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GLASGOW
CHAMBER OF COMMERCE

GlasgowBusiness

OCTOBER 2018

THE MAGAZINE OF GLASGOW CHAMBER OF COMMERCE



MADE IN GLASGOW

Sporting successes and cultural initiatives ensured our
city was on the international map this summer



FUND THE GAP



Glasgow based video technology business Odro Ltd were awarded funding to help fuel owner, Bill Scouller's future expansion plans.

Starting the business on his own in 2012 from his home, Odro has flourished over the years and now employs eight members of staff and has offices in Templeton Green.

Adapting the original business model to suit the recruitment sector for agencies looking to use effective video tools for interview purposes, Odro now has clients using his video technology from across the world including Australia, Dubai, the Netherlands and New York to name a few.

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Glasgow the big winner in success of city and citizens

Jim McHarg, President
president@glasgowchamberofcommerce.com

This summer, I was privileged to see the European Championship in Glasgow from a vantage point high above George Square in the offices of Dentons, the international law firm.

On a beautiful August evening, I was joined by many Chamber of Commerce members who had gathered to celebrate the arrival of the games, twinned with Berlin, in the city at our Ready, Steady... Gehen! event. Michael Dean of Dentons, who is also the honorary German consul in the City, welcomed the guests in his brief but impeccable German. From this vantage point, we could see the road closures and massive street arrangements for the road cycling events, and the broadcasting media commentary boxes in George Square.

We had 11 days of quite sensational sport and a top-class arts and entertainment festival thrown in for good measure. The city was buzzing. As I enjoyed some of the great moments, my mind shifted back to August 2014. Four years ago, there was plenty of talk about the Commonwealth Games legacy and what it might mean for the city. The European Championships 2018 was proof of that legacy. Again, there was enthusiastic Glasgow support for top-level cycling, gymnastics, rowing, the amazing BMX at Knightswood, and the swimming at Tollcross and Loch Lomond, which all showed the city's strength and ability to host major sporting events. This is not only good for Glasgow sports fans but also for business and the visitor economy. The event, with many highlights, was broadcast across Europe with more than 3,500 hours of programming across 43 territories, estimated to reach an audience of approximately over a billion viewers. Yet again, Glasgow was being well and truly noticed.

But there were other

heartening things in the city over the summer including the re-opening of Sauchiehall Street for both businesses and residents. I find it hard to imagine anything worse than being unable to get into your own home for several weeks. I know that the task force that has been established, the Council and the emergency services are doing their very best to alleviate any long-term hardships caused by the fire.

Turning my attention to the youth of Glasgow, I was delighted to see that Developing the Young Workforce's #NoWrongPath campaign launched on 7 August, the day that thousands of pupils across Scotland received their exam results. Yet again this was a great success. Working in conjunction with Skills Development Scotland's exam results helpline, the award-winning DYW campaign, spawned as an idea inside the Chamber, is a really positive piece of work for us to be leading. It is pleasing to know that 16,000 Scots and counting were among those who supported this personal story-telling campaign. #NoWrongPath is about striving to reach your potential and not letting examination disappointment stop you achieving what you want to do in life. This leads on to those who have found the right path and made a success of their opportunity or talent.

Awards season is now upon us and we have delivered the Inspiring City Awards, in conjunction with *The Herald*, and The Glasgow Business Awards which celebrated 21 years of success. These events recognise the diverse contribution that communities and businesses make in our city and provide recognition of the many aspects that are good about Glasgow. Congratulations to all the finalists and winners.



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Barclays' business boost



An architectural image of the Barclays' new campus at Buchanan Wharf, Glasgow

Barclays' plans to develop a new campus for its banking operations and technology teams at Buchanan Wharf, Glasgow, was one of the best pieces of news for the city over the summer.

First Minister, Nicola Sturgeon, hailed the project as 'transformational for Glasgow', creating up to 2,500 jobs in the heart of the city. She said: 'The new campus will strengthen Glasgow's financial services sector and shows Scotland continues to be a highly attractive location for inward investment. I am particularly pleased that, as part of this investment, Barclays has committed to employing local people who often face barriers into work, including those with disabilities and young people.'

A world-class working environment will help the bank deliver outstanding services to customers and clients by fostering innovation and collaboration.

The campus will play a pivotal role in the execution of Barclays' strategic priorities and will be one of a small number of key global sites.

Barclays has agreed to purchase the site from Drum Property Group and is working to finalise the design of the facility as part of the wider Buchanan Wharf development.

Once completed, the campus will be able to accommodate up to 2,500 additional roles, doubling Barclays' current workforce in Scotland. Scottish Enterprise has agreed a funding grant of £12.75m, and Glasgow City Council has been instrumental in turning the initial proposal into a viable scheme.

Paul Compton, Chief Operating Officer at Barclays, said: 'The Glasgow campus, alongside others in Whippany, New Jersey, and Pune, India, is part of a global strategy to create world-class facilities for our functions, technology and operations

teams. This new campus at Buchanan Wharf is a flagship project for the bank, which builds on Barclays' long history in Scotland and clearly demonstrates our commitment to supporting the UK economy. This is a fantastic opportunity to deepen our close ties with local communities and academic institutions to attract and retain the very best talent. It will be somewhere that our colleagues are incredibly proud to work.'

Councillor David McDonald, Deputy Leader of Glasgow City Council, said: 'This announcement is of historic importance to Glasgow as we welcome the single biggest inward investment to have ever come to Scotland. This development on the banks of the Clyde at Tradeston will see a huge amount of Grade A office space, new homes and new jobs coming to the city centre.'

'This project - which is truly on an unprecedented scale - is a game-changer for Glasgow, and will transform not only Tradeston and this part of the waterfront, but our wider economy as opportunities become available for the people and business of the city and those wishing to invest here. We are delighted with this decision by Barclays and I am pleased that the efforts of all those who have worked so hard and long to bring this enormous and fantastic project to Glasgow have been rewarded.'

“This announcement is of historic importance to Glasgow as we welcome the single biggest inward investment to have ever come to Scotland

Building on business connections in Germany



The Scottish delegation at a networking event in Berlin with the First Minister, The Right Honourable Nicola Sturgeon MSP

As Glasgow and Berlin celebrate the successful co-hosting of the recent European Championships we are also celebrating the success of our involvement in a multi-sector market visit to Germany. Glasgow-based LINIAN Supply Co, Wind Farm Analytics, Gold Hart and Freedom Scripted Entertainment were among the 12 Scottish companies that took part in the visit at the end of June.

Working in partnership with Scottish Development International (SDI) and Edinburgh Chamber of Commerce, we offered interested businesses a market awareness session on doing business in Germany, training on exporting as well as research and advice prior to the visit. All partners brought their connections

in Germany to the table and the businesses who participated had the support of the Chambers of Commerce in Berlin, Nuremberg and Munich in addition to the newly created SDI hub in Berlin. During the visit the delegates participated in marketing briefings in each city, one-to-one business meetings and a range of networking events.

Our Deputy Chief Executive, Richard Muir, said: "We have been growing ties with various German organisations for several years, and our signing of the MOU with Berlin Chamber in April of this year has strengthened that relationship. The visit gave each of the participating businesses the opportunity to map out areas of growth within the German market and explore how they might achieve this."

Two of our members gave us very positive feedback. Lorraine McKenna, Founder of Gold Hart Candles, said: "A big thank you to Glasgow Chamber of Commerce for including us in what was an important trade mission. It has been a huge success as I now have a luxury retail door in the city of Berlin and following meetings with a large retail department store and e-commerce company, I am awaiting confirmation of a Munich stockist."

Lynne Jhangeer, Sales and Export Director at LINIAN Supply Co, said: "It was an absolute pleasure to be supported by both the Glasgow and Edinburgh Chambers of Commerce along with SDI. As a business we had carried out a lot of research and networking beforehand so it was great to take advantage of the amazing network that the organisations were able to provide and that we were able to tap into."

Local Export Partnership

We are continuing to work with our partners to progress the Local Export Partnership (LEP) which offers support and inspiration to companies with little or no previous exporting experience to help them explore international markets.

We have been working to complete the Export Hub App, which will keep you up to date with all the support, advice, networking and training opportunities that are available through our partners and

members on everything relating to international trade. You can upload comments, suggestions, videos relating to your own experiences, challenges and successes. We have also been developing our Passport to Export – a series of short, sharp, interactive workshops that will give you all the information you need to start trading internationally. Look out for further news about the Export Hub App and the Passport to Export on our website and in our regular mailings.



FOR FURTHER INFORMATION ON ALL INTERNATIONAL TRADE OPPORTUNITIES, PLEASE CONTACT ELAINE RODGER, INTERNATIONAL TRADE DEVELOPMENT MANAGER, ON 0141 204 8332 OR ELAINE.RODGER@GLASGOWCHAMBEROFCOMMERCE.COM



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A vision of the future

Over 70 business leaders from across the city attended a Circular Glasgow Summit for the construction and finance sectors at the end of September.

'Glasgow: Towards a Circular City' addressed how Glasgow can future-proof the built environment and focused on how to embed circular economy thinking into the construction and finance sectors.

The construction industry operates within a linear economy of make, use, dispose. As global demand for resources increases and raw materials become more scarce, this event explored how Glasgow can go about creating a more sustainable built environment.

Organisations and urban policy makers are already beginning to look for a more regenerative, circular economy model. The construction industry demands over half the world's extracted materials and generates around a third of the total waste generated in the EU, making it a prime candidate for applying the circular economy.



The mini-summit, moderated by Professor Greg Clark, Senior Fellow at the Urban Land Institute, looked at the benefits of adopting more circular principles within our city landscape. With a growing number of international organisations successfully embracing these new models, the event allowed delegates to hear directly from high-profile leaders and circular economy entrepreneurs operating within the field.

Speakers included Coert Zachariasse, CEO of Delta Developments, a Dutch real estate development and investment company, who developed Park 20|20 Business Park in the Netherlands on

cradle to cradle principles: the first of its kind in Europe. Delegates also heard from Circle Economy, global circular economy experts, and Niina Pussinen, Business Innovation and Collaboration Manager CIRCL at ABN AMRO the Dutch bank, who jointly published a pioneering report *A Future-Proof Built Environment*. With a vision for the Netherlands to become fully circular by 2050 set out by the Dutch Government, the summit heard how ABN AMRO created Circl, one of Amsterdam's first circular buildings.

