

# Business Comment

DECEMBER/JANUARY 2020

**SPECIAL REPORT:**  
**Innovation and  
Sustainability**



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Pioneering Creativity and Innovation at the GRID

## Innovation and Sustainability

Welcome to the latest edition of Business Comment, your magazine.

In this issue we focus on Innovation and Sustainability. From our reports, you will get a sense of the continued excellence of so much work by businesses and organisations across the City.

For example, the Edinburgh Can B movement which saw a number of organisations come together in a successful bid to admit Edinburgh to the prestigious Global Cities Can B programme. Edinburgh's collaborative approach saw Scotland's Capital become the first UK city to join, and one of only four to be admitted this year.

The incredible new space that is the GRID at Heriot-Watt has created an entirely new environment designed to stimulate innovation through its combination of immersive, cutting-edge technology and access to peaceful green spaces. The GRID is available to businesses to use. Another demonstration of Heriot-Watt University's

proud tradition of helping to identify and shape the industries of the future.

You can also learn about the Biomes project at the Royal Botanic Garden, which will safeguard the future of 4000 species of plants held at this world-renowned capital institution, and there is a comprehensive update on progress to date on the Circular Edinburgh initiative being run by your Chamber in partnership with Zero Waste Scotland, designed to help businesses identify new opportunities by taking a more innovative approach to how we make and reuse, rather than make and dispose.



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

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# CGI appoints Lindsay McGranaghan as new head of its Scottish operation

CGI has appointed Lindsay McGranaghan as its new Business Unit Leader in Scotland.

At 36 years of age she is one of the youngest people to hold such a senior position in the company's history.

Lindsay takes the helm of CGI's Scotland Business Unit, which comprises four offices in Glasgow, Edinburgh, the Scottish Borders and Aberdeen, employing over 500 people.

Her appointment comes as CGI prepares to move its Glasgow staff into a new city centre office in spring 2020, which will become its Scottish headquarters. CGI has also shown its commitment to Edinburgh by switching its base in the city to George Street, marking the office's official opening on October 28.

Lindsay began her working life as a roadshow presenter with Scottish Executive and the Royal Bank of Scotland, giving her first-hand experience of encouraging young people, into careers in sectors such as tech and IT.

In 2012, Lindsay was recruited by CGI as an Account Director in its Central Government unit, where she worked for nearly three years

before heading back to Scotland. She was then appointed Vice President Consulting Services for CGI Scotland West.

Under her leadership, CGI was selected by Glasgow City Council to provide transformational IT services in a contract valued at £330m. This included the biggest digital education project in Europe, with 52,000 iPads given to pupils and teachers across the city's schools, more reliable internet access and wireless technology in every classroom.

Lindsay said: "I am thrilled to have been appointed Business Unit Leader for Scotland. CGI's Scottish operations are now a key part of its global business, with a proven track record which I want to build on."

"We want to focus on creating the skill sets for a 21st century workforce and being a driving force for STEM education, as well as leading the way in training and employing women in tech. CGI is ready to back digital learning in Scotland's schools, giving pupils the digital skills to succeed in life."



Tara McGeehan, President of CGI's UK Operations, said: "CGI believes Lindsay has the track record for building and enhancing our workforce and capabilities in Scotland. It is important to mention that a large number of Lindsay's senior cabinet are women – highlighting CGI's determination to broaden the diversity of its leadership teams."

## Barrhead Travel President Climbs Kilimanjaro for two charities close to heart

Barrhead Travel President, Jaqueline Dobson, joined G Adventures Managing Director, Brian Young, to take on Africa's highest mountain, Kilimanjaro, to raise funds for G Adventures' Planeterra Foundation and ABTA's LifeLine Charity.

Dobson, alongside a number of fellow travel industry leaders, took on the 20,000-foot challenge in November. The trek covered a range of testing ecological systems, enduring cultivated land, rain forest, heath, moorland, alpine desert and arctic summit, to reach the top of the world's highest free-standing mountain.

70 percent of funds raised are being donated to support the Planeterra Foundation, a non-profit charity founded by G Adventures dedicated to turning travel into impact by helping local communities earn an income from tourism.

In light of the recent Thomas Cook collapse, thirty per-cent of the total raised is being donated to ABTA's LifeLine charity; a body



which supports travel industry colleagues with financial grants in time of hardship.

Jacqueline Dobson, President of Barrhead Travel said:

"I was both nervous and excited to be taking on such an epic challenge. Both causes mean

so much to me and the team at Barrhead Travel. Protection of the planet and local communities through tourism is a passion we share with G Adventures and is something I am proud to be a part of.

"We are delighted that funds raised are contributing to the welfare of former Thomas Cook employees through ABTA's LifeLine Charity. The sad news of the collapse affected us all at Barrhead Travel, the work of LifeLine provides a reassuring support to our peers in unexpected circumstances."

Donate here: <https://planeterra.org/campaign/climbing-kilimanjaro-jacqueline-dobson/>

# Circular Economy Project in schools inspires the next generation of entrepreneurs

Young Enterprise Scotland (YES) is a registered charity which inspires and educates young people from all backgrounds through a range of enterprise and entrepreneurship programmes.

Last year they launched the Circular Economy Challenge, supported by the Scottish Power Foundation, through a six-week pilot programme working with primary schools across Glasgow. The challenge introduced students in 30 primaries to the benefits and principles of the circular economy through case studies and working with business ambassadors.

Since then, YES have worked in partnership with Veolia and local Developing the Young Workforce (DYW) teams to deliver the challenge to schools in Leith, Edinburgh and West Lothian.

This term the charity is again working with the team at DYW Edinburgh, Midlothian & East Lothian to geographically spread the challenge and upskill more teachers and pupils on the circular economy. This time round, primary schools in the Ross High School cluster in East Lothian have the chance to use their enterprising young minds to create a zero waste world for the future.

The programme is being followed by pupils in P4, P5, P6 and P7 and is an exciting way for them to develop their enterprising skills, while also thinking about a more sustainable world.

Pupils design a 'circular' product or service where everything has value, and nothing is wasted. They are then given the opportunity to present their ideas to a judging panel of experts.

Pupils had a virtual tour filmed at the charity's Rouken Glen Park site; the video introduced them to the ideas behind the Circular Economy. YES have several projects and Social Enterprises on site where the pupils could see the Circular Economy in action in real life.



The pupils are now following a six week, in-school programme where they set up their own company, create a product or service and then pitch their idea to real life businesses at a Dragons' Den style event with the other participating schools.

The opportunity to work alongside real-life businesses who support the circular economy model is a vital part to the challenge.

The key feedback from those who have been involved in the challenge to date is that pupils have developed enterprising and employability

skills which will be of use to them in the future, no matter what path they take. Primary 7 pupils have been keen to share their learning;

"I enjoyed the circular economy project because it enabled me to be creative and realise that anything is possible if you put your mind to it. It allows you and your friends to plan things together and each of your small ideas becomes one big idea."

"..It has inspired me to pursue my group's idea when I am older. I think there is space for a bin that tells you when you are putting the correct rubbish in or not. I'm going to make this a reality."

If you are keen to be involved as the project grows please do let the DYW team know at [dyw@edinburghchamber.co.uk](mailto:dyw@edinburghchamber.co.uk)

Marie Leck, Young Enterprise Scotland  
Senior Programme Executive – School Programmes

"It has inspired me to pursue my group's idea when I am older. I think there is space for a bin that tells you when you are putting the correct rubbish in or not. I'm going to make this a reality."

# Jobs Roadshow 2020 – Informing and Inspiring the Workforce of the Future!

Returning for its 5th year, Jobs Roadshow, organised by Developing the Young Workforce Edinburgh, Midlothian and East Lothian, will bring up to 80 employers with live vacancies face to face with young people. Taking place at Edinburgh's Corn Exchange on Wednesday 4th March, the event aims to get Scotland's future workforce Informed, Inspired and Hired.

Employers are encouraged to attend this free event to profile their early careers roles, Modern and Graduate Apprenticeships, paid school leaver internships and full and part time job opportunities.

Last year's event saw over 1,300 young people from Edinburgh, Midlothian, East Lothian and West Lothian attend the event. Employers were impressed by the level of

the talent, confidence and drive the young people expressed.

Michelle Fenwick, Programme Director, DYW Edinburgh, Midlothian and East Lothian states; "94% of the young people surveyed at Jobs Roadshow 2019 felt more informed about jobs and careers and 87% said they felt more inspired to consider jobs/sectors they didn't know about before. For organisations

wishing to profile themselves as an employer of choice, and for those with roles that are not as visible to young people, Jobs Roadshow provides the perfect platform for influence and inspiration."

The event is free to attend for both employers and young people, to find out more and book your space please contact the DYW team on [DYW@edinburghchamber.co.uk](mailto:DYW@edinburghchamber.co.uk).

**JOBS ROADSHOW**  
Informed | Inspired | Hired

**WEDNESDAY 4 MARCH 2020**  
**9AM-3PM**  
CORN EXCHANGE, 10 NEW MARKET RD, EDINBURGH, EH14 1RJ

**DYW** | EDINBURGH, MIDLOTHIAN & EAST LOTHIAN  
Developing the Young Workforce

# Working with Data

## Newtyne: Nurturing meaningful careers in Data Science and Analytics

According to the latest statistics, it's a great time to be working with data.

A recent study by Indeed, the number one job site in the world, found a 29% increase in the demand for Data Analysts and Data Scientists year upon year, with a 344% increase since 2013. However, despite the booming industry, the numbers of those searching for roles in the sector is growing at a slower pace – just 14%, suggesting a stark gap between supply and demand.

Data is critical to business, driving efficiency, offering insights into future development and growth, as well as protecting a business from potential risk. The term 'Data Analyst' can cover a broad range of roles and responsibilities, but mainly focuses on examining data to make more effective business decisions.

The role of a Data Analyst can involve such tasks as:

- assessing data to detect fraud and cybercrime
- monitoring customer behaviour analytics
- observing and reporting on patterns and trends
- mining, analysing and interpreting data
- tracking Key Performance Indicators
- creating visual representations of data

A career in data can be a very lucrative one and is well suited to those with strong analytical and communication skills, as well as a keen interest in mathematics.

At Newtyne Consultancy and Training, we are proud of our strong track record as a recognised learning provider in data, analytics and business intelligence. We support and nurture meaningful careers in this exciting and ever-evolving industry. We are also quick to respond to industry developments. Python, a programming language developed by Dutch computer scientist Guido Van Rossum in the 1980s, was recently tipped to become the most popular in the world in a 2019 article in *The Economist*. To reflect this industry shift, we recently adapted our offerings to provide training in Python.

The Newtyne Academy, which delivers a verified learning programme to benefit learners and add value to our clients, has supplied graduates with the appropriate training and development to go on to become Data Analysts, Data Scientists and Data Engineers.

Over the past six years, we have delivered over twenty Academy programmes, training over one



hundred graduates to work in various analyst roles in several of the well-known high street banks and telecoms companies in Edinburgh and Glasgow. We work closely with Scottish universities, providing opportunities for graduates to upskill and remain in the country. We also offer opportunities for graduates to work in the Scottish financial sector, contributing to the increased requirement for technology and Data Science skills to build a centre of excellence in Scotland.

With a strong focus on 'time to usefulness', Newtyne's comprehensive Academy programme ensures graduates placed into roles with world-renowned organisations are ready to contribute and add value straight away.



Simon Wallis, Newtyne's Head of People & Development, said: "We take learning to the next level by offering knowledge, support and continuous professional development.

Investing in our assets is critical to us, and in our case – that asset is our community of people. In an incredibly fast-moving and exciting sector, we appreciate the benefits that come when new employees (or as we call them, "Newtyners") can hit the ground running – and that's exactly what the Newtyne Academy does."

Eliza, a graduate of the Newtyne Academy, said: "Data has always been something that interested me. I studied Mathematics and Statistics at university, and I knew I wanted to find a career that wasn't just centred around

Excel spreadsheets and number crunching. Taking part in the Newtyne Academy taught me how to look at everything from first principles, be methodical and ensure I was answering the question put in front of me. It's a safe and supportive environment to learn about coding and data manipulation before you take on a role in the industry.

"Data Science is a fast-paced sector where technology is constantly changing. I graduated from the Newtyne Academy four years ago, at which point SAS was the only coding language I used. However, four years later, I code in R, Python, SQL and SAS. The key to succeeding in Data Science is your willingness to move at the same pace as the industry. Don't be left behind. Be at the front, driving your business forward."

As a recognised training provider for fifteen years and a gold member of the Learning Performance Institute (LPI) for twelve years, Newtyne's vision is to support sound decision-making by empowering people to drive value through data and analytics. With the industry booming and high demand for talented individuals to take on roles within the sector, there truly hasn't been a better time to consider a career in Data Science and Analytics.

For more information about the Newtyne Academy, visit [www.newtyne.com](http://www.newtyne.com).

**Newtyne**  
...making information work

# AM Bid, Scotland's largest bid and tender specialist, reported further rapid growth during its fifth year of trading.

Turnover to the year end September 30, 2019 was up £169,000 to sit at £898,000, an increase of 23% (net profit remains positive).

The company is happy to note this has been achieved with no external financing and the business remains completely debt free, with no bad debt across the five years.

