

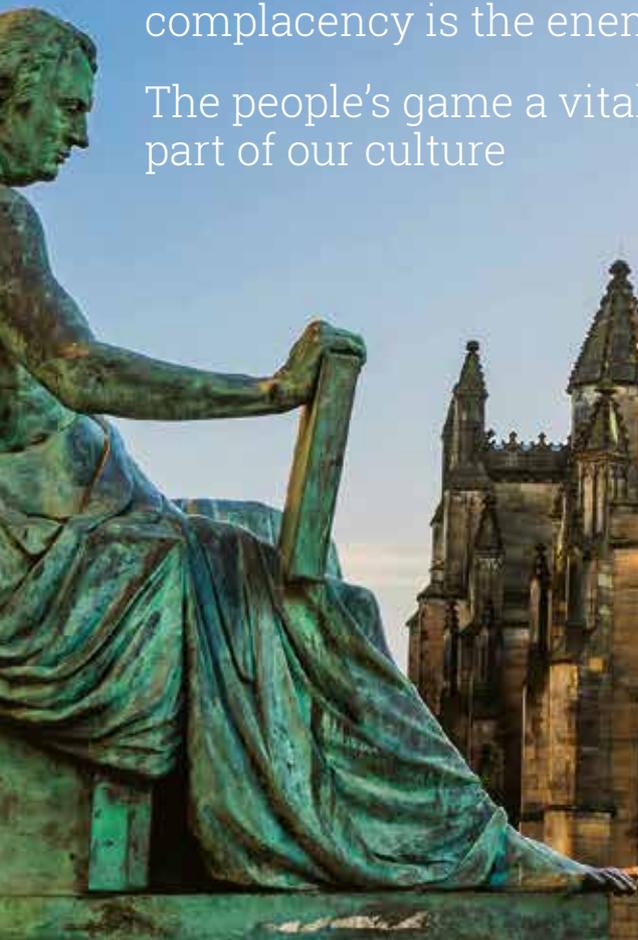
# Business Comment

OCTOBER/NOVEMBER 2017

## Special Report: Culture and heritage

Speaking frankly –  
complacency is the enemy

The people's game a vital  
part of our culture





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**Registers  
of Scotland**



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The people's game a vital part of our culture



## Culture and heritage

### Welcome to the Business Comment, the magazine produced by your Chamber

This issue reflects and focuses on our city's internationally renowned role as the world's leading festival city, and looks at the role played by culture and heritage in Scotland's Capital and in its continued success now and in the future.

The debate around the importance of culture and heritage to our vital tourism industry – which supports 30,000 jobs in our city – is an important one, as is the discussion around balancing our need to ensure we continue to reap the benefits of a popular tourist destination with working to maintain the positive infrastructure which supports that.

In the magazine, we hear from Edinburgh Fringe chief executive Shona McCarthy and the Scottish Government's Cabinet Secretary, Fiona Hyslop MSP, on their reflections on the Fringe as it celebrated its 70th year this year with more record-breaking attendance figures.

We also hear from the Lord Provost on his views, as he warns us that while Edinburgh continues to enjoy an enviable reputation as a place to visit, we must beware of complacency as the enemy at the gates

and his desire to have a full and balanced discussion on how the balance between the needs to continue to grow our industry and the city's need to maintain and improve infrastructure can be met. One cannot succeed without the other.

We also hear from VisitScotland about the success of the Year of History, Heritage and Archaeology, and the Chief Executive of Hibernian FC, Leeann Dempster, reminds us of the important role of sport, and in particular football, in the culture and heritage of our citizens.

As ever, the magazine also contains news from our members, and I would invite readers to pay particular attention to the sterling work being carried out Developing the Young Workforce at St Mary's Cathedral Workshop.



**Liz McAreavey**  
Chief Executive,  
Edinburgh Chamber  
of Commerce

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## Reflecting on the 70th year of the Edinburgh Festival Fringe

After 53,232 performances of 3,398 shows in 300 venues across Edinburgh, the curtain falls and the house lights go up on the 2017 Edinburgh Festival Fringe.

The 2017 Fringe included performances in a swimming pool, a boat, a bathroom, a football ground, a tunnel and a racecourse, and featured shows that addressed themes of belonging, identity, grief, Brexit, Trump, fake news, the Syrian conflict, gender and activism.

Shona McCarthy, Chief Executive of the Edinburgh Festival Fringe Society, said:

"This has been a very special year for the Fringe as we celebrated 70 years of defying the norm, 70 years of the greatest melting pot of arts and culture anywhere on the planet, and 70 years of Edinburgh as an internationally renowned festival city. The Fringe continues to play an essential role in the worldwide arts community, enabling artists to showcase their work, reach new audiences and make new connections.

"I hope that everyone that has attended a show, watched a street performance, or spent time in one of the hundreds of venues around the city has enjoyed their Fringe experience.

"In the current climate of global uncertainty, we were delighted to see an increase of 29% in the

number of countries represented in this year's Fringe Programme. We will continue to work to support global engagement and international participation in the Fringe over the coming years.

"As the 2017 Edinburgh Festival Fringe draws to a close, we look forward to another 70 years of championing the world's largest platform for creative freedom."

Fiona Hyslop, Cabinet Secretary for Culture, Tourism and External Affairs added:

"In its 70th anniversary year the Edinburgh Festival Fringe has again attracted artists and audiences from across the world to enjoy a breath-taking array of performance art against the spectacular backdrop of our capital city.

"The Fringe contributes strongly to Scotland's culture and economy and is key to the growth of our tourism and creative industries. I am proud to support its continued growth through the Expo Fund, the additional funding we provided for the inaugural World Fringe Day this year, and the extra £5 million we will invest in

Edinburgh's major festivals over the next five years."

On the closing day of the Fringe, 2,696,884 tickets had been issued for shows across Scotland's capital, reflecting a 9% increase compared to tickets issued by the same point last year.

Fringe Central, the Society's centre for performing companies, venues, media and arts industry professionals attending the Fringe, delivered its largest ever programme of professional development events for Fringe participants. 119 free events covered a variety of topics including international touring, participation and engagement, and skills development. The Fringe Central Welcome Address was delivered by Ireland's foremost drag queen, Panti Bliss, the stage name of performer and equality champion, Rory O'Neill.

The Edinburgh Festival Fringe will run from 3 – 27 August 2018 with the Fringe World Congress taking place in Edinburgh from 16 – 20 August.

# Gleneagles appoint New General Manager

Gleneagles has appointed Conor O'Leary as its new General Manager, as it looks to build on the success of the multi-million pound refurbishment programme that has seen the hotel transformed over the last 18 months.

The appointment will see him take the operational lead at the five-star Perthshire hotel and sporting estate – which is gearing-up to host the high-profile 2019 Solheim Cup, and which recently boosted its field sports profile, following the revival of its Glorious Grouse Race event from the archives earlier this month.

O'Leary – who brings over 20 years' experience in the industry – first joined Gleneagles in November 2016 when he took up the position of Hotel Manager, with chief responsibility for all food and beverage operations across the hotel and estate.

Immediately prior to arriving at Gleneagles, he was Director of Food & Beverage at the five-star Grand Hyatt in Dubai, with responsibility for 14 restaurants and bars at the Hyatt group's largest global food and beverage operation.

Andreas Porias, previously Gleneagles' Director of Rooms, has assumed the role of Hotel Manager.

Porias – who joined Gleneagles in 2013, following leadership roles at some of London's most prestigious properties, including The Dorchester and The Lanesborough – has

played a key role in managing Gleneagles' capital investments, since the launch of the hotel's refurbishment programme in 2016.

"I feel fortunate and proud to be a part of the incredible team here at Gleneagles – which delivers an outstanding guest experience and is recognised globally as the finest seat of luxury Scottish hospitality," said O'Leary.

"The hotel refuses to rest on its laurels, and its continual pursuit of excellence and improvement across every element of the guest journey – from our exceptional food and beverage offering to our glorious playground of sport, country pursuits and leisure – inspires me every single day."

He added: "I look forward to further enhancing this enviable profile and helping to nurture the legacy of this iconic brand for future generations."

"Over the last eight months in his role as Hotel Manager, Conor has demonstrated strong leadership qualities and the impressive skillset and experience required to help us advance our ambitious vision," said Bernard Murphy, Gleneagles' Managing Director.



Conor O'Leary

# Chamber member Tanami joins cello signal's worldwide media portfolio



Edinburgh Chamber of Commerce member Tanami has been acquired by worldwide integrated marketing and media group Cello Signal.

Tanami, founded in 2013 by Managing Director Jemma Goba, specialises in the production of high-quality video, combined with social media strategy and management. The company has been a member of the Edinburgh Chamber of Commerce for two years.

Tanami's diverse portfolio of clients includes St Columba's Hospice, Burness Paull, The Royal College of Nursing, Hibernian Football Club and Scottish Rugby.

Under the terms of the deal Tanami will remain a self-contained unit operating from its Hanover Street base and reporting directly to Cello Signal's Scotland Managing Partner Richard Marsham.

Jemma Goba said: "It's exactly four years to the day since Tanami opened its doors. We will continue to service our loyal client base who will only benefit from this news."

"Over the last 12 months we've put some sharp thinking into a five-year strategy to strengthen our creative and technical offering. Becoming

part of such a respected, innovative group will accelerate these plans. My team and I couldn't be more excited about this next step."

Richard Marsham said: "We're delighted to welcome Jemma and her team into the Cello Signal fold. Her team will help fill the ever-increasing need for quick turnaround film content."

Cello Signal, a division of pharmaceutical and marketing specialists Cello Group Plc, owns award-winning agencies including Edinburgh-based The Leith Agency, Signal and Stripe Communications and employs more than 500 people in its offices in Edinburgh, London, Cheltenham, New York, San Francisco, Los Angeles and Singapore. Cello Group employs more than 1000 people worldwide.

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### Who we are and what we do

Help for Heroes supports those with injuries and illnesses sustained while serving in the British Armed Forces. No matter when someone served, we give them the support they need to lead active, independent and fulfilling lives.

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### How Can Your Organisation Do Your Bit?

If you would like to nominate Help for Heroes as your Charity of the Year Partner, we'd love to hear from you. Please contact Ailsa Alcock, Regional Manager for Help for Heroes & Chamber Member on **07841 207416** or email [Ailsa.Alcock@helpforheroes.org.uk](mailto:Ailsa.Alcock@helpforheroes.org.uk)





## New Quarter for Edinburgh as historic setting rebrands

The commercial arm of one of Edinburgh's oldest institutions is rebranding to meet with the expansion of its venues and consolidate all aspects of the business.

Formed following the 500th anniversary of The Royal College of Surgeons of Edinburgh (RCSEd), the College's Commercial Enterprises was launched in 2006.

Now Commercial Enterprises – which started out as just three people – is rebranding to 'Surgeons Quarter' to mark the expansion of the organisation.

When launched it was tasked with making the most of the institution's impressive buildings, with all the profits being invested back into the College, to train surgeons and surgical trainees who deliver life-changing skills and improve patient outcome to every corner of the world.

The collection of buildings situated around the historic Hill Square will be known as Surgeons

Quarter. The rebranding will allow for the area to be a recognised destination and highlight the scale of the venues within it.

Scott Mitchel, Commercial Director, believes the rebranding of the Commercial Enterprises will help increase recognition of the area.

He said: "After a successful first 10 years rebranding was the next logical step."

"We wanted to create a brand that encompasses all the venues to a single destination area. Each separate building is so unique that it was a difficult task to decide on how to achieve a single theme that highlights the scale of each building. "Branding the whole area Surgeons' Quarter is the perfect fit.

Closely following the launch of Commercial Enterprises was the transformation of the College residencies into the 77 room Ten Hill Place hotel in 2006. The success of the hotel culminated in an impressive 88 per cent occupancy rate in 2016. The rebrand will be completed by the Summer of 2018 to tie in with the expansion of Ten Hill Place Hotel, which will then have 129 bedrooms and a completely refurbished restaurant and bar.

Each of the settings operated by the Surgeons Quarter team will be recognised with the

distinct @Surgeons' Quarter, tying in the destination brand.

The College is best known for its magnificent Playfair Building, dating back to 1832. Other venues include the King Khalid Building, formerly St Michael's Church, which has been transformed into an outstanding 158-seated auditorium.

The stunning Prince Phillip building opened in 2015 following the transformation of a former Edinburgh University language school. It was welcomed by Marketing Edinburgh, which promotes the city across the UK and internationally.

The Royal College is one of the most august institutions in Scotland. It provides education and assessment for medical students, surgical trainees and consultants and supports research to advance standards of care for the future. Surgeons trained and assessed through the College take their life-saving and life-changing skills all over the world.

The College's Commercial Enterprises promotes, sells and manages all commercial activities held within the College Campus, which includes arts and conferencing venue Surgeons' Hall. All profits support the charitable aims of the College which are education, assessment and advancement in surgery.

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## Allander Print Limited

The most ironic part of being asked to write a magazine article on Allander's membership of the Edinburgh Chamber of Commerce is that it's also going to appear prominently online. Not so very long ago, it was being reported that print was dead and that digital communications were going to take over completely. There's no doubt that the print sector suffered (nowhere more than in the traditional publishing city of Edinburgh), with Allander also facing some challenging times. However, we're currently celebrating our 25th year in business, with a workforce of 42, and a volume and range of work that gives us confidence for the future.

Our membership of the Chamber is evidence of our growing status within the Edinburgh business community – although, to be honest, it didn't take much convincing to join after we learned about all the benefits at a Coffee Connections event in the city. Significantly, we heard it from other members as well as from the ECC membership team. Although it's still early days in our relationship, we've made valuable connections at various networking events, and are already beginning to see benefits from connecting with others and promoting our business through the Chamber's social media platforms. Of course, nothing works better than face-to-face introductions, and we've been excited by just how many new relationships we're making within the membership (as well as re-igniting some old ones).

Being in the Membership Directory is important too but we have to be careful that we don't fall into Kevin Costner's trap of believing that 'if we build it, they will come'. We see membership of the Chamber as very much a two-way process. Sure, it raises our profile in the local market – but we also see it as an opportunity to share our knowledge and experience, and help other businesses use print in new and imaginative ways amid all this digital disruption.

For example, we have invested heavily in digital print technology that allows us to create high-quality personalised items, or one-offs, in a very cost-effective way. We've also recently installed a wide-format machine that allows us to print up to 1.6m wide in lengths of up to 50m on a variety of substrates. There are lots of potential applications – from posters and banners to exhibition materials (we've even printed wallpaper). Using latex ink is more environmentally friendly than traditional solvent inks, it doesn't need lamination and it doesn't smell – perfect for schools, hospitals and health centres.

