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**Inspiring Tourism**

DECEMBER 2014 / JANUARY 2015

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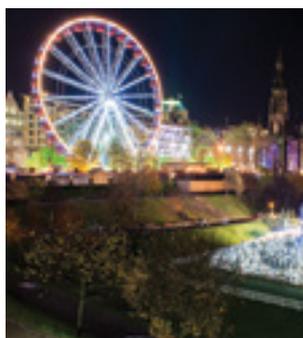
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# Tourism in Scotland

In this issue the spotlight is on Tourism and the value of this sector to Edinburgh and Scotland. Faith Liddell, Director of Festivals Edinburgh, who is featured in this issue, highlights the enormous success and importance of events to the Scottish economy.

We also hear from the UK Executive Chairman Keith Williams, the man who leads one of the major airline brands, British Airways on the importance the airline places on Edinburgh. In addition, Dale MacPhee, who as General Manager manages the award-winning team at the fabulous Waldorf Astoria Caledonian, shares with us the importance of her role as ambassador for promoting Scotland and Edinburgh as a visitor destination.

As ever, Business Comment is full of news and updates from our members and I trust you all enjoy the magazine.

I wish all our members a Merry Christmas and a Happy and Prosperous New Year.



**David Birrell**  
Chief Executive,  
Edinburgh Chamber of Commerce  
david.birrell@edinburghchamber.co.uk

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# Tourism is one of the flagship areas at Edinburgh Napier University

## What do the Qatar World Cup and the leisure preferences of Generation Y have in common?

They're both areas of research for academics at Edinburgh Napier University – the former to use one of the globe's mega events to bring about healthier and greener behaviour in the Gulf Arab state; the latter to help attractions here in Edinburgh and abroad tap into what different consumers want.

Tourism is one of the university's flagship areas and also includes initiatives like the Destination Leaders Programme, which aims to strengthen collaboration between businesses at a destination level, while enhancing the visitor experience and product innovation.

Nancy Riach, Partnerships and Development Manager at the Royal Edinburgh Military Tattoo graduated from the programme in May 2014. She said:

"Working for the Royal Edinburgh Military Tattoo means that I am involved with a diverse range of stakeholder - from our audience, viewers and supporters to the

media, defence and tourism, as well as culture and the arts on a global level. We are an iconic part of the Edinburgh story and a cornerstone of the Scottish tourism industry which means we have a wider role to play across a range of partnerships.

"With that wide reach in mind I was excited about taking part in the first Destination Leadership Programme (DLP) in Scotland, and it turned out to be an incredibly beneficial experience with a range of short term learnings and long term benefits.

"The DLP gave me the opportunity to develop my specialised leadership skills, create networks for collaborative working, and gain a wider knowledge base of the sector.

"But it was also a great platform for a wide range of experts to share their insights, trends, expertise and best practice through a programme of workshops, speakers, familiarisation tours and interaction with industry leaders across a range of sectors.

"In particular, the Scottish, UK, European and global views expressed allowed us to think about how others see us, and our destination's place within our own back yard right up to the world stage .

"It was a reminder that tourism is already one of Scotland's leading business sectors with the potential to be more sustainable, profitable and resilient to change. What a destination has to offer is the reason people choose to visit, study, work and live there so investing in it, making it the best it can be and leveraging the potential should be of interest to the whole of the private and public sector."

She added: "The collective increase in leadership skills, ongoing collaboration, partnership working and increased knowledge has huge potential for the future of tourism in Scotland. Having just completed the course it proved to be an invaluable experience, one which will benefit me and the organisations I work with, as well as developing a stronger sense of pride in the tourism industry."

Based on an internationally acclaimed Australian model, the DLP is delivered by the Edinburgh Institute at Edinburgh Napier and funded by Scottish Enterprise, working with the Edinburgh Tourism Action Group.

**For further information please see [www.napier.ac.uk/dlp](http://www.napier.ac.uk/dlp)**

## Queen Margaret University graduate creations take centre stage in musical 'Top Hat'

A Queen Margaret University (QMU) Costume Design and Construction graduate, Ruth George, was part of a team that picked up one of three Olivier Awards which were presented for the musical 'Top Hat'.

Ruth was a member of the costume design team that supported the award-winning designer Jon Morrell in creating the stunning costumes for 'Top Hat'.

Designer Morrell's fabulously opulent costumes brought the glamour of Hollywood's golden age to the West End stage. The musical won three Olivier awards for Best Costumes, Best New Musical and Best Choreography.

The spectacular West End production was staged in Edinburgh's Festival Theatre in October.



Maggie Kennedy, Cutting and Construction Instructor at Queen Margaret University, taught Ruth George. She said: "Ruth is a very talented young graduate and has enjoyed great success since graduating from QMU. She has worked on some very high profile films and theatre productions. One of her

most challenging jobs was working on the costumes for the Hollywood blockbuster 'Gravity'. Ruth worked as stitcher alongside a team of cutters and designers to develop the space suits worn by George Clooney and Sandra Bullock."

## Forth Ports ...a tourism business?

It may surprise many people in Scotland to learn that Tourism is big business for Forth Ports. As one of the UK's largest port operators, it uses its strategically located ports to offer the cruise industry easy access to Scotland's capital and other major cities on the east coast. Forth Port's cruise business is growing each year.

The 2014 cruise season has just come to a close and it has been a very successful year with over 100,000 passengers arriving through their ports in Leith, Rosyth, anchorage at North Queensferry, Dundee and its newest location, Newhaven near Leith. These passengers bring a significant contribution to both the national and the local economy.

The Port operator continues to invest in its two main cruise terminals on the River Forth at Leith and Rosyth to ensure a warm welcome for visitors. At both Leith, Rosyth and South Queensferry, Forth Ports works with the Forth Bridges Tourist Group who are on hand to give a friendly welcome and advice to cruise passengers. The group, all of whom are volunteers, provide local advice on unique ways for cruise passengers to spend their time, with directions to tourist

attractions and historical points of interest as well as guidance on taxis, buses and train services. Forth Ports has also strengthened its links with local businesses in around Leith throughout 2014 through working more closely with both the Edinburgh and Leith Chambers of Commerce.

Earlier in the season, Forth Ports welcomed Cunard's magnificent Queen Victoria cruise liner to its new cruise ship anchorage operation near Newhaven Harbour, Edinburgh. The liner was successfully anchored in deep water off Newhaven and over 1,500 passengers from around the world travelled the short distance on board tenders into the picturesque historic harbour which is very close to Edinburgh's city centre. This inaugural call to the new anchorage point in the Forth is part of a programme of identifying alternative deep water anchorage options and landing stages to bring larger liners, like the Queen Victoria (pictured), closer to Scotland's popular capital city.

Commenting on their growing Cruise business, Stuart Wallace, Divisional Director from Forth Ports said: "We have welcomed over 100,000 cruise visitors in this season



alone with 2015 bookings looking very healthy. There is tremendous opportunity for us to grow our cruise business to further support Scotland's important tourism industry.

Edinburgh continues to offer fantastic potential as a home port in Scotland's capital city, with all the culture and activities that it offers and we are investing in our cruise offering by looking at opportunities to bring larger liners closer to the City through Newhaven. We are also continuing our investment in the cruise passenger experience with improvements to the cruise terminals and by working closer with Forth Bridges Tourist Group who bring an invaluable welcome service for passengers."

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# The sky's the limit

It rarely happens that a country as small as ours has the opportunity to be the host nation for not one but several of the world's most famous events in a generation, let alone within a few months of each other.

This year has truly been a fantastic time to be in Scotland and one which we're very proud to have played our part in as the country's busiest airport. Those visiting Scotland this year will be able to say they visited us when we were on the global stage, with the world's eyes looking in our direction.

It's our job as the Capital's airport is to make it easier and affordable for people to visit us and we're doing it, it's happening right now. We've just enjoyed our busiest summer on record with over five million passengers travelling through our terminal between May and September.

We also exceeded our 10 million passenger mark in June, making us the first airport in Scotland to reach this milestone for a moving average total which was the period from June 2013 to June 2014. Our goal is now to hit this again but for the 2015 calendar year.

Long-haul visitors are coming in huge numbers thanks to new services introduced this year between Edinburgh and Doha, Chicago and Philadelphia. Increased services to Toronto, Istanbul, New York and London have also helped to make it easier for people to get to Scotland.

Indeed, more than half of all new passengers using these long-haul services are not based in Scotland. That means our global reach is increasing and we are talking to new and expanding markets.

We're confident about our tourism offer and believe Scotland has appeal for all, whether its golf, adventure sports, history or food and drink. We've seen the changes that a new route will bring, and hoteliers, restaurants and tourism attractions are seeing them too – quicker than ever before.

Tourism is an export and the collaboration between our airports and tourism industry couldn't be stronger. We have the same goals and the same desire to encourage as many



people as possible to visit us and enjoy the world class visitor product that Scotland offers.

It would be easy to say we can sit back and relax now, the hard work is done. But we can't. The hard work is still ahead of us. We must not rest on our laurels and expect people to continue to visit without us putting in the graft at our end. We have to continue our efforts in developing new routes and enhancing those we already have. We have to continue to serve the six million people in Scotland and at the same time look to serve

the seven billion people worldwide that could consider coming to Scotland if we make it easy and affordable.

We have to maintain the success we've enjoyed in 2014 and harness the future opportunities and excellent relationships we have with our partners to deliver long-lasting results for the tourism industry and Scottish economy.

**Gordon Dewar**  
Chief Executive, Edinburgh Airport

# Be prepared for Winter

Every time the temperature drops below zero over winter, some unfortunate business owners receive an unwelcome Christmas present – burst pipes and flooded premises.

Picture the scene: on Friday night, you close the office, the heating goes off and you head home to settle into the sofa. Lovely.

Outside, the temperature drops, so you turn up the heating a bit. Meanwhile, in your cold office, the water inside a pipe freezes – that expands and bursts the pipe. Of course, you can't see that until you come back on Monday morning, and switch on the heating. The ice thaws, and water leaks out of the burst pipe all over your office.

We saw this scenario occur repeatedly over the winter of 2010/11, when sub-zero temperatures brought much of the country to a halt and showed what can happen without adequate preparation.

Preparing for winter isn't a nice-to-have – it's a must-do job which should be included in your risk register and core to your business continuity over winter. Many businesses already plan for employees having to work from home during bad weather, or put in place alternative transport arrangements. These aren't much use if the office is ankle-deep in water.

The good news is that preparing for winter isn't hard to do, and shouldn't take much time to implement – hiring a reputable plumber to lag your pipes and making sure heating is left on at a low setting when the office is empty should cover most eventualities.

There are other things you can do to give yourself the best chance of a dry office throughout winter, even if a pipe freezes. Here's a list of some simple steps you can take:

1. Leave heating on at a low temperature, and ensure heaters are well maintained and working properly.
2. Lag exposed pipes and insulate water meters. If applicable, check loft insulation is in good condition.



3. Sign up to the winter alerts service at [www.business-stream.co.uk/emergencies/winter-weather/sign-free-winter-alerts](http://www.business-stream.co.uk/emergencies/winter-weather/sign-free-winter-alerts)
4. Drain your water system before closing for winter or in advance of predicted freezing temperatures, and shut off supply at the stop cock to reduce the risk of internal leaks.
5. If a pipe freezes or bursts, turn the water supply off at the stop valve immediately, and switch off immersion and central heating
6. Gently heat any frozen sections – a heated cloth wrapped round a pipe is ideal, but never switch on immersion heater or central heating, and don't apply a direct flame.
7. Turn on all hot and cold taps to drain the system and minimise damage. Let any solid fuel fires die down.
8. Switch off electricity supply at the main if there's a risk that water could come into contact with electrical wiring or fittings.
9. Find a reputable plumber at [www.business-stream.co.uk/water-supply-services/problems-water-supply/find-plumber](http://www.business-stream.co.uk/water-supply-services/problems-water-supply/find-plumber)
10. Let your water supplier know what's happened. It might be taken into account when your bill is calculated.

Hopefully your business won't suffer from burst pipes, and by preparing properly you can dramatically reduce the risk. Then the only unwanted Christmas gifts you'll need to worry about will be hideous knitwear.

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\*based on a wedding of 50 people



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Our company founder, Colin Linton, proudly runs this small consultancy firm from home, after 20 years of developing his knowledge of business enterprise. He attended Napier University, where he pursued a research project with the outcome of the European Union to 2010. This had the moral support of the Edinburgh Chamber of Commerce, who shared the material obtained from other European institutions. Prior to this research, he made a point of going to study business development in America. He embraced this study three times. Here he became involved with change, creativity, marketing new opportunity, and politics.

The experience and skill that he developed over these years of study and research led him to the establishment of this business. He decided to devote his knowledge to establish long-term strategies for small and medium businesses that will help get them on the map. He looks forward to helping you research your business goals. Call us now.

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**U.S.A. Immigration: One Minute Q&A for Human Resources**

**By: Olivia McMillan McLaren**

**Q:** I am processing an employee for a two-year secondment to our U.S. affiliate's headquarters in Chicago. He just rang me to say he is worried that an arrest he had for a small amount of drugs as a university student could be a bar to obtaining a U.S. work visa. What should I do?

**A:** Tell him to obtain a certified copy of the disposition of arrest from the court or police records. If the government record has been expunged, he will need to either reach out to the lawyer who represented him for a copy of the disposition or obtain a

letter from the court and/or police confirming that there is no way to recover the record. In any event, you should present the information about the arrest to the company's U.S. immigration counsel for an advisory opinion.

**Q:** What if he was convicted for drugs possession?

**A:** Assuming U.S. immigration counsel confirms he is 'inadmissible' to the United States, he will need to seek a waiver of inadmissibility, and that process can take around six months.

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\*Olivia McLaren is a U.S. lawyer admitted to the bar of the State of New York.



# Edinburgh's Festival Celebrations

Edinburgh's Christmas now rivals festive celebrations around the world in terms of size and quality – and it is proving a major boost to business in the Capital.

Last year, International broadcasters CNN voted Edinburgh as one of the top ten worldwide destinations for Christmas.

### And some other key facts demonstrate the value of the event to the city:

- Over 2.6m footfall is attributable to Edinburgh's Christmas
- 76% increase in City Centre Footfall rates
- 16.8% increase in Princes Street footfall in December
- 70% of Essential Edinburgh's respondents say they had an increase in Christmas turnover from 2012
- 51% of visitors to Edinburgh say that Edinburgh's Christmas was the sole or an important reason to come to Edinburgh.
- Crime halved in Princes Street Gardens

And there is no intention to rest on the city's laurels. This year is hoped to be bigger and more affordable than ever – with a greater emphasis on providing for families

with special family discounts on many of the attractions, coupled with a special 20% discount for all EH postcode holders on all shows, rides and events.

This has been achieved without any compromise on quality; the Big Wheel and Paradiso Spiegeltent all returning along with an expanded Santa Land.

