

Business Comment

OCTOBER/NOVEMBER 2020

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Sustainability and Innovation

Welcome to the latest issue of Business Comment.

As you might imagine, much of the content continues to be coloured by the impact of the global pandemic of Covid 19.

Events of the past few weeks have certainly demonstrated that the virus and all of the threat it carries to our physical, emotional and economic wellbeing is still very much with us. The First Minister has felt obliged to introduce tougher new restrictions on our daily lives in the face of increasing outbreaks and cases of the virus around the country, and down south too, new tougher measures are in place. Many businesses will suffer, particularly those in the already devastated tourism and hospitality sector.

Of course, we need to get the virus under control, and the limited business support announced by the Chancellor was welcome. But is it enough? Government is effectively telling businesses they cannot operate, and so we do need to face into the fact that continued, impactful Government support will be needed to mitigate the economic damage being wrought. We will continue to push for sensible and appropriate policies to be implemented to both suppress the virus and also allow responsible businesses to operate in a safe and compliant way.

Having been slightly off the radar for a few months, we must also add to the mix the potentially calamitous prospect of a No Deal Brexit. It is four years since the UK voted, largely against the wishes of business, to leave our largest economic market. Throughout all that subsequent time, business has given one clear and unequivocal message to our politicians: Don't force us to leave without a deal to protect British trade. We have been repeatedly reassured that a deal would be done, the next few weeks will be crucial in finding a way forward to agree terms.

Businesses are resilient – because they have to be. Business leaders are used to dealing with levels of short-term uncertainty, of making educated guesses to minimise calculated risks. But all will

tell you that certainty and clarity are vital components in growing our damaged economy and will be essential if we are to create more jobs and opportunity for our citizens.

That needs political leadership at local, Scottish and UK levels. It will require the collaboration and engagement of all stakeholders to support the principle of rebuilding our country. And we cannot rebuild our country without rebuilding the economy which provides the funding that supports jobs, opportunity, and increased growth. Business leaders have a thousand questions that need answered by our political leaders and policy makers. The need has never been greater for strong, open and genuine conversation between the worlds of commerce and politics.

Edinburgh Chamber is determined to ensure that our businesses have a voice. We are working with our colleagues in Glasgow and Aberdeen on city-specific issues, and with the wider Scottish Chambers network, to ensure that we have a direct dialogue with our local and Scottish governments. Through British Chambers we are actively seeking to influence the UK Government.

It is vital that we showcase the issues businesses are facing on a daily basis, the innovative solutions that are being developed to safely open up the economy and that policy makers make informed decisions based on practical data and evidence contributed by business. A one size approach doesn't fill all.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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New Mentoring Scheme Launched to Support Ambitious Edinburgh Businesses

The Edinburgh Chamber of Commerce programme has been set up to offer specialist mentoring to businesses in the Capital.

As part of our newly enhanced business support programme for Chamber members, this new platform will match ambitious local businesses and their leaders with expert volunteer business mentors to support their personal growth and business development aspirations.

The Edinburgh Chamber Business Mentoring Programme is unique. There are no strict eligibility criteria in terms of business size, turnover figures, growth targets or industry sector. It is open to all members who wish to be mentored. All we ask of mentees is a genuine ambition of business growth and a robust desire for success – it's as simple as that.

As a Chamber, we have over 20 years of experience in delivering business mentoring and 98% of those involved in our previous programme would highly recommend the service to others. We have recently invested in leading software to ensure the best experience for mentors and mentees alike. In addition, this means mentoring can take place seamlessly online, which is particularly important in the current climate.

For Mentees:

Are you an ambitious leader looking to grow or develop your business? A business

mentor can give you an independent view of your organisation and provide invaluable knowledge and insights to help you succeed. Engaging with a mentor can help guide your strategy and ensure that you're meeting objectives, addressing key issues and exploiting your opportunities to grow.

Benefits of joining the programme as a mentee include:

- Work with experienced business professionals in your sector
- Learn from their successes and failures
- Suggest ideas and understand their validity or likely success
- Opportunity to develop new skills and knowledge

For Mentors:

Business mentors have the opportunity to share skills and expertise with a learner, helping to shape successful businesses of the future. Not only is this an opportunity to give back; mentoring offers the chance to develop leadership and coaching skills, be inspired by new ideas and make new connections.

Benefits of joining the programme as a mentor include:

- Recognition as a subject matter expert and leader
- Assist someone and give something back to your community
- Opportunity to reflect on personal goals and practices
- Exposure to fresh perspectives and ideas

Some of the areas we can provide support in include:

- Finance
- Marketing support
- Internationalisation
- Customer service
- Talent management
- Ecommerce

This programme is available to all Chamber members. The cost for mentees to join is an annual administration fee of £50 plus VAT.