We're also seeing changes in the way our clients want to use print. In a digital world, designers are looking at an imaginative use of print or innovative finishing techniques to create 'pieces of theatre' within the marketing mix. A bit like the resurgence of vinyl records, I suppose! For example, we've created a case-bound book for a large property company to showcase their prestigious city centre development.

I'm looking forward to sharing these developments, and highlighting the possibilities, with other Chamber members. We're very proud of our purpose-built print facility in Portobello (designed to our specification in 2002) and I'm hoping that a series of member visits can be arranged. For people who haven't been in a print facility for a while, it could be an eye-opener. For those members who are active print buyers, we also plan to offer free audits of print requirements. We're always keen to help – which also applies to our support of The Yard charity and the Modern Apprenticeship scheme.

From what we've experienced so far, we'll be encouraging our own business contacts to get involved in the Chamber. After 18 years with the company, the biggest surprise for me is that it took us so long to join.



**Gary Holmes**

Director  
Allander Print Limited

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## St Mary's Cathedral Workshop

### Sarah Grotrian St Mary's Cathedral Workshop

We at St Mary's Cathedral Workshop have an excellent reputation for quality restoration training and most of our apprentices have gone on to work within the Edinburgh stone sector. A purpose-built workshop with the latest dust extraction was constructed in 2014. Restoration works to the Cathedral are drawing to a close but it is essential that the training function of the Workshop should continue for the wider benefit of the city and its stonemasonry contractors and clients. Edinburgh with its Old and New Towns is a World Heritage Site. The unique character and sense of place of the city is created by the predominance of stone as a building material, complimented and showcased by the variety of architectural styles in which it has been used through the ages. Edinburgh undoubtedly requires a skilled, well trained work force of stonemasons to maintain it for the future.

Historic Environment Scotland has therefore helped us to develop a model that will train a greater number of apprentices, and where apprentices are also sent out on placements which will give them a broader experience of the different types of stonemasonry.

Year on year the team expands and develops which spurred a reflection and rethink of how we feed our talent pipeline to diversify our workforce. Not only did we want to expand the team by offering 6 young people the opportunity to join us as Modern Apprentices Stonemasons, we wanted to profile stonemasonry as a career to young females and young people with additional challenges getting on the employment ladder.

After meeting with Leanne Hastings from the DYW team we embarked on a new and exciting talent attraction plan and the impact has been profound. Recruiting new talent for a 4 year commitment to a traditional craft has had its difficulties in the past. Like all recruitment, trying to find the right person for the job takes some time. We have to ask; can they do the job and will they do the job? Can they do the job has always proved difficult when recruiting young people as there is little or no experience to reference. On discussing this and our need for workforce diversity with Leanne we developed insight and taster workshops as a precursor to application, inviting young females, young people interested in stonemasonry and young people with care experience to attend.

Over 30 young people, both male and female, took part in the workshops to try their hand at stonemasonry, find out if it is for them and to take the climb up the spire at the cathedral to check their ability of working at heights. The workshops gave young people a good understanding of what the role would involve which helped them prepare to apply, feel more comfortable on returning for interview and ultimately perform better at the interview.

Cameron Gordon who started last week said: "The taster day at the workshop really helped me understand what a stonemason does and what the modern apprenticeship would offer me. This helped me feel more comfortable talking about why I wanted the job and why I thought I would be good at it."

We still need to work on our gender diversity, we have one female apprentice Erin de Groome

who is thoroughly enjoying her time with us and says: "This apprenticeship is a fantastic opportunity to get hands on experience. More girls should consider stonemasonry as a career. I thoroughly recommend it."

The workshop with the group of young females hopefully planted the seed and Erin is a great ambassador for females working in the industry. We will continue to focus on the model of talent attraction and we now have 6 new modern apprentices, sadly all male!

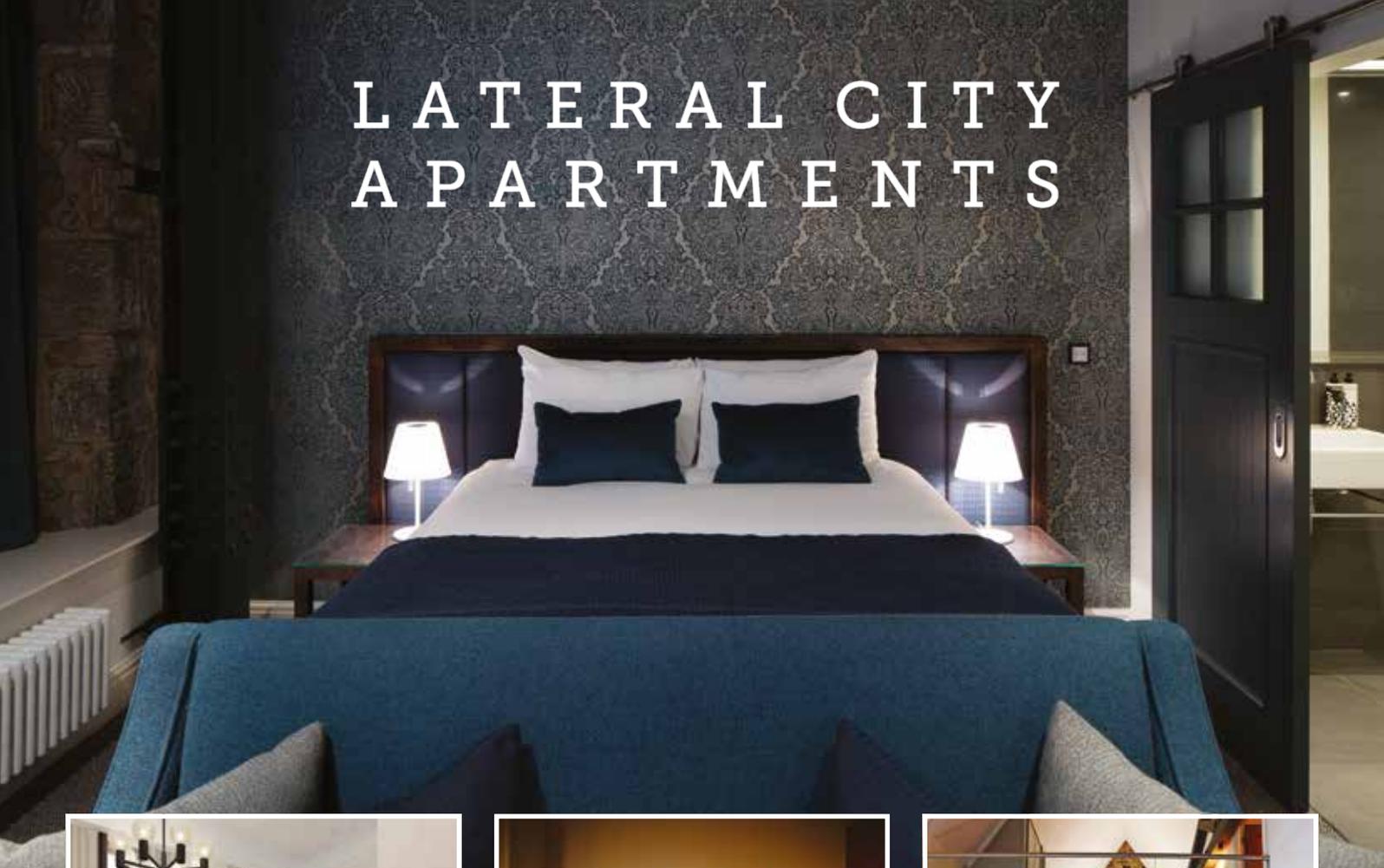
Bobby Mitchell, another new start says "I am so pleased I was offered the apprenticeship. I look forward to the training and development and the team are really friendly, supportive and creative so I feel like its going to be great place to work."

I am retiring in September, but feeling very happy with all the changes at the Workshop and we have, thanks to DYW a really good set of new apprentices this year. The taster days definitely gave the candidates a real insight into what their future might look like. I am leaving feeling confident with two great people to do the administration, fundraising and development, and together with the Foreman and Charge hand will be a young, enthusiastic, energetic and productive team. Long may our relationship with DYW continue!

For more information, please contact [dyw@edinburghchamber.co.uk](mailto:dyw@edinburghchamber.co.uk)



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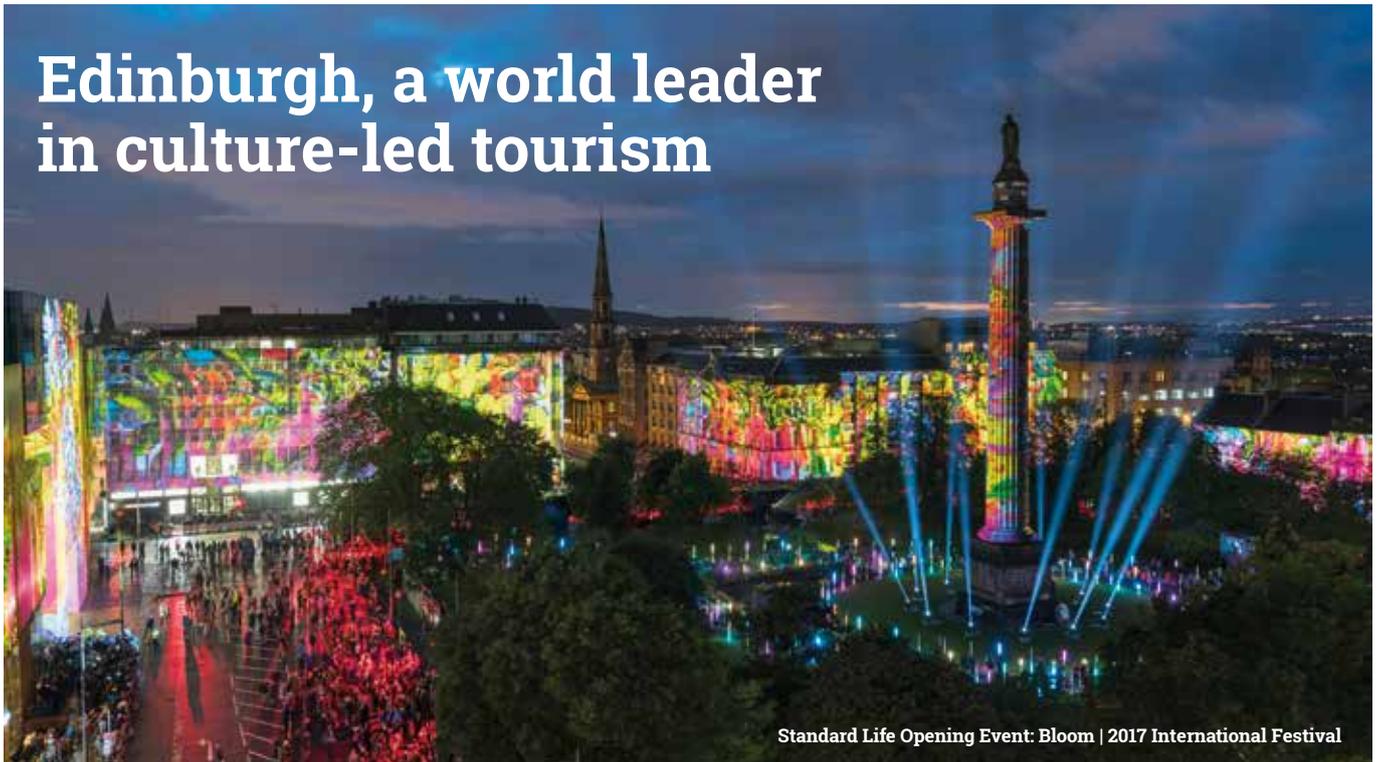


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# Edinburgh, a world leader in culture-led tourism



Standard Life Opening Event: Bloom | 2017 International Festival



Malcolm Roughead  
OBE, Chief Executive  
VisitScotland

Scotland has been and continues to celebrate the Year of History, Heritage and Archaeology this year. It's proving to be a tremendous success with visitors, giving more people even more reasons to visit Scotland this year.

Edinburgh has played a key part in the year with, for example, the Bonnie Prince Charlie and the Jacobites exhibition at the National Museum of Scotland proving popular with fans of Scottish history as well as fans of the Outlander books and television series.

And this is an interesting phenomenon, with popular culture based on historical events helping to drive a wider interest in Scotland.

Earlier this year, in our biggest ever visitor survey - which ran over two years and included the views

of 40,000 people - history and culture was found to be the second biggest draw for visitors, with one third citing these as the driver for a visit.

This will come as no surprise to businesses in the city, as Edinburgh celebrates 70 years of festival success, continually putting on one of the greatest shows on Earth, inspiring increasing numbers of visitors to come to our capital.

Edinburgh, with its mix of heritage and contemporary culture perhaps provides a visitor experience like no other, with ancient and modern standing side-by-side. Edinburgh is the text book case of culture-led tourism in action, offering something for everyone.

As well as showcasing Scotland's culture, the city is the perfect stage from which people can experience the world during the summer months.

As one international commentator put it, "the importance of the Edinburgh Festivals cannot be overstated. It's an astonishing showcase of arts and culture from around the world that transforms the Scottish capital into something otherworldly."

We can all agree that we live and work in a most remarkable city.

Of course, this success is not without its challenges, described every year in our media. It is of course vital that the city is able to function normally throughout the very busy summer and

I would say that by and large this is pretty much achieved.

However, we can't be complacent and the continuous development and growth of Edinburgh as a visitor destination must take into account the wider considerations that keep Edinburgh an authentic destination.

There have been calls to extend the festival season in order to spread the benefits over a longer period of the year, thereby reducing the month-long pressures of August.

However, Edinburgh is already a year-round festival city. As the EIF, The Fringe, Royal Edinburgh Military Tattoo, The International Art Festival and the International Book Festival closed, the city began gearing up for the Scottish International Storytelling Festival in October and the Winter Festivals, including Hogmanay.

The cycle begins again in the spring with the International Science Festival in April - which will celebrate 30 years - the Children's Festival beginning in May and then the early summer festivals of Film and also Jazz and Blues.

Edinburgh is the world's leading festival city, providing year round reasons for visitors to come and is the envy of many international competitor destinations.

If we hadn't already had international festivals for 70 years, we'd certainly want to create them now.



## ScotLIS takes shape



There's a myriad of property data out there, from house price information to property title details. Wouldn't it be useful if all that information was available in one place? That's why, at Registers of Scotland (RoS) we're developing ScotLIS. ScotLIS is an innovative, map-based land and information service that will facilitate easy access to a wide range of data relating to land and property in Scotland.

