

Glasgow Business

THE MAGAZINE OF GLASGOW CHAMBER OF COMMERCE

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WINTER 2019



GLASGOW
CHAMBER OF COMMERCE



Celebrating success

Meet the winners of the 22nd annual Glasgow Business Awards

12

NEWS

The very latest from Chamber members

18

DYW GLASGOW

First Glasgow partners with DYW

19

AWARDS

All the winners from the ICAs and GBAs

35

SPECIAL FEATURES

Fintech and growing your business

As a commercial interiors company, the objective is clear.

We build too many
walls and not
enough bridges

Isaac Newton

Contents

Winter 2019 www.glasgowchamberofcommerce.com



18



07



35



24



12

Regulars

- 04 President – Jim McHarg reflects on his two-year tenure
- 06 International Trade – Welcoming inward missions
- 07 Intel – Andrew Jarvis, MD of First Bus (Scotland)
- 09 Chief Executive – Working with our international chambers
- 10 Circular Glasgow – Find out about the story so far
- 18 DYW Glasgow – First Glasgow partners up with DYW

Events

- 08 Glasgow Talks – with Eddie Hawthorne, CEO and Group Managing Director, Arnold Clark Automobiles, and Lord Willie Haughey OBE, Executive Chairman, City Facilities Management Holdings Ltd
- 19 ICAs 2019 – Meet the winners of the Inspiring City Awards
- 26 GBAs 2019 – Meet the winners of the Glasgow Business Awards

Special features

- 24 Crane count shows new investment in Glasgow
- 35 Fintech sector is making its mark on Scotland
- 40 Advice for growing your small business

News & updates

- 12 The latest from Glasgow Chamber members
- 16 An update on the work of our partners
- 43 New member listings
- 46 Our contacts and partners

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Glasgow
Business

Many highlights

As Jim McHarg reaches the conclusion of a two-year tenure, he reflects on his time working with a passionate Chamber team and the inspiring businesses of Glasgow

AS I WRITE WHAT WILL BE MY LAST

introduction to *Glasgow Business* magazine, it has been both an honour and a privilege to serve as your President and to work with the extremely capable and passionate team at Glasgow Chamber of Commerce and to lead the Board and Council of Directors on behalf of you, our members.

There have been many highlights throughout my two-year tenure, but few can match the joy and admiration of witnessing Glasgow businesses earning their place in the spotlight at the annual Glasgow Business Awards. It is the undoubted pinnacle of the Chamber's events calendar, and a showcase of all that is great about our city and we are once again grateful to Royal Bank of Scotland for being our headline sponsor for this, the 22nd year of the awards. It was a personal pleasure for me to be able to welcome our dinner guests and congratulate all the winners, those commended, the runners-up, and all the companies who put themselves forward for these prestigious prizes.

It is so pleasing to see a year on year increase in the diversity of nominations for each of the categories; ranging from the well established businesses in the city to our emerging businesses and younger business leaders who are rightly on the stage picking up prizes. That's all great news and bodes well for the future.

By way of an example, we saw Cameron Facenna, one of the younger family members from Allied Vehicles Group, the business crowned Most Outstanding Business, stepping up to collect the prize; Kieran Coyle, of Premiership Experience, winning Entrepreneur of the Year; while Tony Quinn, of Silver Cloud, won Young Business Person of the Year for targeting millennial customers, while his company won Best Performing Small-Medium Business. All young businesspeople that deserve the recognition for their ambition, drive and commitment to achieve great things for their businesses.

“Membership remains healthy and increasing and we are welcoming many new faces at our events”

It was also great to acknowledge Ian Curle, who after running the Edrington Group as CEO for the last 15 years, was awarded the Glasgow Chamber of Commerce Award for Lifetime Achievement.

Ian has been instrumental in transforming the business from a successful scotch whisky producer employing 900 people, to a leading premium spirits brand building the company with 3000 employees across many international locations. More locally, in recent years, the company's executive head office is back in the centre of Glasgow, in Queen Street, while the company, under Ian's leadership, made fabulous investment in Scotland with the new Macallan Distillery on Speyside.

As I step down at the end of January 2020 and hand over the role of President to my successor, I would like to thank Stuart Patrick and his dedicated and hard-working team at the Chamber. One of my ambitions as President was to encourage more Glasgow businesses to see the value of being a member of the Chamber where they could network, learn, collaborate and influence the direction of the many changes that the city is driving for and experiencing. I believe that we have made good progress in this area with membership remaining healthy and increasing and we are welcoming many new faces at our events. In addition to this, during the last two years, we have introduced our five policy forums and I acknowledge the traction gained, commitment and work done by all of the forum members as they engage with and influence city policy

at multiple levels.

On the international front, it has been fantastic to have been able to represent the Chamber at various events in Berlin and Milan and to have been part of a trade mission to China in November. Despite the volatile, uncertain, complex and ambiguous world that we live and do business in, your Chamber has been forging ahead to establish relationships in these countries, and others, to assist businesses in Glasgow in developing connections in order to trade across borders - which is aligned to our founding principle.

I have enjoyed every minute of being your President and I wish Stuart, the team and my successor every success as they take the Chamber forward into the next decade and with your involvement and support we can continue to make Glasgow an even better place to do business in, live in and visit.

Jim McHarg, President
president@glasgowchamberofcommerce.com



Working with SQA

Business support from Scotland's national awarding and accreditation body



As Scotland's national awarding and accreditation body, the Scottish Qualifications Authority (SQA) provides a wide range of high-quality, widely recognised qualifications and assessment services.

That was one of the main draws for QA Ltd, a UK-wide provider of vocational training programmes and apprenticeships. The team at QA chose to work with SQA because prospective candidates would already be familiar with SQA branding, as well as the awards and qualifications they offer, and the currency they have with employers.

Speaking at their office on Renfield Street in Glasgow, David Hannah (pictured above left), Head of Delivery Apprenticeships at QA Ltd, says: "We felt that as a Scotland-based training provider, we should be working with Scotland's awarding body. For us, that was the correct thing to do."

David continues: "Delivering in a devolved area, we wanted the qualifications we offer to have a distinctive Scottish identity, and our candidates said they already had an understanding of who SQA is, and what a qualification awarded by them means. We were able to capitalise on that recognition, and deliver courses that were valuable to our clients and the candidates."

Derek Houston, SQA's Regional Manager for Glasgow, explains: "Young people are familiar with SQA through their time at school or college, but what they may be less familiar with is the wide portfolio of work-based and vocational qualifications that SQA has developed. Employers, training providers and colleges across the country deliver SQA qualifications. That familiarity helps them understand their currency."

But as a business, QA sought more than just buy-in from their customers. They wanted to be certain they would

have a productive relationship with SQA.

David continues: "We knew that SQA have one of their offices close to our training centre in Glasgow, and we knew we would be assigned a dedicated regional manager, who would be available to work with us, and would be flexible to our requirements. We were also conscious that our own staff were familiar with delivering SQA qualifications, recognised the brand and associated standards, and how best to engage students with it."

"Familiarity with SQA products and services also meant that we were in a position to better advise our clients of the most appropriate pathways for their staff. Without the foundation of the relationship we have with Derek and the rest of the team at SQA, we wouldn't be able to offer the services or the standards that we do."

Derek adds: "The geographic closeness allows us to strengthen our working relationship. David and I talk regularly about his business, and how we can support their needs, whether that's long-term strategic goals, or simply chatting over an issue or a point of detail to make QA's day-to-day activities run that bit smoother."

The relationship is cemented further by the opportunities to shape the qualifications SQA develops.

Derek explains: "SQA qualifications are not developed in isolation, we don't just come up with them on our own. We work closely with employers, training providers, and sector specialists, and when a new opportunity arises, we bring these people together to structure our qualifications so they address the needs of industry."

"And that's one of the main appeals of

working with SQA," says David. "We hear from our clients about their needs and requirements, and we see first-hand from the training room how our courses are received by candidates. To have that insight, and then have the chance to work with the body responsible to shape the next iteration of those awards is a fantastic opportunity for our business."

David adds: "Having SQA in our corner is a key component of our success. Having their branding on our literature helps us sell our services to our clients, but more importantly having the relationship with the team at SQA means we're in a stronger position to better serve our customers, and to provide them with the support and guidance about the options that best match their and their learners' needs."

For more information about how your business could work with SQA, call 0303 333 0330, or visit www.sqa.org.uk/WorkWithUs





Delegates from Greater Portland and Glasgow Chamber making international connections in Glasgow City Chambers

Connecting for international growth

With the support of the Scottish Government and Scottish Chambers of Commerce we are continuing to build on our existing international partnerships and create new ones across the world. Over the past few years we have established partnerships with Chambers of Commerce in Manhattan, Nuremberg, Berlin, Milan and Turin, taking Scottish companies on business visits to create new opportunities and increase their presence on the global stage. Building on the success of these early partnerships, further funding from the Scottish Government will enable us to deliver a programme of inward and outward missions through until the end of March 2020.

We recently welcomed two inward missions to Glasgow. On Friday 4 October we organised a programme for 20 delegates from Rotterdam. Representing some of the biggest Dutch construction companies, architects, transport consultants and the maritime sector, their special interest lay in meeting Glasgow businesses who are involved in these sectors. They were particularly interested in the circular economy and how circular principles are embedded in the construction sector.

A visit to the new Innovation School at Kelvinside Academy, a meeting

with the Scottish Maritime Cluster and the opportunity for business to business meetings with our members provided an interesting and inspiring day for all involved.

Continuing a busy beginning to October we then hosted a delegation of 45 delegates from the Greater Portland, Oregon area on Monday 7 October. The delegation had been touring cities across the UK on a best practices study visit. A key objective for the delegation was to understand how Glasgow is fostering vibrant innovation ecosystems including investments in research, education, workforce development, entrepreneurship and strategic partnerships.

The delegation comprised urban and regional leaders from across sectors, including economic development, government, business, education and not-for-profit organisations. Specific sectors represented included travel and hospitality, transportation, construction, financial and legal services, energy and utilities. Our programme included our work on Circular Glasgow, an overview of the Glasgow economy and business to business meetings between our members and the delegates. The Lord Provost of Glasgow supported the programme by hosting a civic reception in the City Chambers – a fitting end to their visit to the city.

We are currently pulling together a programme of visits to help you make

those vital connections to support the growth of your company and the Scottish economy so please look out for further information on our website and on our social media channels.

We are working with partners including the Scottish Government, the Scottish Chambers of Commerce Network, Scottish Development International, Scottish Enterprise, Glasgow City Council and many others to ensure you have the support, advice and connections you need to either start trading internationally or access new markets.

For more information on all our international trade development activities, please contact International Trade Development Manager, Elaine Rodger, on 0141 204 8332 or email elaine.rodger@glasgowchamberofcommerce.com



Andrew Jarvis

Managing Director, First Bus (Scotland)

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

I do all my public transport planning irrespective of mode on the First Bus app. It journey-plans using any bus, train or underground system in the UK and provides real-time updates for all operators. Adopting it has freed up my mobile storage space as I have deleted the rest!

You work as a leader in the public transport sector - is there any specific technology that you foresee that will make your organisation work smarter to help improve the passenger experience?

The ticket machines we deployed across the fleet in 2017/8 are really onboard PC terminals, providing contactless payments, mobile phone ticket scanning, real-time information to customers and on-time compliance to the driver as well as being the front-end to a whole host of back office information. Further development of this technology and the data it provides is going to be critical in meeting customer expectations.

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

BBC News, *Financial Times*, the *Today Programme* and *The Week* as well as public transport specific *Passenger Transport* give me a broad spread of views from the wider business perspective.

Andrew Jarvis,
Managing Director,
First Bus (Scotland)

What book should everyone in business be reading?

General Stanley McCrystal's *Team of Teams* was recommended to me and has been an informative read. *Surrounded by Idiots* by Thomas Erikson could be in my Christmas stocking!

What do you do that helps you boost productivity or save time in your working life?

I try very hard to make sure I clear my head on the way home of work-related issues and then refill my head on the way to work with the key follow ups, decisions and encouragement needed for the team on that day. I take public transport whenever possible to free up my time.

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

"You love public transport, don't be an idiot and pursue a career in the law", from my dear late grandma and "Say it straight or you'll show it crooked" from a course run by Abe Wagner.

You started out as a part-time cleaner and bus driver and are now Managing Director. How have the buses and driving experience changed in that time?

The roads have undoubtedly got busier while the change in people's habits means the big demand we used to see going to and from shops has reduced. The buses have got easier to drive while the on-board technology helps, when I started you had to remember all the fares for all the routes in your head! The biggest change has been the improved accessibility of buses for people with mobility issues and much better destination displays - the industry is much more focused on customers. The banter in the bothy is still as good as ever!





Glasgow Talks...

with **Eddie Hawthorne, CEO and Group Managing Director, Arnold Clark Automobiles**

More electric vehicles with a longer battery life are on their way, but drivers worried about buying cars today can be assured that the combustion engine still has many years left to run.

Eddie Hawthorne, CEO and Group Managing Director, Arnold Clark Automobiles, was speaking at Glasgow Chamber of Commerce's Glasgow Talks series, sponsored by Clydesdale Bank and the Adam Smith Business School at the University of Glasgow.

He spoke about a £12 billion investment by Mercedes, one of Arnold Clark's brands, called CASE - Connected, Autonomous, Shared Services, and Electric.

"Your car will be constantly connected to the manufacturer, it is autonomous and autonomous driving is coming. Electric is the power train which Mercedes is putting in place. It includes a whole range of new cars called EQ and those cars will start to

arrive in 2021. They will start to be readily available after 2025."