Locally, city leaders shared thoughts on how Glasgow could transition to a circular city, including Stephen Good, Chief Executive of the Construction Scotland Innovation Centre.

Through the circular economy, the summit highlighted ways to effectively tackle the complex nature of the built environment through multidisciplinary working, shifting towards more sustainable forms of economic growth, urban life and value creation.

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There is no cure for Bipolar Disorder... but our support transforms lives

Bipolar Scotland is Scotland's national charity for everyone living with Bipolar Disorder - friends, family, carers and people with a diagnosis.

- We maintain a helpline for people seeking advice and information on how to control this condition.
- We organise support groups throughout Scotland where people can share advice, information and experience.
- We challenge stigma and discrimination wherever it exists.
- We offer free courses where people can learn to manage the condition.

All these things improve quality of life, reduce hospital admissions and hold families together.

At the moment, people with Bipolar are twelve times more likely to be unemployed than their fellow citizens... and their life expectancy is often 10-15 years shorter. These are figures we'd all like to change and - with your support - we will.

2-3% of Scotland's population (150,000) live with bipolar disorder so we all know someone with a diagnosis - a relative, a friend, a neighbour, a workmate. Become a friend of Bipolar Scotland and give them a fair chance of living life to the full.



Contact Bipolar Scotland on 0141 560 2050 or
info@bipolarscotland.org.uk to find out more
www.bipolarscotland.org.uk



Bipolar Scotland



@BipolarScotland

Stuart Patrick,
Chief Executive,
Glasgow
Chamber of
Commerce,
launches the
#sendplastic
packing
campaign



#sendplasticpacking campaign supports Plastic Free July

From a small office project in Perth, Australia, to an international campaign with millions of participants, Plastic Free July's vision is to build a global movement that dramatically reduces plastic use and improves recycling.

Stories are shared almost daily of the impact single-use plastic is having on our oceans and as a result, a record number of people joined this year's Plastic Free July campaign. Throughout July, more than 3.4 million people from 177 countries shared their efforts to minimise single-use plastic.

Glasgow Chamber of Commerce, led by our Circular Glasgow team, joined the movement by creating the #sendplasticpacking campaign to engage with Chamber members and the wider Glasgow business

community. It encouraged individuals and businesses to think about their daily use of single-use plastic at work with a simple request – make one small plastic swap in the office.

The Chamber team also supported the campaign with other initiatives including branded reusable cups for all staff, appointing a Plastic Champion



SEC staff show off their branded Chilly's bottles

to lead the office in keeping single-use plastic to a minimum, and signing a Plastic Free Promise created by a new youth-led movement Glasgow Over Plastic, who aim to have 100 businesses going single-use plastic free by the end of the year.

Throughout the campaign week, a number of Chamber members and supporters joined through their social media channels posting their own single-use plastic swaps for their office.

Encore Glasgow, which operates in various venues across the city, has replaced plastic straws for biodegradable straws in all of its venues. The SEC, which has been working closely with Circular Glasgow on our wider circular economy ambitions, provided staff with branded Chilly's bottles and created its own 'Pod Plastic Charter' signed by all staff. Young Enterprise Scotland posted a number of innovative ideas from its site at Rouken Glen Park, including growing its own fruit and veg for lunch and swapping cling film for homemade reusable cotton and beeswax material wrap. And Glasgow Taxis held a Facebook competition to giving away branded reusable cups.

Circular Glasgow was delighted with the response and hopes to continue to encourage businesses to look at their own single-use plastic practices and recognise how plastic reduction is a step towards creating a more circular business model. To find out more about #sendplasticpacking and the wider circular economy, and how you can future-proof your business, visit www.circularglasgow.com or contact Lisa McConnell at lisa.mcconnell@glasgowchamberofcommerce.com

Circular Economy Hotspot Scotland

Scotland has been selected as this year's host nation for the Circular Economy Hotspot, a prestigious, international event taking place in Glasgow from 30 October to 1 November.

Delivered by Zero Waste Scotland in partnership with Circular Glasgow – an initiative of Glasgow Chamber of Commerce, funded by Zero Waste Scotland – the event will showcase our nation's progressive approach

to developing a circular economy, while offering unique networking opportunities for both local and international delegates.

The Hotspot will welcome influential thought leaders on the circular economy as well as giving delegates the opportunity to meet and hear from key partners and Scottish businesses. Delegates will also visit circular businesses during one of six sector-themed 'discovery tours'.

To register now, simply go to www.circularconomyhotspot.scot/register

We're offering all Glasgow Chamber of Commerce members a 20% discount on delegate fees – just enter GCOC2018 to redeem your discount.

Join the discussion on Twitter at [#CEHotspotScot](https://twitter.com/CEHotspotScot)

CIRCULAR ECONOMY HOTSPOT SCOTLAND IS FUNDED BY ZERO WASTE SCOTLAND, BACKED BY THE SCOTTISH

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Tell a winning story and watch Glasgow flourish

Stuart Patrick, Chief Executive
chiefexecutive@glasgowchamberofcommerce.com

There are many different kinds of Glasgow. So many aspects we love about the place. And things that frustrate us. It's part of our emotional attachment to this great city. But if I look at how we present the city as being open for international business, I have to admit all these different versions of Glasgow can be confusing for potential investors who know very little about our place.

Team Glasgow, with Glasgow Chamber of Commerce working in concert with the City Council, our academic institutions, and the likes of Glasgow Life, is a powerful force that has worked together exceptionally well to secure major events and investment for the city. The successful European Championships have once more shown the city can handle the biggest events, supported by an enthusiastic band of cheerful volunteers and paying visitors.

Yet Glasgow, as Scotland's economic powerhouse, appears to be overlooked because of the dominance of Edinburgh. We hear plenty of noise about our capital as a 'European tech hub', yet there are far more IT-related jobs in the West of Scotland. While our East of Scotland cousin is perhaps overcooked – and the overcrowded streets of the Festival testify to this – there is a general feeling that Glasgow is not getting the rightful attention and recognition it properly deserves.

I was perplexed when a recent American real estate investor said he was considering investing in Glasgow because it was seen as one of the undervalued cities in Europe and he could see great potential. While this is anecdotal, it made me question whether we are still telling the right story. What we need is a core narrative for Glasgow's future, which is both positive and ambitious. Surely now we can move on from the old chestnut about being a 'post-industrial city that is regenerating itself', although I am not trying in any way to underestimate our city's larger social and healthcare concerns.

We've talked a great deal about our educated workforce and the people of Glasgow. But I feel our city needs to work even harder to resolve the acute skills gap that is afflicting our potential. Again, I regularly hear from many businesses across the city that there is a shortage of key talent in engineering and digital industries. Building websites or apps is all very well, but we need management leaders with coding expertise who can direct and deliver complex projects. For this to happen, we need more investment in our advanced digital skills base. In addition, we need better engagement at a national political level in Scotland.

In the coming weeks, I'm looking forward to hearing more from the Scottish Government and ministers about how they perceive Glasgow. I'd also like to hear what they feel is missing. We desperately need to fill in the skills gaps to ensure the city can compete in this globally connected world.

Team Glasgow has been a force for good, now we all need a core voice that says the same things about what really makes our city a successful place to work and live.



Inspiring City Awards 2018



Glasgow Chamber of Commerce and *The Herald* would like to thank the following companies and organisations for their support of the Inspiring City Awards 2018



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MAKE GLASGOW AWARD**

**Councillor Susan Aitken, Leader,
Glasgow City Council**

"From the outset, the Inspiring City Awards has recognised some remarkable people who work tirelessly for Glasgow – from improving our communities to enhancing our international reputation – which is why the city is delighted to be continuing its support for such an important event as it enters its sixth year."

GLASGOW LIFE

Glasgow Life is a charity that delivers services to both citizens and visitors to the city, providing opportunities through culture, sport and learning. Last year, more than 18 million attendances were recorded at venues, events and festivals – up more than one third since 2007. Some 2,600 staff and 2,200 volunteers deliver services across 160 Glasgow Life venues.

Glasgow Life has responsibility for:

- Managing nine award-winning civic museums, including Kelvingrove Art Gallery and Museum, the Riverside Museum, the Burrell Collection and the Kelvin Hall
- The Glasgow Club – Scotland's

largest health and fitness network – including landmarks such as the Emirates Arena and Tollcross International Swimming Centre

- The Mitchell Library and 32 community libraries, as well as community facilities across the city and a significant learning programme
- Programming world-class music in venues such as the Glasgow Royal Concert Hall, incredible art and exhibitions at Tramway and a number of cultural events, such as Celtic Connections, the Mela, the World Pipe Band Championships and the Merchant City Festival, among others
- Leading partners in the delivery of Glasgow's Tourism and Visitor Plan to

See the next issue of Glasgow Business for details of the winners

2023, positioning the city as a vibrant, first-choice destination for leisure and business tourists

- Managing the city's destination marketing and implementing the award-winning PEOPLE MAKE GLASGOW brand
- Managing Glasgow's Convention Bureau, which attracts more than 500 conferences to the city each year.

Glasgow Life helped to deliver the 2014 Commonwealth Games, the 2015 World Gymnastics Championships, Davis Cup ties, the 2015 IPC Swimming World Championships and the inaugural 2018 European Championships – a major multi-sport and cultural event in partnership with Berlin.

Looking ahead, Glasgow Life is supporting delivery of the European Indoor Athletics Championships 2019, the LEN European Short Course Swimming Championships 2019 and the UEFA Euro 2020 Championship.

For further information, visit www.glasgowlife.org.uk



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**DEVELOPING THE
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SUPPORTER OF THE INDUSTRY & YOUNG PEOPLE INNOVATION AWARD

In 2014, the Glasgow Employer Board was announced as the first regional Developing the Young Workforce group. Developing the Young Workforce Glasgow, proudly supported by Glasgow Chamber of Commerce, is a key component of the Scottish Government's strategy aiming to create stronger links between industry and education and support more young people into work.

Our vision is to use employer leadership to create valuable opportunities to encourage and inspire young people to reach their full potential, which in turn supports industry and local economic development. We do this in a number of ways: by acting as a single point of contact for employers looking to recruit young people in the city, by advising employers on the initiatives best suited to their business and by developing and supporting partnerships between business and education.

