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APRIL/MAY 2015

# Inspiring Retail



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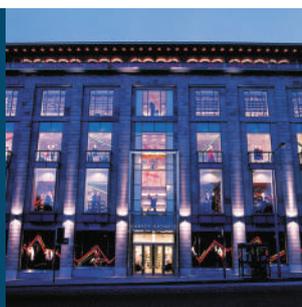
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Edinburgh Chamber celebrates success at our annual Awards



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Successful Festival Trading for Retailers



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An interview with Gordon Drummond, General Manager at Harvey Nichols

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# Inspiring Retail

## Retail is business critical to a healthy and diverse Capital City.

The retail sector is a major contributor to our economy through the jobs created, investment it brings, and a significant driver of footfall both domestically and to meet the needs of growing visitor numbers. In this issue we launch our Inspiring Retail Group highlighting the sector as a strategic priority for your Capital City Chamber of Commerce.

Gordon Drummond, a Director of Harvey Nichols, has been a champion of Edinburgh's retail sector for many years. His view that the city's ever-growing reputation as a retail destination is founded on the twin pillars of positive partnerships and a diverse offering is well worth reading. His views are echoed by Jenny Lockton, another city retail success story, who is the founder of Bohemia Design Ltd. Jenny tells us how harnessing digital technology is helping drive her business.

Partnership is a word that appears regularly. A prime example is in the way the city comes together to create world-class festivals to help bring visitors to the city. Edinburgh's

Christmas is one of the latest examples, and in this issue we learn how important that event has been in helping retailers at their most vital time of year.

More than 300 people attended our glittering 2015 Business Awards at the Sheraton Grand Hotel. The awards are designed to celebrate the enterprise, creativity and excellence of our members, so it was entirely appropriate that the evening was our biggest and best to date. Once again, talent and hard work shone through. A full list of the winners and photographs of the evening are featured - congratulations to all of them, and our thanks to all who attended and supported the event.

We look forward to welcoming even more members to our packed events programme over the Spring and Summer months.



**David Birrell**

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

## Join Edinburgh Chamber of Commerce

Our membership base is truly multi-sector, multi-scale and multi-national. As we develop our geographic reach, we continue to welcome new members who can enjoy exclusive benefits of being part of Scotland's capital city Chamber of Commerce. We would be delighted to share with you the benefits of joining.

Contact our dedicated membership team on **0131 221 2999** or e-mail **membershipadmin@edinburghchamber.co.uk**

Front cover image: Essential Edinburgh



# Launch of Inspiring Retail Group

By David Birrell, Chief Executive, Edinburgh Chamber of Commerce

The contribution that the Retail Sector makes to the attractiveness and effectiveness of our Capital City is business critical. The quality, choice and continued investment in Retail is key, as Edinburgh's population is expected to grow to 600,000 by 2030 as well as planning for strong growth levels in students and visitors from all parts of the world.

Key to this success are the business enablers including Property, Transport, Digital and Talent. At Edinburgh Chamber of Commerce we recently launched our 'Inspiring Retail' Group whose key priorities are to support the development of a world class shopping experience in our Capital City and across the Edinburgh Region. This includes consultation with other key cities across the UK on how the key business enablers have supported their Retail Sector.

The City has benefited already from resurgence in our Retail offer and continued

investment from key Retail brands. Investor confidence is also growing as demonstrated by the £850 million redevelopment of the St James Centre and we must ensure that investment continues right across the City including our out of town Shopping Centres.

Effective transport links are already attracting more shoppers and the investment in transport infrastructure improving Edinburgh's connectivity must continue as demonstrated by the benefits of the new Tram line.

The Retail Sector is a key provider of jobs, developing our capability to meet customer needs as an International City is essential and we continue to benefit from the partnerships between Education and Retail. This results in a richer source of Talent and we must ensure that our Retail Sector objectives are embedded in our long term strategic priorities.

## St James Development

With an estimated value of over £850m, creating 750,000 sq ft of retail space, a five star hotel and up to 250 private residential apartments, Edinburgh St James will be the new jewel in Edinburgh's crown. Set against a stunning backdrop, Edinburgh St James will introduce high-street, aspirational and lifestyle brands to one of the world's finest locations.

The new development will be the Scottish capital's prime shopping destination and new heart of the city, linking with and expanding the existing retail pitch of George Street, Princes Street and Multrees Walk. Its outstanding connectivity will create an exciting hub for Edinburgh's thriving day and night-time economy – the new beating heart of the city centre.

A world-class example of city enhancing place-making, Edinburgh St James will be one of the UK's largest and most significant regeneration projects. Construction is scheduled to start in 2015, with completion due in 2020.



# A Christmas and Hogmanay Cracker For Edinburgh Businesses

By Andy Neal, former Chief Executive, Essential Edinburgh

Edinburgh city centre businesses have given resounding backing to the city's Christmas and New Year festivals after enjoying successful festive trading fuelled by high footfall.

A survey carried out on behalf of Essential Edinburgh, which runs the city centre Business Improvement District (BID), looked at all kinds of businesses in the city centre to fully gauge the impact Edinburgh's Christmas and Hogmanay activities had on businesses within the BID area.

In particular, the survey looked at how the activities have benefitted the city centre's Retail Sector – along with hospitality.

The figures make very positive reading. The survey highlights that 60% of retailers saw an increase year on year for December, with a further 20% trading in-line.

Retail sales for Edinburgh in December 2014 were up by +1.2% compared with the Scottish average of -1.8% and the UK of -0.4%.

A key factor in delivering the increased figures has been the role played by the Christmas and New Year activities in attracting people to the city centre. Footfall is massively up

compared to the UK average with Edinburgh up +4.4% vs the UK average of -2.1% and the BID area up +5.7%. The highest increase in footfall in the city centre, compared to December 2013, was South St Andrew Street, up 18.7% although both George Street (at Nat West) and Princes Street (At M&S) were also considerably up, 14.1% and 9.8% respectively.

Why is it so important that our shops have a good Christmas? Clearly, it is the most important trading period for most retailers, and that is of great importance to the wider economic health of our city. Buoyant, confident retailers invest in our city and that creates jobs and wealth and brings great benefits to all parts of our local economy.

That is a view clearly shared by the Scottish Government. They describe Retail thus: "As one of the most significant sectors of the economy, retailing is one of the largest Scottish urban employers. But more than this, the quality and range of a city's Retail Sector reflects on and contributes to its vibrancy, image and attractiveness to residents and visitors alike. A growing and dynamic retail sector can help restore and rejuvenate our cities."

In other words, Retail is a vital employer and generator of jobs and wealth, but it also plays a key role in attracting people to visit our city and our city centre.

In the final quarter of 2014 overall visitor expenditure experienced significant growth compared to Q4 2013, according to the Edinburgh Visitor's Survey, an on-going survey conducted by LJ Research on behalf of Essential Edinburgh. This growth was distributed and observed across all categories, with shopping spend increasing by 7% compared to the final quarter in 2013. Over 80% of all visitors surveyed shopped whilst they were in Edinburgh, the second highest activity after walking around the city. This shows not just how important retail is to a thriving city centre for locals but for tourists too.

Although tourists are spending on shopping, the vast majority of spend comes from locals. This group has been targeted in two ways in recent months; Edinburgh's Christmas offering a discount for all those with an Edinburgh post code – 97,500 tickets sold with an EH postcode discount – and through the "This is Edinburgh" marketing campaign. A recent survey identified that those who are "very proud of their city" has increased from 51% to 88% over the last year and interestingly when asked what made them most proud it was Edinburgh's nightlife, restaurants, bars and shopping. This all bodes well for the future prosperity of the city.

# New service takes away the hassle of event management

Edinburgh First, Edinburgh's leading service for conferences, accommodation, catering and events, has launched its own event management service to take away all the worries and hassle for its clients.

Businesses and organisations of all types can take advantage of the bespoke service, which provides a one-stop-shop service to host, deliver and manage events.

Customers benefit from services including the design and set up of an online delegate registration page, payment handling and processing, event planning, website build and design, speaker, sponsor and exhibitor liaison and sourcing of delegate bags and contents.

Lyndsay Wilkie, Head of Conferences and Events, said that the idea was to take away all the worries of event management, thereby allowing clients to concentrate on content.

She said: "Our new service is designed to provide customers with a tailored and simple approach to hosting an event, whether at one of Edinburgh First's own prestigious venues, or at an alternative venue.

"From 19th century mansions to library halls and lecture theatres, our unique range of venues can cater for small scale intimate events, to residential conferences for more than 1,000 delegates. We host almost 3,000 events every year at Edinburgh First, including residential conferences, awards ceremonies, gala dinners and royal visits, and we are excited to now assist our clients in



organising and delivering similar events through this new service.

"We will manage and oversee every detail of an event to ensure our customers' time is free to plan and deliver first class content to delegates."

For more information, you can call the sales team on **0131 651 2189**.

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# The Importance of the Retail Industry to the Scottish Economy

The retail sector in Scotland is one of the key drivers of the economy.

According to the figures produced by the Scottish Retail Consortium in their paper "Scottish Retail: The Economic and Social Contribution" retail contributed 5.5% of Scottish GVA; sales generated by the retail sector totalled £26 billion or 20% of Scottish GDP in 2013. The sector provides over 250,000 Scottish jobs (10% of the total Scottish workforce) making it the largest private sector employer in Scotland contributing to a total of £27 billion tax paid to HMRC across all UK retail businesses.

Even a cursory glance at these statistics shows that the retail sector is vitally important to Scotland's economic health. Disguised within them is even more fascinating detail. We host international brands – Starbucks, Amazon, Nike, Disney Store – native dominant names – Jenners, Scottish Woollen Mill, Scotmid, Schuh – and small artisan outlets for local produce, jewellery and designer clothing and knitwear, in many cases all on the same High Streets. That diversity is the key driver to Scotland's retail offering's short term survival and long term growth.

The sector might have emerged battered and bruised from the downturn, recovering from the shock of stalwarts like MFI and Woolworths

being no more, but like its people, the Scottish retail sector is driven, hardy and determined. Town centres are increasingly been seen as more than destinations for work and business. They are a vital social hub for shopping, going out with friends, entertainment and cultural events. Despite the weather, Scotland is superbly placed to take advantage of the uptick in consumer confidence which has flowed from the recovery of the UK economy generally. Wages have increased and there is a general "feel better" mood. The Scottish Government's pledge to remove the large retail levy for fiscal year 2015/16 onwards will result in the largest retail outlets having their tax burden reduced, freeing up capital within those businesses for further investment. The removal of the spectre of Land and Buildings Transaction Tax (due to come in to force on 1st April 2015) applying to short term licences to occupy retail spaces for "pop up" ventures will encourage the entrepreneurial spirit in our psyche to come to the fore, encouraging the enterprising amongst us to try new retail offerings on a low cost base and test a marketplace always on the lookout for something new.

Retailers provide local authorities across Scotland with over a quarter of their business rates revenue stream, not to mention the significant numbers employed. Councils would

do well to keep investing in their town and village centres that, after all, bore the brunt of the economic downturn. In partnership with private sector landlords and investment agencies those erstwhile hubs are likely to be the main drivers of strengthening retail recovery in Scotland.

Other sectors of the Scottish economy benefit from retail to the tune of over £3 billion of output. As retail recovers, so too will the other economic sectors. For example 41% of retailers' immediate financial and business services input is sourced in Scotland, to say nothing of the need for transportation and logistics services, construction services and requirements for communications. These "hidden" inputs support hundreds of thousands of jobs across the country. Improved transport links, especially the A9 upgrade and the Aberdeen By-pass project together with the new Borders Railway, can only assist retailers. With quicker, easier delivery strategies and ease of access for both employees and staff Scotland will truly be "open for business".



**By Dawn Henderson, Dawn is a Partner in the Commercial Real Estate Department at law firm Anderson Strathern and is based in the firm's Edinburgh office. She specialises in retail property, investment and development.**

## Scottish Apprenticeship Week

As we approach Scottish Apprenticeship Week in May, Edinburgh College and the further education sector will be showcasing the need for modern apprenticeships and how we are helping the government create new chances for young people.

The Scottish Government's youth employment strategy, influenced by the Commission for Developing Scotland's Young Workforce report, recommended a focus on vocational training, combining work experience, practical learning and theory, to make sure young people are fully prepared for industry. Modern apprenticeships will play a crucial part in reducing youth unemployment over the next seven years.

Skills Development Scotland has a target of 25,000 modern apprenticeships in 2014-15, which looks likely to be met and is working to increase the number of modern apprenticeships to 30,000 by 2020.

At Edinburgh College, we are helping to achieve these ambitious targets and are working with employers to increase our modern apprenticeship provision. This year we offer a total of 165 modern apprenticeships across a

range of key sectors including engineering and hospitality. We are committed to working with employers across the region to make sure we're offering effective training that meets their needs and provides them with skilled employees. Next year we hope to increase our modern apprenticeships by 20%, with the introduction of creative industries and development of our current apprenticeship programmes.

As well as focusing on our current core provision, we're continuously listening to businesses to make sure we're prepared to expand our offering year on year to keep up with evolving requirements. Edinburgh College also works with employers and training providers to deliver apprenticeship training in additional areas including construction trades, care, business administration, waste management and sports development. And beyond this we're looking at introducing modern apprenticeships in growing industries such as IT, energy services, life sciences, business, finance and management.

Modern apprenticeships are a fantastic way to gain vocational training, but it's crucial that we don't simply offer a one-size-fits-all

solution, as one of our main principles as a college is to provide training accessible to people of all learning needs. We are currently working with SDS and the SQA to explore the delivery of foundation apprenticeships, which are aimed at school pupils. Foundation apprenticeships give students a head start towards a career or a modern apprenticeship while they are still at school. Initially, we are looking at FAs in financial services.