He also explained that BMW and Renault are moving down this path for battery-powered vehicles. However, he said that "range anxiety" about how far an electric car can go without a charge remains a serious issue and the cost of manufacturing will make the petrol and diesel car a good investment for several years to come.

The Glasgow-based private family business, with a turnover of £4.2 billion, a valuation of £1 billion, and profits of £113 million, represents 27 different car manufacturers including Mercedes and is now on the road to electric vehicles by 2030.

"We sell new cars but what we actually are is a used car business at heart. Last year we sold 305,616 cars and 30 per cent were new and 70 per cent were used vehicles." However, he cautioned this by saying that only 1.3 per cent of these were electric vehicles.



Eddie Hawthorne, CEO and Group Managing Director, Arnold Clark Automobiles

The company employs 12,773 people and Hawthorne wants this to rise to 15,000 in the next few years. There are more than 5,000 in the Glasgow area, with 9,000 across Scotland, with the average age under 34.

Glasgow Talks... with Lord Willie Haughey OBE, Executive Chairman, City Facilities Management Holdings Ltd

SPEAKING at the Glasgow Talks event in October at 200 St Vincent Street, Lord Haughey spoke about growing his business, City Facilities Management Holdings Ltd, with his wife, Susan, his political elevation to the Lords six years ago and taxes on business.

In its early years, the company was built on providing refrigeration services to the pub trade, but has since transformed into a broader facilities management business, with operations in Australia, Asia, the US, France and the UK.

Over the years, City, which employs 1,100 people in Glasgow, has become increasingly focused on technology. It is on course to increase turnover to £1.1 billion

from £971m in its current year, with projections to grow that to £2.3bn by 2023. He also forecasts employee numbers will rise to 15,000 by then.

He indicated that the company is now seen as a technology innovator, rather than an FM company.

Lord Haughey told the audience he believes Brexit will result in living standards falling in the UK. With so much of his firm's growth generated outside Europe, he does not envisage Brexit having a material effect on his business. But he noted it would make staff recruitment more challenging if and when freedom of movement between the EU and UK ends.

He also criticised Universal Credit and plans for a workplace parking

levy, saying that it just did not make sense.

Lord Willie Haughey OBE, Executive Chairman, City Facilities Management Holdings Ltd with Stuart Patrick CBE, Chief Executive, Glasgow Chamber of Commerce



A connected network

There is a chance for businesses to build a dynamic, global network through the international chambers

I RECENTLY HAD THE PRIVILEGE of attending the annual meeting of the British Chambers of Commerce in London. A significant part of this gathering was a welcome to the international network of British chambers. I was delighted to learn there are 55 British chambers in countries around the globe, with representatives from all across Europe, from South East Asia and the Middle East and from Africa and the Americas.

Each one of these overseas connections represents an opportunity for Glasgow businesses looking to export their products and skills to new markets. The British Chambers of Commerce increasingly views this as a chance to build a dynamic and connected global network capable of doing more for our members.

Everyone I spoke with felt there is a real possibility of this network growing in reach and in quality. There has been a view that the co-ordination of this vital resource has been a bit haphazard up until now, and that after all the discussions and debate about Brexit, it is worth co-ordinating this network more effectively, providing members and the overseas representatives with the necessary advisory support. Indeed, the British Chambers now has in

“ *There are 55 British chambers in countries around the globe* ”

mind expanding this network to around 100 countries where Glasgow businesses will be able to have points of local contact. Many of the representatives are British nationals who are living and working in their chosen countries and want to do something for their home nation. Many own and operate companies in these foreign parts, so they are well suited to offer the kind of practical advice that businesses need when they venture into virgin business territory.

Of course, this international network is already part of Glasgow Chamber's DNA and we have direct and cordial connections with several international chambers, such as the Manhattan Chamber of Commerce in New York City, but I can see this British Chambers initiative as being something significant.

Don't forget that Glasgow Chamber already has a memorandum of understanding with the British Chamber of Commerce in Italy and this could also prove to be lucrative for businesses as Glasgow prepares for COP26, the enormous United Nations Climate Summit to be

held in Scotland next year. Some of the preliminary sessions leading up to this exceptionally high-profile event will be held in Milan, and we are already discussing opportunities to work with our colleagues in Italy to make new connections for our members.

Meanwhile, Glasgow Chamber's workload in export documentation is also likely to increase after Brexit. We already provide the documentation processing service for certificates of origin and authentication for European and Arab British exporting and in the lead up to Christmas we will also be offering an expanded service to help with export and import customs declarations.

All of this is part of Glasgow Chamber's work to make sure we help Glasgow businesses perform on the international stage.

Stuart Patrick, Chief Executive
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chamberofcommerce.com



Missing the story...?

story.circularglasgow.com



IS THERE A BETTER WAY?

www.travelknowhowscotland.co.uk

Working together to rethink sustainable workplace travel solutions



Sustainable travel for employees

At Travelknowhow Scotland, we connect, inform and help Scottish businesses to find active and sustainable travel solutions that work for them and their employees

Our goal is to help employees and employers to work together and start a conversation about how to make travel to and from work more active and sustainable by providing the up-to-date news and information on travel solutions that can change behaviour and benefit all.

Travelknowhow Scotland is an online resource which offers organisations across Scotland FREE, easy access to a wide variety of travel planning solutions to develop and implement workplace travel plans and to engage with employees in order to start changing travel behaviour within organisations. Covering travel by both staff and visitors

the website offers:

- access to travel planning information and links to local resources;
- specialist travel planning advice;
- specialist marketing advice to aid employee engagement;
- practical hints and tips; and
- adaptable downloadable templates aimed at providing cost effective internal and external communications.

Funded and supported by Scotland's seven Regional Transport Partnerships and Transport Scotland, Travelknowhow Scotland supports and contributes directly to the Scottish Government's 2045 net-zero target. Encouraging more active and sustainable travel within Scottish workplaces is going to play a crucial role in the reduction of emissions and with the introduction of measures such as the Low Emission Zones and proposals to introduce a workplace parking levy.

Travelknowhow Scotland is on hand to offer Scottish employers practical advice and guidance to allow them to support and encourage their employees to start changing their travel behaviour. Over 200 Scottish organisations are currently registered on the website.

Fiona Bailey, Workplace Services Team Leader, Scottish Water, says:

"Travelknowhow is our go-to place when looking for additional resources on active and sustainable travel. It provides quick and easy advice ensuring we can deliver the best sustainable options to our people. It is a great resource which provides us with effective support in promoting more active and sustainable travel."

Travelknowhow Scotland - working together to rethink sustainable workplace travel solutions.

To register and gain full access to the all available resources, visit

📄 www.travelknowhowscotland.co.uk or contact us at

✉ info@travelknowhowscotland.co.uk

You can also find us at:

📘 [tkhsotland/](https://www.facebook.com/tkhsotland/)

🌐 [travel-know-how-scotland](https://www.linkedin.com/company/travel-know-how-scotland)



one stop travel planning solutions
www.travelknowhowscotland.co.uk





Artist impression of Watson Street elevation

GHA builds new affordable homes in the heart of the city

GLASGOW Housing Association (GHA) has started work on a second development of flats for affordable rent in Glasgow's Merchant City.

Following the successful completion earlier this year of the historic Bell Street Stables, home to a range of 52 one and two-bedroom flats, a further 46 apartments for mid-market rent are being built in nearby Watson Street.

The £9.1m project, which will provide

four wheelchair-standard flats and a commercial space on the ground floor looking on to Watson Street and the Gallowgate, is supported by £4.2m of grant funding from Glasgow City Council.

The block, built on a derelict brownfield site will be stepped in design with seven, eight and nine storeys to fit in with nearby buildings.

Construction of the modern, energy-

efficient flats is being led by Glasgow-based contractor CCG (Scotland) Ltd. Once completed, the homes will be managed by GHA's Wheatley Group partner, Lowther Homes.

As part of the contract, CCG has committed to providing new jobs, apprenticeships and work placements as well as providing curriculum support to local colleges and donating to community-based projects.



The Clyde Suite at Glasgow Marriott Hotel has undergone a major refurbishment

Major refurbishment for Clyde Suite at Glasgow Marriott Hotel

IT has been the scene of glittering award ceremonies and celebrity-filled charity fundraisers for many years and the Clyde Suite at Glasgow Marriott Hotel has now undergone a major refurbishment.

At the heart of Glasgow's social scene for over 34 years, the Clyde Suite has now benefitted from significant investment to upgrade the event space and adjoining bar area.

New lighting, decoration and floor coverings have revitalised the iconic space which has welcomed hundreds of thousands of guests throughout its history.

Since the completion of the refurbishment, the hotel has seen an increase in bookings for ladies' lunches and corporate and business events, with many dates already confirmed for 2020.

Laings launches new customer website



customer service and, over 179 years, it has become known as a destination for fine jewellery and luxury timepieces.

The website, laingsuk.com, allows shoppers to enjoy the luxury of Laings online. A new agency, Parachute, was brought in to assist in building a website that looked great and allowed customers to shop with ease.

To celebrate, Laings has partnered with the Scotch Malt Whisky Society to gift 10 lucky online customers with a specially selected bottle of whisky, as well as a 12-month membership.

IN the run-up to the busiest shopping season of the year, luxury jeweller Laings has launched a new website.

Laings has a renowned reputation for

JWF Process Solutions acquires Stream

ENGINEERING specialists in measurement and instrumentation products and services, JWF Process Solutions Ltd, has gained a UK-wide operational footprint with the acquisition of Manchester-based flow measurement specialist Stream Measurement Ltd.

Founded in 1962, JWF has UK and international customers across the oil and gas, food and beverage, chemical and petrochemical sectors.

Stream Measurement, established in 1999 following a management buy-out from Schlumberger, covers the utilities, energy, automotive, food and beverage and pharma sectors. The combined group will have turnover in excess of £10 million,

headcount of 37, UK-wide coverage, an extended partner network, strong synergies and will enable JWF to further develop its service-related activities.

Nigel Bradbury, Robert Allan, Kenneth Fairbairn, David Gemmell and Andy Maber.
Picture courtesy of Stewart Attwood





IKEA celebrates 20 years in Scotland

FURNISHING retailer IKEA is in more than 400 stores across almost 50 markets, and this year it is celebrating 20 years in the Scottish market.

Customers across Scotland have been shopping IKEA's range of cleverly designed furniture, accessories and

services for two decades, creating homes and offices that are stylish and affordable for everyone.

The company is looking forward to many more years of inspiration and ideas galore, bringing the 'Wonderful Everyday' to life instore and online.

Shredall SDS Group to expand with new Scottish depot

SHREDALL SDS Group, the largest independently owned confidential waste shredding and paper recycling company in the UK, has opened a new state-of-the-art depot in Bellshill.

The new 17,000 sq ft depot will serve as Shredall SDS Group's regional hub and help it extend the reach of its shredding, recycling, and scanning services to a rapidly growing client base in Scotland. The site will also support the organisation's environmental pledge by growing its innovative paper cup recycling service.

The depot will allow the group to provide textile, uniform, media and hard drive shredding both onsite and offsite, which the business estimates will see its annual revenue double in Scotland in the next financial year.

Shredall SDS Group has consistently expanded its operations in Scotland since its first depot opened in 2007. This latest investment will see four new hires to operate its machinery, and another three new office staff, with the team set to double in size by January 2020.



Shredall SDS Group has opened a new state-of-the-art depot in Bellshill

Innovative chauffeur drive firm disposes of plastic water bottles

CHAUFFEUR drive business Little's is leading the way in environmental innovation by being the first to introduce a single use plastic ban in all its chauffeur-driven cars.

Little's is replacing all plastic bottled water with CanO Water, an infinitely recyclable alternative to single use plastic.

CanO Water cans are made of aluminium which contains more recycled substances than any other drinks packaging. The cans offer resealable ring pulls, providing convenience for their clients and preventing waste.

Little's move to 'green' water will double purchasing costs, however this will not result in additional costs for its customers. The company wants to make a statement to all its



clients and industry peers that they must work together as a community and do more to reduce the transport industry's environmental footprint. It believes that it must build on its current 'eco' standard which has led to 40 per cent of its vehicles in Scotland being hybrid.

2019 has been a record-breaking year as the company has seen turnover increase by 34 per cent, with profits up by over 35 per cent. Little's has been crowned 'Business of the Year' twice, at both the Scottish Women's Awards and the Women's Enterprise Scotland Awards.

Little's is replacing all plastic bottled water with CanO Water



Developing the Young Workforce (DYW) Glasgow collected the Best Use of Social Media Award at *The Herald's* Scottish Digital Business Awards.

Notice of AGM

NOTICE is hereby given that the 2020 Annual General Meeting of members of Glasgow Chamber of Commerce and Manufactures will be held in Glasgow Chamber of Commerce, 30 George Square, Glasgow on Monday, 27 January 2020 at 5.15pm.

The agenda for the AGM is as follows:

- Minutes of Annual Meeting held on 28 January 2019
- Report and Financial Statements for the year ending 31 October 2019
- Council Membership.

Nomination forms for election as Directors are available from The Business Services Manager, Glasgow Chamber of Commerce, 30 George Square, Glasgow G2 1EQ. T: 0141 204 2121 or E: chamber@glasgowchamberofcommerce.com These should be returned no later than Friday, 20 December 2019.

DYW Glasgow celebrates win at *The Herald's* Scottish Digital Business Awards

DEVELOPING the Young Workforce (DYW) Glasgow has been crowned with the Best Use of Social Media Award for its #NoWrongPath campaign at *The Herald's* Scottish Digital Business Awards.