Staff numbers also continued to grow with 12 employees now based in Scotland and England. There is also a pool of 25 experienced Bidding Associates located throughout the UK and Ireland who provide increased capacity during busy periods.

2018-19 saw continued governance via the Board which is led by David Sole OBE in the Non-Executive Chairman role. The Board met quarterly setting the strategic direction for the business and reviewing both business and financial performance.

To assist with the strategic development of the company, 2018-19 saw the establishment of a Senior Management Team with the appointment of an additional two senior managers. Andrew Loughlin joined the business from Babcock International Group on 8th October 2018 in the Head of Bids role, with Alasdair Oliphant joining from The City of Edinburgh Council on 3rd January 2019 as Head of Operations.

Looking ahead, business opportunities remain strong as the company continues to grow and deepen its client base, with owner Andrew Morrison targeting at least 25% growth in 2019-20 with a greater focus on profitability.

He said: "Whilst there are continuing political and economic uncertainties around Brexit, the make-up of future UK Governments which may either increase or decrease the amount of public sector tendering and the possibility of a second Scottish independence referendum, we remain of the view that the future for outsourced bidding services remains strong.

"There are unlikely to be any material changes to public sector procurement in the short to medium-term and there is evidence



that the private sector is adopting an increasingly procurement-led approach to its sourcing of goods and services.

"As many organisations move away from direct employment of support services, including bidding, we see opportunities to grow our customer base.

"We are also further developing our services in both funding applications and award submission writing.

"It is intended that Board level employee directors will be given the opportunity to purchase shares in the company providing the business with both additional capital for

investment and greater long-term buy-in from business-critical senior executives."

As indicated in last year's Directors' Report, a clear succession plan has been in place for some time. This came to fruition on 1st October 2019 with David Gray taking over as the Managing Director. Andrew Morrison moved into a newly-created Business Development Director role to focus on continuing to grow and scale the business.

The business also moved into offices for the first time, setting up its Scottish HQ at the new WeWork facility at 80 George Street, Edinburgh.



# HR: Why it Plays a Vital Role in Cyber Security Resilience

With an estimated 90% of successful cyber breaches facilitated by human error, human resources directors play an important role when it comes to minimising cyber risk.

When we think of cybercrime and the threat it presents, we often visualise the stereotypical cliché of a hooded hacker inserting matrix-style code to breach firewalls and other means of infrastructure. For this reason, responsibility for cyber security is most commonly left solely to IT and network security departments.

Intqual-pro, an intelligence and security training provider who developed the global leading Cyber Stars Initiative, explain that while robust infrastructure is important, it is responsible for fewer than 10% of successful cyber breaches. The majority of cyber-attacks are rarely technical and exploit human vulnerability and quite often, are targeted at specific individuals who are amongst high-risk user groups in an organisation.

It is therefore critical that human resources help their employees to take ownership of cyber security and to allow them to minimise the risk they pose.

HR can do this through:

## Identifying employees, departments and business specific vulnerabilities

Building an efficient cyber security awareness culture can be difficult, even more so when you

aren't aware who or where is most vulnerable and of high-risk. It is important for human resources to take the time to profile their organisation's staff through risk assessments correctly, including spear phishing tests and digital footprint profiles, to allow for structured, focused and relevant training.

## Educating key employees and spreading cyber awareness across the wider workforce

Studies show that employees are far more receptive to information when it is transferred at a peer to peer level, rather than enforced through a hierarchical structure. As well as training staff to basic cyber security standards and enabling them to engage with cyber risk, it is also essential for HR to identify key employees as cyber 'ambassadors'. These individuals are then responsible for spreading new awareness across the wider workforce; encouraging a culture of cyber security resilience.

## Sustaining cyber security resilience through continuous learning & development

A common issue in many organisations is they retrain all staff each year in exactly the

same way, consequently reducing levels of engagement. To increase knowledge retention efficiently, HR should regularly assess staff across a broad range of cyber security topics and in those who answer incorrectly, individual pieces of specific education should be provided before assessing them on the same topic at a later date.

HR professionals don't need to be experts in cyber security. At its core, cyber security is a human issue and starting a cross-departmental conversation with IT is the first step towards resilience.

## About Intqual-pro:

In 2014, Intqual-pro developed the Cyber Stars Initiative to reduce the cyber threat facilitated by a lack of employee awareness and confidence. The qualification programme, backed by high-profile organisations, has since been delivered in over 30 countries and is currently the only cyber security awareness programme with an official UK Government regulated qualification attached.

For further information on the role of HR in cyber security or the Cyber Stars Initiative, contact [cyber@intqual-pro.com](mailto:cyber@intqual-pro.com) or visit [www.intqual-pro.com/cyber-stars](http://www.intqual-pro.com/cyber-stars).

# How can businesses become more sustainable and get involved in the circular economy?

The current world population of 7bn is expected to reach 10bn by 2050.

Increasing expectations on corporate responsibility, zero carbon ambitions and the regulations designed to preserve our world's resources are all driving change. As a result, circular economy models are rapidly becoming a core concept across businesses, who must lead the way towards becoming more sustainable.

The circular economy can be defined as a move away from a linear take-use-dispose resource model to a closed loop model where products and in particular "waste" resources are used and re-used for as long as possible. This presents a significant transition and will not necessarily be easy, but there are also great potential benefits!

According to our first minister Nicola Sturgeon, embracing circular economy practices and principles in Scotland could unlock up to £1bn. Therefore, whether you are a large corporate or an SME, circular thinking can help you improve your bottom line, increase efficiency and be more sustainable!

The big question is therefore - how? There is no simple answer to this. All businesses have their own unique set of challenges, however when I am faced with a difficult question I always think of Henry Ford's famous quote, "There are no big problems, there are just a lot of little problems."

A good place to start is by looking at the waste your business produces and apply circular thinking. Ways to approach this include:

- Carry out a complete waste audit. Reducing the amount of waste you create reduces the overall costs associated with it.
- Organising your recycling and having the correct bins, using on site balers for compactors can all make a significant difference.
- Apply lean management tools and techniques and look for opportunities from the point of production to reusing, recycling and recovering resources as far as possible.
- By improving the quality of your recyclates, you can generate more income for you from material rebates.



Nicola McFarlane

- Look at opportunities to give your waste a new life by recycling it to create new materials or by using it to generate green energy.

Make sure you are engaging with the people in your business as their knowledge can be invaluable. Have conversations which encourage creativity and innovation and inspire them to learn more about the circular economy. Also research case studies in your sector and identify best practice.

Scotland is recognised internationally as being a leader in developing a circular economy and we have much to be proud of. In Veolia, recycling accounts for 25% of our business and whilst that represents significant progress,

there is still a great deal of work to be done. Veolia want to partner with companies who are as passionate as we are about driving change. For example, we work with distilleries to recover energy from the by-products of whisky production and our partnership with Costa and Starbucks helps in recycling a proportion of the seven million cups of takeaway coffee used every day in the UK. All these projects started as small first steps, and are now part of a transformational change.

If you are interested in find out more please contact me or visit our #livingcircular hub: [www.livingcircular.veolia.com/en](http://www.livingcircular.veolia.com/en) which showcases the very best in circular ideas, or sign up to our Twitter feed at [twitter.com/LivingCircular](https://twitter.com/LivingCircular) for regular updates.

# Building skills fit for the 21st century

As the Academy of Executive Coaching (AoEC) celebrates 20 years in business, the use of coaching skills is more significant than ever for the modern workplace.



**By Gina Lodge**  
CEO, Academy of Executive Coaching

As we enter an era of business where collaboration outperforms competition as a strategy for growth and success, the use of coaching has never been more appropriate.

20 years ago, it was a different story with the coaching concept in its embryonic stages and a real lack of understanding about it, both socially and in business.

Back then, our founder John Leary-Joyce saw that executive coaching was a natural fit with his existing leadership and team facilitation work and began to work in the field. It is in his vision that the company's origins lie, as he realised that while foundational courses were available, no professional training took coaches into the deeper psychological area while applying it in a business context.

Coaching is now universally accepted as a proven leadership and management development tool, but it is only recently that coaching is being cascaded through businesses rather than reserved for senior executives. Millions have been spent on leadership development and change programmes and businesses are realising coaching can bring more effective change at individual, team and organisational level.

It is now steadily being adopted as a core leadership and management skill as leadership styles move away from the hero leader model to one of autonomy and inclusion. Coaching has gone mainstream because it is no longer regarded as just a remedial tool. Organisations are understanding how it helps high performers reach new heights, supports them through challenging times and focuses on the principles of adult learning by enabling their people to set their own learning agenda and try new things.

The pace of change is still an enormous driver in the need for coaching as organisations increasingly find themselves having to embrace



new ways of operating in unpredictable, taxing conditions. The fourth industrial revolution is here and as companies implement new technologies to improve efficiency and reduce costs, they're often left with the challenge of how best to use their workforces.

In the wake of automation and AI, the business world is rediscovering the importance of potential and this is having a marked influence on many aspects of how companies operate and serve their stakeholders. Employers are seizing on the fact that their workforces are often their most underutilised resource and there are more meaningful ways of motivating them to perform rather than offering inflated pay and benefits packages.

Many are seeing the advantages of changing the way they work and are taking measures to address this. Coaching for example is being used to improve employee engagement, build better cultures and grow individual and organisational resilience. It also provides employees with access to further learning and development opportunities, so they are able to make a more significant contribution to the business through sharper soft skills and the deeper ability to create better value for the customer.

As we've seen over our company's lifetime, the market is maturing both in the understanding

of coaching and the sophistication of the product and the audience. The trend is for more companies to bring coaching in-house to scale availability, meet demand and control costs.

Progressive businesses are seeking to introduce a coaching culture where staff company-wide are trained in coaching skills in order to better lead their teams or support people management strategies more effectively. Good quality, professionally accredited coach training is more accessible than ever before, and coaching is proving its worth as organisations realise they can evaluate its demonstrable value and impact.

Coaching offers a lot of positives for businesses and underpins every conceivable touch point in an organisation's people strategy. From leaders to young professionals starting their careers, a coaching approach puts humanity back into processes and practices. It's time to lose outdated management practices and really unlock the potential that your workforce offers.

## Practitioner Diploma in Executive Coaching

10 March – 17 June 2020, Edinburgh

Enabling you to become a qualified coach, this triple-accredited programme explores coaching's key principles, develops your style and equips you with all the necessary skills to get started.

[www.aoecscotland.com](http://www.aoecscotland.com)



The Institute of Coaching cites that over 70% of individuals who receive coaching benefited from improved work performance, relationships and more effective communication skills. **Source: Forbes.com**

# Azuma arrives for LNER Aberdeen services

London North Eastern Railway (LNER) is celebrating the arrival of Azuma services on the East Coast route between Aberdeen and London King's Cross.



Credit: Jim Ramsay



The inaugural southbound Azuma service departed Aberdeen on Tuesday 26 November 2019 before calling at Stonehaven, Montrose, Arbroath, Dundee, Leuchars, Kirkcaldy, Inverkeithing, Edinburgh Haymarket and Edinburgh Waverley, and then continuing the journey to London King's Cross.

Aberdeen is one of the first destinations in Scotland to benefit from the arrival of the world-class Azuma trains which are transforming travel for customers and communities along the East Coast route. The new bi-mode Azuma trains are replacing LNER's diesel High Speed Trains (HSTs) which have served the Aberdeen route for about 40 years.

LNER's Anglo-Scot routes will also benefit from the first major change to be made to the trains, with the introduction of additional luggage space in each carriage. The modification will install additional floor mounted luggage racks for large luggage items where some non-reservable seats are currently located, offering extra onboard luggage storage while not inconveniencing any customers already booked to travel. LNER's nine-car Azuma trains will be fitted with the new luggage space in the new year

David Horne, Managing Director of LNER, said: "As one of our most popular routes, and Aberdeen being Scotland's third largest city, we were proud to introduce our new Azuma trains, connecting Aberdeen with Edinburgh and London.

"The Granite City is the gateway to the UK's largest national park, the Cairngorms, as well as being surrounded by some of Scotland's most scenic coastlines. It's a magnificent destination all year round and what better way to get to and from Aberdeen in style and speed than with our Azuma trains.

"We're also pleased to be able to respond to customer feedback by increasing the space available for luggage onboard our longer distance services where customers typically travel with more luggage."

LNER was proud to launch Aberdeen's new Azuma service with the train carrying the 'Celebrating Scotland' design featuring the striking LNER tartan. The tartan was specially

"As one of our most popular routes, and Aberdeen being Scotland's third largest city, we were proud to introduce our new Azuma trains, connecting Aberdeen with Edinburgh and London."

commissioned by LNER in Scotland and incorporates colours that represent the East Coast route.

LNER operates three services in both directions everyday between Aberdeen and London King's Cross. An additional fourth service also operates on weekdays in both directions between Aberdeen and Leeds.

The Azuma train, which was also introduced on the Inverness route in December, boasts some of the most innovative features of modern passenger trains, offering customers ergonomically designed seats as well as a traffic light reservation system making it even easier to identify available and reserved seats. The train also offers the very best in on-board catering for customers in First Class and Standard.