For further information, visit: www.dywglasgow.com



**GLASGOW AIRPORT
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ACHIEVEMENT AWARD

With 30 airlines flying to more than 120 destinations including Canada, the US, the Caribbean, Europe and the Gulf, Glasgow Airport serves almost 10 million passengers per year. The airport recorded its busiest year in 2016, during which it was also crowned Scottish Airport of the Year, European Airport of the Year and the Airport Operators Association (AOA) Airport of the Year.

Since it first opened for business on 2 May 1966, the airport has established itself as a key component of Scotland's transport infrastructure, supporting more than 8,000 jobs. It plays a key role in connecting Scotland with the world and the routes it provides help drive tourism, encourage exports and attract inward investment.

Since January 2016, it has secured more than 40 new routes and services. In addition to rapidly growing its European route network, it has cemented its position as Scotland's leading long haul airport with the arrival of airlines such as Korean Air and Delta.

For further information, visit: www.glasgowairport.com



**GLASGOW FORT
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THE YOUNG PERSON'S AWARD

Glasgow Fort is one of Scotland's top shopping destinations. The centre offers a whole range of the UK's favourite retail brands. Here, you can browse for the latest fashions, or discover great gifts for friends and family.

With almost 100 outlets, Glasgow Fort is an award-winning shopping experience with 2,500 free parking spaces. Situated just off junction 10 of the M8, it is home to leading shopping brands including Marks & Spencer, TopShop, Zara, River Island, H&M, Next and Schuh. There is also a Vue cinema and an array of eateries including Nando's, TGI Fridays and Wagamama.

For further information, visit: www.glasgowfort.com



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SOCIETY, GLASGOW CALEDONIAN UNIVERSITY SUPPORTER OF THE BEST CORPORATE SOCIAL RESPONSIBILITY AWARD

Glasgow School for Business and Society is proud to support the Inspiring City Awards for the seventh successive year.

As the University for the Common Good, we encourage students and staff to be responsible global (and local) citizens. This is reflected in our commitment to the United Nations' Principles for Responsible Management Education (PRME) and our work with Business in the Community.

Our distinctive, research-led, contemporary programme portfolio focused on global employability and responsible leadership endorsed by professional and academic accreditations supports over 4,500 full-time, part-time and executive students, drawn from around 100 nations.

We provide undergraduate and postgraduate programmes in international business, management, HRM, accountancy, banking, investment, risk, fashion, digital brand marketing, tourism and event management, multi-media journalism, law and social sciences.

We also understand how challenging it is to design and deliver changes that improve business and recognise that an organisation's finest resource is its people. Together we can develop the knowledge, skills and expertise needed to improve business and leadership practice.

For further information, visit: www.gcu.ac.uk/gsbbs



GLASGOW TAXIS SUPPORTER OF THE EDUCATION AWARD

Glasgow Taxis Ltd proudly serves the city's streets and beyond 24 hours a day, every day of the year, with a fleet of more than 800 fully licensed and wheelchair-accessible black taxis. With 2,000 drivers all expertly trained and certified, Glasgow Taxis Ltd prides itself on customer safety and providing an efficient and reliable service to individuals and businesses alike.

Customers can book by phone, app and web booking and can pay by cash, card or Apple Pay in all cabs. A recent winner of the *Evening Times* Glasgow's Favourite Business Award at The Glasgow Business Awards, Glasgow Taxis Ltd is also a proud supporter of many local charities including The Prince & Princess of Wales Hospice, CHAS, the Beatson and the Glasgow

Taxi Outing Fund (trip to Troon). Nobody knows Glasgow like we do.

For further information, visit:
www.glasgowtaxis.co.uk



GLASGOW WELCOMES SUPPORTER OF THE GLASGOW WELCOMES SERVICE CHAMPION AWARD

Glasgow Welcomes, the city's tourism service initiative, inspires and develops our city's people to deliver outstanding, vibrant and memorable visitor experiences.

This industry-led initiative plays a key role in the city's Tourism & Visitor Plan to 2023, and is supported by the city's public sector partners (Scottish Enterprise, Skills Development Scotland, VisitScotland and Glasgow Life), and representatives from hospitality and tourism-related sectors.

With around 12,000 participants to

date, Glasgow Welcomes supports businesses and individuals by offering a range of events, workshops and activities to help raise standards of leadership, service excellence and professionalism.

Our aim is that through our people we foster an inclusive network of businesses to partner and share best practice across Glasgow's visitor economy. By developing our people we deliver real results and return on investment that enhance the Glasgow visitor journey.

Activities include leadership events, with the Champions' Network and learning journeys. The GW Service Excellence Programme includes the innovative Glasgow Welcomes-Online module. Our new Recognition Scheme showcases local businesses committed to continuously striving for service excellence.

Glasgow Welcomes is a Legacy Project for the Glasgow 2014 Commonwealth Games and the Glasgow 2018 European Championships.

For further information, visit:
www.glasgowcitymarketing.com/support/glasgow-welcomes



HACKING & PATERSON SUPPORTER OF THE LEGACY AWARD

We are one of the country's leading independent providers of property factoring services with a long-established reputation built upon strong foundations of professionalism and integrity, with a proven ability to meet the ever-changing needs and expectations of the home owning clients.

We factor a varied portfolio of properties ranging from the traditional Glasgow tenement to the latest modern developments and it is our strong belief that the many years of experience and expertise we have gained since the company was formed in Glasgow back in 1922 is of great benefit to our home owning clients.

From our offices in Glasgow and Edinburgh, our knowledgeable and professional team of property managers offer excellent administrative services, along with advice and guidance in all aspects of residential property factoring, designed to ensure we assist homeowners in maintaining and preserving the condition and value of their property.

This level of experience, allied to a culture of continuous improvement and a (hands-on) approach to property factoring means we are ideally placed to meet homeowners' property factoring needs, both now and in the future.

Hacking and Paterson Management Services provide a modern, dynamic, developing and multimedia property factoring service to the home owning Scottish public.

For further information, visit:
www.hackingandpaterson.co.uk



NHS GREATER GLASGOW AND CLYDE SUPPORTER OF THE CARER AWARD

NHS Greater Glasgow and Clyde delivers effective and high-quality health services, to act to improve the health of our population and to do everything we can to address the wider social determinants of health which cause health inequalities. It is one of the largest employers in

Scotland with a total of 38,000 staff, including 17,058 nurses and 3,785 medical and dental staff.

The Board provides strategic leadership and performance management for the entire local NHS system in the Greater Glasgow and Clyde area and ensures that services are delivered effectively and efficiently. We are responsible for the provision and management of the whole range of health services in this area including hospitals and General Practice.

We work alongside partnership organisations including six local authorities and the voluntary sector. NHS GGC serves a population of 1.14 million.

For further information, visit:
www.nhsggc.org.uk



ROSS WILSON PUBLIC RELATIONS SUPPORTER OF THE CONTRIBUTION BY A YOUNG BUSINESS LEADER AWARD

Ross Wilson Public Relations is a long-established PR consultancy

offering bespoke communications solutions for a variety of businesses and organisations.

It is run by Ross Wilson, a former national newspaper business editor, who is well connected within the Scottish media scene and beyond.

It is our belief that every business has a story to tell whether that's in print, in newsletters or across other digital platforms.

Sometimes, it's just about getting good, solid advice on communicating your message – especially important if things can, as they sometimes do, go wrong.

We have a particularly strong presence within the housing association sector handling the communications activities of a range of high-profile social housing providers.

And we've always believed in a results-driven service that delivers value for money. What's the point in spending a fortune on PR activity and getting mediocre results?

Let us talk to you about making and, of course, breaking your news



INSPIRING CITY AWARDS 2018

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SUPPORTER OF

THE ART AND CULTURE AWARD

Sir Robert McAlpine is a leading UK building and civil engineering company. We combine outstanding technical expertise with the personal touch that comes with being a family-owned company.

From our first contract, the repair of a mine chimney for £2.45, to today's huge stadia, shopping centres and arts venues, it is a journey throughout which we have held true to our founder's commitment to service and quality.

We have made a significant contribution to the arts and cultural buildings in the city with projects such as the Theatre Royal Extension, the Seona Reid Building for the Glasgow School of Art and the new City of Glasgow College, a Stirling Prize Finalist.

As a company founded near Glasgow we are looking forward to moving into

our 150th year of operations in 2019.

For further information, visit:
www.srm.com



**THE KING'S
THEATRE AND
THEATRE ROYAL**

SUPPORTER OF THE INNOVATION IN BUSINESS AWARD

The King's, Glasgow is one of Scotland's most historic and significant theatres. It opened in 1904 as one of the most brilliant designs of the prolific theatre architect Frank Matcham and has played host to top stars and shows ever since. It has hosted 50 years of the iconic panto, which over the years has featured the Scottish greats including Stanley Baxter, Jimmy Logan, Rikki Fulton, Jack Milroy, Elaine C Smith and Gerard Kelly. The theatre continues to present first-class musicals and pantomime alongside a wider range of drama, dance and comedy. Hosting impressive Scottish premieres such as *Wicked*, and one of the key venues of Glasgow's International Comedy Festival, the King's is one of the nation's favourite touring venues.

The Theatre Royal presents a wide variety of drama, dance, comedy, opera, musical and children's theatre. It is home to Scottish Opera, and is a unique City Centre venue for conferences, meetings and seminars. The Victorian auditorium and stylish contemporary corporate areas provide privacy and flexibility for many occasions. To this day, the Theatre Royal continues to present first-class entertainment. Considered to be the home venue of Scottish Opera and Scottish Ballet, the entertainment continues with hot ticket Christmas shows such as *Jersey Boys* and *Mamma Mia* to keep the audiences in festive spirits.

We pride ourselves on our company values. We work collaboratively, are passionate about what we do, are ambitious in what we can achieve and are smart in getting there.

For further information, visit: www.atgtickets.com/venues/kings-theatre

WHYTE & MACKAY

WHYTE & MACKAY GROUP LTD SUPPORTER OF THE CONTRIBUTION BY A BUSINESS LEADER AWARD

Whyte & Mackay was founded on the docks of Glasgow in 1844. Today, Whyte & Mackay represents about nine per cent of the global Scotch whisky market, producing and distributing some of the most highly-awarded and respected whisky and spirit brands.

The multi-award winning portfolio includes its single malt brands Jura, The Dalmore, Fettercairn and Tamnavulin, alongside blended malt Shackleton, and blended whisky collection that features the recently launched The Woodsman and its namesake Whyte & Mackay Blended Whisky, John Barr and Claymore.