The annual event, which took place in October at the Radisson Blu Hotel, Glasgow, aims to recognise the success of businesses embracing digital technology. #NoWrongPath is an innovative campaign created by DYW Glasgow, aiming to provide hope and reassurance to young people on and around Exam Results Day. In 2019, following on from the success of the popular hashtag, DYW Glasgow developed and launched the #NoWrongPath resources hub,

collaborating with key partners and stakeholders, to bring together a range of resources and support for young people as they consider their next steps.

Since the beginning of the campaign in 2017, #NoWrongPath has made over 54 million impressions on Twitter alone and has become a significant part of exam results day in Scotland and beyond.

The campaign encourages people across the UK and beyond to share a snippet of their 'path' to social media on Exam Results Day to provide reassurance to young people leaving school and show them that there is a point in their journey, and regardless of exam results, there is #NoWrongPath.

Bringing resources and options together in one easily accessible place through the new hub has provided a sharable platform for young people to use while they consider their next steps. Whether it is mental health support to career inspiration and live opportunities, the website widens access and gives practical advice and support during a tense time for young people and their parents.

The #NoWrongPath resources hub continues to expand as DYW Glasgow works with employability, training and mental health specialists, aiming to ensure that the hub reflects all the opportunities available to young people – regardless of their exam results.

(Right) Stuart Patrick CBE, Chief Executive, Glasgow Chamber of Commerce receives his CBE from HRH The Princess Royal

(Left) Gillian Docherty OBE, CEO, Data Lab



Stuart Patrick CBE and Gillian Docherty OBE receive their honours at Buckingham Palace

STUART Patrick, Chief Executive of Glasgow Chamber of Commerce, and Gillian Docherty, CEO of Data Lab, have received their honours for their services to Glasgow's business community.

Stuart Patrick has been awarded with a CBE, recognising his work towards Glasgow's flourishing business reputation and growing economy. He joined Glasgow Chamber over 10 years ago, after spending 17 years with Scottish Enterprise. He also serves on the board of several high-profile Glasgow organisations, including as chairman of the Wise Group, and he has directorships with Glasgow Science Centre and Scottish Opera.

Gillian Docherty's work with Data Lab, Scotland's innovation centre for data and artificial intelligence, is the future for the city and the nation, with Big Data and AI ever-growing in importance to business and the economy. She also serves on the board of Glasgow Chamber of Commerce and has been presented with an OBE.



Glasgow hailed as one of the world's top five cities for sustainable business tourism

GLASGOW has been recognised as one of the world's top five cities for its commitment to sustainable business tourism. *The Global Destination Sustainability Index (GDS-Index)* published its 2019 rankings recently, with Scotland's largest city climbing three places from joint-seventh to fourth.

It's a huge boost for Glasgow as the city prepares to host the United Nations' 26th Conference of the Parties Climate Change Conference (COP26) in 2020.

Governments and destinations around the world are responding to the global climate emergency and Glasgow's ambitions include a pledge to become the UK's first carbon neutral city by 2030. The Scottish Government has set a net zero emissions target for Scotland by 2045.

The GDS Index was launched in 2016 and promotes responsible business tourism best practice.

Compiled by global sustainability academics and policymakers, it ranks nearly 60 cities around the world based on four key criteria – environmental strategy and infrastructure; social sustainability performance; the strategy of the host city's Convention Bureau; and industry supply chain support (from the likes of convention centres, meetings venues, hotels, restaurants and transport operators).

Glasgow's ranking recognises the city's People Make Glasgow Greener campaign, which was launched by Glasgow Convention Bureau in 2017 and updated again in 2019.

Glasgow crowned as the UK's top cultural and creative city

GLASGOW has been named the UK's top cultural and creative city as part of a landmark report by the European Commission.

The report puts Glasgow ahead of London, Bristol, Brighton and Manchester which make up the rest of the top five in the UK. As befits the city's 'People Make Glasgow' slogan, the report also ranked Glasgow as Europe's leader for 'openness, tolerance and trust'.

The Cultural and Creative Cities Monitor 2019 report looked at 190 cities from across 30 European countries and ranks 29 different aspects of a city's cultural health, including its

cultural vibrancy, creative economy and ability to attract creative talent and stimulate cultural engagement.

The report states that Glasgow was one of the first European Capitals of Culture, in 1990. Known as an industrial city, it has now gained recognition as a creative and cultural centre of European importance.

Work is progressing on a new Culture Plan for Glasgow which will set out ambitious new targets to build the city's reputation as globally recognised creative and cultural world city, with its citizens at its heart.

Glasgow wins European Capital of Sport title

GLASGOW has succeeded in its bid to be named the European Capital of Sport in 2023.

The announcement, made by ACES Europe, a non-profit association based in Brussels, marks the first time any city has won the coveted title twice - 2023 will mark 20 years since Glasgow first gained the accolade in 2003. Glasgow was vying for the title with the Italian city of Genoa, which has been awarded the accolade for 2024.

Winning the 2023 European Capital of Sport title adds yet another jewel to

Glasgow's crown of sporting glory. Last year, Glasgow retained its title as the fifth best sporting city in the world according to the SportBusiness Ultimate Sports Cities awards – and the best small city by population.

Glasgow declared its intention to bid in January 2019, with formal candidature submitted in July, before ACES Europe judged Glasgow against its five key principles and objectives: physical exercise as enjoyment; take part to compete; group spirit and feeling; fairness and respect, and; improving health.



Mark Johnston, Managing Director, Glasgow Airport with Charlie Miller, Regional Sales Manager, Alexander Dennis Limited

Cyber security lab launches at Glasgow Caledonian University

A STATE-of-the-art lab that allows students to experience and combat 'real-life' cyber-attacks has been unveiled at Glasgow Caledonian University (GCU).

The launch of the Cyber Lab housing the Security Operations Centre (SOC) marks a sequence of new partnerships to ensure that the next generation of security experts have the skills and experience required in today's evolving cyber-threat landscape.

By partnering with data centre, cloud and managed security services provider Proact, and security intelligence company LogRhythm, the University has introduced the latest software and services so students can gain critical training by mimicking a real-world environment. The SOC offers a 'safe' environment for students to tackle cyber-attacks of all shapes and sizes.

The opening coincided with the Scottish Government's initiatives to drive digital transformation, where businesses of all kinds are encouraged to leverage digital services. Access to security skills will play a key part in every company's innovation plans.



Wayne Barraclough, Chief Security Officer, Proact and Jackie Riley, Head of Department for Cyber Security and Networks, GCU

Green buses for airport

GLASGOW has become the first UK airport to introduce a fleet of zero-emission electric buses to its car park operation.

The three-strong fleet of all-electric battery buses, which were built in Scotland by Alexander Dennis Limited (ADL), will replace the current diesel fleet used to shuttle passengers between the terminal and the airport's long-stay car park.

This is the first time the

BYD ADL Enviro200EV model has been operated anywhere in Scotland and its introduction at Glasgow Airport was made possible thanks to a £450,000 Green Bus Fund support grant from Transport Scotland.

The launch of the airport's new electric fleet coincided with Scotland's Climate Week 2019 during which events were organised in schools, colleges and workplaces across the

country to encourage people to take action to reduce greenhouse gas emissions.

The introduction of the new full-electric bus fleet is one of a number of projects introduced to help reduce Glasgow Airport's carbon footprint. Earlier this year, the airport invested £200,000 to deploy eight of petrol/electric plug-in hybrid Mitsubishi Outlander PHEV 4x4 vehicles across its airfield operations.

New Glasgow Cancer Tests for research and clinical trials

THE Glasgow Precision Oncology Laboratory (GPOL) at the University of Glasgow has developed a ground-breaking new cancer test for research and clinical trials that could ultimately change the way cancer medicine is delivered.

The Glasgow Cancer Tests are a suite of affordable solid tumour and blood cancer tests, developed specifically to enable patients to benefit from real-world precision medicine-based cancer treatments.

The Glasgow Cancer Tests are designed to be used in routine healthcare, such as the NHS, around the world, to enable doctors to offer the latest treatments and trials to cancer patients. These tests will also help scientists discover what makes cancer resistant to chemotherapy drugs, as well as provide data that will aid the development of new treatments.

The Glasgow Cancer Tests are being evaluated by NHS labs in England and Scotland. The tests are also being used in the University of Glasgow-led Precision-Panc clinical trials programme for patients with pancreatic cancer.

The Glasgow Cancer Tests can be used for any cancer and will provide more information to understand what is driving a patient's cancer, and therefore which drugs would be best to trial for that patient.

This will give patients better access to new treatments and trials based on the genetic makeup of their disease.

[The Glasgow Precision Oncology Laboratory \(GPOL\) at the University of Glasgow has developed a ground-breaking new cancer test for research and clinical trials](#)





Sauchiehall Avenue, September 2019 - one of the recently completed Glasgow City Region City Deal projects



Jonathan Dawes, Founder, Repair Café, and Anne Ledgerwood, General Manager, St. Enoch Centre

St. Enoch Centre gives forgotten prams new life

FIFTY prams abandoned at St. Enoch Centre have been given a new lease of life by Repair Café to help refugees and disadvantaged families across Glasgow.

The collaboration was launched last summer when the centre noticed a number of prams left on the premises and in the surrounding area.

Through its ongoing focus on circularity and sustainability, St. Enoch Centre teamed up with Repair Café in a bid to save the prams, the majority of which were still in a working condition but in need of restoration.

The team at Repair Café, supported by the Climate Challenge Fund, is working towards a target of saving 2200kgs from landfill before March 2020. Due to the weight of the prams, the St. Enoch Centre collaboration has helped the charity reach 70% of the target, while allowing the team to develop the initiative and grow the project.

The initiative is the latest in the St. Enoch Centre's move towards a circular model where it looks to repurpose waste. Ongoing projects include its coffee grounds to compost initiative, adding nutrients to the compost used within the plants throughout the mall, and an art competition with local schools encouraging young people to think of circular ideas for retailers.

Customers and members of the public can donate unwanted prams to St. Enoch Centre's customer service desk.

Glasgow City Region continues transformation

THE Glasgow City Region Cabinet has announced significant progress in the work underway to transform the Regional economy, including in the delivery of the UK and Scottish Government funded £1.13 billion City Deal - one of the largest and most advanced in the UK.

Since the deal was agreed with government in August 2014, local businesses have benefitted from a £33 million boost - the value of City Deal contracts won to date by companies across the Region.

Construction work is under way and the three completed employment and skills projects have created thousands of new jobs, including for those furthest away from the

jobs market and for young people. Three innovation and business growth projects, now up and running, are also creating jobs, supporting local businesses and have already generated over £10 million in private sector investment.

All 27 high level projects have been selected, most of which are underway and a number are already completed. Fifteen overall projects were completed by the end of October.

Projects that have completed so far are Medicity, Tontine, Cathkin Relief Road, Glasgow University Imaging Centre of Excellence, Youth Gateway, Working Matters and In Work Progression.

Warriors and First Glasgow give rugby fans the advantage with new travel deal



FIRST Glasgow has agreed a new deal to extend its on-going partnership with professional rugby union team, the Glasgow Warriors, for the upcoming season.

The new deal, which continues the current offering where Glasgow's largest bus operator provides free

matchday travel for Warriors fans' to and from Scotstoun Stadium, now also includes further incentives for fans with every bonus point home win.

As part of the initiative, First Glasgow is providing free match day travel to both season ticket holders and match day ticket purchasers for all Guinness PRO14 season and Heineken Cup games.

The partnership is just one of the ways First Glasgow is connecting the people of Glasgow with more accessible, frequent and affordable transport in and around the city.

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Duncan Cameron, Operations Director, First Glasgow (far left); Michelle Kershaw, Principal Officer, Employment and Skills Partnership Team, Glasgow City Council (second from left); David Watson, Modern Apprentice, First Glasgow (second from right) and John McGhee, Head Teacher, John Paul Academy (far right) launch the new partnership with the help of some school pupils

Developing the Young Workforce Glasgow

First Glasgow has embarked on a new partnership with Developing the Young Workforce Glasgow (DYW) which will see it link-up with a high school in the north of the city

A tie-up between First Glasgow and John Paul Academy in Summerston will offer opportunities to pupils to develop their employability and practical skills, as well as enhance potential career options through work experience and apprenticeship awareness.

First Glasgow Operations Director, Duncan Cameron, introduced Engineering Modern Apprentice, David Watson, now in his third year, to pupils and staff at the school. They both spoke about life working for the city's biggest bus operator, the modern apprenticeship scheme and why a career in the transport industry is an attractive option for school leavers.

Duncan said: "First Glasgow is committed to supporting the growth of employment opportunities across the city and the development and availability of potential career opportunities for young people has an important part to play in the evolution of our business.

"By teaming up with John Paul Academy through DYW Glasgow, we will be able to offer pupils at the school assistance with career choice options

through a number of engagement programmes, including assembly presentations, careers fairs, information events, practical work experience and awareness sessions."

Alison McRae, Senior Director, Glasgow Chamber of Commerce, which hosts DYW Glasgow, said: "Business involvement in education is critical in supporting the economic growth of Glasgow, ensuring we are equipping the young people with the skills required for the future workforce in the city. We are delighted that First Glasgow is influencing the next generation, providing a pipeline to industry."

John McGhee, Head Teacher at John Paul Academy, said: "We are absolutely delighted to announce our formal partnership with First Bus. First Bus is a leading provider of transport to the citizens of Glasgow and beyond, and a company built on sound values and care for its employees and the public.

"As a school, we see this as an ideal opportunity for our young people to have the opportunity to experience the excellent opportunities that First Bus can provide. We place successful transitions to the world of employment as one of our core aims and look

forward with enthusiasm to working alongside First Bus in continuing to achieve this aim."