Customers can also look forward to an extra 7cm of legroom in Standard Class with plug sockets and window blinds at every seat. LNER is replacing all 45 of the existing trains in its fleet with 65 new Azuma trains, which will be completed by June 2020.



# Circular Edinburgh – the impact so far

Circular Edinburgh is an initiative funded by Zero Waste Scotland and delivered by Edinburgh Chamber of Commerce, supported by funding from both the Scottish Government and the European Regional Development Fund through the £73million Resource Efficient Circular Economy Accelerator Programme. Circular Edinburgh delivers a programme of engagement to promote the circular economy to businesses in Scotland’s capital.

We have made substantial progress towards helping Edinburgh become a more sustainable city, raising awareness of the circular economy and highlighting the key principles.

## CIRCULAR EDINBURGH - KEY ACHIEVEMENTS



**May 2018**  
**The Edinburgh Chamber launched the Circular Edinburgh programme to help the City and its businesses become more circular!**

**June 2018**  
**First Circular Economy referral made to Zero Waste Scotland - Ostrero.**

Among the first few businesses referred to Zero Waste Scotland were Festivals Edinburgh and Free Fridges . Following the referral, the environmental organisation assess the project concept and business plan then provide support, including 30 days of optional complimentary consultancy support to help them develop their project further and bring it to market.



**October 2018**  
**The Circular Edinburgh team attended the Circular Economy Hotspot in Glasgow.**

The Circular Economy Hotspot Scotland was a major international event to showcase Scotland’s progressive approach to developing a circular economy and the best of Scotland’s burgeoning circular businesses to a national and global audience. The three-day showcase was attended by over 400 delegates from 24 countries.

The Circular Edinburgh team, alongside Festivals Edinburgh, facilitated an engaging workshop where delegates were tasked with developing ideas and solutions to help Edinburgh’s major festivals become more circular.



**November 2018**  
 'Circular Economy Innovation Award' was launched as part of the Edinburgh Chamber's Annual Business Awards.

**January 2019**  
 Dinner hosted with 20 of the city's leaders and influencers to discuss the benefits of circular economy to the growth of the city.



**February 2019**  
 Following an impressive number of submissions, the winner of the Circular Economy Innovation Award was announced – Cirkel.

Cirkel are an online subscription company providing high quality bedding to customers. Customers are incentivised to return their used bedding, with Cirkel offering a 50% refund to products returned. This used bedding, alongside other household textile waste, is up-cycled to produce pet bedding. A great circular concept!



As well as the achievements outlined in the timeline, the Circular Edinburgh team has delivered 4 knowledge-sharing seminars and 2 sector specific workshops, which have attracted over 300 businesses to date. These events have helped local businesses understand the benefits of embedding circular principles into their company. This includes switching from the traditional linear economy of 'make, use and dispose' to a circular economy where materials are kept in use for as long as possible in a closed loop system.

One of the businesses we have supported is Ostrero, which help organisations, from businesses to charities to schools, access the opportunities offered by the circular economy. Speaking of her experience, Mary Michael a Director at Ostrero said:

"Circular Edinburgh's introduction to the Projects Leader at Zero Waste Scotland was hugely valuable for us. The Circular Edinburgh team had a great knowledge of Zero Waste Scotland's priority sectors, and made the connection between this and our early-stage project to develop an alternative to single-use plastics in the catering industry. The introduction by Circular

Edinburgh subsequently led to Ostrero being supported by Zero Waste Scotland's Circular Economy Business Support Service.

"This specialised business support has been instrumental in us developing our market research and business plan. The Circular Edinburgh team also supported Ostrero's wider vision of changing mind sets and behaviours to grow the circular economy."

One of our other success stories has been our work with Edinburgh Airport. Gayle Barclay, Environment Manager at the airport, said:

"I have worked with the Circular Edinburgh team for the past year and have found their support to be invaluable. From our first meeting I found the team to be very welcoming and open to sharing information and resources.

"For me, one of the biggest benefits has been introductions to other businesses, both directly via the Circular Edinburgh teams network, or whilst attending events organised by the team."

We have developed a roadmap for business development support, ensuring there is now a support framework for every organisation

which we have engaged with. We also help organisations complete a circle assessment tool to give them an understanding of their current status, before providing information on how they can look at becoming more circular.

We are pleased with our work on the project so far, and have engaged with many interesting businesses who are developing innovative circular concepts. The project has gained interest from the press and media, and our online reach has continued to grow, with our social media posts receiving nearly over 250,000 impressions to date.

We will continue to support organisations to embed circular economy, support innovation and work towards creating a truly Circular Edinburgh. For further information please visit <https://www.edinburghchamber.co.uk/circular-edinburgh/> or contact Mayan Grace or Lauren Ridgley on **0131 221 2999 (option 5)** or email **circulareconomy@edinburghchamber.co.uk**



## Edinburgh Biomes “A vision for our future”

Sustainability and innovation are at the heart of Edinburgh Biomes, the most significant project in the Garden’s history, which will protect Royal Botanic Garden Edinburgh’s unique and globally important plant collection for the future.



The Edinburgh Biomes project, which has won the support of city council planning, aims to secure the Garden’s work for future generations and provide a spectacular new visitor experience for the public. It will bring together RBGE’s research, horticulture, education and infrastructure facilities and significantly restore and rebuild its Glasshouses.

Arguably the most ambitious undertaking of the Garden’s 349-year history, Edinburgh Biomes will avoid the catastrophic loss of up to 4,000 species in the public and research glasshouses, and deliver world-leading facilities that will protect the work of this national institution for the future.

Details of the project come at a time when the Garden’s existing Glasshouse facilities - including the Grade A listed Victorian Palm Houses, and the 1960’s ‘front-range’ and research Glasshouses - require extensive refurbishment. It will ensure the Glasshouses continue to provide a safe environment for the Garden’s plant collection. Comprising over 13,500 plant species, RBGE’s collection includes many plants that are endangered or extinct in their native habitats.

The Garden has now won the backing of city councillors to proceed with this £70m initiative, and will continue to work with Ministers on the next stages, which will include a fundraising campaign.

For visitors, the most visible change will be the addition of a stunning new Glasshouse linking to the Front Range houses. Its initial purpose will be to provide temporary accommodation for the thousands of plants being decanted for the refurbishment of the public Glasshouses. Ultimately, it will become the point of welcome to a considerably rejuvenated Glasshouse Experience, taking visitors through the modernist Front Range and Victorian Temperate and Tropical Palm Houses.

Planned to take shape through a progression of stages over seven years, Edinburgh Biomes will include new research facilities dedicated to combating the increasing numbers of plant pathogens damaging the environment, commerce and gardens big and small. There will be new education facilities to engage with students from primary school through to PhD, locally and around the world. Central to these improvements will be an efficient, cost effective energy centre, significantly reducing the Garden’s carbon emissions and a new plant health suite which will provide a safe bio-secure propagation environment.

“The need for our pioneering work has never been greater, be it through cutting-edge science, impactful education or inspiring people with the beauty and value of natural capital. Edinburgh Biomes is crucial to achieve this and the project needs the widest possible support if we are to secure our place as a leader in plant science and education, horticulture and ensure the

“The need for our pioneering work has never been greater, be it through cutting-edge science, impactful education or inspiring people with the beauty and value of natural capital.”

astonishing Living Collection thrives for future generations. Edinburgh Biomes will engage people of all backgrounds and nationalities, inspiring them to be part of the protection of plant life that sustains and delights us.” Regius Keeper Simon Milne MBE

The Development Team warmly welcomes enquiries about Edinburgh Biomes. Please contact us on **0131 248 2855**

# Fair Work & Productivity



Productivity is a buzzword used daily in the world of business. Putting it simply, productivity is the effectiveness of productive effort, as measured in terms of the rate of output per unit of input. Productivity can boost profitability and growth of businesses and is a major focus in many of the organisations we work with. Increasing national productivity has a much wider impact and can result in economic growth, improved housing and education and can contribute to social and environmental developments. This is where the Scottish Government's Fair Work Framework is focused.

For Connect Three, Fair Work and productivity go hand in hand. You can't expect to get better results or efficiencies from your people if they do not feel secure, engaged, valued and motivated in their roles. Certainly, you can create streamlined processes and procedures but without an engaged and committed workforce, there is no guarantee that these changes will take place as easily or as quickly as you anticipate.

There are countless studies that have been carried out on wellbeing and the important link to increased productivity. According to a survey of 4000 workers across the UK, France, Germany and the US, doing meaningful work was the most important factor in the happiness of workers. Meaningful work was more important than office location, company culture, management, compensation and flexible hours. There is evidence that high employee engagement can improve productivity by 20-40%.

Scandinavian countries are leading the way for being socially progressive and promoting wellbeing and they usually rank highly on global ranking for both productivity and wellbeing. Often productivity is higher, yet the working week is shorter. With more organisations coming to the forefront to trial the 4-day working week and proving it can have an impact on productivity this is really starting to open leaders' eyes to the benefits to all of working in this way. This combined with flatter structures, dialogue and employee participation in decision making, which is believed to promote trust, shared responsibility and pride amongst all staff.

So, what do we mean by Fair Work? The Scottish Government's Fair Work Convention has developed a framework which is centred around allowing employees to feel secure at work, have a voice, have opportunities, feel respected and be fulfilled in their roles. These five core areas are integral to increasing productivity and achieving the vision for fair work in Scotland. "By 2025, people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society".

**Colin Lamb**  
Chief Explorer

Connect Three help to change the way businesses are run. Get in touch [hello@connectthree.co.uk](mailto:hello@connectthree.co.uk) or [connectthree.co.uk](http://connectthree.co.uk)

## CONNECT THREE

So, here are our 5 top tips we can offer to help you start to think about Fair Work in your organisations:

### 1. Re-ignite your values and purpose

Ensure you know why people work for you and what makes them tick. Do your staff feel they contribute to the success of your business? Do they feel valued on a personal level? Clarify your sense of purpose as a business and create a set of guiding principles to help promote positive behaviours and culture that will help drive productivity.

### 2. Review decision making and participation

Reduce walls and ceilings and move decision making to those who have the information. Give confidence and clarity to your teams to start making decisions instead of passing the buck. This will lead to increased responsibility and ownership.

### 3. Start using your ears more

Listen more to the ideas and suggestions of your people as they often have the most knowledge on the ground to suggest better ways of working. Involve staff in discussions to gather better insights, help problem solve and co-create solutions.

### 4. Update Working practices

Being present doesn't mean that you are necessarily being productive. Can your teams work more flexibly? Do they need to be chained to their desks 5 days a week and work 9-5? Is your working environment fit for purpose and does it give your staff the right space for thinking, meeting, 121 and team time?

### 5. Develop your leaders

Don't forget to invest and continue to develop your managers and leaders by giving them the tools and techniques to effectively manage their people through change.

**Name:** Nigel Serafini

**Company Name:** Lothian

**Role:** Commercial Director

## 1. Tell us about Lothians history

Lothian's history is well documented, this year we are celebrating our 100th year of operating public transport across Edinburgh and the Lothians. Today we run over 800 vehicles on an extensive network of bus services in addition to providing great bus tours.

## 2. What is Lothians vision for the city?

Lothian's vision for the city is a greener, more sustainable future, through the use of increased active travel including cycling, walking and of course public transport. We want to get more people using our buses, taking cars off the road and making the city healthier for its citizens. We believe we can play a huge role in a healthier, modern Edinburgh.

## 3. What does your role at Lothian involve?

As the Commercial Director it is my responsibility to continually monitor the performance of our services and make amendments accordingly. I am responsible for the ongoing development of the bus network and the implementation of smarter payment methods with my experienced team who are involved in all changes we undertake.

## 4. What have been the biggest changes in the organisation over the past 3 years?

In recent years, Lothian has made a substantial investment in its people and vehicles, as well as in the technology we now use across our fleet. This summer, we were the first bus operator in Scotland to introduce a capped contactless customer proposition with our 'tap tap cap' payment system, and we're already working on enhancing that customer experience.

## 5. Lothian has a strong heritage in the city. How do you maintain this while continuing to innovate?

By maintaining the same principles and values we have had since our inception in 1919. We strive to offer our customers a strong, safe and reliable transport service. As technology evolves, it's important that we as an industry use this to our advantage and ensure it helps us deliver a world class service to our customers.

## 6. How important is sustainability at Lothian?

Sustainability is extremely important across the Lothian Group. Our Bus2020 strategy, launched earlier this year, sets out our plans to cut our emissions to reduce our impact on the environment and ensure we meet the Scottish Government's 42% climate reduction target. We were also proud to retain our Green Tourism status for our work at Edinburgh Bus Tours.

## 7. Do you have advice for others look to embed sustainability in their organisation?

Define clear sustainability goals and communicate your intentions around the organisation, encouraging input from all areas of the business. Even the smallest everyday improvement can



**Nigel  
Serafini**

help to embed sustainability in everyday working practises, so that it eventually becomes routine. Communicate sustainability achievements, no matter how big or small and lead by example.

## 8. There are ambitious plans for transforming the city centre, putting people at its heart and prioritising movement on foot, by bike and by public transport. What changes do you think these plans may bring for Lothian?

