministerial engagements that couldn't take place from previous Expo Activations due to Covid.

UAE Government Engagement Process

The Scottish Team worked collaboratively with UK Government officials in the Foreign, Commonwealth and Development Office (FCDO) to complete the Note Verbal process – the required formal process for securing engagements with UAE officials. Overall this was extremely challenging mainly due to the Scotland Expo Team's inexperience and the bureaucratic nature of the process, however with the support of FCDO a programme of high level ministerial meetings, including a full day in Abu Dhabi with UAE energy officials was ultimately secured.

In addition to the Activation focused engagements bilateral engagements/visits with each of the Denmark, Netherlands and Ukraine Pavilions were undertaken. The Ukraine visit was an opportunity to show solidarity in a time of crisis, however the Denmark and Netherlands engagements had more of a business focus and produced outcomes and agreements that are being progressed.

Overall a targeted week of positive Ministerial engagements was delivered that helped to build and develop Scotland/ UAE connections and are now supporting work around potential future collaborative relationships, including a proposed visit to Scotland by the UAE Trade Minister that can help to support longer term work aligned to Hydrogen and other alternative energy sources.

The Ministerial Engagement Programme and Activation theme week attracted a significant level of media coverage including an interview with Minister McKee by leading UAE media title The National.

Wider Engagement

UK National Day

UK's National Day at Expo was delivered on 10 February 2022. To secure Scottish representation facilitated engagement was driven by the Scotland Expo team lead in collaboration with SG Cultural Policy stakeholders and UK National Day leads. This collaborative effort ensured Scotland's representation by:

- **Spelfie** – who used their digital and space satellite technology expertise to capture the National Day event activities from space.
- **The Association of Exiled Scots** - who provided entertainment in the form of Scottish Folk Music, Step Dancing, Poetry and Pipers at various venues across the Expo site.
- **Daisy Chute** (Scottish Folk Singer) who won UK DIT's Lowden Guitars competition to perform at Expo on National Day
- **Grove Academy Secondary School in Dundee** were Scotland's represented school as part of the UK's Debate Mate event.

Spelfie's involvement in particular raised Scotland's profile across local and global media – Chris Newlands, CEO - being the "spokesperson" for the entire UK National Day on Sky News Arabia's morning news segment.

UK Breakthrough Moments

The Scotland team engaged with UKG at the earliest stages to ensure inclusion of some thirty speakers within the UK programme. This far exceeded the contracted agreement for three slots. Representation was strong with leading speakers and experts from our Scottish Universities, Innovation Centres and Companies, and particularly in Scotland's key sectors.

EXPO 2020 World Majilis Programme

Scotland were represented by three leading speakers and experts in their field:

- **Professor Asit Biswas** (Distinguished Professor The University of Glasgow) - **Expo Water Week:** [World Majlis | The Price of Water | World Expo \(virtualexpodubai.com\)](#)
- **Don Maclean** (founder and CEO of Integrated Environmental Solutions) - **Expo xxx Week:** [World Majlis | Digital Twins | World Expo \(virtualexpodubai.com\)](#)
- **Catherine Haymans** (Astronomer Royal for Scotland, Professor of Astrophysics at the University of Edinburgh) - **Expo Space Week - The People's Mission: Citizens in Space Exploration | World Expo (virtualexpodubai.com)**

UK Permanent Exhibition also included some examples however whilst time and resource was spent on providing case studies of Scottish Innovation in the form of digital content the physical execution from the UK was disappointing and the visitor experience fell short of expectations.

Future Expo Participation

The next World Expo will be held in Osaka, Japan between 13 April and 13 October 2025. UK plans for this event are not yet known however it is likely they will have a presence in some form so we should seriously consider a Scottish presence as part of that event.

All international exhibitions/Expo's are overseen and regulated by the Intergovernmental Organisation - Bureau International des Expositions (BIE). Currently Scotland is not a BIE member state therefore we rely on the UK Government (UKG), who hold membership status, to offer an "invitation" to its devolved Administrations, as was the case for EXPO 2020 Dubai. Assuming Scotland's position within the UK does not change by the time UKG plans are underway for the next Expo (Osaka 2025) we would need to rely on the same engagement "invitation".

Any offer of engagement with the UKG should be welcomed but using our experience from EXPO 2020 Dubai it is important that we have a clear and early understanding of the UKG plans, including any objectives and focus, and that any subsequent discussions or agreements for potential participation aligns with Scotland's international ambitions and meets our requirements for delivery. Any future sponsorship agreement with UKG needs a robust process for partnership working to ensure a better understanding and level of delivery that meet Scotland's expectations for the level of investment provided and allows for appropriate challenge if UKG are not delivering on that.