If you're interested in getting involved in our Business Mentoring Programme we would love to hear from you. For further information on our Business Mentoring Programme, please call **0131 221 2999** or email **mentoring@edinburghchamber.co.uk**

Employers need to be aware of increased threat of data breaches from homeworking

Kate Wyatt, Partner in Lindsays' Employment team, issues a 'take action now' warning as she says businesses cannot afford to ignore the dangers with the regulator unlikely to continue to make allowances because of the coronavirus crisis.

The warning comes as businesses face the prospect of huge numbers of people continuing to work from home for the foreseeable future as part of Covid-19 protection measures.

Kate advises that employees must be reminded of their obligation to ensure that confidential data is not disclosed, with training and the proper remote IT access security infrastructure put in place where needed.

Unintended potential risks can come from visitors to their home or those they share properties with simply seeing information on computer screens or from paperwork sitting out.

Data protection breaches can be met with financial penalties or sanctions from the Information Commissioner's Office (ICO).

Kate said: "The potential increased threat of data breaches from home working is a real one, which businesses cannot afford to ignore. The nature of how we went into lockdown means this may have been overlooked as employees moved out of offices, but with home working a long-term - or permanent - prospect for a great many, employers need to take hold of this issue immediately.

"As home working becomes more normalised, I doubt the ICO will look any differently at breaches because of the circumstances in which it started. They will simply ask why employers have not got their house in order. The ICO undertook in April to adopt a 'pragmatic and empathetic' approach to compliance because of the exceptional circumstances. As time goes on, and with home working set to continue, the



Kate Wyatt

circumstances are arguably no longer exceptional.

"It's important that employers show that they have taken all reasonable steps to stop data breaches from happening. They must remind employees about the need for IT and physical security."

GDPR sets a maximum fine of almost £18m or four per cent of a company's annual

global turnover – whichever is greater – for infringements.

Confidentiality is one of a number of key areas in which employers must take action amid increased home working. Others include monitoring performance management and working hours.

Kate Wyatt said: "The changing work environment will alter the way that many companies have to manage performance. For organisations which do not have KPIs in place, they are going to have to think about how they assess performance with a greater number of staff working from home.

"Businesses were too busy firefighting a lot of ramifications of home working as we went into lockdown, but that does not remove the obligations they have to their staff. They have to consider these issues before problems arise rather than just as they happen."

'The ICO undertook in April to adopt a 'pragmatic and empathetic' approach to compliance because of the exceptional circumstances. As time goes on, and with homeworking set to continue, the circumstances are arguably no longer exceptional.'

How businesses can ensure our young people don't become a forgotten generation

Never in our lifetime have we experienced a year like 2020. And the scary thing is, we don't know what is looming around the corner.

By Chris Sibbald

Chair of the Global Leadership Lunch and Managing Director, Finsbury

From political and economic uncertainty, to the stark reality of the COVID-19 pandemic, there is no escaping the 'new normal'.

Some have taken it in their stride, adapting to a new regime of home working and lockdown measures. But for many young people, each passing day, week and month is having a devastating effect on their prospects, health, and wellbeing.

We must identify the challenges on the horizon to ensure that our young people are supported and well-prepared so they can play an increasing role in our economy and society. We can ill-afford to leave any of them behind. We cannot let them become a forgotten generation.

As the employment and skills market continues to feel the brunt of the pandemic, young people have been unilaterally affected. Statistics show they have experienced the biggest fall in employment in the four months leading up to August, with 9.8% having lost their jobs completely.

It is certain that redundancies will continue and so it is understandable that fears amongst young people have never been higher. Over a quarter of 16 to 25-year-olds in Scotland believe their future career prospects have been damaged due to the coronavirus, while 52% say it will be harder than ever to get a job.

It should come as no surprise that these fears come at the detriment of young people's mental wellbeing. The Prince's Trust and YouGov report, Young People in Lockdown, shows how 43 per cent of young people across the UK feel their anxiety levels have increased as a result of the crisis, with 32 per cent saying they are "overwhelmed" by feelings of panic and anxiety every day.

As stresses and strains grow it is essential that we do all we can to tackle these challenges and ensure that our young people are equipped with the skills and support that puts them in a position to make a positive impact in a post-COVID society.

The Prince's Trust had to react quickly when



Chris Sibbald

lockdown was imposed – forging initiatives to ensure a generation – the future workforce – don't lose hope or lower their aspirations.