Throughout Scottish Apprenticeship Week, we will be highlighting fantastic good news stories about our apprentices' success, showing how the employers and college are providing them with a platform to develop their careers in their chosen sector. Developing the young workforce is a priority for economic growth and we are privileged to be able to work in partnership with a number of business sectors to give young people in Edinburgh and the Lothians the opportunities they deserve.

For more information about modern apprenticeships and foundation apprenticeships at Edinburgh College please contact Julie Rowcliffe [julie.rowcliffe@edinburghcollege.ac.uk](mailto:julie.rowcliffe@edinburghcollege.ac.uk).



# Business Mentoring Scotland

Business Mentoring Scotland is delivered by Scottish and Edinburgh Chambers of Commerce in partnership with Scottish Enterprise, and to date, has matched over 9000 of Scotland's growing businesses with the country's most talented and dynamic business leaders.

In the summer of 2013, as part of his plans for further business growth, Matthew Jack – owner of cutting edge software developer Moon Collider - was matched with mentor Stuart Paterson. Moon Collider is designer and producer of Kythera, a state of the art next generation artificial intelligence platform and its sales revenue is generated almost exclusively from export markets, primarily from the USA. Stuart Paterson has over 40 years' business experience, mainly within the Information Technology industry, and has worked in a wide range of high level roles with leading multi-national corporations including Compaq and Hewlett Packard. Scottish Chambers spoke with Matthew Jack and he explained how being mentored by Stuart aided his business:

**Going into mentoring, was there a specific business issue you wanted to address?**

"One aspect was, I felt under a lot of pressure as I was making a lot of decisions on business issues I had no experience of. I felt strongly that there would be other business leaders out there that had gone through the same thing and it would be valuable to speak with them."

**How did the mentoring relationship work?**

"Given our type of work, we initially thought we would require someone from a very technical background. Stuart was obviously extremely experienced and he came in with a different set of skills, but he had done such a wide range of work in a related industry, and had enough background knowledge of ours to make it work. He was a very friendly guy and very approachable."

**How did mentoring benefit Moon Collider?**

"Stuart reminded us about the fundamentals rather than giving specific advice. We concentrated on things like making financial forecasts more robust and keeping them simple. We have already seen increased confidence due to our more accurate financial forecasts."

**In what other ways did the business benefit?**

"We have continued to expand, we recently took on some additional staff, going from 2 employees to 5 now. Stuart helped us think about not only how to go about taking on more staff but also how we would retain them."

**Did mentoring affect your business' strategy?**

"Stuart helped us think about dynamics in the business and was also pivotal in helping shape our overall strategy. We had been thinking about whether to focus on creating middleware packages to help games companies design

games, whether to concentrate on acting as consultants, or to aim to deliver products at a lower price range to the mass market. Stuart's input helped us with this thought process and to make a decision.

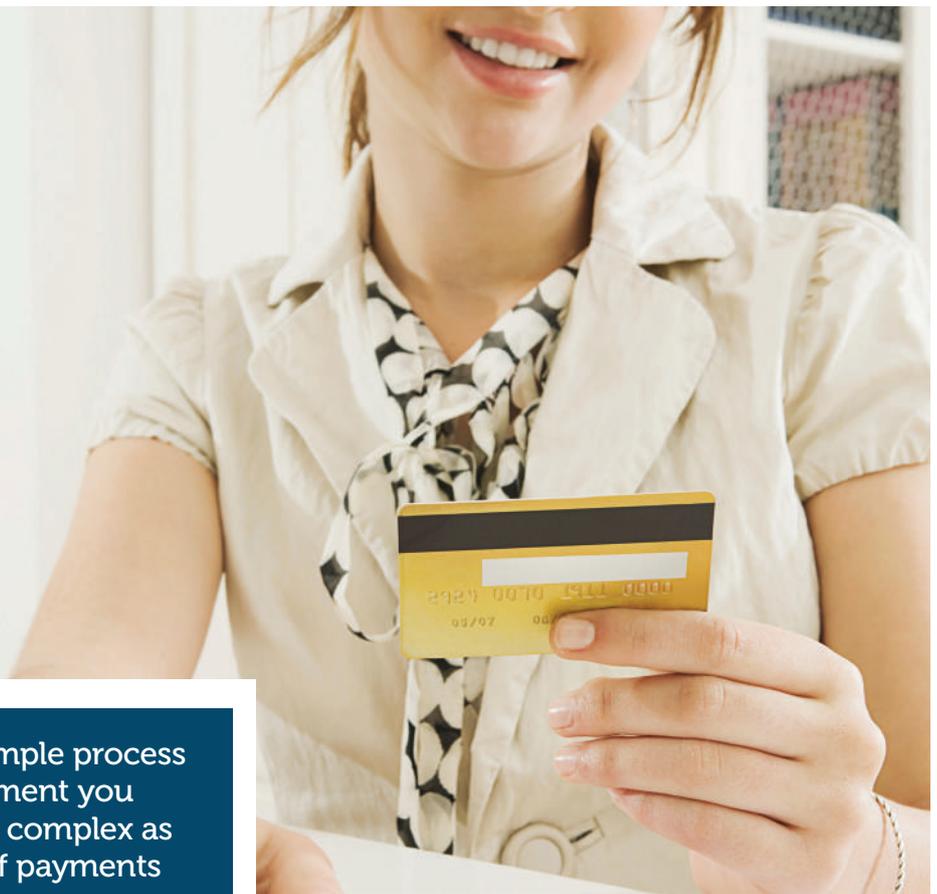
**Did mentoring affect your sales revenue?**

"Since going into mentoring our annual turnover has more than doubled, and we expect it to continue to grow. Of course it is difficult to quantify how much of this is down to Stuart, but I would say our business has done very well recently, and Stuart's support has been absolutely instrumental in that."

For more information on Business Mentoring Scotland, if you are an experienced business leader that would like to become a voluntary mentor, or if your business is growing and you would like to benefit from being mentored, please contact the training team on **0131 221 2999 option 3** or e-mail [training@edinburghchamber.co.uk](mailto:training@edinburghchamber.co.uk) or visit [www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk)



# Merchant Services



Accepting payments is a simple process when the only form of payment you accept is cash. It gets more complex as you add additional forms of payments like cheques or credit cards.

Eighty-percent of all retail customers pay with their credit and debit cards, and if you don't accept credit cards, customers will go to one of your competitors who does. The acceptance of major credit cards is a key factor in the satisfaction of your customers and, as such, is imperative for the success of your business

**But...** in the world of credit card processing one size does not fit all.

There are several different kinds of credit cards issued by Visa and MasterCard and the differences between them may affect the rates you are charged for those cards and also how you are responsible for processing them. They also have different policies to protect against fraud and chargebacks

At Universal Transaction Processing we take the stress out of a merchant account, and our aim is to simplify a confusing process to make it easy for you to accept card payments and understand your bill.

As a chamber member you are able to take advantage of the most competitive rates in the industry with a trusted chamber provider who is happy to help.

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# Edinburgh Chamber Celebrates Excellence at annual Awards

"Once again the experience, talent and resource of Edinburgh have shone through on a great night for our Capital City" commented David Birrell CEO of Edinburgh Chamber after the glittering 4th Annual ECC Business Awards on Monday 2nd of March.

With over 300 guests at the Sheraton Grand Hotel & Spa, the night was a dazzling success with a wide range of Edinburgh's finest businesses that turned out to celebrate success.

A special thanks to all our sponsors, our guest speakers on the evening Gavin Oattes, MD Tree of Knowledge and David Duke CEO & Founder of Street Soccer Scotland and of course all those who attended.



**01** Guests enjoying the Awards Dinner

**02** One of our speakers Gavin Oattes, MD at Tree of Knowledge

**03** One of our speakers David Duke CEO and Founder at Street Soccer Scotland

**04** Alex MacLeod from Skanska with Mags Kearns Griffin from Central Taxis

**05** Dave Tynan and Alex Marten from Red Dog Music with Margaret Mearns from Mearns and Company

**06** John Toal from Onyx and Brigadier Paul K Harkness MBE from the Armed Force Reserves Scotland

## CHAMBER AWARDS



07



08



09



10

**07** Steve Hand from Santander with the team at Sykes

**08** Lesley Hinds from Transport for Edinburgh with John Donnelly from Marketing Edinburgh

**09** Cassie Gregor and Paul Macari from Royal College of Surgeons with Craig McKenna from Crowd Cube

**10** Gordon Dewar from Edinburgh Airport with Kevin Havelock from Royal Bank of Scotland



11



12



13

- 11** Jim Galloway from The City of Edinburgh Council with Louise Medve and Neil Clark from IHF
- 12** Julie Grindlay, Frances Maurer and Franck Arnold from The Balmoral Hotel
- 13** Daniel Keegan from CommsFM with Gordon McLachlan from Primate

**A full list of winners and sponsors can be seen below:**

- Best Performing Business (1-10 staff)**  
Integrated Human Factors (IMF)
- Best Performing Business (11-50 staff)**  
Red Dog Music
- Best Performing Business (51+ staff)**  
The Onyx Group
- Innovation in Business**  
Crowdcube
- Creative Marketing**  
Marketing Edinburgh
- International Trade**  
Sykes Global
- Sustainable Development**  
Central Taxis
- Young Businessperson of the Year**  
Gordon McLachlan- Primate
- Director of the Year**  
Gordon Dewar- Edinburgh Airport
- Life Time Achievement Award**  
Frances Maurer, The Balmoral Hotel



# Scotland's future is prepared for work



SQA helps individuals realise their potential and achieve their ambitions by providing a wide range of high quality, internationally recognised qualifications and associated services.

Our qualifications are designed and structured to support people on their individual learning journeys, and give Scottish businesses a competitive advantage by enhancing the quality of the workforce.

We are ambitious for Scotland's businesses, and a smart, well-trained and qualified workforce is essential for the future.

---

## Understanding Qualifications

At first sight, the Scottish qualification system might seem complex, but it is really very straightforward to understand. The fundamental aim is to provide a 'learning ladder' (or perhaps climbing frame would be more accurate, since you can go horizontally as well as up) that provides opportunities for everyone to achieve their full and true potential.

The wide variety of qualifications offered by SQA, at various levels, allows the individual to plan their future path by offering a relevant qualification at the appropriate level so they can move sideways, or upwards, but always towards new skills. By developing their own abilities, they add to the growing pool of skills available to benefit Scotland's economy.

## Recognised by industry

SQA qualifications are developed in partnership with industry experts across hundreds of sectors. They cover a range of levels offering something for everyone, from new starts to senior management. We quality-assure every qualification and make sure they keep pace with industry advances and changing regulations.

Our qualifications are credit rated on The Scottish Credit and Qualifications Framework (SCQF), so they are easy to understand and universally transferrable. School, college, university, and many work-based qualifications are compared using two measures: level and credit. The level of a qualification shows how difficult the learning is, and the amount of credit shows the size of the qualification.

Further information all about where SQA Qualifications sit on the Scottish Credit and Qualifications Framework can be found at [www.sqa.org.uk/scqf](http://www.sqa.org.uk/scqf)

## Local expert advice

Every company working with SQA benefits from their own dedicated Regional Manager, an expert advisor they can trust. It's a simple idea, but one that works perfectly — provide one main point of contact who takes time to get to know our customers and their business. The more customers know about what SQA will bring to their business, the more they will benefit.

Backed by a support team, and with access to sector specialists, your Regional Manager can advise on SQA's very broad range of high quality, inclusive awards, and also the extensive customer services including accrediting and endorsing in-house training.

## Find out more

Successful relationships are formed by listening to your requirements and developing an understanding of your business. To find out more, please go to [www.sqa.org.uk/businessdevelopment](http://www.sqa.org.uk/businessdevelopment)

*"SQA is proud to be at the heart of the education and skills system in Scotland and is committed to helping young people realise their potential and to achieve their ambitions. SQA qualifications, highly regarded across the world for their consistent standards, are a valuable asset to those who achieve them. They prepare people for life in general as well as for progression into further study, training or employment."*

**Dr Janet Brown, SQA Chief Executive**

it can  
be done  SQA



## New centre opens to support expanding apprentices training programme

GTG Training has moved to bigger and better state-of-the-art premises in Edinburgh as part of its plans to extend its programme for apprentices.

Apprenticeships are seen as crucial to help young people into the world of work and meet the needs of employers crying out for the next generation of skilled employees.

The purpose-built training and conference centre was officially opened on 4th February by long-distance cyclist Mark Beaumont and the Lord Provost of Edinburgh and aims to provide greater education and learning opportunities for the local area.

Central to the expansion is a commitment to give apprentices the very best opportunities to learn on the job and secure employment.

GTG, which has been established in Edinburgh for more than 20 years but which has been existence for four decades, offers expert tuition to clients and students through its four training divisions, focusing on transport, automotive, health & safety and business skills.

The new centre will offer a range of apprenticeship programmes, including initiatives to get local young people into employment after their training is complete, and the GTG Training team works closely with local employers.

Carol Henry, Group Human Resources Director of Arnold Clark and Director of GTG Training, said: "The opening of the new GTG Training & Conference Centre in Edinburgh will be of great benefit to residents and businesses in the surrounding areas.

"It will bring opportunities for young people to gain qualifications and experience in the careers that they want.

"The centre will also give employers the chance to offer first class training to staff, improving workforce skills and encouraging professional development."

The new training & conference centre has 3000sqm<sup>2</sup> more than the previous site occupied by GTG Training, which will allow for more courses to be offered than ever before.

The new facility will be managed by Liam McGeevor, and will bring Edinburgh into line with GTG's other centres in Glasgow and Wolverhampton.

There is more to the centre than apprenticeship programmes, though. As well as offering extensive training facilities, the centre has flexible space that can be used for conferences, events and meetings.

The venue can accommodate up to 200 guests and is available for hire by businesses and individuals.

With an enviable location close to Edinburgh Airport, GTG Training & Conference Centre is ideal for commuting and easily accessible to visitors.