Any changes that prioritise and promote using public transport are positive for Lothian. We will be vocal in promoting the increased use of our buses and although the plans may be ambitious, we will work with The City of Edinburgh Council to request sufficient time to allow us to fund, adapt and evolve our fleet in line with the changes.

## 9. Other than your current position, what would be your dream job?

Wine tasting all around the Mediterranean!

## 10. Outside of business, what is most important in your life?

Family, Friends and Falkirk Football Club!

# IP for My Business- Considerations for Start-Ups, SMEs and Entrepreneurs

As a business grows and develops, it is important for business owners to think about how they can protect the innovation(s) that arise from their work.

An essential part of developing and commercialising the innovation within a company is to understand the Intellectual Property (IP) that has been generated and how to protect it.

Within a company, there may be IP that could be protectable via a patent, trade mark and/or design registration. Alternatively or additionally, unregistered rights may exist which could also be enforceable.

A good way of assessing the IP that has been generated is to carry out an IP audit. An IP audit is a review that is carried out to look at the existing IP assets of your business and to provide advice in how to identify and maximise the value of that IP and how to manage it going forwards.

The IP audit can provide a company with:

- an understanding of their IP assets and potentially registrable IP;
- advice regarding patentability;
- advice regarding freedom to operate and identifying potential risks regarding third party rights;
- guidance on IP strategy and management to develop the business;
- advice and guidance regarding ownership of the IP;
- guidance regarding how confidential information is handled and advice on the use of non-disclosure agreements;
- cost forecasting to assist companies in planning their budget as they navigate the route to obtaining protection for their technology.



Establishing the ownership of the IP is something that is important to get right from the beginning, since failing to establish ownership at the start can lead to potential problems at a later date. As part of the audit, contracts and/or agreements regarding ownership can also be prepared, as required.

The results of the audit can assist in the provision of specific recommendations to improve a company's position in relation to IP, which can be beneficial when seeking investment.

The UK Patent Office offers an IP Audits Plus scheme where a company can apply to the UK Patent Office for funding to carry out an IP audit. This may include a review of their IP, a freedom to operate report and/or advice on how to manage the IP of the company going forwards. If the UK Patent Office accepts the application, the company can appoint a patent attorney to carry out the audit. The IP audit is typically worth around £3000, wherein the UK Patent Office will pay up to £2500. If a company is a UK SME, it may be possible to obtain funding for an audit via one of the Patent Office's partner support schemes, such as the Enterprise Europe Network (EEN) programme or Scottish Enterprise.

At Maucher Jenkins, we understand the needs of companies of all sizes, from individuals to small start-up companies and entrepreneurs to large multi-national companies. We have experience in carrying out IP audits. Our attorneys can provide a full assessment of the technology, products and/or services of a company and advise regarding the freedom to operate and commercialisation of the technology, as well as developing an IP strategy to maximise the protection available for the technology. We can also advise regarding the creation of an IP portfolio and subsequent management of the portfolio to assist companies as they develop their technology and take it through to market.

We regularly hold information events and seminars on IP for entrepreneurs, start-ups and businesses. To find out more, please get in touch with our team, or visit our website for more information: [www.maucherjenkins.com](http://www.maucherjenkins.com)

For more information, please contact  
 Reuben Jacob  
[reuben.jacob@maucherjenkins.com](mailto:reuben.jacob@maucherjenkins.com)  
 or Fiona Kellas  
[fiona.kellas@maucherjenkins.com](mailto:fiona.kellas@maucherjenkins.com).

# The A to Z of investing: From Alternatives to ZDPs

Amanda Forsyth provides the next instalment in the series demystifying some stock market jargon

## G ... is for Guidance

A listed company is not required to give profit forecasts, but many subscribe to the practice of giving the market a broad idea of how they see the immediate future panning out. Why do they do so? Because share prices rely far less on what a company has done in the past than what it is expected to do in the future. A simple example of this is when a company announces that it's made £100m of sales into a new market. That ought to be a good thing, surely? Well, yes – but if guidance had been that the market in question was £1bn in size and they expected to win half of that market straight away, the shares are more likely to fall than rise. Equally, the company that said they might get 10% of the same market in their first two years of operation would be applauded and see its shares reflect that.

## H ... is for Hedge

the term for any mechanism used to offset part of the risk of a future event. It's often misused in stock market parlance, though. When an airline seeks to hedge its exposure to a rise in the cost of jet kerosene, it can fix a price for part of its requirement for, say, six months hence. That's a very precise matching of a risk to its mitigation. When a hedge fund borrows stock in BP in order to sell it short, though, it's hard to argue that that's doing much to hedge the risk of holding shares in, for example, Capita. Knowing the difference between a true 'hedge' and an uncovered short position such as that described above can help identify the true risk a manager is taking.

## I ... is for Illiquid

One of the many traps for the unwary investor can be the way in which their ability to purchase what might be the greatest investment since that nice Mr Jobs floated his little computer company in 1980 does not appear to translate into an equal ability to sell the same shares when they turn out not to be the next Apple Inc. When assessing a new investment – especially one in a relatively untried market, or where the investor is going to take on quite a large percentage of the issued shares – it's as well to check for obstacles in the route to the exit as well as the attractively-presented entrance.

**MAM** MURRAY ASSET MANAGEMENT

3 Glenfinlas Street, Edinburgh, EH3 6AQ  
 T 0131 220 8888 | F 0131 225 7307 | E Amanda.Forsyth@murrayasset.co.uk  
[www.murrayasset.co.uk](http://www.murrayasset.co.uk)

## Watch this space...

In 2008, Bill Sinclair and his previous business partner started an advertising company.

Within Post Offices, they set up T.V screens where local businesses and events would be advertised. They decided to start a business directory in Strathaven delivering to homes and this became popular.

11 years later, a few company name changes and some trial and error, the business is now successful and expanding its services and quality.

In the last 3 years, Bill's daughter Nikki Burns has started working alongside Bill and between them they have strengthened the business now with 18 advertising TV screens within Post Offices in Edinburgh, The Lothian's and the Scottish Borders. The advertising screens are situated so they are seen when standing in the queue making this is the most popular service offered due to the number of customers per day in a Post Office, even in 2019.



They also have four Spotlight Business Directories in Penicuik, Dunbar, Haddington and Berwick- Upon- Tweed. The directories are delivered to 17000 homes and businesses, quarterly by their new team of

door to door leaflet distributors. This is a new service now offered to other businesses.

Nikki joined with The Edinburgh Chamber of Commerce earlier this year with hope to network with other businesses to develop the services currently offered to Postcode Advertising's customers.

If you are interested in advertising with Postcode Advertising please contact on **07905 693 249** or email [postcodeadvertising1@outlook.com](mailto:postcodeadvertising1@outlook.com)

[postcode-advertising-co-uk.webnode.com/](http://postcode-advertising-co-uk.webnode.com/)



# Vegware celebrates sustainability success

Compostable packaging manufacturer Vegware closed off a successful 2019 by picking up the Service Scotland Award at the 20th VIBES Scottish Environment Business Awards held in November.

One of 12 companies rewarded for their commitment to sustainability, Vegware received the Service Scotland Award for their 'Close the loop' and 'Composting Collective' services which ensures that used containers can be collected and composted for local farms. So far, they have composted over 182 tonnes of used Vegware packaging, equivalent to over 15 million coffee cups.

## Award-winning quality

In addition to its VIBES awards, Vegware has won 70 awards for sustainability and innovation, including twice winner of the Queen's Award for Enterprise. Earlier in 2019, Vegware's Close the Loop composting collection service also won the Waste2Zero Award for the Best Closed Loop Project.

Today the company has more than 300 eco-friendly products, including cutlery, hot and cold cups, tableware, and takeout containers.

Compostable disposables are designed to be recycled in an industrial composting facility together with food waste. That means there's no need for sorting, and the compostable cup, lid, burger box, knife and napkin can all go together without removing the ketchup and leftover chips. An extra bonus is that once food and disposables share one bin, other dry recycling bins are cleaner and easier to recycle.

A new range of products, the Bon Appetit bowls, won the Sustainable Packaging award at the Sustainable Food Awards in Amsterdam in June. They were selected for their use of renewable materials, eco design & lower environmental impact.

## Expert support to join the circular economy

Vegware's full-time Environmental team provides clients with support and advice on



Award-winning compostable Bon Appetit bowls are one of many new products launched recently



Vegware's Annalise Matthews and Emma Craig accept the VIBES Service Scotland Award

options for closing the loop so that used Vegware can be composted to help feed farmers' fields, contributing to the circular economy.

VIBES Chair Gillian Bruce says: "Vegware is a brilliant example of a Scottish business that is diverting waste from landfill, helping its customers to save money and reduce their impact on the environment."

"Vegware products are completely pioneering and the level of uptake by companies implies a shift in behaviour away from disposal to food waste recycling, as well as generating significant environmental benefits and cost savings."

## Close the Loop collection service

Close the Loop is Vegware's own trade composting collection service, turning used Vegware into high-grade compost in a matter of weeks.

The service was launched in 2017 in central Scotland, and with its success was expanded into South England with Bristol, Gloucestershire and Worcestershire. In 2019 Close the Loop expanded its Scottish coverage into the West Coast: collections are now available in Fort William, Lochgilphead, Oban, Stranraer, Girvan, Ayr & Inverclyde.

"New customers include the UK Parliament, who are using our plant-based disposables to support their zero waste to landfill policy

and work towards their 2021 target of 75% recycling", says Lucy Frankel, Environmental and Communications Director, Vegware. "As we expand as a company, we have ensured our producer responsibility has aligned with this growth. This includes launching our own composting collection service, Close the Loop, within regions in Scotland and England, as well as introducing our Green Leaf band design to make consumers, clients, and the waste sector easily recognise our products as compostable."

## Packaging made from plants

Vegware's compostable catering disposables are made from plants using renewable, reclaimed, lower carbon, or recycled materials, and can all be commercially composted together with food waste where accepted.

Headquartered in Edinburgh since launching in 2006, Vegware has grown to be the market leader in compostable foodservice packaging, with operational bases in the UK, USA, Australia, and Hong Kong, and distribution throughout Europe, the Middle East, and Caribbean.

Vegware has a wide range of clients, from independent coffee shops, food artisans, and schools to corporate offices, hotels, distributors, and major contract caterers.

For more information about Vegware, contact **0330 223 0400** or [sales@vegware.co.uk](mailto:sales@vegware.co.uk)



# The Best City we CAN B

Edinburgh is set to be in the European and World vanguard in harnessing the power of collaborative working to drive a more sustainable, prosperous and inclusive city.



Scotland's Capital has been announced as one of four cities to join the prestigious Global Cities CAN B programme after an intensive selection process, making the capital the first city in the UK to join.

The process of applying was led by Edinburgh Chamber of Commerce, working with a range of partners including Scotland CAN B, the SDG Network Scotland, B Lab UK and Edinburgh Napier University.

Alongside Barcelona in Spain, Cordoba in Argentina and Asuncion in Paraguay, Edinburgh now joins a global movement of cities working to be increasingly more sustainable, prosperous, inclusive and resilient. Cities in the programme look to address the challenges laid down in the United Nation's Sustainable Development Goals (SDGs) by making significant progress towards their ambitious targets for 2030.

Together they look to cultivate collaborative networks locally and globally, engaging businesses in helping tackle the city's social and economic challenges by identifying the impact they can have on their communities and measuring it. They are supported by the wider Cities CAN B movement, which is on hand to offer both practical support and advice.

Fourteen cities applied for the programme on this occasion, with just four being successful. Cities already in the programme include Mendoza, Rio de Janeiro and Santiago.

In submitting the bid, the Edinburgh Chamber worked in collaboration with partners from across the city and hosted a kick-off event attended by more than 40 organisations. This engagement activity will increase as the CAN B movement in the city gathers pace.

Delfina Zagarzazu, one of the team members helping manage Edinburgh Can B, said: "This is all about bringing together all of the citizens of Edinburgh and all of the disparate actors in the city – from companies to academia to charities



– to work together to promote a cultural change that redefines the way each and every one of us takes responsibility for the impact we can have on our city.

"We want all of those different initiatives and projects and proposals to work more and more closely. That increased synergy will help all of us deliver greater benefit.

"The Cities Can B programme started in South America, where it has had significant success in a number of cities. It will be fascinating to see how that translates in Europe and in Edinburgh in particular. Edinburgh would seem to be an ideal size of city – big enough to have real impact, but small enough to allow a real chance of people coming together in a meaningful way."

The first step involves bringing people together to identify issues and actions, and the next phase will see the development of action teams to work on providing activity designed to help find solutions and improvements.

Delfina added: "The leading role played by the Chamber of Commerce was and is key to success. While we want to engage with all of the players in Edinburgh, one of the key drivers will be working with companies and

organisations who share the vision of business as a force for good, helping to formulate and deliver strategies to make their cities – and therefore their own businesses – more sustainable and resilient."

"We are fortunate that in Edinburgh Chamber we have a business organisation with a real vision of developing a more sustainable and inclusive future."

Her view was echoed by Ewan Aitken, Chair of the Edinburgh Chamber of Commerce Inspiring Communities group and CEO of charitable organisation, Cyrenians. Ewan said: "Edinburgh has a fantastic opportunity to take a globally recognised model of better sustainability and implement it here ending the kind of silo working that sees the private sector, public sector and third sector compete against each other, rather than collaborating and becoming more than the sum of their parts.