Digital sessions, creative workshops and interactive gaming have all offered invaluable respite for young people during this traumatic time. However, despite the negativity, feelings of loneliness and anxiety, The Trust has found that our young people still have an insatiable appetite for business. Hundreds of young Scots have reached out to The Trust to gain the knowledge and skills needed to become their own boss. Entrepreneurial spirit in Scotland is still strong.

As put forward by Benny Higgins and Sandy Begbie's Youth Guarantee for Scotland, the private sector has an essential role in enabling the upskilling of young people, offering them real opportunities for the long-term, regardless of whether normality is resumed or not.

As Chair of The Prince's Trust Global Leadership Lunch, I have seen first-hand the enthusiasm and commitment from our corporate partners to get the world back on track. Front and centre is a real drive to propelling our young people to the forefront of the employment and skills

discussion, increasing employability, and ultimately transforming lives.

Businesses must realise the role they have to play. If more organisations in Scotland support the mutually beneficial partnerships across business, education and government, we can ensure that all young people who need help receive it.

In early October we brought business leaders together online to discuss the future of business as the world seeks to recover from the current crisis. This free event, sponsored by Standard Life Aberdeen, featured Unilever CEO Alan Jope, Dame Jayne-Anne Gadhia, Founder and Executive Chair of Snoop, and Kevin Sneader, Global Managing Partner at McKinsey a& Company, on a panel chaired by BBC Scotland Editor, Sarah Smith.

This event raised vital funds and raised awareness of the work The Prince's Trust does with the support of the financial and business sector across Scotland. In May 2021, we will be hosting our Financial Lunch, a great opportunity for business to get together, hear from experts and raise funds for The Princes Trust. To get involved please visit www.princes-trust.org.uk.

Digital Transformation During a Global Pandemic – Are You Joking?

Blaithin Surgeoner, Partner at Endeavour Information Solutions shares her experience of meeting the challenges of enforced change using the latest Microsoft Cloud technologies



I'm not sure that there is ever a "right time" for an organisation to undertake a digital transformation but most people would think that during a global pandemic with so many uncertainties would definitely be the absolute worst time to start the digital transformation journey. And yet, if our experience over the last six months has taught us anything, it's that this is exactly the time when it is needed most.

There is no single definition of digital transformation and its different for every organisation, but the goal is to improve efficiency and accuracy and to reduce risk to the organisation by adopting modern digital technology.

Most organisation's journey starts with documenting and reviewing manual or older digital processes. Then with lots of "what if ..." questions, "what if we could do x", "what if we changed the way we do process y" and some creative thought based on knowledge of what modern technology can deliver, a proposed solution is formed.

Most people associate digital transformation with cloud computing and the paperless office and whilst these can be part of a proposed solution, there are a lot of other factors to consider.

As a Microsoft partner who has delivered numerous business solutions to a wide range of clients, and a background in financial, management and IT consultancy, we have the benefit of being able to use Microsoft's software both for our own business but also for experimenting with, typically exploring the

functionality of each product both individually and joined together to create a solution.

So why is now a good time for digital transformation? As many organisations are working full time or part time from home, cloud computing offers a flexible solution for email, collaboration on documents, file sharing, communication (video and messaging) along with security and scalability. Cloud computing also has the advantage of delivering frequent updates.

Most of us have adapted how we perform tasks because of working from home. One of the first things that we implemented at Endeavour, was the use of Microsoft Cloud services to scan accounts documents to SharePoint so that our accounts team could continue to operate and overnight our accounts function became paperless. We then added a few automated workflows using Power Automate to implement some of our previous processes including approvals. Our HR and Recruitment team quickly followed and added in Power Apps to collect and validate data and Customer Voice (previously Forms Pro) to collect and analyse data.

At Endeavour, we've always championed the use of SharePoint in organisations for document management, intranets and extranets, so we quickly created an internal resource for staff on COVID-19 which contains all the information that our teams in Belfast and Edinburgh need to know and which is quickly updated as the situation changes across the UK regions and includes data feeds from government and regional statistics in Power BI. The relevant forms are also embedded in this SharePoint site.

Three years ago, when our on-premise telephone system was due for an upgrade, we implemented Microsoft Teams VoIP call technology which enabled us to continue receiving and making calls whether we were in the offices or at home.

Microsoft Teams also allowed us to stay in touch with colleagues using chat, audio calls and video calls and every Friday afternoon we had an "All Hands" meeting to update everyone on what was happening in the business as well as provide some with the opportunity to play their guitars to a captive audience!

We continue to rely heavily on Dynamics 365 for sales, customer service and marketing with journeys to guide and support colleagues through relationship building and supporting our clients.

And the technologies that we use in Endeavour, are also being adopted by our clients. Migration of email to Office 365 in most cases was closely followed by migration of documents from servers to SharePoint Online and integrating all this information within a single pane of glass using Microsoft Teams.