Other highlights of the modern new site include:

- 4 training suites
- Workshop area
- Driver training area
- 8617sqm<sup>2</sup> of training space
- Professional and experienced instructors
- Onsite restaurant
- In-house event caterer
- Free Wi-Fi
- Free onsite parking

The main ethos of the GTG Training team is to encourage a sense of aspiration in those who undergo the training courses and at the exclusive launch event for the centre, guests heard from record-breaking long-distance cyclist Mark Beaumont, who shared his own inspirational story.

Attendees also had the chance to take part in taster sessions and experience GTG's expert training for themselves.

If you wish to find out more, please contact  
**0131 333 6833.**



# Leading the way on Scotland's youth employment



Registers  
of Scotland  
ros.gov.uk

Registers of Scotland (RoS) is a leading supporter of the modern apprenticeship scheme, which sees 16 to 19 year olds offered paid employment while they gain a nationally recognised qualification. Introduced in 2013 to support the Scottish government's youth employment strategy, the scheme has seen 26 young people join the RoS programme across all parts of the business – including customer services, HR, and estates – with another 15 due to start in the spring.

RoS works closely with Limelight Careers to place apprentices in suitable positions and support them throughout their training and qualifications. This successful collaboration was recognised in October last year, when the two organisations won the prestigious Success in Partnership award from the Scottish Training Federation.

Sheenagh Adams, Keeper of the Registers of Scotland, is keen to roll the scheme out to other areas of the business, such as communications and IT. She said: "Our modern apprenticeship scheme has been one of the great success stories coming out of RoS in the last couple of years. It's been a delight to work with and nurture these brilliant young people, who have brought fresh talent and skills to the organisation and shown us just how much potential people of their age have."

Each apprenticeship contract lasts 18 months, with participants earning a starting salary much higher than is offered by most apprenticeships. Although permanent jobs aren't guaranteed, all 12 of the modern apprentices who completed the first scheme in July last year were offered full time, permanent positions at RoS – and the second intake group are doing so well that it looks likely they'll be offered the same when they graduate this summer.

Louise Walker, 17, joined the modern apprenticeship scheme in February 2013. She has since achieved a level 3 SVQ in business



and administration and has accepted a permanent position in registration.

Louise said: "A lot of people my age struggle to find jobs, so I was really fortunate to be able to study and work at the same time. It's been an amazing experience – I've learnt so much and worked with people right across the organisation at all levels. Being offered a permanent position at the end of it has given me security that a lot of young people don't have, and has shown me that all the hard work has been more than worth it."

Not only does the scheme offer young people paid training, qualifications and employment, but it sets them up for later career progression and divergence. Luiza Leite, now 20, joined the scheme in February 2013 and was offered a permanent position when she graduated 18 months later. Since

then, she has been promoted to a higher pay grade with more responsibility, developing from an administration role into an executive officer position.

Luiza said: "I really enjoyed my time as a modern apprentice, and it has been incredibly beneficial to gain a wide range of skills over the 18 month programme. I have become very confident in the work place, and was pleased to receive a promotion within RoS after two years of putting those skills into practice. I'm happy RoS has taken the time to invest in modern apprentices, and I have nothing but praise for the programme; it gives young people work skills for a lifetime."

Another modern apprentice graduate, Mark Cassidy, now 21, has had a similar experience, recently being promoted from an administrative role in customer services to an executive position in IT assurance.

Mark said: "The modern apprenticeship programme was fantastic because it gave me a lot of transferable skills that have helped me move into another area of the business. I feel that my options are very open and I'm able to think not just in terms of jobs, but also about what direction I'd like my career as a whole to take."

"I have nothing but praise for the programme; it gives young people work skills for a lifetime."

Luiza Leite

“I have had hands on experience within an IT environment and have been supported throughout the whole process.”

*Mikey Marr - 2012 Apprentice*



## CPL's best assets? **Its Staff**

CPL IT Services is a growing business who is looking to invest in Scotland's best and brightest. For the past 3 years CPL IT Services has taken on one new apprentice each year and believe it is the key to building a successful team.

CPL believe that by employing an apprentice with little experience it means they can help grow and progress the individual to fit the mould of their business. It is also a great way to help young individuals get hands on work experience which so many companies are looking for now a days.

CPL IT Services find apprenticeships a great way of investing in the future of Scotland's talent as well as being a sensible business decision.

CPL will be celebrating Scotland's Apprentice of the Week by announcing some of the success stories of their previous apprentices so look out for these on their website.

To find out more about CPL IT services' apprenticeship programme please visit their website

“The Modern Apprenticeship scheme is an ideal way to nurture specific skills and make sure that new recruits fit the industry, without learning any bad habits.

I know what I'm looking for in Modern Apprenticeship candidates and so far we've been very fortunate in those we've recruited. We need people who have some technical ability we can build on and are also able to communicate with customers because we provide a very specific service. Our customer service has to be excellent at all times to ensure our customers are receiving the service they expect from us.”

**CPL IT Services, Technical Direct, Craig Millar**

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# Getting into Retail Management



The retail industry is a fast-moving and challenging environment, which increasingly needs people who are aware of the challenges faced by the industry and know how to react to the changing needs of the market place.

Today's retailers are applying strategic marketing, management and training initiatives to their organisations. Their changes in retail marketing and management policies are evident in all major outlets, from sophisticated merchandising techniques to in-store visuals and customer service offers. Moreover, retail managers are working hard to ensure that every employee in every function of the operation works towards the same aim — customer satisfaction, at a profit.

SQA is ambitious for Scotland's businesses, and a smart, well-trained and qualified workforce is essential to developing a successful economy. Our qualifications are developed in partnership with industry experts to enhance your workforce. SQA offers something for everyone, from new-starts entering the industry, to senior management.

The HND in Retail Management provides students with a mix of knowledge, understanding and skills to enhance their ability to pursue a career in the retail industry. It offers a focus on managing, controlling and

presenting stock with a sound underpinning of the concepts of management and finance. These are all important areas where skills are needed in order to pursue a successful career in retail.

On achieving this qualification, students will be well-prepared to continue their studies on to degree level in a range of retail management and business programmes. This exciting and challenging course will also prepare students for entry to the retail industry at team leader, supervisor or manager level.

Anne Donoghue, Curriculum Manager for retail at Edinburgh College, said: "Retail is a relatively new addition to Edinburgh College's portfolio of courses, and it offers students a blend of theory and practical work to make sure they're prepared for careers in this fast-moving industry. We continually listen to our students and employers to gather feedback and look at ways in which to enhance our courses so that our students are ready for employment or further study at university when they complete their studies with us.

"Having our base in Edinburgh is a real boost and means that we can take advantage of the opportunities that will be available from the proposed new retail developments both at the east and west end of the city."

Students on the HND Retail Management course at Edinburgh College said:

**"This is a great course that I know will help me enter the field of retail management."**  
Roger McDougall

**"The college is the best place for an education in retail management."**  
Bella Irvine

**"The course has highly competent and friendly lecturing staff who helped proved me with a strong foundation and understanding of retail management, which have already opened doors for me."**  
Amir Chaudry

**"The course is interesting, eye-opening & fun!"**  
Gavin Reekie

Theresa McGowan, SQA Regional Manager said: "Edinburgh College is helping learners get a great start into the retail industry through the HND in Retail Management qualification. This course gives learners a fantastic opportunity to gain the skills and knowledge they need for a career in the retail industry."

For more information about any SQA qualifications, visit [www.sqa.org.uk/mysector](http://www.sqa.org.uk/mysector)

# Cash isn't always king

Saving in a Cash ISA may be costing you money. With historically low interest rates, there's a good chance your Cash ISA has already fallen below inflation – so your savings might be losing value.

Fortunately, you can take control of your money. Investing in a True Potential Stocks and Shares ISA, with funds from world-class investment managers, offers the potential for higher returns. Plus, with True Potential, you can track your ISA 24/7 on your personal client site, online or via your tablet or smartphone.

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## Grow your Business, but DON'T do it alone!

### You've decided to start & grow your business.

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I, too, faced some pretty big challenges that led me to hire a business success coach. Before making this investment, I thought I was experienced enough to just 'do', but it soon became clear that I didn't really know 'how'. So, I invested in my success - the biggest step that would change my life forever.

### Your business is a reflection of who you are!

If lack of clarity or confidence is holding you back from shining as an Entrepreneur, the key is to connect with someone who can help you understand who you are and determine what you really want to achieve.

Have you ever invested in a business success coach? This will open up abounding possibilities and avenues for your life, work and business.



It's **FREE** to get started so why not Take Action Now!

<http://bit.ly/bbeoffer1>



**Beverley Anderson – Business Success Coach of BusinessBoostExpert Ltd**

☎ 0131 214 1114

✉ info@businessboostexpert.com

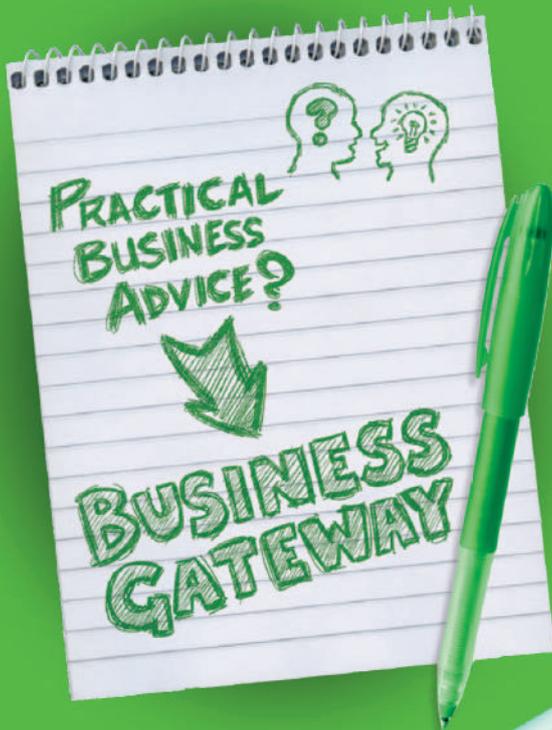
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Beverley is Co-Founder of BusinessBoostExpert and enjoys working her own terms while spending quality time with her family. She inspires and empowers Professionals and Business Owners to start & grow their businesses with confidence by embracing Entrepreneurship.





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**Name:** Frazor Murphy  
**Company Name:** Thin Red Line Products  
**Website:** [www.thinredlineproducts.com](http://www.thinredlineproducts.com)

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

**A** Design led, branded promotional products.

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

**A** 10 months.

**Q Why did you join?**

**A** To network and to introduce ThinRedLine Design's services and products to other local businesses.

**Q What services do you use?**

**A** At present we use the networking events, however we're hoping to take advantage of other services and benefits when work is less hectic!

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

**A** I enjoy the diversity of events on offer and membership numbers mean that you are always meeting new people.

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

**A** I still need to take advantage of everything that's already on offer!

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

**A** The Chamber team are incredibly helpful and being able to pick and choose events makes for very relaxed and enjoyable networking.



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

**A** At my desk.

## Old Dogs, New Tricks. The Digital Future of Retail

Digital is the transformational force driving the retail industry. Since the application of the laser to create the barcode reader, retailers have been able to manage larger inventories and the stores have grown into the mega chains we know today. Although lately, individuals may think digital has done more damage than good to retail with the advent of online shopping, the internet is not all things digital. Bricks and mortar stores need to consider how digital can be used to increase in-store efficiencies and offer an original customer experience that cannot be replicated online.

Fundamentally, knowing more about ones customers will always help to increase sales. Whilst Amazon's website analytics can tailor the content we view in our browsers based on search and purchase history, in store customer analytics can actually reduce overheads. Customer data provides the opportunity to lower stock keeping units and optimise the layout of the retail space we have at our disposal. Digital presents new opportunities for interacting and exchanging with the customer. Research has shown that customers are more honest when answering surveys online due to the anonymity factor. Mobile market research platforms such as Sumo Insight have experienced the highest response rates because they offer real time, real location questions to the customer. In the past, customer research was considered a time intensive and expensive activity but with these new technologies, access to data has been democratised so that smaller retail chains can benefit from the same tools.

Customers need to be motivated to leave their homes and hit the high street for their shopping. Digital technology enables new ways to create theatre and excitement. In a world where gaming is bigger than the record and film industries, it makes sense to build gamification into retail. In store virtual reality (VR) may attract buyers to our stores, entertain them and encourage them to buy more. M&S are experimenting with a virtual rail that allows customers to flick through and match store items on a man sized screen for outfit inspiration. It's like an incredibly sophisticated Mr Potato Head.

Recently an Amazon Executive was quoted as saying they were staggered by the increase in purchases via mobile, we in the mobile industry were staggered it took so long to happen, yet the use of the handset is not limited to online shopping. The smartphone is the modern equivalent of the Swiss Army knife and retail stores need to innovate to find new ways to include this technology in the shopping experience. Whilst, American Apparel uses augmented reality on the smartphone to offer product information such as reviews, videos and product comparison, Tesco is introducing scan as you shop to save the customer time.

