

#### NEWS

The very latest from  
Glasgow Chamber  
page 10

#### AWARDS

Celebrate with the  
2017 GBAs and ICAs  
page 17

#### GLASGOW TALKS

Betting boss reveals  
his career gamble  
page 20

#### MADE IN GLASGOW

Pitches showcase city's  
flourishing businesses  
page 30

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JULY 2017 THE MAGAZINE OF GLASGOW CHAMBER OF COMMERCE



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## CONTENTS

## July 2017

04

**President's Column**

We are always focused on our members

07

**Chief Exec's Blog**

Bringing Chamber views to the fore

08

**Intel**

Meet Gillian Docherty of the The Data Lab

10

**Agenda**

Glasgow Chamber is leading the agenda

12

**City Roundup**

All the latest news from the city

14

**Member News**

Shining the spotlight on our members

17

**Awards**

Celebrate with the 2017 GBAs and ICAs

18

**Partner News**

Update on the work of our key partners

20

**Glasgow Talks**

Jim Mullen on Ladbrokes Coral Group



22

**Local Government**

Our first look at the new administration

24

**International**

Explore the Chamber's global trade work

28

**Winner Profile**

Looking back at GBAs winner St Enoch Centre

29

**Tribute**

Looking back on the life of Sir Arnold Clark

30

**Made in Glasgow**

Pitches showcase the city's diversity

31

**DIYW Glasgow**

Developing the Young Workforce Marketplace

32

**Communication**

Choose the right marketing channel

36

**Education**

Constant training is essential in business

40

**Green Business**

Improving efficiencies will help profits growth

44

**New Members**

A warm welcome to all new members

46

**The Pitch and Appointments**

Editor: Anne Marie Hughes

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# Ready to work together in new spirit of engagement

Neil Amner, President  
[president@glasgowchamberofcommerce.com](mailto:president@glasgowchamberofcommerce.com)

**T**he people have made their choices in both the local elections and the snap general election. We now have a new administration at Glasgow City Council, changes at neighbouring authorities, a more varied political map of Scottish MPs and a Prime Minister in Westminster with a much weaker position than previously. This begs a number of questions, not least on the potential outcome of Brexit negotiations.

The Chamber remains staunchly apolitical. We will seek to work with all democratically elected representatives, in whatever domain, to champion Glasgow and its economy. We will nonetheless always have our members' interests at heart.

On 14 June, more than 60 members of Glasgow Chamber of Commerce were invited to the City Chambers to meet Susan Aitken of the SNP, the new Leader of Glasgow City Council. Councillor Aitken wields a great deal of influence over our city's civic affairs. This first meeting in her new official capacity was warm and cordial with an open exchange of views.

The Chamber will work hard on behalf of our members to build a strong relationship with the new administration. Continuing our close relationship with the Council will contribute towards achieving the City's goals of tackling social exclusion, closing the poverty divide and encouraging education, jobs and enterprise. There is a shared appreciation between politicians and the business community that too many people are too far away from the workplace. There is also an acknowledgment that this remains a difficult time for public services, which reinforces the need for the Council to work in partnership with business.

We will continue to champion Glasgow businesses and the City as a place to build and grow businesses. It was encouraging to hear Councillor Aitken say that she and her SNP colleagues want to continue Glasgow's journey as a "Great European City" but acknowledge that there are challenges to be overcome.

Those challenges need to be tackled together. It is no longer feasible, or far less acceptable, to think that the

Council can or should do everything for every citizen. It was heartening to hear Councillor Aitken say that her role is about facilitating progress.

The new Leader's view was that in the past the Council and its officials dictated what was right for the people and communities of Glasgow without proper community consultation. The language we are hearing now is about "openness, transparency and engagement". We certainly welcome that approach.

We were pleased to hear that Councillor Aitken supports the existing strategy for the city's economy and that she and her colleagues now want its effective implementation and delivery. It is clear that much attention will be on Glasgow's more distressed communities – nonetheless, it will be important to ensure that all of the city's various communities, including those looking at business and enterprise, are considered when decisions are made.

On the wider front, Brexit uncertainty continues while talk of IndyRef2 looks to be more muted for a period at least. The general election result may well mean an opportunity for Glasgow, and indeed Scotland, to have greater influence on the UK's negotiating position. The Chamber will

continue to monitor and respond to Brexit issues and contribute to both Scottish Chambers of Commerce and British Chamber of Commerce positions, as well as intervening directly where there are matters with specific Glasgow impacts. One such example is that, since the Brexit vote, the number of European students applying to come to study in the city has declined by about five per cent. This is a concern due to our sizeable education sector, as well as our selling point of the high proportion of graduates in our workforce.

In all of these areas, the "Team Glasgow" approach – of political, academic and business interests working in partnership to secure positive outcomes – will remain key.

We will work with all of Glasgow's new and re-elected political representatives to enable the city to flourish and prosper.





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# A chance to put Chamber economy views to the fore

Stuart Patrick, Chief Executive  
chiefexecutive@glasgowchamberofcommerce.com

**T**he BBC's flagship *Today* programme was in Scotland as part of its General Election tour of the UK and I was asked to join in with a contribution from Glasgow Chamber.

I can't deny that early morning is not usually my best time, but if you are asked to do a 6.15am slot on the *Today* programme you don't say no.

The topic was Scotland's economic condition and, in particular, the possibility that Scotland could actually be in recession given the Scottish Government's announcement in April that the economy had contracted by 0.2 per cent in the last quarter of 2016.

The growth rate for 2016 as a whole was just 0.4 per cent while the UK grew at around 1.8 per cent, so Scotland has been underperforming. The main reason is pretty obvious; the impact of a lower oil price on the North Sea oil and gas business.

Read more: [www.bit.ly/GCoCNews1](http://www.bit.ly/GCoCNews1)

## Begging – a highly sensitive issue and challenge

Here's a topic that is not easy to address. Take a wander around Glasgow's city centre and you will no doubt be aware that begging and rough sleeping is not a small problem.

It's a highly sensitive issue for many Chamber members caught between concerns about the impact on their business and their natural human reaction to fellow citizens struggling to cope.

So it was helpful to hear the feedback from research work carried out by the City Council's arms-length agency Community Safety Glasgow (CSG) into the nature and scale of the issue. It's hard to explore without stirring up strongly emotive reactions and the research itself generated some controversy as it was being carried out.

Read more: [www.bit.ly/GCoCNews2](http://www.bit.ly/GCoCNews2)

## Chinese lesson on making things for export

I'm not long back from a personal tour of four cities in China. While my visit was not specifically for business reasons, it was impossible not to think about the enormous opportunities in a country which has gone through three decades of extraordinary change. China is on Glasgow Chamber's international trade priority list.

During a long conversation in a restaurant in the Chinese city of Hohhot, the capital of Inner Mongolia, I was challenged with one very simple question. I had asked my Chinese dinner companions, who own their own successful construction company, what they thought Britain should be doing to increase its exports to China. "What do you make? We know what the Germans make, or the Americans. What do the British make?"

Read more: [www.bit.ly/GCoCNews3](http://www.bit.ly/GCoCNews3)

## Made in Glasgow

By Alan Busby, Head of Events

I am going to let you into a little trade secret, there are very few events that go to plan or are delivered exactly as an Event Manager might hope, and I had such great hopes and expectations for Made in Glasgow ...

"There is something about people who have walked the walk and talked the talk" are words that have echoed in my mind for a few years now, from an off-the cuff remark on someone's feedback form at a training course they had attended.

The concept of peer-to-peer learning is not new, and is something that we have encouraged the development of in our training calendar, not just using academics but people who are involved in the delivery of products or services in their industry.

So 'Made in Glasgow' ... the idea was simple – get 12 speakers, give them 10 minutes each to share their business story – not to pitch, but to tell their story, their challenges, their strengths, their failures and successes.

Read more: [www.bit.ly/GCoCNews4](http://www.bit.ly/GCoCNews4)



Gillian Docherty  
CEO, The Data Lab

# Cloud, connect, collaborate

Absolute essentials when your business is data and innovation

## What technology (from gadgets to software, including apps) makes your working life easier?

I regularly use a phone, tablet and laptop and have access to all my essential applications for work and for managing home on them all. Using the right cloud and collaboration applications mean you can switch between devices easily and co-work on documents and presentations in the cloud with colleagues. We have all the usual business tools available in the cloud, from CRM to holiday-booking applications. There are so many good apps out there now that have excellent usability, I think probably the hardest thing is picking the right ones for your business. For communications externally we use lots of methods from Twitter and LinkedIn to YouTube and newsletters.

## Is there any new technology that you are using to help productivity/communication?

We have three hub offices and use technology to stay connected including using video and tele conference and presentation facilities so everyone can join in our weekly team meetings and see what is going on. I think co-working spaces with smart technology mean that you can collaborate easily on projects and record what you are doing easily to share with others but can also be accessible on phone or tablet if you are on the move.

## What websites/apps/magazines/newspapers do you turn to for business intelligence?

I have subscriptions to *Harvard Business Review* and *Institute of Directors* alongside Chamber communications from Glasgow, Edinburgh and Aberdeen (our hub locations) which are really

useful. I also read a lot of articles that I pick up via my social media feeds (LinkedIn and Twitter mainly), these can be published articles, blogs or thought pieces. I also like podcasts such as BBC TechTent, Radio 4's More or Less and TED talks (especially TEDx Glasgow!), which can be very inspiring.

## What book(s) should everyone in business be reading?

*Data Strategy: How to profit from a world of Big Data, Analytics and the Internet of Things* by Bernard Marr. I have to pick a book on data! This is a great read and I think most business leaders will find it very useful and hopefully inspire them to think about how they use data in their business, it includes case studies from Walmart, RBS, Google and NASA.

## What do you do that helps you boost your productivity or save time?

We have started to use OAP (Objectives, Agenda and Potential Outcomes) for our meetings and also schedule meetings in 10-minute increments. This is still work in progress but we are already seeing the benefits in shorter and more productive meetings.

## What's the best piece of advice you've ever received?

I think one of the best leaders I ever worked for said to me once "We have been here before and we will be here again" during a really tough time in the business when panic had almost set in. He managed to calm everyone down to enable us to come through it.



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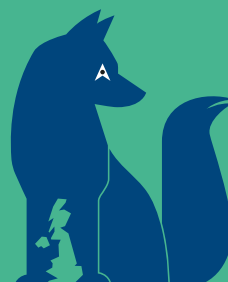
This year's Midsummer Retail Report "Survival of the Fittest" focuses on what it takes for retailers and property platforms to succeed in the face of extraordinary change and also reviews the wider Scottish economic outlook.

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The new 'green conventions team' at the launch of People Make Glasgow Greener at the Botanic Gardens

## PEOPLE MAKE GLASGOW GREENER

A new team set to boost Glasgow's credentials as a world leader in sustainable business tourism has been launched by the Glasgow Convention Bureau.

Glasgow Chamber of Commerce is part of the "green conventions team" which brings together 20 representatives from across the city's tourism and hospitality sectors, academic and business

communities, and local government.

The initiative is part of a wider People Make Glasgow Greener campaign facilitated by the Glasgow Convention Bureau, to build collaboration between partners while growing the city's position as the seventh most sustainable conference destination in the world and the

only UK city to be included in the Global Destination Sustainability Index (GDS-Index).