So, if you're interested in having a chat about how we can help your organisation become more resilient in the current climate by digitally transforming your organisation, please contact Blaithin or Lee on **028 9031 1010/0131 376 0090**, email solutions@endeavour-is.com or contact us through our website www.endeavour-is.com.

Tailored for Scotland by Deirdre Kinloch Anderson

For almost 150 years the Scottish firm of Kinloch Anderson has maintained its position as a worldwide market leader in Scottish traditional dress and kiltmaking.

For over 150 years, Kinloch Anderson, Scotland, has maintained its position as a worldwide market leader in Scottish clothing, tartan, Highland Dress and kiltmaking. The Company is now into the sixth generation of family management - a status achieved by just 1% of all UK family businesses. The Scotsman wrote, "Combining heritage and innovation has been the key to driving family business Kinloch Anderson into the sixth generation". Deirdre Kinloch Anderson OBE has published, "Tailored for Scotland" a deeply researched insight into the dedication and commitment from each generation of the Kinloch Anderson family and how they have faced the commercial challenges in their lifetime. From a small bespoke partnership on North Bridge in 1868, each generation has contributed to the company's development into a global brand; her book brings history and humanity together. The story is told alongside the historic times, the events, the culture and the lifestyle through which it has lived. The company's heritage covers Scottish military and civilian clothing, the



National Dress of Scotland, the impact of two world wars and changes in fashion and lifestyles. As the story proceeds it covers Kinloch Anderson's expansion into overseas markets and the Queen's Award for Export Achievement in 1979. It then continues to explain the entrepreneurial move into the development of the Kinloch Anderson Brand in The Far East.

Furthermore, the book identifies the key role that Kinloch Anderson has played in the story of tartan as an iconic national symbol of Scottish identity. Its vision widens into other members of the family who have been recognised for the contribution they have made to their country, interesting maps and a timeline runs throughout the book with historical facts and events in Scotland taking place at the time.

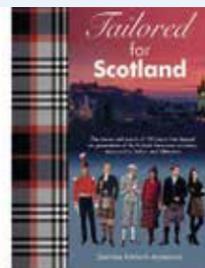
Kinloch Anderson first supplied The British Royal Family in 1903 and currently holds Royal Warrants of Appointment as Tailors and Kiltmakers to the three senior members of The Royal Family. "By Royal Appointment" explains this accolade. The company supplies

the Sovereign's Piper with all his Highland Dress uniforms to this day and Pipe Major Derek Potter RVM has composed and dedicated piping tunes to Kinloch Anderson which can be downloaded by readers of the book.

There is an underlying philosophy to this story: Kinloch Anderson aims to provide quality merchandise with a strong Scottish emphasis in a global niche market and to be a role model for Scotland. This book will appeal to anyone interested in Scotland, business, fashion, local history and Scottish lifestyle. It is enriched with evocative photographs and memorabilia throughout. Hard backed and quarter bound in tartan fabric, it makes an ideal gift.

Tailored for Scotland can be purchased from Kinloch Anderson either in store at 4 Dock Street, Leith or online at kinlochanderson.com from where a short video can also be viewed.

For further information and enquiries, please contact enquiries@kinlochanderson.com.



Preview of a memoir book of people, stories and events, over six generations in Scottish clothing.

Be connected in the community

Since the outbreak of COVID-19, Edinburgh-based charity Venture Trust have turned around their services, quickly transitioning from work in Scotland's outdoors to innovate and deliver personal development on digital platforms.

By Tejesh Mistry
 Director of External Affairs
tejesh@venturetrust.org.uk

How did this longstanding organisation adapt and sustain its delivery?

Venture Trust believes no one should be left behind because they are struggling with adversity, harm or vulnerability. With over three decades' experience, they support people to gain the life skills, stability and confidence needed for a positive future.

When lockdown hit, Venture Trust staff immediately contacted every participant to assess their needs. The pandemic brought new stress; lockdown meant loss of access to services. Support was needed more than ever. In response, Venture Trust created an entirely new service, delivered wholly digitally. "Be Connected" offered people regular support

calls with their Outreach Worker plus the opportunity to work with three new services – Employability, helping people maintain and build their readiness for work; Active Living, helping people keep a healthy routine; and Wellbeing, offering counselling to people affected by poor mental health. In addition, Venture Trust provided data and airtime packages to the many who were further isolated by data poverty.

Despite the drastic delivery change and new challenges, the new service was a success: 74% of participants report improved or sustained 'Access to Support'. Remarkably, during lockdown several participants, succeeded in getting new jobs as well as gaining qualifications and college placements.