The last half meter is often cited as the most important aspect for success in store, Digital has enabled staff education modules to be delivered where and when they are most needed without disruption to retail hours. Management

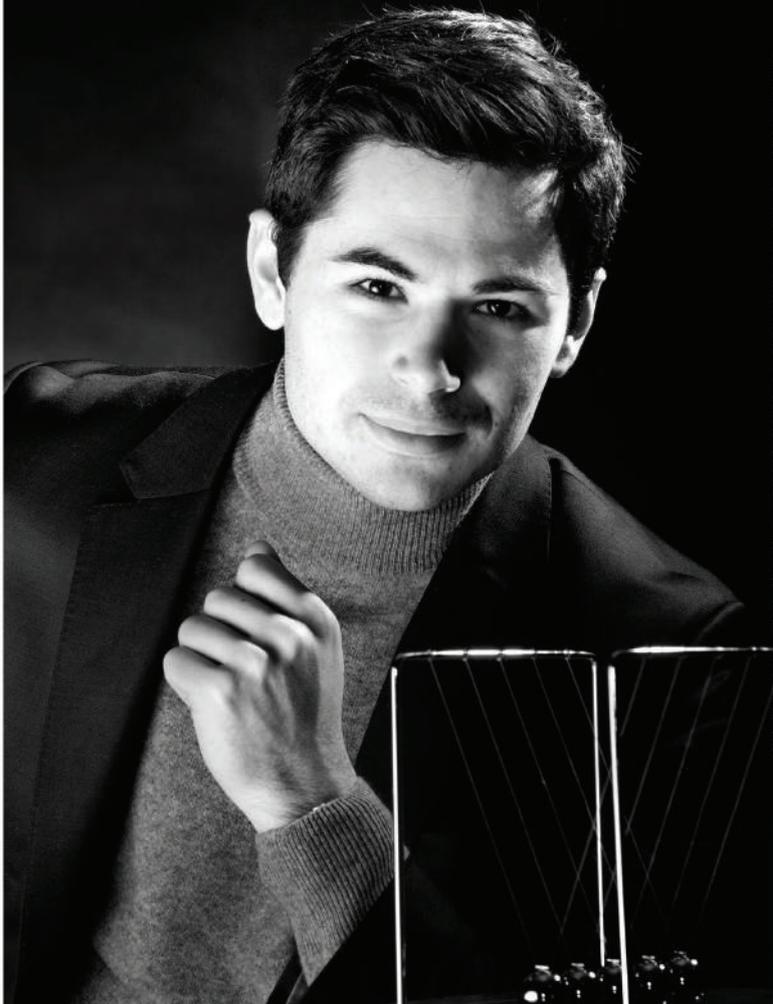
sales targets can now be filtered down to the shop floor on a minute by minute basis, such solutions have become available on a range of cost effective platforms that don't require major capital investment into IT systems.

Rents and rates are a huge part of the retail cost base and any solution to minimise this impact will positively affect the bottom line. Merchant services have been democratised by the introduction of personal payment systems like iZettle and PayPal Here. This could provide a new take on the traditional concession model into a more collaborative experience, where businesses share a store to reduce associated costs whilst maintaining individual control of their customer journey.

There are so many ways that retailers of all sizes can adopt Digital technology to refresh their brand and differentiate themselves from the online market. Knowing ones customers, improving the shopping experience and reducing store overheads should be the main focus. The fundamentals of bricks and mortar retail have not changed; they are just becoming more sophisticated with the help of digital innovation.



**By Colin Loveday,**  
**Managing Director**  
**4G Scotland**



**Exceptional Business Portraits;  
by Tuskite Photography  
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# Up for a Challenge

Johanna Dow clearly likes a challenge. Following eight years as Finance Director at Business Stream, Scotland's largest provider of non-domestic water and waste water services, Jo has recently been appointed as its new Chief Executive.

Scotland's non-domestic water market is the first competitive market in the world of its kind, and as the incumbent supplier, Business Stream began with a big target on its back.

But it's a challenge Jo relishes.

"The key thing for us has always been that customers are able to benefit from the introduction of competition," she says. "Our experience to date suggests that's been the case, but that is not to say we're not continually looking for new ways to make water work better for our customers."

The statistics so far certainly bear that out. Since the market opened in 2008, customers have saved more than £100 million from their water bills thanks to a combination of water efficiency savings and discounts the company has brought to the market.

This has also resulted in environmental benefits. The associated carbon savings – Scotland's water quality requires careful treatment which uses energy – totals 34,000 tonnes and more than 20 billion litres of water have been saved.

Business Stream has also improved customer satisfaction by 26% in that time.

"Companies which use water as part of a central process in manufacturing, for example, are very well-versed in its importance to their business," she explains. "But companies which aren't necessarily focused on water day-to-day quite often don't understand the difference it can make to their business."

"Where we try to add value for our clients is providing consultancy work and proactive advice on areas such as water efficiency and trade effluent improvements, which delivers the double benefit of both financial savings and helping customers meet their environmental targets."

Business Stream's team of experts can design, build and install water saving measures from relatively small improvements to large scale



water treatment plants. Even SMEs with low consumption can effect change by installing water saving devices like tap aerators and 'hippos' in toilet cisterns; essentially a plastic bag which sits in the cistern and means each flush uses less water.

There's also a great deal more technology to the water sector than some might imagine. Sites with complex underground networks can benefit from mapping surveys to identify where pipework is situated, allowing any problems to be quickly addressed. Automated meter readers (AMRs) can spot leaks before they occur, by taking readings every 15 minutes and alerting customers to any drops in water flow, which could indicate a burst pipe. All of these services deliver benefits to customers.

The success of the Scottish market means England will deregulate its non-domestic water market in 2017.

Jo says: "The experience of Scottish customers has been noticed by policymakers in England, and we've been very involved in helping to drive that change south of the border. Competition in Scotland has enabled customers to have a choice and benefit from keener pricing, greater innovation and better customer service and these are benefits we believe should also be available to non-household customers in England."

However we're not there yet and, according to Jo, there are some significant issues that need to be addressed for an Anglo-Scottish retail water market to be a success.

"It is vital that there is a level playing field between the English and Scottish retail markets and yet currently whilst Scotland has been open to competition for almost seven years, enabling English-based water companies to provide services here, the same rules do not apply south of the Border and Scottish-based water companies, such as Business Stream, have to wait until the market opens in England in 2017 to fully compete. In addition, the retail margins set in England once the market opens are much lower than in Scotland, 6% versus 26%, on average. Such a low margin in England will make it difficult to incentivise customers to switch and difficult for new entrants including Business Stream to compete. A successful market must be a fair one and at the moment that's not the case; there is still work to be done to level the playing field".

This is certainly a key issue for Jo and one that she's passionate about as she strongly believes an Anglo-Scottish retail water market could deliver fantastic opportunities for customers. However, she's unwavering on her number one priority at Business Stream. "Our main focus has and always will be on how we can continually improve the services we provide to our customers here in Scotland".



Johanna Dow

# Bohemia - A part of Edinburgh's Eclectic Mix



By Jenny Lockton,  
Founder & Creative Director,  
Bohemia Design Limited

**For more than 20 years Jenny Lockton has been one of the retailers who helped develop Edinburgh's burgeoning reputation as a diverse and eclectic retail destination.**

She has been involved in developing and running a number of shops, particularly in the south side and in the New Town, which have catered for those with an independent, away-from-the-high-street view of life.

As the founder of Bohemia Design, with its shop in Marchmont and its growing online retail and wholesale business, she is well placed to view the challenges and opportunities that face some of the many niche retailers who operate in the city.

She is in no doubt that Edinburgh's retail offering is well placed to develop in a positive way in the future, with a little help around some key issues, and to take advantage of the opportunities that are coming.

She established Bohemia Design in 2006. It now operates from its shop in Marchmont, where products are also designed, and from its office and warehouse in Leith, which services its online and wholesale business.

The firm creates its own designed products across fashion, accessories, gifts, children's wear and toys, and home accessories. The designs are then turned into reality by artisans working in Morocco, India and Turkey on a fair trade basis. Jenny knows all of the artisans, and their families, personally.

It is an ethical approach that she does not trumpet, but which she believes has stood her in good stead over the years. "I think people are much better informed nowadays. They perhaps spend less conspicuously than they did before the recession hit in 2008, but when they do spend they like to know

it is doing more than just giving them the pleasure they get from their purchase. If they can spend money, get something they want, and feel good about spending then that's so much better. We operate on a fair trade basis, but we don't market ourselves that way. It's just the way we work, and I think it's the way all businesses should work."

Jenny is a staunch believer in Edinburgh's diverse retail offer. "I don't think there is any doubt that one of Edinburgh's big attractions as a retail destination is the number and range of niche retailers operating in areas like Morningside/Bruntsfield and Marchmont, the Grassmarket, the West End, Victoria Street and Broughton Street.

"These areas all also have a fantastic café culture, and that creates a completely unique ambience in each area that people find very appealing."

She believes the niche sectors nicely offset the national and international brands evident in major shopping centres, including Princes Street, and the designer and luxury brands along George Street and Multrees Walk, and that the mixture creates a healthy future.

However, she would also like to see more and cheaper car parking to encourage shoppers into the city as one measure that she believes would go some way to improving future prospects for the sector.

Jenny has developed a growing online business, both retail and wholesale. While her shop in Marchmont is a vital "shop window" and a popular and successful part of the local retail landscape, she sees the wholesale and online retail business as having greater potential for growth than "bricks and mortar."

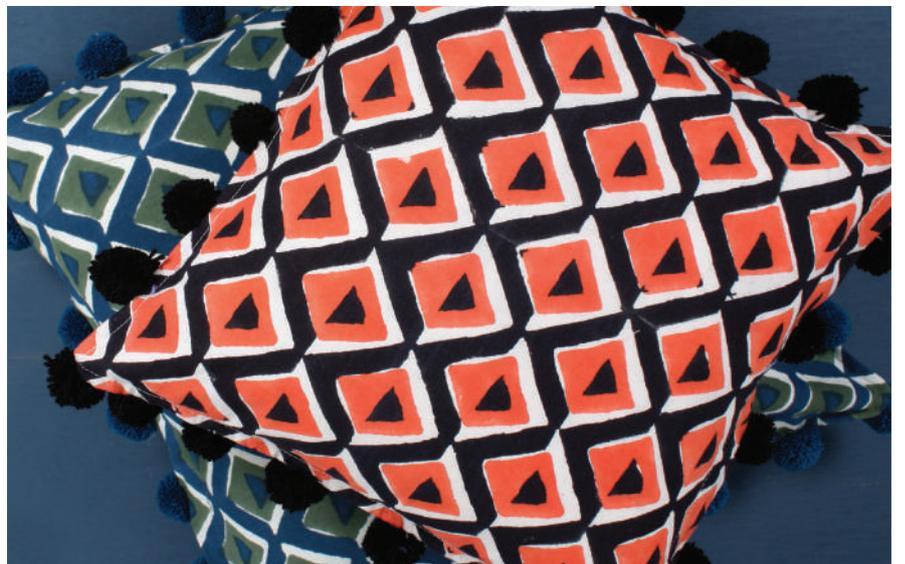
Much of that growth has come from retailers and wholesalers in other countries – including the USA, France, Germany and Scandinavia – seeing, liking, and wanting Bohemia products.

She said: "I think because our products are niche, artisan, and unique there is an



international market for them. That has driven our online growth. We are now seeing more UK wholesale interest, but that has come about more from our attendance at trade fairs.

"I do think that many retailers – especially those who do not sell anything that is particularly niche or unusual – do find coping with the growth of retail online as something that is difficult. Major retailers can put the processes and infrastructure in place and invest in the technology to ensure that 'click



and collect' actually develops business and can drive footfall. Smaller retailers can't really do that.

"But you can still harness the technology in a smaller way. For example we do have many customers who browse online, and they can order online and we have the purchase delivered to the shop for them to collect. People still like the touchy-feely part of shopping before they finally buy, and I'm not sure that will completely change."



# A Passion for Retailing

**You would expect Gordon Drummond to be passionate about retailing – and he doesn't disappoint.**

This, after all, is the man who heads the aspirational Harvey Nichols in Edinburgh, the luxury retail name that has been in the vanguard in transforming the Capital's retail offering over the past decade.

The 100,000 sq ft store is built over five levels, including its stunning Forth Floor restaurant

which enjoys stupendous views over the city centre, and employs around 400 staff.

After a lifetime spent working in the retail sector – much of it in Edinburgh – Gordon is just about as positive and optimistic about the future of this vital sector as he has ever been.

Retail in Edinburgh employs close to 30,000 people – around 12% of the employment on offer in the city's varied and successful economy. But as Gordon is quick to point out, it is much, much more than a major employer.

He subscribes to the view espoused by the Scottish Government that the quality and range of a city's retail sector "reflects on and contributes to its vibrancy, image and attractiveness to residents and visitors alike. A growing and dynamic retail sector can help restore and rejuvenate our cities."

Gordon said: "Shopping provides the anchor around which our bars and restaurants operate, it is a huge driver of visitors both from Scotland, the UK and further afield, and it is nowadays very much a social activity, you and your friends and families."



Gordon sees an enormous amount to be encouraged by in terms of the recent and future development of the retail sector in the Capital, which has seen Edinburgh rise sharply through the ranks of UK retail destinations. With work due to start this year on the enormous £850 million Edinburgh St James development, he expects that ranking to escalate into the UK's top 10.

He said: "There is no doubt that Edinburgh's retail offering has changed enormously for the better in the past decade. We are now seeing the kind of retail mix that people expect of a Capital city – with less emphasis on 'high street' and a greater variety that includes niche independent shops and much more luxury retail."

In Gordon's view, and the view of most analysts, that mixture is likely to prove more resilient than less varied offerings, in particular the luxury market, in the face of increasing competition from online shopping. The challenges posed by technology are something Gordon believes should be viewed as opportunities, in the way that many major retailers have successfully built 'click and collect' and online offerings.

"There is no doubt that consumers, like to do their research and browse online to be up to date and on trend about what is available. But they also like to come into the store armed with the information they gain online, to see and touch the clothes, and to have a conversation with a knowledgeable assistant. In that regard, it is essential that staff are passionate about their merchandise and are enthusiastic and positive when dealing with well-informed customers.

"Given the pace of change over the past ten years it is very difficult to predict exactly what is likely to happen over the next few years, but we can be sure that there will be much more use of technology. As consumers become more aware and more informed, retailers will have to become even more engaged with their customers to develop very personal relationships with them."

Gordon, who is now a Director of Harvey Nichols Regional Stores, joined the company as the store General Manager, in 2003 shortly after it opened in Edinburgh. He has seen at first hand the surge in interest in luxury brands in the Capital.

"We've seen a lot of luxury brands come to Edinburgh since then, and there is no doubt that more will follow, particularly in Multrees

Walk next to our store and in George Street. Add in to that the appeal of the leading high street names in Princes Street, and the independent, niche retailers to be found in the Grassmarket, West End and Stockbridge, and the sector is in a very healthy position."