Highlights include a new ice skating rink in St Andrew Square, Comedy star Al Murray and Edinburgh's burlesque troupe 'Briefs' are back with a truly festive show!

So why not wrap up warm, and head into to town for some festive Christmas fun!

For further information on the events visit <http://www.edinburghchristmas.com/>



Images - Fraser Cameron



and extending tour duration. Such growth could be realised by developing new product clusters and penetrating new target markets. The Government of Rwanda understands the value of tourism and facilitates private enterprise. In three years hotel rooms have increased 60% and the value of new investments grown by 176% to £201m. During the same period, tourist arrivals increased by 65%. Tourism is Rwanda's top FX earner and the government's no.1 export priority.

Beyond gorilla trekking and genocide pilgrimage, Rwanda offers 1000 miles of long distance walks, fishing and kayaking on lakes and rivers, superlative birdwatching, trendy arts festivals, great restaurants, some truly luxurious hotels and a phenomenal convention centre. Much like Scotland!

In 2013 and 2014, Dunira won Green Apple Awards for projects in India and Somalia, which drew on previous work in Scotland developing tourism clusters and destination organisations. Just as travel is a universal need, so too are principles of sustainable tourism development, and lessons learned overseas are now being applied in Scotland.

Rwanda's success is amazing. India's ambition is remarkable. Tourism entrepreneurs that want to succeed invariably ignore strategies and don't wait for government initiatives. Instead they co-operate with others, because it makes business sense in a destination; and they communicate to establish customer networks, because it's cheaper than advertising. Scotland will undoubtedly meet its target, but this will be because the more supine businesses will be balanced by the feisty can-do entrepreneurs that stick their heads above the parapet and 'go beyond'.

**Benjamin Carey FTS**  
**Managing Director, Dunira Strategy**

## Vision through Ambition

### Achieving sustainable tourism growth by going beyond.

With 1.1bn international tourists in 2013 worth £750bn, the UN World Tourism Organisation forecasts that the volume of world tourism will grow by 3.3% a year to reach 1.4bn by 2020 and the value by 7.6% a year to £1.2 trillion. Last year in Scotland tourism supported 10% of jobs and generated £4.6bn. The world's largest industry, tourism destinations can all learn from each other.

In 2012, three nations launched strategies for 2020. Some were more ambitious than others.

Scotland with 8.5m tourists from outside Scotland announced its target to grow visitor spend from £4.5bn (2012) to "between £5.5bn and £6.5bn by 2020"; described as "ambitious, yet realistic", the target represents annual growth averaging just 3.3%.

India, which receives 70m tourists a year, announced its ambition to gain 1% of world tourism (up from 0.64% share) by harnessing its "Go Beyond" campaign. India will need to grow its international tourism by 10.1% a year. Given that India achieved 155% growth in preceding decade with 9.8% annualised growth, this ambition is challenging, but realistic.

Rwanda published Vision 2020 in 2010, which aimed to increase arrivals by 100% and

grow revenue by 214%, but the government realised the tourism sector was almost entirely dependent on one product. Despite the high price (\$750/£465) of gorilla trekking permits, they always sell out and the product is saturated. They needed to refine their plan.

Award-winning Edinburgh consultancy Dunira Strategy was commissioned to produce a new strategy for Rwanda: Beyond Gorillas. Our research showed the Vision was 'not ambitious enough' and that a higher level of revenue could be achieved by progressively increasing average spend





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# The importance of digital connectivity to tourism success

If 2014 has shown us anything, it's that you can expect your users to look for you with their mobile device first.

This trend is bringing increased pressure for businesses to deliver properly thought-through digital solutions. In tourism, for example, retailers, venues and restaurants are finding that apps, beacons, and content are featuring high in customer expectations. Tied together with digital payments and ecommerce, these tools can create a rewarding customer experience. If users are looking for guidance, simplicity and flexibility, then businesses must respond with well-planned and implemented strategies that meet those needs.

Enabled by the ubiquity of smartphones and tablets, we're now starting to see multichannel retail opportunities reaching down to smaller businesses – mobile responsive ecommerce websites, integrated apps, notifications, interactivity triggered by beacons, mobile payments... all are now within reach of the majority of businesses. Used sensibly and with care, almost any business can harness these technologies to reach, engage, and transact with users and customers. We're going to see a lot more of this in 2015, you can be sure.

However, these well-planned strategies usually take time - and with the festive season fast approaching, many businesses will be looking for "last minute" quick-fix things to do... So, if you're running out of time, how about checking some of the basics:

- Take a close look at your search presence. If you have time then updated website content – relevant for the time of year and any current activity – will be a helpful start if you've let things get out of date. Remember to cater for all types of consumers; first time visitors, repeat customers, referred visitors from another site or even accidental visitors. Consider whether a little bit of budget spent on Google Adwords (or similar) might provide a source of traffic in the short term.
- Get back on top of your social accounts. Your followers might be passive (e.g. interested to hear about the latest special offer when you have one) or active (e.g. asking you for information about opening times) – make sure you are ready to meet the needs of both groups. Mobile usage is heavily influenced by social media apps: make sure you are taking advantage of this trend. Don't forget to make your social accounts visible in the real world, on flyers, window or vehicle graphics, menu cards... whatever is relevant to your business.



**Cameron Leask**  
Managing Director  
Escrivo

- If you're not already, take a look at what you can do to provide a simple online purchase capability. Many visitors will be looking to 'pay and go' - even a humble PayPal button can enable a few sales that might otherwise have been missed. If you're running events then perhaps consider Eventbrite? If you have products to sell then get them on to marketplaces like eBay or Amazon and see if you can reach new audiences there? These are quick and easy ways to create simple and easily-controlled online sales opportunities. If they work for you then you can always look at creating a more robust or cost-efficient solution in the new year.

However this season's top tip has to be... engage with digital solutions as a consumer. Look at how your favourite retailers and venues are using apps, beacons, content, payments, email, social, and all the other digital tools at their disposal to engage with you, their consumer. Play with the "shiny new toys" that they are creating for you, and observe the techniques they are using.

Which experience do you find most rewarding? Most engaging? Simplest to use? How could you apply it to your own business? Could it extend what you already provide, or deliver new opportunities to reach new markets or deliver new services? Play with as many as you can, and try to identify at least one that you could add to your business.

..then, resolve to make it happen in the New Year, because it looks like that's what everybody else will be doing.

Have a great festive break, and enjoy playing with your new toys!

Cameron Leask delivers E-Commerce Training for Edinburgh Chamber of Commerce. For upcoming courses please visit <http://www.edinburghchamber.co.uk/business-solutions/>



## Scottish tourism industry set for huge success

Scotland took to the world stage this summer as we played host to two of the biggest international sporting events and while the visitor numbers for both the Ryder Cup and the Glasgow Commonwealth Games speak for themselves, the tourism industry looks set for yet more success in the final months of Homecoming 2014.

To give just an idea of the kind of scale we're talking about, the Glasgow 2014 Commonwealth Games has emerged as Scotland's most successful sporting event ever, with 96 per cent of all tickets sold for the 10-day event.

The 2014 Games 'Big Weekend' saw the whole of Glasgow open its doors as almost 700,000 people visited a host of sporting and cultural events in those two days alone. The increased footfall will have had a positive knock-on impact on consumer spending with businesses large and small reaping the rewards.

Late summer brought over 250,000 spectators to the iconic Gleneagles golf course for the 2014 Ryder Cup and it has been estimated that the event generated a stand out £40m in direct marketing benefit for Scotland as a golfing destination.

Regular appearances in Scotland's tourism diary also included 178,000 visitors at the 2014 Royal Highland Show while Edinburgh's annual Hogmanay should end the year with a bang as always.

There are plenty of Homecoming 2014 events still on the calendar too, from festivals celebrating Scotland's industry and cultural heritage to the MTV Europe Music Awards at the Scottish Hydro.



Bank of Scotland's team of Relationship Managers have been well equipped with industry-led expertise provided by VisitScotland to ensure Scottish tourism businesses have been able to make the most of this busy time.

A crucial outcome from both the Ryder Cup and the Commonwealth Games is the continued investment and marketing that have already been announced to build on the success of both events and attract even more visitors to Scotland.

The Glasgow Games '2014 Legacy' initiative features plans to enhance both Glasgow and Scotland's international profile as a tourism and events destination. A year-long marketing campaign worth £31,000 has also been launched in Perthshire on the back of the Ryder Cup success with the aim of building Scotland's reputation as 'The Home of Golf'.

GDP in Scotland has now risen for eight consecutive quarters and predictions are already suggesting that gross tourism

revenues in Scotland could increase by as much as 50% by 2015. But as we look ahead to Scotland's Year of Food and Drink 2015 these measures will no doubt prove vital in ensuring that the spotlight on Scotland doesn't fade following what will no doubt be a stand-out year for the tourism industry.

Businesses can seize the opportunities from the legacy of 2014 to embrace growth and expansion strategies assisted by our team of experts and by working together with one another, tourism operators, investors and developers can shape an already thriving industry where the future has never looked brighter.



**Alan Coats, Senior Manager,  
SME Banking, Bank of Scotland**

## Scotrail Awarded Rail Operator of the Year

Rail operator Scotrail has won a major accolade at the prestigious National Transport Awards at the Westminster Park Plaza in London.

Hosted by radio and television presenter Jeremy Vine, the awards attracted more

than 600 senior transport professionals, including Transport Minister Claire Perry MP, who gave the keynote address.

The much coveted Rail Operator of the Year title was awarded to ScotRail for its wide range of initiatives including the biggest launch of free wi-fi in the UK and the introduction of smart tickets. The operator carried more than 87 million passengers in 2013/14 - the tenth

consecutive annual rise - and the latest passenger survey shows that it is above the UK average in 34 out of 37 categories.

On the same evening, the train operator and partners - including Transport Scotland - were named as Overall Winner at the ACoRP Community Rail Awards, for their combined work to deliver a joined-up Community Rail Strategy.



# Award Winning coach hire in Haddington

Prentice Coaches is a family owned and run award winning coach operator based in Haddington the county town of East Lothian, which is just 20 minutes east of Edinburgh.

We operate a wide mix of modern coaches ranging in size from 24 to 70 seats. We believe this sets us apart from most of our competitors as we can usually accommodate a particular customers need if their group size increases or decreases. For the last 12 years

we have operated wheelchair accessible coaches, one of the few in our area.

We pride ourselves on providing a personal, friendly service of the highest standard. With a vast knowledge of Edinburgh and the Lothian's at our disposal, we can support a client's travel programme with assistance selecting and booking restaurants, hotels and ferries, for day trips or extended tours including European travel.

We won the 'Medium Fleet – Coach Operator of the Year' category at the Route One sponsored 'Operator Excellence Awards' in 2012 and the 'Small Fleet' award in 2013 after fleet sizes were altered. We were also extremely proud to finish Runners-up in 'Business of the Year – Under 25 Employee's' at the inaugural Scottish Chambers of Commerce Honours recently.

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# Consumer feedback software for local businesses

MDP Labs, an Edinburgh-based tech start-up, is about to launch its new consumer feedback software, InsightX.

The web-based software will be available to small businesses and large corporate clients, and will provide consumer feedback analytics with corporate enterprise-level functionality.

The pricing of the software for small businesses will be highly competitive, to enable local businesses like coffee shops, bookshops, and dry cleaners, to share in the benefits of the current boom in the Edinburgh technology and software sector.

Daniel de Bruin, MDP Labs founder, says the web-based consumer feedback software will enable small local businesses to track consumer feedback in real time, with access to enterprise standard functionality usually reserved only for very large corporate clients. The software will be driven by live consumer feedback collected on the company's new smartphone consumer app which will be launched very soon.

Small businesses have the opportunity to sign up as 'founding members' to the InsightX platform, to be offered a greatly discounted subscription. The standard subscription for small businesses will be set at £20 per month, however founding members can sign up for only £84 to enjoy a 12 months' subscription which will run from the 1st of February 2015.

The first version of the software will officially launch on the 31st of January 2015. Local businesses have a limited time to enjoy this founding offer, which is available at [www.insightx.co](http://www.insightx.co) on the software's web portal.

MDP Labs has been working on their new software platform and their free consumer feedback apps for both iPhone and Android over the last 11 months.

## WE CREATE YOUR VISION

Weesleekit are a creative design consultancy who provide creative branding for clients throughout Central Scotland. We are a small but perfectly formed agency with a presence in Edinburgh, Moffat and Dumfries.



As Weesleekit embrace new technologies in our daily work, we understand from a clients perspective it can be difficult keeping up with current trends and know where to start when it comes to promoting your business to a new audience.

Steve Kirkpatrick, founder of Weesleekit, says "Many of our clients realise there is a digital revolution going on but are apprehensive to jump in and take on social media and all it entails. Much of it is common sense and deciding which platforms will work best for you. Once you understand the mechanics it's much easier to create an online and offline business strategy".

Weesleekit are currently providing 1-2-1 social media/strategy workshops. We can explain to you (as individuals or as a group in your own environment), how social media, apps, web solutions and online intelligence works in jargon free terms. The workshop can also measure the position of your current brand and provide you with a vision on how to develop your business strategy.

Please get in touch if you would like to see what the Sleekiteers can do for you.

Image: Steve Kirkpatrick (founder/MD) on left, Nicky O'Toole (Senior Designer/Studio Manager) on the right.

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Cameron Reith - Borders College

**0131 526 3554**

[weesleekit.co.uk](http://weesleekit.co.uk) | [steve@weesleekit.co.uk](mailto:steve@weesleekit.co.uk)

# Scotland's Modern Apprenticeship Awards



Scotland's Modern Apprenticeship Awards took place on 5 November 2014 at the Assembly Rooms, Edinburgh. This prestigious and inspiring event, organised by Skills Development Scotland (SDS), showcased the exceptional achievements of apprentices and employers all over Scotland and across all sectors.

SQA proudly sponsored the Large Employer of the Year category, which was open to organisations with 250 to 4,999 employees. Pictured above is Dr Janet Brown, SQA Chief Executive, Gavin Ross Engineering Manager at LifeScan Scotland and SDS chair John McClelland CBE.



# Building Strength for Scotland's Future

## LifeScan Scotland Ltd — *Winner*

By providing engineering apprenticeships an Inverness company is tackling the sector's skills shortage, developing a talent pipeline and providing local jobs for the community.

LifeScan Scotland, part of the Johnson and Johnson family of companies, started their apprenticeship programme seven years ago and currently has 20 apprentices.

Engineering Manager Gavin Ross believes their links with local secondary schools play a vital role in helping them attract strong apprenticeship candidates. *"The apprentices themselves go along and they show their own passion for what they do and their desire to learn and that itself creates an interest in our programme,"* he said.