"We are fortunate that in Edinburgh Chamber we have a business organisation with a real vision of developing a more sustainable and inclusive future. Edinburgh is already a great place to live and work and Cities CAN B is a great opportunity for us to make it even better.

"We will look to bring together communities and businesses across Edinburgh to turn these ambitions into reality."



# Pioneering Creativity and Innovation at the GRID

We are living through an age of unprecedented technological advancement – changing so fast that it often seems almost impossible to understand how best we can use the potential offered or what might come next.

But in one Edinburgh institution with a long history of pioneering technology and helping shape industries, an innovative initiative is ensuring they help prepare students for the industries of tomorrow.

Heriot-Watt has a rich heritage of driving modern industry through education since the early 1800's. Heriot-Watt established the world's first Mechanic's Institute, accelerating the shift from agriculture to manufacturing processes during the first industrial revolution.

David Richardson, Chief Entrepreneurial Executive at Heriot-Watt, explained: "It is not always clear what industries or technologies will shape and influence society, but our strength, as a university, has always been to recognise the challenges that are affecting the



modern world and then tailoring our education to deliver a rich talent pool of qualified graduates, with highly sought-after, vocational skills.

"This, coupled with our close working links with industry, has allowed us to influence society in a positive and productive way, particularly through our STEM (Science, Technology, Engineering and Mathematics) research, which continues to attract attention from across the world."

And the latest milestone for the university is designed to stimulate innovative thinking in ways that vary as widely as lakeside views and "clear-the-head" woodland walks to a robot named Pepper on reception. It's called the Global Research Innovation and Discovery (GRID) facility, it's state of the art, and it's already attracting a lot of attention from businesses and commercial organisations.

GRID sits in the heart of the picturesque Riccarton campus, in Edinburgh, and is both a new facility and a concept in facilitating research-based innovation and accelerated business enterprise.

David Richardson added: "There is nothing like this anywhere else in Scotland. The £19 million investment has been designed to create cohesion between academic disciplines, business enterprise and industry partners, as part of an ecosystem where innovation thrives.

"With hands-on access to immersive technologies, GRID at Heriot-Watt challenges the conventional ways of teaching, learning and liaison with industry. From a cutting-edge gamification studio, augmented reality capabilities and flexible labs for practical engineering and science, the new facility encourages students, researchers and industry to push the boundaries of their creative thinking and inspires entrepreneurs to pioneer disruptive technologies."

GRID will unite approx. 29,000 students from all Heriot-Watt's campuses in the UK, UAE and Malaysia, and 120,000 alumni in over 190 countries, to connect with those already making their mark in industry.





“With hands-on access to immersive technologies, GRID at Heriot-Watt challenges the conventional ways of teaching, learning and liaison with industry.”

It is a unique offering for anyone considering Heriot-Watt as their place of study and will serve as an incubator for business growth.

Fundamental to GRID is its very own Business & Enterprise Hub where start-ups and SMEs can co-locate, exploit access to the surrounding technologies and form strategic partnerships to realise their full commercial potential.

This collaborative approach not only speaks to the University's ambition to create a unique environment, where industry and education can work together, but also uniquely positions the university at the forefront of industry to solve global problems.

The university also recently announced the UK's first National Robotarium in 2021, which

is a joint venture between Heriot-Watt and the University of Edinburgh, as part of a data driven initiative from the Edinburgh and South East Scotland City Region Deal.

Associate Professor Elaine Collinson is Director of Executive Education at Edinburgh Business School and Programme Director of MSc International Business Management with Placement.

She said: “GRID is still very new but already we have had a number of business organisations in to look round and they are all keen to use the facilities on offer.

“It is a fantastic, incredibly useful space. It combines access to world-leading technologies and research with physical spaces designed

to stimulate creative and innovative thinking. There are spaces with views over the lake we have on campus, with woodland walks, designed to give people the opportunity to digest what they have learned, to think about how it might be used.

“It is designed to bring the strengths of academia and business together in a location that is incredibly fit for purpose and has built-in future-proofed technology. It is aimed at working with truly innovative companies, large and small, through generating engagement and creativity. Our Executive Education suite of courses can support companies on their creative journey in a truly unique environment”.



## Be part of something transformational

1 in 7 of our UK species are currently at risk of complete extinction. Our natural environment is rapidly disappearing; habitats which are vital not only for our most iconic species, but are also crucial in the fight against climate change.

Join the RSPB and become part of the movement that is tackling these twin crises. Make your business stand out in a time when the public are calling for change and help us give nature a home.

- \* UK wide Business Membership
- \* Local corporate volunteering days
- \* Scotland focused Sponsorship and Partnership opportunities

Email [development.rspb@rspb.org.uk](mailto:development.rspb@rspb.org.uk) to find out more

The Royal Society for the Protection of Birds (RSPB) is a registered charity; England and Wales no. 207076, Scotland no. SC037654

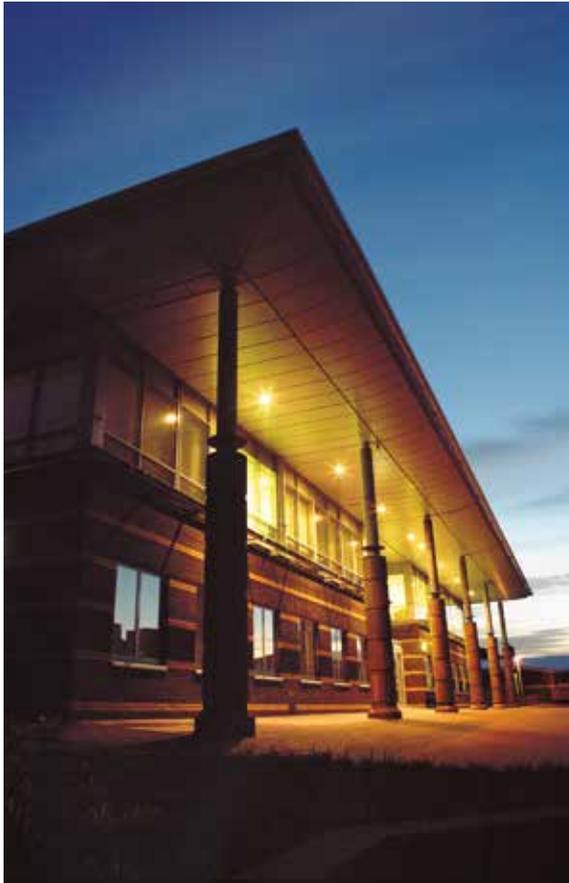


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A flexible space offering an ideal location for business meetings, seminars, conferences and exhibitions; as well as corporate dinners and receptions.



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Edinburgh Business School is located within Heriot-Watt University and lies in the peaceful landscaped acreage of Riccarton Campus. The campus is easily accessible from the M8 and city bypass, and is just a ten minute journey from Edinburgh Airport. Event delegates have access to the ample complimentary car parking located onsite.

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can be configured to facilitate any event type. Each theatre includes six break-out rooms for up to 8 -10 delegates and each theatre has its own lounge area, making it perfect for serving refreshments. The venue offers complimentary Wi-Fi throughout and the theatres come with inbuilt AV. Event catering, delivered through 'Inspire Catering', offers delegates a wide variety of award winning, high quality and nutritious menus for any occasion from breakfast meetings to corporate dinners and anything in between.

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gym facilities and fitness classes at Oriam – Scotland's Sports Performance Centre.

Day to day Edinburgh Business School offers business management and corporate Executive Education on campus and flexible online learning programmes for students across over 160 countries. In addition, 2018 saw Edinburgh Business School launch a Business Incubator as a bespoke supportive environment for new business start-ups and entrepreneurs.

For further information please contact [ebs.eventinfo@hw.ac.uk](mailto:ebs.eventinfo@hw.ac.uk) or call **0131 451 3090**.



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## Would you like more information on joining the Chamber?

Membership prices start at only £25.80 per month. Please contact our membership team for more information.

**Richard Ellis** Head of Membership,  
[richard.ellis@edinburghchamber.co.uk](mailto:richard.ellis@edinburghchamber.co.uk)

**Jonathan Kerson** Membership Executive,  
[jonathan.kerson@edinburghchamber.co.uk](mailto:jonathan.kerson@edinburghchamber.co.uk)

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Putting classroom learning into action across areas such as difficult conversations, conflict resolution, influencing, team-building and leadership development, MaST has witnessed first-hand the significant value that experiential learning has on both organisations and their teams.

You can find out more about experiential learning and the L&D solutions that MaST deliver at [www.mast.co.uk/experiential](http://www.mast.co.uk/experiential)



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# Driving the sustainability agenda - a two-way street between landlords and tenants

The commercial property sector now finds itself at the centre of environmental policy changes which will have implications on landlords and tenants that are only just beginning to be fully appreciated. At the forefront of this is the Scottish Government's target to meet net zero carbon emissions by 2045.

**By Clare Holyoake**  
Associate, Hollis

Buildings are responsible for around 40 per cent of the UK's carbon emissions, with business properties accounting for around half of that. The Scottish Government figures indicate there are approximately 200,000 non-domestic buildings in Scotland ranging from offices, warehouses and retail stores to hotels. So, with policies starting to focus the minds of owners and occupiers, we need to start thinking about how commercial leases can help facilitate the sustainability agenda.

Currently, commercial leases put significant barriers between landlords and tenants and their ability to implement improvements to reduce carbon usage in buildings. For example, a standard lease will often require a tenant to obtain permission from the landlord for any alterations. So, if a tenant wanted to remove a gas boiler and install a more energy efficient heating system, they may need to seek approval, for which there is no guarantee the landlord would agree. Secondly, tenants also have their end of term dilapidations obligations to consider. Therefore, even if a landlord does agree to the alterations these may be subject to an obligation requiring the tenant to remove and reinstate the premises to the original configuration at the end of the term. This brings with it significant financial implications which may prove prohibitive.

On the landlord side, owners need to ensure that the alterations being undertaken by tenants do not adversely affect the

environmental performance of the building. They also need greater power to improve the environmental performance of their buildings given that when it comes to multi-tenanted buildings, tenants are likely to have little scope to make significant improvements themselves. At present, standard commercial leases may restrict the landlord's ability to do this, particularly where the works are likely to cause disruption to services.

To push forward the sustainability agenda, we need to see much greater collaboration between landlords and tenants. This will require a fundamental shift in culture and when it comes to matters such as reinstatement, Landlord's may have to accept they need to consider the wider environmental issues and not simply attempt to maximise their dilapidations claims. The environmental impact of enforcing a covenant to remove alterations must be more carefully considered, especially where repair is a viable option.

This will require a significant change in the way leases are drafted which is likely to involve a move towards the green lease model. Green leases include clauses which provide for improvements in the environmental performance of a building by both landlords and tenants. This is achieved by setting out the parties' responsibilities in respect of various issues from energy management and monitoring, to the works which are permitted and the way reinstatement is dealt with at the end of the tenant's term.

Balancing the requirements of the parties involved is not easy. For example, when it

comes to reinstatement matters, whilst it may be reasonable for a tenant to request the landlord waives its right to reinstatement if the alterations improve the environmental performance of the building it is still very difficult to foresee whether these alterations would still be of benefit a number of years down the line.

The Better Building Partnership have set out a Green Lease Toolkit which includes best practice recommendations along with model lease clauses which provide a framework to support greater engagement and collaboration. Whilst the green lease concept has been around for some time, with the legislative environment tightening, take up will surely increase.

It's likely that 2019 will be remembered for the increasing public awareness and focus on environmental issues, and given the increasing urgency to reach net zero carbon targets, it must surely be time for landlords and tenants to start recognising that greater engagement and collaboration are required in order to reach this goal.

At Hollis we are experienced in providing strategic leasehold advice to both landlords and tenants. As market leaders in dilapidations and offering an expert in-house environmental team we understand the many different practical ways to help you mitigate risk and add value. So whether you're an owner or an occupier, we can help you get more from your real estate by providing a joined-up and strategic approach.

## Finding a way, whatever the challenge

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# The business benefits of workplace EV charging schemes

As electric car use grows, forward-thinking businesses are realising the benefits of installing workplace EV charging points for employees and visitors.

Moray Robertson, managing director of Moray Robertson Electrical Services, is an expert in the renewable energy field and his family firm is at the forefront of the charge point installation market.

"Installing EV points at the workplace makes real sense from a business viewpoint and as more people adopt electric cars, it will become an increasingly important facility for both employees and visitors," he says.

"And for businesses running an EV fleet, it's an essential operating factor as well as a move which can save them money and cut their carbon footprint."

Employees benefit from the convenience of being able to charge their electric or hybrid vehicle during the day while work-based chargers may be an added incentive when it comes to attracting customers to a retail site.

They also allow company electric cars to be charged when not in use rather than relying on other, potentially more expensive, EV networks.

And if business owners offer free charging to their employees and visitors, it's a great way to incentivise electric car usage and reduce carbon emissions.

Mr Robertson says: "It's a good idea to get ahead of the curve now and take advantage of the grants and capital allowances available to businesses which cut the cost of installing workplace charging units."