Gordon is quick to emphasise that there is no room for the City to rest on its laurels however. Part of the success has been driven by the dynamic partnerships the city enjoys and the activities that spin out from those. "While we get lots of customers from Edinburgh, Glasgow and further afield in Scotland, there is no doubt that the summer is very important for us when the Festivals are in full swing and we see a real increase in the number of foreign customers.

"And this year the Christmas activity really raised the bar considerably. It's important that we continue to be active as a city to attract visitors both nationally and internationally.

Gordon Drummond is a director of the Business Improvement District Company Essential Edinburgh and a member of the Edinburgh Business Forum.



Gordon Drummond

# Membership has its privileges...



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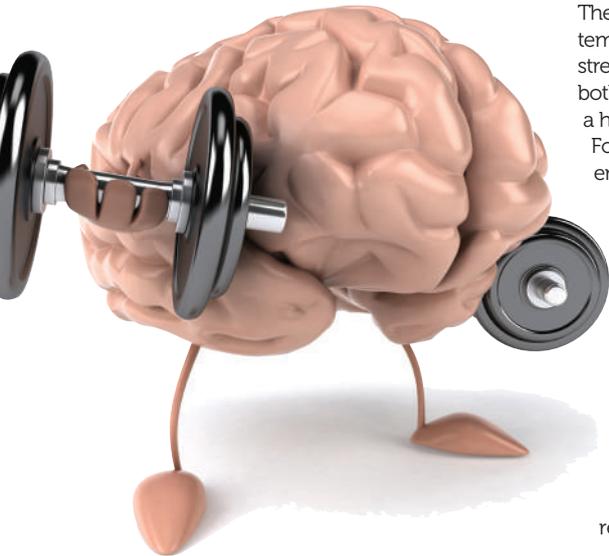
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# Secrets of Health and Success Revealed

Your success is determined by the health of your brain, which depends upon your overall health and the health of your spine.



Make better decisions and act on those decisions with a healthy body and mind.

The health of your brain determines your ability to solve puzzles, find solutions and make connections. Follow through on your decisions with the increased energy that comes from improving your health to create your success.

The function of the brain and spine are temporarily improved during short bursts of stress, but prolonged stress is detrimental to both. Putting into action health habits to create a healthy brain is one part of chiropractic care. Following through also reduces sick leave, enhancing a company's production.

The posture and spine also leave subtle clues to brain function, so having your spine checked is one way to maintain the competitive edge.

Lead, and let your competition admire your spine.

## 12 Weeks to Wellness

In your 12 weeks to wellness program you will receive short informative talks on stress and health, exercises, relaxation techniques and chiropractic care

to make subtle or gross changes to you and your company's health.

Distilled from 119 years of chiropractic clinical expertise and research, along with my own personal journey, these techniques will quickly add sustained health to you and your business.

## How is your health right now?

Do you know if your spine and brain health are as good as they could be? A **free** ten minute consultation will give an indication of where you are at and what can be done. Book your appointment today and be sure of your health and wellness.



Dr Gary Blackwood

For more information on your next step, please call **0131 225 1177** or email [gary@whitetreechiro.co.uk](mailto:gary@whitetreechiro.co.uk)

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



# Losing weight the quick and easy way

Need to lose weight but too embarrassed to attend a weight loss class? Or perhaps you are scared about the flabby skin that remains once you have shed the pounds?

There is no need to worry when you come to Edinburgh-based dermalclinic®, which can help you lose weight quickly and easily, ideal for busy people such as businessmen and women whose time is precious.

The clinic uses the Alevere weight loss, body contouring and skin tightening therapy, which is the perfect way to lose three stones, or even more, of unwanted body weight in a short space of time, without recourse to surgery.

The Therapy provides the solution through meal supplements, fat-busting ultrasound and skin tightening endermologie treatments, allowing successful and safe weight loss.

We also have an Alevere solution for the many people that come to us only wishing to

lose one or two stones in weight. They may not be classed as obese but feel that they are carrying a little extra than they are used to, their clothes are a little tighter, they want to feel more attractive or they struggle to climb the stairs as easily.

And because the clinic specialises in all aspects of skin care, the process will leave you without those unwanted folds of skin you sometimes see in other people who have lost a lot of weight.

We provide a great variety of other services as well, to suit every individual, everything from plastic surgery consultations to facial aesthetics, and from acne and mole clinics to beauty treatments.

But don't just take our word for it. We've frequently reached the finals for Best Clinic in the UK and Best Clinic in Scotland.

And for further reassurance we're also the first clinic in Scotland to achieve accreditation with SaveFace, a register of approved clinics that operate to the highest and safest standards.



## Why not give us a try?

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**21-23 Church Hill Place**  
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**Edinburgh**  
**EH4 10BE**  
**0131 447 2642**  
**info@dermalclinic.co.uk**  
**www.dermalclinic.co.uk**



# Workplace Wellbeing

moving up the FD's agenda

**Last year a leading financial protection provider surveyed more than 250 FDs to find out their attitudes towards wellbeing.**

An incredible 86% of respondents considered the management of employee wellbeing to actually be part of their job.

Around two-thirds of those surveyed by Unum also agreed that offering and communicating benefits to their staff highlights that they are important to the company.

It's a view that could help to reduce employee turnover – another integral part of the corporate agenda, as staff retention was voted the most important issue that their businesses needed to address in 2015.

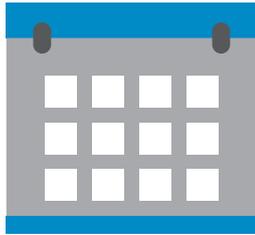


**86%**

**of FDs consider the  
MANAGEMENT OF WELLBEING  
to be part of their role**

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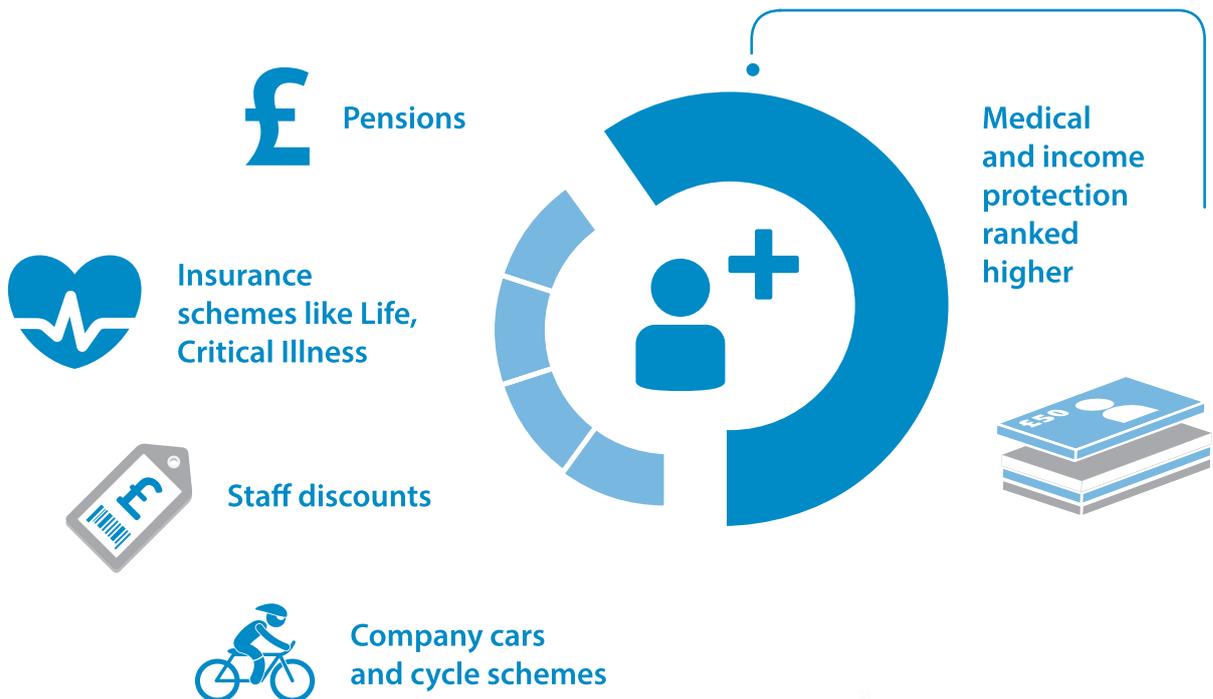
When asked what would be the most important issue for your company to address in the next 12 months, **STAFF RETENTION** was rated the highest at



36%



**MEDICAL AND INCOME PROTECTION BENEFITS** were thought to have a greater impact on employee wellbeing than pensions, other insurance schemes, staff discounts and company cars & cycle schemes



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Authorised and regulated by the Financial Conduct Authority (Ref 479266)

# The RCPE announces a major investment into the refurbishment of their facilities

The Royal College of Physicians of Edinburgh (RCPE) recently announced a major investment into the refurbishment of their Queen Mother Conference Centre, with work due to commence in 2016.

The College was granted a Royal Charter by King Charles II in 1681 and back then Physicians gathered together in their own homes to discuss the regulation of medical practice and standards. To this day, the RCPE remains committed to delivering excellence in medical education and standards to doctors throughout their careers and this purpose is facilitated within their Conference Centre and meeting rooms at 9-11 Queen Street.

The Conference Centre built in the early 1980's created a 300 seat raked theatre space behind a Georgian façade. The planned refurbishment will enhance, sustain and adapt the existing lecture theatre and foyer area to create a modern state of the art, 21st century Conference Centre. LDN Architects, who have a reputation for delivering innovative and award winning projects that address contemporary needs whilst protecting much valued heritage, are leading the design team.

This investment will not only benefit the RCPE's Fellows and Members, but also their corporate clients providing a building fit for purpose, with improved technology, infrastructure and ease of movement for all no matter what their mobility requirements. A glass atrium will allow light to flood into the foyer creating a light and airy space.



## CONFERENCES *and* MEETINGS at the ROYAL COLLEGE of PHYSICIANS of EDINBURGH



Modern conferencing *in a* historic setting

Our comprehensive facilities at the Royal College of Physicians of Edinburgh range from lecture theatre to meeting rooms, Great Hall and Georgian suite

Choice of spaces for conferences, meetings, dinners and receptions for 3-300 and full AV support including video conferencing

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Scottish charity no. SC009465

# Affordable Private Medical Insurance for SMEs

## Thought Private Medical Insurance was too expensive? Think again...

APRIL UK have just launched 'inSpire' – an innovative and affordable private medical insurance plan designed specifically for businesses with 3 or more employees.



Contact JOHN WEST today for a FREE quote:  
07827 383637 or email: [JohnW@april-uk.com](mailto:JohnW@april-uk.com)  
[www.april-uk.com](http://www.april-uk.com)

### Health insurance that gives your employees access to medical excellence at Spire Edinburgh

Created in partnership with Spire Healthcare, inSpire provides fast access to a wide range of treatments at Spire Hospitals throughout the UK, including Edinburgh.

Following a referral from your GP, you will be able to go to any Spire Healthcare Hospital, including Murrayfield Hospital with the peace of mind that all eligible consultations, surgical procedures, diagnostic test and scans will be covered by the plan.



**Spire**

Edinburgh Hospitals  
Murrayfield and Shawfair Park

### Key benefits of inSpire:

- Great value for money – thanks to the unique partnership between APRIL UK and Spire Healthcare
- Access to all 39 Spire hospitals across the UK
- High quality medical treatment and patient care in a clean and safe environment
- Rapid and comprehensive diagnostic services – no NHS waiting lists
- An appointment and treatment time to suit you
- The same consultant – from your first appointment, throughout your treatment and follow-up care

### Why should your company have health insurance in place?

- A strong recruitment tool helping you attract the right people to your company and retain the best staff
- It's highly valued by employees as a benefit
- Motivate staff, increase morale and productivity
- Reduce sickness absence – employees won't have to wait on the NHS waiting list. Instead they can receive treatment when they need it.
- Support employee health and wellbeing

### Cost from just £20.31 per employee\*

Private medical insurance has a reputation for being unaffordable or a 'luxury' employee benefit. However we have worked hard to bring prices down – in fact you might be pleasantly surprised at how low inSpire premiums are. So be sure to contact APRIL UK for a quote.

\*Monthly premiums based on a scheme with 10-29 employees, 25-29 year old, moratorium or full medical underwriting, £100 excess. 25-29 - £20.31. The follow costs apply to other age groups - 30-34 - £23.21, 35-39 - £24.75, 40-44 - £27.08, 45-49 - £33.27, 50-54 - £37.71, 55-59 - £47.58, 60-64 - £65.76

# GP services that save you time, stress and money

For employers and employees in Edinburgh, it can be difficult to fit in GP appointments around your busy working schedule, or know where to turn when your staff are unwell. Fortunately for you, Edinburgh private medical practice, YourGP, has created a flexible health service that saves you time, stress and money.

The practice, located in Dean Village, offers a wide range of GP and corporate healthcare services and treatments. And unlike other health practices, it's open seven days a week and provides short-notice appointments, ensuring you and your staff will be seen quickly and with minimum fuss.

## Flexible occupational health service

YourGP's occupational health service, led by Dr Marikie Benade, includes immediate appointments and rapid turnaround times, meaning you and your colleagues will return to work quickly, happy and healthy. But this doesn't just save you time and hassle, it also saves you money.

That's because sickness and ill health can have an impact on your bottom line due to absenteeism, while employees who turn up for work unwell or under the weather can under-perform and make expensive mistakes.

However, by investing in the health and welfare of your workforce, you can help reduce the amount of money that sickness is costing your company.



## One-stop shop for medical assessments

One of the most effective ways to improve your staff's wellbeing, and reduce the amount of money that sickness is costing your company, is through regular medical assessments.

With this in mind, YourGP provides a one-stop shop for all your medical assessment needs – saving your organisation time and money.