RoS is in the midst of a digital transformation that will ensure we are a modern, digital registration business that can effectively support the conveyancing and property information market in Scotland. A significant benefit of ScotLIS is that it will be a national asset not only for professionals, but also the general public (or 'citizen'), who for the first time will have access to a map-based property information service underpinned by Registers of Scotland's data.

Working in conjunction with stakeholder groups, including solicitors, mappers, and local councils, RoS has been continuing to develop the service based on user insights. We reached a significant milestone in August when the service entered private beta. For private beta, we've invited a number of existing customers to test the service under controlled conditions, meaning we can gain live feedback while still in this development stage.

Private beta will last for about four weeks, and during this time we'll be gradually adding additional participants to the service; by the end of the process we'll have over a hundred individual users interacting with ScotLIS.

A major benefit of private beta is that our participants will have the opportunity to complete live transactions through ScotLIS, allowing us to better understand customer interactions with the new service at this early stage.

After private beta, we'll soon move into public beta. During public beta, ScotLIS will be open for a much wider professional audience to sign up, with our developers continuing to monitor the service ahead of a full launch. Public beta will also see a considerable increase in engagement with the 'citizen' side of ScotLIS. For RoS, this is another key stage in delivering a strong final product that meets the needs of all our customers.

Private beta isn't the only way we're communicating with our customers in the development of ScotLIS. Over the past few months we've held a number of user experience events; these are another important tool for ensuring that ScotLIS is designed with our customers in mind.

For instance, in a similar vein to our Alpha Day in June, in August we hosted a two-day event in Aberdeen. It allowed numerous stakeholders from across our customer base to get a first look at ScotLIS. We held both one-to-one and group sessions, so we could maximise engagement and collect detailed responses that only a multi-structured event can bring.

We've received consistently positive feedback throughout private beta and our recent events. Customers are enthusiastic about the improvements that ScotLIS offers compared

with existing services, and also how it looks likely to deliver savings in both time and effort across their day-to-day activities. The format of our user experience events was also positive; attendees found that the relaxed atmosphere encouraged meaningful discussion, while they also valued the opportunity to see a live demonstration of ScotLIS itself at such an early stage.

The rest of 2017 will be an exciting time for the ScotLIS team, as well as everyone else at RoS. Whether you're a solicitor trying to find the exact boundaries of a client's property title, or a family deciding the best place to move, ScotLIS will greatly increase accessibility to a wide range of property information.

We're excited for the potential that ScotLIS holds alongside the rest of our digital transformation. More information on ScotLIS can be found at [www.ros.gov.uk](http://www.ros.gov.uk) – you can also keep up to date with the latest news by visiting and signing up for alerts from our blog – <https://insideros.blog/>

If you'd like to get involved in the next steps of ScotLIS, you can register with our User Experience Panel. Find out more at [www.ros.gov.uk/contact-us/user-experience-panel-sign-up](http://www.ros.gov.uk/contact-us/user-experience-panel-sign-up)



**Name:** Richard Mayne

**Business name:** G&V Royal Mile Hotel Edinburgh

**What you do in 50 words:** I am General Manager at G&V Royal Mile Hotel Edinburgh, part of my role as Cluster General Manager for Carlson Rezidor's two award-winning Edinburgh hotels; G&V, and Radisson Blu. My role consists of overseeing all operations, strategy and marketing across both hotels and ensuring that we provide an exceptional experience for all of our guests.

**Theme:** 10 Top Tips for surviving the festival season.

**1. Stay central.** Despite almost all of the festival's venues being concentrated in Edinburgh's Old Town – where you'll find both G&V and Radisson Blu – you're going to be doing a lot of walking. Allowing you to pop back to your room mid-day for a change of shoes and tumble into bed after a night on the town, stay right in the thick of it and you'll thank yourself later.

**2. Keep hydrated.** It can be all too tempting to jam pack your schedule with shows, barely allowing yourself a chance to soak up the atmosphere. Recharge your batteries at G&V's stylish bar Epicurean, which serves up colourful cocktails using home-grown flowers and herbs. The Miel Royale – which contains honey from G&V's rooftop beehives – is a personal favourite.

**3. Treat yourself.** A busy few days on the Old Town's cobbled streets, while exhilarating, can leave you in need of some serious me time. G&V's spa is an oasis of tranquillity within the city; be sure to try our signature Ishga Invigorating Massage – which will leave you relaxed and re-energised – before you head home.

**4. Dine in style at G&V's award-winning Cucina restaurant.** With a recently renovated interior courtesy of Scottish design duo Timorous Beasties and an award-winning seasonal menu by executive chef Mattia Camorani, gather your friends and book in to Cucina for a truly memorable feast.

**5. Go off the beaten track.** Make like the locals and take the leisurely, 30-minute stroll down to trendy Stockbridge's artisan Sunday Market. With dozens of stalls serving up everything from foreign delicacies to locally-produced British grub, it's a true foodies' heaven!

**6. Get active.** The scenic climb through Holyrood Park and up Arthur's Seat is the ideal way to burn off the excesses of the festival! A challenging but enjoyable one-hour hike, the view from the top is undoubtedly one of Scotland's best. Be sure to stop by the impressive Scottish Parliament, located at the foothills, en-route.

**7. Be prepared for rain or shine.** Edinburgh is renowned for showcasing all four seasons in just one day. Don't let the weather get in the way of your plans. Pack an umbrella, sun lotion and a warm jumper and be prepared for every eventuality!



**8. Download the app.** The official Fringe App is an absolute must for festival goers. Not only does it provide essential information on each and every show, but it also allows you to buy tickets, create a personal planning calendar and find out what's on near you.

**9. Plan ahead.** Book your tickets for the must-see shows well in advance. Tickets for The Royal Edinburgh Military Tattoo – an incredible evening of music, ceremony, theatre, dance and fireworks held on Edinburgh Castle's esplanade – sell out year after year.

**10. Be open-minded.** We're all guilty of getting caught up in the hype of the festival's headliners, but make sure to save some time for the rising stars. Some of the UK's biggest names in comedy, arts and theatre were discovered in Edinburgh, so not only will you save money but you may even come home with a new favourite performer!



Download the app and get started



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**Name:** Jack Francis  
**Business name:** Pogo Studio  
**Start up date:** June 2017  
**Website:** [www.pogo-studio.com](http://www.pogo-studio.com)



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

We're an app and website development agency specialising in Microsoft technologies.

**What makes your company unique?**

We're a one stop shop for app and website development, from design, to build, to hosting.

**What motivated you to set up in business?**

I wanted to be my own boss, and take control of my own success.

**How long have you been trading?**

We have been trading for 2 months now.

**What do you like most running your own company?**

Meeting new people and helping them to create something to be proud of.

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

Attracting top level talent to our team at such an early stage in the company's life.

**What has been the hardest part of setting up your own business?**

Finding our feet and competing with the excellent competition in the Edinburgh area.

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

We would like to be one of the leading development agencies in Scotland.

**What advice would you give to someone thinking of starting up their own company?**

Fail fast and fail cheap. Value your time above anything else and make sure you enjoy the journey.

## NEW MEMBERS

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**Commsworld Limited**

**Company Policy Ltd**

**Condies Chartered Accountants**

**Courtyard Edinburgh West**

**Crispin Rhodes HR Consultants**

**Escape**

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# Getting emotional about branding ...

We asked Andrew Glidden, Founder and Creative Managing Director of Glidden Design and Brand Communications - How can branding and design help in communicating your business values and culture to customers?

Here's what he had to say...

Virgin, Apple, Google, Ikea, Innocent, Mercedes, McDonalds; all well-acknowledged examples of 'superbrands' that provoke an immediate emotional response as soon as we hear their name or see their logo.

We instinctively know what to expect from these companies, all having invested a considerable amount of time, money and expertise refining the way they present themselves, using design to align audience touchpoints with their strategic objectives and purpose.

We may not have their huge budgets, however, we can all learn from these 'superbrands' and make significant improvements to the way our businesses are regarded. But where do we begin, and what does 'branding', a somewhat over-used and often misunderstood phrase, actually mean?

For me, branding means 'provoking a predetermined positive emotional response'.

Humans, by their very nature, are emotional beings. What we see, hear, taste, touch and smell affects us in surprising ways, manipulating our feelings and triggering deep-rooted responses. In the same way that we have an emotional reaction to certain people, places, food, music, film, books etc, we also respond, using the same senses, to products, goods, services and experiences.

Understanding this, we can begin by asking ourselves key questions, such as 'What are we here for?', 'Where do we want to get to?', 'How should we behave?', 'Why should people care?' Then clarify what messages we want to send, and to whom, and we are well on the way to defining our strategy.

This is an essential part of any successful branding exercise, and provides the



Andrew Glidden

foundation for the development of the creative design principles of your 'visual identity', encompassing the emotional triggers appropriate for the defined key audiences.

It is vital not to shortcut the strategic phase and leap straight to design, which is a mistake often made. The temptation can be to commission separate designers or agencies for individual marketing needs, such as website, brochure, stationery, logo, packaging, signing, exhibition or interior without any clear underlying strategy or pre-defined 'visual identity' in place. This leads to arbitrary, conflicting and chaotic emotions being communicated, which ultimately creates confusion in the eyes of our audience.

So how do we manipulate appropriately the emotions of our target audience and in turn build our brand? Fundamentally, we need to have an engaging story to tell (our strategy) and when we tell it, it needs to have a consistent, compelling and clear personality (our visual identity)

As designers, we have a 'toolkit' to employ consisting of colour, typography, imagery, shape, touch, sound, language and layout which we use to tell your unique 'story'. By manipulating all the touchpoints your

business has with your target audiences we create appropriate and targeted emotional brand experiences, built on the predetermined strategic aims and objectives. This encompasses your visual identity, logo, website, stationery, brochures, digital communications, physical environments, exhibitions, vehicles, workwear, packaging, marketing materials, advertising, tone of voice and more.

So when it comes to communicating your business values and culture to customers, harnessing all the senses to provoke the predetermined emotional response is what the superbrands do, and you can work towards within your own individual budget parameters. Engaging with a professional design and branding agency will help to build your brand and trigger positive emotions beyond your wildest dreams!

Andrew Glidden is founder and creative managing director of Glidden Design and Brand Communications and has over 30 years' of experience working locally, nationally and internationally on some of the worlds largest, and smallest, brands. Andy can be contacted at [andy@weareglidden.com](mailto:andy@weareglidden.com) [www.weareglidden.com](http://www.weareglidden.com)



## Skills, creativity and fun

**Help us provide a happier, healthier and more productive future for adults with learning disabilities in Edinburgh and the Lothian's**

Did you know that there are almost 6,000 adults with learning disabilities in the Lothian area? Did you also know that despite having much to offer only 7% are in employment?

At Garvald Edinburgh we teach creative and vocational skills to adults with learning disabilities across 15 different workshops including pottery, cooking, woodwork, weaving and gardening. Our aim is to provide a safe and supportive environment which enables them to shape their future based on what they can do and not by what they can't.

We are offering you the chance to come and see the fantastic work our members are capable of and play an active role in ensuring adults with learning disabilities across Edinburgh receive the opportunities and choices that they deserve.

Inspire your staff with a colourful, interactive and impactful charity partner. To arrange a visit contact Darren Pike on **0131 516 2776** [fundraising@garvaldedinburgh.org.uk](mailto:fundraising@garvaldedinburgh.org.uk)



## Crisis, the national charity for homeless people

In Scotland, Crisis provides education, training and support for homeless people from our Edinburgh Skylight centre. Together with our supporters, we fundraise in Scotland with events held across the country.

Every year we work with hundreds of people to help them rebuild their lives and leave homelessness behind for good. Our direct support services include providing expert advice, help with finding a home and securing work as well as free courses to learn new skills, build confidence and sense of wellbeing.

There are many opportunities for to get involved with the work we do: staff fundraising challenges, payroll giving or working with our employability services to increase workforce diversity. Fundraising at work is also great fun, builds those teamwork skills and increases morale all round.

We also have many volunteering opportunities for your staff, from assisting at one of our classes to volunteering at Crisis at Christmas, one of the largest volunteering events in Europe.

You and your colleagues can play a vital part in our mission to end homelessness. You can find out more about working in partnership with Crisis by visiting our website [www.crisis.org.uk/scotland](http://www.crisis.org.uk/scotland) or for more information email [edinburgh@crisis.org.uk](mailto:edinburgh@crisis.org.uk)



## Your opportunity to help out at the Gang Show

**Edinburgh Gang Show is the biggest annual theatrical show starring young people in the UK.**

With a cast of 300 young people aged between 8 and 25-years-old the show follows a well-recognised format of variety theatre set within a modern context.

Performing annually since 1960 the Edinburgh Gang Show has become one of the most popular events at the city's King's Theatre with members of Scouting and Girlguiding showcasing their creative talents to more than 6,000 people every November.

The cost of staging Edinburgh Gang Show is now approaching £75,000 annually and as a company and registered Scottish charity the organisation is continually looking at ways to work in partnership with other national and local organisations and businesses to raise funds.

If you are interested in helping, you can do this in a number of ways, including sponsorship, offering advice, becoming a member or advertising.

If you are interested please contact our Business Support team:

Edinburgh Gang Show Productions Limited  
23 Montrose Way, Dunblane, FK15 9JL  
e-mail: [egspl.finance@btinternet.com](mailto:egspl.finance@btinternet.com)





## 2017 marks the centenary of our founder, Leonard Cheshire's birth

Leonard believed we should 'build a more liveable world', an ambition at the heart of our work reaching far beyond social care. In partnership with disabled people, we are developing and delivering projects aimed at increasing choice and independence for disabled people in a more inclusive society.

Two such projects are **Change 100**, a supported employment programme and **Can Do**, a skills development programme for disabled individuals aged 16 – 35.

Change 100 offers paid work placements to disabled students. No applicant or employer should underestimate the value that disabled workers can bring to a business; value that is not found elsewhere.

Can Do provides young disabled people with the opportunity, confidence and skills to gain independence to choose how they want to live their lives.

Opportunities range from traditional volunteering to more bespoke projects - from cookery workshops, to wildlife conservation projects, theatre, and creative nationwide initiatives.

Read about our recent projects by visiting our Can Do Volunteering Facebook Page: [www.facebook.com/CanDoVolunteers](http://www.facebook.com/CanDoVolunteers)

People can follow our work at: [twitter.com/lcdscotland](https://twitter.com/lcdscotland)



Scotland



## Edinburgh Dog and Cat Home Launches New Donor Wall

Edinburgh Dog and Cat Home has launched a new donor wall to recognise its valued kennel and cattery sponsors. The wall names both corporate and individual givers who make regular gifts to the Home to support the upkeep of hundreds of dogs and cats that occupy the spaces each year.