Working with Glasgow City Council's Land and Environmental Services department and local seed-planting business, Kabloom, the People Make Glasgow Greener campaign will deliver bespoke horticultural therapy packages for

conference organisers interested in offering sustainable team-building activities for delegates.

These will take place across the city's parks and gardens, including the Woodlands Community Garden near the SEC, and include workshops on enhancing biodiversity, maintaining green-spaces and replanting Scottish wildflowers.



## Hardtack Beer

The Chamber's favourite circular economy beer, Hardtack, made by real ale brewers, Jaw Brew, has been shortlisted in the prestigious Scottish Beer Awards.

Jaw Brew owner Mark Hazell said: "We are delighted to be among many illustrious beers in the main award for a British standard ale, even although we are a low-alcohol product made from surplus morning rolls." The winners will be announced at the event in the Corn Exchange, Edinburgh, in September.

The beer, brewed at Hillington Park, was created after a meeting between Jaw Brew and Aulds organised by Glasgow Chamber of Commerce and Zero Waste Scotland as part of an effort to create a "circular economy" for the city.

## Glasgow Chamber's branding refresh

Glasgow Chamber of Commerce has launched its refreshed logo and colours to give the organisation a more modern and contemporary feel.

Chamber member MadeBrave® produced the design concepts and new colour pallet which will be rolled out across all Chamber marketing material over the next few months.

The guidelines were then used by Connect to redesign the look of Glasgow Business magazine, and by Glasgow digital development company Beam Digital and Design to refresh the Chamber's website.

Beam's Managing Director Martin Smith said: "We worked closely with Glasgow Chamber to deliver a design solution that would incorporate the new brand assets and give



them a future-proof online platform. The website is also able to evolve and accept more content without breaking its structure and integrity."

He added: "We have received great feedback from the Chamber. We also integrated the new Customer Relationship Management (CRM) system in key areas of the site for easier access for members and streamlining of the Chamber's data and content input."

Beam Digital has recently won work with Which? in London and are working with Living Construction, a Glasgow-based civil engineering group, on updating its online presence.



# A friendly welcome for the Manhattan Chamber President

## Glasgow Chamber introduced Jessica Walker to a number of members

Glasgow Chamber of Commerce's innovative Memorandum of Understanding has been adopted as a template for Manhattan Chamber, its President and Chief Executive, Jessica Walker, revealed in Glasgow.

Stuart Patrick, Chief Executive of Glasgow Chamber, welcomed Ms Walker to the city and introduced the New Yorker to a number of members at a reception in the Chamber's Board Room in May.

Ms Walker explained that she had only joined Manhattan Chamber a few weeks before Neil Amner, President, and Richard Muir, Deputy Chief Executive of Glasgow Chamber, came into her life. The Glasgow visitors helped her create a strategy for dealing with trade delegations. She explained that her Chamber is inundated with many

President and Chief Executive, Manhattan Chamber of Commerce, Jessica Walker  
Picture courtesy of 29studios



trade requests from visitors who wish to come to New York City, but many are not well organised and often without a defined purpose.

"The conversations I had with Richard and Neil were something quite different. They really wanted to do something ambitious and long-standing. It was a strategic move for Glasgow and I

liked this approach," she said.

She was delighted that a delegation of business people came over from Glasgow. "This partnership building between Glasgow and Manhattan is the model for us going forward in terms of how we want to expand

trade with cities around the globe. So a big thank you to both of you," she said.

"We are very committed to continuing the relationship. We have learned some lessons that we will take home, including how we run our Chamber more effectively overall."

She also spoke about the need in uncertain times, including the aftermath of Brexit, for Chambers of Commerce to work together. "So we're going full steam ahead to make sure that the trade continues."

Ms Walker travelled to Glasgow on Delta Airlines' inaugural service between John F Kennedy and Glasgow Airport.

**See page 24 for more on international trade**

## Benefit of Belonging - Chamber Foreign Exchange

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## Green Light Programme

The Chamber's second Green Light Programme has drawn to a close. The final workshops were run by environmental and sustainability consultancy Mabbett, which is now preparing a full analysis of the outcomes for the 13 organisations involved.

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**F**acelift plans to transform tired Sauchiehall Street are essential for Glasgow's economy, a City Deal report has said.

A £6.5 million proposal for funding has been motioned for the first phase of work on constructing Sauchiehall Avenue. Members of the city region cabinet have been recommended to approve the plans brought forward by the City Deal team.

It will mean more cycle paths,

pedestrian walkways, less traffic and more opportunities offered to local businesses.

In a report, which states that failing to go forward with the idea would damage Glasgow's economy, the first two phases consist of tree design and sourcing and extensive groundworks. The total cost is more than £7.2 million.

"The project will deliver immediate improvements to the general physical environment, introduce pedestrian

and cycle infrastructure, green infrastructure, extended pedestrian space, reduced motor vehicle space, and responds directly to a wide range of strategic objectives," the report said.

"A failure to respond to these issues will leave Glasgow city centre at an increasing competitive disadvantage in a period of already substantial and wide-ranging external pressures affecting city centres in general," it added.

## Top award for 100 Queen Street

100 Queen Street has triumphed at the British Council for Offices' annual Scottish Property Awards.

It was named as winner of the Best Refurbished and Recycled Workplace category at a ceremony at The Grand Central Hotel in Glasgow.

The BCO judging panel noted that the developer had embraced the challenges of retaining a substantial listed building in the City Centre, while delivering excellent office accommodation with exceptional attention to detail and focus on quality.

The judges were particularly impressed by a two-storey extension which has been added on the upper floors and seamlessly integrates with the existing facade.



Edrington, Scotland's premier producer and distributor of global spirits brands, has moved into its new international headquarters in the building.

The company, makers of The Famous Grouse, The Macallan, Highland Park, Cutty Sark, Brugal rum and Snow Leopard vodka, has moved into the top four floors of the building owned by Esson Properties.

Scottish legal firm Lindsays has also taken the 7,845 sq ft

third floor on a 15-year FRI lease.

Lindsays expanded into Glasgow in 2008 and since then has doubled in size. The firm has ambitious plans to continue its growth strategy in Glasgow and the new office at 100 Queen Street will provide an excellent platform to realise these ambitions.

Letting agent Ryden has advised that there are good levels of interest in the remaining space.

### BOOST FOR BUILD-TO-RENT SECTOR

Scotland's build-to-rent sector has been boosted from deals that pave the way for two major schemes.

Get Living, the residential investment firm, has purchased a site in Glasgow for its first scheme outside London. It plans to build more than 600 homes for rent with a value of about £200 million.

In Edinburgh, Moda Living and Apache Capital Partners have announced they will develop a £215 million private rented sector site after purchasing an existing 46-unit block from Grosvenor Britain & Ireland.



# All-Energy and SUMS 2017 hit the proverbial spot

All-Energy, the UK's largest annual renewable and low-carbon energy exhibition and conference held in Glasgow on 10 and 11 May at the Scottish Event Campus (SEC, formerly SECC) certainly hit the proverbial spot in every way.

It achieved its goal of more than 7,000 attendees from home and overseas; hosted more than 100 hours of conference and seminar sessions over the two days, including the stream for the new co-located event Smart Urban Mobility Solutions (SUMS 2017); and attracted up to 400 exhibiting companies from 16 countries, and a packed Giant Networking Evening and Civic Reception held courtesy of the Lord Provost of Glasgow.

The event got off to a flying start with a full auditorium for the opening plenary session which featured a keynote addresses by Scotland's First Minister Nicola Sturgeon, and from



Scotland's First Minister speaking in the opening plenary session at All-Energy 2017

industry luminaries including Keith Anderson of ScottishPower and ScottishPower Renewables, Prof Jim Watson of UKERC and Julian Leslie of National Grid, under the watchful eye of the session chair, Prof Sir Jim McDonald, Principal of the University of Strathclyde.

All-Energy and SUMS 2018 will be held at SEC, Glasgow on Wednesday 2 and Thursday 3 May 2018. In the meantime, conference presentations are available online and Nicola Sturgeon's full speech can be found at <http://bit.ly/2slGUnE>

## Plans for Athletes' Village

The developers of Glasgow's Athletes' Village, constructed for the hosting of the 2014 Commonwealth Games, have announced plans to build 125 more homes on the site.

City Legacy has submitted a detailed planning application for the homes in Dalmarock in Glasgow's east end following the "overwhelming" response to the first sales release, where all 300 of the private homes were sold

almost two years ahead of schedule.

If plans for a further 125, two and three-bedroom terraced houses are approved, work could begin later this year. City Legacy expect to hear about the outcome later in the summer.

The Athletes' Village housed some 6,500 athletes and officials during the Commonwealth Games, before being converted to 700 homes – 400 for social rental and 300 for private sale.

## GLASGOW 2018 EUROPEAN CHAMPIONSHIPS

Almost £1 million has been earmarked to develop world-class facilities for European sporting events.

Glasgow City Council has approved £949,696 of funding for an international standard BMX centre in Knightswood and more mountain bike trails in Cathkin Braes Country Park, a venue for the 2014 Commonwealth Games.

Both venues will be used for the Glasgow 2018 European Championships from 2-12 August 2018. Tickets are on sale now at [www.ticketmaster.co.uk/glasgow2018](http://www.ticketmaster.co.uk/glasgow2018)

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Clyde Space Non-Executive Chairman Will Whitehorn is presented with the award by Tim Hinton of Lloyds Banking Group

## Clyde Space wins second innovation award in a month

Clyde Space, Europe's leading manufacturer of miniature satellites, has won its second award for innovation in less than a month.

The Glasgow-based company has scooped the prestigious Sunday Times SME Export Track 100 award for innovation, sponsored by Lloyds Banking Group, just weeks after being given the Queen's Award for Enterprise in the innovation category.

Clyde Space products have established an impressive reputation since the company was founded in 2005. It has earned a worldwide recognition for excellence as a small spacecraft systems provider following the launch of Scotland's first spacecraft, a CubeSat for the UK Space Agency, in July 2014. The spacecraft was the first of its kind to be commissioned by the UK Space Agency and has since successfully completed its mission.

Clyde Space was listed in February on the Sunday Times SME Export Track 100 league table which ranks Britain's 100 small and medium-sized (SME) companies with the fastest-growing international sales over the latest two years.

## Exchange Communications wins European work from toymaker Hasbro

Exchange Communications, the Glasgow-based supplier of high-end telecoms equipment and services, has won further work in Europe from global toy giant Hasbro after the successful completion of an earlier contract.

Hasbro, the third largest toy manufacturer in the world, previously engaged Exchange to upgrade the communications systems at sites in Germany, Spain and France.

Exchange Communications met a demanding brief of connecting 700 users at these sites by extending Hasbro's existing Avaya Aura Communication Manager Solution, and having this fully operational by



Tom Sime, Managing Director, Exchange Communications

December last year. It has also carried out similar work for Hasbro in Moscow.

Now the company has been rewarded with the job of extending the network into further Hasbro sites in Italy (Milan), Greece (Athens) and Turkey (Istanbul).



Executive Chef Billy Campbell and his team with the Event Venue of the Year Award.

## DoubleTree by Hilton Glasgow Central named Event Venue of the Year

DoubleTree by Hilton Glasgow Central has been awarded the prestigious Event Venue of the Year award at the inaugural Scottish Food Awards. The hotel is owned and managed by Amaris Hospitality and is one of Hilton Scotland's 16 properties.