This service includes a range of one-to-one, fully confidential medical MOTs and annual check-ups, including an executive health medical, the practice's most popular option.

Of course, companies across Edinburgh and Scotland have contracts and other work demands that require their employees to travel abroad. If your staff travel to foreign countries as part of their work, they should be vaccinated against any diseases they may encounter.

To accommodate this YourGP, which is a registered yellow fever vaccination centre, provides vaccination advice and medication for business travellers.

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

The practice 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.

## The solution to all your health needs

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.

Employees who are given support to keep well are less likely to get sick, under-perform or take time off work; saving you time, hassle and money.

There's no need to register, so move your wellbeing to the front of the queue and reap the benefits of a healthier and happier workforce with YourGP.

Call **0131 225 5656** or visit **[www.your-gp.com](http://www.your-gp.com)** now.



yourGP



## Short Notice Private GP Appointments

Occupational healthcare, flu & travel vaccinations,  
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Healthcare, right when you need it.

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

 **0131 225 5656**

# Chest Heart & Stroke Scotland



## Would you like to help your staff achieve healthy goals? We'll take care of it!

The Health Promotion Scheme is an exciting programme aimed at businesses across central Scotland from Scotland's Health Charity, Chest Heart & Stroke Scotland (CHSS).

This innovative scheme delivers blood pressure screenings with individual lifestyle assessments and a choice of interactive activities from our team of Health Promotion Specialists.

### In Scotland:

- 1 in 10 people is living with chest, heart or stroke illness
- 1 in 3 people have high blood pressure
- Every 45 minutes someone has a stroke
- Every 55 minutes someone has a heart attack

### What's on offer?

#### Blood pressure screening and lifestyle assessments

As well as checking blood pressure levels for staff, our Health Promotion Specialists will offer individual lifestyle assessments to raise awareness of risk factors for chest, heart and stroke illness and provide advice on how to reduce these by making healthier lifestyle choices.

#### Interactive workshops

We have fun and engaging sessions to equip staff with important healthy lifestyle messages.

#### Support for staff-run health promotion activities

Further resources can be provided to support your staff to run their own regular health and wellbeing groups.

“

**I enjoyed the fact that I could get a blood pressure check without making an appointment and waiting at my GP outside of work hours**

”

Workshop Attendee

### What are the benefits?

Participation in the scheme can help meet staff health and corporate social responsibility goals for your business.

#### Research shows that a workplace Health Promotion Scheme can:

- Reduce employee absenteeism by an average of 30-40%
- Improve work performance by 10%
- Increase employee job satisfaction
- Achieve a positive return on investment – at least £3 for every £1 invested

### How you can get involved?

In return for this service, you can work in partnership with us to raise funds to provide services which support people living with chest, heart and stroke conditions across Scotland. Ideas include:

- Choosing CHSS as your 'Charity of the Year'
- Organising fundraising events in your workplace
- Entering CHSS fundraising events - individually or as corporate teams
- Promoting payroll giving
- Encouraging staff to volunteer for us



To find out more visit

[www.chss.org.uk/health-promotion](http://www.chss.org.uk/health-promotion)

or call George Grierson or Laura Hastings

on **0131 225 6963**

**Chest  
Heart &  
Stroke  
Scotland**

# April is the time for your tax planning to Spring into action

Now that we are into a new tax year it is worth considering your tax position in order to minimise tax liabilities and maximise the use of available reliefs. It is important to plan carefully and avoid leaving decisions until the last few weeks of the tax year.

## You may wish to consider the following:

### Pension Contributions

You can invest up to the greater of £3,600 and your relevant earnings subject to an annual limit of £40,000. This limit can be supplemented by unused relief from the previous three years, although your total contribution cannot exceed your relevant earnings for the year.

Pension freedom changes from 6 April 2015 provide greater flexibility, allowing you to use your pension savings as you choose. Changes include having access to your entire pot at age 55, removing the requirement to buy an annuity for life and being able to dip into your pension when you like with 25% of all withdrawals being tax free. The 55% death tax levied on pension pots still invested has been axed and it is now possible for your pension pot to be passed to anyone tax free on death under 75. Once you flexibly access your pension

savings there is a reduced annual allowance (£10,000) for future pension contributions.

Personal Allowance and High Income Child Benefit Charge (HICBC)

The personal allowance begins to be withdrawn once income exceeds £100,000. The HICBC is relevant once income exceeds £50,000. You can preserve the personal allowance and avoid the HICBC by making pension contributions or gift aid donations.

The personal allowance for 2014/15 can be reinstated by carrying back a gift aid donation from the current year. It is particularly useful to preserve the personal allowance where possible as the withdrawal sees a marginal tax rate of 60% on income between £100,000 - £121,200.

### Capital Gains Tax

The annual exemption means you can realise net gains of up to £11,100 with no capital gains tax liability.

It is worth considering transferring an asset into joint ownership with your spouse to benefit from two annual exemptions on disposal.

You can also 'bed & spouse' where your spouse acquires an identical shareholding to that sold, resulting in a higher base cost for future disposals.

### NISA Allowance

The New Individual Savings Account (NISA) allows individuals to invest tax efficiently subject to an annual limit (£15,240), with income and gains being tax-free.

A Junior NISA is available for children (investment limit £4,080). These are popular



with grandparents as a way of investing for a child's future.

### Spouse

Income generating assets could be transferred to your spouse to benefit from their lower tax rate. This could also help with the preservation of the personal allowance or avoidance of the HICBC.

### Inheritance Tax

You can make gifts of up to £3,000 each tax year, free from inheritance tax. An unused exemption can be carried forward to the following year, meaning it could be possible to make gifts of up to £6,000 now.

Please note that this article does not constitute formal advice, this is merely an indication of some tax planning opportunities. You should seek professional advice prior to taking any action.

### About the Author:

Barry Anderson is a Tax Manager with Condis Chartered Accountants and Business Advisers. Condis is an Edinburgh Chamber of Commerce Partner in Enterprise.

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



**Name:** Steven McConnachie

**Business name:**  
**Double Take Projections**

**Start up date:** 5/1/13

**Website:**  
**www.doubletakeprojections.com**

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

Double Take Projections provide a service called Architectural Projection Mapping; we project animations onto the façade of buildings for events.

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

The projections always attract the public's attention.

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

Watching Madness perform with projection mapping at the Queens Golden Jubilee concert.

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

The satisfaction of seeing the business and our portfolio grow.

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

Watching thousands of people dancing in front of the projections at the 'Palm Stage' at T in the Park.



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

Our first year was extremely hard... We majorly underestimated the cost of buying the needed equipment.

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

To have a vast portfolio and to be producing jobs all over Europe.

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

If you need to get funding don't discount going to the banks; they are eager to lend to startups.

## NEW MEMBERS

Asia Scotland Institute

BE-IT Resourcing

Beyond Medispa Ltd

Bijou

Brand Satellite

Caledonia Public Affairs Ltd

Cicada Corporation Limited

CNJ Accounting

Communicate

DC Consulting (Scotland) Limited

DEM Solutions Ltd

FAB Assurance

Finix Productions Ltd

Foundation Scotland

Glidden Design and Brand Communications

Holistic Product Development Ltd

Hutchison Networks Ltd

JJ Property Solutions

Junior Chamber International Edinburgh

Lindsay & Gilmour Pharmacy

Lingua Nordica

Mott MacDonald

Munro Group

NF Smith

Northgate Vehicle Hire Ltd

O'Leary PR Ltd

P & P Business Development

Partners in Advocacy

Peaches n Cream Boutique

Places For People

Quality Computer Cleaning

Radical Travel (Inc Highland Explorer Tours & HAGGIS Adventures)

RRDCreative

Shirlaws UK Limited

Sing In The City

STEEL Edinburgh

Uniklasers Ltd

# Is your online presence helping or hindering your offline business?

**Making the right impression first time whether online and offline is the best way to drive sales. With more and more marketing companies pushing 'omni-channel' marketing do you fully understand how your online presence is helping or hindering your offline business?**

A few years ago we were talking about the death of the High Street and the focus had to be on digital. But the reality of business in our connected world is that people want to choose how they interact and how they buy. It is more about convenience than speed or avoiding a physical location.

Before a recent trip to New York my friend and I reviewed all the good trainer (or sneaker) shops before we got there. We found an awesome boutique store website and picked a pair that was on offer for \$50. When we walked into the shop the trainers weren't on display so we asked the assistant who confirmed they did have them, brought up two pairs in our size and an alternative colour. Within 10 minutes both of us walked out of the shop with the trainers we wanted and they had \$100 in their till (and minimal cost to the business in serving us in store). So what could have seemed to them a ten minute offline interaction actually was a 1 hour online interaction + 10 minute in-store.

And it works both ways: just look at John Lewis who are using their offline shops to drive online sales. After years and years of seeing their home delivery service increase everyone was surprised to see that this Christmas their "click and collect" service overtook home deliveries, accounting for 56% of their total online orders. They also saw that their shops were full and even though their shop till takings fell, their overall takings rose. So in 2015 they are looking to open new stores, not close them and move more online. Why? Well Andy Street, Managing Director for John Lewis, summed it up himself "The role of the shop is absolutely critical in providing online sales". At John Lewis they firmly believe that even Internet customers might make their final decision online but they still want to physically pick up items and browse.

So how do you ensure your online presence is driving sales? With most Internet users only giving any web page 5 seconds before we decide to engage or not you don't have a lot of time to make an impression and drive a sale.

Trying to take an 'omni-channel' approach is a misnomer. With the ever changing world of technology and social media I doubt that any company or brand can have an effective 'omni-channel' presence. Instead think about your 'cross-channel' or 'continuum' experience: what you want to achieve with it and how you will measure its success.

- 1. Choose your continuum:** Identify which channels you can effectively manage and use to communicate with your audience. These channels should be different depending on your business and who you are trying to reach. The key here is which channels you can manage – we are all time poor so don't think you can cover all the bases! Think about which you can manage well and this should form your continuum.
- 2. Brand consistency throughout the continuum:** We are now all trained to recognise brands so your brand needs to be consistently represented across your continuum – both online and offline. This means using the same logo, tagline, colours and tone of voice are imperative to letting your audience know that it really is you with the least cognitive load possible. This will garner trust with them sub-consciously so they can focus on your message as opposed to working out who is delivering it.
- 3. Manage your customer's expectations:** Banks are experiencing issues with their in-branch customer service. We are now used to online banking and get frustrated that it can take 10 minutes to complete a task in branch that we could do online. So even though we are being serviced faster and faster in branch, the speed and ease of which we can now complete online banking tasks is having a real impact on our perception of offline banking. Now you can't necessarily mimic your online and offline service offering – there are always queues in real life – but you can manage their expectations by letting them know how long the wait will be or offering an alternative way for them to complete their task.
- 4. Measure what is working and what is not:** Work out what you need to track and

measure to deliver real business insights. Whatever you are measuring – make sure that it is meaningful to the business; ties back to your overriding objective; and allows you to identify what is working and what is not. This way you can be confident to try new ideas and tactics and should see the impact that they have on your business. When something works you can double down on it and if it doesn't you can learn from your mistakes.

So it doesn't matter what the new social media platform of the year is or whether people buy more on a mobile than a tablet. If you ensure that all of your customer touch-points are consistent and convey your brand values you will enhance your customer experience

The key to success is to take a more holistic approach to business, not silo it into online and offline activity: See it all as one continuum of the customer experience.



**Esther Stringer** is Managing Director of Border Crossing Media who specialise in user experience and delivers training course on How to Increase Your Leads Online for Edinburgh Chamber of Commerce. For upcoming courses please visit [www.edinburghchamber.co.uk/business-solutions/](http://www.edinburghchamber.co.uk/business-solutions/)

# Selling and promoting your retail products

## Build Your knowledge base

The more you know about your merchandise, the better suited you are to explaining its features and benefits to your customers.

## Develop and fine tune your sales technique

The more time you spend in and around the retail selling environment, the more opportunities you'll have to fine-tune your selling techniques.

## Maintain a customer base

Some of your best customers are repeat customers who come back to see you because you were so helpful with their last purchases. Keep in touch with customers by maintaining a list of contact details..

## Loyalty

Building loyalty from exciting customers is essential as they will come back to you again and again to makes purchases. Send



thank you e-mails to your repeat customers and send them invites to sales night and promotions to ensure they feel valued.

## Word of mouth

Encourage word of mouth as it is one of the best ways to promote your product which is credible and free.

## Marketing

Ensure that your marketing message across all your channels is consistent with your brand identity. If you use social media then try not to over-sell and stick to the 80/20 rule of (80% on content which is interesting to

and engaging your audience and only 20% promoting your brand / products).

## Bring your product to life

If your produce is made from an ethical source or is environmentally friendly then use this as part of your marketing message. Telling a story will help bring your product to life.



By Mayan Grace  
Marketing Manager  
Edinburgh Chamber of Commerce

# GET WITH IT

By Bill Magee  
Scottish Business Technology  
Writer of the Year

A small headshot of a man with glasses and a light-colored shirt, smiling.

When I come across an example of ultra-smart tech developed out of Edinburgh I tend to shout it from the rooftops! So it is the case with Cortex..

Nestled in between Microsoft, Amazon and Creative Scotland at Waverley Gate - now undoubtedly becoming a high-tech powerhouse - Cortex is helping global multinationals radically increase the efficiency of creating and hosting their international websites.

Under the leadership of founder and Managing Director Peter Proud, a 40-strong

developer-team is expected to rise to around 100 by the end of the year. Cortex has scored early commercial success with its first product, the Integrated Agile Marketing (I/AM) platform filling an important gap in the market.

Dyson is one of the first clients to take advantage of the new platform to show the advanced technology within its ground breaking 360 Eye robot vacuum cleaner. I/AM was specifically chosen because it enabled Dyson to meet aggressive deadlines, together with the scale to meet unexpected demand, and make updates quickly and easily.