While the company's product range is very much centred on Scotch whisky, its portfolio also includes vodka, rum, sherry and liqueurs.

Whyte & Mackay Group Ltd operates in the heart of Glasgow where it has been for over 170 years. The company employs more than 470 people across the globe, and owns five distilleries and a state-of-the-art bottling plant in Scotland.

It is the fifth-largest Scotch whisky manufacturer in the world, with its products distributed in more than 50 countries. Today, Whyte & Mackay is owned by Philippines-based Emperor Inc.

For further information, visit:
www.whyteandmackay.com





Graeme McGuire, Managing Director, and DJ Robertson, Business Development Manager, AV One Solutions at the Oil & Gas Technology Centre

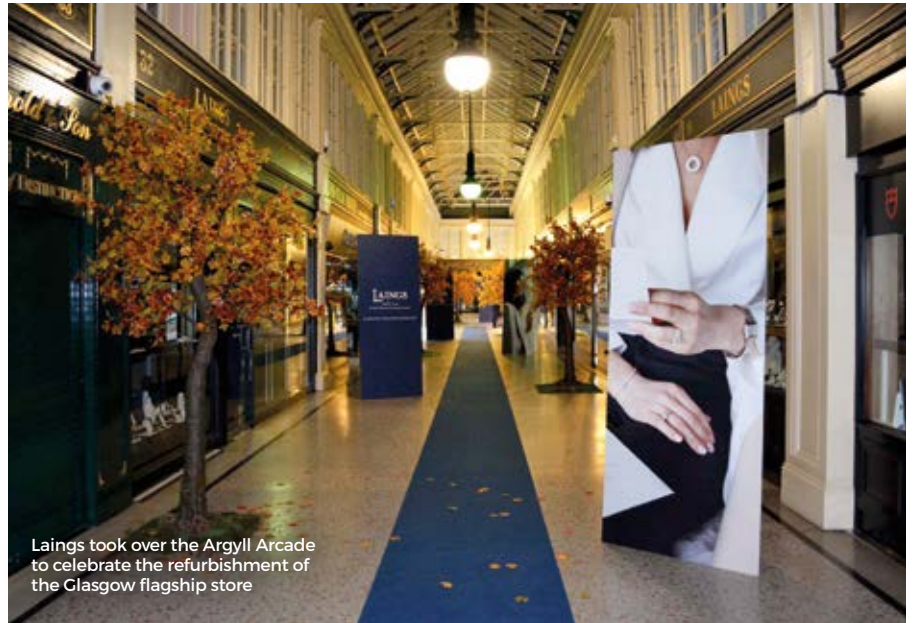
AV One Solutions targets further growth following expansion

An award-winning technology business has announced its move to new office premises in Eurocentral, larger premises in Aberdeen and the appointment of an experienced industry professional.

AV One Solutions, which provides audio-visual services for onshore/offshore installation and event support, has secured new office space at Eurocentral Business Park in Motherwell and relocated to new office space at the Nevis Business Park in Aberdeen.

New space in Eurocentral allows a base to better provide growth and support for the central belt of Scotland while the larger building in Aberdeen provides room for further expansion.

The company has appointed DJ Robertson as Business Development Manager to help spearhead growth within the AV sales, installation and event markets across multiple sectors.



Laings took over the Argyll Arcade to celebrate the refurbishment of the Glasgow flagship store

Laings launch their new look Glasgow store

Luxury jewellers, Laings, held an elegant evening to show off and celebrate the refurbishment of the Glasgow flagship store in the Argyll Arcade.

Laings took over the historic arcade to welcome customers to their party. The blue carpet was lined with autumn trees and beautiful images from the luxury jewellers' autumn campaign.

Customers then had the chance to admire the new look of the family-run store. The expanded space includes watch areas dedicated to the giants of the watchmaking world, Patek Philippe and Rolex, as well as the newly created private area for bespoke jewellery

design and valuations. The space gives guests the chance to browse a selection of show-stopping jewellery as well as trying on some models from the top brands from the world of haute horology.

There was also a competition on the night and one lucky winner walked away with a sparkling prize. Guests could choose an exclusive Laings champagne glass, each with its own unique four-digit code that would then unlock a special cabinet. The winner on the night was delighted to walk away with a sapphire pendant from Laings' exclusive Anna range, which is part of their Family Collection.

Mackenzie Construction welcomes visit from Scotland's Business Minister

Mackenzie Construction welcomed the Minister for Business, Fair Work and Skills, Jamie Hepburn MSP, to showcase its development of a world-class training hub for employees.

Based in Glasgow and Inverness, and operating across Scotland, Mackenzie Construction designs and constructs infrastructure and assets for public and private sector clients.

The company's focus is on providing certainty of project success, in terms

of quality and efficiency, and ensuring that all projects are delivered with integrity and safety at the forefront for everyone involved.

Andy Dalrymple, Managing Director of Mackenzie Construction, highlighted the firm's training and development environment for staff and progress towards key business objectives including skills development, the Scottish Business Pledge and youth employment.



Jamie Hepburn MSP (centre) with Mark Wilson, Kristina King, Ross Good, Kerr McGuigan, Andrew Ogilvie and Andy Dalrymple, Mackenzie Construction

Environment Secretary opens Shieldhall Tunnel in Glasgow

Scotland's biggest sewer superstructure has become operational in a feat of engineering hailed as "extraordinary" by Environment Secretary Roseanna Cunningham.

She said that the Shieldhall Tunnel in Glasgow, built on the legacy of the country's engineering and water pioneers, would benefit communities for centuries to come. Ms Cunningham visited the Scottish Water control room where the country's vast network of pipes and sewers are managed and monitored around the clock.

Flows have started to run through the tunnel from across the south-side of Glasgow with communities

expected to benefit from fewer flooding incidents and improved environmental conditions.

The tunnel is the flagship project in Scottish Water's investment in the Glasgow area's waste water infrastructure, the biggest since Victorian times, and stretches for 3.1 miles from Craigton to Queen's Park via Bellahouston and Pollok parks.

It was constructed over almost two years by a team of more than 100 workers, from countries across the world, using a state-of-the-art tunnel boring machine (TBM) named Daisy the Driller by a local schoolboy, which weighed 1000 tonnes and was longer than 14 buses.



Mark Dickson, Scottish Water's Director of Capital Investment, and Environment Secretary Roseanna Cunningham, at the formal opening of the Shieldhall Tunnel.
Picture courtesy of Scottish Water and SNS



Simran Panesar-Saggu, Associate; David Smith, Trainee Solicitor; Caroline Kirkwood, Receptionist and Jack Gardiner, Partner, Turcan Connell

Continued growth at Turcan Connell as the firm's Glasgow team moves across the street

Legal firm Turcan Connell has more than doubled the size of its Glasgow office due to rising client demand in the city.

The specialist private client business recently moved to new premises at 180 St Vincent Street, directly across the road from its previous office at 149 St Vincent Street.

Speaking at the time of the original

announcement in February this year, Partner Peter Littlefield, who heads up the Glasgow office, said: "Client demand has been rising in Glasgow and it was clear we needed to move to larger premises and although the physical distance involved is short – just a hop across St Vincent Street – this is a significant step-change in our business footprint and our ambition in Glasgow."



Glacier Energy Services strengthens heat exchanger division

Glacier Energy Services has completed the acquisition of Aberdeen Radiators from G&M Radiator, as it moves to strengthen its heat exchanger proposition in the UK's offshore market.

Aberdeen Radiators was founded in 1983 before being sold to Richard Irvin and subsequently to G&M Radiator in 2015. Aberdeen Radiators specialises in the servicing, installation and repair of radiators, heat exchangers and coolers, and will further boost Glacier's existing heat exchanger capability in Aberdeen and Birmingham.

Founded in 2011, Glacier has gone from strength to strength with a number of strategic acquisitions across all its offerings. With more than 200 employees across the UK, Europe and Middle East, the acquisition of Aberdeen Radiators heralds a continued optimism for the markets moving forward.

The future of tourism

Two business leaders – determined to bring more visitors to Scotland – have captivated members at two separate Glasgow Talks events, sponsored by Clydesdale Bank and the Adam Smith Business School.



Glasgow Talks ... with Jonathan Hinkles, Managing Director, Loganair

Jonathan Hinkles, Managing Director of Loganair, Scotland's national airline, spoke about his company's expansion plans for next year, which includes flying 50-seater regional jets to a series of European destinations.

"We will be flying our first jet in modern times. It will be a significant upgrade and enable us to go further afield. There are major European centres from Glasgow that



are not currently served." The airline boss told the audience: "It is a good opportunity for us to increase travel between Europe and



the Highlands and Islands for business and tourism, using Glasgow as a hub."

Glasgow Talks ... #ScotlandIsNow with Malcolm Roughead OBE, CEO, VisitScotland

Meanwhile, while uncertainty over Brexit remains a deep concern, Scotland's tourism economy is in robust health, said the Chief Executive of VisitScotland, the national tourism agency.

Malcolm Roughead explained the current portion of Scotland's biggest industry, and praised Glasgow for performing 'exceptionally well'.

"The city's success has been building. This is about continuous investment and commitment over time. It's a tribute to Glasgow Life for putting in that effort and belief, which has been backed up by the Team Glasgow approach," he said.

He spoke broadly about the wider benefits. He said international overnight expenditure was up 22 per cent to £2.3bn per annum, which is a 'fantastic performance'. This is foreign currency coming into Scotland from abroad. The UK market also grew by almost 4 per cent to £3 bn. This combined

£5.3bn, represents an 11 per cent increase, a rate that would be welcomed by any other industries. Adding the day-trip market of £6bn, this equates to £11.3bn a year, and when the supply chain is included this makes a total of £13.5bn per annum.

"Which puts tourism right up there as one of the most important generators for the Scottish economy," he told the audience in the Radisson Blu Hotel.

However, one of the key aspects is migration of labour, which may be impacted by Brexit. Around 60,000 people from across Europe work in the hospitality and leisure sector in Scotland.

"Organically, with the present growth we will need to increase the workforce by 5 per cent year on year. So we've got to try and find more people to come through this system. That means making the industry an attractive career destination for people," he said.

He said while business rates, a squeeze on margins, a possible tourism levy and GDPR, which has restricted the use of customer data, have had an impact, he sees 'an underlying strength' in the Scottish tourism offering.