Edinburgh Dog and Cat Home's mission is to rescue, reunite and rehome hundreds of lost and abandoned cats and dogs who reach them from Edinburgh and the Lothians each year. With ever-increasing costs, the sponsorship commitment from local businesses helps the Home provide much-needed food, veterinary care, heating and comforts. The cost of a dog's first month at the Home costs approximately £156.11 and a cat's first month is £127.57. This doesn't take into account any necessary veterinary treatment for the many animals arriving to them in poor condition.

Sponsor a cat pen for £125 per year or a dog kennel for £150 per year and have your business name placed on the wall. For further information contact:

[fundraising@edch.org.uk](mailto:fundraising@edch.org.uk)  
[www.edch.org.uk/sponsorship](http://www.edch.org.uk/sponsorship)



## Improve your impact on the environment

Changeworks helps you to identify opportunities for your organisation to improve its energy efficiency, reduce carbon emissions and waste.

We deliver practical solutions to live and work sustainably based on our 30 years' experience and the latest in good practice.

### Our services

To support you with the efficient management of your resources and staff behaviour change, we provide consultancy services, programme management and training in all aspects of:

- Tackling energy efficiency and fuel poverty
- Reducing business waste through Changeworks Recycling and household waste
- Carbon reduction.

### How we help

- Consultancy services: to support your goals and decision making we can carry out social research and evaluation, energy surveying, modelling, data analysis and behaviour change.
- Programme management services: to manage your energy efficiency and waste reduction programmes and projects, working in partnership with others, locally or internationally.
- Training: to empower and engage your staff, our expert team will design and deliver training such as behavioural science theory, energy and fuel poverty awareness.

### Contact us

Call **0131 555 4010**

Email [workwithus@changeworks.org.uk](mailto:workwithus@changeworks.org.uk)

Visit [www.changeworks.org.uk](http://www.changeworks.org.uk)



# Break-out

**Our Mission: to make a positive difference in young people through their participation in creative arts activities.**

## Show which allows young people to shine

Edinburgh Gang Show is the biggest annual theatrical show starring young people in the UK.

With a cast of 300 young people aged between 8 and 25 years old the long established show follows a well-recognised format of variety theatre set within a modern context.

Performed annually since 1960, the Edinburgh Gang Show has become one of the most popular events at the King's Theatre with members of Girlguiding and Scouting showcasing their creative talents to audiences of more than 6,000 people every November.

Our young people can become involved in a range of activities including auditioning, rehearsing and performing in both acting and musical roles, or in helping pre-show as active members of our talented company wardrobe team, or in assisting with building scenery but, most importantly, in supporting each other.

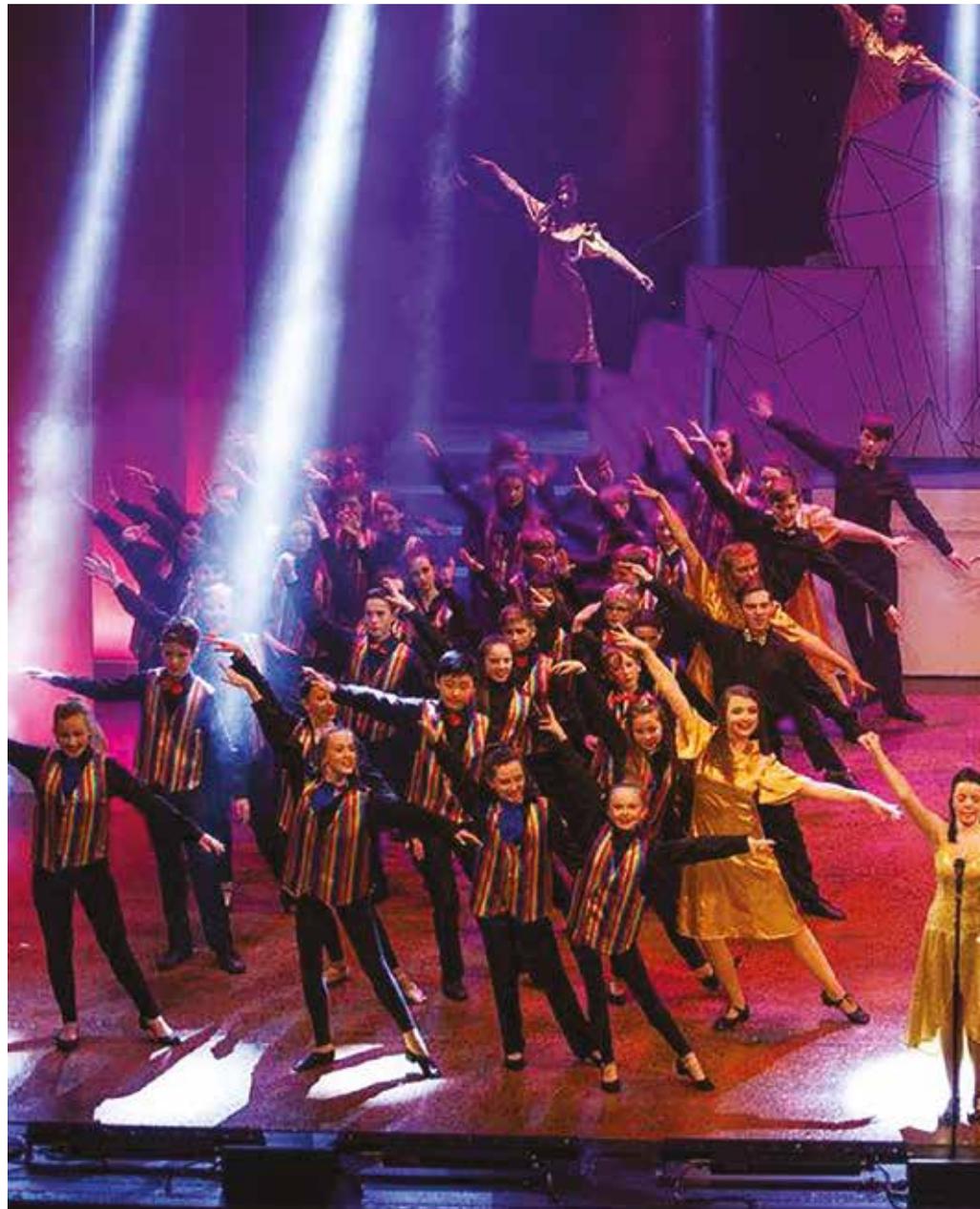
These activities also play a critical part in preparing young people for working life and their role in society in later years. Our young people gain skills and abilities such as problem solving, effective team working, creativity, self-confidence, practical skills in theatre art and in presenting themselves to the public on the professional stage.

The cost of annually staging Edinburgh Gang Show is now in excess of £75,000 and as a company and registered Scottish charity we are continually looking at ways to work in partnership with other national and local organisations and businesses to find creative ways to raise funds alongside supporting these organisations with their own social responsibility objectives to bring their values and aspirations alive in an innovative way.

If you are interested in working with us to support these young people in their journey you can do this in a number of ways:

Sponsor a number of seats at £20 per seat. These can either be for staff of your company or allocated to a local charity of your choice.

Providing advice or support to our volunteer Management and Business Committees or to



the Board of Trustees of Edinburgh Gang Show Productions Limited.

Sponsor a costume. We can let you know what the themes are for our next production and the number of young people involved along with the likely cost. We make most of the costumes ourselves and purchase others as needed. You could sponsor all or some of the costumes for a particular theme or for the entire show.

Join the Edinburgh Gang Show community by becoming an Individual or Corporate Member of EG SPL – this costs annually £20 per person and for this you will receive:

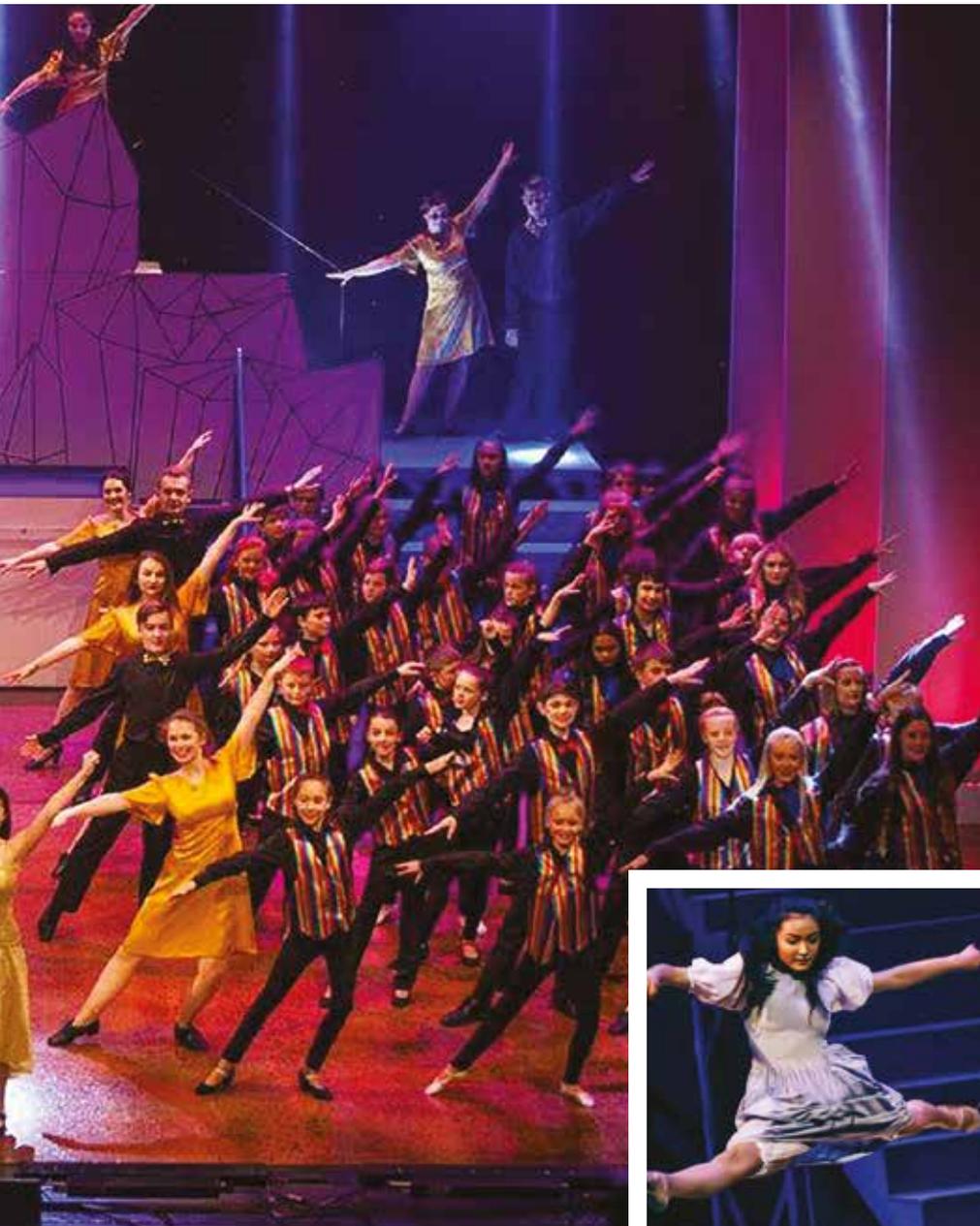
A ticket to the Thursday night show in an area reserved for members

An invitation to the after-show members' reception following the Thursday evening performance where you will have the opportunity to meet with production team, the senior cast members and the crew.

## Updates on what is happening

An invitation to the Company Annual Review together with voting rights on decisions that will affect the ongoing development and future of the company and Edinburgh Gang Show.

Advertise and promote your company in our show programme or via links on our social networking sites.



## Gathering support for the Edinburgh Gang Show

The long-established show follows a fully balanced and recognised format of variety theatre set within a modern context with youngsters from both Scouting and Girlguiding movements showcasing their creative talents by performing to audiences of more than 6,000 people annually at the city's King's Theatre.

Involvement in the Show provides our young people with the new skills and experience of working as a team and being part of a significant project with all the usual demands of milestones, targets and achievement as well as building confidence and self-esteem.

The increasing costs associated with theatrical production and the storage of scenery and costumes were seen as impacting on the funding available to local Scouting and Girlguiding and, therefore, it was agreed that to ensure the continuation of Gang Show in the city that an independent company would be more able to source funding and sponsorship without affecting the support already being given by local business to the youth and community organisations.

Edinburgh Gang Show Productions Limited was registered as a company limited by guarantee at Companies House and as a Registered Scottish Charity in November 2002.

All those who sponsor or support the show will have their name mentioned in our annual souvenir programme.

We cannot put a price on the personal reward you will get through being involved or simply watching the show.

The 2017 Edinburgh Gang Show will be staged at the Kings Theatre from Tuesday 21 – Saturday 25 November with evening performances commencing at 7:00pm with the addition of a Matinee performance on Saturday at 2:15pm.

Tickets are available from the Kings or Festival Theatre Box Offices (**0131 529 6000**).

If you are interested in finding out more please make contact with our Business Support team:

Edinburgh Gang Show Productions Limited  
23 Montrose Way  
Dunblane, FK15 9JL

e-mail: [egspl.finance@btinternet.com](mailto:egspl.finance@btinternet.com)

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Gang  
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# Speaking frankly – complacency is the enemy

Edinburgh's leading citizen gets very animated when given the opportunity to talk up the city's cultural and heritage strength...

He is a proud advocate of the Capital's world-class reputation which has seen it recognised as the world's leading festival city, amongst many other accolades.

But where Lord Provost Frank Ross is concerned – complacency is the enemy at the gates that we must be mindful of. Resting on our laurels is simply not an option in his book.

Because as the civic leader, he is well aware that Edinburgh's renowned festivals, its world heritage status, its museums, galleries, theatres all do much more than help put the city on the map. They are an integral part of a world-leading quality of life that has played a huge part in the social and economic success of our city.

"We cannot be complacent. We would be mad to think other cities around the world are not looking at things we are doing and emulating us – our festivals are the classic example of this. Since the founding of the Edinburgh Fringe 70 years ago we have seen literally thousands of "Fringes" spring up around the globe, some of them now very successful in their own right.

"So we need to work to protect the pre-eminence of our festivals, to create year round festivals as we have done with the Edinburgh's Christmas and Hogmanay, and to make sure that we stay a step ahead of the very real competition that is out there."