Based on previous product launches Dyson had originally estimated the site would have about 150,000 in the first 24 hours - the

robot launch attracted global online attention resulting in a surge of 1.5 million users in the first day.

But due to the way I/AM works there were NO site outages. It's been developed by Cortex as a result of a strategic partnership with Microsoft, developed in Scotland to deliver a world-class Cloud-based marketing solution for clients.

Everything that a global brand requires in fact to negotiate what's become an increasingly complex digital world..

Catch Bill's Daily TechPost (most days!) via twitter [#billamagee](#)

# UK exporter confidence picks up despite global uncertainty, says BCC and DHL report

The majority of British exporters (58%) believe their profitability will increase this year, despite ongoing political volatility in the eurozone and Ukraine, according to a report released by the British Chambers of Commerce (BCC) and DHL Express. The Trade Confidence Index, which measures both UK exporting activity and business confidence of more than 2,300 exporting firms, has also revealed that four out of five exporters tried to recruit staff at the end of last year.

- 58% of UK exporters believe their profitability will increase in the next 12 months
- The majority of exporting firms (81%) tried to recruit staff at the end of 2014
- John Longworth: 'British exporters are rising to the challenge despite the uncertain global outlook.'

The volume of trade documentation index issued by Accredited Chambers of Commerce (including Edinburgh Chamber) increased to 11743, demonstrating that UK businesses are growing internationally and breaking into new markets overseas.

BCC Director General, John Longworth says 'British exporters are rising to the challenge despite the uncertain global outlook; however, we are yet to see this translate into stronger trade and current account figures.'

## The key findings from the report are:

- The majority of exporters (58%) expect their profitability to increase over the next 12 months
- Manufacturing firms are more confident about improving their turnover than they were last quarter (66%, compared to 61% in Q3 2014)
- A third of exporters (36%) reported increases in export sales compared with only 18% who said they fell
- Recruitment intentions have increased, with more than four out of five exporting businesses trying to recruit staff (81%, compared to 75% in Q3 2014)
- A third of exporting firms reported that the exchange rate is having an impact on their ability to trade globally (35%, compared to 29% last quarter)
- The highest increase in exporting activity was recorded in Wales, London and Yorkshire & the Humber.

Commenting, John Longworth, Director General of the British Chambers of Commerce (BCC), said:



'British exporters are rising to the challenge despite the uncertain global outlook; however, we are yet to see this translate into stronger trade and current account figures. We know that when businesses do export, they grow, on average, 20% more than businesses that don't. With the vast majority of exporters looking to take on additional staff, they are generating growth and prosperity for the nation.'

'In spite of these positive figures, now is not the time for complacency as the government's ambitious export target is a steep hill to climb. If we are to make real progress towards rebalancing the economy, the business community and the government must work in partnership to step change our approach to supporting existing and potential exporters.'

'To link more UK businesses to the vast opportunities around the world, we must foster the development of potential exporters, many of whom are unable to access finance even before they are able to consider global expansion. Strengthening the UK's international trade performance must be a

top priority for any incoming government.'

Commenting, Phil Couchman, CEO of DHL Express UK and Ireland, said:

'The findings are particularly encouraging as they come during a period of relative uncertainty, especially regarding the EU economy. However, British exporters are defying the odds, overcoming these challenges and capitalising on the huge demand for British products across and beyond Europe.'

'Building on this growth and confidence is imperative. Steps are being taken by Government to support exporters, particularly SMEs, who are less able to ride the trends of the economic cycle than their larger counterparts. If the UK is going to successfully rebalance its economy it is crucial that businesses are equipped with the information and resources they need. Understanding the existing resources available for UK SMEs, such as the British Chamber of Commerce, UKTI, and DHL's Export Advisor Service is an important first step.'



# Training Course Calendar

<p>Thursday 2nd April 2015 08.30 – 10.00  <b>Bitesize Management Essentials Breakfasts</b></p>
<p>Tuesday 7th April 2015 09.30 – 16.30  <b>Leadership: How to Lead, Manage &amp; Coach your People to Success</b></p>
<p>Wednesday 8th April 2015 09.30 – 16.30  <b>Finance for Non-Finance Managers: How to Understand and Speak with Confidence About Financial Issues in Your Business</b></p>
<p>Tuesday 14th April 2015 09.30 – 16.30  <b>Introduction to Project Management: How to Plan, Manage and Close Successful Projects</b></p>
<p>Wednesday 15th April 2015 09.30 – 16.30  <b>Winning Presentations: How to Speak in Public with Power, Passion and Confidence</b></p>
<p>Thursday 16th April 2015 09.30 – 16.30  <b>How to Increase your Leads and Sales Online</b></p>
<p>Wednesday 22nd April 2015 09.30 – 16.30  <b>Time Management: How to Get More Done in Less Time</b></p>
<p>Wednesday 29th April 2015 09.30 – 16.30  <b>Process Mapping: How to Create Process Maps and Improve Your Business Processes</b></p>
<p>Tuesday 5th May 2015 09.30 – 16.30  <b>Keep Your Customers: How to Understand and Improve your Customers Experience</b></p>
<p>Wednesday 6th May 2015 09.30 – 16.30  <b>Operational Excellence: How to Design and Implement a Continuous Improvement Culture for your Business</b></p>

<p>Thursday 7th May 2015 08.30 – 10.00  <b>Bitesize Management Essentials Breakfasts</b></p>
<p>Tuesday 12th May 2015 09.30 – 16.30  <b>Negotiating: How to Negotiate and Achieve the Right Deal for You and Your Customers</b></p>
<p>Wednesday 13th May 2015 09.30 – 16.30  <b>Difficult Situations: How to Deal With Difficult Customers and Staff Effectively and Confidently</b></p>
<p>Friday 15th May 2015 09.30 – 12.30  <b>How to Create a Social Media Strategy &amp; Content Plan</b></p>
<p>Wednesday 20th May 2015 09.30 – 16.30  <b>Networking: How to Build Great Business Relationships and Enjoy Meeting Strangers</b></p>
<p>Thursday 21st May 2015 09.30 – 16.30  <b>How to Write Compelling Web Content</b></p>
<p>Friday 22nd May 2015 9.30 – 12.30  <b>Twitter and Blogging for Business</b></p>
<p>Wednesday 27th May 2015 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>Friday 29th May 2015 09.30 – 12.30  <b>Instagram, Google + &amp; Facebook for Business</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)

**Company name:** Sheraton Grand Hotel & Spa

**Who?** Tristan Nesbitt, General Manager

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

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

I attended my daily operations meeting with my team where we look at the day's VIP arrivals, conferences and events happening in the hotel and discuss all guest feedback. Following that I held my bi-monthly meeting with my senior management team to update on our strategic direction and key projects for the year ahead.

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

Delivering the increased profitability for the return on investment following the hotel's multi-million pound refurbishment in 2012, while ensuring we never compromise our high service standards.

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

Throughout my career, I have enjoyed the privilege of working in high-profile Starwood properties in some great locations including the Westin Palace Madrid, the Park Tower Knightsbridge and now the Sheraton Grand Hotel & Spa in Edinburgh.

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

Always plan ahead as last-minute changes or revisions always cost you more.

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

I started my career with Starwood Hotels & Resorts 15 years ago as a graduate trainee at what was then the Sheraton Park Tower in Knightsbridge. I spent the early part of my career in sales, including the Sheraton Heathrow Hotel, where I really cut my teeth in sales in a very competitive market. I then completed the circle following my promotion into hotel management when I returned to the Park Tower as the Hotel Manager.

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

It can be easy to fall into all work and no play, so I think it's important that you set up a structure to make a work/life balance work. Luckily, my three young children and wife help me to maintain a good balance.

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

Obviously I spend a lot of my spare time with my family. I also love playing tennis and I spend too much time finding the next best restaurant and bar! I also love live music, but don't have as much time these days, as I would like, to go to gigs.

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

Pride, passion and integrity are the three essential qualities I look for.

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

I believe the two are inter-linked, so a balance is good. You will sometimes need to make decisions that others may not like, however empathy goes a long way in my business as it's all about dealing with people.



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

Be consistent and true to yourself.

**Who is your hero?**

Roger Federer. He can still compete at the very top level of his sport even though he is getting on in age now and has a young family.

**Any business (or other) projects you would like to plug?**

We have just launched One Square Gin, our own-recipe gin that we created in collaboration with Pickering's Gin. It's a really exciting project as One Square was one of the original gin bars to open in Edinburgh ahead of the current gin trend, so our own gin was the next natural step. One Square is looking strong ahead of the summer with the refurbished Terrace which is perfect for outdoor gin cocktails and barbeque food – with direct views of Edinburgh Castle!

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

Working as a luxury sales agent, where I would travel the world and stay in the world's top hotels!

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

Boris Johnson, Gabriel Garcia Marquez, Sacha Baron Cohen... and my wife of course...

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

My family.

# New Waverley on track to transform Edinburgh's City Centre



**Artisan Real Estate Investors, the international shareholding partnership behind Edinburgh's New Waverley development, is making significant progress with its transformation of one of the city's most critical gap sites.**

The 7.5-acre New Waverley site occupies a strategic city-centre location between Waverley Station and the Royal Mile, and looks set to be one of the Capital's most impactful developments of recent years. Artisan's ambitious vision will see the area transformed into a vibrant pedestrian-friendly urban centre mixing open public spaces with retailers, restaurants, hotels and leisure offerings - as well as new homes and offices.

Work is currently extending to a 146-apartment Adagio Aparthotel which will face directly on to the Royal Mile behind a retained façade of the C-listed Sailors Ark building. This milestone development phase also includes the start of works for a new £6.5

million public square linked to the Aparthotel, surrounded by 160,000 sq.ft. of grade A office space and 28 new retail businesses including shops, restaurants and cafes.

Welcoming this development milestone, Clive Wilding, Artisan's Project Director says: "The breakthrough to the Royal Mile marks a significant stage in the evolution of New Waverley, and its transformation of Edinburgh's Old Town and the entire city centre area.

"We have already seen commitment from three major hotel brands, bringing in almost 400 rooms for central Edinburgh. We are also receiving significant interest from the food, beverage and restaurant sectors. New Waverley will remain a long-term commitment for Artisan, and will be a platform from which to lever future investment opportunities across the UK and Europe."

Construction began in November 2014 with work on the initial development phase of two Whitbread hotels - a 127-room Premier Inn and a 121-room Hub by Premier Inn - with a completion date set for mid-2016.

New Waverley's latest development phase coincides with new research showing that

the balance of Edinburgh's office market is shifting back towards the eastern side of the city. Compiled by JLL which, together with Montagu Evans, is now marketing New Waverley's office provision, the research shows that office capacity in the east of the city now has potential for nearly 20,000 staff, closing in on the 22,000 capacity provided by the city's Exchange District.

Craig Watson, Director of JLL explains: "We are now seeing a renaissance of the office market in the city's Eastern Quadrant. Waverley Station now has a footfall of more than 26 million passengers per year - and together with the City of Edinburgh Council headquarters and the Scottish Parliament, the Waverley Valley area, with the station at its heart, is fast becoming one of the most important administrative areas anywhere in Scotland."

Hugh Rutherford at Montagu Evans adds: "Office occupiers increasingly want to be located in Edinburgh's city centre with 85% of office take-up in 2014 being located there. Occupiers appreciate all the benefits of the city centre and the connectivity of being so close to the main line Waverley Station and the Transport Edinburgh network."

# EDINBURGH HOTEL DEVELOPMENT OPPORTUNITIES

[www.investinedinburgh.com/open-for-business/find-development-opportunities](http://www.investinedinburgh.com/open-for-business/find-development-opportunities)

## EDINBURGH BIOQUARTER



The BioQuarter is an internationally-recognised medical research hub in the southeast of Edinburgh, bringing together teaching hospitals, research institutes and the school of medicine of the University of Edinburgh. An opportunity exists for the development of a 120-bedroom four star hotel with leisure, conferencing and restaurant facilities. Expressions of interest from developers are invited.

**> Find out more:**

Max Gaunt, GVA  
E: [max.gaunt@gva.co.uk](mailto:max.gaunt@gva.co.uk)  
T: +44 (0)131 469 6022

## OCEANPOINT HOTEL



The OceanPoint Hotel is a hotel development opportunity on Edinburgh Waterfront. Planning consent has been granted for a 250-bedroom hotel with conferencing and restaurant facilities. The location benefits from close proximity to the Ocean Terminal shopping centre and to the Royal Yacht Britannia, voted the UK's best visitor attraction in the 2014 TripAdvisor Travellers' Choice Awards. Offers are invited for the freehold interest in the site.

**> Find out more:**

Patrick Hannay, DTZ  
E: [Patrick.Hannay@dtz.com](mailto:Patrick.Hannay@dtz.com)  
T: +44 (0)131 222 4521

## NATIONAL PERFORMANCE CENTRE FOR SPORT



The National Performance Centre for Sport is being developed at Heriot Watt University's campus on the edge of Edinburgh to provide world-class training facilities for Scotland's leading sportspeople, with a projected opening date of 2016. An opportunity has arisen to develop a 170-bedroom hotel to service the complex. Expressions of interest from developers are invited.

**> Find out more:**

Andrew Renouf, GVA  
E: [andrew.renouf@gva.co.uk](mailto:andrew.renouf@gva.co.uk)  
T: +44 (0)131 469 6026

## EDINBURGH ST JAMES



Edinburgh St James is an £850 million retail-led development by TIAA Henderson Real Estate that will transform Edinburgh's East End. The development - scheduled to complete in 2020 - will feature a 210-bedroom luxury hotel delivered to the very highest international standards. Expressions of interest from investors are invited.

**> Find out more:**

Adam Wilson, JLL  
E: [adam.wilson@eu.jll.com](mailto:adam.wilson@eu.jll.com)  
T: +44 (0) 207 399 5373

## PENTLAND STUDIOS



Pentland Studios has been established to deliver a world-class film studio complex at Straiton on the southern outskirts of Edinburgh. A unique opportunity has now arisen to purchase or let a 180-bedroom hotel being developed to service the complex, with a projected completion date of late-2017. Expressions of interest are invited.