First Glasgow is the largest bus operator in the city, running services on more than 80 routes throughout the greater Glasgow and Lanarkshire areas. The company operates more than 800 buses and carries more than 95 million passengers a year. First Glasgow employs around 2,100 staff at five depots in Dumbarton, Gorbals, Scotstoun, Overtown and Blantyre. More than 70 per cent of customers pay using cashless methods for their travel, such as mTicket, Smartcard or contactless payments.





Inspiring City Awards 2019

City celebrates vision of city role models

Gathering at the Crowne Plaza Glasgow, people from around the city paid tribute to the people and businesses who make Glasgow great. Organised by Glasgow Chamber of Commerce and *The Herald*, the Inspiring City Awards are held fondly by the city, recognising those who go the extra mile to ensure Glasgow and her people thrive.

Now in their seventh year, the awards are run in association with City Facilities Management with our award partners Arnold Clark, BIG Partnership, Cala Homes (West), City of Glasgow College, COLAB, Developing the Young Workforce Glasgow, Glasgow Airport, Glasgow Caledonian University, Glasgow School for Business and Society, NHS Greater Glasgow and Clyde and Volunteer Glasgow. The awards provide a platform to celebrate the incredible talent and work going on across the city.

Lord Willie Haughey, Executive Chairman for City Facilities Management said: "The talent and commitment demonstrated by all the finalists has been outstanding and I hope they will continue to inspire others and make Glasgow a better place to live, visit and work."

The Inspiring City Awards illustrate that there is no shortage of examples of where Glaswegian businesses, institutions and charities have gone beyond the call of duty to contribute to Glasgow's prosperity and legacy with the 2019 awards receiving over 100 nominations across the 13 categories.

It was a night of success for The Prince and Princess of Wales Hospice, picking up the Legacy Award supported by Cala Homes (West), following the completion of their £21 million state-of-the-art new hospice building



in Bellahouston Park, helping deliver palliative care to people of the city. Their Chief Executive Officer, Rhona Baillie, also scooped the award for Outstanding Contribution by a Business Leader supported by BIG Partnership, for following through on her 2012 vision of a new hospice fit for 21st century palliative care that puts patients and family first, and leading the team through a capital fundraising project and the design and build, all while managing the day job of providing care to patients and families.

Liana Canavan, Sales and Marketing Director of award sponsor CALA Homes (West), said: "It was fantastic to spend time celebrating the individuals, groups and businesses who are all committed to making Glasgow such an incredible city."

Alex Hamilton, from award sponsor BIG Partnership, said: "These awards are increasingly the go-to event for anybody who wants to help celebrate the people, businesses and organisations that work selflessly for the good of Glasgow."

Best Corporate Social Responsibility Award, supported by the Glasgow Caledonian University, Glasgow School for Business and Society since the awards launched, was won by Dell Technologies.

Dell Technologies has a strong CSR focus as part of their ethos and company culture, expected from all employees of all levels with schemes to encourage team members' engagement.

The Sports Award was won by Raza Sadiq for the work he has done to encourage participation in sport, and to use it as tool to empower young people and promote physical and social wellbeing in the community. It was presented by Glasgow's Lord Provost, Eva Bolander, who described the event as "an incredible celebration". "I think it is very important to let people know that there are so many incredible things that happen in Glasgow, and this is one way of highlighting some of them. And I am delighted to be part of it. You know the slogan, 'People Make Glasgow', and it is true as always."

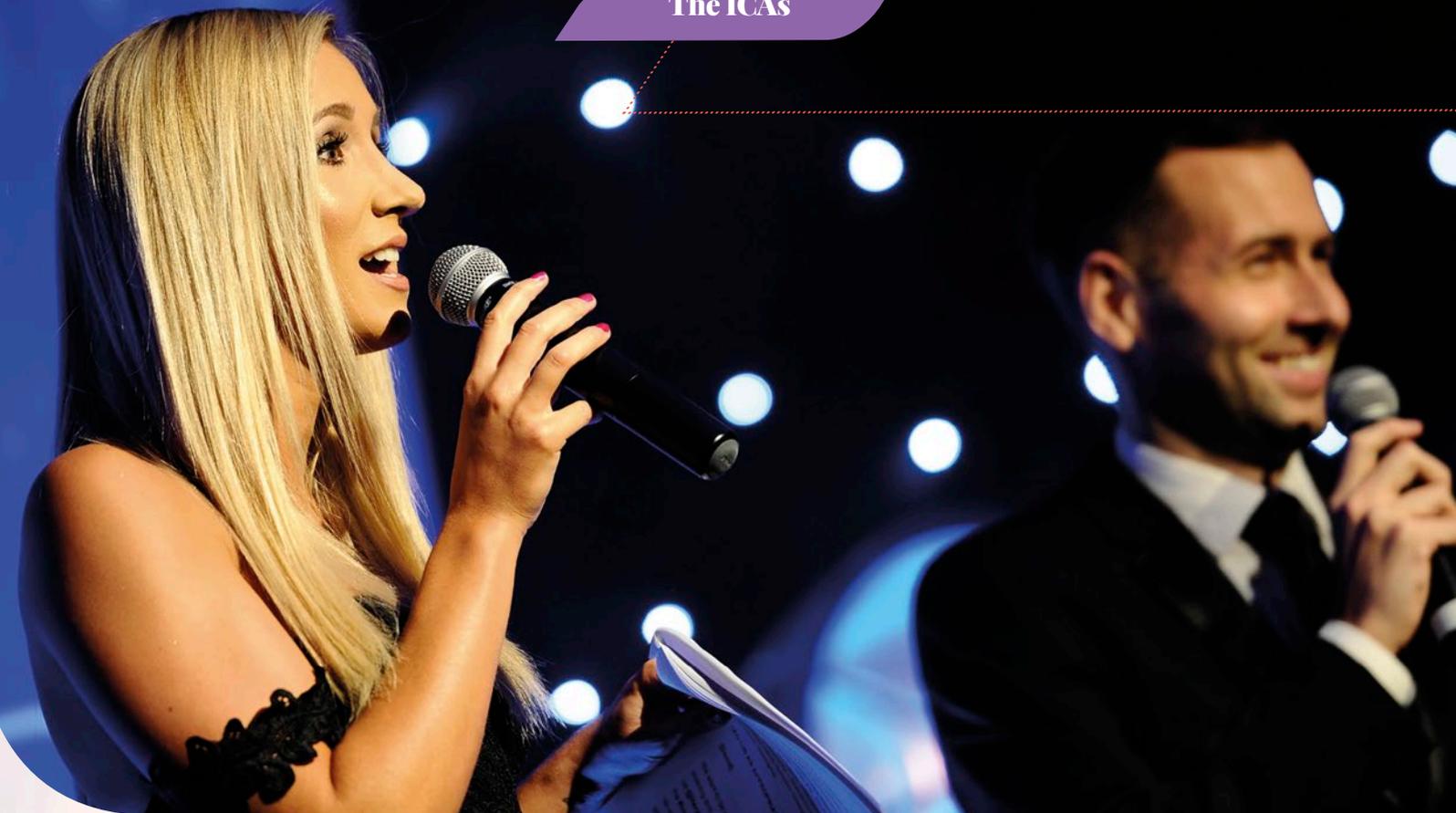
Altogether Travel Ltd took the Innovation in Business Award, supported by City of Glasgow College. Altogether Travel were recognised for the work they do in enabling those who may have difficulties traveling or holidaying without support, giving them the opportunity to enjoy a holiday and the benefits it brings.

Roy Gardner, Corporate Development and Innovation Vice Principal with award sponsor, City of Glasgow College, said: "There is a lot of remarkable work that goes on across this wonderful city and congratulations to all the winners."

The Carer of the Year Award, supported by NHS Greater Glasgow and Clyde, was won by Common Wheel for the leading work that they undertake with people affected by mental illness.

Dr Margaret McGuire, Board Nurse Director of award sponsor NHS Greater Glasgow and

The ICAs



Clyde, said: "The standard of nominations was extremely high, and it is an honour to recognise the care profession in this way."

McTaggart Construction saw off tough competition to triumph in the Industry and Young People Innovation Award, being recognised for the work they do as an employer in Foundation Apprenticeships and how they support the apprentices' development during the programme, as well as taking positive action to ensure they gain viable employment in their supply chain members.

Alison McRae, Senior Director at Glasgow Chamber of Commerce said: The judges felt that McTaggart Construction epitomised all that Developing the Young Workforce stands for. This was achieved by adopting approaches to offer jobs, apprenticeships and training opportunities to those furthest from the job market. Very well deserved!"

The Art and Culture Award, supported by COLAB, recognised the work of Glasgow Children's Hospital Charity and how they have achieved both acclaim and awareness through the Oor Wullie's BIG Bucket trail.

A spokesperson for COLAB said: "Congratulations to Glasgow Children's Hospital Charity. They are a very well-deserved winner of the Arts and Culture Award. Their recent Oor Willie's BIG Bucket Trail campaign was so inspiring and not only captured the imagination of Glaswegians and people across Scotland, but also gained exposure on a global scale, demonstrating the power that art and culture has in bringing communities together and raising awareness.

As a Glasgow based organisation with a passion for supporting grassroots arts projects, we were delighted to be involved in this year's

Inspiring City Awards which help shine a light on arts projects and organisations really making a difference in the city."

The Hidden Gardens Trust, meanwhile, which is behind the establishment of a leafy, peaceful garden oasis in the heart of Glasgow's busy south side, took a new gong, the Alistair Malloy Award for Inclusive Volunteering. It was established in memory of a former colleague and friend of sponsor Volunteer Glasgow who passed away suddenly in 2014.

The trust was recognised for the work that they do to support volunteers and to provide them with the knowledge to ensure the secluded plot is an inspirational and accessible green space.

David Maxwell, Chief Executive of Volunteer Glasgow, said: "It's been fantastic to recognise some of the excellent volunteering initiatives."

Nikola Kelly won the Outstanding Contribution by a Young Business Leader Award supported by Arnold Clark. Nikola was recognised not only for her role as MD at Be-IT but for her work to promote diversity and initiatives to encourage more women into STEM careers.

A spokesperson for Arnold Clark said: "What a wonderful evening. It was a joy to attend this year's Inspiring City Awards and meet with some outstanding business leaders and innovators. We're delighted to have sponsored the 'Outstanding Contribution by a Young Business Leader' category - all of the finalists should be very proud of what they've achieved!"

Scottish Water's work with the £100m Shieldhall Tunnel and the improvements it made to the wastewater infrastructure in the city and river quality in the River Clyde won them the Environmental Award.

MCR Pathways won the Education Award for the work they have done to transform education outcomes for care-experienced young people across Glasgow.

The Inspiring City Awards recognised and celebrated the work of Celia Sinclair in the Lifetime Achievement Award supported by Glasgow Airport. The awards heard of Celia's tireless and award-winning work to preserve, restore and promote the legacy of Charles Rennie Mackintosh and his work. She has no doubt inspired countless members of the next generation of artists and businesspeople, just as she herself was inspired as a young person - as well as restoring Sauchiehall Street's iconic Mackintosh at the Willow, operating as a social enterprise, creating employment opportunities for young people and the local community.

Mark Johnston, Managing Director of Glasgow Airport, said: "The Inspiring City Awards continue to play a vital role in celebrating our many achievements and this year's event was a fantastic way to recognise those who have helped further enhance Glasgow's reputation.

"It was also a great honour to present the Lifetime Achievement Award to Celia Sinclair - a truly worthy recipient who has given so much to Glasgow and has played an important role in helping to enrich the city's cultural landscape."

Jim McHarg, President of Glasgow Chamber of Commerce, said the event celebrated "the heart of Glasgow, from people who are volunteering, people who are doing things through business and people who are helping people who are not as fortunate as themselves". He added: "I think this event gets right to the heart and soul of Glasgow."

Art and Culture Award
Supported by COLAB



WINNER: Glasgow Children's Hospital Charity/Oor Wullie's BIG Bucket Trail, presented by Natalia Codona, Creative Director, COLAB

★ **Winner**
Glasgow Children's Hospital Charity/Oor Wullie's BIG Bucket Trail

The trail was a free Scotland-wide art route of 200 unique Oor Wullie sculptures, raising vital funds for children in hospital - including Glasgow Children's Hospital Charity. The trail united businesses, communities, artists, schools and the Scottish public, and was visited by more than 1 million people during the summer of 2019.

Finalists: Culinary Ability Awards CIC; Mackintosh at the Willow; Scottish Ballet and Soryia Siddique

Carer of the Year Award
Supported by NHS Greater Glasgow & Clyde



WINNER: Common Wheel, presented by Margaret McGuire, Board Nurse Director, NHS Greater Glasgow & Clyde

★ **Winner**
Common Wheel

The organisation uses bike assembly and maintenance, music and art to engage people in meaningful activity that assists them in mental health challenges. Working in psychiatric wards, in care homes, in a community studio and from the two bike workshops, Common Wheel aims to reduce isolation, develop new skills and improve mental wellbeing. Mental illness and the associated stigma may lead to loss of employment, poverty, and withdrawal from society.

Commendation: Grace Franklin



COMMENDATION: Grace Franklin, presented by Margaret McGuire, Board Nurse Director, NHS Greater Glasgow & Clyde

Finalists: Mary McLean and Renaissance Care - Whitecraigs

Education Award
Supported by City Facilities Management

★ **Winner**
MCR Pathways

MCR Pathways is a Scottish, school-based mentoring programme supporting those in or on the edges of the care-system to realise their full potential through education. MCR's vision is that every care-experienced and disadvantaged young person in Scotland gets the same education outcomes, career opportunities and life chances as every other young person. MCR is growing nationally with support and commitment from both Local and National Governments.