Much as he enjoys the vitality of the Festival and the cultural melting pot it brings, he also points to the very significant part the festivals play in providing wealth, opportunity, and jobs.



Lord Provost Frank Ross

Work carried out recently showed the festivals attracted audiences totalling 4.5 million with a value to Scotland of more than £300 million – equivalent to holding a FIFA World Cup in the capital every year! While countries around the world bid billions for the privilege of hosting World Cup, Edinburgh attracts similar numbers each and every year.

The city's importance as a tourism gateway is also huge. Around 4 million visitors each year come to the city, spending some £1.3 billion in the process. Of these numbers, around 1.6 million visitors come from outside the UK – largely from Europe but also the USA, Brazil and China, with rapidly growing markets.

Similarly, the Lord Provost is a staunch defender of the city's rich built heritage and its magnificent environment. But he will always argue that while that needs to be protected – and in general is through the capital's unique collection of organisations designed to keep a watchful eye on development and increasingly sympathetic policy – it also needs to be in use, alive and part of our modern lives.

That is why he is excited at the prospect of an entire new, £1 billion city block in the heart of the city at Edinburgh St James, something that has not happened in many generations.

He said: "Edinburgh St James is an entire new city block, replacing what most people thought of as a bit of an eyesore with high quality new modern development. It will add to our environment, and it will provide interest and offer a platform for great modern architecture and building.

"It will also create new jobs, provide new places to shop, eat, work and live. It will be a fantastic addition to our 21st century capital."

Edinburgh's ever-growing transport links, in particular the success of our International Airport and its growing roster of destinations, plays a pivotal role. "Every time the airport adds a new destination, we see more visitors come here, and we see trade increase and improve. New long-haul routes to the Far East are being worked on, and that is tremendously exciting."

And that, he says, is the heart of the issue in a nutshell. "Our culture and heritage is enormously important to us, as people. It also attracts people from around the world to visit our unique and wonderful city. In turn, that places demands on our infrastructure. If we fail to maintain and improve our infrastructure, we risk losing our place as a city that punches well above its weight on the global stage.

"We can't become victims of our own success. We need to keep growing and keep investing, and at a time when public finance is under pressure we need to think about that.

"It is not something that meets with universal agreement, but I think if we are to maintain our position, protect our jobs, create new opportunities and continue to grow – bringing people in to benefit our hotels, restaurants, bars and so on – then we need to at least have a proper discussion about the so-called 'bed tax'.

"It is something that happens all over the world. I'm not sure why people think it wouldn't be accepted here when visitors accept it all over, and that source of money could help us ensure that our city remains attractive to visitors for years to come."

"We cannot be complacent. We would be mad to think other cities around the world are not looking at things we are doing and emulating us – our festivals are the classic example of this."

**Lord Provost Frank Ross**



# The people's game a vital part of our culture

Culture can mean a lot of different things to a lot of different people – from Grand Opera to Soap Opera - but I like the definition provided by one of history's great campaigners, Mahatma Gandhi. He said: "A nation's culture resides in the hearts and in the soul of its people."

Leeann Dempster





Hibernian Football Club

**By Leeann Dempster**  
**Chief Executive, Hibernian FC**

Primarily I like it because I think it's true. Culture isn't something dry, something alien, some standard imposed. It's a living, breathing thing – and it draws its vitality from the people to whom it is important. Nowhere does that ring more truly than it does in football.

In Scotland, football is a huge part of our culture. It has been estimated that around 1 in 30 of our total population regularly attends live football matches in Scotland – making Scotland one of the most dedicated football nations on earth.

But we already knew that, didn't we, from the vast swathes of column inches and airtime dedicated to our national game? But did we also know that research conducted some years ago concluded that sports tourism relating to the two Old Firm clubs, Rangers and Celtic, supported more than 2000 jobs in the city directly and indirectly.

While the figures may not be as high elsewhere in the country, all of our clubs do create jobs, support a whole range of businesses, and provide entertainment and pleasure for hundreds of thousands.

At Hibernian, we are currently attracting around 16,000- 17,000 people along to our "shows." Around 13,000 have bought season tickets. But at the Club we also embrace our culture on another level. Hibernian was founded in 1875 by an immigrant population, Irishmen and women fleeing famine in their homeland who were desperate to integrate and gain acceptance and saw football as a way of achieving that. A vision and a message as relevant today as it was in the 19th century.

Indeed, through our GameChanger public social partnership (involving the Club, Hibernian Community Foundation and NHS Lothian) we recently became, to our knowledge, the first Club in Scotland to host and be the subject of a Festival Fringe show, a play written by playwright Duncan Kidd and directed and staged for us by Leith-based community drama company Strange Town. I am happy to report the show sold out its run and was positively reviewed.

Successful though the foray into theatre-land has been, it was not the ultimate goal. From the play, we are keen to create programmes of community singing and community drama that takes the positive messages contained in the play, and the club's founding story, into our schools and communities today.

In turn, that is only part of our bigger strategy to harness the culture and magic of football to embed ourselves in our communities and help create positive social outcomes. We're

working with our co-founders and dozens of other partners from the public and third sectors, and the private sector. We're creating a well-being centre with NHS Lothian and third-sector partners in our North Stand. Ultimately, we hope this will become a fully-fledged, highly innovative health hub with GPs and other health professionals based at the stadium. Health delivered in a new way.

We're working with Cyrenians to deliver regular inter-generational lunch clubs to tackle problems of diet and social isolation, and to help people forge new and helpful contacts. We're working with a range of mental health and well-being organisations including Choose Life, SAMH, and others on suicide prevention, and on the good mental health. We run fitness classes free of charge on a weekly basis, and we're seeing local GPs refer patients to us.

We're tackling the thorny issue of loss through Absent Friends; and we're engaging with young people to encourage them to live more active lives through our extensive community football programmes. Homelessness, employability, encouraging men to engage more actively in their own physical and mental health, social isolation in some of our ethnic communities – all are issues where we are looking to get involved.

Culture resides in our hearts and in our souls. Football plays a huge part in the life of the people of Scotland. It's a massive part of our culture. And it's real potential as a force for change is still to be realised – but we're working on it.

# Learning from the very best with the Institute for Management Studies

One of the keys to succeeding in business is recognising how to access high quality learning and development interventions that help drive the individual, team and business forward.

Joining The Institute for Management Studies (IMS) makes great sense! For a modest annual fee, organisations and companies can enjoy seminars and outstanding online learning resources held in Scotland and 24 other regions across the US and Europe. These sessions are led by truly world-class international experts in their respective fields at a fraction of the cost open public courses or private in-house events could realise.

Graeme Wilkinson, who before becoming the Chairman of IMS in Scotland worked in financial services as a Learning and Development professional, has organised a stellar line-up of speakers, each one of which is an exceptional educator and published author in their given specialism.

The Institute for Management Studies has been operating successfully since being formed in the United States in 1974. Graeme is therefore building on IMS' track record of an internationally-recognised and respected organisation which has for more than forty years provided its members with the most innovative, cost-effective and unequalled management development series available.

Its growth is such that today there are 450 IMS corporate member organisations across North America and Europe, including many of the world's largest businesses. About 20,000 leaders and managers attend monthly one-day IMS Leadership Masterclasses each year.

In Scotland, the Masterclasses are staged at the elegant Royal Scots Club, Edinburgh for



participants from 16 IMS Corporate Members, including Abellio ScotRail, Baillie Gifford, City of Edinburgh Council, Fife Council, Forth Ports, Glasgow City Council, Royal Bank of Scotland, Scottish Enterprise, Scottish Prison Service, Scottish Water, Skills Development Scotland, Scottish and Southern Energy (SSE), Standard Life, Tesco Bank, The Scottish Government and Webhelp UK.

One of the biggest benefits for the members is that they are given the opportunity to gain access to speakers whose excellence is such

that they can usually command large fees, but who can be enjoyed at a fraction of the cost through IMS membership.

For more information please visit [www.ims-online.com/scotland](http://www.ims-online.com/scotland) or contact Graeme Wilkinson at [Scotland@ims-online.com](mailto:Scotland@ims-online.com) 07796 938102




Influence is a crucial competency that enables leaders to succeed in the global marketplace. This program is a highly interactive, leadership development workshop for women.

**Influence to Impact: Leveraging Interpersonal Power for Women Leaders**  
October 12, 2017 with Dr. Jeanne Porter King



Regardless of the type of organization you're in, or the role you play in it, you are in the business of people. Because of that, great leadership is the driving force behind growing your business.

**Collaboration: The Key to Effective Relationships and Performance**  
November 16, 2017 with Mr. Shay McConnon



All managers need a broad perspective to effectively deal with the complex challenges they face daily. To develop this skill, this one-day seminar presents many of the tools and techniques found in MBA programs today.

**The One Day MBA: The Tools You Need for World-Class Performance**  
December 7, 2017 with Dr. Noah Barsky



## Ogilvie Ross set for American expansion in 2018

Ogilvie Ross is set to expand its international client base with the development of new marketing partnerships in Los Angeles and Colorado. The Kinross based consultancy already provides leadership training and mentoring for corporate clients throughout Europe and it sees America as the next logical move in its global expansion. Managing partner, John Ross explained "Over the last 18-months we have been looking at various options for expansion including the USA, China and India. One of our partners spent a month meeting with potential partners and clients on the west coast of America and we have decided that the time is right for us to make a serious investment in that location and we have agreed plans for us to establish a permanent base in Denver from August 2018."

The decision to move into the USA was prompted when Greta Hart Montgomery joined the firm last year. Greta is originally from Colorado and has considerable experience of the American marketplace and its cultural demands. The face of leadership is changing, and Greta went to Los Angeles to find out more about how new concepts in leadership consultancy could help bring the most value to Ogilvie Ross clients.

Greta spent time with the award-winning Los Angeles based word of mouth marketing and creative agency Brains on Fire. Brains on Fire focus on human-centred design, video storytelling and digital strategies with a strong focus on meaningful user experiences. This approach

helps clients develop leadership and organic growth through a mix of participative insight, clear strategy, emotional storytelling, identity building and authentic community building. Watching this process in action has given Ogilvie Ross insight into a fresh approach to further develop its leadership consultancy. Through first understanding a company, the people in it and the people who love it, and by asking the right questions, Ogilvie Ross can create bespoke leadership programmes which bring the most value for clients and increase their growth potential.

From L.A, Greta went east to the Rocky Mountains and spent time in Denver which has the fastest growing economy in the U.S. Business is booming. As a business grows, so does diversity in the workplace and the need for leaders who are not only good within their given field, but also good with people. This need for good leadership is booming alongside business. During the visit Greta agreed a new working partnership with Colorado Christian University which will see Ogilvie Ross deliver a series of lecture and seminar programmes for the new student intake starting in August 2018. Using a human-centred approach to learning and problem-solving, the programme will look at developing the art of leadership including understanding Compassion Fatigue, Difficult Conversations, and Feedback for Change.

Ogilvie Ross are not strangers to working in America. In 2014 the firm created a bespoke leadership programme for the senior

management team for Wells Fargo, the country's third largest banking group. John Ross added "We have completed a number of one off projects in the US but this new link with Colorado Christian University and the positive discussions with Brains on Fire will see us move onto a much more permanent footing with plans to develop relationships with a number of the larger corporate businesses on the west coast."

2017 has seen a considerable increase in the firm's international business with client projects completed in Germany, Sweden, Luxembourg, Denmark and Holland. In addition to the US plans there are outstanding proposals for two major consultancy projects in Dubai and Abu Dhabi. John said "We are a very small Scottish business with big ambitions and the potential in America is just too large for us to ignore, we are all looking forward to the new challenges in 2018".

### Ogilvie Ross LLP

Tel: **01577 863040**

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

Email: [info@ogilvieross.co.uk](mailto:info@ogilvieross.co.uk)



# Results Matter

## SQA and Impact Results



*SQA's Michelle Forfar and Garry Walker of Impact Results (standing, centre) with the rest of the Impact Team*

SQA is committed to improving the prospects for young people in Scotland and supporting the growth of businesses across the country. By working together with specific sectors, industries and businesses, we can tailor and adapt our qualifications to ensure they are relevant and useful.

Impact Results has been working with SQA as a training provider since 2014, delivering qualifications that suit their business needs and the needs of their employees, including:

- Diplomas in Information Technology and Telecommunications
- Professional Development Awards in Management
- SVQs in Business and Administration
- SVQs in Customer Service
- SVQs in Management

Impact was keen to work with an awarding body with a proven track record in qualifications and skills in order to maximise the effectiveness of their training programmes.



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*'We are now into our third year as a training provider with SQA, and the relationship has been fantastic!'* says Garry Walker, Training & Recruitment Manager at Impact.

*'Our SQA account manager, Michelle Forfar, has been such a great support — a real asset to SQA.'*

*'Working with SQA we are getting the results we wanted. The support from SQA has been very open and honest, and Michelle has always been there on the end of the phone or by email if we need an answer.'*

Impact has grown and, with SQA qualifications and support, the contact centre experts have seen a positive effect on staff performance. Garry continued:

*'Team morale and productivity have certainly increased. As the team are being rewarded and recognised for their efforts, they are more loyal and committed not just to the growth of Impact but to their own development.'*

Since 2014, Garry has witnessed first-hand, how his colleagues have progressed and developed with SQA qualifications:

*'We have promoted four people within the business who started off as Customer Service Advisors and have since moved to managers. These colleagues have also progressed through SVQs in Customer Service to SVQs in Management.'*

***'For our staff to see these progression opportunities is great. It shows them that they too can progress and succeed if they work at it!'***

Impact Results is looking to increase their portfolio of qualifications and they are now applying to deliver qualifications in retail and hospitality internally and externally.

The growth of the training side of the business has allowed Impact to develop a new training academy, Big Impact Training, which is separate from the main business. Based in the Glasgow offices in Trongate, the training academy delivers SQA qualifications as well as apprenticeships, e-learning and open courses, and offers room booking for all training needs.

Garry is delighted. 'We are proud of the growth we've had over the last four years. We want to be the go to business for training needs in Glasgow and are grateful to SQA for their support.'

Alasdair MacRae, SQA Head of Business Development and Customer Support, said: *'Our dedicated team of Regional Managers and Business Development Consultants are working together with businesses across Scotland. We can provide the best possible advice and guidance for qualifications and skills development at a local level.'*

***'Our relationship with Impact shows that, working together with Industry, SQA can help businesses improve productivity through creating a better skilled and more motivated workforce.'***

### Who are Impact Results?

Impact is a Glasgow based multi-channel contact centre and Business Process Outsourcer specialising in customer service and customer experience planning. They deliver customer service solutions across a number of languages on a wide range of customer service channels.