However, should our position within the UK change as a result of the impending Scottish Independence Referendum, SG officials would need to investigate membership and participation options with the BIE. Naturally, in this scenario our preference would be to participate as a sovereign nation although this would have significant resource implications.

Overall future Scottish participation will be dependent on and driven by a number of factors with the independence issue being at the forefront of whether or how we might secure Scottish presence. At Section 12 - Recommendations - we have sought to capture a set of key considerations and operational recommendations that will help shape and focus any future Expo participation.

Recommendations

Future Participation

- It is important that the country and sectoral focus of any future Expos host aligns with Scotland's priorities from a Trade and Investment, economic and cultural perspective as we are more likely to consider having a full Scottish presence to help build on those engagement priorities.
- In the event of a successful independence vote for Scotland in the period leading up to or during any Expo participation engagement with the UKG for Osaka 2025, officials would need to engage with the BIE to understand if we can apply for membership in our own right outside of the UK and if we could still secure Expo participation in those circumstances.
- In the event of a successful independence vote officials would work with constitution policy colleagues to fully understand the impacts on our relationship with UKG and whether we would want or be able to continue engagement or collaboration on Expo participation.
- Assuming Scotland's position within the UK does not change by the time plans are underway for EXPO Osaka 2025 we would need to have a clear and early understanding of UKG plans and objectives to support any potential engagement discussions and our own participation considerations.
- Any future Expo sponsorship agreement with UKG must have robust process for partnership working to ensure a better understanding and level of delivery that meets Scotland's expectations for our investment and allows for appropriate challenge if UKG are not delivering on that.
- A clear understanding of the focus for any future Expo event will be needed and whether that event is primarily aimed at business or culture or a combination as this can help us to determine if or how Scotland / Scottish Government would participate and/or who would lead delivery from a policy and budget perspective from within the SG.
- The importance of the cultural elements was key to EXPO 2020 Dubai but from a DITI perspective it should not be a driver of our decision to participate. Therefore, if future Expo's are more culture focused participation should be encouraged only where there are obvious trade and investment benefits and we can use the cultural elements as a hook to engage with a business audience.
- To take advantage of potential pre event commercial and procurement opportunities for any future Expo, we should ensure early resource can be committed to investigate and support Scottish companies to secure available contracts and that this would likely need to happen at least one to two years before the Expo start date.

Logistical Delivery

- Work with an agency to undertake the consultation and research process in order to decide what the focus should be and to develop an overarching key theme or themes / priority areas to support focused next stage stakeholder engagement.
- A professional and well organised Event management company who are clear on Scottish programme needs is key to assist in event planning and programming and “event day” delivery for any future major projects like an Expo.
- Procurement of a suitable virtual platform that can accommodate audience participation on a large scale and ensure that any virtual event elements are managed and delivered by a strong production team with adequate tech support, a professional looking platform and overall seamless delivery.
- Ensure any Scotland core delivery team is supported by a focused and properly balanced Steering Group in terms of senior representation and geographical representation from partners as this is a valuable mechanism for providing oversight and support.
- Use a fit for purpose event management and ticketing platform which is accessible to all partners. So that processes such as registrations and ticket disbursement are automated where possible and less time consuming.
- Ensure that the project team has a dedicated Comms specialist working on the project, delivering strategic communications advice and plans throughout including social media.
- Contract a dedicated communications agency to support with the delivery of marketing material, event promotion, collateral development, copywriting and website and platform updates to avoid any burden on in-house teams.
- Contract a dedicated in country PR agency to deliver in country PR opportunities.
- Consider targeted paid media advertising to ensure that programmes were reaching the right audience.
- On budgeting – create a budget pot for cultural showcasing to ensure buy in of culture colleagues and also to use as a hook for business events.
- On budgeting – create a pot for stakeholders and partners to bid into – to ensure they can attend and engage, in order to widen the scope of the activity.
- If possible, negotiate the use of private sponsors to help cover costs.
- Project team should have relevant IT capabilities that support more collaborative working with all partners in sharing and working collectively on documents via a shared drive programme or similar.

Annex Section Header

- A. Space Activation Programme**
- B. Digital Health & Wellness Activation Programme**
- C. Race to Net Zero Activation Programme**
- D. Detailed Comms & Social Media Analysis**
- E. Scottish Representation in UK Breakthrough Moments**
- F. Stakeholder & Partner Feedback**



Scottish Government
Riaghaltas na h-Alba
gov.scot

© Crown copyright 2022

OGL

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at

The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-80435-751-4 (web only)

Published by The Scottish Government, August 2022

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS1125162 (08/22)

W W W . g o v . s c o t