Commendation: Gordon McIntyre, City of Glasgow College

Finalists: City of Glasgow College - City Phonics; Kibble and Glasgow Science Festival, in collaboration with University of Glasgow



COMMENDATION: Collected by Roy Gardner, on behalf of Gordon McIntyre, City of Glasgow College, presented by Richard Muir, Deputy Chief Executive, Glasgow Chamber

Environmental Award



WINNER: Scottish Water, presented by Donald Martin, Editor in Chief, Newsquest Scotland & Editor of *The Herald*, *Herald on Sunday* and the *Evening Times*

★ **Winner**
Scottish Water

A publicly owned body which supplies water and wastewater services to over five million customers in homes and businesses across Scotland. Every day, it delivers more than 1.46 billion litres of clear, fresh drinking water and takes away more than 996 million litres of wastewater which it treats and returns safely to the environment. It is answerable to the Scottish Parliament through Scottish Ministers.

Commendation: Glasgow Wood Recycling

Finalists: City of Glasgow College; Ideas Ltd and WEEE Scotland Ltd



WINNER: MCR Pathways, presented by Richard Muir, Deputy Chief Executive, Glasgow Chamber of Commerce

The ICAs



COMMENDATION: Glasgow Wood Recycling, presented by Donald Martin, Editor-in-Chief, Newsquest Scotland & Editor of *The Herald*, *Herald on Sunday* and the *Evening Times*

Best Corporate Social Responsibility Award

Supported by Glasgow Caledonian University - Glasgow School for Business and Society



WINNER: Dell Technologies, presented by Professor John Lennon, Dean, Glasgow School for Business and Society

★ Winner Dell Technologies

Dell Technologies is a unique family of businesses that provides the essential infrastructure for organisations to build their digital future, transform IT and protect their most important asset, information. The company services customers of all sizes across 180 countries – ranging from 99 percent of the Fortune 500 to individual consumers – with the industry's most comprehensive and innovative portfolio from the edge to the core to the cloud.

Finalists: Altogether Travel Ltd; McTaggart Construction; Possibilities and St. Enoch Centre

Innovation in Business Award Supported by City of Glasgow College

★ Winner Altogether Travel Ltd

A supported holiday company that gives customers the freedom and confidence to travel and enjoy a holiday once again. The unique combination of a travel agent and care company means that customers can get away on holiday and

have a chance to create new holiday memories with a team of experienced care staff who love to travel and meet new people and accompany customers who are elderly or have some form of disability on the holiday or trip of their choice, wherever that happens to be in the world.

Finalists: Balmore Group (Scotland) Ltd; Beauty with a Conscience; Glasgow Council on Alcohol/Elevate-Glasgow PSP and WEEE Scotland Ltd



WINNER: Altogether Travel Ltd, presented by Roy Gardner, Vice Principal, Corporate Development & Innovation, City of Glasgow College

Outstanding Contribution by a Business Leader Supported by BIG Partnership



WINNER: Rhona Baillie, presented by Alex Hamilton, Account Director, BIG Partnership

★ Winner Rhona Baillie, The Prince & Princess of Wales Hospice

The Prince & Princess of Wales Hospice is a not for profit charity providing palliative care for patients and giving support to families. Rhona Baillie, a Healthcare Director with experience in redesigning care models and a special interest in education in cancer and palliative care has held the position of CEO at Glasgow's Hospice for 12 years and is passionate about the city and its people. In May 2018, Rhona saw the completion of a £21million capital appeal to deliver a new hospice. In November of the same year, the team, patients and families they support moved to a new home in Bellahouston Park.

Finalists: Gary Meek, Glasgow Council on Alcohol; Kirsty Anne Rae, Kirsty Anne Rae Coaching and Lisa Donati, Gie it Laldy

Outstanding Contribution by a Young Business Leader

Supported by Arnold Clark



WINNER: Nikola Kelly, presented by Carol Henry, Group People Director, Arnold Clark

★ Winner Nikola Kelly, Be-IT

Be-IT was founded to service the increasing demand for talent within the Scottish technology market and has grown to the largest independently owned IT recruitment specialist consultancy in Scotland, with a team of 30. As Managing Director, Nikola's role is to manage and grow the business. As a mother of four children, Nikola sits on the advisory board of Career Ready and is focused on improving diversity within IT and driving STEM initiatives.

Finalists: Kieran Coyle, Premiership Experience and Lauren Stewart, The Drink Cabinet

Sport Award



WINNER: Raza Sadiq, presented by Glasgow's Lord Provost, Eva Bolander

★ Winner Raza Sadiq

Raza's commitment to community development has been exceptional over the last two decades. He has dedicated unlimited hours and energy in developing diverse initiatives resulting in changing hundreds of young people's lives and helping them become active citizens. His leadership, passion, dedication and endless energy

has transformed many and created a culture and real community spirit for community active citizenship. He is a role model for many and is responsible for creating other young role models who will benefit the community for years to come.

Finalists: Allan Thomson; Business Fives; Hock Aun Teh and Movement Park

Industry & Young People Innovation Award

Supported by Developing the Young Workforce Glasgow



WINNER: McTaggart Construction, presented by Nicola Crawford, Programme Director for DYW Glasgow

★ Winner
McTaggart Construction

The Sustainable Communities Programme goes above and beyond its contractual 'Community Benefit' commitments. Over 90% of projects are affordable housing, and the programme has become a central way to deliver contracts for McTaggart Construction clients. Most sites are located in areas where the educational attainment and progression into a positive destination beyond school is considerably lower than the national average. To achieve meaningful results, McTaggart Construction goes beyond attending school-based events to achieve basic KPIs and assists with promotion of young people's opportunities within the wider construction industry.

Finalists: Dell Technologies; Mackintosh at the Willow; MCR Pathways and Multiplex - University of Glasgow

Legacy Award
Supported by Cala Homes (West)

★ Winner
The Prince & Princess of Wales Hospice

A 38-year-old charity that has given care to over 48,000 terminally ill patients and circa 150,000 family members in



WINNER: The Prince & Princess of Wales Hospice, presented by Liana Canavan, Sales and Marketing Director, Cala Homes (West)

Glasgow City and beyond with 160 staff and 750 volunteers. The hospice provides free person centred and family focused palliative care. The aim is to support people to live as well as possible for as long as possible in a place of choice. The hospice receives 1200 new referrals every year of people living with a life limiting or terminal illness. Their participation strategy ensures that every decision they take is patient focused. With a strong social enterprise model and a focus on helping young people and reducing social isolation, they fundraise and contribute £3.5 million to patient care in the hospice and the NHS annually.

Finalists: Glasgow Disability Alliance; Glasgow Recovery Communities; Phoenix Futures Scotland and Whiteinch Centre

The Alistair Malloy Award for Inclusive Volunteering
Supported by Volunteer Glasgow



WINNER: The Hidden Gardens Trust, presented by David Maxwell, Chief Executive, Volunteer Glasgow

★ Winner
The Hidden Gardens Trust

The Hidden Gardens is an inspirational and accessible greenspace that offers a safe place of sanctuary, learning and participation. It is a small charity located in the southside of Glasgow between the vibrant and diverse neighbourhoods of Pollokshields and Govanhill. It works to promote community integration and to build trust and understanding between people all cultures, faiths and backgrounds through horticulture, nature, creativity and collaboration.

Finalists: Beatson Cancer Charity; Do a Little Change a Lot - A Concrete Garden and St Matthew's Centre Partnership; Glasgow Wood Recycling and Govan Home and Education Link Project (Govan HELP)

Lifetime Achievement Award
Supported by Glasgow Airport



WINNER: Celia Sinclair, presented by Mark Johnston, Managing Director, Glasgow Airport

★ Winner
Celia Sinclair

Glasgow-born and bred, Celia Sinclair of Mackintosh at the Willow received the Lifetime Achievement Award recognising her tireless and award-winning work to preserve, restore and promote the legacy of Charles Rennie Mackintosh, in particular recognising her work at Sauchiehall Street's iconic Mackintosh at the Willow. Recognised also for her contribution to Glasgow's cultural landscape and economy, she has also demonstrated a consistent dedication to developing the city's young workforce, using heritage as an enabler in training and support.



Crane count shows new investment in Glasgow

Richard Muir, Deputy Chief Executive of Glasgow Chamber, reviews the investment and development in the city

“I was born in the shadow of the Fairfield crane,” sang Archie Fisher in the opening lines of the Fairfield Apprentice, a folk song written by former Glasgow MP Norman Buchan, with music from Bobby Campbell, a well-known journalist.

Glasgow was once synonymous with the cranes which lined the river Clyde for both shipbuilding and dockland import and export. Today a city’s crane count is globally recognised as a way of gauging the current investment success of cities.

It might not stand up to close statistical analysis, but as a visual snapshot of how well things are going it takes a bit of beating. Richard Muir, Deputy Chief Executive of Glasgow Chamber, was intrigued to scan the city’s horizon and witness the activity during the summer. There were at least 20 skyline cranes visible across the whole city.

“I took the opportunity on one of the warm and sunny days to wander around the city and to look up at what was rising out of the ground. It is both heartening and encouraging for Glasgow and it tells a story about how modern Glasgow is evolving,” he said.

The cranes are most obvious in the International Financial Services District

(IFSD) on the south bank of the Clyde at Tradeston where the Barclay’s campus development at Buchanan Wharf is now moving steadily towards completion. It is designed to house up to 2,500 jobs as part of Drum Property Group’s wider mixed-use project - that alone shows how successful Glasgow has been in building one of the top 50 global financial centres.

Drum Property Group has been busy elsewhere too. Along with Stamford Property Investments, the company has also submitted a proposal of application notice (PAN) to Glasgow City Council for the redevelopment of Candleriggs Square, in the Merchant City.

Bound by Hutcheson Street, Trongate, Candleriggs and Wilson Street, Candleriggs Square is another important development project in the city centre. The site has been derelict for over a decade and there is existing planning consent for around 850,000 sq ft of residential, student, hotel and commercial space.

Graeme Bone, Group Managing Director of Drum Property Group, said: “There has been a lot of interest so far in the plans, with much positivity about our vision to transform what has become a neglected part of the city centre. We

are now showcasing a variety of approaches to inspire the transformation of the site into a vibrant mixed-use community, which is set to complete the

regeneration of Glasgow’s Merchant City.

“Our intention is to improve on the existing planning consents by making the development more accessible, welcoming and exciting for people living, working and visiting the area. Our plans will bring together high-quality housing, hotels, local amenities and open spaces with new pedestrian links throughout the site.”

Also on the way to providing much-needed Grade A office space is BAM’s Atlantic Square on the Clyde waterfront, FORE Partnership’s Cadworks, and HFD Group’s 177 Bothwell Street.

There is also Osborne+Co’s planned £95 million investment on Argyle Street. Designed by Glasgow-based architects Cooper Cromar, the scheme will provide approximately 270,000 sq ft net of Grade A office space over ground plus 13 upper storeys, with an end value of circa £140 million. On completion, it will provide large open-plan office space of up to 23,000 sq ft net, which will offer first-class office accommodation for potential multinational companies investing in Scotland.

Will Hean, Development Director, Scotland for Osborne+Co, said: “We would like to thank Glasgow City Council and their planning team for their constructive input, insights and valuable guidance throughout this process. Working collaboratively at all levels with the Council over the past 18 months towards this final consent has involved sound judgement and bold vision combined. We are delighted to now be in a position to progress this impressive office scheme onwards towards the construction phase.”

Acquired by Osborne+Co and JV partners Scotsbridge Holdings in 2018, the development will see this site connected back to the city through infrastructural improvements, including support of the Argyle Street ‘Avenues’

“We are confident that this ambitious development will help Glasgow fulfil its full potential by attracting global occupiers”



Redevelopment of the waterfront area of Tradeston

project and surrounding cityscape.

Conor Osborne, CEO, Osborne+Co, said: "Glasgow is a key regional business hub recognised most notably for financial services, life sciences and renewable energy. We are confident that this ambitious development will help Glasgow to fulfil its full potential by attracting global occupiers looking to invest and expand their UK presence and benefit from the skilled local workforce Glasgow has to offer."

In the burgeoning build-to-rent sector, Moda Living is at work on the former Strathclyde Police headquarters at Pitt Street to build 433 new apartments. That will soon be followed by Get Living's 700 homes off High Street.

Executive Chairman of Get Living, Rick de Blaby, said: "Our £200 million proposal is a significant investment for Get Living

and commits us fully to the long-term growth and success of Glasgow. Our role will see us working alongside the Council and its own ambitious plans for the city, alongside businesses that need to recruit and retain staff and most importantly for the people of Glasgow to deliver great homes set within new public spaces.

"We have listened carefully to local people, then worked very hard to create these ambitious plans for a new green neighbourhood in the heart of the city. This is a historic site and we are keen to see it become a thriving part of Glasgow's future."

The site, which historically has been the site of Glasgow University, the Hunterian Museum and the goods yard of the City of Glasgow Union Railway Company, has lain empty and derelict for many years with just a small area of it

being used as a car park.

Both are perfectly positioned to house many of those who will want to work in the IFSD or in the recently launched City Innovation District in and around the University of Strathclyde.

Mixed use developments include PLATFORM's Central Quay, the ongoing work at Collegelands on the edge of the Merchant City, Chris Stewart Group's George Street Complex - and on the north side of the M8, the City Council's Sighthill regeneration and Scottish Canals' admirable Canal Project.

There is also Peel Ports' plans for a major retail outlet district at Glasgow Harbour, close to the Riverside Museum.

"It really is encouraging to see this level of investment in Glasgow. It shows that people understand the modern narrative about the city being open for business with an educated and able workforce and a great place to live and work," said Richard Muir.