Business Loans Scotland



Helping businesses to bridge the funding gap

Supporting 31 SMEs across 16 local authority areas to date, Business Loans Scotland can help to bridge the funding gap by providing loan finance of up to £100,000 to new and growing Scottish SMEs.

Glenammer Engineering, based in Ayr, were recently awarded a loan totalling £100,000 to enable full control of manufacturing their high-quality laboratory test sieves in-house.

Speaking of the loan awarded, Managing Director of Glenammer Engineering Claire Wallis said: "We very much

appreciate Business Loans Scotland's help towards our project. We found the procedures to be straight-forward and the processes went smoothly. We would recommend BLS to any SMEs who are seeking financial support to expand their business."

With a dedicated pot of £5 million available, Business Loans Scotland are keen to speak with any business who may be interested in receiving gap funding.

To find out more or to start the application process, please visit the Business Loans Scotland website www.bls.scot

Advertising feature

PARTNER NEWS

Laura Rutherford, PAMIS; Cara Devaney and daughter Layla; Matthew Watson, OCS and Mark Johnston, Managing Director, Glasgow Airport

Glasgow Airport opens special Changing Places support facility

Glasgow Airport has opened a new £140,000 Changing Places facility to support passengers with profound and multiple learning difficulties.

The room will also benefit passengers with a wide range of physical disabilities such as spinal injuries, muscular dystrophy and multiple sclerosis who often need extra equipment and space to allow them to use toilet facilities safely and comfortably.

With more than 9.9 million passengers travelling through its doors in 2017,

Glasgow becomes the largest airport in Scotland to house a Changing Places facility and one of 14 across the UK.

Representatives from the Scottish charity Promoting A More Inclusive Society (PAMIS), which supports people with learning disabilities in Scotland, were invited to the airport to help open the facility.

The airport's compliance team along and its Person of Restricted Mobility (PRM) provider OCS worked with representatives from PAMIS on the design and requirements of the facility.

GRAHAM builds a path to university degree for staff

A new Graduate Apprenticeship scheme that gives company employees the opportunity to gain higher education through the workplace has been supported by GRAHAM.

Delivered as part of the GRAHAM Academy Scotland, nine current and new employees of the construction company have joined the programme this year.

The undergraduate degrees in civil engineering, construction management and quantity surveying will be completed at Heriot Watt University and Glasgow Caledonian University.

The scheme is hosted and funded by Skills



Reiss Fleming (left), Engineering Trainee who has completed a Technical Apprenticeship at Glasgow Kelvin College and Gerard O'Hare, Project Manager, GRAHAM Construction

Development Scotland in a bid to provide a route into degree-level education for those currently employed or those who want to go straight into work.

Each course is designed around the needs of the construction industry to ensure employees are learning the necessary skills.

MadeBrave® joins forces with Campfire® to create new group

Creative brand agency MadeBrave has announced a tie-up with award-winning Edinburgh-based content production agency Campfire. The deal will see the creation of a holding company, BornOriginal Group, under which MadeBrave and Campfire will continue to operate independently with MadeBrave's founding director Andrew Dobbie ascending to group CEO and Campfire founder Lewis Phillips becoming a director and shareholder in the group, while continuing to run Campfire as a director. With existing offices at its Glasgow HQ and recently-opened London office, the deal will give the group a footprint in Scotland's capital.

Campfire, located in Leith's fast-growing creative and digital hub, specialises in creative, high-quality film production across multiple channels and has built credentials in emerging technologies such as virtual reality (VR) and motion graphics.

Founded in 2012, MadeBrave is headquartered in the east end of Glasgow's Clyde Gateway-owned Albus Building. It announced one of its largest ever contracts recently, with the appointment as sole creative partner for First Bus Scotland, owned by global transport giant FirstGroup plc. MadeBrave offers brand, design, marketing strategy, social media and campaign creation.



Lewis Phillips (left), Founder, Campfire® with Andrew Dobbie, Director, MadeBrave®

EDA Professional Services is a Glasgow based accountancy firm. We can prepare your accounts, self-assessment tax returns and assist you with any tax planning advice required. We can also assist US Citizens and Green Card holders who are based in the UK.

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Made in Glasgow: a summer of sporting and culture success

A superlative summer of sport in Glasgow galvanised the city and rekindled memories of the fabulous Commonwealth Games in 2014. Organisers of the inaugural European Championships in August said over 360,000 people attended an event, with 140,000 tickets sold and 220,000 participating in free sport and activities.

The games were the first of their kind with sporting events jointly hosted by Glasgow and Berlin. Over the 10-day schedule Scotland welcomed more than 3,000 athletes, who competed in diving, swimming, open-water swimming, synchronised swimming, road cycling, track cycling, BMX, mountain biking, golf team championships, gymnastics, rowing and triathlon.

The events spanned 12 venues, including the SSE Hydro for artistic gymnastics, Loch Lomond National



Park for open-water swimming and Strathclyde Country Park for rowing and triathlon. The golfing tournament was held at Gleneagles.

Alongside the sporting schedule, George Square hosted Festival 2018,

a cultural programme that attracted tens of thousands of people and included a mass karaoke and ceilidh events, and an orchestral concert.

Part of the celebrations included the Made in Glasgow by Local Heroes pop-up store, in partnership with Glasgow Chamber of Commerce and supported by the City Council. The store in 58 Albion Street featured design work from Mhari McMullan, Laura Spring, Paulin, Ruth Mitchell, Scott Crawford, SOLAS, Soizig Carey and Trakke. Among the hundreds of visitors and shoppers was Councillor David McDonald, the Deputy Leader of the City Council. Several items were sold out including the Love & Squalor/Alice Dansey-Wright's new Glasgow raincoats.

Team GB finished in second place in the games medal table, behind Russia, with four Glaswegian athletes among the medallists. Laura Muir took gold in Berlin for the 1500m, Duncan

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“Once again it showed how Glasgow successfully handles major events”

Scott won one silver and three gold medals for swimming, Katie Archibald took one gold and two silver medals for cycling and Jack Carlin took a bronze for track cycling. The winning trophy was presented to Russian

team members by Rocco Cattaneo, President of the Union of European Cyclists, at the closing celebrations in George Square, Glasgow on Sunday 12 August. Glasgow's Lord Provost Eva Bolander was also on

hand and congratulated the team on their success.

At Tollcross International Swimming Centre, Russia topped the medal table with 10 golds in a haul of 26 after a thrilling seven-day competition, while Britain's Adam Peaty took four golds.

Championships Director, Colin Hartley, said: "A major marker of success will be the final broadcast numbers – we know the vast potential there is to showcase Scotland across Europe and beyond. However, the levels of competition, cheering and celebrating are all immediate indicators of the inaugural European Championships being an incredible success."

Culture and Tourism Secretary Fiona Hyslop said: "This has been an exciting sporting celebration delivering seven sports in two cities across two nations, uniting sporting federations in a way that has never been done before and builds on our success in hosting major events."

Stuart Patrick, Glasgow Chamber's Chief Executive, said: "Once again it showed how Glasgow successfully handles major events. We are among one of the best cities in the world for putting on multi-sporting occasions such as the European Games. This bodes well for the future."

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YEARS OF SUCCESS

The 2018 winners

The height of achievement

The Glasgow Business Awards celebrated their 21st birthday this year with a glittering Awards Ceremony and Dinner at the Hilton Glasgow on Thursday 4 October 2018, hosted by Fred MacAulay.

Attracting high-profile industry support and involvement, our awards gala, once again sponsored by Royal Bank of Scotland, was the highlight of Glasgow's social calendar. Celebrating achievements and saluting the success of our members,

this event wasn't just an evening to remember; it was an opportunity to be remembered.

See the next issue of Glasgow Business for in-depth coverage of the night and who won.

The Glasgow Business Awards 2018 categories:

- Royal Bank of Scotland Award for Most Outstanding Business
- The Glasgow Business Award for Best Performing Small-Medium Business
- The Glasgow Business Award for Best Performing Large Business
- The Glasgow Business Award for Entrepreneur of the Year
- The Glasgow Business Award for Excellence in Communications
- The Glasgow Business Award for Fair Work (1-50 employees)
- The Glasgow Business Award for Fair Work (51 employees or over)
- The Glasgow Business Award for Family Business of the Year
- The Glasgow Business Award for Green Champion
- The Glasgow Business Award for Healthy and Active Workplace
- The Glasgow Business Award for Innovation in Business
- The Glasgow Business Award for International Trade
- The Glasgow Business Award for Sustainable Development
- The Glasgow Business Award for Young Business Person of the Year
- *Evening Times* Award for Glasgow's Favourite Business
- Glasgow Chamber of Commerce Award for Lifetime Achievement

THE GLASGOW BUSINESS AWARDS

2018

Glasgow Chamber of Commerce gratefully acknowledges the support and sponsorship of the following companies for The Glasgow Business Awards 2018:

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Royal Bank of Scotland has paved the way in banking since it was established. From the world's first overdraft, and the first house purchase loan by a UK bank, to the first fully-fledged internet banking service, the bank has a history of making life easier for its customers. Royal Bank launched their first mobile bank in 1946 and now has 23 mobile branches, serving the more remote communities in Scotland. The bank is committed to serving communities and putting the interests of customers first. It's with its customers every day for all the things that matter.

Royal Bank of Scotland has more than two million customers in Scotland today, with over 120,000 business customers. They've been supporting these businesses, helping families and contributing to local communities for almost 300 years. And over 12,000 Royal Bank of Scotland employees live and work in Scotland – it's where they call home.

To retain its close connections with Scottish communities, the bank helps its employees make a difference through programmes such as MoneySense and STV Children's Appeal. As the main partner of Scottish Edge, Royal Bank has had a massive impact on the Scottish business economy, providing £2.5 million towards Scottish EDGE prize funding. With the bank's support, Scottish Edge has awarded £5.6 million to Scotland's entrepreneurial talent, created 479 new jobs in Scotland and generated £21.6m of additional turnover.

For more information on Royal Bank of Scotland, visit: www.rbs.co.uk/business

■ Beam Digital and Design

Sponsor of The Glasgow Business Award for Best Performing Small-Medium Business



Beam Digital and Design is a no-nonsense full-service creative digital and design agency in the heart of Glasgow's west end.



We're passionate about helping our clients to get the most from their communications both digital and in print.

We combine excellent creative ideas with the very latest in technology. We deliver fantastic user experiences, powerful marketing campaigns all with a keen business eye.