MRES offers a one-stop shop for installing EV workplace charge points - offering advice on the best products, sourcing and fitting units as well as dealing with grant funding applications.

Grants are available from the Government's Office for Low Emission Vehicles (OLEV) and



MRES are one of the organisation's approved installers for its Workplace Charging Scheme.

For more information on EV charging and to be guided through the whole process, get in touch with MRES via the website - [www.mresstirling.co.uk](http://www.mresstirling.co.uk)

# People's energy shakes up business energy supply market

Supplier targets SMEs with market leading, fair B2B tariffs

People's Energy, is marking its second anniversary by extending its services beyond domestic consumers to target the UK's SME market. People's Energy will deliver low tariffs direct to small businesses by cutting out the brokers who dominate the B2B energy supply market.

Any profits generated from their business tariff will be directed to helping some of the UK's most vulnerable people.

David Pike, CEO and Co-founder of People's Energy explains:

"The business energy market is complicated, and it is tough for people to compare prices and get a great deal. It is easy to see why so many rely on brokers. But brokers always add their cut, and are not obligated to find the best deal. It means businesses tend to pay more for energy. The recent Ofgem State of the market report suggested that micro businesses are paying anything from 30-50% over the odds for their energy. This isn't fair.



David Pike

"We want to shake up the status quo and offer small businesses the chance to take control of their energy by going direct. We are transparent and, crucially, offer great deals that could save a small business - a café, a hairdresser or a shop, for instance, that uses around 20,000 KW a year - around 30% on energy costs compared to one of the big six suppliers. In these times of uncertainty, the ability to make such savings is key.

"We started People's Energy because we believe energy is a basic human right. We are in the process of testing pre-payment meters which can be more costly for customers. Any small profit we make from our B2B tariff will be directed to help cut the costs of our prepayment offer, supporting the most vulnerable in our society."

The ground breaking Scottish energy company started with the help of crowd funders back in 2017. They are unique in the energy market, with no shareholders and a determination that they will pay profits back to domestic customers. After only two years of trading they have expanded rapidly, and have begun to pay back crowd funders ahead of schedule.

[peoplesenergy.co.uk](http://peoplesenergy.co.uk)

**PEOPLE'S**  
ENERGY COMPANY

# The Battle of the Business Software Acronym: SFA vs CRM

## What are they and which is right for your company?

Let me start with a quick “official” definition of both Sales Force Automation (SFA) and Customer Relationship Management (CRM).

SFA is, at its most basic, a collection of tools in a piece of software that allow a business to manage and streamline their sales process (and team).

CRM, on the other hand, is a collection of tools in a piece of software that help businesses manage their relationships with their customers, at all stages of the customer journey.

### Sound similar? Yeah, I think so too.

And that’s because they are. A lot of CRM systems out there have a selection of sales force automation tools within them. There are also quite a few SFAs have limited customer relationship management tools to help the sales team keep on track.

In short, not all CRMs have great SFA tools and not all SFAs have good CRM elements.

### So which is right for your business?

As someone who runs a company who develops and sells a CRM system with some great SFA tools within in, I’m going to do my best to maintain some impartiality...but you know, want to be upfront about where I’m coming from.

The question really comes down to how you run your business and where the focus of this new software is going to be.

So I’d like to explore both options: SFA system with CRM elements and them CRM solutions with SFA tools.

### SFAs with CRM Elements

In my experience, there are three key benefits businesses are looking for from SFA systems:

First, tools and features that help keep your sale team focused on the right information at the right time. This way they can make the follow up call, nudge a negotiation that’s gone on too long, and chase up the odd overdue invoice. Having the CRM elements that tell them when the last call with the service team was, can feel less important.

The second point businesses are looking to address is more about making sure salespeople get all that “boring”, admin work done. It’s about automating those jobs that are easily overlooked in the rush to close a sale. (Hey, I’m



casting no stones, I’m a salesman myself.) But this automation of the creation of reminders, updating linked information, and sending drip emails...it’s something that SFA tools can really help to address.

The final thing I think businesses are looking for with a SFA system is all centred around reporting. Managers want to be able to easily get access to pipeline information, task completion figures, and even build their own comparative reports. These kinds of insights aren’t about being big brother...they’re about keeping tabs on how your business is performing.

### CRMs with SFA tools

Although SFA systems can be really powerful for the sales team, I firmly believe that a manager should ever completely silo the data from one side of the business from another.

The information about recent customer service requests, upcoming invoices, and ongoing sales negotiations—that’s all information that has a huge impact on the relationship you’re building with your customer. Breaking it into separate chunks, in my opinion, hobbles your team.

Having a system, on the other hand, that has both all of those great relationship management tools working in tandem with powerful sales enablement features...well, that just makes sense to me. Your sales team can work with everyone else in your business to build and contribute to those strong relationships, while also focusing on bringing in revenue.

With everything all in one place, everyone in your business can see how your relationship with each individual customer is playing out. Customer service can see what originally brought them on board and sales can see

when something isn’t going to plan BEFORE they call to chase an invoice.

### I’ll ask again: Which is right for your business?

Annoyingly I’m not going to tell you the answer (for all that the salesperson side of me is screaming out to do so). Every business is different and needs to decide for themselves what kind of system will most benefit them and their users.

I will leave you with one last piece of advice, however:

Try them out before you decide.

Go out and get a personal demonstration with a couple of systems that look like they might fit the bill. Sign up for a free (or even a paid trial) to test that system out for yourself. Spend time on the phone with your potential providers to find out if they are the kinds of people you want to do business with...after all, this is a system you will be using to run your business. You want to make sure you actually LIKE the people who you’ll be working with to make it fit you and your team.

To talk to a member of the OpenCRM team about your CRM software can benefit your business, call **01748 473000** or visit us at **www.opencrm.co.uk**.



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

opencrm

**Name: Kelman Greig-Kicks**

**Company Name: Neon8**

**Website: Neon8.co.uk**

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

We are moving image makers.

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

It's coming up for our 1st anniversary.

**Why did you join?**

Given that most of our business is local, it seemed like a smart idea to enable us to connect with other others in the city.

**What services do you use?**

Our main focus has been networking events and making use of the online database.

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

Contacts. Plus a nice new office through Lesley Kelly of Pure Offices whom we met on our very first Chamber lunch.

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

I would like to see more opportunities for smaller businesses in the chamber to have a platform to promote their work.

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

Do it. It's a great way to connect with people who are or have been in your position in the past.

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

With a wee dram at the Scottish Malt Whisky Society.



**Kelman Greig-Kicks**

# GET WITH IT

**By Bill Magee**

Scottish Business Technology  
Writer of the Year



Cloud computing's lasting benefits - above all to create that vital innovative commercial edge - are dawning on increasing numbers of ambitious organisations. Especially now that 5G extra-speedy digital connectivity is hitting the mainstream.

There has been, perhaps, too much discussion and not enough action about public, private and hybrid clouds. The latter, in simplistic terms, a mix of the two and often the choice of companies seeking flexibility in their daily operations.

The constant chatter is to be expected given the key business practice represents a multi-billion pound industry. Backed up by the global clout of highly-sophisticated marketing campaigns designed with one aim: to persuade you and me to select one cloud brand against all the others.

"Cloud computing" has been around longer than one thinks - dating back to the 1950s, with



large-scale mainframes. Leapfrog 40 years and "virtualization" for PCs took off as the Internet became more accessible.

If you're wondering where the term originates, IBM says it became the cloud because the sum

of its parts represents a "nebulous blob" of computing resources. A further three decades on?

Failure to adopt the latest cloud technologies can result in "outdated, clunky, slow and inefficient" IT legacy systems draining a company's resources, according to Edinburgh's largest indigenous digital solutions company, Exception whose clients include RBS, Lloyds and Royal London.

CEO Scott McGlinchey says traditional (non-cloud) approaches are no longer optimal towards achieving effective integration of such systems.

Far better to go for a cloud solution delivering IT that's agile, speedy, flexible while sustainable. Failure to adapt will result in a company being left behind. Worse still, it probably won't survive..

# We're currently hard at work developing the Edinburgh Chamber training calendar for April 2020 and beyond.

Keep an eye on our online training pages over the coming months for the latest updates on our new courses and public calendar of events.

With Brexit still looming and the date of the UK exit from Europe still uncertain, the Edinburgh Chamber will be providing additional international trade courses focusing on compliance, regulations, paperwork and customs requirements for both the export and import of goods. We have an excellent training partnership with Strong & Herd LLP who will be delivering these courses for us here in Edinburgh.

After over ten years of service, Colin Gilchrist, our expert social media training partner has recently decided to move on. He will now be focusing on some new projects within his own

business. I'd like to personally thank him for his time, commitment and loyalty to Edinburgh Chamber. Several hundred individuals and businesses over the years have benefitted from attending his popular courses. I wish him every success for the future.

From April 2020 our training calendar will look significantly different to what our customers may have traditionally been used to. Taking on board feedback from our customers over the last year we will now be offering a wider variety of different courses. In addition to our standard full and half-day courses we will be bringing in shorter sessions of between 1-2

hours in duration. These awareness sessions will focus on specific topics of interest. Rather than having to take a full or a half day out of the business, individuals will now be able to access training with minimal disruption to their day-to-day job roles.

We've also reviewed our training prices. In 2020 we want to ensure that training will be accessible for everyone and every budget. Some sessions will either be completely free of charge or of very low cost and for our public courses there will be additional cost savings (in addition to member rates) for those who wish to avail of early bird rates.

## Upcoming Courses

### DECEMBER

#### Tuesday 3rd

Budgeting and Financial Planning

#### Wednesday 4th

Search Engine Optimisation (SEO) - An Introduction

#### Thursday 5th

Email Marketing For Business

#### Tuesday 10th

Dealing with Difficult Situation

#### Wednesday 11th

Developing Video Content for your Business

#### Thursday 12th

Train the Trainer - Instructional Techniques

### JANUARY

#### Tuesday

Time Management

#### Wednesday

How to prepare for TV and Radio Interviews

#### Thursday

Digital Writing Skills

#### Tuesday

Bidding to Win

#### Wednesday

Introduction to Google Analytics

#### Thursday

Boost your Sales Success

#### Wednesday

Finance for non Financial Managers

#### Thursday

Leading and Managing Change

#### Thursday

Mastering Account Management

#### Friday

Introduction to Social Media Marketing

### FEBRUARY

#### Tuesday 4th

Negotiating and Influencing skills

#### Wednesday 5th

Export Documentation

#### Friday 6th

Advanced Social Media Techniques

#### Tuesday 11th

HR & How to Manage your Staff Problems Effectively

#### Wednesday 12th

Coaching Conversations

#### Thursday 13th

Leader, Manager & Operator – Which mode are you in?

#### Friday 14th

Advanced Social Media Marketing and Advertising on Facebook & Instagram

#### Tuesday 18th

21st Century Management

#### Wednesday 19th

Presentation Skills

#### Thursday 20th

Google Ads - Introduction

#### Friday 21st

How to Approach and Manage Customer Service on Social Media

#### Monday 24th

Managing Conflict

#### Tuesday 25th

Documentary Letters of Credit

#### Wednesday 26th

Report Writing Masterclass

#### Thursday 27th

LinkedIn Masterclass: The Complete Guide to Personal and Business Development

To book please contact the training team on 0131 221 2999 option 4 or email [training@edinburghchamber.co.uk](mailto:training@edinburghchamber.co.uk)



## Knowledge Transfer Partnerships with Edinburgh Napier University Business School

Ever thought of collaborating with a University to address your business needs? Edinburgh Napier University Business School has a strong track record of working with local businesses to address modern-day challenges.

Our business academics and subject experts work with many large and small clients to develop exciting and innovative products, processes and services. This article outlines how your business would benefit from collaborating with Edinburgh Napier University Business School, funded through a Knowledge Transfer Partnership (KTP).

### Introducing Knowledge Transfer Partnerships (KTPs)

KTPs are designed to help businesses improve their competitiveness and productivity through better use of knowledge, technology and skills. They comprise a collaboration between industry (the company partner) and a University (the knowledge-base partner). Projects can focus on a broad array of topics and durations range from one to three years depending on the nature and scale of the project.

In 2019, the UK Government invested a substantial £25m in Management Productivity KTPs. These projects seek to support the identification and implementation of business change through focusing on developing

capability and capacity in one or more of the following areas: strategic leadership and management; human resource management, skills capability and talent; logistics; marketing; or finance.

“The substantial investment in Management Productivity KTPs offers a real opportunity for Edinburgh Napier Business School academics, many of whom also have strong industry backgrounds, to develop collaborative and innovative relationships with local businesses on contemporary management challenges”

(Dr Kirsteen Grant, Associate Professor of Work and Employment).

### Funding and Costs

A KTP is funded by a government grant plus a contribution from the company partner. This covers the cost of a Knowledge Transfer Associate who is employed specifically for the project by the University but is seconded full-time to the company, a training and development budget, and a specialist academic supervisor’s time. The company thus has access to exceptional resources, a

dedicated team to deliver a strategic project, a depth and breadth of knowledge and ultimately new capabilities and embedded knowledge. An average two-year project costs around £180,000. A SME would contribute approximately 33% of the cost and larger organisations up to 50%.