Impact's main aim is to extend the customer lifecycle by forming long term relationships with their clients and working in partnership to ensure that each interaction results in a positive outcome for the customer.

Impact has been operating for over 20 years and has seen significant growth in the past 3 years, growing from 30 staff to almost 150 today.

To find out more about SQA's regional team, visit [www.sqa.org.uk/businessdevelopment](http://www.sqa.org.uk/businessdevelopment) or call **0303 333 0330**





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or visit [www.carnegiebusiness.com](http://www.carnegiebusiness.com)**



## Take The Steps, Make the Change Happen



# Helping charities embrace a more professional approach



**Nancy Herdman,  
Director,  
Step change improve**

These are exciting, yet demanding, times for charities, particularly as they assume some of the responsibilities previously undertaken by public sector organisations which have been hit hard by cutbacks.

The changes that are under way mean that, not only are many charities taking on more responsibility than ever before, but they are also having to become more professional in the way they operate.

That means that they need to think more like businesses, ensuring that they have the right procedures in place and that they are able to offer the best possible service to their customers.

That is the message from Continuous Improvement Consultant Nancy Herdman, the Director of StepChange Improve, which works with organisations of all sizes across Scotland, including charities.

Nancy, an accredited Lean Sigma Master Black Belt with more than 25 years' experience in continuous improvement and quality management, has delivered programmes that bring about significant benefits for organisations in a range of sectors.

Her experience was built up while operating in roles across a number of different organisations, including in defence,

manufacturing, outsourcing, financial services and customer services.

She said: "Charities are undergoing a period of big change as they take on more responsibilities and that means that they have to operate more like businesses.

"The people they deal with, including those that donate to them, hold them increasingly accountable for the way that they spend the money they are given. There is much more expectation placed on charities these days.

"Embarking on a programme of continuous development can bring great benefits.

"Charities do not all have large incomes and they have to ensure that what money they do have is spent wisely, which is where a process of continuous improvement comes into its own.

"Just as with businesses, charities need sometimes to ask themselves some difficult questions. Do they have the right procedures in place, do they treat donors and recipients correctly, are they efficient so that they are not wasting their limited resources?

"It is all about taking a more professional approach to the work that they do. That approach is necessary because the more they deal with organisations in the public sector, the more they will be held accountable. Undergoing a process of ongoing improvement will help them achieve success."

StepChange Improve can help charities achieve the changes they need to make. It works to make continuous improvement a daily part of everyday life for staff and management teams and believes in simplifying the technical jargon so that staff understand the nature of the problem and what needs to be done.

Nancy has a strong track record to support her work, including spells as Head of Continuous Improvement for Amazon Customer Services, Europe, Senior Manager, Continuous Improvement for Lloyds Banking Group and Head of Process Re-Engineering at RBS, Shared Service Finance.

StepChange Improve has extensive experience in Continuous Improvement, including expertise in Lean and Six Sigma, and its location close to Glasgow and Edinburgh makes it ideally located to provide support across the Central Belt of Scotland.

Services include:

- Designing Continuous Improvement Programmes
- Lean Sigma Pilots and Deployment
- Analysing and Improving Processes
- Coaching and Managing Improvement Project Teams
- Project Management & Project Delivery
- Running Continuous Improvement Workshops
- Quality and Process Management Health Checks

Nancy said: "For many charities, the kind of services we offer will be new to them but more and more they will find themselves having to be familiar with them.

"Charities are playing an important role in society and that is increasing the things being asked of them. By constantly improving the way they work, they can meet the challenges."

You can find out more about the company at <http://www.stepchangeimprove.co.uk>

**Name:** Susannah Gerner  
**Company Name:** Emperor  
**Website:** [www.emperor.works](http://www.emperor.works)



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

Branding, campaigns and digital communication

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

Emperor were members for a few years but never really engaged. At renewal time this year we decided to give it another bash and really make the most of it.

**Why did you join?**

To meet people in our local business community. As part of a national group we do a lot of work with overseas and London based clients and the Chamber is a great way to meet local business people.

The Chamber is a bit like a dating agency for local businesses.

**What services do you use?**

Networking events, inspiring women in business lunches, plus the Chamber helped to promote a recent event we ran.

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

To date I have met lots of different people from different business, all Edinburgh based, and building these relationships over time is what matters.

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

I am really keen on sharing knowledge and battling around ideas with people from all different backgrounds, it's a great way to learn. A safe forum to do this would be fantastic.

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

It's a great way of meeting professional people from a wide variety of businesses in Edinburgh

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

Usually sitting at my desk (which I appreciate is a rather boring answer).

GET WITH IT

By Bill Magee

Scottish Business Technology  
Writer of the Year

**What has technology got to do with Edinburgh's tourism and culture industry and in turn what has tourism and culture got to do with hi-tech?**

The common factor is what has been described as a veritable tsunami of information that flows back-and-forth with the Capital's tourism in turn described by The Data Lab as a "powerhouse" and one of Scotland's key economic sectors.

The Lab's folks, who operate out of their hub at the University of Edinburgh, have launched the "Edinburgh Tourism Innovation Challenge" supported by Scottish Enterprise and Edinburgh Tourism Action Group.

The Lab notes that the industry delivers £1.3 billion of spend and supporting more than

30,000 local jobs, and that in the last five years such visitor spending has increased by 30 per cent with visitor numbers reaching 3.85 million.

With such a continued high-growth, challenges can arise especially when it involves visitor number fluctuations, lack of current visitor data plus high density around tourist hotspots.

With all of this in mind the "Challenge" kicks off October 5 with a three-day event. The teams of tech professionals and students plus tourism and festival experts will be brought together to analyse a range of tourism-related data

and help take steps to solve current problems common to the Scottish tourism industry.

The teams will work on previously inaccessible information from organisations such as Historic Environment Scotland and Visit Scotland, and data from Edinburgh's Festivals, to develop data-driven prototypes for new products, services or tools to benefit the tourism industry in Edinburgh.

Interested individuals and companies alike can obtain full details at [www.thedatalab.com](http://www.thedatalab.com)

# Robert Louis Stevenson Day – from small beginnings to an established event

Edinburgh has a rich literary heritage and the literary city is a magnet for visitors year round. Robert Louis Stevenson (RLS) is one native of Edinburgh whose works are celebrated the world over and Edinburgh provides the setting for several of his novels and essays. The Centre for Literature and Writing (CLAW) at Edinburgh Napier University promotes the importance of literature to contemporary culture. Professor Linda Dryden of CLAW created and maintains the Robert Louis Stevenson website ([www.robert-louis-stevenson.org](http://www.robert-louis-stevenson.org)) which is the most comprehensive online resource for everyone interested in learning about RLS. The website has built links with RLS fans including the actor Nigel Planer.

In 2011 Nigel, Linda and CLAW collaborated with the Edinburgh UNESCO City of Literature Trust to launch Robert Louis Stevenson Day on 13 November, the date of Stevenson’s birthday. Stevenson quotations were chalked all over the streets of Edinburgh city centre and a Stevenson trail of the city was created with QR codes at key locations. The highlight of the day was an evening event at the City Arts Centre during which Nigel and the author Ian Rankin were interviewed by the then Principal of the University, Professor Dame Joan Stringer about their interests in Stevenson. There was a good attendance and considerable press coverage.

From those small beginnings RLS Day has gone from strength to strength. In 2012 Nigel Planer became patron of the event and together with actor John Sessions gave readings of Treasure Island at the National Portrait Gallery. Other celebrity guests at RLS days have included authors Louise Welsh



and Charlie Fletcher, BBC radio and television journalists James Naughtie and Allan Little, and prominent Stevenson scholar, Professor Barry Menikoff. A particular highlight in 2015 was the opportunity to see a short animated film based on Stevenson’s collection of children’s poems, A Child’s Garden of Verses, which Howard Blake, composer of ‘Walking in the Air’, commissioned to accompany his score for The Land of Counterpane. This was a unique opportunity to see the animation and to hear Howard’s account of the composition and how his inspiration came from Stevenson. RLS Day now has participation from local primary schools, the RLS Club, local libraries and museums and a host of other institutions and private individuals across the city.

In 2016 there were so many events that RLS Day stretched to an entire week. The City of Literature Trust produced brochures for the day and featured it prominently on their website. CLAW commissioned a volume of RLS short stories, Sins and Follies, which was distributed

free across the city in libraries, schools and museums and at RLS events. RLS Day badges were distributed free across the city and participants were encouraged to wear fake moustaches to commemorate Stevenson’s famous ‘tach.

Linda Dryden commented: “RLS Day has now become a fixture in the Edinburgh events calendar. School children look forward to dressing up as pirates, university acting students perform adaptations of his work and the Jolly Roger has even flown above Edinburgh City Chambers. We can only hope that Stevenson, named Tusitala or The Storyteller, by his Samoan neighbours is smiling down proudly on his fellow citizens as they celebrate him on the day and in the city of his birth.”

RLS Day 2017 will take place as usual with a week full of events, in town and online, leading up to Stevenson’s birthday on 13 November. For more information contact Professor Linda Dryden [l.dryden@napier.ac.uk](mailto:l.dryden@napier.ac.uk) or visit <http://robert-louis-stevenson.org/rls-day/>

We thank our Partners in Enterprise for their continued support of the Chamber.





# CYBER SECURITY CONFERENCE

8 November 2017 | Edinburgh

CBI Scotland and the Royal Bank of Scotland are pleased to present a Cyber Security Conference in Edinburgh on Wednesday 8 November 2017:

Date: Wednesday 8th November

Time: 9:30am - 3:30pm

Venue: Dynamic Earth, Holyrood Road,  
Edinburgh EH8 8AS

Contact: Colette Cunningham  
[Colette.cunningham@cbi.org.uk](mailto:Colette.cunningham@cbi.org.uk)

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# Is your office up for a bit of role play?

Once every three months or so, the team at OpenCRM will get together for a quick roll play session. No, not Dungeons & Dragons.

We all come together to practice our various disaster recovery plans, from minor service outages to accidental power loss to office break ins. It is a great way to make sure that, if the worst happens, your team are ready for it.

I can't recommend it enough.

## Ready for Disaster?

I'm going to assume that you have your disaster recovery plans written out and in an easily accessible place that all your employees know about. This could be in a hand book stored centrally, an in-house wiki or FAQ module, or even in a shared file on the business server.

And that's great, these procedures should be written down in a format that is easy to follow and will guide your team through all the necessary steps.

## But nothing beats practice.

If your service were to suddenly go down and you had annoyed and/or angry customers overwhelming your reception team with calls, would everyone in your office know how to receive those calls? Would they know what to say? Would they be able to say it with confidence?

A roll playing session won't make your technical team customer service experts, but it will mean that they will have experience picking up the phone and transferring a call at least once. They will also have a little bit of practice using your preferred script to pacify that angry caller.

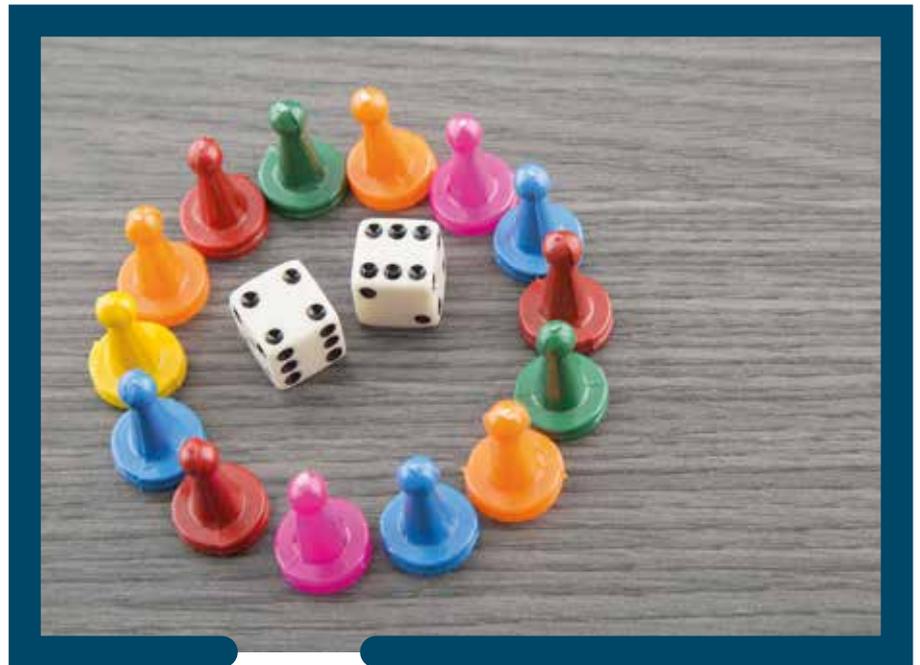
And that means that, if something ever did happen, they are ready to step in and shoulder some of the burden.

## Preparation Prevents Poor Performance

Setting up one of these roll play sessions is easy, I know there are people out there who will come in and run these for you, but before you go that far, you should probably try it out yourself first.

First things first, you need some scenarios.

I find that starting from your disaster recovery



plan is easiest. Remember these don't have to be compelling stories, just a prompt to make sure people understand which disaster recovery response is required.

For example, we used the old "You show up first at the office on Monday morning to find evidence of a break in. What do you do?" at our session. This is a good one because you can make sure every single person in your office knows what to do in the case of a burglary and remind them that they have an individual responsibility to know what to do in these situations.

Another one of our scenarios was an undefined system failure at one of our third party supplies. This gave people the chance to practice (and remember) the role each department and individual has to play in an emergency.

To make things a bit more fun, you could always split your office into two groups, with one side playing the customers in one scenario while the other group has to respond, and then flip it for the next scenario. This way, you can simulate the actual phone calls people can expect in these situations.

These kinds of direct role playing activities can get a bit silly and that's ok, as long as the overall plan stays on track and in motion.

## Best Business Practice

This kind of role playing seems like it is just a bit of fun, and it can end up as a bit of a team

building exercise, but at the heart these practice sessions are the best way to ensure that you respond correctly to a business disaster.

All businesses should have disaster recovery and business continuity plans, it's just common sense.

But too many companies write up these plans, distribute them to their employees, and think that the job is done.

It isn't.

You have to make sure that everyone understands why these plans exist, when to implement them, and what their individual role is in that response. And for my money, spending an hour running through a few scenarios will be a more effective way of ticking all those boxes.