For more than 30 years we have collectively been developing digital and marketing solutions for our clients which are creative, engaging, technologically innovative, meaningful and commercially sound. Between us we've completed websites, web applications, eCommerce, brand identities, advertising campaigns, packaging ranges, direct mail promotion and much, much more for small businesses to multi-nationals to local government.

We love our work, and it shows. You get the time of an experienced team dedicated to producing the very best. We're on a mission and we want you to be part of it. We're about as friendly and straightforward as it gets.

Our approach starts by understanding your goals and we understand it can be a daunting prospect to begin or change your digital journey, but we'll make it seem like a walk in the park. We are happy to talk you through any projects you have in mind.

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we'll help you realise them. We'll show you what we are capable of when we meet ... and this time next year, we'll be showing you off as our latest work.

For more information on Beam Digital and Design, visit: www.beamdigital.co.uk

■ Circular Glasgow

Sponsor of The Glasgow Business Award for Innovation in Business



Circular Glasgow is a movement to inspire organisations of all sizes to innovate and future-proof their business models by adopting circular strategies.

This involves a programme of activity aimed at SMEs to provide support, tools and expert knowledge. It connects companies across the city, helping them to open up new revenue streams, increase competitive advantage and realise financial savings using a range of practical initiatives.

Circular Glasgow is an initiative of Glasgow Chamber of Commerce with a vision to position Glasgow as a leading circular city. We aim to achieve this by inspiring and encouraging Glasgow based businesses to look at their current business models differently through the adoption of new circular design-based strategies.

A circular economy is one in which

THE GLASGOW BUSINESS AWARDS

every product is created with the intent of extending its life span and adding value wherever possible through this process. Circular economy is a direct challenge to the current 'take, make, dispose' linear economy mentality.

For more information on Circular Glasgow, visit: www.circularglasgow.com

■ City of Glasgow College

Sponsor of The Glasgow Business Award for Young Business Person of the Year



City of Glasgow College is Scotland's largest technical and professional skills college. Globally renowned for our work in the maritime sector, we are also the No 1 College in the UK for WorldSkills.

Our twin-site, multi-award-winning super campus, right in the heart of Glasgow's Learning Quarter and on the banks of the River Clyde, is built for 40,000 students and offers industry standard, state of the art facilities.

City of Glasgow College's innovative approaches to teaching and learning enable personalised development across a range of over 2,000 courses from Access Level to Masters.

Our specialist curriculum is continually updated to meet the needs of employers and partner universities, ensuring that our students reach their full potential while studying with us.

For more information on City of Glasgow College, visit: www.cityofglasgowcollege.ac.uk

■ Connect

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At Connect, we create award-winning online and print communications to help you engage with the people who matter to you most, delivering your message across any platform, to any audience.

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Best known for East Village, the former London 2012 Athletes' Village, we are now growing across the UK with 12,500 homes targeted in cities where there is demand for new housing.

For more information on Get Living, visit www.getliving.com

■ Glasgow City Council

Sponsor of The Glasgow Business Award for Fair Work (1-50 employees) and The Glasgow Business Award for Fair Work (51 employees or over)



Glasgow City Council was delighted to sponsor two new awards this year on the 21st Anniversary of The Glasgow Business Awards: The Glasgow Business Awards for Fair Work, one for small employers (1 to 50 employees) and one for large employers (51 employees or over).

The Glasgow Business Awards for Fair Work celebrate and reward the city's most successful businesses where that success is a direct result of having in place Fair Work policies and practices for their employees.

Fair Work businesses are leading the way in demonstrating that providing people with good quality work that can sustain them and their families results

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in direct improvements to business performance and productivity, across all sectors, and all types of jobs.

In sponsoring these new business awards, Glasgow City Council is demonstrating its own commitment to growing the city's economy sustainably and in a way which works for all of our citizens. Together with the city's Fair Work businesses, we will achieve our vision of making Glasgow a great place to live, to raise a family and to work.

Glasgow City Council wants to grow our economy in an inclusive and equitable way that is sustainable and benefits the whole city and all its residents. A strong economy, based on well paid, secure work is the foundation of this and Glasgow's businesses are key to helping us deliver this vision. To support this, we are committed to creating the right conditions to encourage them to thrive; from global firms bringing large-scale investment to the small and medium sized businesses which are the bedrock of local economies.

For more information on Glasgow City Council, visit: www.glasgow.gov.uk

■ Ladbrokes Coral

Sponsor of The Glasgow Business Award for Best Performing Large Business



Ladbrokes Coral, owned by the GVC Group, is the biggest multi-channel betting operator in the UK and Ireland operating over 3,300 betting shops and delivering digital betting through desktop and mobile betting

applications for the Ladbrokes, Coral and Betdaq brands.

Ladbrokes Coral employs over 20,000 people across Britain and Ireland and is a passionate supporter and sponsor of football, horse racing and sports, with its biggest sponsorship being Ladbrokes sponsorship of the SPFL.

For more information on Ladbrokes Coral, visit www.ladbroses.com

■ Scottish Water

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Scottish Water provides vital water and waste water services, essential to daily life, to 2.52 million households and 153,000 business premises across Scotland, and is trusted to care for the water on which Scotland depends.

We are one of the UK's top performing water companies, providing our customers with high levels of service.

We are continuing to build an increasingly sustainable business, while our average household charge remains one of the lowest in Great Britain. The quality of drinking water we provide to customers has been sustained at a high level and our investment helps to support jobs and economic growth while protecting and enhancing the environment.

Looking ahead, we are focused on sustaining high performance so that we continue to provide our customers with a consistently high standard of service and great value for money.

For more information on Scottish Water, visit www.scottishwater.co.uk

■ ScottishPower

Sponsor of The Glasgow Business Award for Green Champion



ScottishPower has been at the heart of energy generation and distribution in Glasgow and beyond, for over 100 years. Providing energy services to around 200,000 businesses throughout the UK, ScottishPower recognises that as a supplier of one of the essential services, it plays a key role in helping small businesses grow and develop.

With this in mind, ScottishPower has developed a range of services specifically designed to support the small business community. ScottishPower values its business customers and aims to provide them with competitively priced, tailored deals supplemented with the support of a dedicated UK based Business Energy Team.

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For more information on ScottishPower, visit: www.scottishpower.co.uk/smallbusiness

■ Sustrans Scotland

Sponsor of The Glasgow Business Award for Healthy and Active Workplace



Sustrans is the charity that makes it easier for people to walk and cycle.

We are engineers and educators, experts and advocates. We connect people and places, create liveable neighbourhoods and transform the school run and commute.

In Scotland, Sustrans works closely with communities, the Scottish Government, local authorities and other partners to ensure that people in Scotland have access to a network of safe walking and cycling routes; making Scotland a healthy, happy place to live, work and play.

We work with employers and businesses to promote sustainable and active travel in the workplace.

Our workplace offers provide employers with all you need to achieve healthier, happier staff, and business savings.



THE GLASGOW BUSINESS AWARDS

Sustrans Scotland was proud to sponsor the Healthy and Active Workplace Award at The Glasgow Business Awards with Glasgow Chamber of Commerce. We hope the award achieves recognition for workplaces in Glasgow that support and encourage healthy initiatives like walking and cycling to work.

We want to inspire other businesses in the city to realise the economic and health benefits of an active and engaged workforce.

For more information on Sustrans, visit: www.sustrans.org.uk/scotland

■ Wright, Johnston & Mackenzie LLP

Sponsor of The Glasgow Business Award for Entrepreneur of the Year



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WJM looks forward to welcoming you the next time you need legal expertise. Contact us to find out how we can work with you to help you achieve what you want out of life for yourself, your family and your business.

For more information on Wright, Johnston & Mackenzie LLP, visit www.wjm.co.uk

■ Evening Times

Media Partner and Sponsor of The *Evening Times* Award for Glasgow's Favourite Business



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For more than 140 years the *Evening Times* has been keeping Glasgow up-to-date with everything that happens across the city. Every month, through our print and online editions, more than 1.5 million people are kept informed with all the latest in news, business, sport and entertainment.

The *Evening Times* has been media partner of The Glasgow Business Awards for over a decade, and since our involvement we have supported a unique category in the competition – The *Evening Times* Award for Glasgow's Favourite Business.

Voted for by our readers, previous winners include: Auchentoshan; The Pavilion Theatre; Slater Menswear; The Q Club; Barrhead Travel; Glasgow Taxis; Glasgow Credit Union; The Business Incentives Group; The Pets'n'Vets Family; Mono and last year's winner Tam Shepherds Trick Shop – all firms close to the heart of the public.

The *Evening Times* is dedicated to promoting the very best of Glasgow and, in particular, in promoting, celebrating and supporting the businesses which help make this city the economic heart of Scotland.

Once again, we are proud and privileged to be involved in The Glasgow Business Awards and to help celebrate the success and achievements of our top companies.

For more information on the *Evening Times*, visit: www.eveningtimes.co.uk

■ Great Scot Photography (Stewart Cunningham)

Photography



**One shot.
No luck.**

Here are 250 words. You shouldn't read them all, because most of them don't really matter. The ones that do are pictures. Or to be precise, the ones that do are: 'pictures'; 'Stewart' and 'Cunningham'.

To sell most things – services, goods, even people – pictures work better than

words. There's an instant connection from image to brain. On a website especially. See, want, click, buy. The visual is all.

One shot. One sale.

But not all pictures sell. Not all pictures work. Because they show the wrong thing or the right thing badly.

Stewart Cunningham takes good pictures. He has been a successful professional photographer in news and commerce, working globally for 40 years. His pictures work.

Maybe you're a photographer. Maybe you have several thousand pounds' worth of camera gear, a good eye, a love for gadgets and even the praise of family and friends.

But knowing what works, what sells and how to make the picture that accomplishes that is a different matter.

It's like golf. Once a round, you'll hit a shot every bit as good as anything Rory McIlroy could do. You'll get lucky.

One shot. That's the joy of the game for amateurs. Every so often, you're as good as a pro. But not 60 shots a round. Not practising every day you're not playing. Not delivering day in day out.

Making it work. Stewart Cunningham. 60 shots a round.

One shot, one sale. No luck.

For more information on Great Scot Photography, visit:

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beers at Whisky Mist or invite friends to afternoon tea at The Tea Lounge by Dilmah.