New for 2017, the Scottish Food Awards honour Scotland's finest food with year-round ratings and annual awards. The awards are completely independent and are founded on deep knowledge and experience.

The winners were announced at a ceremony at the King's Hall in Edinburgh recently, attended by hundreds of finalists. Executive Chef Billy Campbell was on

hand to collect the award, following a year of hard work from his team.

The hotel, which is located on Cambridge Street, in the centre of Glasgow, has been completely transformed following the investment of £11 million.

Every part of the sophisticated city centre property, including its 300 modern guest rooms, public areas and events space, has been completely refurbished. A brand-new restaurant, Brisket, has also been added providing a range of European and British dishes. A large chunk of the investment has focused on transforming the world-class conference facilities, which include the Grand Ballroom, Scotland's largest hotel meeting space.





Train driver Scott Thomson collects his new Renault Clio from Kiltwalk platinum sponsor Arnold Clark.

## Champagne, trains and automobiles

After putting in the hard yards at this year's Royal Bank of Scotland Kiltwalk in Glasgow, Scott Thomson is giving his feet a rest and taking his new car for a spin.

The train driver from Yoker won a Renault Clio at this year's event, thanks to platinum sponsor Arnold Clark.

The 48-year-old, who walked the Big Stroll for Spina Bifida Hydrocephalus Scotland, received the good news from Kiltwalk Chief Executive Paul Cooney.

With Arnold Clark donating a Renault Clio at every Royal Bank of Scotland Kiltwalk this year, there are still two more opportunities to win – Dundee (20 August) and Edinburgh (17 September). To find out more, please visit [www.thekiltwalk.co.uk](http://www.thekiltwalk.co.uk)



iCafe has received Investors in Young People Gold accreditation

## iCafe awarded Gold for its commitment to young people

iCafe is the first coffee house brand in Scotland to be recognised for its commitment to the training and development of young people. The prestigious Investors in Young People Gold accreditation demonstrates its effort to be an employer of choice for Scottish youth, enabling them to realise their true potential and help ensure they have a bright positive future in the hospitality sector.

It was developed in partnership with the Scottish Government and as part of the internationally recognised Investors in People standard, the IYYP Gold Award for Good Practice testifies to effective iCafe youth employment practices, identifying performance across multiple elements of the IYYP framework. Founded in 2005, 70 per cent of iCafe's current workforce are aged 16 to 25.

# SCQF impact report launch

2016 marked the 15th anniversary of the Scottish Credit and Qualifications Framework (SCQF). Since 2001, the SCQF has been Scotland's national framework, helping people of all ages to plan their learning journey, as well as supporting and informing schools, colleges, universities, training providers, national and local governments, employers and many others.

To acknowledge this milestone, the SCQF Partnership (SCQFP) undertook a research project in partnership with the University of Glasgow Training and Employment Research Unit (TERU), to understand how the SCQF is used and the impact it is having in Scotland.

The final report has now



been published and findings have been shared with partners and stakeholders.

The research suggests that the SCQF and SCQFP are both well-established features of Scotland's education and qualifications landscape with the SCQFP proving to be instrumental in a number of key education and skills developments in the country. The report is available to download from the SCQF website at [www.scqf.org.uk/news](http://www.scqf.org.uk/news)

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Scottish Charity no: SC007991 Company reg no: SC312912

# Lions roam in Pollok Park thanks to City Building

**P**ollok House's heraldic lions are roaming in Pollok Country Park again, after being returned to the site by construction firm City Building.

The lions, which guard the main entrance to Pollok House, had been crumbling and were removed in 2015 for safety reasons.

As part of a £1 million refurbishment of the stunning stately home carried out by City Building, a new cast of the lions was created to generate identical copies of the originals.

The reproduction statues were erected following

extensive work to restore the roof of the historic Glasgow house, which included replacing the slates and lead, and installing new ceiling joists. As part of the project, City Building also replaced the stonework surrounding the building's windows.

City Building was appointed to carry out the refurbishment by Glasgow City Council. The project required specialist stonemasonry skills and a unique roofing solution, which involved building a full-sized roof cover to ensure there was no water damage during construction work.



City Building employee Taylor Holliday with a Pollok House lion



Andrew Duncan, Founder and Managing Director, SwarmOnline

## Expansion plans for SwarmOnline

SwarmOnline has opened a new Edinburgh office as it prepares to increase headcount over the next 12 months.

The mobile and technology company is headquartered in Glasgow, but has taken on a new office in the capital with space for 20 staff to cope with ambitious growth plans over the coming year.

The company, which already boasts a blue chip client list, is set to launch a range of products over the next 12 months for the energy, homes

and credit union sectors.

The company is forecasting an increase in turnover to £2 million in the next financial year, an increase of 20 per cent, and the Edinburgh office will play an important role in the growth story. They currently have six staff based here, but aim to increase the headcount to 16.

SwarmOnline, which was formed five years ago, has developed specialist apps and mobile technology across the oil and gas, financial services and energy sectors in particular.

## DM Hall moves its Glasgow North operation into city centre

DM Hall, one of Scotland's largest independent firms of Chartered Surveyors, is moving its Glasgow North branch into the heart of the city's business district at 220 St Vincent Street, a Grade B listed building which has been sensitively reinvented as a sophisticated office development.

The move is prompted by two considerations. First, Glasgow North will become a centre of excellence, bringing together residential, commercial valuation, commercial agency and building consultancy expertise. Second, it will bring DM Hall physically closer to the hub of business and commercial activity in the centre, making access to its professional services quicker and more convenient for clients.



DM Hall is moving its Glasgow North branch into the heart of the city's business district at 220 St Vincent Street

At the same time, DM Hall will also be investing in modernising its Glasgow South office in Shawlands, with new equipment and furniture as well as new external signage.

These developments follow the firm's recent extensive rebranding and significant advances in its computerised service to its client base. A new IT system will also be launched later in the year.



## AWARDS



## Inspiring City Awards 2017 – Entries now open

The Inspiring City Awards keep getting bigger and better, and our fifth awards ceremony is lining up to capture the imagination of the city again. The 2017 awards, co-hosted by Glasgow Chamber of Commerce and the *Herald* newspaper, will take place at the DoubleTree by Hilton Glasgow Central on Thursday 7 September, and nominations are now open for a host of categories:

- **Sport Award**  
Sponsored by European Championships 2018
- **Environmental Award**  
Sponsored by Scottish Water
- **Industry and Business Award**  
Sponsored by City Building

- **Education Award**  
Sponsored by Glasgow Taxis
- **Art and Culture Award**  
Sponsored by AHR Architects
- **Best Corporate Social Responsibility Award**  
Sponsored by Glasgow Caledonian University
- **Legacy Award**  
Sponsored by Hacking & Paterson Management
- **Outstanding Contribution by a Business Leader**
- **Outstanding Contribution by a Young Business Leader**  
Sponsored by The Watson Foundation
- **PEOPLE MAKE GLASGOW Award**

- Sponsored by PEOPLE MAKE GLASGOW
  - **Lifetime Achievement Award**  
Sponsored by Glasgow Airport
  - **Carer(s) of the Year Award**  
Sponsored by Scullion Law
  - **Industry & Young People Innovation Award**  
Sponsored by Developing the Young Workforce Glasgow
  - **Glasgow Welcomes Service Champion**  
Sponsored by Glasgow Welcomes
  - **The Apprenticeship Challenge Award**  
Sponsored by Glasgow Employer Board.
- Visit: <http://herald-events.com/inspiringcity/> or call the Glasgow Chamber Events Team – 0141 204 8319.

# The Glasgow Business Awards 2017

Main sponsor



**G**lasgow Chamber of Commerce is proud to announce The Royal Bank of Scotland as the new main sponsor of The Glasgow Business Awards 2017. The prestigious financial institution will be sponsoring the event in its 20th anniversary year, supporting the ceremony which will be held on 5 October at the Hilton Glasgow.

The categories and sponsors for The Glasgow Business Awards 2017 are:

- The Royal Bank of Scotland Award for Most Outstanding Business
- Glasgow Business Award for Best Performing Business (1-10 employees)
- Glasgow Business Award for Best Performing Business (11-50 employees)  
Sponsored by Glasgow City Council
- Glasgow Business Award for Best Performing Business (51 employees or over)
- Glasgow Business Award for Entrepreneur of the Year
- Glasgow Business Award for Excellence in Communications  
Sponsored by Connect
- Glasgow Business Award for Excellence in Customer Service
- Glasgow Business Award for Family Business of the Year  
Sponsored by Blackadders
- Glasgow Business Award for Green Champion  
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- Glasgow Business Award for



Innovation in Business  
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- Glasgow Business Award for Innovation in Youth Employment  
Sponsored by Developing the Young Workforce Glasgow
  - Glasgow Business Award for People Development
  - Glasgow Business Award for Sustainable Development  
Sponsored by Scottish Water
  - Glasgow Business Award for Young Business Person of the Year  
Sponsored by City of Glasgow College
  - Evening Times Award for Glasgow's Favourite Business
  - Glasgow Chamber of Commerce Award for Lifetime Achievement
- In addition to our main and category sponsors, Glasgow Chamber of Commerce acknowledges the support



of Great Scot Photography, Hilton Glasgow, MBM Print and Supply Chain Solutions, Simon Driscoll Consultancy and VisionEvents.

If you require further information on sponsorship opportunities, contact Anne Marie Hughes, Glasgow Business Awards Project Manager, on **0141 204 8325** or email [annemarie.hughes@glasgowchamberofcommerce.com](mailto:annemarie.hughes@glasgowchamberofcommerce.com)

Tickets for this prestigious event are now on sale at £99.00 + VAT per person or £990.00 + VAT for a table of 10. Details on how to purchase tickets for the Awards Ceremony and Dinner are available on our website: <http://bit.ly/2rzgUYJ>  
Tickets sell out fast so book yours as early as possible.

## Networking breakfast

Trailblazers from across multiple industries and disciplines in Glasgow came to the Tontine building in the heart of the city for networking with a side of breakfast at the Gaitherin recently. The Gaitherin is a group of researchers from the University of Glasgow and local business leaders who regularly come together to explore synergies between research and business innovation.

In May, the headline talk was delivered by Dr Stephan von Delft, from the Adam Smith Business School, and his Knowledge Transfer Partnership (KTP) partner, Neil Campbell, from leading Glasgow insurance brokerage firm CCRS Brokers. The highlight of the Gaitherin for many is the rapid-fire pitches. These are a series of four quick pitches where group members can present their latest ideas to the group.

The Gaitherin comes together every other month for an explorative time revolving around research and innovation.

You can connect with the Gaitherin online at the University of Glasgow website [www.gla.ac.uk/businessandinnovation/thegaitherin](http://www.gla.ac.uk/businessandinnovation/thegaitherin)



Dr John Minton shows his 3D printed population models to Alisdair Clements at the Gaitherin after his quick pitch



Dance students from Glasgow Clyde College experienced the trip of a lifetime to New York City

## Dance students take a bite out of the Big Apple

**T**hirty dance students from Glasgow Clyde College experienced the trip of a lifetime to one of the world's leading dance capitals, New York City.