Should you need any further encouragement about Glasgow's current and future success, can I suggest you watch Invest Glasgow's six-minute film the city's delegation proudly took earlier this year to the annual MIPIM property market in France.

For the city and for Glasgow Chamber of Commerce, there is an increasingly positive story to tell, the narrative of Glasgow's growing success.



Richard Muir, Deputy Chief Executive, Glasgow Chamber of Commerce



The Glasgow Business Awards 2019

The Leader of Glasgow City Council paid tribute to the 'rich diversity' of businesses and organisations across the city at the 22nd Glasgow Business Awards held in the DoubleTree by Hilton Glasgow Central

Over 600 guests from companies and organisations enjoyed a gala dinner and awards ceremony organised by Glasgow Chamber of Commerce and hosted by comedian Fred MacAulay, with Royal Bank of Scotland as the main sponsor.

Councillor Susan Aitken, Leader of Glasgow City Council, in welcoming the guests, said the awards were "a celebration of the rich diversity of the city's economy".

She applauded the innovation, entrepreneurialism and creativity, coupled with sheer hard work, which was ensuring that Glasgow continues to drive one of the most vibrant economies in the UK.

Looking back to the first business awards in 1997, Councillor Aitken said the city has come a long way in this time after it survived and then thrived from an earlier turbulent chapter in its history. She told

the guests they were now celebrating the fruits of the city's growth and international standing. "The Glasgow of today in 2019 is a world leader in life sciences, quantum and space technology, the creative industries and whether it is hospitality, culture or sport, the world knows about Glasgow - and wants to know more."

Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce, said that despite the political morass: "You can be certain that businesses in Glasgow are adapting, adjusting and getting on with providing jobs, growing our economy and making good returns for investors."

He thanked Royal Bank of Scotland for its continued support and for hosting a reception of all the finalists.



The Glasgow Business Awards 2019 winners

Main and Category Sponsors



In Kind Sponsors



THE **GLASGOW**
BUSINESS AWARDS 2019

Organised by
GLASGOW
CHAMBER OF COMMERCE

Main Sponsor
 Royal Bank
of Scotland



The GBAs



Winner: Shona Cardle, CEO, Glasgow Children's Hospital Charity and colleagues, presented by Angus Alston, Director, Hugh Stirling Ltd

The Glasgow Business Award for Excellence in Communications Sponsored by Hugh Stirling Ltd

★ Winner Oor Wullie's BIG Bucket Trail

"We have worked for three years on this project with Edinburgh Children's Hospital Charity, the Archie Foundation, in Aberdeen, DC Thomson and Wild in Art and it has been the most incredible project with the people of Scotland absolutely taking it to their heart. There have been 200 Oor Wullies all over Scotland, with 60 in the West of Scotland, and over the summer the public enjoyed seeing and interacting with them. They have all been auctioned off and raised £419,000, and along with

the other donations we expect Glasgow Children's Hospital Charity to bring in £500,000. At first, it was definitely parents and grandparents, but towards the end all the children were embracing Oor Wullie and knew who he was," said Shona Cardle, CEO, Glasgow Children's Hospital Charity.

Commendation First Glasgow

"We were delighted to be nominated for this award this evening. We worked with MadeBrave® to launch our 150 new Enviro Euro6 engine buses in Glasgow which cost £30 million and are all compliant with the low emission zone standards. When we launched, we created the world's biggest toy box and we put a bus in the box in George

Square," said John MacLean, Marketing Manager, First Glasgow.

Finalists Edrington-Beam Sundry UK; Cie It Laldy; Glasgow Taxis Ltd and Wholesale Domestic Bathrooms

The Glasgow Business Award for Innovation in Business Sponsored by Circular Glasgow



Winner: Brian O'Reilly, Managing Director and Matthew Bonner, Chief Operating Officer, EGG Lighting, presented by Iain Gulland, Chief Executive, Zero Waste Scotland on behalf of Circular Glasgow

★ Winner EGG Lighting

"We are surprised and delighted to win the award. We were not expecting this. It's fantastic. There are so many really good companies here tonight and to get recognition in our own city in this community of very good businesses is amazing," said Matthew Bonner, Chief Operating Officer and Brian O'Reilly, Managing Director, EGG Lighting.

Finalists Balmore Group (Scotland) Ltd; Re-Tek UK Ltd; Soar; Total Homes Co-operative and WEEE Scotland



Commendation: John MacLean, Marketing Manager, First Glasgow, presented by Angus Alston, Director, Hugh Stirling Ltd



Winner: Mark Johnston, Managing Director and Jackie O'Mara, Occupational Health Advisor, Glasgow Airport Ltd, presented by Kirsty Rankin, Head of Strategic Partnerships, Sustrans Scotland

The Glasgow Business Award for Healthy and Active Workplace

Sponsored by Sustrans Scotland

★ Winner Glasgow Airport Ltd

"It is fantastic recognition for the airport and testament to all the hard work that Jackie O'Mara has undertaken. She leads this project single-handedly year after year," said Mark Johnston, Managing Director, Glasgow Airport. "It is very important because it is a team effort. We all work hard, and we always want to improve everyone's physical health and wellbeing in the workplace," said Jackie O'Mara, Occupational Health Adviser, Glasgow Airport.

Finalists Dell Technologies; Harper Macleod LLP; Kibble; Scullion LAW and Tempo Tea Bar

The Glasgow Business Award for Entrepreneur of the Year

Sponsored by Wright, Johnston & Mackenzie LLP



Winner: Kieran Coyle, Managing Director, Premiership Experience, presented by Colin Millar, Partner, Wright, Johnston & Mackenzie LLP

★ Winner Kieran Coyle, Premiership Experience

"It is great to be recognised in this category. Now with our offices in Shanghai and India, we are a truly international business with opportunities to expand, but our heart and headquarters are in Glasgow. To attain this award tonight is fantastic," said Kieran Coyle, Managing Director, Premiership Experience.

Finalists Thomas Gardiner, Scotch Whisky Auctions; Ross Mackay, DARING Foods; John Harvey McDonough, Speyside Distillers Co Ltd; Tony Quinn, Silver Cloud Ltd and Daniel Templeton, 5 Star Car Wash and Indoor Valet Centre

The Glasgow Business Award for Green Champion

Sponsored by ScottishPower

★ Winner Technology and Innovation Centre (TIC), University of Strathclyde



Winner: Gordon Hodge, Head of Conferencing and Events, Technology and Innovation Centre (TIC), University of Strathclyde, presented by Jo Heraghty, Senior Manager - B2B Marketing, ScottishPower

"We're delighted to win this particular award. We want to be an exemplar for Glasgow. TIC is University of Strathclyde's £90 million research hub, so we are working on a variety of future scientific projects. We have a dedicated conferencing facility within the TIC. We put sustainability at the very centre of everything we do. We've worked hard to gain Green Tourism Gold accreditation and we want to embed sustainability to help clients understand how they can make their events greener and have less carbon impact on the world," said Gordon Hodge, Head of Conferencing and Events, TIC.

Finalists City Property Markets; Dear Green Coffee Roasters; Ideas Ltd; WEEE Scotland and Young Enterprise Scotland

The Glasgow Business Award for Family Business of the Year

Sponsored by Get Living



Winner: Cameron Facenna, Manager, Allied Vehicles Group, presented by Rick de Blaby, Executive Chairman, Get Living

★ Winner Allied Vehicles Group

"It's really exciting. We are a true family business based in Glasgow and I've just started working full time this year, although I've been involved unofficially for four years. I manage one of Allied Glasgow Tigers' snack bars at Glasgow Tigers Speedway and help out in Allied the rest of the time. We're delighted to win this award, it means a lot to everyone," said Cameron Facenna, Manager, Allied Vehicles Group.

Finalists Chardon Hotels; Coia's Café; Complete Paving Requirements (Scotland) Ltd; Douglas Laing & Company and Wholesale Domestic Bathrooms

The Glasgow Business Award for International Trade

Sponsored by 29studios

★ Winner Premiership Experience

"It is superb to be recognised for our international work. While football experiences have always been the core,



Winner: Kieran Coyle, Managing Director, Premiership Experience, presented by Cillian O'Neil, Founder and CEO, 29studios

The GBAs

now dancing and performing arts have been part of the business for the last three years. We have 70 children from China coming to Scotland. It has nothing to do with football or dance, but simply because people in that part of the world trust us to look after our visitors well. They will be coming to Glasgow to see Scottish Opera and the Confucius Institute, who are our partners," said Kieran Coyle, Managing Director, Premiership Experience.

Commendation T30 Fitness Training



Commendation: Reece Madden, Master Trainer and Ian Wise, Instructor, T30 Fitness Training, presented by Cillian O'Neil, Founder and CEO, 29studios

"We are absolutely thrilled to receive this commendation with so many amazing businesses in the room. It's a great honour. T30 Fitness Training offers 20-minute maximum training concepts used by over 1,500 international instructors. This recognition will give us a great lift," said trainers Reece Madden and Ian Wise, T30 Fitness Training.

Finalists European Circuits Ltd; Scotch Whisky Auctions; Sealand Global and Speyside Distillers Co Ltd

The Glasgow Business Award for Sustainable Development Sponsored by Scottish Water

★ Winner Ideas Ltd



Winner: Eireann Harkins, Sustainability Manager, Ideas Ltd, presented by Alan Thomson, Head of Corporate Relations, Scottish Water

"What a whirlwind! It is absolutely incredible. It has been an amazing year at Ideas Ltd. We are a very small company and we've had a flurry of projects and

adventures, looking at renewables, sustainable management studies at festivals and events across the UK. This really helps raise our profile because this is what we do, we advocate for sustainable everything – and we want to make it fun and as engaging as it can be and this will definitely help to put the word out there," said Eireann Harkins, Sustainability Manager, Ideas Ltd.

Finalists DARING Foods; Dear Green Coffee Roasters; Glasgow Wood Recycling; Seawater Solutions and WEEE Scotland

The Glasgow Business Award for Young Business Person of the Year Sponsored by City of Glasgow College



Winner: Tony Quinn, CEO, Silver Cloud Ltd, presented by Roy Gardner, Vice Principal, Corporate Development & Innovation, City of Glasgow College

★ Winner Tony Quinn, Silver Cloud Ltd

"It's amazing. I'm really delighted to win Young Business Person of the Year. I tend to be quite hard on myself, never looking back and always looking forward, so it's great to be able to take this in. I started five years ago in a room with a phone and laptop, and we had no customers. We now have over 1,000 customers and a turnover of just under £5 million this year, with 35 staff. It's not been easy, and our industry is hugely competitive, but we've always focused on Millennials and that's where our focus remains," said Tony Quinn, CEO, Silver Cloud Ltd.

Finalists Ross Mackay, DARING Foods; Gabriella Steven, Darcey Quigley & Co; Lauren Stewart, The Drink Cabinet; Daniel Templeton, 5 Star Car Wash and Indoor Valet Centre and Brian Toward, Wholesale Domestic Bathrooms

The Glasgow Business Award for Fair Work (1-50 employees) Sponsored by Glasgow City Council

★ Winner Connect Three



Winner: Colin Lamb, Chief Explorer, Connect Three and colleagues, presented by Councillor Susan Aitken, Leader, Glasgow City Council and City Convenor for Inclusive Economic Growth

"We've got half the team here to celebrate. This is about recognition for what we do. It is really important for us to practice what we preach. We are there to help businesses be more productive and get the best out of their people. As career and people consultants, we like to do that by demonstrating best practice in our own business," said Colin Lamb, Chief Explorer, Connect Three.

Finalists Complete Paving Requirements (Scotland) Ltd; Scotch Whisky Auctions and Silver Cloud Ltd

The Glasgow Business Award for Fair Work (51 employees or over) Sponsored by Glasgow City Council



Winner: Fiona Roberts, Corporate Services Manager, Scott McAlpine, Head of Services and Development and Wendy Hampson, Youth Co-ordinator, Lifelink, presented by Councillor Susan Aitken, Leader, Glasgow City Council and City Convenor for Inclusive Economic Growth

★ Winner Lifelink

"It's a bit of a shock, but we are over the moon. We're a relatively small organisation but I'm so proud. We all work so hard and for the best interests of our staff and clients," said Fiona Roberts, Corporate Service Manager, with Wendy Hampson, Youth Services Co-ordinator. "We look after people's mental health with free counselling services in the community. Our service is so in demand that we can't meet everyone we need to and winning this award will help to raise the profile for clients," added Scott McAlpine, Head of Operations, Lifelink.

Commendation: Hugh Stirling Ltd



Commendation: Angus Aiston, Director, Hugh Stirling Ltd, presented by Councillor Susan Aitken, Leader, Glasgow City Council and City Convenor for Inclusive Economic Growth

"We are delighted to gain the commendation. We've gone through a lot of changes in the past year with new ownership, so we have really been pushing the shopfitting business forward in the leisure and licensed trade. It's a very exciting time," said Angus Alston, Director, Hugh Stirling Ltd.

Finalists Community Integrated Care; Holiday Inn Glasgow Theatreland and La Bonne Auberge Brasserie; Manorview Hotels & Leisure Group and University of Glasgow

The Glasgow Business Award for Best Performing Small-Medium Business
Sponsored by Beam Digital and Design



Winner: Tony Quinn, CEO and Michael McMillan, Managing Director, Silver Cloud Ltd, presented by Martin Smith, Managing Director, Beam Digital and Design

★ Winner Silver Cloud Ltd

"It's phenomenal. It's all about the staff and the amazing year that we have had and the growth we've had with the business. I'm ecstatic for them. Without the staff and their dedication, we wouldn't have won this award," said Michael McMillan, Managing Director, Silver Cloud.