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For more information on Hilton Glasgow, visit: www.hiltonglasgow.co.uk

MBM Print & Supply Chain Solutions

Programmes



MBM Print and Supply Chain Solutions is a long established printing company based in East Kilbride – but we don't stop there. With our extensive market experience, we have evolved to offer comprehensive supply chain solutions that reach far and beyond the traditional printing process. Designed

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Quality is at the heart of our business, holding ISO 9001 registration since 1992 and in 2003 achieved Pharmaceutical Accreditation PS9000. ISO 14001,

OHSAS 18001, FSC and PEFC certification complete our line-up of accreditations.

For more information on MBM Print and Supply Chain Solutions, visit: www.mbmprint.co.uk

Vision Events Glasgow

AV



Vision Events Glasgow is an industry-leading production company creating world-class events across the UK and Europe from our office and warehouse in Glasgow. Our team has a 30+ year history of producing outstanding events – it's our passion.

As with our client list, our events and projects vary enormously; ranging from small product launches and intimate parties through to full-scale international conferences, glittering awards ceremonies and complex roadshows.

Unlike other companies in our industry, Vision Events Glasgow offers the 'full package' including cutting edge AV equipment and event technology, full creative production and event planning, completely in-house. Our unique approach means you have one team from start to finish for excellent project control to give your event the creative edge.

For more information on Vision Events Glasgow, visit: www.visioneventsglasgow.co.uk

A friendly environment

The retail betting business contributes around £235 million in Scotland through taxes, rates and salary costs.

Betting shops are an important part of the fabric of Scotland's high streets, supporting local jobs, the retail sector and the public purse, but they also serve as important community hubs, where local people can socialise and have a bet in a safe and friendly environment.

More than this, Ladbrokes Coral, owned by the GVC Group, insists its wider contribution to the economy should not be ignored. The company, a category sponsor of The Glasgow Business Awards, is the biggest multi-channel betting operator in the UK and Ireland with 3,300



betting shops and delivering digital betting through desktop and mobile betting applications for the Ladbrokes, Coral and Betdaq brands.

As an industry, the retail

betting business contributes around £235 million in Scotland through taxes, rent, rates and salary costs.

Ladbrokes Coral employs over 20,000 people across Britain and Ireland and is a passionate supporter and sponsor of football, horse racing and sports, with its biggest sponsorship being its sponsorship of the SPFL.

"We're very much community based, we build relationships within communities and we tend to have relationships where we can keep an eye on our customers, particularly our older ones. This sense of community spirit is alive across the industry," says Regional Director Chris Hector.

In 2017, shop teams and customers from Ladbrokes Coral raised thousands of pounds for the Glasgow Children's Hospital Charity. Following a marathon run of fundraising events, including quiz nights, collection tins in shops and sponsored walks, shop teams from Glasgow and surrounding areas secured a massive £35,000 for much-needed equipment and are on course this year to beat their 2017 fundraising performance.

Betting shops have also helped fund and support responsible gambling

campaigns, including a community campaign in Inverness, and a six month project in Scottish schools and youth groups to highlight the risks associated with problem gambling to young people.

"Our teams are very much part of the community they serve, providing a fun and friendly social haven for those who feel isolated, and raising funds and volunteering for those in need," Hector added.

Ladbrokes' Dunoon shop recently beat entrants from across Scotland to win the 'Community Betting Shop of the Year Award' for 2018.

Launched by ABB Scotland, the trade body for retail betting shops in Scotland, the competition recognises the contribution betting shop staff make in their local communities through volunteering, fundraising and bringing people together.

ABB Scotland spokesman Donald Morrison said: "We launched this competition because we felt it was important to celebrate the amazing work that so many staff do in their local community through fundraising and volunteering. This community spirit is perfectly illustrated in Dunoon, where shop staff have been making a real difference to their communities for years."

Judges awarded the prize to Ladbrokes Dunoon for their fundraising efforts in support of local charities, sports groups and health facilities. Over the past two decades, shop staff have raised in excess of £50,000 through race nights, coffee mornings, sponsored walks and raffles. Over the past 12 months alone, the team has raised around £5,000 for good causes.



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HOPE AND INSPIRATION

This year's #NoWrongPath campaign was joined by members of the public and celebrities, all in support of Scottish school pupils

On 7 August 2018, as 135,000 Scottish school pupils received their exam results from the Scottish Qualification Authority, the #NoWrongPath campaign was reignited for a second year to support students with messages of hope and inspiration. It has been a major success story. Glasgow Business (GB) spoke to Leona Seaton (LS), Programme Director of DYW Glasgow, part of Glasgow Chamber of Commerce, who came up with the original idea.

GB: The 2018 campaign was phenomenally successful this year. Can you give a taste of the response?

LS: It's been amazing. There were 28.5 million Twitter impressions, up 14.5 million from the first year, with more than 11,500 individual contributors, up by more than 6,200. #NoWrongPath received a massive amount of media attention including a BBC radio interview and even a motion of encouragement in the Scottish Parliament.

GB: Where did the idea come from?

LS: A key part of Developing the Young Workforce is to help young people understand the range of jobs and occupations open to them. I was thinking about how we might communicate this to them in an engaging way. Working as part of Glasgow Chamber means we get to meet lots of interesting people in various jobs and yet none



of them had got there in the same way. I came on the idea of an image-based social media campaign with the tag line #NoWrongPath and Jenn, our Digital Communications guru, took it from there.

GB: The campaign had a strong message, can you explain what it is?

LS: Asking people to share their journey about what they did when they left school to where they are now. It's a message of hope, encouragement and inspiration to young people on one of the most important days of their lives. It is about telling people that where they start on their journey isn't where they will stop.

GB: Why do you think so many people chose to support the campaign?

LS: It's a shared experience. We've experienced that point in our lives where we were waiting on exam

results, so I think it was something people could relate to. That feeling of nerves, excitement, fear and ultimately happiness or disappointment. I believe that people really wanted to help young people going through that and help inspire them. It's about saying they can get to where they want to go if they try and that very few people take a straight path to a career.

GB: This year was even bigger than last year, why do you think that was?

LS: Last year the team did a lot of leg work reaching out to people and their networks encouraging them to get involved. None of this happened overnight, even though it might appear that way. We did all of that again this year plus we had momentum from last year. From June onwards we had people getting in touch asking "Are you doing it again?" I think people knew what they were supporting and why, so it was more of an open door. It also really helps that there are 20 other regional DYW groups across Scotland who got on board plus we had support from high profile people such as actors, celebrities and bloggers. I think people in Scotland really took it to their hearts.

GB: Have you been pleased with the response?

LS: We're all delighted and very chuffed as a team.



DYW

GLASGOW
Developing the
Young Workforce

The route to business travel success

Words by: *Stewart McRobert*

“It's better to travel well than to arrive” goes the saying – but whether it's true or not depends on who sorts out the travel arrangements.

Leaving aside the origins of this maxim (incorrectly attributed to Buddha, but more likely to have its roots in the writings of Robert Louis Stevenson), there's good evidence to suggest that arranging business travel is one of those necessities that's best left to the experts.

Most firms have to organise travel for their executives or employees at one time or other. It's the frequency and range of trips that's most likely to determine the need for outside help. If you're arranging a few trips a year for a small number of people then there's probably no necessity to engage the services of a travel management company. But if you're setting up regular trips every month for your people it's a good bet that you'd benefit from external expertise.

In a nutshell, it's not the size of your company but the size of your regular travel spend that determines if an agency fee is justified.

On a general level, the trend in the business travel sector looks to be positive. One industry survey – the EVP 2018 European Business Travel Barometer* – indicates a “strong note for optimism” in the sector this year, with a rise in spending of 3.4 per cent anticipated.





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“In times of austerity or tight budgets, people travelling for business might not receive the levels of comfort and luxury they have enjoyed in the past, but you’ll want your people to arrive at their destination refreshed and ready to perform at their best”

Different needs

The bottom line is that travelling is expensive. And the needs of business travellers are not the same as those who are travelling for leisure. For example, there is often the need to operate to a specific timetable. It may be necessary for the person involved to work while they are travelling and they may need to be in regular contact with head office while they are away.

There are lots of elements that have to be smoothly integrated. Arrangements have to be right for the person taking the trip, they have to be fiscally responsible, and above all, they have to be safe.

It might seem simple enough to use online tools to check airline prices, then pair a flight with a hotel that’s close to the business meeting you or your colleagues are attending. But that can sometimes be more convoluted than it sounds – one thing to remember is that travel search sites can have time limited offers and the deal you spot might not be available after the travel has been authorised.

Accordingly, leaving individuals to decide their own travel plans could not only be costly but could land the person involved with a logistical and organisational headache.

If your firm handles its own travel arrangements, it’s more than likely you’ll have to nominate someone to oversee each trip, making sure

it meets the company’s needs and any policies you have in place. That can be hard for a finance manager, who’s often given the task but whose expertise, understandably, doesn’t lie in the world of ticketing, timetables and train fares. If this responsibility is tacked onto their role there’s every chance they will end up depending on travel providers for help.

However, if you appoint a travel management company you’ll find their knowledge of the industry working for you. You’ll benefit from savings gained through negotiated rates for airfares, hotel and car hire costs, and so on. A good agency will provide you with a tailor-made 24/7 service, and help with issues such as changes and cancellations, travel analysis, discount negotiation, tracking of spending, advanced warning of severe weather that might affect travel plans, and so on.

They will make sure your policies are followed, bringing consistency to your approach.

You’ll find that you hand responsibility to people who understand the sector and can deliver what’s needed effectively. Basic oversight processes are handled by a firm that has the right expertise, experience and industry connections.

And individual employees will praise the Lord that they don’t have to figure out their own complicated reservations and travel plans.

When you want to assess performance it’s easier to measure one single company through a service level agreement (SLA), than by using a series of matrices across a range of firms. The SLA helps you make sure the quality of service you expect is met. It can include options such as specific periods when a report will be produced for review.

Consideration

As with any business service, hiring a travel management company can come with drawbacks.

For one, it can be difficult to review the quality of the service provided by a travel management firm unless you set up a process where your staff can give regular feedback. If you have a strong corporate culture, any outside company you commission must recognise and observe your goals and values, especially when they are acting on your behalf. And, if you operate multiple sites, it could be that some of your people are reluctant to take suggestions or directions from an outside firm.