**Dr Janet Brown**, SQA Chief Executive, said: *"LifeScan Scotland is helping young people get a head-start in Scotland's vital life sciences and engineering sectors. Modern Apprenticeships give young people a fantastic opportunity to work, learn and earn and each and every employer who helps a young person to do this should rightly be congratulated."*

For more information visit  
[www.sqa.org.uk/modernapprenticeships](http://www.sqa.org.uk/modernapprenticeships)

## BAE Systems Naval Ships — *Runner Up*

Modern Apprenticeships provide one of the Clyde's best-known employers with skilled, flexible and confident employees.

Charlie Murphy, their Apprentice and Skills Training Manager, explained: *"By the time an apprentice has been in the company for three or four years they have amassed an incredible amount of knowledge about the organisation, in addition to technical and functional skills - that's a vital foundation for the future."*

Over the last decade BAE Systems Naval Ships has recruited over 700 Modern Apprentices on the Clyde, covering a range of trade disciplines.

## Farne Salmon & Trout — *Runner Up*

A Borders company has grown from having six workers to becoming one of the largest smoked salmon facilities in Europe.

Farne Salmon and Trout now have a workforce of 650, rising to nearly a thousand in the busy pre-Christmas period. Realising the vital role employees have in the success of the company, Farne have invested in staff development through the Modern Apprenticeship programme.

Vaida Petraviciute, Farne's Training and Development Officer, said: *"When we were creating our HR strategy we wanted it to be progressive and provide long-term development and career opportunities."*





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MDP Labs

# First ScotRail's massive contribution to the tourism industry

By Sean Duffy, Commercial Director, First ScotRail

Railways have been at the heart of social and economic advancement for more than 200 years.

Today, Scotland's railways are not only more relevant than ever, they are resurgent. That's good news for Scotland's tourism industry.

The Fraser of Allander Institute recently calculated that First ScotRail's contribution to Scotland's tourism industry totals £1.22 billion in GDP each year. It also found we directly enable 37,721 jobs - spread across the country.

The institute also said we enable a total of 11,520 jobs and £372.5 million worth of GDP in the tourism industry across Edinburgh and Lothians - the highest for any tourist region in Scotland.

Its report reflects the fact that 42 million people travelled for leisure in 2012 - representing 54% of all journeys made on Scotland's railways.

Since then, more people than ever are using rail to travel - with a record 86.3 million journeys on ScotRail services in the year to March 31, 2014.

That total was reached even before welcoming visitors from across the globe to Glasgow 2014 and the Ryder Cup. We delivered more than 1.1 million passengers to Commonwealth Games venues, and 15,000 people a day to and from Gleneagles.

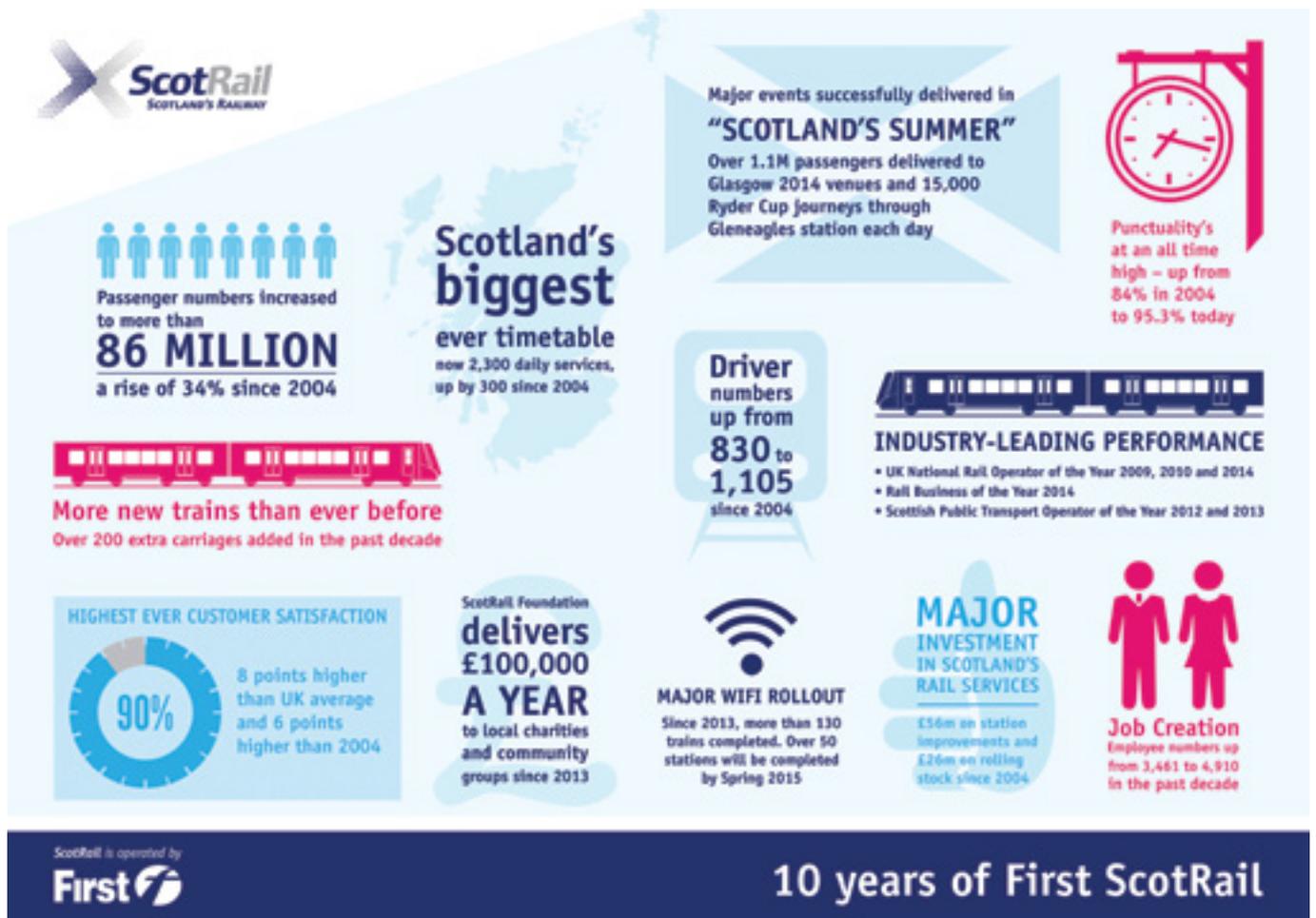
This was an unprecedented sporting year, and we know visitors returned home with fond memories of their time travelling in Scotland. Their legacy in the economic benefits delivered is also very satisfying.

Meanwhile, it is the 10th anniversary of Aberdeen-based FirstGroup plc being awarded the ScotRail franchise.

Our visual graphic gives a flavour of our impact, from investing more than £80 million on station improvements and rolling stock to all-time high customer satisfaction and punctuality.

Our 10-year journey - in which we have transformed rail travel in Scotland - could not have been achieved without the engagement, support, and input of stakeholders - including members of Edinburgh Chamber of Commerce.

What we have achieved, together, over the last decade speaks for itself. It truly has been a renaissance.





## Facilities for Conferences and Events

QMU has a variety of spaces available for hire. We have lecture theatres, breakout rooms, boardrooms, dance studios, computer labs, physio labs, a sports centre, and a students union which has a fully licensed bar and catering facility. We also have extensive grounds that can be used for outdoor activities.

The campus is ideal for a wide selection of events including single and multiple day conferences, workshops, dinners, exhibitions and performances.

We can offer daily delegate packages, or if you would prefer, we can tailor an estimate to suit your requirements. Catering at QMU is delivered by our service partner Baxterstorey, who provide a very high standard of hospitality to our clients. We can also offer overnight campus accommodation, dependant upon availability, or alternatively we have corporate rates with Edinburgh city centre hotels in close proximity to Waverley train station, and also with East Lothian hotels.

### Campus Location and Transport links

QMU is situated on the East side of Edinburgh, by Musselburgh and has excellent transport links with Musselburgh rail station located at the University entrance and a bus terminus on site.

- **6 minutes by train from central Edinburgh (1 train stop from Waverley)**
- **Served by Lothian buses 30/45 and First Bus Service 108**
- **20 minutes by car/taxi from central Edinburgh**
- **30 minutes by car/taxi from Edinburgh Airport**
- **Situated off the A1, close to the Edinburgh City Bypass making it very accessible from central Edinburgh, the Lothians & Borders, and those travelling from other parts of Scotland and England.**

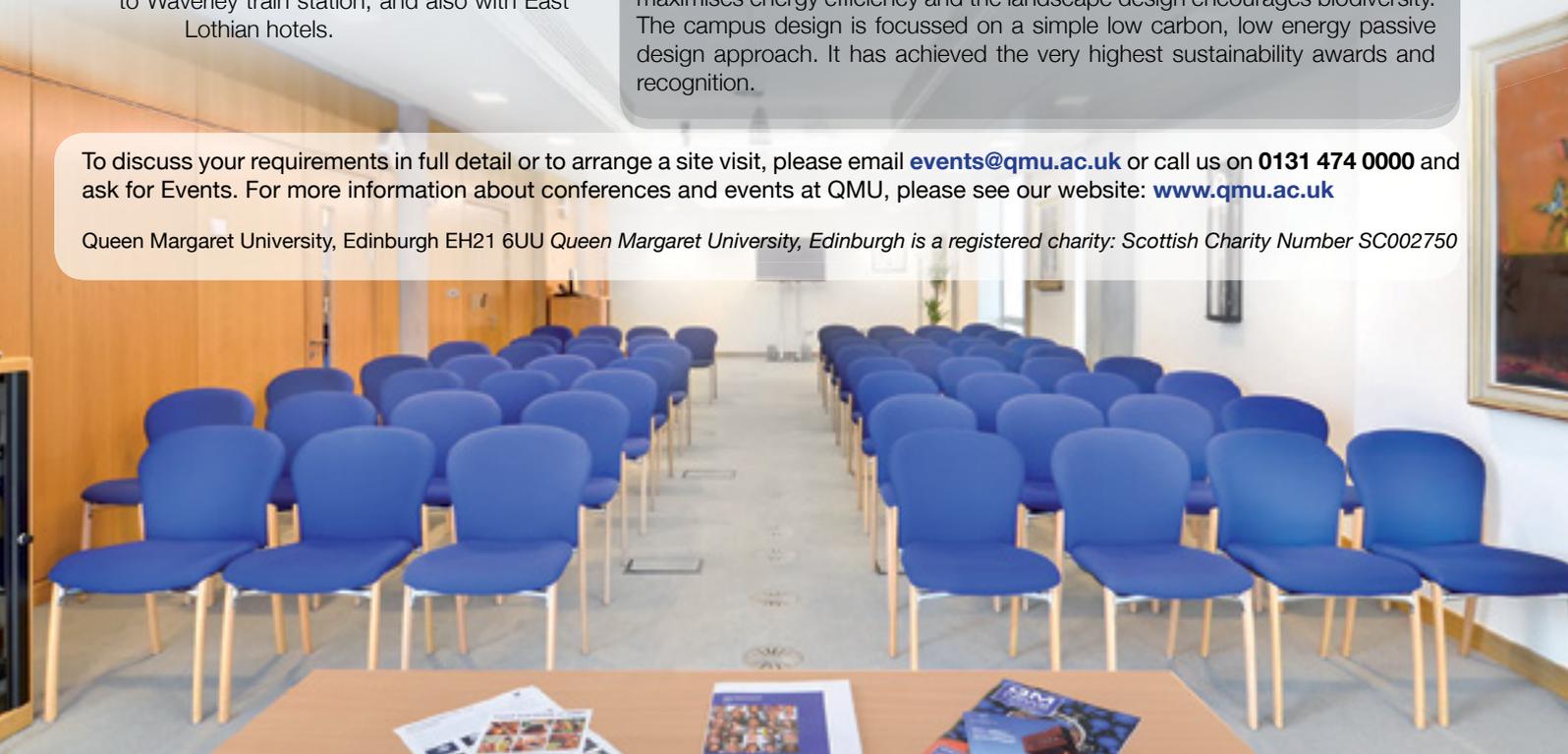
We offer free parking for conference delegates unable to travel via public transport.

### Environmental Sustainability

The campus is designed to exceed current environmental standards and not only sets a new benchmark in sustainable design, but is regarded as one of Scotland's most sustainable building projects. The building design maximises energy efficiency and the landscape design encourages biodiversity. The campus design is focussed on a simple low carbon, low energy passive design approach. It has achieved the very highest sustainability awards and recognition.

To discuss your requirements in full detail or to arrange a site visit, please email [events@qmu.ac.uk](mailto:events@qmu.ac.uk) or call us on **0131 474 0000** and ask for Events. For more information about conferences and events at QMU, please see our website: [www.qmu.ac.uk](http://www.qmu.ac.uk)

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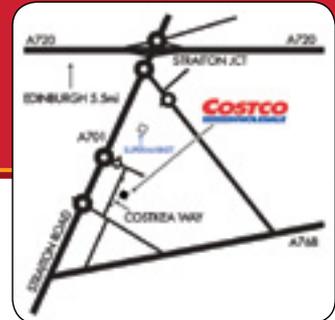
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# Edinburgh – Festival City that Leads the World

Edinburgh is renowned as the world’s leading Festival City – with highly successful events providing an enormous draw around the calendar.

From the world-famous Edinburgh International Festival through to Edinburgh’s Hogmanay – the city’s reputation for putting on world-class events helps to attract large numbers to the Capital.

Faith Liddell is the Director of Festivals Edinburgh, and as such is the woman charged with keeping the Capital in its pre-eminent position – no mean task given the determination of cities around the world to steal Edinburgh’s crown.

Festivals Edinburgh was set up in 2007 by the directors of Edinburgh’s 12 major festivals: Edinburgh International Festival, Edinburgh Festival Fringe and Edinburgh International Film Festival (all founded in 1947); Royal Edinburgh Military Tattoo (1950); Edinburgh Jazz and Blues Festival (1978); Edinburgh International Book Festival (1983); Edinburgh International Science Festival (1988); Scottish International Storytelling Festival and Imagine Festival (both 1990); Edinburgh’s Hogmanay (1993); Edinburgh Mela (1995) and the Edinburgh Art Festival (2004).

The organisation came into being on the back of a report, aptly called “Thundering Hooves” to reflect the noise of the stampeding cities racing to catch up with, and seek to overtake Edinburgh.

Faith was the inaugural Director of Festivals Edinburgh. She previously worked in a wide range of positions across the cultural sector. She is a former Director of Dundee Contemporary Arts, has worked with the Fringe and Edinburgh’s Hogmanay and headed up the Edinburgh International Book Festival for three years.

Festivals Edinburgh has helped ensure that Edinburgh stays in front by ensuring collaboration between the various festivals in areas including programmes, marketing, innovation and environmental sustainability.

Faith remains confident, but not complacent, that Edinburgh can maintain and even enhance its position. And we should all hope that she is correct, given the vital role that the festivals play in the economic, cultural and social health of the city.