HND Dance Artists and NQ Dance students were exposed to different genres of dance and were put through their paces as they attended classes at the famous Broadway Dance Center where styles ranged from ballet and contemporary fusion to jazz funk. On their final day students joined a 90-minute contemporary workshop of technique and choreography at the renowned Alvin Ailey American Dance Theater.

The five-day trip was packed with activities and excursions which enabled the students to enjoy the

full NYC experience, including a night time tour of Manhattan, a backstage tour of Radio City Music Hall and a visit to the Broadway production of Kinky Boots.

Glasgow Clyde College's dance courses are taught at the award-winning Dance Studio Scotland, a purpose-built facility located within the Anniesland campus. Equipped with three large studios and a multi-gym, it offers a thorough and disciplined four-year professional training which prepares students for a variety of careers in the dance industry. The courses at Glasgow Clyde College provide practical and theoretical study, taught by an international teaching faculty that have extensive experience in performing, teaching and choreography.

## The Box Office Photography Project launched

The National Theatre of Scotland has created a new photography project to reaffirm its position as a "theatre without walls", a decade after its inception.

Celebrated Scottish photographer John G Moore was commissioned to capture six different locations across Scotland, and Kelvinhall Subway Station in Glasgow was chosen to represent the company's work across Scotland's central belt.

One of the few national theatre companies in the world not to have its own venue, the "theatre without walls" model has enabled the National



Kelvinhall Subway Station

Theatre of Scotland to take its work wherever there is an audience to enjoy it. The Box Office Photography Project was conceived to provide artwork which tells this story.

A neon sign saying "box office" was designed by the company to travel around the country, reflecting the many

Scottish tours, by road, the National Theatre of Scotland undertakes every year.

The other five locations which provided backdrops to the box office sign were the Lochcarron Textile Factory in Selkirk, Achaleven Primary School in Connel, Camusdarach Beach looking towards Skye, Eigg and Rum, the banks of the River Ness in Inverness, and Fraserburgh Harbour.

**For more information on the project and to see the full collection of images, visit [www.nationaltheatrescotland.com](http://www.nationaltheatrescotland.com)**





## Laura Fraser launches hospice appeal

*Breaking Bad, Small Faces* and *The Missing* star Laura Fraser is backing The Prince & Princess of Wales Hospice's fundraising campaign to Raise the Roof on the project to build a new home for the hospice.

Construction started in September on the site in Bellahouston Park on land gifted by Glasgow City Council. Now, as work on the roof is ready to begin, the hospice is asking supporters to help them bring in the money to Raise the Roof.

The latest phase of the hospice's £21 million Brick by Brick Appeal to build a new home for Glasgow's hospice, Raise the Roof launches with £1.4 million still to be found to reach the fundraising target.

The Itison deals website is also supporting Raise the Roof by offering the chance to buy a roof tile for £5 and make a donation.

Make a donation to Raise the Roof online at [www.ppwh.org.uk/donate](http://www.ppwh.org.uk/donate) or make a donation of £5 by texting ROOF to 70660. Alternatively, visit Itison.com

**Pictured:** Rhona Baillie, Chief Executive, The Prince & Princess of Wales Hospice with Laura Fraser. Courtesy of Mark Gibson

# College has designs on cardboard technology

City of Glasgow College is supporting the development, design and construction of assistive aids made from cardboard for children with disabilities.

College staff and students are working with Tracey Howe, Professor of Rehabilitation at Glasgow Caledonian University, and an award finalist at TEDx Glasgow 2017 on a range of products such as supported seating, standing frames and spinal supports.

The goal is to create accessible and affordable assistive products to enable those in need to live productive, independent and dignified lives.

The inspiration came from Adaptive Design Association, a social enterprise based in New York, which, for 15 years, has been producing low-cost, adaptable furniture for children with disabilities. Triple corrugated cardboard is put together with timber dowelling and PVA glue then waterproofed. It's a surprisingly strong and versatile material with the added advantage that cardboard is mass produced and inexpensive.

Adaptive Design Global aims to provide



affordable assistive technology for children and older people with disabilities, and also for humanitarian purposes such as in the event of a natural disaster where supplies can be sent in cardboard boxes that have an Adaptive Design template so they can be quickly turned into assistive aids providing medical solutions.

## Supporting SMEs to think energy smart

ScottishPower is encouraging more local SMEs to take control of their energy choices.

Every penny counts when running a small business and, during times of economic uncertainty, it's always important to review how money is being spent.

One area often overlooked is managing energy consumption more effectively.

A survey by ScottishPower and its partners, the Carbon Trust, revealed that 60 per cent of SME business owners don't regard energy efficiency as a key priority.

However, adopting simple energy efficient measures, such as switching off equipment and lights at the end of the day, can save businesses 20 to 30



per cent on energy costs.

Taking control of your energy choices and becoming more energy efficient makes perfect business sense, as well as being good for the environment.

ScottishPower is committed to clean energy and the new headquarters in Glasgow city centre have been thoughtfully designed with sustainability in mind, including low water usage, recycling and the use of

renewable energy and innovative technologies where possible.

Here's some simple energy efficient advice to get you started:

- Turning your business thermostat down by just 1°C could save you up to 8 per cent on your energy.
- Consider investing in innovative, cost-effective materials and technology such as LED lighting.
- Make use of online account management to easily keep track of your energy consumption.

Visit the ScottishPower website and download the free Energy Smart Pack: [www.scottishpower.co.uk/pdf/sme/energy-smart-pack.pdf](http://www.scottishpower.co.uk/pdf/sme/energy-smart-pack.pdf)

**Pictured:** ScottishPower's new Glasgow headquarters

GLASGOW  
CHAMBER OF COMMERCE  
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Jim Mullen  
Chief Executive, Ladbrokes Coral Group

# A good number

Betting boss says more scientists need to take a career gamble

Words by: *Kenny Kemp*

**M**ore computer scientists and mathematics graduates should consider the UK's sports betting industry as a future career, encouraged Jim Mullen, the Lanarkshire-born 47-year-old boss of Ladbrokes Coral Group.

He admitted that hiring good talent and keeping hold of them was probably the hardest part of his business, which employs nearly 20,000 people with a turnover of £2.3 billion, and is one of the top three high street retailers in the UK.

"Even though we have actuarial scientists with double firsts from top universities, and some of the best legal minds in the country, we are not seen as a 'proper' organisation to work in. Yet we should be proud of it," he said.

"My job is to encourage people to come to us and manage pricing for the Grand National, manage the SPL, or manage the Champions League rather than go into the City finance houses. We get good people in and let them get on with the job."

Mr Mullen was welcomed by Stuart Patrick, the Chamber's Chief Executive, for the Glasgow Talks series on leadership in industry, sponsored by Clydesdale Bank and Adam Smith Business School at the University of Glasgow. Mr Patrick explained that the Chamber had not previously spotlighted the betting and gaming industry and its economic and social impacts. In the Q&A-style interview session, Mr Mullen, the Chief Executive, was open and candid, passionate about his industry and showed his fine sense of west of Scotland humour.

While he spoke about his love and passion for the betting industry, he did not duck the sensitive social questions, acknowledging that 0.4 per cent (180,000) of UK adults had a gambling problem. The controversial fixed-odds betting terminals, known as FOBTs, in shops have been blamed for a rise in problem gambling. Mr

Mullen said the Group pays nearly £600 million a year in UK taxes and casino-style machines helped to keep 20,000 people in jobs.

"There is no evidence to suggest stakes and prizes in FOBTs impact problem behaviours, therefore they shouldn't be taking them out of the shops."

He pointed out that the UK's problem gambling concerns have not changed in 17 years – long before the FOBT machines were introduced to the high street shops.

He told the audience that the Scots are the best on the planet for sports betting and many senior industry figures

are west of Scotland Scots. "I think the reason is that we've produced top lawyers, accountants and risk managers since the Empire and right through it. If you want risk to be managed, then that whole stereotype about give it to a Scot is absolutely true. The problem we have as a betting industry is we are seen as the unacceptable face of risk management. We are not."

He spoke about his company's commitment to being a responsible business and said it spends a great deal on staff training.

"More people go through my betting shops than National Trust have as visitors. Betting is a national pastime that people love. I don't think betting is bad. It is enjoyable and for the vast majority of our customers it is about enjoyment,"

he said.

His father gave him the best advice: "Get out of your bed. Don't be late for work. Don't take sickie days. People will begin to notice this and give you opportunities."

He also spoke about the imperative nature of merging two brands, Coral and Ladbrokes, to become one of the biggest players on the UK high street and digitally. He was pleased with the integration and the strategic momentum of the multi-channel business in both betting shops and mobile phones.





# Betting your life on it

What are the odds? Originally he just wanted to be manager of a bookies, but it was his career as a computer scientist that eventually led **Jim Mullen** to the top at Ladbrokes Coral

**J**im Mullen's career path as a computer scientist took him from Glasgow to Sir David Murray's international business, Sun Bingo and William Hill before arriving in the hot seat at Ladbrokes in April 2015, and earning £1.2 million in 2016.

From Blantyre and educated at John Ogilvie High School, Hamilton, Mullen went to Glasgow College of Technology, now Glasgow Caledonian University, where he studied computer science. He expressed his pride in the university as "a brilliant place".

The betting buzz came from his family. "I used to sit with my grandparents on a Saturday and they would just work it out. I didn't know they were giving me lessons in arithmetic. We were working out what their 5p and 10p trebles were. When the horses came in, we worked out the winnings. So we were getting that agility and it was a bit of fun."

As a Celtic fan, his first bet was on a 1984 Scottish Cup Final when Celtic beat Dundee United 2-1. "My first job was in a William Hill in Blantyre when I was 18. I did that for five years. I think one of the reasons I got the job as chief executive is that I bounce out of bed and read the paper each day and just love the business. That gets you a long way. If you don't like your job you should leave it."

He wanted to be a betting shop manager. He applied twice, but says the application got lost somewhere.

"You will hear a lot of chief executives say: 'I worked really hard and had a clear strategy.' But for me, it has involved a huge

amount of luck and being in the right place at the right time."

After graduating, he built Netscape websites with the Faulds Advertising agency, undertaking work for the Scottish Government and British Midland, and landed a job with Sir David Murray's Murray International. He recognised that while he was good at coding, he wasn't the best at programming, so he moved into management and commerce.

"I went to work for Sir David Murray. It was the best move I ever made ... there were monthly sales targets and I started learning about cost bases and EBITDA. I was with the Murray International Group for six years and worked on the

Rangers ticketing system for Ibrox. I didn't know about industry and commerce. I could see that there were hotels, metals, call centres and football clubs. It was a conglomerate and it opened up my eyes and expectations."

He was fortunate to be at the forefront of online digital betting and launched and ran the Sun Bingo for News International's newspaper, where he understood the tensions between editorial and commercial interests. Ralph Topping, then Chief Executive of William Hill, helped with their online strategy. In an interview, he remembered Mullen from the Blantyre betting shop in Station Road.

"It wasn't all just luck, I went to lots of events and made sure I met people such as Ralph Topping and John Coates of Bet365. People got to know me. I would go to the opening of an envelope!"

He was the Managing Director of Ladbrokes Digital, who were going through a difficult period at the time. Prior to this he spent four very happy years in Tel Aviv with William Hill online.

William Hill were well ahead of both Ladbrokes and Coral at the time. "It shows you how quickly businesses can turn around. You need to be 'on it' every single day because if you are not relentless about it, you'll come unstuck."