Of course, there’s no guarantee you will realise financial savings by outsourcing, but at the least you should be looking at similar yearly costs. Furthermore, it makes sense to remember that a travel management company with expert industry insight will be able to negotiate better rates with vendors than a company that doesn’t have that sector knowledge.

In times of austerity or tight budgets, people travelling for business might not receive the levels of comfort and luxury that they have enjoyed in the past. However, if they are your people you’ll want them to arrive at their destination refreshed and ready to perform at their best, having been able to carry out any necessary work on the way. You’ll want them to stay in a comfortable location that has the resources and amenities they need, and transport on the ground that gets them where they need to be, when they need to be there.

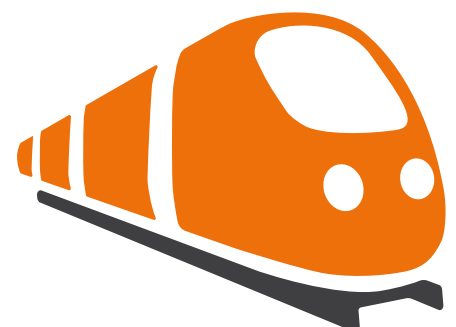
Stevenson knew a thing or two about wandering the globe and he also said: “We are all travellers in the wilderness of this world, and the best we can find in our travels is an honest friend.” Choose your travel management company wisely and you’ll benefit from having your own honest friend.

***THE EVP 2018 EUROPEAN Business Travel Barometer was produced by American Express with market research carried out by the BVA Group.**

KEY FACTORS

The Global Business Travel European Business Travel Barometer for 2018 revealed that the key factors determining the setting up of travel and expense policies remain:

- the safety and security of travellers
- effectiveness and productivity of travelling employees
- control of direct and indirect costs
- employee satisfaction.





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The events horizon

Businesses, like sports, rely crucially on teamwork. Well-chosen individuals combining their skills, collaborating with and supporting their colleagues to achieve winning results are essential to wellbeing, growth and results.

Employee engagement, though, is not driven solely by financial and benefits packages and while a conference day with break-out groups and a motivational speaker might provide a wealth of insight and a caffeine high, there's an excellent case for us all getting out of our business suits – and comfort zones – at least once a year.

Team-building events have the advantage of encouraging those who

might be reluctant to advance their ideas in the office environment to suddenly show a dash of creativity when deploying their skills in navigation, shelter building or knot-tying in an overnight survival adventure.

The range of offerings in Scotland is huge – and at the upper end might just be a bit disheartening for all but the most affluent corporates, determined to impress their key clients – in many cases from overseas. A day at Carnoustie's Claret Pavilion at the Open this year, for example, would have allowed you to treat your guests to an admission ticket, private tables, a champagne and canapé reception, four-course lunch, complimentary drinks ... at £800 plus VAT per person.

Organisers such as ScotKart, with its go-kart tracks at Cambuslang and Clydebank, present a less lavish but higher-octane chance to go wheel-to-wheel with the boss and impress with your combative, ambitious spirit – while entertaining your FI dreams – in a scaled-down racing circuit.

Of course, given Glasgow's passion for football, there are several clubs with impressive facilities that allow you to comfortably view the match from behind glass while enjoying buffets or three-course meals and complimentary bars. Both Ibrox and Celtic Park have facilities that host conferences for groups of 100 and more, to smaller meeting rooms for groups of 20.

For 30 years the SEC (Scottish Event

Campus) has been at the heart of Glasgow's story, hosting major events, exhibitions and conventions. The SEC has continually developed as a venue, with the opening of the SEC Armadillo in 1997 and the SSE Hydro in 2013. "Big enough to accommodate, small enough to care," is the mantra of the conference sales team, which deals with clients from a range of sectors including automotive, healthcare, finance and professional services, energy and FMCG.

Hamilton Park Racecourse has a range of newly refurbished suites providing complete flexibility for any type of event, from a board meeting to a high profile presentation. The Racecourse also boasts 20 acres of outdoor space and is a popular choice for corporate away days and team building events. The meeting rooms have views over the extensive grounds thanks to floor to ceiling windows and the venue's catering and events partner, Sodexo Prestige Venues & Events, offers a personalised service to ensure organisers' needs are met. The venue's award-winning chefs also carefully source ingredients and work with event bookers to create bespoke menus.

Georgia McKay, Sales Manager for Sodexo Prestige Venues & Events, said: "We have 18 meetings and events suites which can be configured as

Technology is a driver in corporate events and people are understanding how this can be more focused on both outdoor and indoor events"

theatre style, classroom or boardroom layout offering complete flexibility for any type of event. We have an experienced and dedicated events team who are on hand to assist with every element of the planning and our friendly, flexible approach allows organisers to create the perfect event to suit their specific requirements."

Ladies' Day, held at Musselburgh Race Course each June is a highly successful event (it was a sell-out this year) sponsored by Stobo Castle hotel and spa in Peeblesshire. Stobo Castle says that many of the 10,000 racegoers who attend Ladies' Day are existing or potential clients and it has committed to a further sponsorship relationship until 2023 with the East Lothian racecourse.

David Farmer, owner of events company Corporate Scotland, says that in this country golf is an obvious add-on attraction after a conference. This, he

points out, does not necessarily involve taking clients to St Andrews – for good reasons. "It doesn't matter when you go to the Old Course," he says. "There's always an interested crowd around the clubhouse and the client might think they're happy until they reach the first tee ... where it all becomes a bit daunting."

It's important, says Farmer, to identify exactly what the client's requirements are. "Often it's good to take away a bit of the intimidation factor. There are some great venues we can introduce them to on the Ayrshire coast which may not previously have been on their radar. One of my favourites is Prestwick where the very first Open was held – the bunker at hole three is vast, a real experience."

He adds that team-building events at Corporate Scotland are increasingly creative. "Companies, for instance in the financial services and technology

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sectors, are looking for something more than shooting bows and arrows.

"We listen very hard to what objectives the client is trying to achieve and ensure they have as much fun as they like, from mini Highland Games to events where we can use iPads to programme specific challenges. These also include office, city centre events and business away days".

He adds: "Technology is a driver in corporate events and people are understanding how this can be more focused on both outdoor and indoor events."

Clients have increasingly high expectations, concurs Marc Jones, general manager of La Bonne Auberge in Glasgow whose

Montmartre Suite caters for parties of 10-100.

"We have continued to fare very well with the corporate market where clients include those in the banking, transport and construction sectors," he says.

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Even small family companies, concludes David Farmer, increasingly recognise the value of motivational days out – and the new, varied and sophisticated options that exist to help create bonds that will transfer into the workplace.

“We listen very hard to what objectives the client is trying to achieve”



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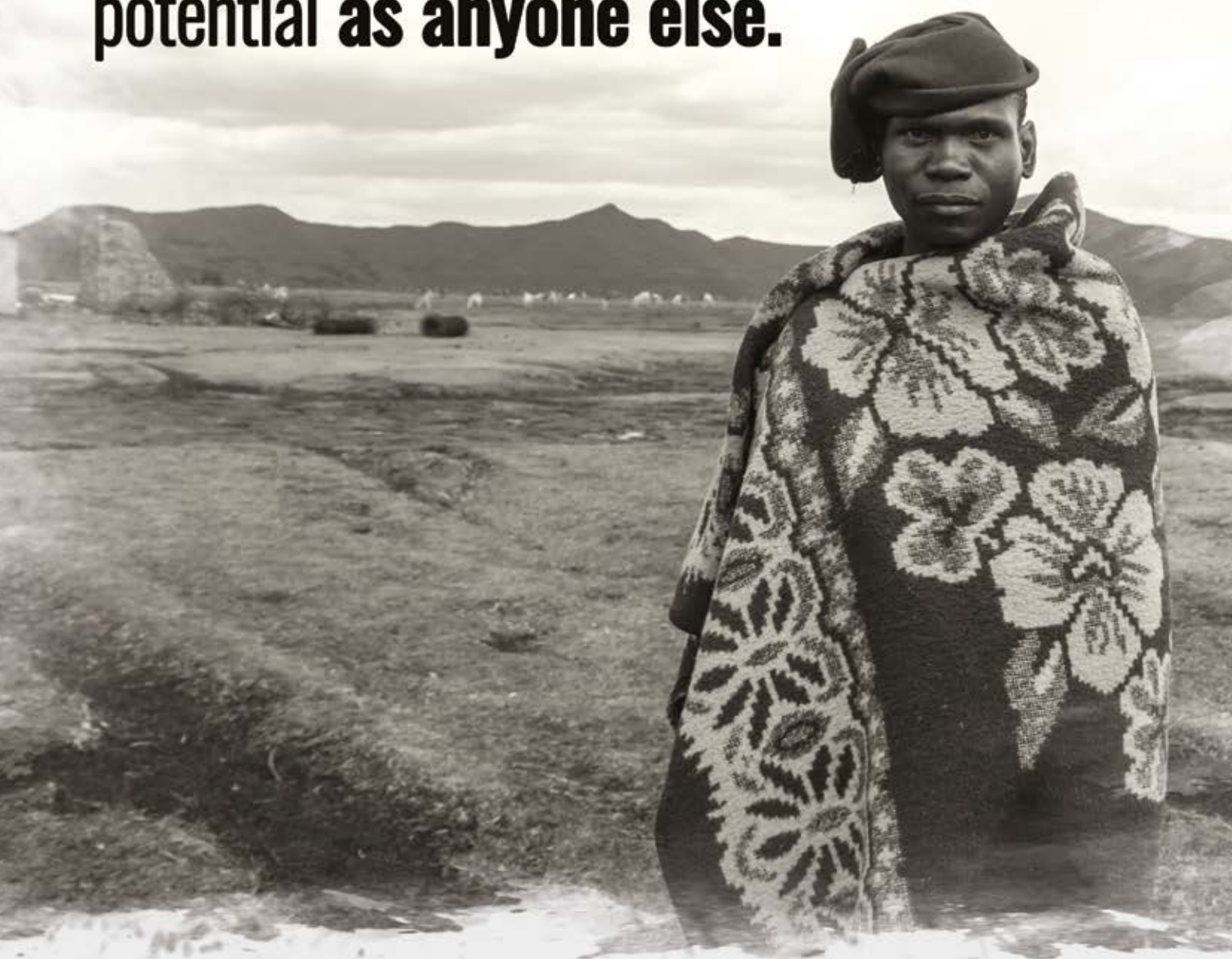
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