A look at some statistics gleaned through an impact study carried out in recent years should be enough to convince even those least interested in culture of the value of the festivals:

- Generated new output of £245 million in Edinburgh and £261 million in Scotland
- Generated £59m in new income in Edinburgh and £82 million in Scotland



Faith Liddell

- Supported more than 5200 full time equivalent new jobs in Edinburgh

When ticket sales are taken out of the equation, the biggest beneficiaries of the Festivals were accommodation (perhaps not surprising given that 25,000 performers need accommodation, before any visitors account for a single room) and food and drink, and also other forms of entertainment, transport and retail.

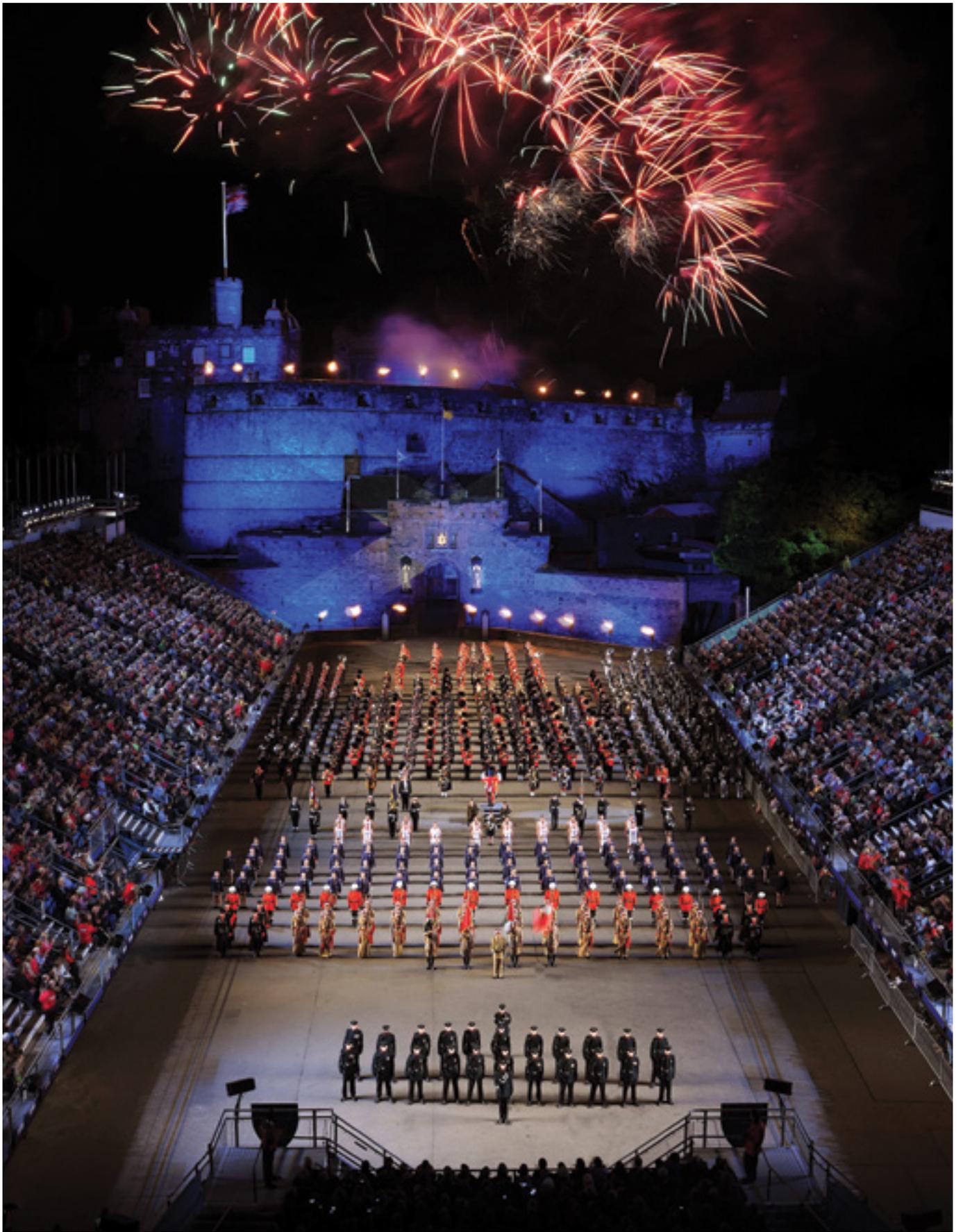
Faith said: “The study shows that the Festivals provide a huge return on investment for Edinburgh in financial terms alone, helping bring visitors to the city and big boosts for a whole range of other sectors, especially hospitality, transport and shopping.

“But the Festivals contribute to the city in a whole variety of other ways. For example, 93% of parents agreed that attending Festival events as a family increased their child’s imagination. That exposure to culture, the arts and entertainment is important in a healthy and rounded society.”

“The Festivals play a vital role in building Edinburgh and Scotland’s cultural capacity, generating interest, experience and expertise.

“And finally, the profile the Festivals generate around the world for Edinburgh is hugely valuable and the research shows that those visiting and attending the Festivals believe they help the Festival City present an image of diversity and openness that is positive. Some 82% of visitors said their attendance at the Festivals made it more likely they would return to Edinburgh as a result.”







# Leader of a Luxury Hotel

Dale MacPhee is the woman who's driving forward the fortunes of one of Edinburgh's – and Scotland's – most renowned luxury hotels.

As General Manager of the iconic red sandstone Waldorf Astoria Caledonian at the West End of Princes Street, she heads up an Edinburgh institution, an army of highly-trained staff, and a major business that recently invested £24 million in a massive refurbishment.

But Dale has another role she takes just as seriously as her responsibility to Waldorf Astoria, that as an ambassador and advocate for Scotland and Edinburgh as a visitor destination.

The hotel's stunning refit saw exciting new life breathed into one of the city's grandest old ladies. Beautiful new public areas include the revitalised and elegant Pompadour restaurant, the stylish and casual Galvin Brasserie de Luxe

(both in partnership with the much lauded chefs the Galvin brothers), the marbled foyer and lobby, and a vibrant new heart for the hotel in Peacock Alley, created through an innovative conversion of a former outdoor courtyard to become a wonderful cocktail bar, lounge and general place to be seen.

In addition, a Guerlain spa ensures visitors gain professional cossetting for their bodies and souls.

The work was completed two years ago, and Dale has inherited charge of the revitalised building. It's a role she is relishing.

"The investment has done more than provide the hotel with a facelift. It has changed it from a good hotel to a genuine, world-class

luxury hotel. At the same time, it has retained and even emphasised the authenticity of the building.

"That has been terrific for us. We are seeing the profile of our guests change, and we are seeing guests spend much more of their time here in the hotel – dining, enjoying afternoon tea, or spending time relaxing in the spa."

Dale is delighted with the quality of the offering she has to sell in terms of the Waldorf Astoria Caledonian – but she is also more than happy with selling Edinburgh and Scotland as she attends major industry fairs and events around the World.

She said: "The General Managers of the city's luxury hotels act as ambassadors for



**Dale MacPhee**  
General Manager of Waldorf Astoria Hotel

Edinburgh and for Scotland. It is very much part of the job. When we attend industry fairs and when we are talking to agents we need to sell the destination first, and the hotel second. In the case of Edinburgh that is a joy. The city is so beautiful, is fairly easy to reach, and has so much to offer in terms of its architecture, its culture and history, and its culinary and retail offering. And it is getting better all the time."

Dale reported that 2014 has been a "fantastic" year to date, with the Ryder Cup adding to the major draws that have seen visitors flock to Edinburgh. And she expects next year to be even better.

She said: "Between the Open Golf championship and the Festivals, 2015 is looking very good already – and in addition, the EICC is looking busier next year than it has been this year.

"In addition, the introduction of new air routes is also seeing visitor numbers grow from those links. For example, the addition of routes to the middle east with Qatar and Etihad have created hubs which has generated even more interest from Australia and New Zealand, and we are seeing numbers also increase from the Middle East itself."

The location of a Waldorf Astoria in Edinburgh – the only one in the UK – is itself an indicator of how the Capital is viewed as strategically important by one of the world's most famous luxury brands. Dale said: "Edinburgh is important. The city is seen as very much one of the places to invest."

But apart from the high-spending visitors it attracts, the superb facilities it offers, and the vital marketing it does around the world, the Waldorf Astoria offers another vital element in building Edinburgh's visitor experience.

The hotel provides high quality training for staff, and is now working in a partnership with Queen Margaret University to provide placement work experience for students. Dale added: "Our people are our biggest asset, take my word for it. Our guests appreciate the wonderful surroundings and the comfort we provide. But it is the people who make the difference, and our guest comments invariably reflect that."

"Our people get the very best training, and some of them go on to strike out on their own. They take with them the standards they learn here. Edinburgh benefits as more and more hospitality businesses operate to higher standards."

In November, the hotel won the 'Best Newcomer' category of the prestigious Conde Nast Johansens Annual Awards for Excellence 2015. Dale said: "To win this award is a wonderful recognition of the consistent quality of our guest service alongside the quality of the product. It is also a tremendous accolade for the team here, all of whom work extremely hard to ensure that all our guests have a great experience and want to return."

"The investment has done more than provide the hotel with a facelift. It has changed it from a good hotel to a genuine, world-class luxury hotel. At the same time, it has retained and even emphasised the authenticity of the building."

# How important is Edinburgh to British Airways?



By Keith Williams,  
Executive Chairman of British Airways

Edinburgh is hugely important to British Airways. It is vital not only to our domestic operation, but also to our global network. We offer up to 24 return flights a day to and from Edinburgh, and this winter we're increasing flights to London City. We operate more daily return flights to and from Scotland's capital city than to any of our other 179 destinations throughout the world.

A report by Oxford Economics has estimated that British Airways' Scottish operation directly and indirectly supports 4,000 jobs in Scotland. The report suggested that worldwide connectivity provided by British Airways to Scottish business was worth about £180 million a year. British Airways bought goods and services from Scottish companies to the value of about £140 million.

We don't see our commitment to Edinburgh lessening at any time soon.

## We hear a lot about innovation in the aviation industry. What is British Airways doing to transform its offering to customers?

We welcomed our first A380 and 787 Dreamliner aircraft to our fleet last year – our first new aircraft types to enter our fleet in 17 years. These aircraft offer our customers a more comfortable flight experience, but also cause less damage to the environment. They are much quieter and fuel efficient than the aircraft they replace.

At present, we have eight A380s in the fleet, and will have 12 by 2016. We currently have eight 787s, and will have 24 within three years – with plans for a further 18 by 2022. The latest Airbus aircraft, the A350, is expected to achieve similar levels of environmental performance to the 787 – and our parent company IAG has earmarked 18 Airbus A350s for us by 2023.

We are also refreshing the interiors of 95 of our short-haul aircraft, installing elegant new designs that take inspiration from our most recent fleet entrants, the A380 and Boeing 787. Contemporary LED lighting systems,

inspired by the airline's newest long-haul cabins, will include blue tones for boarding, a relaxing candlelit mood for dining and a restful gentle white for cruising and landing.

We are focused on using new technology to make our customers' journeys easier – everything from booking a flight to using their phone as a boarding card, and to alerting them that their flight has been called to the gate. Analytics give us the potential to know our customers better and to tailor what we offer to their individual needs.

We have recently teamed up with AirPort, a new luggage concierge service at London City Airport to deliver a new service known as 'Carousel Collection'. The team will collect the luggage of customers travelling from Edinburgh and Glasgow from baggage reclaim and deliver it to their chosen London destination within hours, enabling them to simply leave the airport and get on with their day.

We are constantly looking at new ways to provide our customers with the best possible experience of travelling with us.

## What new destinations can we expect from BA in 2015?

We are delighted with the new destinations we'll be offering customers from 2015. Next year we will be flying to Dalaman and Bodrum in Turkey, Crete, Rhodes and Kos in Greece, Cagliari and Olbia in Sardinia in Italy, and we will be increasing flights to the Canary Islands with more frequency to Gran Canaria and a new route to Fuerteventura. We'll also be offering new flights to Sharm el-Sheik.

Long-haul, we've introduced a direct service to Austin, Texas, this year and next year we'll start flying to Kuala Lumpur. We're also offering direct flights to Punta Cana in the Caribbean, so there are even more reasons to fly with us.

Our A380s now fly to Los Angeles, Washington DC, Hong Kong, Singapore and Johannesburg. From next year we will operate our superjumbo to San Francisco. Our 787s currently fly to Chengdu, Toronto,



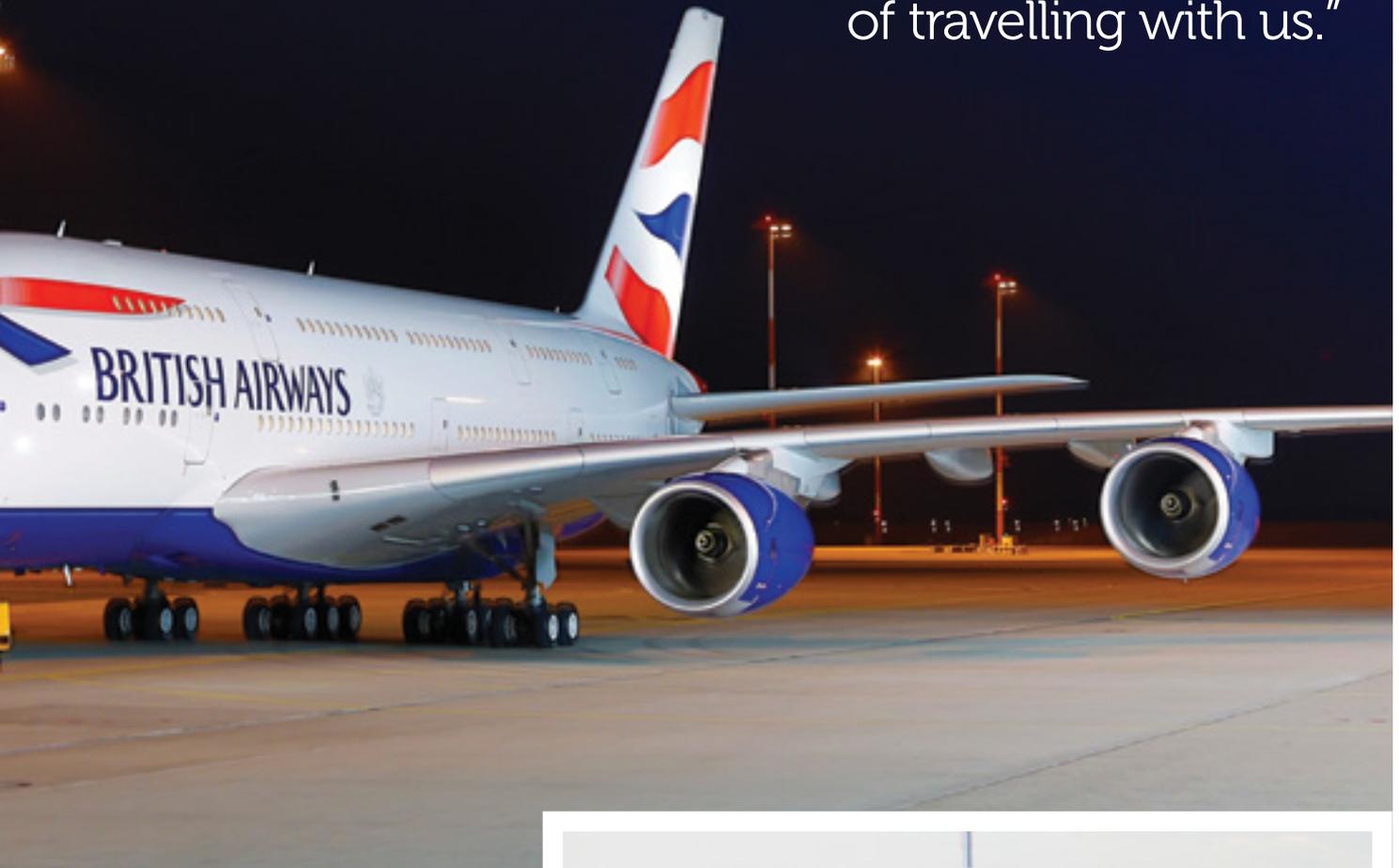
Austin, Hyderabad, Chennai and Newark, and will soon be operating to Calgary.