The merger of Ladbrokes Coral Group – the company also owns Gala Bingo – has been viewed as a success. Mullen says that brand recall for Ladbrokes is among the top five in the UK.



# Meet the new administration

Susan Aitken, the woman now in charge of Glasgow City Council, says she wants a greener and more inclusive city

Since the May election, Susan Aitken has been working with her elected SNP Council colleagues on changing the portfolios for the city.

The final results in Glasgow's 23 wards returned 39 councillors for the Scottish National Party, 31 councillors for Glasgow Labour, eight for Scottish Conservative and Unionist and seven for the Scottish Green Party. This will mean the SNP working as a minority administration.

New portfolios for the Council conveners are "more strategic" with the departments for Neighbourhoods, Housing and Public Realm, and Sustainability & Carbon Reduction moving towards a carbon-neutral Glasgow, while the department of Education, Skills and Early Years ties into the economic portfolio, supporting children and families from early years.

The top three Council portfolios will be for Inclusive Economic Growth, chaired by Ms Aitken, while David McDonald will have responsibility for Community Empowerment, and John Letford for Democratic Renewal and Governance.

The votes cast in Glasgow for the 2017 Scottish Local Government Elections on Thursday 4 May were counted at the Emirates Arena on Friday 5 May. An electorate of 453,930 voters was registered before polling day and 177,195 votes were cast, representing a turnout of 39.03 per cent. This compares to a turnout of 32.2 per cent in the



previous local government election in 2012.

Speaking to the Newsnet podcast, Ms Aitken spoke about her new job and a thematic approach for the Council in tackling the city's long-term issues. She wants to work to close the attainment gap with education and sees local community engagement as the key, looking at the city streets as a social justice and health issue as well as an aesthetic one. She said that there were a lot of changes in emphasis, rather than a total change of direction. But there will be a change of direction over political governance and using integrity to ensure that deals are not being done behind closed doors.

"There has been a barrier between the citizen and the Council... the same party has been in power for a very long time and networks of influence have been built up. It isn't healthy and conducive to genuine democratic engagement," she said.

When the Council comes back at the end of August after the recess, its committees will be changed and they will be given more power. She also spoke about £1 million per ward for local communities to make decisions on how to tackle inequality and poverty.

Stuart Patrick, Glasgow Chamber's Chief Executive, has congratulated the SNP on its victory in the elections and looks forward to collaborating with the new members on city projects.

"We will work with a new administration to maintain an ambitious strategy for growth, but we will also pay heed to the basics. Our city streets need to be clean, our infrastructure, from roads and pavements to power and telecommunications, upgraded and well maintained. We want a city centre that is genuinely world class, but we also want to see businesses springing up all across our city making products and designing services we can sell all across the world. Glasgow has made good progress, but we all know there is a way to go yet," he said.

**Read more about the new administration in the next issue of Glasgow Business**



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**MODERN  
OFFICE  
SPACES**

# The world is open for our business

Glasgow was once an international powerhouse of trade. We travel the globe seeking opportunities to restore the city's reputation

Words by: *Kenny Kemp*

One underlying truth about the future of Glasgow is that the city's enterprises must export more of their goods and services. If we are to build a greener and more sustainable 21st century city able to tackle poverty and inequality, all types of business must sell their intellectual assets and their wares overseas.

Trade has always been the lifeblood of Glasgow. Until 1914, Glasgow was one of the greatest international trading cities on the planet – yet today it has lost that crown. There is no reason why it cannot again be viewed as one of the best cities to do business with.

This remains a central clarion call for Glasgow Chamber of Commerce, an organisation steeped in encouraging Glasgow's businesses to venture forth. Whatever happens in the post-Brexit, IndyRef2 constitutional environment, there will be an imperative for more Scottish firms to step up and look seriously at the export market.

Yet, it is never a simple move to make. Making a business decision to sell abroad can be complex, fraught with challenges but the rewards can be numerous.

Elaine Rodger, Head of International Trade Development at Glasgow

Chamber of Commerce, said: "We work extremely hard as a Chamber to set up opportunities and open doors for our members. We understand that it is not easy making these first steps and we are here to help Glasgow firms."

The Chamber has been pressing forward and instigated a number of overseas initiatives that are designed to offer members a range of openings and opportunities.

Here is a flavour of our recent activity...

## United States: Manhattan

The Make it in Manhattan initiative started after the Chamber was invited by Glasgow City Marketing Bureau to attend a business and media networking event in New York last March. Members of the Chamber's President's Club, based in the Eastern Seaboard of the US, were invited and keen to help.

It was a successful evening and the Chamber met with Manhattan Chamber of Commerce President Jessica Walker. After a positive meeting, a Memorandum of Understanding was subsequently discussed and agreed.

The Chamber has already taken eight companies over to New York for a series of business to business sessions last November which has proved to

be invaluable. Several Glasgow businesses now have a foothold in this lucrative market. Jessica Walker visited Glasgow recently to discuss how the two Chambers can build on this relationship.

## Italy: Milan

The Chamber has also developed a partnership with the British Chamber of Commerce in Italy (BCCI) which was formalised in May of last year. A small delegation from Glasgow Chamber of Commerce was recently in Milan to meet with the President, Chief Executive and Directors of BCCI where they discussed synergies and opportunities between members and the two cities. Sectors of interest identified included: textiles and fashion; furniture making; food and drink; life sciences and defence.

## China: Shandong Province

Glasgow Chamber of Commerce has participated in one of the first network-wide overseas trade missions to China, which was led by the Scottish Chambers of Commerce.

Glasgow Chamber's President Neil Amner joined senior representatives and businesses from Aberdeen, Ayrshire, Dundee and Angus, Edinburgh and West Lothian.









The mission explored new trading opportunities and links with business, education and government organisations.

Scottish Chambers of Commerce (SCC) announced the official opening of a new International Trade Office in the city of Yantai. Both parties signed a Memorandum of Understanding for trade engagement and partnership, designed to achieve an effective channel for exchange of business between Scotland and Yantai.

Glasgow Chamber participated in a series of productive meetings with senior business people, politicians and local government officials as well as national think-tank bodies in Beijing and Yantai and Jinan in the Shandong Province.

Speaking of the trip, Mr Amner said: "The rate of growth within new cities such as Yantai and Jinan opens up the potential for Glasgow businesses to promote and sell goods and services which Chinese businesses

and consumers want and need."

"The aim of our mission was to strengthen relationships and increase engagement with existing and new contacts in sectors where there are direct B2B or knowledge-sharing opportunities for Scottish companies."

Yantai is a major port city of seven million and SCC's base in Yantai will enable members to plan a comprehensive approach to opportunities in Yantai.

Mr Amner also visited the city of Jinan, which is home to one of the first national high-tech business incubators and since its foundation in 2002 it has incubated more than 1,000 small and medium sized science and technology enterprises. He explained: "We will now undertake a deep dive of companies based in Glasgow who have products, skills and expertise which have the potential to be exported to Shandong Province. Our aim is to add impetus to our local and wider Scottish economy by assisting companies who have not

previously thought about exporting to grasp the potential that international trade offers."

"The new, more open trading environment in fast-growing cities such as Yantai, Jinan and the wider Shandong Province, together with the practical advice and direct B2B links that Glasgow Chamber now has within this market, will facilitate more effective trading partnership opportunities for our local businesses and educational institutions."

Scottish Chambers of Commerce intends to return to Shandong Province to conclude discussions on Memorandums of Understanding and explore new ways to foster co-operation between the two countries.

#### **Slovenia**

The Chamber hosted a delegation from the British-Slovenian Chamber of Commerce (BSCC) on Monday 27 March. The Chamber had begun with the BSCC Chief Executive, Barbara





MAIN IMAGE: Emanuele II in Milan, is one of the world's oldest and most famous shopping malls in the world

TOP RIGHT: Representatives from the premium packaging workshop which was delivered by six companies from Slovenia, Poland and Austria

BELOW: Qingdao, the largest city in Shandong

Beautiful Piran on the Slovenian coast



Uranjek, back in December and a programme for the visit took shape. The visit coincided with Scotland playing Slovenia in the FIFA World Cup Qualifier at Hampden. On Monday morning, with the football banter over, the day focused on the opportunities for doing business in Slovenia and also gave the visiting delegation an overview of trading with Glasgow. The Slovenian visitors to the Chamber pointed out that Slovenia is the only nation in the world with love in its name. A nice starting point.

An integral part of the event was a workshop on premier packaging which was delivered by six companies from Slovenia, Poland and Austria representing glass and crystal producers, closures and precious stone manufacturers including Steklarna Hrastnik, Swarovski and Croxsons. The Chamber worked in partnership with the Scottish Whisky Association to promote this workshop which attracted about 20 representatives from the whisky distilling industry in Scotland.

#### The Baltic States: Latvia

In May, the Chamber held a round-table discussion with the Latvian Ambassador to the UK, Ms Baiba Braže. The meeting heard how Latvia joined the OECD in



2016 and has climbed up the annual World Bank's Ease of Doing Business ranking to 14th place, next to Finland and Australia.

The Ambassador said international trade is written in Latvian companies' DNA, with about two-thirds of industrial output sold in foreign markets and a third of exports come from re-exporting.

Ms Braže meet with Chamber President Neil Amner, Chief Executive Stuart Patrick and members of the Glasgow Chamber Board, including David Kaye, Honorary Consul to Latvia, and a Partner with Harper Macleod. Also present was Guntis Rubins, Head of the UK Office for Investment and Development Agency of Latvia.

#### Germany: Nuremberg and Düsseldorf

The Chamber is in the process of finalising a partnership with the Nuremberg Chamber of Commerce in Bavaria and expects to undertake a visit in October. Other partnerships are imminent with the Chamber of Commerce in Düsseldorf.

**“The aim of our mission was to strengthen relationships and increase engagement with existing and new contacts”**





**St. Enoch Centre**  
The Glasgow Business Awards 2016 Winner

# Centre of excellence

With a range of innovative design features, St. Enoch's revamped Atrium food court has wasted no time in establishing its green credentials

**S**t. Enoch Centre is now well-known for setting benchmarks for its sustainable environment – but Glasgow's award-winning shopping destination has not been resting on its laurels.

The centre, winner of The Glasgow Business Award for Sustainable Development 2016, sponsored by Scottish Water, now houses a revamped food court, the biggest in Scotland, attracting more than three million visitors a year. Such an influx of visitors means there is a mound of waste to recycle.

Since winning the 2016 award, St. Enoch's has spent £1.5 million on its food court, known as The Atrium, including extending the seating area by over a fifth to offer 900 seats compared with 750 previously.

The Atrium's design contributes to St. Enoch Centre's commitment to reducing its carbon footprint by incorporating greener and more energy efficient lighting. The centre has been waste-to-landfill free for more than six years.

"Of course, we were delighted to be recognised in The Glasgow Business Awards but that has not stopped our continuing commitment to improving our environmental footprint," said Shirley Aitken, St. Enoch Centre's Operations Manager.

"We are very serious about the impact we have on the environment in Glasgow. Our retail partners and our customers understand that we want to remain at the forefront of green retail innovation. This is central to everything we try to do – and it makes the Centre much more pleasant for all of our customers."

The Atrium incorporates a variety of seating, charging points that will enable shoppers to use the centre's free Wi-Fi and an upgraded children's play area.