### Find Out More...

Look out for your forthcoming invitation to a Knowledge Transfer breakfast event which will take place on Thursday 20th February 2020. The event will be hosted by Edinburgh Napier University Business School, in partnership with the Edinburgh Chamber of Commerce and it will be beneficial to anyone interested in getting involved with knowledge transfer activities, and particularly Management Productivity KTPs.

Alternatively, we would love to hear from you. Please get in touch with our Business Engagement Team to discuss your needs or find out more about Management Productivity KTPs. Contact: Fiona Mason, Leader of Business Engagement, tel.: 0131 455 3357, e-mail: F.Mason@napier.ac.uk.

# Collaborating for a better future

One of the key characteristics of a successful, sustainable business is the ability to collaborate effectively.

**By Sandy MacDonald**  
**Head of Sustainability,**  
**Standard Life Aberdeen**

The insight you gain from speaking to and working with a diverse range of people across sectors can help you identify great solutions to societal and environmental challenges. Many large businesses also realise that to build trust and remain sustainable in the long-term, they need to be close to what people expect of them. Connecting with different voices in the local community can help with this.

Edinburgh has many strengths and it regularly places highly in global indexes of the best cities, by a number of different measures. We have world-class academic institutions supporting us with both research and talented future workforces; a world-class financial centre; and a government that's connected to this agenda. We're small enough to be able to work together across sectors locally, but we're also globally connected. We have arts and culture that's world renowned. We have amazing charities and NGOs with headquarters or operations here. We have entrepreneurs and an increasingly thriving social enterprise sector. In a global context, we have wealth by any measure.

However, it is fair to say that we also have some specific challenges and not every citizen of our city feels they benefit from all Edinburgh has to offer. As a member of the Edinburgh Poverty Commission, I have met many people who are living in poverty in this city. As the Commissioner who is representing the private sector, I am particularly interested in the positive and negative impact businesses are having on their employees and customers in the city.

If Edinburgh is to successfully eliminate poverty, it will need every sector to collaborate effectively and play their part. Different businesses need to consider what action they can take, and it is important to appreciate that the challenges and opportunities will vary. We have many great examples of businesses of all sizes taking positive action including;

- paying the living wage
- offering inclusive employment
- high quality training and progression



Sandy MacDonald

- family friendly policies and practice, and
- addressing potentially exploitative practices such as zero-hours contracts

Many people we have spoken to who are experiencing poverty are in work, but a lack of secure, stable hours is leaving them and their families struggling to keep their heads above water, especially when rent costs are rising. This isn't good for workers or businesses.

Edinburgh has successfully come together before to achieve positive change in youth employment. A similar opportunity exists now to address in-work poverty, and we'll need people to again collaborate across sectors

towards a bold ambition. One of the ideas the Commission has identified is for Edinburgh to aim to become the first 'living hours city', with employers committing to decent notice periods for shifts and a right to a contract with living hours – a guaranteed 16 hours of work a week, unless workers requests otherwise.

Generally speaking, employers who look after their workers benefit as their workforce becomes more diverse, motivated, productive and loyal. Not only does that make our businesses more sustainable, it makes our city healthier, happier and more competitive; for the benefit of all.

# Supporting a sustainable future

Tackling climate change is one of the most significant global challenges of the century and Edinburgh College is committed to playing its part.



As one of Scotland's largest colleges, with around 26,000 students and 1,300 staff, the College stands alongside other organisations in taking action to cut carbon use.

In 2016 the UK, along with over 170 other countries, signed the Paris Agreement, committing governments and public institutions to take meaningful action on climate change.

In response, the Scottish Government published the Climate Change Emissions Reductions Targets (Scotland) bill detailing how Scotland will improve its approach to climate change action, and specifically names Edinburgh College as a 'major player'. This means the College has a legal duty to: contribute to carbon emissions reduction targets; contribute to climate change adaptation; and act sustainably.

At present, the College's new Environmental Sustainability Strategy is close to completion. This strategy will detail the steps the organisation will take over the next five years to ensure it is at the forefront of environmental sustainability through its learning, teaching, partnerships and core operations.

The strategy builds on significant amounts of work carried out in recent years in an attempt to cut the College's carbon footprint – work which helped win the College Development Network's (CDN) Sustainability Award 2018.

The College's carbon-management plan has a CO2 reduction target of 18% by 2020, a milestone that was exceeded three years early with a 28% reduction in 2016-17. A further 9% CO2 reduction is projected from 2017 onwards following the completion of energy efficiency projects delivered from the College Energy Efficiency Pathfinder (CEEP), a partnership with the Scottish Funding Council and the Scottish Futures Trust.

Work included replacing lighting with LED alternatives across campuses; installing energy-efficient boilers at Milton Road Campus and new heating in workshops at Sighthill Campus; and installing a combined heat and power plant at Granton Campus, allowing unused energy to be returned to the national grid.

Re-use and recycling continue to be championed across the College with the introduction of more recycling facilities leading to high waste recovery rates. 90% of mixed recycling collected is recovered and reused while all food waste is converted into green energy.

The College has endeavoured to ensure that sustainability is incorporated in the delivery of its curriculum, preparing students for the requirements of a sustainable 21st-century workforce. This work is in line with the Skills Development Scotland Regional Skills assessment, which indicates employers are

increasingly looking for awareness of good sustainability practice in their prospective employees.

Students have the opportunity to learn about sustainability through a range of contextualised approaches, for example, sustainable food sourcing in catering and hospitality courses, upcycling and remaking in design courses; and sustainable business development in enterprise and commerce courses, among many others.

Re-use and recycling continue to be championed across the College with the introduction of more recycling facilities leading to high waste recovery rates.

Looking to the future, with the introduction of its new strategy, Edinburgh College is committed to tackling climate change and will encourage all of its staff and students to play a leading role in helping the college reach its sustainability goals.



## Gordon Dewar – A sustainable city and the role we play

It's been interesting to see the issue of sustainability rise so quickly in the public conscious, something which underlines just how big an issue it is.

It's something that impacts on all of us, whether we look at it as business leaders, parents or even just as one of the near eight billion people on the planet.

As an airport, we've been looking at our own approach to sustainability for several years now and that's beginning to deliver positive results. I imagine we're now all looking how our businesses can improve further.

Now, I do think it's important to provide some context around aviation as this industry is, in my opinion, unfairly portrayed as one of the main polluters.

We are a member of Sustainable Aviation, an organisation made up of UK airports and airline which has a collective approach to deliver a cleaner, quieter, smarter future for our industry.

It has done some excellent work, such as introducing an aviation carbon offsetting scheme that will mitigate around 2.5 billion tonnes of CO2 between 2021 and 2035.

It has also managed to decouple passenger growth and emissions – we now know UK passenger numbers are up almost 26% between 2010-16, while total emissions only grew by 4.7%. An increase, yes, but not at the rate some would have you believe. But that doesn't mean we can't do more.

As an airport, we are looking at our own operations and what changes we can make to make it more sustainable. Our carbon footprint is down 18% from 2017 despite passenger numbers going up by 7%, and that's through things like changing to LED lighting, obtaining all of our electricity from renewables, introducing electric vehicles to our fleet and introducing fixed ground power supplies on stands to charge planes rather than use diesel engines.

We're also one of 194 airports (and the only one in Scotland) to sign a pledge to become carbon neutral by 2050. We understand aviation emissions are mostly from planes in the sky - we believe our changes will

encourage our airlines and partners to continue their good work to make their operations and tourism more sustainable.

And that is the bigger picture – making travel more sustainable.

As an airport, we play our part in tourism, business, education, research and culture. We are that gateway to Scotland and the world. We are a piece in a larger jigsaw that makes up our capital city.

The sustainability issue is not an opportunity to stand and point fingers but a time for collective thinking that will deliver more climate friendly futures for all of us and maintain our competitiveness.

I've seen the benefits of collaboration within the industry and the positive results it has. It works.

It is now time for us to come together as a city and find an approach which ensures our growth and our future is sustainable.

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

STRATEGIC PARTNERS



ENTERPRISE PARTNERS



# International Trade Club: an Edinburgh-Shenzhen success story

November saw a delegation of six businesses from Edinburgh travel to Shenzhen for a 4 day trade mission organised by Edinburgh Chamber of Commerce, supported by the Edinburgh-Shenzhen Creative Exchange and led by Edinburgh Global Connections, to explore opportunities for Scottish-Chinese collaborations as part of their growing international business strategy.

The Scottish delegation included businesses from the creative and technology sectors – HeeHaw and Freak Films. AMPM, Dentons, Hibernian Football Club and UK-China Silk Road also attended, representing the property and tourism sector; legal services; culture and sport sectors from around Scotland.

On day one, a city orientation tour was arranged by the ESCE platform, where delegates enjoyed busy programme of company visits which included Ergeng, I Carbon, Moreline, Merchiston Castle School, Decent, DJI and Silkroad.

## China, a strong target market for the creative and technology sectors

Day two saw the opening day of the China Hi-Tech Fair (CHTF) 2019. The CHTF brings businesses and talent from across China together to showcase their cutting-edge products which ranged from robotics to big data and facial recognition technology - among many others. Based at the Britain Pavilion, Scottish delegates attended the Fair, which was of particular interest to Colin Nesbit, Director of AM PM Properties Ltd, a property sourcing company who focus on investment and serviced accommodation. On the bilateral trade opportunities uncovered during the Fair, Colin said:

“Suang has developed two prototype ‘pod’ accommodation units (...) we are looking forward to discussing potential collaborative options on how to take these to the UK market (...)”

## China-UK connections: the B-2-B, core activity of the trade mission

Later in the week, the delegation had the opportunity to discover the F518 Idealand incubator located in the area of Bao'an, in the West end of the city.

Business delegates presented to an audience of more than 80 attendees and a guest panel, including the Shenzhen Creative Exchange Investments, Edinburgh Global, Edinburgh Chamber of Commerce and the Culture, Radio,



Television Tourism and Sports Bureau of Bao'an District in Shenzhen city. The afternoon saw Scottish delegates kick off their B2Bs meeting sessions. B2B meetings represent the key activity for both the inward and outward trade missions in the frame of the International Trade Partnership 2 (ITP2) managed by Scottish Chambers of Commerce and funded by the Scottish Government until 2022.

## The importance of effective meetings

Throughout the week, Scottish businesses were in contact with a number of companies they visited during the mission, and had the opportunity to meet again on the final day to further explore areas of collaboration. The early connections made during this mission have been very promising for the future, as HeeHaw and Freak Films already plan to return to Shenzhen early 2020.

“It was a truly inspirational trip and I am very excited to see where the Edinburgh-Shenzhen connections lead.” said Heather Heys, Dentons.

This mission was the latest step in a burgeoning relationship between the two cities, which goes back to a Memorandum of

Understanding signed in 2013 and a visit to Edinburgh by Shenzhen leaders in 2017.

The Edinburgh Chamber looks forward to connecting many more local businesses to international markets, with trade missions to Dublin, Munich, Philadelphia and Dubai planned for 2020. These are economies that have matched, or in some cases surpassed, Edinburgh's development in recent years and a great deal of benefit in connecting our businesses to suppliers and customers in those markets.

## Upcoming trade missions

- Dublin, Ireland – 4th & 5th March 2020
- Philadelphia, USA – 21st to 26th March 2020
- Shenzhen – 3rd week of May 2020 (TBC)
- Munich, Germany – April or May 2020
- Dubai, UAE – November 2020 (TBC)
- Shenzhen, china – November 2020

For more information, please contact Lola Nicolas –

[lola.nicolas@edinburghchamber.co.uk](mailto:lola.nicolas@edinburghchamber.co.uk)



## Raising Standards Across Insurance and Financial Services

From inter-departmental collaboration to informed decision-making, there is a growing need for accurate intelligence and improved analytical skills across insurance and financial services.

Intelligencia Training, a specialist training provider who deliver the highest levels of vocational training available in intelligence, urges organisations to recognise the significant value that enhanced intelligence has throughout various operational roles.

With effective intelligence-led decision-making, developing the knowledge and competence of analytical skills and techniques in key personnel can support a variety of departments, including counter fraud, risk management, regulatory compliance, customer insight, audit and market analysts.

Intelligencia Training have been commissioned by numerous insurance and financial service organisations to deliver their leading intelligence programmes.

### Tesco Underwriting

Ian Stockley, Learning & Development Officer - "The ability to have colleagues from a range of departments participate in the same programme standardising and formalising the way in which we use intelligence is a huge advantage for us."

### Skipton Building Society

Rebecca Allsop, Head of Customer Strategy & Planning - "Our organisation utilises intelligence-led data and analytics in many ways from identifying patterns and trends in customer activity to assisting our specialist teams to combat fraud and financial crime. Having access to the latest skills and techniques in intelligence analysis will prove hugely beneficial us."

### insurethebox

Stephen Johnson-Ramsey, Group Talent & Leadership Development Partner - "insurethebox has made a strategic decision to work with Intelligencia Training's technical training programme which gives us access to the UK's highest level of vocational training for our personnel in counter fraud, intelligence, underwriting and various operational roles."

The new Level 4 Intelligence Analyst Standard delivered by Intelligencia Training has been developed by a consortium of public and private sector organisations, with expert input from across the intelligence community.