As we enter a new phase of the Route Map - bracing ourselves for what could be the worst recession in a generation - the prospects for young people who were already struggling before Covid-19 are troubling. Undeterred by



the uncertainty, Venture Trust and partners believe in building back better than before. They will shortly be launching a pioneering Outdoor Therapy service to provide counselling to people adjusting to our new reality. Venture Trust will continue to strengthen relationships in the community by offering a blended delivery model which integrates digital and outdoor personal development. They aim to reach people when they need support and be alongside them to forge plans and aspirations for a positive future.

IT Strategy re-boot to help business bounce back

Network ROI are introducing a new IT Director consultancy service aimed at SME's and organisations who want to reboot their IT strategy.

In a year like no other organisations have been forced to rethink and prioritise what matters most to their business. In current climate many businesses and smaller organisations don't have the budget to take on a senior full-time resource. But they still need expert advice that helps them to re-evaluate their business-critical issues, ensuring that they make smart investments for the future.

Sean Elliot, Network ROI founder and Chairman said: "We are delighted to introduce a new service for small and medium enterprises who may lack strategic IT leadership. The Coronavirus pandemic has forced many companies to find new ways of working or reinvent their business models, accelerating the pace of digital transformation and remote working.

"IT Director as a Service enables organisations who don't want the permanent commitment of a senior full-time employee to hire a specialist who can uncover technology gaps or give them strategic board level advice on key issues such as information security."

The service assists SME's who need help solving their key challenges including:

- IT cost containment and optimisation
- Digital infrastructure and digital transformation
- Business systems integration
- Risk management and security

Neil Douglas, Chief Operations Officer at Network ROI said: "The new service can scale up or down as organisations require. We take a personal approach to each client,

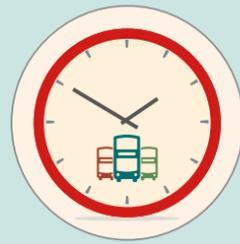


examining both the immediate business goals and the longer-term ambitions of an organisation before coming up with an actionable plan they can take forward."

Please contact <https://www.networkroi.co.uk/> or <https://www.myitdirector.co.uk/contact-us/> if you wish to have a chat about your project needs.

Help us to help you

Our recommended steps for safe travel



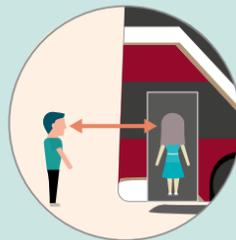
Before you travel
Plan ahead and allow extra time for your journey.



Follow Scottish Government advice
You must wear a face covering when travelling with us, unless you are exempt.



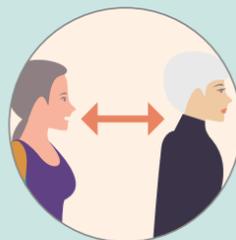
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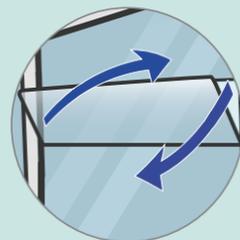
Observe physical distancing
Please get on the bus one at a time.



Be patient
Please respect our drivers, we are all in this together.



Taking your seat
Follow the guidelines and observe all signage. If travelling in a group follow Scottish Government advice.



Increase air flow
Leave windows open where possible to increase air flow.



When leaving the bus
Remain behind the line and get off the bus one at a time.



Think of others
Please be considerate of all other customers.

Cooking up a Storm 'at Home' with Hawksmoor Edinburgh.

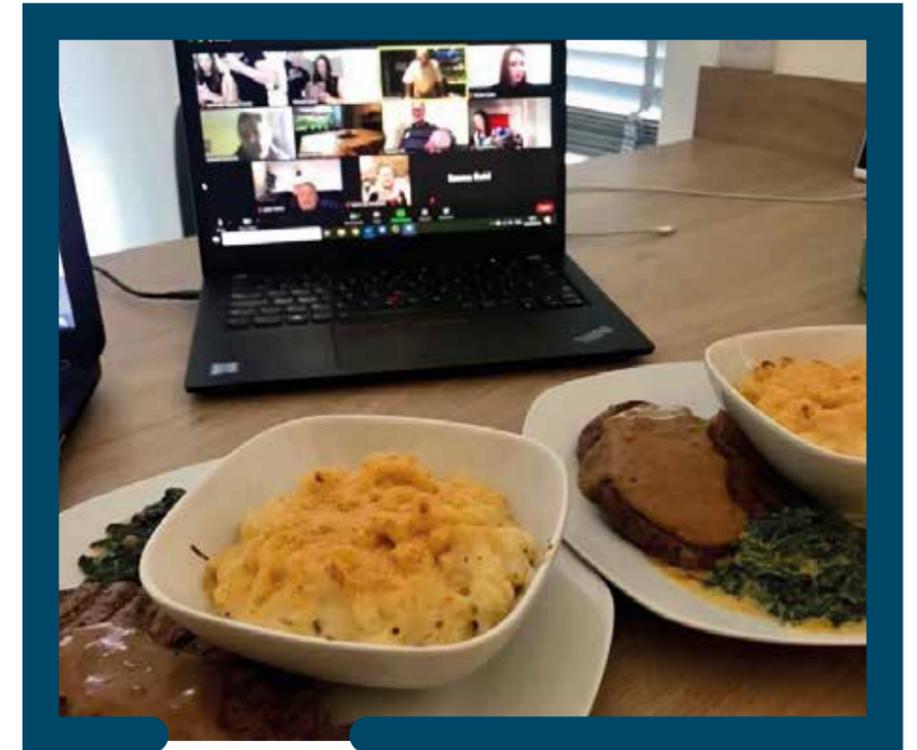
At Edinburgh Chamber delivering a diverse programme of events to suit every audience is really important to us.