St. Enoch Centre is home to some of Scotland's most iconic children's shops including Hamleys and Glasgow's only Disney Store as well as the city's biggest Mothercare. The



Model and presenter Jennifer Reoch celebrates the launch of the Atrium food court at St. Enoch Centre wearing a dress designed by pupils from Hillhead High School made from materials from a selection of outlets in the food court



The Glasgow Business Awards 2016 Main Sponsor



centre already offers high street food names including McDonalds, KFC, Di Maggio's, Wongs, Subway and Nando's.

St. Enoch Centre was the first shopping centre in Scotland to become 100 per cent waste-to-landfill free and the first to use the anaerobic digestion plant in Cumbernauld. Last year, St. Enoch produced around 1,300 tonnes of waste, all of which was recycled and the previous year the centre saved a total of 525,386 KWH – which equates to preparing two million meals in a 1,000 watt microwave. Almost 1,500 LED light fittings were recently installed.

The centre was the first in Glasgow to take part in the Recycle Zone scheme, which allows the public to deposit

cans, plastic bottles, paper and general waste for recycling, helping to reduce the city's environmental footprint.

It offers free charging for electric vehicles in its car park and has previously collaborated with a charity to host rooftop bee hives that support the bee population. A key element has been staff training and development, in association with the Carbon Trust.

"Our green action plan has helped boost team morale and also provided training and development opportunities for all staff. Our aim is to encourage all employees to get more involved in ensuring St. Enoch Centre is sustainable. Green ambassadors have also been identified to work with our retailers," said Ms Aitken.



Sir Arnold Clark

## TRIBUTE

# Sir Arnold Clark

The inspirational car tycoon, entrepreneur and philanthropist has left an enduring business legacy of 'the personal touch'

**S**ir Arnold Clark, one of Glasgow's most illustrious business figures – and a staunch supporter of Glasgow Chamber of Commerce, passed away recently at the age of 89.

Sir Arnold was born in the East End of Glasgow in James Nisbet Street, near the city's cathedral. He left home aged 14 and during the war moved to the island of Arran where he would get up at 5am to begin his paper round before going to school. It was this strong work ethic that became the foundation of his future success.

After his National Service in the RAF, he worked as a publican but used the skills he learned in the air force to fix cars, selling them for a small profit. In 1954, he bought his first showroom in 52 Park Road, Glasgow. He never looked back. This was the start of his distinguished career as Scotland's most prolific motor car salesman. He built a reputation for offering genuine value for money and high-quality customer service. In 1962, he opened a new showroom in the centre of Glasgow and three years later his empire was worth £2 million. He was only 37 at

the time. Today, the Arnold Clark Group sells more than 270,000 cars a year.

"I decided to use my own name to give the business the personal touch. I still believe it means a lot to the customer," he said in an interview for *Entrepreneurial Scotland: Portraits of Inspiration*.

More than 1000 people, including representatives of Glasgow Chamber of Commerce, attended his funeral at Glasgow Cathedral on 19 April 2017. John Clark spoke of his father's life and career. He said Sir Arnold, who was knighted in 2004, created the iconic black and yellow car sticker that bore his name: "It has become part of the Scottish cultural landscape. If you put all the cars the Group sells in a year end-to-end it would stretch from Inverness to Paris. Sometimes, driving down the A9, it looks like somebody is trying to do exactly that," he said, to laughter from those attending.

The Arnold Clark Group has been a Chamber member for more than 15 years. They are also engaged through the Glasgow Employer Board and Developing the Young Workforce. Another of Sir Arnold's legacies has

been providing opportunities for literally thousands of young people in Glasgow every year. In 2003, he took control of an initiative called the Glasgow Training Group. Formed in 1971 by a consortium of motor industry businesses, it was designed to make sure there was a robust system for delivering top-quality apprenticeships.

Since its rebranding in 2004 as GTC Training, the Arnold Clark Group has invested more than £40 million into facilities, tools and equipment and staff.

In 2015/16 GTC helped over 2200 mostly young people achieve a good apprenticeship, and at the same time partnered with local schools to deliver 238 work experience placements.

Glasgow Chamber of Commerce awarded Sir Arnold its Lifetime Achievement Award in 2003 in formal recognition of the contribution he made to the business life of our city.

"We are proud that he was a member of Glasgow Chamber and we send good wishes to his family at this difficult time. They can look back on Sir Arnold's life with pride," said Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce.



# Made in Glasgow

Twelve quick-fire pitches by inspiring presenters showcase the diversity and energy of the city's flourishing businesses



A magnificent dozen were the star presenters in the Chamber's first Made in Glasgow event, held in May. It was a diverse and vibrant affair where 12 companies each had ten vital minutes to present their businesses and explain about the challenges they have overcome. It was scintillating and inspiring stuff at the Lighthouse.

Made in Glasgow has been created to market all member companies of Glasgow Chamber of Commerce and it spans the city's many sectors and business sizes.

Richard Muir, the Chamber's Deputy Chief Executive, said: "This was the first showcase and it was a wonderful eye-opener. We already know some of these great businesses – but new and exciting ones are also emerging. It certainly showed the city's diversity. The energy and passion of the presenters is undeniable."

The magnificent dozen were:

- Laura Birrell, the inventor of Sticky Heelz – a product she has designed and brought to the market to address the issue of loose-fitting shoes. Laura is a member of Entrepreneurial Spark with a passion for shoes.
- Michael Corrigan, who has a passion for travel and adventure, set up Trtl (pronounced turtle) after Sir Tom Farmer spoke to his class at university. Michael's thoughts turned to travel pillows and how to create something better. At Trtl, the goal is to help with whatever adventure throws at you.
- Andrew Duncan started SwarmOnline four years ago. Today the company has more than 20 staff,

**“Great event at the Lighthouse. Everyone on good form and willing to participate and share!”**

– Brenda Rankin, The Prince & Princess of Wales Hospice

with turnover of about £2 million. He has written manuals used as technical bibles for developers.

- Alec Farmer of Trakke, which makes products for the everyday adventurer. Trakke's understated designs use materials and components that are time-tested and reliable to create bags that thrive out in the wild.
- Andy Gemmell of The Drink Cabinet UK has worked in top bars developing his craft. He set up the business with a mission to create innovative brand concepts and designs, and marketing campaigns.
- Geraldine Heaney set up KOR as an independent record label that creates music projects for young people with additional support needs. Geraldine is an artist and film-maker working with people affected by disability, sensory and communication impairments.
- Lynne Jhangeer, a former sales manager in the construction and plant hire industries, joined LINIAN in August 2015, helping them to expand in the UK. Lynne is responsible for the production and logistics as well as the management of international sales.
- Andrew Mason, a chartered surveyor with 25 years business experience specialising in real estate, aviation, fine art and technology, is the CEO of MindAppster, a US-based tech start-up in the Knowledge Management sector.
- David McClelland of BioReliance, owned by Merck KGaA, is the world's leading provider of biologic safety testing, serving clients from "Big Pharma" through to biotech start-ups. David heads up the European arm of BioReliance, with more than 350 scientists and staff sites in Scotland.
- Amy McCusker is the entrepreneur behind the WeeBox concept, Scotland's first subscription box delivering Scottish discoveries to Scots-at-heart globally. In 2016, she left a global consultancy to create her own company.
- Gillian O'Neil is the founder and CEO of 29studios, a video marketing agency specialising in video campaigns and workshops that drive sales for business. Gillian takes complex ideas and translates them into simple, easy-to-understand messages.
- Bill Scouller is the founder of Odro, aiming to provide Online Dispute Resolution. Bill's business uses video technology to create a product called Odro Vision.







Richard Blair from AHR Architects shares his experience of inviting young people into AHR for work experience

# Developing the Young Workforce Marketplace

If you are a business looking to help young people pick the right career for them, then make sure you are signed up to Developing the Young Workforce's (DYW) Marketplace

**D**YW Marketplace is an online tool designed to help employers connect with schools and colleges across the city region, which was launched recently at the Glasgow Science Centre.

The launch event attracted guests from across the private and public sectors, and from a number of Glasgow secondary schools and the wider educational sector.

Jim McHarg, Glasgow Chamber's Deputy President and HR Director of the Weir Group, welcomed those attending.

"While I'm the Deputy President of Glasgow Chamber of Commerce, I also sit on the Glasgow Employer Board. I have been a strong supporter of developing Scotland's young workforce and Marketplace is an

online platform to make it easier than ever for employers to work with schools and colleges."

Mr McHarg introduced Richard Blair, Director of AHR Architects, who sits on the Education and Industry Steering Group, and Frank Delury, Senior Deputy Head Teacher at St Roch's High School, who both spoke of their involvement in the initiative.

Graham Blaikie of Mercat Grill said: "Marketplace gives me an easier route into schools and colleges to meet with young people. I'm looking forward to answering specific questions they have about the hospitality industry. Hopefully I will be able to help them make informed decisions on their future subject and career choices."

Leona Seaton, DYW's Programme Director, explained to the delegates

that DYW was established with the support of Glasgow Chamber of Commerce to grow industry links with education and actively support the flourishing of youth employment across the city.

"DYW Marketplace is here to guide you through the range of options available and to find the right people to work with your business, whatever kind of business sector you are in," she says.

Glasgow Chamber Chief Executive Stuart Patrick commented: "DYW Marketplace is an important part of the Chamber's work. We are delighted that this collaboration between business and the education sector can really bridge the gap to help young people in Glasgow find the right kind of employment."



# Media and your message

In the clamour of a competitive world, choosing the right communication and marketing channels can make the difference between success and failure

Words by: *Andrew Collier*

**G**etting your marketing and communication right has never been more important. At the same time, though, it's never been more complex.

The era has long gone when it was a relatively straightforward process and you'd only use channels such as newspaper and broadcast advertising, point of sale materials, billboards and press releases.

The arrival of digital media has led to profound and disruptive change. There is now a huge choice of media that can be blended together to create a highly tailored and cost-effective campaign.

Competition is fierce, globalisation is a fact of life, and reputation and brand have never been more important. Businesses are playing for big stakes, and they have to get their messaging right. If they don't, it could well be the difference between success and failure.

For many organisations, the internet is now critical. At £10.3 billion last year, advertising spend online was five times the amount spent in national and regional newspapers. That is just one measure of how powerful the web and social media have become.

It's not, though, all about digital. Every company is different, and it may well be the case that traditional tools such as print and promotional events are equally or even more useful to a particular business. There are few hard and fast rules in this game anymore.

Connect is one of Scotland's leading communication agencies, handling a broad range of clients. It provides a multiplicity of services to Scottish companies and organisations as well as to blue-chip international clients.

Daniel Lambie is one of Connect's most experienced communicators. He says that the mix of different marketing and communications options is now so broad and fast moving that it makes sense to put a strategy together with the help of a professional.

"We help people to choose which are the best channels to use," he adds. "As a full-service agency, we help with the planning as well as the delivery. The key is to understand what the client's real needs are, rather than seeing them simply react to market trends."

"We produce a range of internal and external communications for customers. They may use publications, or want an infographic or video. No two organisations are the same and no two audiences are the same. We will find individual solutions for each client's requirements."

Daniel says that companies should go to a specialised agency as soon as they identify a marketing and communications need. "We will advise them on the best way forward and stop them wasting time and money on inappropriate channels which won't reach their target audience."