## BA has invested heavily in Edinburgh over the years – what are your highlights?

At the beginning of 2014 I opened our new £1.5m lounge at Edinburgh Airport, which is almost twice the size of the previous lounge and demonstrates British Airways' commitment to its Scottish customers, and the importance of the Edinburgh operation within the airline's global network.

Designed by Scottish-based Graven Images, the new lounge celebrates the best in British design, with the reception area featuring newly developed reception 'pods' and a tiled floor in traditional herringbone pattern.

"We are constantly looking at new ways to provide our customers with the best possible experience of travelling with us."



The walls of the lounge are decorated by the works of talented young artists from Edinburgh School of Art and selected pieces from the British Airways art collection.

We spent around £2m on the new Edinburgh lounge, together with our lounge at Glasgow Airport and the refurbishment of our lounge at Aberdeen Airport, to provide our Scottish customers with state of the art facilities unparalleled in Scotland.

If you want to hear from Keith Williams then join us at our Premier Series dinner on Monday 20th of April 2015  
[www.edinburghchamber.co.uk/events](http://www.edinburghchamber.co.uk/events)



# LOVE YOUR C1 CITY



## NEW CITROËN C1 NATURALLY URBAN

New Citroën C1 is bound to put a smile on your face. And it will always feel exciting to get behind the wheel - the ambience is so bright, airy and colourful. With exciting new features, including LED daytime running lights and the option of the impressive 7 inch mirror screen and Airscape sliding fabric roof, this car has it all.

Available in three and five door versions this advanced and stylish city car delivers up to 74.3mpg<sup>A</sup> and £0 road tax<sup>†</sup> - so you'll love its naturally frugal character.

Does New Citroën C1 reflect your personality? It certainly spoils you for choice. Three distinct models - TOUCH, FEEL and FLAIR - reveal their different characters through design, technology, colour and all sorts of unique details. You'll know the version that reflects you best the moment you see it...

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CRÉATIVE TECHNOLOGIE

Official Government fuel consumption figures (Range): Urban cycle, Extra urban, Combined (litres per 100km/mpg) & CO<sub>2</sub> emissions (g/km); Highest: New Citroën 3.0/94.2, 3.1/91.1, 82. MPG figure achieved under official EU test conditions. Intended as a guide for comparative purposes only. Figure may not be reflected in actual

# NEW CITROËN C4 CACTUS



**CITROËN**



## Getting the Healthy Message

### Company bosses are increasingly coming to realise that a healthy workplace has many benefits for their businesses

In the past, when people thought about health in the workplace, they mostly envisaged health and safety but recently there has been a growing concern with a good work-life balance as well.

According to ACAS, the benefits of promoting a healthy workplace include more motivated workers, improved customer service, fewer absences and greater creativity.

The organisation advises companies to have in place effective policies for managing people issues, high levels of trust between employees and managers and line managers who are confident and trained in people skills

ACAS also says that a healthy workplace is one where workers feel valued and involved in decisions.

The organisation advocates managers who identify problems at an early stage and seek to resolve them using informal methods.

It says that such companies make use appropriate health services, such as occupational health, where practical, to keep employers healthy and get them back to work quickly if they do have problems.

ACAS says it helps if managers have been trained so that they who know how to manage common health problems such as mental health and musculoskeletal disorders

Another suggestion from health advisors is healthy options in the canteen, including plenty of salads and fruit.

As for employees, NHS experts say they must play their part to support the company.

The NHS say that knowing how to deal with pressure at work is critical and its advice includes learning to identify the symptoms of stress as well as learning to prioritise your workload.

Certainly, if you work on a computer a lot, it's important to take regular breaks. That means for every hour at your keyboard you should rest for at least five to ten minutes.

The need for regular exercise is also advised by occupational health experts, whose suggestions include walking over to someone's desk at work rather than speaking to them by phone, take the stairs instead of the lift and using your lunch break to exercise.

# A local service for worldwide business

The Edinburgh Travel Health Clinic is a long established specialist clinic well known to many businesses, voluntary sector and other agencies.

We provide travel health services for a wide range of travellers whether it is for short or long-term, single destination or even round the world trips. Advice is tailored to accommodate all ages and trip types. We have all travel vaccinations in stock including Yellow Fever, Rabies and BCG. We advise on all aspects of malaria prevention and we also have in stock all the current UK prescribed anti-malaria tablets. Travel goods and personal travel health items can be supplied.

The clinic offers very competitive pricing and a personal service with convenient appointments and even at short notice we always try to accommodate.

## Travel Types at a Glance

- Resort visits
- Backpacking or independent travel
- Volunteering and gap year travels
- Adventure holidays



- Business Trips
- Ex-patriot and emigration
- Overseas Family Visits
- Foreign Studies

For more information contact us on  
Tel: 0131 667 1030

Website: [www.healthytrip.co.uk](http://www.healthytrip.co.uk)  
Email: [clinic@healthytrip.co.uk](mailto:clinic@healthytrip.co.uk)  
Edinburgh Travel Health Clinic, 14 East  
Preston Street, Edinburgh EH8 9QA

[edinburgh travel health clinic](http://edinburghtravelhealthclinic.co.uk)

# Secrets of Health and Vitality Revealed

The root of great health is in having a healthy brain, determined significantly by the strength of your spine and nerve system.

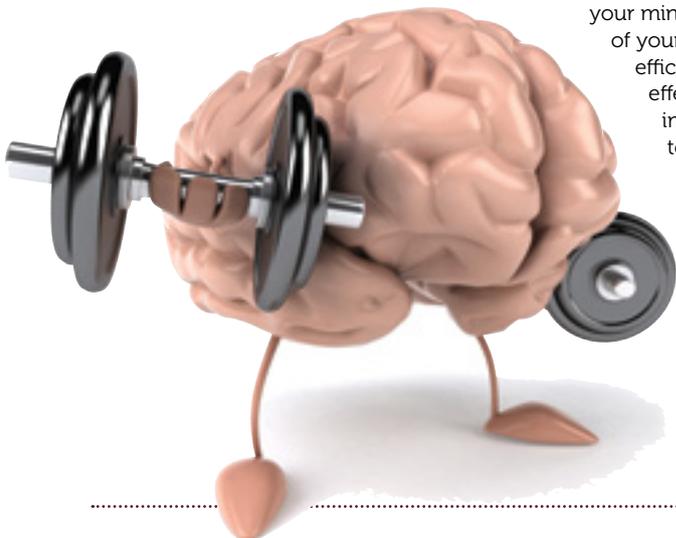
The reason we solve puzzles, move our body, maintain healthy relationships, nourish ourselves and push to achieve, is to challenge and develop our brain.

It is a fine line. Too much pushing and the stress levels start to push back, not enough and we fail to fulfill our potential.

Chiropractic widens that line. It allows you, your mind and your body, and those of your employees, to push more efficiently and deal with stress more effectively. Reduce sick leave and improve performance by learning to nourish your brain through chiropractic.

Distilled from both the 119 years of chiropractic and my own personal journey, these techniques will quickly add sustained health even through the most stressful of times.

Do you know if your brain is working as well as it could? A **free** ten minute check-up, with this magazine can tell us if you are fine or if you need some attention - don't wait, get your check up, and be sure of your health and wellness.



## 12 Weeks to Wellness Program

In our 12 weeks to wellness program we combine learning, exercise, relaxation techniques and chiropractic to make rapid change to you and your Company.



Dr Gary Blackwood

For more information on how I can help you call me on **0131 225 1177** or email [gary@whitetreechiro.co.uk](mailto:gary@whitetreechiro.co.uk)

[www.whitetreechiro.co.uk](http://www.whitetreechiro.co.uk)





**Anne Perks BSc (Hons)**  
Diagnostic Imaging Manager



## WHY PROTECTING STAFF HEALTH IS GOOD FOR BUSINESS

*As the old maxim goes, prevention is always better than cure. That's why The Edinburgh Clinic is launching a major campaign to make organisations more aware of the business benefit of regular health screening for their employees.*

These days, the lure of an attractive salary is no longer enough for employers to attract the best staff without the extra carrot of an added value benefits package. This would typically include inducements such as a company pension scheme and – perhaps more immediately important to many employees for the reassurance of immediate medical treatment for themselves and their families – private health insurance (PHI).

By offering the benefit of PHI, employers can realise the value to the business of looking after the health and wellbeing of employees in terms of greater productivity by reducing time off sick and extending each staff member's working life potential.

All that said, however, employers offering PHI can all too easily consider it a 'done deal' and leave it up to individual employees to take action and claim on their policy when they actually become ill. In many cases, this might come too late to avoid a lengthy time away from work for treatment and recuperation.

The answer is for employers to take a more proactive stance by encouraging employees to undertake health screening, safe in the knowledge that any conditions detected can normally be treated under the terms of their PHI policy – and that's where we come in at The Edinburgh Clinic.

As the only Scottish based member of the Aspen Healthcare Group, one of the leading providers of private health services in the UK, we have been able to make a major investment in a comprehensive range of health screening technology over recent years. For example, The Edinburgh Clinic is the only private healthcare facility in Scotland equipped with a DXA scanner, vital for the early detection of osteoporosis and other bone related conditions.

We currently offer screening services on a demand driven ad hoc basis, responding to requests from both businesses and private individuals. Due to the increasing popularity of these



services and in line with the growing emphasis on preventative medicine now prevalent in every area of the healthcare sector in the UK, we have decided to package our most popular screening services together as an offering to our corporate clients from January 2015.

As Edinburgh Clinic General Manager Christine Allan explains: "We all know how New Year resolutions like losing weight or taking more exercise tend to fizzle out when the going gets tough after a few weeks, or even days.

"That's precisely why we've decided to launch our new health screening package in January next year, starting with an awareness campaign urging businesses and their employees to make an open-ended commitment to take better care of their health in 2015. In other words, a resolution that will be that much easier to keep without any of the time pressures normally attached to promises that might have been made in the wake of a well celebrated Hogmanay!"

Although other services might be added at a later date, the proposed package will initially comprise 7 screening options reflecting the specific areas of

expertise of our specialist consultants and where, if necessary, subsequent treatment can be carried out here at The Edinburgh Clinic without the need for further referral. These are:

- Osteoporosis screening
- Bowel screening
- Cardiac (heart) screening
- Mole screening
- Prostate Health screening
- Travel screening  
*(for staff about to go overseas)*
- Menopausal Health screening

Christine Allan again: "The Clinic is accredited for the quality of our services by all major private health insurers including Bupa, AXA PPP, PruHealth, Standard Life, Aviva and Simplyhealth.

"While organisations providing PHI for their employees would appear to be best placed to benefit from this screening package, we would be delighted to negotiate special terms with other companies based on their specific business needs.

"Under normal circumstances, patients would need to be referred to the Clinic by their GP or other health professional to qualify for screening. However, we understand how difficult it can be for busy employees to find the time to visit their GP to get the required referral.

"This is why we offer a 'one-stop shop' service where potential candidates for screening can come to the Clinic to see our resident private GP for initial assessment and, where appropriate, referral up the chain to one of our specialist consultants who can then authorise screening if considered necessary. If screening reveals a problem requiring further investigation or treatment, then that can be carried out here too."

Apart from screening, The Edinburgh Clinic offers quick and easy access to appointments for a wide range of day-case medical, cosmetic and surgical treatments and warmly welcomes both insured patients and those opting to self-pay.

To find out more, call us on **0131 447 2340** or visit our website [www.edinburghclinic.com](http://www.edinburghclinic.com)



## The time for private healthcare has arrived

If you run a business, especially a Small to Medium Enterprise (SME), the last thing you need is key staff absent for a long time through illness, particularly if part of the problem is waiting for a Consultant appointment, a diagnostic scan or indeed an operation.

At a time when there is rising concern about NHS treatment times, now may be the time to consider going private and using hospitals like the two run in Edinburgh by Spire Healthcare.

Increasing numbers of employees and employers are seeing the sense of private health insurance; currently 6.8m people in the UK are covered, 78 per cent of them on schemes funded by their employers.

Spire's experience is that the figure rises as the economy recovers and, sure enough, the latest figures were up on the previous twelve months.

The advantages of going private are numerous, not just for individuals who gain access to quick diagnosis and treatment but also for businesses who want to see valued staff return to work as quickly as possible.

Indeed, experience shows that companies who buy into private healthcare witness reduced absenteeism and a healthier and happier workforce as a result. Spire Hospitals in Edinburgh are in an ideal position to help businesses make that happen.

Spire Shawfair Park Hospital opened in March

2010 and offers a superb range of day-case hospital services including interventional cardiology for treatment of blocked arteries. It is situated to the South East of Edinburgh City Centre. Spire Murrayfield Hospital, close to the airport, the Zoo and Edinburgh City Centre, has been caring for patients since 1984, providing private healthcare to patients from across Scotland and beyond.

Both hospitals are part of Spire Healthcare, a leading provider of private healthcare in the UK. They work with more than 3,000 of the country's most experienced consultants, surgeons and specialists to deliver personalised care.

Spire's services are increasingly in demand as the NHS experiences rising demand with finite resources and concerns about the future given the ageing population and the rapid development of new, but costly, drugs and treatments.

An article published in The Times on November 7 speculated that patients in Scotland could increasingly turn to private treatment because of the problems facing NHS finances.

It quoted Dr Mark Hellowell, an expert in health policy at the University of Edinburgh's global public health unit, as saying: "In the end, we could see a scenario in which the propensity to go private increases, especially among the relatively affluent, if people are not getting the healthcare they need from

the NHS in a timely way. The demand may simply be transferred to the private sector."