To talk to a member of the OpenCRM team about how CRM software can benefit your brand, just call **01748 473000** or visit the website: [www.opencrm.co.uk](http://www.opencrm.co.uk)



**Graham Anderson, is the CEO and founder of OpenCRM, one of the UK's leading customer relationship management systems**



# Chamber opens connections



Lord Provost Frank Ross, Liz McAreavey and Terry Appen

In September, the Edinburgh Chamber of Commerce welcomed Terry Appen, Head of Business Development at Chinese oil and gas company, Jereh Group, to meet senior city leaders in Edinburgh.

Mr Appen's visit formed part of a Scotland-wide itinerary of meetings in locations including Aberdeen, Glasgow and Dundee. With the aim of developing bilateral trade opportunities, Mr Appen set out to meet potential partners in the oil and gas, supply chain, research, technology and AI industries.

The Edinburgh visit proved to be highly successful, with 11 city leaders including the Lord Provost, the Rt Hon Frank Ross, Edinburgh Chamber President Scott Black and Keith Finlayson, Head of Commercialisation and Business Development at Edinburgh Innovations Ltd, coming together to discuss synergies and future business opportunities for Jereh Group in the capital.

Alexia Haramis, Head of International Operations at Edinburgh Chamber said: "We were delighted to welcome Mr Appen to Edinburgh to meet with Chamber members.

Connecting the Jereh Group with organisations including Heriot-Watt and Cairn Energy highlighted synergies which we hope may result in opportunities for collaboration.

"As Scotland's capital city Chamber of Commerce, it is vital that we actively engage with international businesses and markets to open-up and encourage new trade opportunities. We hope this meeting will be the start of a positive, on-going relationship between Edinburgh and the Jereh Group."

The Edinburgh Chamber were also delighted to meet with a delegation from the China Foreign Trade Centre on the 4th of September to discuss potential collaboration opportunities. The delegation proposed a partnership with the Chamber and highlighted the business opportunities for Scottish businesses that participate in the Canton Fair.

These visits are two of many international events and delegations hosted by the Edinburgh Chamber of Commerce, delivered in partnership with the Scottish Government and Scottish Chambers of Commerce and Scottish Development International (SDI).

## International Events Calendar

**31st October (08:30-10:00)** – Exploring the Indian Market: We'll be joined by the Deputy High Commissioner and CEO of FICCI who'll help members to explore the Indian market.

**17th November (08:30-10:00)** – Exploring the New Zealand Market: Taking place the day before the Scotland v New Zealand Autumn International, we'll be joined by Daniel Taylor – Trade Commissioner for New Zealand and the High Commissioner for New Zealand to explore opportunities for Scottish companies looking to enter the New Zealand market.

## Chamber International News

An MOU has now been signed by the Italian Chamber of Commerce. The Chamber is currently inviting a selection of other international partners to sign an MOU. The Scottish government is supporting the creation of trade alliances and we believe that it will benefit members to have a framework we could refer to for future cooperation.

The Chamber is in discussions with the Chamber of Commerce of Fremont (Nebraska) to discuss potential areas of collaboration.

The French Chamber of Commerce in the UK met with the Chamber in September and are looking to host an event for members in the near future.

The Chamber continues to carry out research on its members to find out what their international requirements are so that the events and services are tailored to meet their needs.

Those looking to receive updates and take part in discussions around international trade are invited to join the Edinburgh Chamber of Commerce – Inspiring International LinkedIn group here – [www.linkedin.com/groups/8607274](http://www.linkedin.com/groups/8607274)

"As Scotland's capital city Chamber of Commerce, it is vital that we actively engage with international businesses and markets to open-up and encourage new trade opportunities."

# Culture and heritage in the European Union



The cultural heritage of the European Union is a rich and diverse mosaic of cultural and creative expressions, our inheritance from previous generations of Europeans and our legacy for those to come. It includes natural, built and archaeological sites, museums; monuments, artworks; historic cities; literary, musical, and audiovisual works, and the knowledge, practices and traditions of European citizens.

The digital world too, is transforming the way we access heritage. Cultural heritage enriches the individual lives of citizens, is a driving force for the cultural and creative sectors, and plays a role in creating and enhancing Europe's social capital. It is also an important resource for economic growth, employment and social cohesion, offering the potential to revitalise urban and rural areas and promote sustainable tourism. While policy in this area is primarily the responsibility of Member States, regional and local authorities, the EU is committed to safeguarding and enhancing Europe's cultural heritage through a number of policies and programmes.

Cultural heritage is the fabric of our lives and societies. It surrounds us in the buildings of our towns and cities and is expressed through natural landscapes and archaeological sites. It is not only made up of literature, art and objects but also by the crafts we learn, the stories we tell, the food we eat and the films we watch.

Cultural heritage brings communities together and builds shared understandings of the places we live in.

2018 is the European Year of Cultural Heritage. The year will be marked by events and initiatives across Europe to encourage people to explore and debate Europe's rich and diverse cultural heritage; celebrate, understand and protect its unique value and reflect on the place that cultural heritage occupies in European citizens' lives. For further information visit: [https://ec.europa.eu/culture/european-year-cultural-heritage-2018\\_en](https://ec.europa.eu/culture/european-year-cultural-heritage-2018_en)

## Local Prospective

Scotland and Edinburgh is rich in culture and heritage with a number of unique and stunning places including Edinburgh Castle, Stirling Castle, Linlithgow Castle and Culzean Castle which brings in a large number of tourists and revenue to the region.

There are a number of agencies looking after Scotland's heritage:

- National Trust for Scotland (<https://www.nts.org.uk/Home/>) is working to protect Scotland's heritage.
- Historic Environment Scotland, the public body set up to investigate, care for and promote Scotland's historic environment. (<https://www.historicenvironment.scot/>)
- Edinburgh World Heritage is an independent charity with the aim of ensuring the city's World Heritage Status is a dynamic force that benefits everyone. (<http://www.ewht.org.uk/>)



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# CHAMBER TRAINING

## October

### Tuesday 3rd

How to: Create New Business Opportunities

### Wednesday 4th

Managing People's Performance

### Thursday 5th

Getting to "Win-Win": Essential Skills of Negotiation

### Friday 6th

Social Media Masterclass series: Crisis and Incident Management on Social Media

### Monday 9th

Effective Meeting Management: The Key to Productive Meetings

### Monday 9th

Conscious Leadership – Choosing Your Approach to Leadership

### Tuesday 10th

Gaining an Edge: An Introduction to Design Thinking

### Tuesday 10th

Understanding Incoterms (2010)

### Wednesday 11th

Email Marketing For Business

### Thursday 12th

Sell with LinkedIn. More Leads. Bigger Deals

### Monday 23rd

Managing Change: How To Ensure Your Business Thrives

### Tuesday 24th

Are Your Sales Questions Digging 30-Foot Holes?

### Wednesday 25th

How to Understand and Improve your Customers Experience

### Thursday 26th

Focus! Plan! Attack!

### Friday 27th

How to: Communicate Effectively

## November

### Thursday 2nd

How to: Recruit The Right People For Your Organisation

### Tuesday 7th

The Fundamentals of Networking: The Key to Effective Business Development

### Wednesday 8th

Mastering Emotional Intelligence

### Thursday 9th

Grow by Becoming a Leader Others Want to Follow

### Wednesday 15th

Talent Development Academy: Influencing Skills

### Wednesday 15th

Handling Complaints and Poor Feedback in Pressurised Situations

### Thursday 16th

Export Documentation

### Thursday 16th

Putting First Things First: The Art of Time Management

### Tuesday 21st

Managing Disciplinary & Grievance Procedures

### Wednesday 22nd

The Epidemic of Missing Conversations

### Wednesday 22nd

Talent Development Academy: Meeting Skills

### Thursday 23rd

Growing your Business

### Tuesday 28th

Bidding to Win: How to Write Tenders & Proposals That Beat The Competition (Without Cutting Prices)

### Wednesday 29th

How To: Put Innovation At The Heart Of Your Business (And Make It Fun!)

### Wednesday 29th

Talent Development Academy: Networking Skills

## FORTHCOMING EVENTS

### October

#### Wednesday 4th 10.00 - 11.00am

Genuine absense or swinging the lead?  
40 George Street, Edinburgh, EH2 2LE

#### Thursday 5th 08:30 - 10:00

Spotlight Breakfast with Edinburgh Children's Hospital Charity  
Dynamic Earth - Holyrood Road, EH8 8AS

#### Tuesday 10th 12:30 - 16:30

Re-imagining Civic Society: A New Paradigm for Scotland?  
Grosvenor Street, EH12 5EF

#### Wednesday 11th 12:30 - 14:30

Chamber Dining Club at La Garrigue  
31 Jeffrey Street, EH1 1DH

#### Thursday 12th 08:30 - 10:00

Developing Edinburgh: Reaching New Heights with Edinburgh Airport  
1 Festival Square, Lothian Road, EH3 9SR

#### Thursday 12th 17:30 - 19:30

Chamber Pet-Walking

#### Wednesday 18th 10:00 - 16:00

Heathrow Business Summit  
Nicolson Street, EH8 9DW

#### Thursday 19th 12:30 - 14:30

Inspiring Entrepreneurs Lunch with Louise Macdonald  
1 Festival Square, Lothian Road, EH3 9SR

#### Thursday 26th 08:30 - 10:00

Developing Edinburgh: Roddy Smith at Essential Edinburgh  
19-21 George Street, EH2 2BP

#### Friday 27th 8:30 - 11:00

Breakfast Speed Networking  
31-35 Grassmarket, EH1 2HS

#### Tuesday 31st 10:00 - 11:30

How to Promote a Positive Workplace Culture  
40 George Street, Edinburgh, EH2 2LE

### November

#### Thursday 2nd 17:30 - 20:30

Rising Stars Mixology Masterclass  
30a Chambers Street, EH1 1HU

#### Wednesday 15th 14:00 - 16:00

Behind the Scenes with Edinburgh Trams  
1 Myreton Drive, Gogar, EH12 9GF

#### Tuesday 21st 12:30 - 14:30

Inspiring Women in Business with Dr Lena Wilson CBE  
19 North Bridge, EH1 1SD

To book please visit [www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk) or call the events team on 0131 221 2999 option 2 or e-mail [events@edinburghchamber.co.uk](mailto:events@edinburghchamber.co.uk)



EXPANDING HEATHROW IS HELPING SCOTLAND BOOST

# EXPORTS

TOMATIN DISTILLERY, ONE OF THE MANY SCOTTISH BUSINESSES THAT SUPPORT HEATHROW EXPANSION

With connections to Aberdeen, Edinburgh, Glasgow and Inverness, Heathrow is the gateway to global markets for Scottish exports – like whisky from the Tomatin Distillery.

Expansion will double our cargo capacity and create new domestic and international trading routes, helping businesses in Scotland boost exports.

Heathrow expansion is part of the plan to strengthen Scotland's future.  
That's why we are getting on with delivering the new runway.

Find out more about the opportunities Heathrow is creating for Scotland's businesses at our Business Summit in Edinburgh on 18th October: [heathrowbusinesssummit.co.uk](http://heathrowbusinesssummit.co.uk)

**Heathrow**  
Building for the future

FOR MORE INFORMATION ON EXPANSION AND THE FACTS IN THIS ADVERT VISIT: [www.heathrow.com/exports](http://www.heathrow.com/exports)



## Heathrow expansion: A unique opportunity to help secure Scotland's future prosperity

Heathrow is the UK's only hub airport, meaning it plays a unique role in driving economic growth across the country. The new runway will deliver up to £14bn of additional growth, and create up to 16,000 new job opportunities across Scotland. And as we get on with building the new runway, we're working with the Scottish Government to ensure these benefits are felt by communities across the nation.

Each of Scotland's exporters, from the smallest SME to the largest business, relies upon connections. Connections to trading opportunities with the rest of the UK, and with the world. That's why the Scottish Government and businesses across Scotland chose to back Heathrow expansion: to bring better connectivity to the nation, linking communities in every region to trade and growth.

### Boosting Scotland's trading future

Heathrow is the UK's largest port by value, handling over 30% of the UK's exports with markets outside the EU and Switzerland. Heathrow plays a vital role in connecting Scottish exporters to the global marketplace. If you step onto a plane at Heathrow, there will be freight underneath your seat in the belly hold – UK goods bound for a foreign market.

With expansion, we will double our cargo capacity, and add up to 40 new long-haul trading routes. This will mean more Scottish goods, from more Scottish businesses, can reach new, emerging markets across the globe.



For example, one of Heathrow's biggest exports is high quality salmon, sourced from fish farmers across Scotland. Last year we handled 35,000 tonnes of salmon, a key Scottish export, worth £223m to the economy. But the market is growing rapidly, with exports continuing to rise. For fish wholesaler Gourmet's Choice in Portsoy, Aberdeen, growing their business means quick and frequent access to new international markets in the Middle East and

Asia. Only with better connections from the new runway can we support this growth, and help to secure Scotland's future as an outward-looking, trading nation.

### Better connectivity for all of Scotland

Connections are vital for communities across Scotland to travel and trade with the world. That's why, as we expand, building better domestic connections is at the heart of our plans.

Today, Heathrow supports routes to four cities across Scotland: Edinburgh, Inverness, Glasgow and Aberdeen. As we expand, we are working with the Scottish Government to protect existing domestic routes and make them more accessible, while supporting new ones. In January of this year, we introduced a £10 fare discount for passengers flying domestic routes. Following this, in March, Flybe launched new services from Heathrow to Edinburgh and Aberdeen, bringing more competition and choice for businesses and passengers. We've also committed to helping build new connections to currently unserved

cities, through a £10m route development fund, and in our sustainability plan Heathrow 2.0, we set out our ambition to connect the UK's 100 largest cities and towns to Heathrow.

Being connected to the UK's only hub airport matters. For example, the reintroduction of the direct route between Inverness and Heathrow has helped connect the city and the Highlands to the global marketplace. Businesses in the region now benefit from more flights and better connections, boosting the local economy and driving investment into its industries.

Where possible, passengers want to fly direct from their local airport. That's why airlines will always put on a direct service to a destination if the demand is there. But when demand isn't sufficient to sustain a direct route, Scottish passengers need to rely on a quality connection to a world-class hub airport that can. That's why Heathrow doesn't compete with Scottish airports, we help fill in the gaps, by pooling demand and connecting to those long-haul destinations that cannot be served locally. Only Heathrow, as the UK's only hub airport, can offer passengers the opportunity to connect both to London and to the rest of the world through London: Scotland needs both.