**> Find out more:**

Jim O'Donnell, Pentland Studios  
E: [jim.odonnell@pentlandstudios.com](mailto:jim.odonnell@pentlandstudios.com)  
T: +44 (0)7767 432 761

## LONDON ROAD



The Caledonian Trust is developing a 175-bedroom at the eastern end of London Road, just minutes away from Meadowbank Sports Centre, Edinburgh's principal multi-sports facility, and Holyrood Park, a royal park featuring some of Edinburgh's most impressive scenery. Expressions of interest from purchasers and/ or operators are invited.

**> Find out more:**

David Edwards, Michael Laird Architects  
E: [D.Edwards@michaellaird.co.uk](mailto:D.Edwards@michaellaird.co.uk)  
T: +44 (0)131 226 6991

## FOUNTAINBRIDGE



Grosvenor is bringing to market the opportunity to develop a 181-bedroom four star hotel with restaurant facilities at Fountainbridge, a vibrant extension of Edinburgh's city centre. The site benefits from planning consent subject to the conclusion of legal agreements. Offers are invited for the freehold interest in the site with a guide price of £6.5 million.

**> Find out more:**

Keith Dobson, Savills  
E: [kdobson@savills.com](mailto:kdobson@savills.com)  
T: +44 (0)131 247 3801



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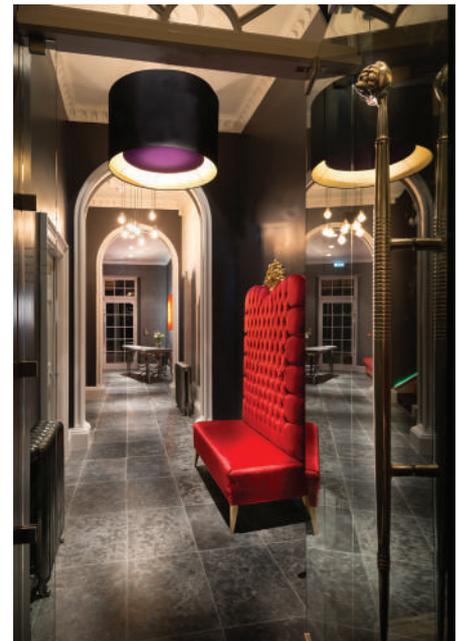
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## The office space with the Wow! factor

The average human being spends a large proportion of their life at work so it makes sense to work somewhere with the feel-good factor.

That is where the stunning 15 Queen Street in Edinburgh comes into its own because it definitely has the Wow! factor.

The suite of offices based in two adjoining Georgian terraced houses in Edinburgh has been lavishly transformed by entrepreneur Stephen Leach, of The Leach Partnership.

The offices officially opened in September of 2014 and already are 75 per cent occupied. However there still remain some beautiful offices to rent in the 11,000 sq ft conversion, which is attracting admiring comments from everyone who works there or visits this remarkable property.

One of the UK's most exciting locations,

Edinburgh's City Centre boasts excellent networking and business opportunities and 15 Queen Street lies at its heart.

Stephen, who was Entrepreneur of the Year for Scotland in 2008 and the UK 2008 & Europe in 2009 and has a portfolio including some of the most prestigious buildings in Scotland, said: "I'm a big believer in creating inspirational, vibrant and attractive workspaces. Life's too short to while away our days in drab, grey, energy-sapping offices. Attractive, ambient workspaces are beneficial to wellbeing and business success, and they create the ability to attract the highest calibre clients and staff." Stephen purchased the two buildings separately then set about completely transforming the energy within.

"The properties in Queen Street are remarkable, and architecturally important buildings but they were looking tired from years of neglect so we set out to transform them while remaining faithful to their character."

Housing offices, meeting spaces, the private members Q15 Bar, private landscaped parks/

garden access and a courtyard café, 15 Queen Street offers a level of class and style rarely found in office buildings.

Stephen said: "We live and work in an image-conscious world so I've created an office space that oozes success and energy. I work from there myself and clients love to visit."

You can find out more about 15 Queen St at [hello@15queenstreet.com](mailto:hello@15queenstreet.com) or on **0845 643 6715**



© Matt Fothergill

## Letting out a property? Then bring in the experts to take away the worry

Letting out a property can be a stressful experience. There is so much to deal with, jobs to be completed, legislation to abide by, problems to solve.

But it does not need to be like that if you bring in the professionals to remove all that hassle, which is why it makes sense to turn to Crombie & Co, who are experts in property management.

Based in Edinburgh city centre, we are a fresh thinking and passionate lettings business. Our team are dedicated to offering personal service and boast more than thirty years' experience between us. There is not a

challenge that we have not seen or a problem we have not solved.

We assess your property needs and ensure it is ready for the market, find you the right tenant and manage it all for you once they move in. We look after you every step of the way.

We already look after a wide range of properties in and around the city and, whether you have a small or large portfolio of residential property in Edinburgh, we tailor our service to meet your exact, long-term requirements.

If a Full Management service is not all you need, we also offer less involved services, including our popular Let Only service, which

covers everything up until your tenant moves in, then you can take control going forward.

Letting out a property, particularly in a city like Edinburgh, is an excellent way to boost your income and with Crombie & Co you can be assured of the expert assistance you need to make it happen, right from the moment you walk through our door.

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### Spring has certainly sprung here in the Edinburgh Chamber events department.

Since the last issue of BC Magazine we have hosted over 15 events ranging from our continued "High Flyers Club" with MBM Commercial and speakers Leah Hutcheon Founder of Appointed and and Kirsty Bathgate, CEO of Gearing for Growth. We also moved our popular "Chamber Catch Up" to the very stylish and welcoming serviced offices of 15 Queen Street.

As a membership led organisation, we tailor the event calendar to suit our member needs via your feedback. Working with one of the worlds leading brand, we returned to the Waldorf Astoria to welcome Lynne Embleton Director of Strategy and Managing Director Gatwick to speak at the first "Inspiring Women in Business" lunch of 2015.

Martin Allen, Account Director at Grayling and Gary Paterson, Head of Talent and OD at Hunter Adams were the hosts of the now annual "Resolutions for Business Success" at the Hilton Grosvenor. Discussing PR for SME's in 2015 Martin also looked at Graylings work with big brand clients and how smaller businesses can use the same principles to achieve their own success. With the theme being resolutions, employee culture was on the agenda for the morning as Gary

discussed ways to motivate staff, creating an ideal office culture that's right for your business and shared best practice.

In January we also headed back to the Royal College of Surgeons for a morning of speed networking. The next speed networking session takes place in May. Be sure to book quick as we only permit one person per company and two per sector.

Stephen Leckie, Scottish Chambers of Commerce "Entrepreneur of the Year" and CEO of Crieff Hydro wowed at "60 Really Useful Minutes" in February as he discussed in a very frank, honest and refreshing way, what it is like to be Stephen Leckie. The humorous CEO received some of our highest feedback of any event ever.

Attracting inspirational speakers is something the Edinburgh Chamber of Commerce is renowned for and at the launch of the "Influencers Breakfast" on board the Royal Yacht Britannia, we welcomed The Rt. Hon. Donald Wilson Lord Lieutenant & Lord Provost of the City of Edinburgh. He was also joined by Greg Ward Director of Economic Development from the City of Edinburgh Council to discuss CSR. This inaugural event was designed as a platform for SME's to discuss what impact they want to have in the city and how the Chamber can support this. We are delighted to announce that after selling out in just one day we will be continuing this series throughout 2015.

Thanks to the Mussel Inn on Rose street for holding the Chamber Dining Club lunch on February 11th and April's lunch will be held at FISH on Piccadilly Place.

Other upcoming events include our highest networking event "Premier Series Dinner" with Keith Williams Executive Chairman of British Airways, our first "Spotlight Breakfast" at Tynecastle with Ann Budge, CEO of Heart of Midlothian Football Club who will also be presenting at "Inspiring Women in Business" on May 19th and our Annual Whisky Tasting at B&B Edinburgh.

A full list of events can be found on our website and make sure you follow @EdinChamber for all our latest news.

We would like to take this opportunity to say goodbye to Genevieve, Events and Marketing Executive who leaves us to travel. Gen has been with the team for nine months and has been essential in growth, development and running of the Events Department. Best of luck Genevieve!

We would also like to congratulate Sian, our Events Manager who recently was awarded only the second "Legendary Luminary in International Planned Events" Award by Prof. Joe Goldblatt at Queen Margaret University. Sian is the first person in the UK to receive this accolade.



## FORTHCOMING EVENTS

### April

#### Wednesday 1st

60 Really Useful Minutes:  
Crisis Management with Billy Partridge,  
Director Grayling

#### Tuesday 14th

High Flyers Club with MBM Commercial:  
Risk and Overgrowth Management

#### Wednesday 15th

Chamber Dining Club Lunch - FISH

#### Monday 20th

Premier Series Dinner with Keith Williams,  
Executive Chairman of British Airways -  
The Waldorf Astoria

#### Wednesday 22nd

Spotlight Breakfast at Hearts - Tynecastle

#### Tuesday 28th

Inaugural Inspiring Women in Business  
Workshop with Liz McAreavey, Commercial  
Director at Edinburgh Chamber of  
Commerce - The Waldorf Astoria

#### Thursday 30th

Annual Whisky Tasting - B+B Edinburgh

### May

#### Tuesday 5th

Breakfast Connections with Brigadier  
David Allfrey, CEO and Producer of The  
Royal Edinburgh Military Tattoo at The  
Glasshouse

#### Wednesday 6th

60 Really Useful Minutes: Building a  
Brand using Video with Mally Graveson,  
Managing Director Heehaw

#### Tuesday 12th

High Flyers Club with MBM Commercial:  
Social Media for Sales

#### Wednesday 13th

Chamber Dining Club Dinner - Rick's

#### Tuesday 19th

Inspiring Women in Business Lunch - The  
Waldorf Astoria with Ann Budge, CEO at  
Hearts of Tynecastle

#### Friday 29th

Speed Networking  
- The Royal College of Surgeons

### June

#### Wednesday 3rd

60 Really Useful Minutes:  
Europe and the Single Market

#### Tuesday 9th

High Flyers Club with MBM Commercial:  
Benefits of Networking for your Business

#### Wednesday 10th

Chamber Dining Club Lunch  
- The Bonham

#### Thursday 11th

Annual Gin Tasting - Devils Cut

#### Thursday 18th

Annual Pub Quiz - Teviot House

#### Thursday 25th

Annual Rising Star Cocktail Making -  
Revolution Bar

#### Tuesday 30th

Inspiring Women in Business Workshop -  
The Waldorf Astoria

For all event queries please contact the Events Team on **0131 221 2999** option 2, e-mail [events@edinburghchamber.co.uk](mailto:events@edinburghchamber.co.uk)  
or visit [www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk)



## Mairi O'Keefe, Chief Executive of Leuchie House

Mairi O'Keefe, Chief Executive of Leuchie House, was awarded an MBE in the Queen's New Year Honours List for services to people with disabilities. Mairi was the driving force behind the Save Leuchie Campaign in 2010 which was set up to keep Leuchie open when the MS Society, which ran the facility at that time, decided to withdraw funding from the East-Lothian based service. The campaign resulted in the house reopening in 2011 as an independent charity, with Mairi as Chief Executive. Since then, the service has been expanded to include respite for people with other complex long-term care conditions, such as stroke, Parkinson's, Motor Neurone Disease and cerebral palsy.



## Daniel Keegan, joins Board of Directors of CommsFM

Daniel Keegan has recently been appointed to the Board of Directors of CommsFM.

Daniel joined CommsFM three years ago to develop their reseller business, in the role of Partner Manager, before being promoted to the position of Sales Manager. This latest promotion sees Daniel take on the role of Sales Director, becoming responsible for the company's sales and marketing activities, at a time when CommsFM has ambitious plans for significant growth. Having begun working in the telecoms industry ten years ago, Daniel has great experience of supporting customers; providing the technology and communications solutions to help them grow their business.



## Lynn McMath, PLMR

Lynn McMath has been appointed by award winning, London based PR and public affairs firm PLMR to open their first satellite office in Edinburgh.

In her 15 years in the industry, Lynn has held a range of high profile PR positions within the Scottish public sector and political sphere. Most recently she was Press Advisor to the (Labour) Shadow Cabinet at Holyrood leading on health and social care; finance and economy; local government, planning, transport and housing. Lynn said: "This is a great opportunity for PLMR to expand our business into the thriving economy of Edinburgh, and Scotland beyond, and I look forward to working with new and existing clients."



## Ian Grimwade, Business Development Cyrenians

Ian Grimwade has joined Cyrenians as their Head of Business Development. Ian was previously Head of New Business Development at Edinburgh Leisure. The creation of this new post is part of Cyrenians' strategy to face austerity measures head on rather than battering down the hatches. Cyrenians recognise that in order to continue transforming the lives of the homeless and vulnerable they need to increase the income they receive from outside the public sector, and to develop collaboration between the third, private and public sectors.

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## Vivien Weldon, New Head of Solutions

Vivien Weldon has been appointed as the new Head of Client Solutions for Parity Professionals' Talent Development Practice based out of their Edinburgh office.

Having had national responsibility for the Talent Development Practice, Vivien has relocated her family to Edinburgh to focus on the Talent Development needs of the private and public sector in Scotland. As a native Scot, and having worked all over the world, Vivien is particularly pleased by her most recent appointment, "This is a great time for business in Scotland, with strong projections particularly in the ICT,



Digital and Construction Sectors - and with the constant demand for new and innovative ways to attract and develop talent, this appointment couldn't have come at a better time for me - both professionally and personally." Andy Foskett, Managing Director, Parity Professionals said, "We are thrilled to welcome Vivien to our team and look forward to introducing her to our clients here in Scotland."

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