Modern methods of communicating with customers, service users, stakeholders or others may be

**“We help people to choose the best channels. The key is to understand the client's real needs, rather than seeing them simply react to market trends”**



many and varied, but they are also measurable and their impact more tangible. "You can now more easily track your return on investment and that helps you to justify your marketing and communications spend. You can demonstrate your success to the finance director and that makes a case for resource going forward."

Agencies in Scotland, Daniel adds, have a particular attraction: not only do they know the local media landscape well, but they have skilled staff and can supply a top-quality service without the overheads associated with London.

"There is a wealth of talent here and that is recognised internationally – we have several global blue-chip companies and clients and have won contracts from the United States and Singapore."

Another Scottish consultancy, The BIG Partnership, has grown to become one of the biggest agencies in the UK outside London. Director Bryan Garvie says that they have a four-point action plan for gauging success in their communications.

"We aim to increase sales, raise awareness, protect reputations and change behaviour. Which of those takes priority depends on the individual client – in the public sector, they may be most interested in behaviour change, such as improving health outcomes, while commercial organisations are likely to want to increase sales and raise awareness."

The digital element of any campaign, he adds, is now extremely important. "People now get their information from so many different sources, and that often means a multidisciplinary approach. It can mean using online, good writing and a strong design team.

"Video is also important as it brings things to life, and we can do events management as well. I also quite like podcasts. Everything these days moves so quickly and you have to keep on top of it."

How effective is the use of social media as a marketing tool? Bryan says the ability to target the demographic you are trying to hit makes it incredibly powerful. "You need to be prepared to spend a bit of money on it, though. Generally you can drive real value out of it,

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though it does have to be the right content for the audience.

"An agency will bring honest and brutal objectivity, and that can be immensely helpful. But if you don't have the budget for that then you really need to ask yourself exactly what it is you do need. If you do that, then you can focus on outcomes and ignore everything that is unnecessary.

"Businesses are more sharply tuned these days to what they really need in marketing and communications – it can't just all be about ego."

Elaine McKean, who is Managing Director of another leading Scottish agency, Indigo, also stresses that using social media properly is critical. But she agrees that other channels should be used too: it's getting the right mix which is important.

"Clients' requirements can be dramatically different. For instance, some organisations might want you

to try to get them on the front page of the *FT*, while others don't want to feature in the press at all, preferring a campaign of creatively driven social media content. More often than not, what's required is a combination of the traditional and the new to capitalise on the breadth of opportunities available to get their messages across in a meaningful way."

There is, she concedes, a lot to think about, which is why using professionals can be cost-effective. "Sponsored ads on social media can be a fantastic way of reaching the right audience at a relatively small cost.

"However, timely, regular, engaging and indeed thoughtful content can also deliver good results. Good communication underpins the success of all businesses and an agency that has full sight of the media landscape – be it traditional media, such as printed press, radio, and TV, or online – is an asset."

## Engagement is key

Ask anyone in the Scottish business community where Connect Communications' expertise lies and the answer would almost certainly be in printed publications. Well, in 2017, nothing could be more accurate, or further from the truth.

The company's founder and chairman is David Cameron. He explained: "As with any dynamic, forward-thinking company, the need for constant change and evolution is as certain as having to pay your taxes. So it is with Connect.

"Printed publications remain a key part of the communications mix. But they are just that – only a part. The range of what we now deliver for our clients is, in fact, as myriad as the channels through which all businesses are now communicating.

"The speed of change in the communications sector is extraordinary, and the need to engage an audience has never been more important than in this noisy world of ours. And, whether you are an agency providing communication services, or a client looking to find the best way to talk to a target audience, unless you keep pace, you are going to be left behind. No-one wants that!"

Connect has recently relaunched its own proposition as it approaches its 20th year. After a wide-ranging research exercise involving more than 40 of its clients, the company is promoting Engagement is Everything as its new approach to delivering client solutions.

David added: "In our survey, we received 40-plus replies from communications managers across all type of organisations.

"The market has changed and so have we – we're no longer just 'the publication people.'"

**Find out more at [www.connectcommunications.co.uk](http://www.connectcommunications.co.uk)**

### READER OFFER

Connect is offering two Glasgow Chamber of Commerce members a free communication audit. To be in with a chance of winning this, please send your name, job title, email address and telephone number to: [hello@connectcommunications.co.uk](mailto:hello@connectcommunications.co.uk)

By providing your details you agree to receive email communications from Connect.

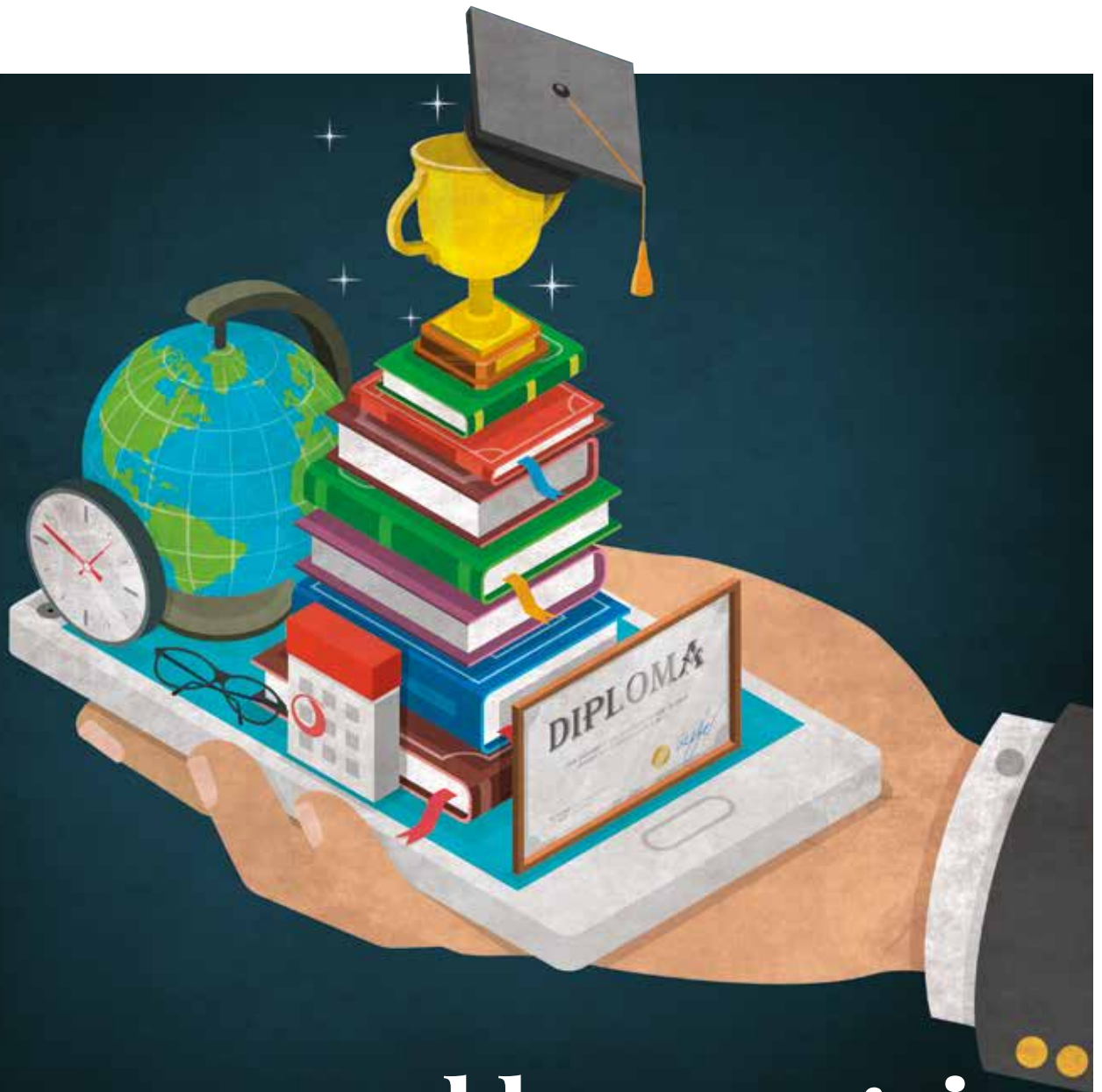
**“Clients’ requirements can be dramatically different. Some organisations might want you to try to get them on the front page of the *FT*”**

# For Scotland's future

DYW

## Developing the Young Workforce





# Learn, and learn again

In a fast-changing world, the need for constant professional development and skills training has never been greater if you want to remain competitive

Words by: *Andrew Collier*

**T**he success of any company is ultimately determined by its people. After all, it's the human beings in an organisation who mastermind and create and nurture its products and services.

No business can be a success if it doesn't have productive, enthusiastic and well-motivated staff. That's why investment in training is critical.

Upskilling your staff is a situation in which everyone can be a winner – though it does have to be properly targeted to ensure that the learning

is genuinely useful to the business as well as to the employees.

Critically, training also has to be up to date. In this digital age, work requirements are changing almost by the day. What your staff and executives learn now could be out of date in just a number of years, or even more quickly than that.

If you don't stay ahead of your game and provide your employees with the skills they need, you can very quickly lose your competitive edge. And dinosaurs, as we all know, don't survive earthquakes for long.

Dr Thomas Anker, Head of Management at the Adam Smith Business School at the University of Glasgow, is a firm believer that learning is something that needs to be constantly refreshed.

"The pace of technology-fuelled change means that the need for continuous professional development has never been greater if you want to excel and progress as a company," he says.

He draws a distinction, however, between classic management and leadership skills, where the basic skills



required don't change particularly quickly, and the new, disruptive digital world, where they do. "In every business, though, you now need to know how to interact with technology – that crosses all learning boundaries."

Putting an emphasis on management education and training brings a return on investment for the company and the individual alike. And it does so in a whole number of ways.

Your business can choose carefully which particular skills it wants its employees to have. This both maximises your company's current competitiveness and helps to future-proof it.

Training in core workplace areas such as health and safety and first aid training may not be very sexy, but it is absolutely essential in ensuring that a business functions properly and meets its legal requirements.

Boosting skills also means increased profits and raised staff morale, which in turn leads to raised productivity. Another real benefit is that training demonstrates to employees, in a powerful and practical way, that they are valued and that the company wants them to grow along with the business.

One potential problem, though,

is that if you upskill your staff, you then make them more attractive to your competitors. Who wouldn't want to employ a highly talented individual who has just been trained

**“In every business, you now need to know how to interact with technology that crosses all learning boundaries”**

in the very latest specialist skills you need at someone else's expense?

In reality, Thomas Anker says, this poaching doesn't happen as often as people might think.

"If you feel an organisation is willing to invest in your professional development, it does make that organisation more attractive to you and you become more loyal. It creates an emotional bond with the company

and makes you feel recognised and appreciated."

Good training also helps to build self-esteem and to improve an individual's prospects for promotion, so increasing the company's choice when it comes to development of management and executives.

Dr Anker admits that training can be expensive, though this doesn't in any way diminish the need for it. "For small and medium-sized enterprises the cost can be problematic. There should be financial incentives, such as tax reliefs, for SMEs to encourage continuous professional development."

There is also an alternative to classroom-based training, and it's one which is growing incrementally: online learning. "This has developed massively in the last 10 years and you can now get it at a competitive price."