Over the past months, we've offered a range of events from business updates to business support sessions and informal networking opportunities too. You can read about what we've been up to most recently below.

Our members got their aprons ready as we welcomed Hawksmoor Edinburgh's Executive Chef, Matt Brown to host a live cook-along. Matt taught our members how to master the perfect steak from their own kitchen. We started with how to identify a great steak in a local supermarket, before Matt showed us how to prepare and cook a steak that's perfect every time- luckily no one had any kitchen nightmares!

In September we were delighted to introduce our new Business Clinics, which offer an opportunity to get one-to-one advice and support on your business from an expert in a specific field. The first session focused on digital marketing and was led by Union Digital, a leading UK regional marketing and digital agency. Union Digital worked with our members to understand their challenges, discuss opportunities by providing insights, learnings and honest feedback. Our next Business Clinic will be announced shortly, so keep an eye out for this information.

The Covid-19 crisis has forced many organisations to pivot their business by repurposing existing knowledge, skills, people and products to meet new demands which have emerged. To highlight some great examples of this, we were delighted to hold a panel event with representatives from a range of sectors to showcase how they have adapted their operations to navigate these times. We heard from Fiona Doherty, Managing Director of Stagecoach West Scotland, Neil Rudram, Sales and Marketing Manager at the Edinburgh Corn Exchange and JP Anderson, Chief Technology Officer at ClearWater Hygeine Ltd. The panellists shared information on how their businesses had been impacted by COVID-19 and what steps had been taken to pivot and innovate successfully.



With Brexit fast approaching, we have been working in partnership with the British Chambers of Commerce to deliver topical and interactive webinars, designed to count down to the end of the EU Transition period. The first 'Countdown to Change' session saw over 400 delegates from across the country log on to receive practical information and advice on what businesses need to do now in order to be prepared for the changes on 1 January 2021. You can register for the next event in the series on our website here: www.edinburghchamber.co.uk/events/

Looking ahead to Autumn, our events team will continue to deliver a calendar of digital events

and webinars to support business. We will soon be launching a 'Sustainable Recovery' panel series to explore five key pillars which underpin the Sustainable Economic Recovery Plan proposed by the City of Edinburgh Council to rebuild the city's economy, and what the shape and pace of recovery may look like in each area. A new 'Future Edinburgh' series of events will be coming soon too. This visionary series of events will bring together key leaders and academics to discuss what Edinburgh and business in the city may look like in the years to come.

As always, please do keep an eye on our events calendar for more information on future events.



Fiona Doherty



JP Anderson



Neil Rudram



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Celebrating Sustainability - Harvey Nichols Invites us to Re-imagine in 2020

2020 has undoubtedly been one of the most challenging years that Scotland has faced in recent times.

The current coronavirus crisis has posed an unprecedented challenge to individuals and businesses up and down the country. That said, it has also given us the opportunity to pause and reflect, consider the present and reimagine our future.

2020 is the year that Harvey Nichols launched 'Re-imagine', the campaign celebrating sustainability across fashion, beauty, food and drink. With every day, it has felt more relevant.

We are shining a light on some of the industry's sustainable stars. Fashion advocates like Eileen Fisher use primarily sustainable materials and low impact manufacturing processes to minimise any negative environmental effects. We also have many ethical fashion brands, which champion the fair treatment of workers, as well as other factors like being cruelty-free or using organic materials.

From brands that support the slow fashion movement to those who have recycling initiatives and make a tangible effort to reduce their carbon footprint, 2020 is the year to

celebrate labels where sustainability is at the core.