Commendation Gie It Laldy

"Gie It Laldy is an attitude and that's what we want it to be about. It's great being commended here. We're a celebration of Scots language and culture and we're a conduit to what we see and hear in the street and we create that through our designs," said Lisa Donati, Director, Gie It Laldy.

Finalists Scotch Whisky Auctions; Tempo Tea Bar; Trident Maintenance Services Ltd and Wholesale Domestic Bathrooms

The Glasgow Business Award for Best Performing Large Business
Sponsored by Dell Technologies



Winner: Rebecca Bridges, Manager and Cameron Facenna, Manager, Allied Vehicles Group, presented by Mark White, EMEA Senior Director Client Technical Support and Stephen J McGowan, Sales Leader UK & Ireland GCCS, Dell Technologies

★ Winner Allied Vehicles Group

"We are absolutely delighted to win this award. We came last year and saw the standard of the entries involved, so to go away with a trophy this year is amazing. We worked really hard on our people agenda and on training and we have over 700 staff. We've looked at everything we do as a business. We have incredible market share in a lot of the products we make, and we've expanded several of our products and services. The company manufactures and supplies around

6,000 vehicles a year. We've moved into mobile serving market with 46% market share for Allied mobility. We're looking after people with disability and making sure they get mobility vehicles. Our core purpose is to move people and make a difference to their lives," said Gemma Zak-Duport, Communications Manager, Allied Vehicles.

Commendation BIG Partnership



Commendation: Alex Barr, Founding Director, BIG Partnership, presented by Stephen J McGowan, Sales Leader UK & Ireland GCCS and Mark White, EMEA Senior Director Client Technical Support, Dell Technologies

"It's a fine accolade for us. When we set the business up 20 years ago, we had no concept that we would have 125 to 130 people working for BIG Partnership, with over 300 clients. We've been really lucky with phenomenal team members and great clients. It's been a lot of hard work. The only thing we have is our reputation, and that matters a lot," said Alex Barr, Founding Director, BIG Partnership.

Finalists Community Integrated Care; Edrington-Beam Suntry UK; First Glasgow and Glasgow Airport Ltd

Evening Times Award for Glasgow's Favourite Business

★ Winner SWG3

"It is so nice to be appreciated. We are



Winner: Andrew Mickel, Director, Andrew Fleming-Brown, Director, Emma Hunter, Bars Manager and Meryl Gilbert, Commercial Manager, SWG3, presented by Donald Martin, Editor, Evening Times

Commendation: Lauren McSharry, Assistant Manager and Lisa Donati, Director, Gie It Laldy, presented by Martin Smith, Managing Director, Beam Digital and Design

all massively ingrained in the business. We've worked in mysterious ways for 18 years, throwing parties and creating artist studios and stuff no-one knows us for, but everyone thinks we've only been around for a few years. We've worked so hard in the arts and theatre industries and managed to create and build a lot over time. We have a lot more depth than people know us for," said Meryl Gilbert, Commercial Manager, SWG3.

Finalists Battlefield Rest; Eusebi Deli; Loganair; Scottish Ballet and The SSE Hydro

Royal Bank of Scotland Award for Most Outstanding Business



Winner: Cameron Facenna, Manager, Allied Vehicles Group, presented by Alastair McLean, Director, Commercial Banking, Royal Bank of Scotland

★ Winner
Allied Vehicles Group

"It is a huge honour to have won three trophies at The Glasgow Business

Awards 2019. Each award means a lot to us but winning Royal Bank of Scotland's Most Outstanding Business in a field of fantastic and highly impressive businesses is a crowning achievement for Allied Vehicles Group so I'd like to thank our employees, without whom this wouldn't be possible. I'd also like to thank the Scottish Government, Scottish Enterprise and Glasgow City Council for their incredible support over the years," said Gerry Facenna, Owner, Allied Vehicles Group.

Glasgow Chamber of Commerce Award for Lifetime Achievement

★ Winner
Ian Curle

Ian Curle, former CEO of Edrington, the international premium spirits company based in Glasgow, was recognised with the Glasgow Chamber of Commerce Award for Lifetime Achievement. Ian's colleague Graham Hutcheon collected the award on his behalf.

The audience heard that Ian Curle joined the business in 1986 through Edrington's subsidiary Lang Brothers, working in the finance department and becoming Group Operations Director in 1997 before succeeding Sir Ian Good as Chief Executive in 2004. He retired in March 2019 after 15 years in the role. He has been Chairman of the North British Distillery since 2002, is a former Chairman of the Scotch Whisky

Association, and is an advisor to the UK Board of Trade.

Mr Curle's stewardship of Edrington transformed the business from a successful Scotch Whisky producer employing 900 people, to a leading premium spirits brand building company with 3000 employees. In that period, The Macallan became the world's most valuable single malt, sitting at the top of a portfolio including Highland Park, The Glenrothes and The Famous Grouse.

During Mr Curle's 15 years at the helm, Edrington invested and developed a worldwide sales and distribution network of joint venture companies in Asia, the Americas, Europe, the Middle East, Africa and the Dominican Republic. Earlier this year he congratulated his team on the opening of the new distillery and brand home of The Macallan in Speyside. He was also instrumental in bringing the main executive offices back to central Glasgow.

In responding to the award, Ian Curle said: "It was a great honour to receive this award from Glasgow Chamber of Commerce, and it came as a real surprise. I would like to thank my former colleagues in Edrington around the world and in the wider Scotch Whisky sector for helping me to enjoy a long and fulfilling career in this wonderful global industry."

All Glasgow Business Awards 2019 pictures courtesy of Great Scot Photography



Graham Hutcheon collected the Glasgow Chamber of Commerce Award for Lifetime Achievement on behalf of Ian Curle, presented by Jim McHarg, President, Glasgow Chamber of Commerce



Susan Aitken, Leader, Glasgow City Council



Fred MacAulay, Host



Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce



Jim McHarg, President, Glasgow Chamber of Commerce

Charity Prize Draw

Our thanks go to the following companies who provided prizes for the Prize Draw:

- ★ 15 tickets to attend the Glasgow Tigers Speedway
Donated by Allied Vehicles Group
- ★ One year's supply of coffee
Donated by Dear Green Coffee Roasters
- ★ Dinner for two with overnight stay at DoubleTree by Hilton Glasgow Central
Donated by DoubleTree by Hilton Glasgow Central
- ★ Annual Network Pass for free travel across the entire Glasgow/Lanarkshire network
Donated by First Bus (Scotland)
- ★ VIP experience for four people in Glasgow Airport's new Lomond Lounge
Donated by Glasgow Airport
- ★ Overnight stay including breakfast in a penthouse suite and a three-course dinner in La Bonne Auberge Brasserie
Donated by Holiday Inn Glasgow Theatreland
- ★ Afternoon Tea for two with a glass of fizz at Marco Pierre White Bar & Grill
Donated by Hotel Indigo
- ★ Two return flights on the Loganair network
Donated by Loganair



Alastair McLean, Director, Commercial Banking, Royal Bank of Scotland

Royal Bank of Scotland

Royal Bank of Scotland is delighted to be a key partner and, for the third consecutive year, main sponsor of The Glasgow Business Awards 2019.

Glasgow is a hive of business activity and these awards offer an excellent opportunity to celebrate the skill, talent and diversity which exists in this city, and showcase the ecosystem and support which helps businesses here thrive.

Glasgow has changed significantly since it earned its Workshop title, but its qualities have not. It remains resourceful, insightful and driven, with a hunger to be fit for the future. Royal Bank of Scotland is also different to the bank it was two centuries ago.

However, our commitment to helping drive enterprise and serve customers well remains intact.

We recognise that business owners today are looking for more than a provider of financial services. They want a bank that understands their business as well as they do, one that's simple to deal with and helps them make the right connections, so they can concentrate on what's important to them.

Technological advances and disruption are all around us and moving at pace. Each and every day we hear about the latest advancement in technology impacting on how we live and how we do business. The financial services sector is also going through significant digital disruption and we can see that in the pace at which our customers are shifting from physical ways of banking to digital, which is increasing exponentially. Providing alternative ways for our customers to access services is the right response to this rapid change.

As part of our Boost Your Business programme, we have a team of Business Growth Enablers who run free local events covering a range of relevant small business issues. These events can help make sure businesses are

equipped and future proofed in areas such as making tax digital or the increase in cashless payments. They're also a perfect opportunity to bring local entrepreneurs together.

Scotland is our home and we are 100% committed to its prosperity. Our country needs a business community that is vibrant, innovative, and can cope with and indeed lead positive change. We need a stream of new entrepreneurs with new ideas and I want the Royal Bank to continue to be a major part of helping businesses to thrive in the future.

We have been doing business in Glasgow for over 240 years and therefore value enormously our relationship with Glasgow Chamber of Commerce and its members. This relationship brings opportunity to nourish and deepen networks and work cohesively to develop tools and supports to match ever-changing business needs. Whatever the next chapter in digital disruption looks like, we remain committed to helping Glasgow's business community at the heart of what is to come.

And we'll continue to be inspired by the many outstanding, entrepreneurial and creative stories we've heard about through these Awards.

Congratulations to all the entrants, finalists and winners – proud ambassadors for business in Glasgow.



The arrival of the fintech movement

Fintechs are making their mark in Scotland

If you thought 'fintech' was just about financial services, then Stephen Ingledew wants you to think again. He says it's more than just a sector... it's a movement and is an integral part of the fourth industrial revolution which is rapidly changing every aspect of our lives.

As Chief Executive of FinTech Scotland, Stephen has witnessed the rapid expansion of this movement, which has grown from 26 fintech firms when he took over the position at the beginning of 2018 to more than 112 when he helped organise the three-week Fintech Festival, which took place in October at venues across the country.

FinTech Scotland was established jointly by the financial services sector, academia and the Scottish Government to lead the development of fintech in a new collaboration initiative to benefit businesses, consumers, communities and the economy.

Stephen explained: "Scotland is recognised for having a strong financial services sector, entrepreneurial tech companies and universities with a good reputation for commercialisation. So our role at FinTech Scotland is all about bringing these communities together, as well as encouraging the right regulatory and support environment and talent pipeline to help create a world-leading fintech hub.

"Fintech is all about starting with the human-need first, rather than the technology and that's why this approach has a wider role to play to improve transactions in society as a whole. In fact, we say that fintech is far too important to leave it to the financial services industry alone."

Long before the term was coined, Scotland was building its own fintech expertise in the area of payments with a cluster of entrepreneurial companies in the Fife region pioneering digital payment



Stephen Ingledew receiving his Evangelist of the Year award at the Scottish Financial Technology Awards



Advertorial

For the next generation of facilities management, look to your lighting

HAVE you ever bought a new phone, only to find the newest version announced a week later? It can be difficult to decide the best time to upgrade when you know that a technology is always improving. But now facilities managers have one less decision to worry about, because this year's winner of The Glasgow Business Award for Innovation in Business, EGG Lighting, is set to provide upgradeable LED lighting to businesses throughout Scotland.

When LEDs started to replace traditional incandescent bulbs, companies' energy bills plummeted. But due to the longevity of LEDs, they do not typically come with replaceable lightbulbs, and a company may lock themselves into 10 to 20 years without being able to benefit from another upgrade.

Managing Director at EGG Lighting, Brian O'Reilly, explains that this does not need

to be the case. Much like its better-known cousin Moore's Law from the IT field, a model called Haitz's Law projects the rapid increase in LED efficiency over time.

EGG Lighting, the Innovation in Business award winner has designed in a route for repair, and the accompanying business model has been independently verified by the Wood Group. The evidence is that EGG's upgrades will pay for themselves with the energy savings generated, as predicted by Haitz's Law. This will help reduce both energy and material waste in the LED industry.

Now, a new wave of savings is on the horizon. With the advent of digital integration, EGG Lighting unveiled its Internet of Things (IoT) enabled lighting in its application for the GBAs. EGG Lighting

Brian O'Reilly, Managing Director of Glasgow LED tech company EGG Lighting



is providing a platform of complementary offerings – product, service, digital IoT platform, and business model. Brian O'Reilly explains: "As our world becomes more complex, we need more integrated systems". It is this sort of cross-disciplinary insight and co-operation which is key to making Glasgow businesses flourish in the years to come.

www.egglighting.com | 0141 416 2624 | brian@egglighting.com

Feature



Stephen Ingeldew speaking at the DIGIT Summit during the three-week Fintech Festival

> and transfer systems in the 1970s. This has since developed into a world-leading fintech cluster hosting several multinational companies such as the Ingenico Group and attracting new entrants to set up in Scotland, such as Renovite, a leading-edge payment technology company based in California and India which established a development centre last year.

And it's not just in payments that fintechs are making their mark in Scotland, but across all aspects of financial services, such as banking, insurance, asset management, pensions, insurance and savings, using different types of technologies from artificial intelligence and block chain to cloud platforms and data analytics.

The advent of Open Banking by the Competition and Markets Authority in the UK in January 2018 was designed to generate more innovation and competition in the market and open the door for fintechs to use a range of technologies to help financial services companies give their customers a better user experience.

Stephen said: "There has been a big explosion in data that can be used by organisations and individuals in recent years and the application of fintech can make the best use of this data, to deliver better outcomes for both the businesses to operate and in the way in which consumers engage with their money. The advent of open banking and the ability of big financial services companies to share their data with innovative technology companies have enabled fintech to generate new opportunities for these businesses. It's when people come together to share their insights that you get

great opportunities to be creative."

Glasgow is home to a wide range of fintechs, such as Castlight Financial and Soar. Castlight Financial, part of Experian and one of the UK's leading open banking technology companies, has created a powerful customer affordability tool which allows lenders and advisers to more accurately assess their clients' affordability at the touch of a button.