"The ability to have colleagues from a range of departments participate in the same programme standardising and formalising the way in which we use intelligence is a huge advantage for us."

The innovative programmes delivered by the specialist training provider offer analysts the opportunity to achieve a nationally recognised qualification specific to their niche role and ensure parity with those working at the highest levels of military intelligence.

You can learn more about these programmes at [www.intelligenciatraining.com/intelligence-analysis](http://www.intelligenciatraining.com/intelligence-analysis)

# Edinburgh Business Awards back for its ninth year, and it's set to be the biggest and best yet!

Get ready to dust off your evening dress or dinner suit as it's time to celebrate the achievements and successes of the Edinburgh business community.

2019's event saw a record breaking number of submissions, sponsors, guests and winners, with top businesses including Anturas Consulting, Mary Kings Close, Leonardo, Edinburgh Napier University and Cirkel amongst those recognised on the evening. In 2020 our 9th Annual Business Awards will take place on the 27th of February at the Edinburgh International Conference Centre.

With categories including Best Performing Business, Director of the Year, Inspiring Partnership and many more, there is bound to be a category that will suit every one of our members. Once again, we will be accepting entries and awarding top performing business in the following categories:

**Microbusiness of the Year**  
sponsored by Business Gateway

**Mid-Sized Business of the Year**  
sponsored by Wright Johnston & Mackenzie LLP

**Large Business of the Year**

**Responsible Business of the Year**  
sponsored by City of Edinburgh Council

**Director of the Year**  
sponsored by Royal Bank of Scotland

**High Growth Business of the Year**  
sponsored by Edinburgh Airport

**Export Business of the Year**

**Developing the Young Workforce**  
sponsored by Developing the Young Workforce

**Young Leader of the Year**  
sponsored by Turcan Connell

**Inspiring Partnership Award**

**Innovation in Circular Economy Award**  
sponsored by Circular Edinburgh

**Service Excellence Award**  
sponsored by Stagecoach

**Innovation in Business**  
sponsored by Forth Ports

**Marketing Campaign of the Year**

**Employer of the Year**  
sponsored by Edinburgh Trams

**Lifetime Achievement**  
sponsored by Edinburgh Chamber of Commerce

Award entries are open to all members and are free. Entry forms can be found online on our website. All submissions should be sent to [awards@edinburghchamber.co.uk](mailto:awards@edinburghchamber.co.uk). Please note entries are only open until 5pm on 3rd of February 2020.

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. With only a few remaining categories to be sponsored, don't miss out on the chance to raise your business profile in front of Edinburgh's business leaders. Details on these can be found on our website, or for more information, get in touch on **0131 221 2999!**

#### Event Details:

**Edinburgh Chamber of Commerce  
Business Awards 2020**

**18:30 - late - 27 February 2020**

**Edinburgh International Conference  
Centre, 150 Morrison Street,  
Edinburgh EH3 8EE**





## Events

### DECEMBER

Developing Edinburgh: Edinburgh Airport	<b>Thursday 5th</b>	08:30 / 10:00
Festive Early Start at Edinburgh Zoo	<b>Friday 6th</b>	08:30 / 10:00
Developing Edinburgh: LNER	<b>Wednesday 11th</b>	08:30 / 10:00
Christmas Celebration at Bar Soba	<b>Thursday 12th</b>	16:00 / 18:30

### JANUARY

Lunch at Printing Press Bar & Kitchen	<b>Wednesday 22nd</b>	12:30 / 14:30
Developing Edinburgh: City of Edinburgh Council	<b>Friday 24th</b>	08:30 / 10:00
App and Web MVP Masterclass	<b>Wednesday 29th</b>	09:00 / 10:30
Rising Stars Networking Evening	<b>Thursday 30th</b>	17:30 / 19:30
Early Start at The Scotsman Picturehouse	<b>Friday 31st</b>	08:30 / 10:00

### NOVEMBER

Lunch at Brewhemia	<b>Wednesday 12th</b>	12:30 / 14:30
Breakfast Speed Networking	<b>Friday 14th</b>	08:30 / 11:00
Early Start at Lothian Buses Ltd	<b>Friday 21st</b>	08:30 / 10:00
Edinburgh Chamber of Commerce Business Awards 2019	<b>Thursday 27th</b>	18:30 / late

### DECEMBER

Trade mission to Dublin, Ireland	<b>Wednesday 4th</b>	
Marketing Clinic with DAC	<b>Thursday 5th</b>	09:00 / 10:30
Lunch at Gaucho	<b>Wednesday 18th</b>	12:30 / 14:30
Trade Mission to Philadelphia, US	<b>Monday 23rd</b>	



**Stephen Walker**

## Stephen Walker - Director of Sales & Marketing at The Balmoral

Stephen Walker has stepped into the role of Director of Sales & Marketing at The Balmoral, a Rocco Forte hotel. Stephen has a wealth of experience in luxury hospitality from his previous management and leadership positions within Marriott International working with brands including Luxury Collection Westin and W Hotels.

Commenting on his appointment, Stephen said:

"Although I worked in Ayrshire for 16 years and London for the last 2 years I have always lived in Edinburgh, I had always appreciated The Balmoral as the best hotel in the city but having worked here now for over 6 months I truly understand its iconic status. The word 'Icon' is too often used to describe great hotels and resorts but in the case of The Balmoral the status is totally earned

"The quality of our accommodations and the outstanding service levels offering true Scottish hospitality have recently resulted in numerous accolades including a Michelin Star at Number One for 2020 and a Conde Nast Traveler US reader award as the top hotel in Europe/UK. I'm looking forward to building on the strong reputation of the hotel by exploring new opportunities in both the local and international markets. The imminent arrival of St James will move the retail focus of the city to the east end offering many partnership and business opportunities."



**Lorna Giffin**

## New Director of Sales & Marketing at Courtyard by Marriott Edinburgh

With over 15 years' experience working within the Hospitality industry in London and the South East, Lorna Giffin has made the move to Edinburgh to join the team at Courtyard by Marriott Edinburgh City Centre. In addition, Lorna has held positions in both media advertising and IT Sales with more recent roles including leading the sales and marketing efforts for the openings of the Hampton by Hilton London Gatwick Airport and the DoubleTree by Hilton London – Kingston upon Thames where she was also appointed a Board Director with the Kingston Chamber of Commerce.

Lorna joins the hotel to complete a newly appointed Senior Management team alongside Gillian Osler - Financial Controller, Gosia Howieson - Operations Manager and Ronald Little - General Manager.

Commenting on the appointment, Lorna said: "I am thrilled to be joining the Courtyard Edinburgh at such an exciting time. Edinburgh is a vibrant city and I am delighted to be able to call it my home. I look forward to working with Ronald and the team to continue the hotel's growth and success as we move into 2020 and beyond"



**Matthew Eastwood**

## Uber welcomes new Head of Cities in Scotland

Matthew Eastwood joined Uber as Head of Cities, Scotland and North East England in July. His responsibilities include Edinburgh, where Uber provides a safe, convenient and reliable service to over 100,000 passengers who regularly use the Uber app to travel around the city, creating economic opportunities for hundreds of locally based, self-employed, licensed private hire drivers - each of whom rents, leases or owns their own licensed vehicle for use on the Uber app.

Matthew has worked in the transport sector in Scotland for over 15 years and was previously Head of Transport at the Energy Saving Trust, he has also worked for the shared transport charity CoMoUK supporting the development of shared car use in Scotland, and has worked as a transport consultant, in a Scottish local authority transport team, for one of Scotland's Regional Transport Partnerships, and on secondment into Transport Scotland.

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Edinburgh Chamber of Commerce, Business Centre, 2nd Floor, 40 George Street, Edinburgh EH2 2LE  
[www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk)

President: **Jane Clark-Hutchison**  
 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 Group, 3rd Floor, Tru Knit House, 9-11 Carlisle Square Newcastle Upon Tyne NE1 6UF  
 Tel: **0191 5805990**  
 Email: [production@distinctivegroup.co.uk](mailto:production@distinctivegroup.co.uk)  
[www.distinctivepublishing.co.uk](http://www.distinctivepublishing.co.uk)

**ADVERTISING**  
 Contact: **Lisa Miller**  
 Business Development Manager, Distinctive Group  
 Tel: **0191 5805990**  
 Email: [lisa.miller@distinctivegroup.co.uk](mailto:lisa.miller@distinctivegroup.co.uk)  
 Distinctive Group, 3rd Floor, Tru Knit House, 9-11 Carlisle Square Newcastle Upon Tyne NE1 6UF



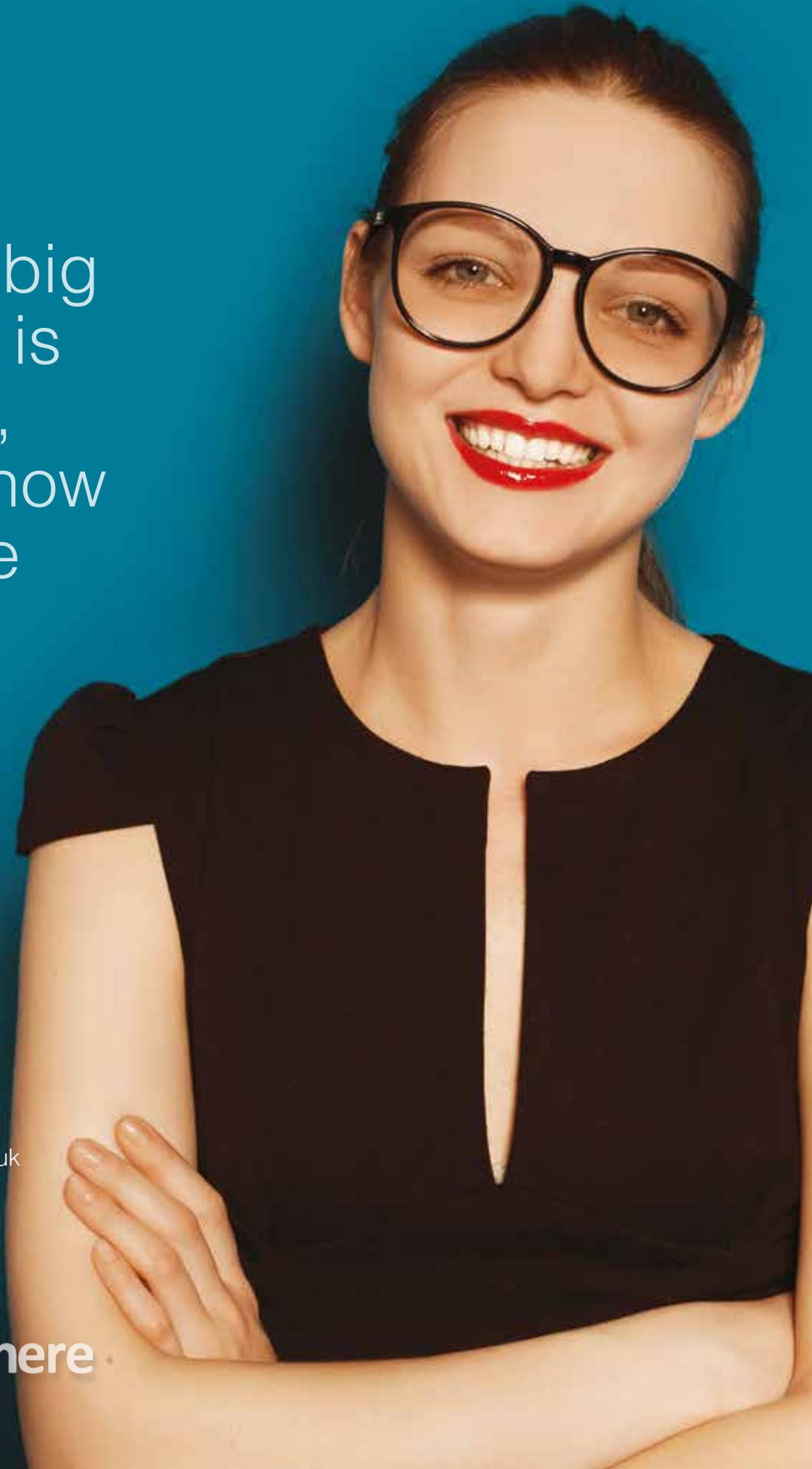


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## Life Sciences Intellectual Property Experts

Maucher Jenkins is a leading international Intellectual Property firm, advising clients on patents, trade marks and designs. Our experience stretches across a range of sectors including life sciences, industrial biotechnology, medical technologies and devices and chemistry.

We have extensive experience in preparing, filing and prosecuting patent applications on an international scale, including in the US and Europe.

We offer IP audits and consult on portfolio management and IP strategy. We work with clients of all sizes; in particular we have experience advising start-up companies and entrepreneurs, structuring costs to meet any financial constraints that may apply.

Read our article on page 19 for more information about IP considerations for start-ups, SMEs and entrepreneurs. Get in touch with our team for more questions on protecting your IP.

### Main contacts:

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Reuben Jacob  
Partner  
reuben.jacob@  
maucherjenkins.com



Dr. Fiona Kellas  
Partner  
fiona.kellas@  
maucherjenkins.com

[www.maucherjenkins.com](http://www.maucherjenkins.com)

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