### So why go private?

Spire Edinburgh Hospitals Director Andrew Eadsforth said: "Against a backdrop of an improving economy, rising employment and concerns about the provision of publicly funded healthcare it makes sense for companies to consider private health insurance. Private health cover offers them and their staff peace of mind at a time when organisations need their best talent delivering for them and their customers and not off work unwell and waiting for treatment"

Private Healthcare Insurance not only reduces the worry that staff feel when they are unwell but shows that they are valued by their employers, which, builds loyalty and improves staff retention.

There's a strong commercial argument as well; research by the Chartered Institute for Personnel and Development (CIPD) in 2012 showed that the average cost of absence per employee per year was £1,187.

Andrew Eadsforth said: "It makes sense for companies to invest in private health insurance because it reduces the level of absenteeism.

"It particularly makes sense as we have an ageing population and having a healthy workforce is good for morale. It can have a



demotivating effect if someone turns up for work and yet another person is off ill.

"Private healthcare is an attractive option for more and more businesses, especially as the economy recovers and companies seek to offer the very best packages to attract the most talented people in a competitive market place.

"I meet lots of patients who don't always immediately appreciate the value of their health cover until they need to use it then they become real advocates of it."

### What do I get for my money?

Spire Healthcare have joined forces with April UK to create 'inSpire' - an innovative health insurance plan that combines high quality healthcare with value for money.

The 'inSpire' Private Medical Insurance Plan allows you to receive a wide range of treatments at any Spire Hospital throughout the UK, including those in Edinburgh.

Following a referral from your GP, you can go to your local Spire Hospital with the peace of mind that all eligible consultations, surgical procedures, diagnostic tests and scans will be covered by your insurance plan.

One of the biggest advantages is that people using Spire Hospitals have the chance to see Consultants and begin treatment without delay. At Spire people wait for 1-4 weeks for diagnosis and treatment which is delivered at a time and place convenient for the patient. With inSpire and many other insurance packages, you can select your preferred Consultant and also choose Consultants who use certain techniques which may not be available at other hospitals, for example, green light laser for the treatment of prostate problems

and laparoscopic (or keyhole) hysterectomy. Opting for such up-to date techniques allow patients to recover from surgery and treatment quicker, meaning less time off work.

Private healthcare also offers a wide range

of preventative programmes designed to identify health conditions long before they become a problem, allowing treatment to begin earlier. For example, at Spire Hospitals, conditions such as back and neck problems can be improved quickly with physiotherapy and specialist programmes designed to put off the need for surgery and get people with severe back and neck problems back to normal activity as soon as possible.

### How do you get a private healthcare quote

It's simple - just contact your local April UK Business Consultant, John West on **07827 383637** or email [johnw@april-uk.com](mailto:johnw@april-uk.com)

Or if you would like to know more about Spire Edinburgh Hospitals then visit [www.spirehealthcare.com/edinburgh](http://www.spirehealthcare.com/edinburgh) or to arrange a tour of Spire Edinburgh Hospitals, please contact Julie Campbell, Business Development Manager on **0131 316 2535** or at [julie.campbell@spirehealthcare.com](mailto:julie.campbell@spirehealthcare.com)



Andrew Eadsforth  
Hospital Director

"Increasing numbers of employees and employers are seeing the sense of private health insurance; currently 6.8m people in the UK are covered, 78 per cent of them on schemes funded by their employers."



## Flexible GP services that let you get on with your working life

Edinburgh private medical practice, YourGP, offers a wide range of services and treatments, as well as short notice appointments and longer opening hours to fit around your busy working schedule.

Open seven days a week, the practice, located in Dean Village, now also offers a complete occupational health service.

In 2013, workplace absence due to sickness was costing firms an average of £595 per employee per year. By investing in the health and welfare of your workforce, you can help reduce the amount of money that sickness is costing your company.

YourGP's occupational health service, which includes immediate appointments, rapid report turn-around times and high level employer and employee support, means you can rest assured that you and your colleagues will return to work quickly, happy and healthy.

Dr Marikie Benade, who leads the delivery of YourGP's corporate health and occupational health assessments, explains: "Professionally managed sickness means a reduced absence duration with positive effects across the company and an overall healthier workforce."

When asked for the most common causes of concern, Dr Benade says: "We mostly see issues with mental health illness such as work related stress, depression or a degree of workplace conflict due to inadequate communication.

"The other main issues that we see are musculoskeletal problems, particularly back pain and upper limb disorders."

Many companies across Edinburgh and Scotland have contracts and other work demands that require their employees travelling abroad. To accommodate this, YourGP, which is a registered yellow fever

vaccination centre, keeps a full range of travel vaccines permanently in stock and can easily accommodate both long and short notice travellers.

Available seven days a week, this invaluable service offers immediate peace of mind that employees are protected against whatever diseases they might encounter, as well as the knowledge they have been advised on good traveller hygiene by the practice's in-house specialists.

Many employers, embassies and other organisations also require specific medicals for employment, compliance or insurance purposes, and YourGP's specialist practitioners are vastly experienced at meeting these requirements.

The practice, formerly Medicalalternative, is registered to provide Oil and Gas UK medicals and ENG1 seafarer medicals, and can supply them as stand-alone certification or as part of an organisation's bespoke HR program.

In addition to Dr Benade, YourGP also has in-house therapists including physio, counselling and psychiatry, as well as GPs and a resident paramedic. All these practitioners offer the calming, relaxed environment needed to aid recuperation, alongside the expertise you and your staff deserve.

YourGP has also developed strong working relationships with key experts and service providers in and around Scotland, ensuring that any necessary follow-up appointments, scans or x-rays can be arranged at extremely short notice.

With fast results, short notice appointments and late night opening hours, YourGP really can offer a one-stop solution to all your employer and employee health needs.



yourGP



## Short Notice Private GP Appointments

Occupational healthcare, flu & travel vaccinations,  
a range of medicals and more.

Open 7 days, with appointment times to suit you.

YourGP  
Waterside House  
19 Hawthornbank Lane  
Edinburgh. EH4 3BH  
Healthcare, right when you need it.

[www.your.gp](http://www.your.gp)  
[reception@your.gp](mailto:reception@your.gp)

 **0131 225 5656**

# Is your business harnessing the power of cloud accounting?

Much has been spoken about the 'cloud' over the last couple of years. For many business owners it has been seen as the preserve of only the techiest of businesses but increasingly businesses of all shapes and sizes are adapting to the technology.

In reality cloud computing is simply a means of storing and accessing data and programmes over the internet instead of on a computer's hard drive.

It is the operational benefits which make cloud computing so powerful. It really does revolutionise the way a business is run enabling more efficient and effective working processes. Nowhere is this more evident than with cloud accounting, an example of which is Xero accounting software.

Xero enables business owners up-to-the-minute access to their accounts, bank transactions, invoices, financial reports anytime, anywhere. Simply login securely from any computer or device with internet access or use the Xero mobile app.

## Why is this beneficial to many business owners?

- No large upfront costs to buy software or hardware or maintenance costs for regular backups or servers – simply a low, fixed monthly subscription which provides multi user access for the same monthly cost.
- Future-proofing your business – no more software upgrades to buy and install.
- Access to your accounts so that you can run your business anywhere, from John o' Groats to Land's End. Pinpoint exactly where you're making and losing cash – before it's too late.
- Provides up to date management information in a format which is easily understandable.
- Year-round availability - your Xero partner accountant, can log into your accounts throughout the year to make sure you're on track and provide advice based on current financial information.



## Case Study: How Xero and operating in the cloud has helped to keep Anytime Leisure on track

Anytime Leisure is one of the UK's premier providers of high-quality sports and fitness equipment to homes, universities, schools, local authorities, leisure trusts and professional and amateur clubs and teams. It is also one of the UK's leading independent suppliers to the commercial and retail fitness industry. With expertise in gym design, gym specification, planning and training they pride themselves on offering their customers the complete solution.

With headquarters just outside Edinburgh, the business is now in its sixth year of trading and employs 40 staff. In this short time the business has continued to grow and is on target to achieve £10 million turnover in 2014/15. Anytime Leisure has built the business based on two key principles - quality products and quality people. They provide excellent products and value, with industry-leading expertise from their highly experienced team.

In 2009 the business reached a stage whereby it required a professional adviser that could provide the right level of support and advice to help it achieve its strategic

objectives. Condie's were subsequently engaged with the remit of handling the business's accounts and taxation matters while also providing advice on general business matters.

After agreement with the client Condie's carried out a detailed review of the business's accounting information requirements. This review led to the recommendation to switch over from a static software platform to cloud accounting package Xero.

Paul Bodger, Anytime Leisure Managing Director, commented: "We were very excited when Condie's first demonstrated Xero and its capabilities and we had no hesitation in making the switch over. We really like it because it offers our business unrivalled levels of flexibility. Even more so, it integrates seamlessly with our stock control and CRM system – a big must for a fast growing organisation like ourselves."

For more information about Xero as a cloud accounting software solution and Condie's please visit [www.condie.co.uk/services/online-accounting](http://www.condie.co.uk/services/online-accounting)

Condie's are a Partner in Enterprise of Edinburgh Chamber of Commerce

# Auto-enrolment: Don't leave it too late



**By Graeme Bold**  
Workplace Proposition Director

It has been two years since auto-enrolment began, and more and more companies are now required to automatically join their eligible employees into a pension scheme.

Indeed, by 2017 all employers, no matter how small, will be expected to comply with the new rules.

At Standard Life, we have already helped over three thousand employers successfully reach their staging dates, from the largest clients to those with fewer than 60 employees. Our experience so far has taught us that one of the key things an employer must do in order to successfully navigate through the auto-enrolment process is leave enough time to plan and implement the changes. Failure to do so can leave the employer open to various issues:

## Not enough time to prepare

Employers can sometimes underestimate how long it takes to get their business ready for auto-enrolment. There is a lot to do before staging, including collating employee data, choosing a provider and ensuring payroll processes are robust enough to cope with the requirements. Not to mention explaining these changes to their employees. Employers will also need to consider any legal requirements that may apply, for example any changes to employee contracts are subject to a 3 month consultation period. To avoid these types of issues, employers may want to check their staging date on the Pensions Regulator's website and try to start preparations at least 12 months before then.

## Higher employer costs

Employers could face very high costs if they fail to comply with their auto-enrolment duties on time. Not only can the Pensions Regulator charge employers a fixed penalty notice of £400 and a daily fine of up to £10,000 per day, but our analysis shows that a company with 50 employees that is 3 months late meeting its auto-enrolment duties, would have to pay an average of £7,000 in backdated employer contributions. If beyond 3 months, they

can also be forced to cover the cost of any outstanding employee contributions thus increasing their costs even further. The cost of advice may also increase for late-stagers, as advisers may charge more to account for the increased time and money it takes them to get a firm compliant in a shorter timeframe. Preparation is everything as funding such 'one off' payments could have a significant impact on a business cash flow.

## Choosing the right solution

Picking the right solution can make life easier for employees and benefit their employees. It can also help avoid additional problems in the long term. An employer should consider the options available in choosing a pension provider, and take the time to identify a high quality solution that will help them achieve the best possible outcome for their employees. It is important to remember that pension schemes are not all the same, and employers should look for one that makes life easy for them to set up and pay contributions, whilst providing a range of ways to directly engage their staff in the pension and make them aware of the benefits they provide. Ensuring a quality investment option is offered is also key. Getting this right first time will likely prevent an employer having to deal with the complexities of moving from one scheme to another further down the line, and can also help employees see their plan as something that will ultimately benefit them rather than a new and unwelcome cost.

For more information on preparing for auto-enrolment, speak to a financial adviser or visit [www.goodtogopensions.com](http://www.goodtogopensions.com).



**Name:** Ross McDowell  
**Business name:** iHandover  
**Start up date:** May 2012  
**Website:** [www.ihandover.co](http://www.ihandover.co)

**Q1: Tell us a bit about your business?**

iHandover provides web based business-to-business solutions to improve HR management and business performance during staff handovers.

**Q2: What gives your business 'the x-factor'?**

We're breaking into a new realm of HR and Performance Management, drawing from our experience in Process Improvement, HR and Engineering.

**Q3: What motivated you to set up in business for yourself?**

I saw an innovative opportunity with great potential and knew I had to pursue it.

**Q4: What do you like most about working for yourself?**

Getting the opportunity to develop new business skills while having freedom to make important decisions and really embrace my vision.

**Q5: What has been your greatest business success to date?**

Right now we're on the cusp of successfully taking two innovative products to market in two years.



**Q6: What has been your lowest moment?**

Hardest was replacing our original branding with the current Momentum+ product. This proved to be one of the best decisions.

**Q7: In terms of business achievements, where do you want to be within the next 5 years?**

For iHandover to lead in our area of the Global SaaS marketplace; continuing to grow at an impressive rate

**Q8: What would be your top tip to someone thinking of starting up their own business?**

Be resilient; you need tenacity. Be prepared to fail and don't stay disappointed for too long.

## NEW MEMBERS

15 Queen Street

1st Aid Services

Avinash Business Consultants Ltd

Corporate Traveller

Cullen European Freight Ltd

Edinburgh's Christmas - Underbelly Ltd

Full Circle Development Consultancy Ltd

Invicta Public Affairs

Michael Johnston

MY Adventure (Edinburgh) Limited

Olivia McLaren LTD

Open Championship Hospitality Programme, The

QA Apprenticeships

Randolph Hill Nursing Homes Group Ltd

Scottish Qualifications Authority (SQA)

Shopper Anonymous Scotland

Spider Logistics

Talon Outdoor

Universal Transaction Processing Limited

Vonhof Roofing LTD

Watts Group PLC

Wessex Archaeology Limited

Wito Energy Ltd



# The new EU Commission

The European Commission is the EU's executive body and represents the interests of Europe as a whole.

Jean-Claude Juncker is a Luxembourgish politician who was recently elected as President-elect of the European Commission. The Juncker Commission will be in office from November 2014 and is due to serve until 2019.

If you have questions about the EU, Europe Direct Edinburgh can help you.

The mission of the network is to distribute information and advice about the European Union's policies, actively promote local and regional debate about the European Union, allow the European institutions to disseminate local and regional information and give the public the opportunity to send feedback to the European Union institutions. The centre is hosted by the Edinburgh Chamber of Commerce at 40 George Street, Edinburgh EH2 2LE. We are part of a network of 17 centres in the UK & over 500 across Europe.

Tel: 0131 221 2999

Email: [europedirect@edinburghchamber.co.uk](mailto:europedirect@edinburghchamber.co.uk)

Web: <http://www.edinburghchamber.co.uk/europe-direct-information-centre/>  
[twitter.com/EuropeDirectEDI](https://twitter.com/EuropeDirectEDI)



EDIC Project Manager,  
Gerardine Renwick



## ABC of the EU institutions

### European Parliament

The only directly-elected EU body. Represents the EU's 500 million inhabitants.  
 Plays a key role in electing the president of the European Commission.  
 Shares power over EU budget and legislation with Council of the European Union.