In March we hosted a panel event with Smart Works, a charity supporting women returning into the workplace. Not only do they help empower women, they play a key role in the circular economy and the recycling of high-quality fashion.

Beyond the fashion floors, our Beyond Beauty department has recently relaunched. This showcases both vegan and cruelty-free products, such as Pixi Beauty and We Are Paradoxx. Beauty brands like Hourglass, are cutting back on plastic packaging and using alternative ethical ingredients.

For the past 18 years, Forth Floor has been an unmissable dining destination in the heart of the Scottish capital. We continue to support local producers of fine quality ingredients, from Scottish shellfish to game from the Highland estates, as well as independent businesses closer to home. Supporting the local economy

is undoubtedly a way to ensure a more sustainable future.

Beyond the Bar and Brasserie, customers can shop ethical products in our Foodmarket, like Glengoyne's 18 Year Old Single Malt Scotch Whisky, produced by a Scottish family who won awards for their sustainable approach to the environment. Shoppers can purchase their very own Harvey Nichols Posh Nosh Foodmarket Bag, made exclusively for us by re-wrap, a co-operative in India that create 'seed-to-shop' organic cotton. The not-for-profit organisation sows their own cotton seeds, 'pick it, gin it, spin it, weave it, print it' and create beautiful 100% traceable organic products with it; the quality is second to none.

Now more than ever before, it's important that businesses look to collaborate and support one another as we try and move forward and build towards a sustainable recovery. Collaboration is the key to unlocking our full potential in a post lockdown world. Now is the time to re-imagine, to restore and rebuild our future.

SOCIALLY DISTANCED MEETINGS & EVENTS



Dalmahoy Hotel & Country Club, an idyllic four-star hotel on the outskirts of Edinburgh, is one of Scotland's leading conference and events venues. Dalmahoy is an unrivalled destination for business meetings, corporate events and boasts a variety of meeting room spaces. Dalmahoy is easily accessible for delegates and has free parking onsite.

..... • 10 minutes from Edinburgh Airport • 20 minutes from city centre

We have adjusted all our meeting and event spaces to facilitate social distancing of minimum 1 metre. Please keep checking our Covid-19 update page at www.dalmahoy.co.uk for the most up-to-date information, based on government guidance.

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TOP TIPS ON: MAKING YOUR BUSINESS GREEN

Name: Elaine Brown
Business: Edinburgh Remakery
Title: CEO

As our government looks to a Green Recovery for our society coming out of lockdown, there is a greater need for organisations to ensure they are taking the initiative when it comes to implementing sustainable business practices. As an environmental social enterprise, the Edinburgh Remakery lives and breathes sustainability, and here we share our top tips for making your business green.

1. Examine your existing processes

This is a very easy first step for businesses looking to become more sustainable. Take a step back and look at your organisation as if you knew nothing about it, and you might be surprised that you are already integrating a lot of great environmentally sustainable procedures and processes into your workstreams. Examples of this could be minimising waste, ensuring recycling and reuse facilities are set up, or having procedures in place to minimise energy waste (eg, having motion sensor lights or turning off appliances at the switch when they're not in use). Now you can concentrate on filling in the gaps - what can you do more of, what haven't you got in place... the adventure towards a Green Recovery begins!

2. Promote your Green Credentials

If you are already doing work and implementing systems around environmental sustainability then tell people about it! Promoting your green credentials is an easy win-win for businesses. An extraordinary amount of consumers and customers base their decisions around the ethics behind a brand and expect businesses to have some form of sustainable or green practice in place. It's important that you promote real activity - no greenwashing!

If you want to go even further and get accreditation to match your activity, there are lots of great environmental management systems that will add value to your Quality Management System, for example ISO 14001 and BS8555.

3. Get your team involved

Putting environmental practices in place is a great way to inspire and engage with your teams and contribute to mental wellbeing in and outside of the workplace. Creating Green Teams or assigning an Environmental Champion is an easy means to celebrate sustainable and environmentally-friendly practices in your organisation. You could consider awarding staff members who cycle instead of drive to work, set up clothing swap days or zero waste food days for team members to get involved in, or share tips in a weekly or monthly newsletter on how to be more green. Not only will this promote teamwork and a positive workplace, they're also often great ways to save people money!

4. Collaborate

Don't feel that you need to reinvent the wheel. There are lots of great companies and organisations out there that are willing to share their sustainability journey. Consider collaborating with like-minded organisations or partnering up with a social enterprise or charity, as you can then add social value to your environmental journey (Edinburgh Remakery is always looking for corporate partners!) Together we are stronger and can make a greater impact; during Covid19 partnerships have been invaluable to our social enterprise, and we have experienced first-hand the immediate benefits of building connections. Our IT Disposal Service for Business is a perfect example of that.