For Jacobite cruises, the longest running cruise company on Loch Ness, the direct route to the UK's only hub airport has delivered a 12% rise in visitors, with 7% coming from new markets in Asia and North America. A link to Heathrow means Jacobite can welcome guests from all over the world, providing a major boost to the business and with it, the local community.

Helping more cities like Inverness get connected to Heathrow will enable communities across Scotland to share the benefits of our new runway, by linking them to new opportunities for growth. It will allow Scottish businesses, large and small, to connect to Heathrow and ensure that as we expand, we are delivering for every region and nation across the UK. It will boost local economies across Scotland, creating new, secure job opportunities – including up to 2,700 in Glasgow, 2,100 in Edinburgh, 1,900 in Aberdeen and 600 in Inverness.

Connections are vital for communities across Scotland to travel and trade with the world. That's why, as we expand, building better domestic connections is at the heart of our plans.

### Creating lasting skills and supply opportunities

Delivering Heathrow's new runway is a major infrastructure project which will generate opportunities across the whole of the United Kingdom. It will rely on talent and resources from every region and every nation in the UK. For Scotland, this means thousands of new job and supply chain opportunities, for people and businesses in every community.

To help source the talent we need, we're working together with the Scottish Government to locate a new Supply Chain Hub in Scotland. Here, materials that will become part of Europe's largest private infrastructure project will be pre-assembled. This will create hundreds of manufacturing jobs and give more SMEs across Scotland the chance to be a part of our supply chain.

At Heathrow, small and medium-sized businesses are at the heart of our vision for expansion. This coming month, we're hosting Heathrow Business Summit Scotland, bringing Scottish SMEs face-to-face with our procurement team and major suppliers, to get expert advice on how to maximise procurement opportunities. This ongoing programme has helped businesses from every region connect to growth – locally, nationally, and internationally.

These steps we're taking won't just provide benefits now. They will help equip businesses from all over Scotland with the tools they need for long-term success. They will help secure a strong economy for Scotland, for generations to come.

Heathrow expansion is a national infrastructure project. That means it's our responsibility to make the positive outcomes of a new runway felt nationally, and we are making this happen. For every community, in every region of Scotland, expanding Heathrow will secure growth and prosperity for years to come. That's why we're getting on with delivering it now.



## Heathrow Business Summit

18 October 2017

Heathrow expansion is a major infrastructure project, and will require support from suppliers across the UK. Through our successful regional Business Summits programme, we are spreading these opportunities across every region and nation, helping to deliver growth for all of Britain.

Currently, we spend over £1.5bn a year working with over 1,200 suppliers. And with expansion, we will grow our network, connecting with new suppliers from communities all over the UK. With a new runway delivering up to £14bn of additional growth and 16,000 new job opportunities across Scotland, Heathrow is committed to ensuring Scottish businesses feel the benefits of expansion.

That's why we are hosting our next Business Summit at the Royal College of Surgeons of Edinburgh in October. The Edinburgh Summit will offer a unique opportunity for Scottish SMEs to meet face-to-face with Heathrow's procurement team and supply chain, gaining advice and support to help them secure long-term growth. Held on 18th October, the Summit will help businesses from every corner of Scotland to access new growth opportunities, nationally and internationally.

Register for free at [www.heathrowbusinesssummit.co.uk](http://www.heathrowbusinesssummit.co.uk)

# Here's a **good news story** about Employee Benefits

One of our clients used to spend around **£17,000** on **medical insurance** for their **25 employees**.



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**Company name: Iain Russell**  
**Who? Brand Heritage Manager, The Glenmorangie Company**  
**Website: [www.theglenmorangiecompany.com](http://www.theglenmorangiecompany.com)**

**Glenmorangie has a rich history. How important is this heritage to the Glenmorangie brand in today's market?**

Glenmorangie has a long and proud history as whisky creators, and we're very proud of our heritage, as pioneers of extra maturation and as leaders in the field of wood management. But that pride in our past achievements is allied to an awareness that we must always look forward, to continue innovating and producing new and exciting whiskies for our customers.

**Do you think the Glenmorangie heritage is valued by customers?**

More than 25,000 people visit our distillery in Tain each year, and we know that whisky connoisseurs have a great thirst for knowledge about the origins and the heritage of our distillery and the stories of our brands

**The speed of change is faster than ever and consumer demand is continually changing. How will Glenmorangie keep up, whilst retaining its valuable brand and product?**

Single malt whisky has been growing in popularity for a number of years among discerning whisky drinkers around the world. Glenmorangie meets a growing desire for quality with its dedication to perfection and craftsmanship.

We are constantly innovating and creating new expressions to appeal to a range of consumer tastes and demands, reflecting the variety of consumers now exploring and enjoying single malt whiskies.

**In your view, what is the most important piece of advice you would give other leaders in 'traditional' industries operating in a modern market?**

Always look forward but never forget your heritage.

**How important is it in your view to have a strong company culture?**

Extremely important and it is something that our company works hard at.

**What has been your biggest business triumph?**

Personally I'd say our work in pioneering work in the field of extra-maturation, which led to the creation of an entirely new category of single malt Scotch whisky.

**If you were to pick one; what trait, in your experience, is valued as the most important for consumers nowadays?**

Personally, I'd say flavour. Our variety of cask finishes provide a wealth of flavour profiles for people to enjoy.

**Where do you see the Glenmorangie brand in 10 years time?**

Our company vision is to grow The Glenmorangie Company into the most inspiring and highly respected single malt whisky company in the world. To achieve this, we have to balance respect for our origins with a powerful drive for new and exciting developments.



Product excellence and innovation will always be at the core of our brand's desirability alongside consumer engagement - these remain at the heart of our business strategy.

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

I have my dream job! But my second-choice dream job would be to work for myself - preferably living in the warmer climes of the south coast of England, writing for a living.

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

My wife, health and travelling to new and exciting places.



The past two months in our Capital have seen the coming-and-going of hundreds of thousands of tourists, the frantic fun of the Festival sweep the city, and have seen us give the bittersweet 'see you next year' to another summer. While there was no shortage of shows and street performers to see, our event schedule remained packed across August and September, and offered our members the chance to experience some excellent events.

As pictured, we invited guests to celebrate the summer months at our annual Summer Mixer, held this year within the outdoor terrace of The Place Hotel. Members were captivated at

our Early Start at The Yard and when we went behind the scenes at Cancer Research UK, both giving a sneak peek at some of the great work going on in Edinburgh.

In addition to this, we launched our Edinburgh Chamber of Commerce Business Awards 2018 over an excellent evening at the Sheraton Grand Hotel & Spa, offering those in attendance the first look at the opportunities of our #ECCAwards18 – further details can be found overleaf.

But while the echo of the fireworks every evening may have faded, our busy schedule of events continues in to the Autumn months.

We'll be heading behind the scenes at Edinburgh Children's Hospital Charity and hearing the lessons they learned through their recent rebranding, we'll host a dog-friendly Net-Walking networking walk known as Pet-Walking, we'll be inspired by talks from Louise Macdonald of Young Scot and Lena Wilson CBE of Scottish Enterprise, and we'll offer a unique insight in to Edinburgh with the start of our Developing Edinburgh series of events.

All of these, and many more, are available to book today - take your pick and we'll look forward to welcoming you soon!



The Edinburgh Chamber of Commerce Business Awards is the most prestigious event in our calendar. It is an evening dedicated to celebrating the achievements and successes of Edinburgh's vibrant business community. Moving into its seventh year, our annual Awards evening will be the biggest yet, held at our new venue for 2018, the Edinburgh International Conference Centre.

In September, we were delighted to launch our #ECCAwards18 at the Sheraton Grand Hotel & Spa, which has served as an excellent venue for our Awards these past few years. At the event, we gave attendees details on sponsorship opportunities, and officially opened entries for 2018. Once again, we will be accepting entries and awarding top performing businesses in a range of categories, including:

- Best Performing Business, 1-10 Staff
- Best Performing Business, 11-50 Staff
- Best Performing Business, 51+ Staff
- Director of the Year

- Responsible Business
- Innovation in Business
- Creative Marketing
- High Growth
- International Trade
- Developing the Young Workforce
- Diversity in Business
- Lifetime Achievement
- Young Leader of the Year
- Excellence in Health and Safety
- Inspiring Partnerships

Entries are open to all members and are free to enter. Entry forms can be found online at [www.edinburghchamber.co.uk/events/awards](http://www.edinburghchamber.co.uk/events/awards). All submissions should be sent to [awards@edinburghchamber.co.uk](mailto:awards@edinburghchamber.co.uk)

We are delighted to offer a range of sponsorship opportunities, each boasting an exclusive range of benefits designed to deliver maximum value and exposure for your business. Details on these can be found on our website, or for more information, get in touch!

**Event Details:**

Edinburgh Chamber of Commerce Business Awards 2018  
 19:00 - late  
 February 8, 2018  
 Edinburgh International Conference Centre,  
 150 Morrison St, Edinburgh EH3 8EE





Left to right  
**Kane Savage**  
 – Events Sales Manager  
**Susete Santos** – Director of Business Development  
**Robert Brown** – Sales Executive

## Waldorf Astoria Edinburgh update their Commercial Team

In her new role, Susete will manage the commercial team at the hotel to maximize growth and work with local and international partners to promote Waldorf Astoria Edinburgh as a destination venue offering the highest quality in luxury service, style and excellence.

Robert joins the team as Sales Executive having gained most of his experience working at luxury properties in Jersey. In his new role, Robert will be responsible for managing the relationships with the local corporate accounts whilst actively driving new business into the hotel.

Kane joins Waldorf Astoria Edinburgh with 5 years hotel sales experience gained in branded, independent and luxury lifestyle brands. As Event Sales Manager, Kane will focus on sales for the Pompadour by Galvin, Galvin Brasserie de Luxe, Peacock Alley and our unique event spaces.



**Colin Marr**

## New Theatre Director for the Edinburgh Playhouse

The Edinburgh Playhouse, which is owned and operated by the Ambassador Theatre Group (ATG), has welcomed a new Theatre Director.

Colin Marr has recently taken up the leading role at the UK's largest theatre and iconic live entertainment venue in the Scottish capital. Returning to Edinburgh after two decades at the helm of Inverness' Eden Court, Colin brings a wealth of experience gained throughout a variety of roles held within the industry. Until recently Colin was also Chair of Visit Inverness Loch Ness and a board member of Scottish Film.



**David Ellis**

## Welcome David Ellis as non-exec Director to SortmyPC

We are delighted to welcome David Ellis to our team as a non-executive Director. David's appointment will help to support the continued successful growth and development of SortmyPC.

A specialist in working with SMEs, David brings experience to SortmyPC in finance, project and general management. An entrepreneur himself, David is Managing Partner at OMC Partners, a specialist management consultancy focused on the legal sector.

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President: **Scott Black**  
 Chief Executive: **Liz McAreavey**

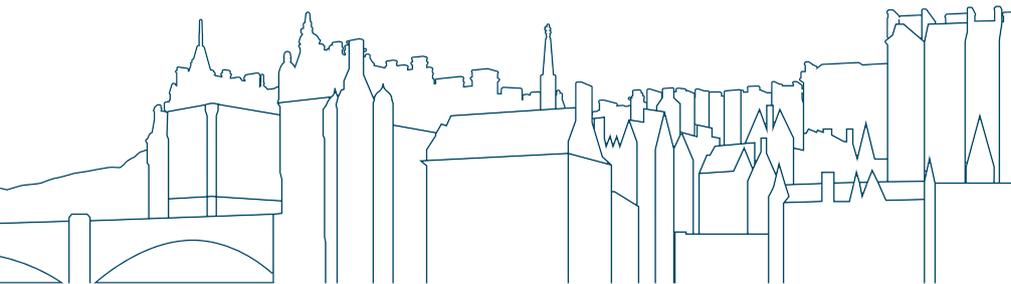
**EDITOR:**  
 Emma Reid, Tel: **0131 221 2999**  
 Email: [emma.reid@edinburghchamber.co.uk](mailto:emma.reid@edinburghchamber.co.uk)

**FEATURES EDITOR**  
 David Forsyth, Tel: **07887 955778**  
 Email: [david@benchmarkpr.co.uk](mailto:david@benchmarkpr.co.uk)

**PRODUCTION & DESIGN**  
 Distinctive Publishing, Unit 6b, Floor B, Milburn House,  
 Dean Street, Newcastle Upon Tyne NE1 1LE  
 Tel: **0845 884 2383**  
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**ADVERTISING**  
 Distinctive Publishing, Unit 6b, Floor B, Milburn House,  
 Dean Street, Newcastle Upon Tyne NE1 1LE  
 John Neilson, Tel: **0845 884 2343**  
[john.neilson@distinctivegroup.co.uk](mailto:john.neilson@distinctivegroup.co.uk)

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# OUR KNOWLEDGE OF WOOD IS AS COMPLEX AS OUR WHISKIES

At Glenmorangie, we are recognised as experts in wood management, travelling the world to seek the finest oak casks, to bring an intriguing complexity and smoothness to all our whiskies.

**We are the world we create.**



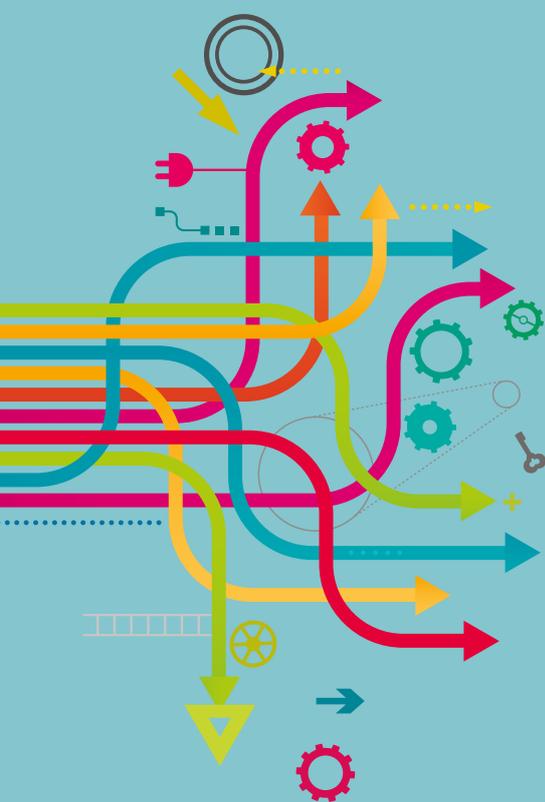
[drinkaware.co.uk](http://drinkaware.co.uk) for the facts *please savour responsibly*

## GLENMORANGIE

HIGHLAND SINGLE MALT SCOTCH WHISKY SINCE 1843

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