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### 751 MEPs

Following the accession of Croatia, the EP currently has 766 MEPs. In line with the Lisbon Treaty, 751 MEPs will be elected in May 2014.

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### Seats per country in 2014

BELGIUM	21	BULGARIA	17	CZECH REPUBLIC	21	DENMARK	13	GERMANY	96	ESTONIA	6	IRELAND	11	GREECE	21	SPAIN	54	FRANCE	74	CROATIA	11	ITALY	73	CYPRUS	6	LATVIA	8	LITHUANIA	11	LUXEMBOURG	6	HUNGARY	21	MALTA	6	NETHERLANDS	26	AUSTRIA	18	POLAND	51	PORTUGAL	21	ROMANIA	32	SLOVENIA	8	SLOVAKIA	13	FINLAND	13	SWEDEN	20	UNITED KINGDOM	73
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### European Commission

The EU's executive body, responsible for proposing and implementing EU laws, monitoring the treaties and the day-to-day running of the EU.

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### Council of the European Union

Government ministers who share budgetary and legislative power with European Parliament.

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### European Council

Heads of state or government of EU member states.  
Strategic body that decides the EU's political direction.

Source:  
European Parliament

# Edinburgh 2015, Tourism goes through the roof!

**My prediction, Edinburgh in 2015 and 2016 will have the most phenomenal influx of tourists than ever before.**

## WHY?

Sunshine on Leith, Commonwealth Games, Ryder Cup, oh yes and the REFERENDUM; Scotland has had the biggest international news coverage in its history. The sustained PR of our small country and its choice to break away (or not) from the rest of the UK was talked about and discussed in almost every country in the world (Bloomberg).

If you are considering opening a Hotel, a Bed & Breakfast or joining the masses on Air B&B now is the time. If you are a Restaurant, Bar or Bistro have you aligned yourself to an international audience as well as your core local customer?

Marketing B-2-B is considerably easier than it is for those of you in the tourism and consumer business; at least they know the

name or job title of the person they are targeting. The tactics you have to adopt are slightly different. Not only that but no longer can you expect the investment of Google Adwords, Website Banner Ads, Hotel Room sites and online classified listings to bring you the return you achieved in 2013/4. The returns in all of these are dropping dramatically.

I'm guessing you are using social media in an attempt to reach out to your customers, pictures of your 'Chef Special' with a price, a photograph of your best suite with available dates; how is that working for you? I've switched off, I'm not interested, you know what I'm not the only one. How often do you check Trip-Advisor or Yelp, what are you doing to transform those ratings and make you stand out?

Have you ever thought why Guinness Stout created the Guinness World Records or why Ritz crackers invested in a website solely for cheese aficionados? They understand their customers, what they talk about, get passionate about or have an interest in. When



you've been planning your marketing budget for 2015 how much have you assigned for creating content that will actually engage and entice not just me but those visiting Edinburgh from around the world?

Colin Gilchrist delivers Social Media Training for Edinburgh Chamber of Commerce. For upcoming courses please visit <http://www.edinburghchamber.co.uk/business-solutions/>

# GET WITH IT

By Bill Magee  
Scottish Business Technology  
Writer of the Year



## Hi-tech meets high street

So the long-awaited Apple store is finally with us serving as a timely boost to the capital's flagship Princes Street, especially when it comes to overseas visitors flocking to Edinburgh.

Napier University's Edinburgh Institute points out in a "hi-tech meets high street" report that the city's retail offer continues to evolve to meet the demands of switched-on and savvy consumers.

Key to this is how a strong online presence backing up the physical store as essential for survival in the digital era. In today's fast moving marketplace nothing stands still.

Think of the demise of Blockbuster, Jessops and HMV - businesses unable to adapt to

a wide-scale shift of the buyers' shopping habits and activities. From high street stores to the comfort of the sofa via a computer or mobile device.

Smart-tech outfit IA Cubed points to how one major department store, John Lewis Partnership has adapted digitally to ensure its clientele is properly served.

IT project manager Paul Miles explained how the switch from the Microsoft XP operating system (OS) to Windows 7 has involved 26,000 devices - both desktops and laptops - found in John Lewis stores, Waitrose supermarkets, and the company's head office.

IA Cubed's tech director Daniel Baird sums up: "Nobody likes change, it is easy to fall



back on what is comfortable." However, failure to adapt to the very latest in the retail arena on the hi-tech front means you will lose out to competitors and might become the next Blockbuster!

**Company name:** DoubleTree by Hilton Edinburgh City Centre

**Who?** Ronald Little – General Manager

**Website:** [www.doubletreeedinburghcitycentre.co.uk](http://www.doubletreeedinburghcitycentre.co.uk)

**What were you doing between 10 and 12 this morning?**

As I am an early riser, I am in full flow by 10am doing all the tasks that require my full attention. I get most done from 7am to 10am before my phone starts to ring.

**What do you see as your job's biggest challenge?**

As I have a great team, the challenge is to recruit like minded people who add value with all applicants recruited based on attitude and behaviours and not experience.

**What do you consider your biggest business triumph?**

Having managed the hotel through a £4.2m refurbishment was a thoroughly enjoyable experience with lots of learning along the way.

**Do you have any money-saving business tips?**

By constantly reviewing what you are doing and how it is being done ensures you have streamline processes in place. As well as asking your team who always know best.

**What do you believe are the 3 key stages on your career ladder?**

My top 3 would be:

- Find something you love doing
- Work hard and take every opportunity
- Continually develop to be good as you can be

**Where do you stand on work/life balance?**

Although I preach to the team of the importance of this and do truly believe this, the last 12 month, I have not practiced due to the project.

**What do you like to do on your spare time?**

I am an avid Golfer and play every weekend whatever the weather. I play off a handicap of 17 and have aspirations to be 14 by the end of the season.



**What qualities do you need to see in your employees?**

I always focus on attitude and behaviours as I have found these attributes to be the most important for a successful business.

**In business, is it more important to be liked or successful?**

I believe it is important that you create the right culture within the business to ensure people understand why you do things that they may not like but will understand.

**What is the one piece of advice you would give to others trying to reach the top?**

Find something you love doing and work hard to be the best you can be. Have the right attitude and behaviour and take all opportunities given.

**Who is your hero?**

Although I have been privileged to work with some great people over the years, my hero has to be my son who reminds me daily of the importance of life.

**Any business or project you would like to plug?**

The SKYBar Edinburgh offers panoramic views across the city and with great cocktails and a BBQ in the summer, this is a must for the first Thursday of everyone's month.

**Other than your current position, what would be your dream job?**

As an avid reader of espionage and crime thrillers, I would be a Detective working for Interpol chasing down international criminals and travelling throughout Europe, in a Tuxedo of course.

**Who (living or dead) would you invite to a fantasy dinner party?**

I love interesting people who have had colourful lives so I would invite Billy Connolly, Stephen Fry, Jack Nicholson, Bill Murray, Zach Galifianakis and Robert DeNiro.

**Outside of business, what is the most important thing in your life?**

Being the best father I can be to my 6 year old son Mathieu.



**Did you know, approximately 15.2 million working days are lost in the UK each year due to stress, anxiety and depression at work?**

Is your business suffering from low productivity and high costs, due to these ongoing issues?

MH Scot is here to help, we can provide...

- 'Well being' and 'mental health' support for your staff
- 'Stress audits' and 'mental health' well being surveys
- A system that addresses all stress related issues your company is facing

**Dealing with these problems now could significantly reduce the costs associated with absenteeism in the future - get in touch today!**

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 Email: [catherine@mhscot-consultancy.co.uk](mailto:catherine@mhscot-consultancy.co.uk)  
 Tel: 0774 981 7473 [MHScot\\_Con](#) [catherine-eadie](#)

# Did you know...?

It's a very stark reality that we react very differently when someone has a mental health issue compared to a physical ailment.

Research shows a disparity between what business leaders believe they are doing to tackle the issues and what workers are actually experiencing in the workplace.

The belief exists that someone is less capable if they've had mental health issues, and that means less chances of promotion and personal development.

Leaders need to change attitudes and behaviours - to 'lead' by example and bring about a critical change in culture and attitude.

Support to managers is critical – providing training to spot the signs and direct people to the help available, so employees get confidential help and return to peak performance sooner.

The onus is on leaders to take immediate and practical action to encourage people to speak up and seek help without fear.

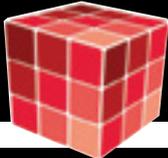
We must resist the temptation to label people with mental health issues - physical and mental health, occur simultaneously.



**Catherine Eadie**  
 Director  
[www.mhscot-consultancy.co.uk](http://www.mhscot-consultancy.co.uk)



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**Name:** Samantha Spence  
**Company Name:** Eskimo Design  
**Website:** [www.eskimoonline.com](http://www.eskimoonline.com)

**Q** In five words or less, what do you do?

**A** Award-winning design consultancy

**Q** How long have you been a Chamber member?

**A** Five months

**Q** Why did you join?

**A** To raise our profile with potential client, meet other inspirational small businesses looking to grow.

**Q** What services do you use?

**A** Business Breakfasts networking events, the HR support line.

**Q** What's the best business/benefit you have won through the Chamber?

**A** So far the biggest benefit has been meeting other business owners who are experiencing the same joy, trials and tribulations that we are. The networking events are friendly and welcoming and

we have picked up a couple of leads which is even better!

**Q** Are there any additional services or information you'd be particularly interested in?

**A** More sector targeted networking events, it would be nice to be in a room with businesses that might possibly be looking for our services,

**Q** If you were telling another business person about the Chamber, what's the first thing you would say?

**A** A great support network that is very welcoming!

**Q** Where do you read your copy of Business Comment?

**A** The team and I enjoy our copy sitting on our comfy sofas enjoying a lovely coffee from our Bruntsfield neighbours, Artisan Roast! You are welcome to pop in and see us at any time!



## What if it all goes wrong?

By Andy Torrence, Onyx Group

### How workplace recovery could save your business

With fires, floods and other natural disasters frequently grabbing the headlines, it's no wonder that business continuity and disaster recovery have become hot topics.

But it's not only dramatic natural events that can seriously disrupt your working life. More common occurrences, such as lengthy power outages, technology issues and loss of data, can also wreak havoc on your business, whatever its size.

In a report named 'Beyond the first 48 hours' released earlier this year, consultants PricewaterhouseCoopers urged organisations to think beyond the immediate crisis by having long-term arrangements in place to restore operations and preserve the brand.

The report revealed that nearly three quarters of small businesses experiencing a serious data loss cease trading within 12 months. Other figures from IBM suggest that 43%

never reopen, 51% shut within two of years of a serious incident and only 6% can expect to survive in the long-term.

### Downtime should be a thing of the past

Often perceived as a 'luxury' or the preserve of large institutions, business continuity is essential for surviving in an increasingly challenging and competitive climate. Not all solutions have to be prohibitive, and by asking yourself the following questions, you can start to work on a business continuity plan that works for you:

- What needs to be recovered first for us to stay in business?
- What do our customers need so that they are happy we are stable?
- What do our business partners need?
- What do the suppliers who we rely on need?

In some cases being prepared for the unexpected is no longer an option, with heavily regulated industries such as financial

services and law firms making it a legal requirement to have a business continuity solution in place.

The solutions available to help your business become resilient are broad and range from data backup solutions which safeguard your mission critical information and make it available when you need it most, through to workplace recovery, which allows you to relocate your workforce into an alternative facility should your primary site become inaccessible.

### Business as usual with Onyx Group

With 6 Workplace Recovery facilities and a host of trusted experts, Edinburgh-based Onyx Group are in the perfect position to guide on how to make your business resilient before an incident causes you any financial and operational headache.

For advice on preparing you from the unexpected, call today on **0800 970 9292** or visit [www.onyx.net](http://www.onyx.net).

EAE Ltd: a member of the ECOSTARS Edinburgh scheme.



# Working together to bring down vehicle exhaust emissions

**A pioneering scheme is helping Edinburgh businesses large and small to reduce the impact that their vehicles have on the environment.**

Administered by the City of Edinburgh Council, ECOSTARS is a fleet recognition scheme which is open to operators of goods vehicles, buses and coaches whose vehicles regularly serve the Edinburgh area.

However, it is not just large companies that can benefit from taking part because the scheme is also available to small businesses, including delivery drivers to tradesmen.

ECOSTARS, which is free to join, gives businesses the chance to not only cut their fuel costs but also demonstrate their commitment to the cause of reducing exhaust emissions.

Operating across Europe, ECOSTARS rates individual vehicles and the overall operation of a vehicle fleet, using a star rating system that recognises levels of operational and environmental performance.

Through the offer of free technical advice and expert consultancy, the scheme aims to reduce the energy used by commercial and passenger transport vehicles by encouraging increased use of fuel-efficiency measures.

Behind the initiative, which operates in several other cities and regions in the UK and across Europe, is the knowledge that Edinburgh has long-standing air quality management issues which need to be tackled for the good of everyone.

Currently there are five Air Quality Management Areas in operation in the City for traffic-related pollutants and each presents challenges.

Detailed studies have shown that the largest contributors to the problem are heavy vehicles, including buses and goods vehicles. The City of Edinburgh Council wants to achieve improvements by working with businesses that use such vehicles so that together they can help tackle the problem.

It's not only big fleets that can take part either; small businesses who run just one or two vehicles can still benefit from the scheme.

Participation does not just help the environment, there are also major benefits for the businesses that are involved including more efficient operations and reduced fuel costs.

Being part of ECOSTARS allows companies to show that they are taking their environmental responsibilities seriously and to this end a number have cited their membership in tender submissions.

The scheme, which operates very much on a co-operative and voluntary basis, has top level support; both the Scottish and UK governments have offered their backing.

All in all, ECOSTARS is a sensible and relatively low cost way to secure improvements in the transport fleet operating in Edinburgh and thereby boost air quality.