This may be more convenient for everyone than traditional learning, but it's not necessarily cheaper. "Some universities are not charging the same for online MScs in business management as for conventional courses. I actually think that going forward, online learning will command a premium price. It's a myth that it's cheaper to deliver training in this way. There are huge

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## “Good training is vital for so many reasons. It’s absolutely essential and the effort you put into it pays you back tenfold”

development costs and it’s very resource intensive, so the fees may be higher. At the end of the day, it depends on scale and offering.”

One company which recognises the huge value of training is SwarmOnline, which develops web and mobile applications for enterprises in the financial services, oil and gas and utilities sectors. It is based in Glasgow with an office in Edinburgh.

“Most of our training is done in-house,” explained founder and Managing Director Andrew Duncan. “For instance, we have a one-year scheme for graduates which gives them a structured environment to work on real-life projects.

“We also have a full company training session every fortnight at which one member of staff gives a talk about something they have learned or on solving a problem. If people can’t attend, it’s also recorded and put on our intranet so they can catch up with it later.”

Like other employers, he points out that many employees now consider professional development opportunities to be as important to them as salary or benefits. “They want to learn and progress, not stay stagnant. That breeds a culture of ongoing development and learning.”

By taking part in the training sessions, he adds, staff at the ISO 9001 accredited company also learn soft skills such as communications, researching a topic and public speaking. “It makes them more knowledgeable and helps them to solve problems better, faster and in a more professional way.

“That in turn keeps our clients coming back to us. We do work to create a good culture and to encourage people to learn – we also send them away to conferences and on training courses and where someone comes to us with an idea for learning, we’ll fund that if it’s of value.

“The result is that our staff turnover is low, and they are motivated and

loyal. We still have our very first and second employees with us, so it looks as if we’re getting it right.”

As one of Scotland’s biggest private employers, the Arnold Clark Group has a rigorous training programme for its sales staff, with dedicated training centres in Glasgow, Edinburgh and Wolverhampton.

The company’s Training and Development Manager Scott Grant said: “We make sure our training content is reviewed regularly so that it is always interesting and relevant. But although the content is important, so are the trainers and staff that deliver it.

“It’s vital that they’re credible, so we always use people who have actually done those jobs themselves, and that are still in touch with the front line of the industry.”

He also strongly believes that a well-developed career path achieved through personal development helps with staff retention.

“People feel more engaged when they have a defined career pathway. Not only does this reflect in their work but they pass their enthusiasm onto our customers.

“Good training is vital for so many reasons. It’s absolutely essential and the effort you put into it pays you back tenfold.”

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# The benefits of going green

Glasgow Chamber's Green Business Network is supporting members to improve efficiency, sustainability and profit

Words by: *Tim Power*

**P**ringles tubes and Lucozade Sport bottles were named and shamed by the Recycling Association recently in a list of products whose design makes them a 'nightmare' to recycle.

The Pringles tube was named the number one recycling villain as it was impossible to separate the metal and cardboard parts and the second was

Lucozade Sport as its recyclable bottle is wrapped in a sleeve made from a different kind of plastic.

While recycling is obviously good for the environment, it's also good for the 'bottom line'. The 80 UK members of the Recycling Association produce more than two million tonnes of recyclate annually generating a turnover in excess of £2 billion a year.

Recycling waste also minimises costs to industry from landfill taxes, and is just one component of a wider movement in business which acknowledges sustainability as a key driver in promoting corporate health.

Sustainability is a modern mantra that can be adopted by both environmentalists and corporations alike nowadays, as everyone



accepts that the earth's resources are ultimately finite.

This ethos of minimising waste and using resources more efficiently has developed into a wider philosophy of the 'circular economy'.

The circular economy is a new approach to extracting the maximum value from finite resources for as long as possible. Instead of the traditional industrial 'linear' approach to making something, using it and eventually disposing of it, the aim of the circular economy is to restore and regenerate the material used in a product, prolonging its useful life... and in a commercial sense reducing costs and also creating new business opportunities.

Glasgow Chamber of Commerce undertook a pioneering review of the circular economy opportunity for the city, partnering with Zero Waste Scotland, with the resulting report published last summer. This report identified that the food and drink sector showed the most potential to adopt this approach.

Pilot projects are now being developed to demonstrate that the circular economy is a commercially viable model, including a collaboration between Glasgow-based real ale craft brewery Jaw Brew and Aulds Bakery to develop beer made partly from surplus morning rolls made by the bakers. Called Hardtack, this 2.2 per cent strength beer was launched by the brewery in March.

Other projects include the use of spent grain from the brewing process to bake bread, the recovery of heat in the manufacturing process and aquaponics, a promising technology that combines growing fish with leafy greens e.g. micro herbs.

Alison McRae, Senior Director said: "We are helping the companies involved to adapt their business models to show how the circular economy approach can be adopted to develop new ways of working and future proof their business.

"It's about encouraging businesses to be innovative and to collaborate."

Glasgow Chamber is also promoting sustainability through its Green Business Network, which now has more than 100 members. Designed to support members to improve efficiency, sustainability and profit, the Green Business Network shares best practice through events, communication and networking.

Central to the Green Business Network is the flagship Green Light Programme, which guides delegates through the steps in developing

an Environmental Management System (EMS) and identifies the opportunities in making cost savings as well as enhancing an organisation's environmental credentials.

Delivered by Mabbett, with support from Scottish Enterprise and Resource Efficient Scotland, the first two tranches of the Programme have helped 23 companies to develop an EMS approach to their business and identify where they could reduce costs in water, energy and raw materials as well as minimise waste.

**“In its first year, the Green Light Programme identified more than £100,000 in annual savings for 10 member businesses”**

Caroline Brown, Environmental Consultant with Mabbett, said there are a number of benefits for organisations undertaking the Green Light Programme: "The first benefit is the reduction of an organisation's environmental impact, for example preventing pollution by ensuring legal compliance, and the lowering of its carbon footprint.

"But by improving your environmental performance you can create a good company image and reputation and reduce your overheads by resource efficiencies in energy, water, waste and raw materials."

The Green Light Programme helps companies to understand what parts of their business have the potential to impact on the environment and to develop a baseline in terms of their current environmental performance. This helps organisations understand what they need to do if they want to adopt a formal environmental standard, such as BS 8555, or the influential EMS ISO 14001, which can put them in a more favourable position when it comes to tendering for public sector, and international contracts.

Caroline added: "ISO 14001 was revised in 2015 and now there is a lot more emphasis on the control and influence on an organisation's supply chain to ensure the chain is also committed to environmental improvement. You are now responsible for everything that contributes to your product or service."

In its first year, the Green Light Programme identified more than £100,000 in annual savings for 10 Chamber member businesses, which also had the potential to reduce more than 450 tonnes of carbon each year.

Shirley Aitken, Operations Manager at the St. Enoch Centre, was one of the participants in this year's programme and was pleased with the insights she gained. She said: "I thoroughly enjoyed the Green Light Programme and have lots of ideas to move forward now. The course has helped me to structure my plans and has provided a starting point to roll out to my team as well as preparing the evidence required for audits."

Glasgow Chamber and Mabbett are currently collating the financial implications and carbon impacts from the 13 organisations on this year's course in order to secure more funding to run the Green Light Programme next year.

## Find your smart energy solution

Mark Bowen, Marketing Director at ScottishPower, said: "Many businesses we talk to admit they could be doing more when it comes to energy efficiency, but are put off because they believe that taking the necessary steps will be time consuming, costly and difficult.

"We're keen to work with businesses to help them understand that making smarter energy choices makes perfect business sense and can be easier than they might think.

"Even the smallest of changes can

make a real difference – like switching off lights and equipment at the end of the working day, using a timer to ensure heating or air conditioning is only used when needed and swapping your energy-draining incandescent bulbs for LED lighting.

"In the current economic climate, it has never been more important to protect your bottom line. Building a business that is sustainable and efficient will help you to reduce your bills and allow you to invest elsewhere to help your business grow."

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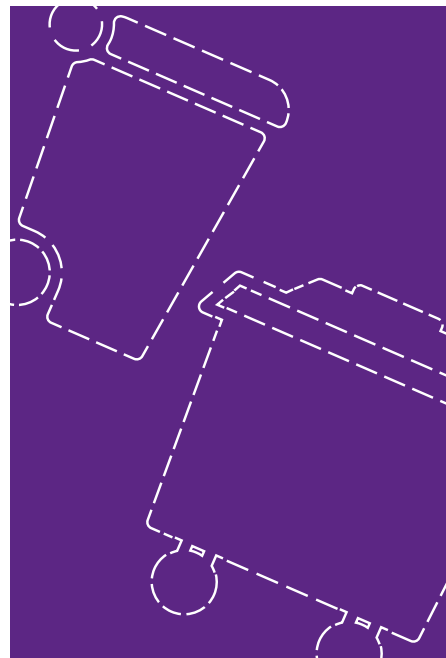
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## Will changes to the rules around trade waste collections affect your business?

If you have a business in Glasgow's City centre then you may be aware that the City Council is piloting a change to the way business waste can be stored and presented for collection.

In an effort to make the city's streets cleaner and greener areas where there are large numbers of waste and recycling bins are being targeted. From the 1st of July 2017, trade waste bins and bags will need to be stored within your business premises instead and only put out for collection during a pre-arranged collection window. Businesses who don't comply with the new rules could face fines of up to £1000.

Changing the way you manage your waste can be an opportunity to review your existing service. You might discover that there is a better way for you to store your waste, comply with the new rules and recycle more.

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in Employment Law which develops the relevant specialist competencies required by employers to undertake specialist paralegal support roles within the legal profession or in a legal context within a variety of businesses, the public sector or financial organisations, e.g. HR teams, Citizens Advice Bureaux, and in-house legal teams. Holders of the award will be able to demonstrate a minimum level of professional competence in order to qualify for registration as a paralegal within the Law Society of Scotland Registered Paralegal Scheme.

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## APPOINTMENTS

## PEOPLE ON THE MOVE IN THE BUSINESS COMMUNITY

### CBRE strengthens team with new appointment

Property consultancy CBRE has announced the appointment of Andy Cunningham as a senior director in its Advisory & Transaction Services team in Glasgow.

Andy is joining from Cushman & Wakefield where he spent more than ten years as a partner and head of the Office Agency team in Glasgow. He has been involved in some of the largest leasing transactions



across Scotland and has unrivalled knowledge of the Scottish market.

Andy will work alongside Audrey Dobson with

the aim of strengthening the firm's offering and establishing the team as market leaders.

Miller Mathieson, head of CBRE Scotland, commented: "Andy is a

highly regarded expert in Scotland and will add considerable fire power to our existing team."



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### Director appointments at Mackenzie



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**Contracts Director**

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Mackenzie Construction Ltd have appointed two new Directors in Mark Wilson (Contracts Director) and Jim Noblett (Compliance Director) to ensure the continued safe and efficient delivery of client projects and to support the ongoing growth of the business. Mark joined the company as a Trainee Engineer and was a key member of the senior management team before being appointed a Director and will focus on



**Jim Noblett**

**Compliance Director**

Email: [jim.noblett@mackenzieconstruction.com](mailto:jim.noblett@mackenzieconstruction.com)

the strategic management of client workload. Jim is relatively new to the business and brings a wealth of experience from working both at home and abroad which he will call upon in enhancing all aspects of project performance through the development of all working within the business.

Tel: 0141 633 5555





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