Martin Leonard, Castlight Financial's Chief Commercial Officer, explained: "Our mission is to 'Create a safer financial world' through customer affordability. Rather than just using credit rating and generic affordability data, our technology shines a light into the customer's bank account to see their true financial position - not just their income but exactly how they spend their money - to help support the lender's decision-making processes."

He believes that smaller entrepreneurial fintechs are thriving because their innovation, 'fail fast, learn quickly' ethos and speed to market leaves them in a better position to see the gaps in the market and adapt more easily to the requirements of customers.

Looking to the future, Martin added: "I think we are at a point where regulation will start to understand that some of the data and products that fintechs produce should be adopted as common practice. For example, using open banking for customer income and expenditure is much more accurate than using ONS statistics or customers trying to remember what they spend. With these shifts in understanding and support from the regulator, fintechs will have a greater platform in which to grow.

"In terms of wider markets, I think a lot of

the tech developed and AI which is used will have wider applications in other areas where customers go through an acquisition or where data is used to understand the customer better."

Soar is another Glasgow-based fintech that specialises in providing mobile apps, internet banking and an advisor hub for credit unions. The 18-strong company, set up in 2017 by the award-winning Scottish entrepreneur, Andrew Duncan, currently has 10 customers, including Glasgow Credit Union, the UK's largest credit union. It was recently awarded a £450,000 grant from Scottish Enterprise and £75,000 from Scottish Edge for research and development and Soar plans to expand its offering to other ethical financial organisations such as Community Development Finance Institutions and building societies.

Soar Marketing Manager Laura Hillhouse said: "There is a lot of support for entrepreneurial fintechs in Scotland and through organisations like FinTech Scotland there are good opportunities for networking and collaboration. For us it's more about partnership than competition, and in the future we are going to see much more collaboration between fintechs.

"We may be experts in our field but if we are going to serve our market properly we will need to partner with others who may have the special skills we need in the future. So meeting other fintechs and talking about what is happening in the market is important for the development of the industry."

Stephen endorsed this inclusive approach: "The fintech ethos is all about co-creation and that's the type of collaboration we want to encourage across Scotland so that we will soon be recognised as a major international fintech hub.

"It's all about the creative use of technologies to meet and address human needs and challenges. It's a really exciting area which is not just new to Scotland, it's new to the world too."

“ We are going to see much more collaboration between fintechs ”



Middle image: Martin Leonard, CEO of Castlight Financial

Right image: The Soar team celebrates its Best New Entrant and Social Impact awards at the Scottish Financial Technology Awards





CITY BUILDING HONOURED BY MINISTRY OF DEFENCE



City Building Executive Director Dr Graham Paterson (M) and Head of Corporate Services, Sharon McGrath (L) are pictured alongside employee Stuart Vandal (R), who, in addition to being a heavy plant training instructor and SVQ assessor at City Building, is also Troop Commander of the 102 Field Squadron and two Coldstream Guards.

Glasgow-based City Building is the first Scottish construction firm to have been recognised with a gold award through the Ministry of Defence's Employer Recognition Scheme.

The scheme encourages businesses to support employment amongst defence and military people, including reservists and veterans. The programme incorporates bronze, silver and gold awards for those proactively demonstrating the support throughout their workforce.

City Building (Glasgow) currently employs 14 defence and military people, including Cadet Force Adult Volunteers (CFAVs) and holds an annual Armed Forces Day, which gives employees the opportunity to attend work in their uniform.

Not only is City Building the only firm to win a gold award this year, but it is also the first Scottish construction company to ever be recognised.

Dr Graham Paterson said: "It's such an honour to be recognised with this award. Everyone at City Building works very hard at ensuring each and every member of staff is looked after, from supporting their general health and wellbeing to helping them achieve professional growth."

The Glasgow-based firm carries out a wide range of services from the construction of new builds to repairs and maintenance, manufacturing and training.



For more information on our products and services contact Lesley Quinn, Head of Business Support on 0141 287 2287, Email: lesley.quinn@cbglasgow.co.uk or visit: www.citybuildingglasgow.co.uk

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Grow your own way

Recognising and avoiding the risks associated with growth is vital if you are developing your SME into a prosperous business

One thing is certain about your business – it's a one-off. That means the challenges you face as it grows are unique. In addition, there will be problems and opportunities that are governed by timing as much as the character of your company: what worked six months ago may no longer be the best approach.

That's why recognising and avoiding the risks associated with growth is vital if your business is to prosper. You must make sure the moves you undertake today don't create unnecessary problems in the future.

Here are a few of the issues that can affect growing businesses, and ideas on how they can be mitigated.

Plan ahead

Markets are constantly changing and evolving, and that state of flux needs to be reflected in your business plan.

Adapt your strategy as your company grows. It may be that your focus changes from winning new clients to developing profitable relationships and optimising growth with your existing customer base.

Growth doesn't need to be achieved by following the same business model. You can consider options such as outsourcing or franchising that might provide better opportunities.

There are dangers in being gung-ho about new opportunities. You must always ask if the avenues that have opened up suit your strengths and vision of where you want your business to go.

Remember, too, that every new development brings risks. Regularly

review the risks you face and develop contingency plans.

Focus on finance

It's probably trite to say, but every business must control cash flow. When you're expanding it's even more important.

Making the best use of your finances is key in business planning and when you're considering new opportunities. You might need to forego promising opportunities if following them up would see your core business starved of funds.

Carefully control your working capital and you should be able to maximise your free cash flow. At the same time exercise tight control of overdue debts and efficient credit management. And you may want to think about raising financing against trade debts.

Among the factors that become increasingly important as businesses grow are good stock control and effective supplier management. You need to minimise the chances of holding obsolete stock. To avoid this you can work with suppliers to reduce delivery cycles, or switch to those who offer just-in-time delivery.

In any event, planning ahead will help you anticipate your financing requirements and make sure any necessary funding is in place.

Stay market savvy

Market conditions are always changing and you need to reflect this in your market research. If not, you could make decisions on out-of-date information, and risk failure.

If your firm is successful, competitors

will adapt. Even if you have a leading-edge product or service, others can imitate and improve. And don't assume that customers will stay loyal. If they find alternative sources who provide a better deal, they will take advantage of that.

As any product or service ages, there's a squeeze on sales growth and profit margins. Knowing where your products or services are in their lifecycle will help you work out how to maximise profitability. Similarly, you must keep innovating to create new products and services that refresh your offer.

There's a wide range of information available – from government departments, in newspapers and magazines, and online – that can give useful details on market conditions and trends.

Even more valuable is your own experience and knowledge. Use your understanding to create a picture of what customers want, how they behave and the most effective marketing solutions. Talk to key customers, suppliers and other business associates. Ask your staff to share their insights to customers and the marketplace. Use IT systems to share and analyse important information such as customers' purchasing behaviour and preferences.

And if you're developing a new product or service, carry out research to test customer reaction and other critical factors before launch.

Prioritise structures to solve problems

As your business grows, it's important to leave behind any management approach that focuses on constant troubleshooting.

There will always be short-term crises that appear urgent, but, in truth, they may not matter as much as other things you could be doing. For example, if you spend time soothing an irate customer you'll protect one relationship. But, focus on recruiting a talented salesperson and you could be ensuring significant future sales.

A good way to understand what you need to prioritise is to identify what's driving your growth.

Take a disciplined approach to

“ Use your understanding to create a picture of what customers want, how they behave and the most effective marketing solutions **”**



Take care of the essentials

management where you focus on developing your management team, leading employees and building your business strategy. Rather than responding to each difficulty as a one-off, develop systems and structures that make problems easier to handle in the future.

Invest in information systems

Information is the lifeblood of most modern businesses. And companies produce lots of it, from financial records to customer interactions, employee details, regulatory requirements and so on. You need the right systems to keep track of, and effectively use, these stacks of data.

Although you can delegate different responsibilities as your business grows, you need solid management information systems to manage effectively. The larger a business becomes, the harder it is to make sure information is shared and different functions work well together.

In a small business with two or three employees, informality is inevitable. However, as you grow, documentation, policies and procedures become more important. You need to instigate proper contracts, clear terms and conditions, effective employment procedures and so on.

You can use established management standards to introduce best practice. Adopting quality control systems will help you make improvements and help persuade larger customers that your firm can be relied on.

The right systems will provide short and long-term benefits. For one thing, you'll have more effective operations. And if you ever sell the business, having well-run, efficient systems will bolster its value.

Don't fear delegation

The abilities that help you launch a business are not the same as those needed to help it grow. Though entrepreneurs create and grow new businesses sometimes they can hold them back.

The trick is to make sure you accurately assess your own abilities. It might be that you'd benefit from training in the skills

and attitudes needed to lead growth.

Growing your business means delegating properly, trusting your management team and giving up day-to-day control of every detail. Excessive interference can stifle creativity and motivation in an organisation.

And, as the business becomes more complex, you need time management skills and the ability to focus on what's important. You may even need to bring in outsiders to help. For example, you can hand responsibility for particular areas to specialists, or appoint a non-executive director.

This isn't easy for most entrepreneurs. They can find it hard to take advice, especially if it's at odds with their own instincts. But it can be vital in making the most of new opportunities. Entrepreneurs who know their limitations often make someone else managing director or chairman.

Embrace change

It's easy to fall into the trap of assuming that, because you've enjoyed success in the past, it's guaranteed in the future.

When you regularly revisit and update your business plan it's a great way of reminding yourself of changing market conditions and your need to respond. This could include engaging suppliers who'll grow with you and meet your new priorities; renegotiating contracts to take account of increased volume; training and developing employees; keeping up to date with new technologies.

Fully commit to your strategy, even if you feel out of your comfort zone. You may have to take tough decisions such as making employees redundant or switching business from suppliers who have become friends. However, you could put your business at a dangerous disadvantage if you don't make the necessary decisions.

In any event, remember that it's your unique business and you know it best. Take a considered, thoughtful and determined approach and you'll reduce or eliminate any uncomfortable growing pains.

ANDREW DICKSON, FUND MANAGER AT BUSINESS LOANS SCOTLAND:

"My advice would be to think deeply about the essentials - what business are you in, what's your product or service, who are your customers, is there a market and a gap in that market that you can exploit, what price should you set?"

"In addition, you need to consider whether you have the capacity to increase supply and production. Do you have the people and the skills, resources and funding you need for growth?"

"When it comes to finance you should explore how far your bank will support you with overdraft facilities, invoice finance, term loans and so on. An organisation like ours would come in if there's a gap in the overall funding package, in other words when the business has exhausted traditional routes and the directors have put in as much as they can.

"As far as general advice is concerned there are several places you can turn to. Business Gateway offers help and support on skills, training, business planning and so on. Local authority business development teams often have good skills, knowledge and expertise. Many firms seek business development advice from their accountant first. And larger growing businesses can get tailor-made support from Scottish Enterprise.

"There's a simple motto - fail to plan and plan to fail; make sure you have the right people in your business who have the right range of complementary skills, and make sure everyone - owner, management, staff and any shareholders - knows what the objectives are.

"You need a well thought-out and well-written plan.

"Ultimately you can lose your business if you don't do your homework and carry out thorough research.

"Remember, don't bury your head in the sand. Surround yourself with the right people, listen and take advice. To stay ahead of the competition you need to understand what they're doing. You know your business, but you need to think carefully about how you can add value and make sure that you continue to differentiate your product or service."



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The Pitch

What makes us special...

AS HOMES (Scotland) Ltd is a family-run, Glasgow-based housebuilder which specialises in building social housing for local authorities and housing associations across Glasgow, west and central Scotland.

Highlights include 140 new homes for

Home Group in Pollokshields; 49 new homes in Arden for Glen Oaks Housing Association – due to open in 2020 – and a new cycle-friendly development for Southside Housing Association, with work scheduled to begin next year.

The company also builds homes for private sale under its Briar Homes subsidiary. Its first development, at Broomhouse on the eastern edge of Glasgow, is now 80 per cent sold, with the showhome shortlisted in the 2019 Herald Property Awards. A further development by Briar Homes is set to begin at Darnley in January 2020.

With over 20 years' experience in housebuilding, the company has established a reputation for delivering quality homes and attractive streetscapes – on time and on budget. The properties are largely of timber kit construction, which means quicker build times and more energy-efficient homes.

AS Homes – and Briar Homes – are committed to giving local jobs to local people on each project, pledging to employ at least 75 per cent of subcontractors from the local area.

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Earn rewards by promoting Chamber membership

GLASGOW CHAMBER OF COMMERCE is on a mission to continue to grow the number of companies you – our members – can engage with through networking in order to make meaningful business connections.

Some businesses are undoubtedly facing major uncertainties and challenges in the market at the moment and we feel that the Chamber can demonstrate strong leadership and bind companies together during such times and help them to overcome issues and assist them to flourish and seize new opportunities for growth and success.

Please contact us if you know businesses that might be interested in joining the Chamber and benefitting by connecting for growth and success.

Earn special Member Get Member £30 vouchers which you can spend in restaurants, bars and retail outlets which are members of Glasgow Chamber if your lead converts to membership. Please send your referral contacts' names, telephone numbers and email addresses to membership@glasgowchamberofcommerce.com

We will also continue to celebrate new members on social media and run campaigns to reach new audiences, highlighting the benefits of membership at both Essential and Partner level.

Keep your eyes peeled on www.glasgowchamberofcommerce.com for more details, stories and case studies from new and more established members as to why they have joined or

continue to be members.

If you have any questions or comments please email: membership@glasgowchamberofcommerce.com and let us know what you think. We're keen to hear from you and to start rewarding members who can successfully refer contacts to Glasgow Chamber.



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