Find out more at [www.ecostars-edinburgh.org](http://www.ecostars-edinburgh.org) or e-mail: [ecostars@ttr-ltd.com](mailto:ecostars@ttr-ltd.com)



# Training Course Calendar

<p>Tuesday 2nd December 2014 09.30 – 16.30 <b>Keep Your Customers: How to Understand and Improve your Customers Experience</b></p>	<p>Monday 26th January 2015 09.30 – 16.30 <b>Networking: How to build great business relationships &amp; enjoy meeting strangers</b></p>
<p>Wednesday 3rd December 2014 09.30 – 16.30 <b>Operational Excellence: How to Design and Implement a Continuous Improvement Culture for your Business</b></p>	<p>Tuesday 27th January 2015 09.30 – 16.30 <b>Transformational Business Leadership</b></p>
<p>Thursday 4th December 2014 09.30 – 16.30 <b>How to Negotiate and Achieve the Right Deal for You and Your Customers</b></p>	<p>Wednesday 28th January 2015 09.30 – 16.30 <b>Sales Skills: How to enjoy &amp; get great results when selling face to face or by telephone</b></p>
<p>Monday 8th December 2014 09.30 – 16.30 <b>Networking: How to Build Great Business Relationships and Enjoy Meeting Strangers</b></p>	<p>Friday 30th January 2015 09.30 – 12.30 <b>Twitter and Blogging for Business</b></p>
<p>Wednesday 10th December 2014 09.30 – 16.30 <b>Sales Skills: How to Enjoy and Get Great Results When Selling Face-to-Face or by Telephone</b></p>	<p>Tuesday 3rd February 2015 09.30 – 16.30 <b>Leadership: how to lead, manage &amp; coach your people to success</b></p>
<p>Thursday 11th December 2014 09.30 – 12.30 <b>Growing your Business Visibility on Google: An Introduction to SEO &amp; Google Adwords</b></p>	<p>Wednesday 4th February 2015 09.30 – 16.30 <b>Finance for non finance managers: How to understand &amp; speak with confidence about financial issues in your business</b></p>
<p>Wednesday 17th December 2014 09.30 – 16.30 <b>Difficult Situations: How to Deal With Difficult Customers and Staff Effectively and Confidently</b></p>	<p>Thursday 5th February 2015 09.30 – 16.30 <b>How to Write Compelling Web Content</b></p>
<p>Tuesday 13th January 2015 09.30 – 16.30 <b>Keep Your Customers: How to Understand and Improve your Customers Experience</b></p>	<p>Friday 6th February 2015 09.30 – 12.30 <b>Google+ &amp; Facebook for Business</b></p>
<p>Wednesday 14th January 2015 09.30 – 16.30 <b>Smarter Decisions - Better Results - The Art of Critical Decision Making</b></p>	<p>Tuesday 10th February 2015 09.30 – 16.30 <b>Introduction to project management: How to plan, manage and close successful projects</b></p>
<p>Thursday 15th January 2015 09.30 – 16.30 <b>Operational excellence: How to design &amp; implement a continuous improvement culture for your business</b></p>	<p>Wednesday 11th February 2015 09.30 – 16.30 <b>Winning Presentations: how to speak in public with power, passion and confidence</b></p>
<p>Monday 19th January 2015 09.30 – 16.30 <b>Negotiating: How to negotiate &amp; achieve the right deal for you &amp; your customers</b></p>	<p>Thursday 12th February 2015 09.30 – 16.30 <b>Google Analytics</b></p>
<p>Wednesday 21st January 2015 09.30 <b>Difficult Situations: How to deal with difficult customers &amp; staff effectively &amp; confidently</b></p>	<p>Friday 13th February 2015 09.30 – 16.30 <b>LinkedIn for Business Development</b></p>
<p>Thursday 22nd January 2015 09.30 – 16.30 <b>Digital Marketing</b></p>	<p>Wednesday 18th February 2015 09.30 – 16.30 <b>Time Management: How to get more done in less time</b></p>
<p>Friday 23rd January 2015 09.30 – 12.30 <b>How to Create a Social Media Strategy and Content Plan</b></p>	<p>Thursday 19th February 2015 09.30 – 16.30 <b>Growing your Business Visibility on Google An Introduction to SEO &amp; Google Adwords</b></p>
	<p>Friday 20th February 2015 09.30 – 16.30 <b>Tendering for Success</b></p>

To book please contact us the training department on **0131 221 2999 option 3** or email: [training@edinburghchamber.co.uk](mailto:training@edinburghchamber.co.uk)  
[www.chamberbusinesssolutions.co.uk](http://www.chamberbusinesssolutions.co.uk)



David Birrell, Chief Executive at the Edinburgh Chamber with Michael O'Leary, CEO at Ryanair and Robert Carr, Chairman at Anderson Strathern

### Well it is nearly time to wrap up another fantastic year here with the Edinburgh Chamber events team.

The last few months have been filled with inspiring events presenting some of the world's premier companies as speakers.

September saw us launch the first ever 'Inspiring Edinburgh' event at the Holiday Inn. This full day event saw Weber Shandwick, Hunter Adams and our in house e-commerce trainer Escrivo run sharp punchy workshops while guests networked throughout the day.

Professor Joe Goldblatt from Queen Margaret University the world's most decorated events academic was our Keynote Speaker and spoke about how to grow your own network, inspiring delegates to work with the Chamber on a more strategic level.

We also landed our new high growth club this quarter, hosted with MBM Commercial, the 'High Flyers' club aims to attract high growth pipeline companies with 100k turnover or more per year. Thank you to Primate, Mearns

& Company, Crowdcube, Hawthorn Business Group, FreeAgent and MBM Commercial for speaking at these events so far.

Our 'Breakfast Connections' continued to attract superb numbers as Kath Mainland CBE and CEO of the Edinburgh Fringe Society announced the 2014 Fringe figures, highlighting one of its busiest year in history.

However it would be Michael O'Leary CEO of Ryanair what broke Chamber records as we hosted our biggest ever 'Breakfast Connections' event at The Balmoral Hotel on October 7th 2014. With more than 150 in attendance, O'Leary certainly lived up to his straight talking reputation, as he entertained and explained to members Ryanair's plans for the future including their Edinburgh routes and changes of direction for customer service.

In the last few months we have also been privileged enough to access the Office Mess courtesy of ABF The Soldier' Charity, an area of the Edinburgh Castle where the public have no access to, for a superb night of networking and history.

Our popular 'Inspiring Women in Business' events continued with an afternoon tea with

Professor Petra Wend PhD FRSA, Principal and Vice-Chancellor at Queen Margaret University at the Waldorf Astoria. This series continues to grow in popularity and this was our most popular event to date. We are looking forward to hosting even more of this series in 2015.

We also had a very successful Premier Series Dinner with Lady Susan Rice, MD of Lloyds Banking Group on 27th October where she spoke about the optimism in the future of banking. This included the introduction of a standard behaviour for bankers and the movement into more electronic forms of banking. The first high level networking event next year will be a 'Breakfast Connections' with Sue Bruce from The City of Edinburgh Council.

Looking forward to the New Year we will be launching our calendar early December just in time for the annual Christmas Party hosted again with the Glasshouse. At time of print tickets were already limited so make sure to book for December 11th.

I would like to say a special thank you to all of our speakers, sponsors and delegates who have worked with us throughout 2014.

We now look to 2015 and our Annual Business



Delegates listening to Petra Wend at our Women in Business afternoon tea.



Sun setting at the Edinburgh Castle Event.

Awards on March 2nd 2015 at Sheraton Grand Hotel and Spa. It is free to enter and the categories we have available are:

- Best Performing Business (1 – 10 Staff)
- Best Performing Business (11-50 Staff)
- Best Performing Business (51+ Staff)
- Sustainable Development
- Innovation in Business
- Creative Marketing
- Award for International Trade
- Lifetime Achievement
- Young Businessperson of the Year
- Director of the Year

Sponsorship opportunities are available should you wish to work with the Chamber on a more strategic level.

Best wishes to all our Members for the festive season and I can't wait to have an even better 2015!

## FORTHCOMING EVENTS

### December

#### Wednesday 3rd

60 Really Useful Minutes: CSR with Aberlour Child Care Trust and Anderson Strathern

#### Thursday 4th

Chamber Catch-Up with Maggie's Centre

#### Friday 5th

Inspiring Women in Business End of Year Lunch at the Waldorf Astoria in aid of MacMillan Cancer Support

#### Thursday 11th

The Edinburgh Chamber Christmas Party - The Glasshouse

### January

#### Thursday 8th

Annual Sue Bruce Breakfast - The Balmoral

#### Tuesday 13th

High Flyers Club with MBM Commercial: Developing your Business

#### Tuesday 20th

Standard Life Pensions Seminar

#### Thursday 22nd

Inspiring Women in Business Lunch with Lynne Embleton, Director of Strategy and Business Units at British Airways - The Waldorf Astoria

#### Tuesday 27th

Resolutions for Business Success; Hilton Grosvenor

#### Friday 30th

Speed Networking: The Royal College of Surgeons

### February

#### Wednesday 4th

60 Really Useful Minutes: Entrepreneurship with Stephen Leckie, Scottish Chamber of Commerce Entrepreneur of the Year

#### Thursday 5th

MT Live Conference - The Balmoral

#### Monday 9th

Awards Submission Deadline

#### Tuesday 10th

High Flyers Club with MBM Commercial: Entrepreneurship

#### Wednesday 11th

Influencers Breakfast at The Royal Yacht Britannia

#### Wednesday 11th

Networking Lunch - Mussel Inn

For all event queries please contact Sian Downes, Events Manager on 0131 221 2999 [sian.downes@edinburghchamber.co.uk](mailto:sian.downes@edinburghchamber.co.uk) or Genevieve McAreevey, Events and Marketing Executive [gen.mcareavey@edinburghchamber.co.uk](mailto:gen.mcareavey@edinburghchamber.co.uk)



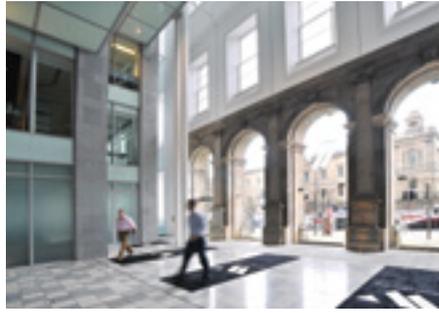
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# Key advice for office occupiers

Selecting a commercial property is first and foremost a property decision.

Selection of the right property can make a significant difference to an organisation's bottom line.

Correct selection of a suitable office property affects your organisation's productivity, recruitment and retention.

The shape, layout and nature of an open plan floorplate can save 10 – 15% on floorspace and total occupational costs on an annual and over the life of the lease.

Occupiers should look at total occupational costs, not just the rental rate per sqft or the incentive package offered.

Poor advice can lead to unintended and unnecessary costs, both in the short and longer term.

It is, therefore, absolutely essential that occupiers seek sound professional advice based on experience and track record.

The Edinburgh city centre office market is moving from a 'tenants' to a 'landlords' orientated market, reflecting a shortage of supply and increasingly strong demand. This is particularly noticeable for modern open plan floorspace in the city centre in the 2,000 - 5,000 sqft bracket, but also for large floorspace in the 25,000 – 50,000 sqft bracket.

It is agreed in the marketplace that rental and capital values will rise significantly during 2015, reflecting increased competition, shortage of supply and a considerable number of lease events occurring over the period 2015 – 2019.

Parties thinking of relocating or intending acquiring office floorspace in Central Edinburgh would be well advised to start their search early.

Montagu Evans LLP provide a Partner-led approach to all property situations and a bespoke service structured to meet the specific needs of individual clients.

For a no obligation discussion, please contact either

**Mike Irvine** (Partner) on  
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**Hugh Rutherford** (Partner) on  
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## Rising Star

Here at the Chamber, we are delighted to congratulate Sian Downes, our Event Manager on her recent success at the Event Awards in London.

Sian was awarded "Highly Commendable" in the Rising Stars category, for the top five Event and Meeting Planners under 30 years of age.

Sian was the only nominee from Scotland and said on her success "I am still very overwhelmed by it all! Without a doubt, being able to achieve this is all down to Chamber staff and members, by consistently supporting our programme and providing the feedback that I need to ensure our department performs at its best".

Sian joined the Chamber in April 2013 as Events Executive, having graduated with honours from Queen Margaret University, she was promoted to Events Manager one year later.

2014 saw Sian project manage our Chamber Business Awards, launch 7 new event formats in one year, and also continually grow the Chambers Social Media presence, currently with 19,000 followers overall.



## Chief Executive appointed at EICC

Marshall Dallas has been appointed as the new Chief Executive succeeding Hans H Rissmann OBE who has held the role for 21 years.

Marshall Dallas has a wealth of experience in the hospitality sector, having held senior management roles at MacDonald Hotels, Queens Moat House, Gleneagles Hotel and Trust House Forte during a hotel industry career spanning almost 25 years.

Announcing the appointment EICC Chair, City of Edinburgh Councillor, Gordon Munro said:

"I am delighted with Marshall's appointment after what has been a wide ranging search and we are confident that he has the skillset required to take the expanded, award-winning business forward."

Marshall Dallas said: "I am delighted to have been given this exciting opportunity to lead one of the world's most cutting-edge conference and exhibition centres. Scotland's capital city, Edinburgh has much to offer both national and international business tourists.



## Three new partners appointed at the Condie's Firm

Sharon Collins, Jason Condie and Linda Nelson have all been elected Partners.

Jason Condie, is the fourth generation member of the Condie family to practice within the firm that his great grandfather started in the 1920's. Jason joined Condie's in 2011 from PKF where he was part of their corporate finance team.

Sharon Collins has been with the firm for over twenty years and has held the position of Audit and Assurance Manager for the last fourteen years.

Linda Nelson joined Condie's in 2011 as a client adviser specialising in the healthcare sector. She was previously a senior manager with RSM Tenon working within their Edinburgh office.

George Primrose, Managing Partner, Condie's said: "We are delighted to welcome Sharon, Jason and Linda as partners in the firm. Their appointments are part of an ongoing development strategy which will help see the firm grow even further over the next few years."



## A new role for Suzanne Stuart

Suzanne Stuart has recently been appointed as Executive Assistant to the MD LBG (Lloyds Banking Group) Scotland. This role involves supporting relationships with internal and external senior stakeholders and preparing speeches, meeting briefings and presentations.

Suzanne has 22 years experience in the Group and has previously undertaken a variety of roles within the organisation. Key roles being within Commercial Banking as a relationship manager, Corporate Credit Risk as an underwriter and Group Audit as an engagement lead.

She actively supports a number of voluntary mentoring initiatives and for 3 successive years has been a mentor for a Social Entrepreneur through LBG's Partnership with the School for Social Entrepreneurs.

## BUSINESS COMMENT IS AN EDINBURGH CHAMBER OF COMMERCE PUBLICATION.

Edinburgh Chamber of Commerce, Business Centre, 2nd Floor, 40 George Street, Edinburgh EH2 2LE  
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### PRODUCTION & DESIGN

Distinctive Publishing, Unit 6b, Floor B, Milburn House, Dean Street, Newcastle Upon Tyne NE1 1LE  
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## Wayne Russell joins Traveleads

Wayne Russell has been appointed as Sales Director Scotland for Traveleads.

The focus will be to oversee and continue to grow what has been a hugely successful 12 months for the Travel Management Company.

2014 has seen a growth of over 20% for Traveleads and with this in mind Wayne has been brought in to enhance this growth by sourcing new clients to add to their already diverse portfolio.

Wayne has joined Traveleads with over 15 years' experience in the travel industry having previously worked for British Airways, Servisair and Flight Centre.

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