5. Procurement

Once you have completed all of these - involving staff, building green processes and procedures into your mission statement



Elaine Brown

and quality systems, and look at building strong collaborative relationships with other organisations - the final piece of the jigsaw is to ensure that every procurement decision you make starts with Thinking Green.

Repair and reuse should be at the top of your waste hierarchy. The Green Recovery and Sustainable Development Goals place great weight on these practices, so businesses should start to think about them now. Before you press that 'Buy' button for a service or product, consider these questions: Can I repair these items? Can I reuse them? Can I buy them second-hand? Do I really need them? Can I partner with social enterprises or charities within our service contracts?

Don't think of the journey towards environmental sustainability as a daunting one - it can be exciting and one that helps People, Place, Planet and Pounds. Being environmental makes business sense.

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Richard Ellis

Is Innovation the key to a Green Recovery?

NASA's flagship exploration initiative, Artemis, will put the first woman and next man on the moon, using innovative technologies to explore more of the lunar surface than ever before.



Adam Liddle

By Adam Liddle
Director of Sustainable Growth & Innovation

The economic challenges of executing an ambitious long-term space exploration programme make it nearly impossible for nations to "go it alone". This puts focus on the need for greater collaboration, equity and inclusion among international partners to ensure the sustainable, peaceful and fair use of resources.

If we take an example closer to home, what sustainable future options exist to develop underwater cities and habitats? According to academics there are no technological hurdles to living underwater. If you had the money and the desire, it could be done today. Underwater living could preserve humanity, be zero carbon, ease over-population and improve our knowledge of

Innovation is value creation and delivery in the form of new or different ideas, ways of working, services, or solutions

INNOVATION ≠ **TECHNOLOGY**

INNOVATION ≠ **IDEATION**

natural resources on the ocean floor, all of which could lead to the advancement of humanity on land.

What's preventing this from happening is a lack of funding and interest.

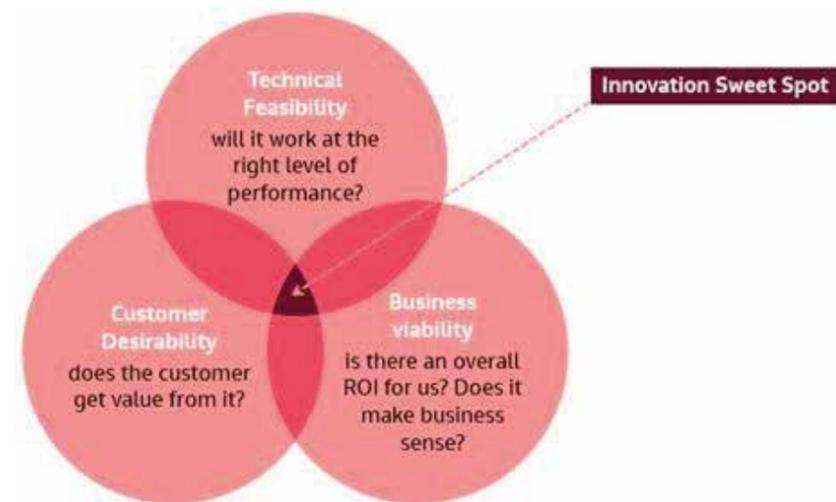
At Jacobs we define innovation as 'value creation and delivery in the form of new or different ideas, ways of working, services or solutions'. That requires testing of technical feasibility, customer desirability, and business viability. Two out of three isn't enough. Innovation doesn't happen by corporate mandate, we work hard to empower people at all levels of the organisation to have the courage to approach a problem differently and work together to create outcomes that deliver value for our clients and society at large. In 2019, Jacobs initiated an enterprise-wide program to promote a culture of innovation. To encapsulate this culture, we launched Beyond If.

Earlier this year, Jacobs partnered with Board of Innovation to create 'Innovation As A Service'; a network of innovation facilitators whose mission is to advance and scale innovation practices across our global business. The aim is to help those that are keen to innovate but don't know where to start, struggle to think creatively or have difficulty in looking at a problem from different perspectives.

Now, consider the context of climate change and the new world that is emerging from the sudden shock of the Covid-19 pandemic. This year alone we have seen significant emissions reductions as a result of Covid-19 however without green transitions taking place over the medium term (2020-2030) there is a risk that emission reductions will be short lived and the resultant cooling effect on the planet will be negligible. Any new opportunities for business recovery must not be fossil-fuel led if we want to pivot whole industries onto a net zero trajectory, or close to it, by 2050.

Recent innovation sessions have focussed on just that. Take the Edinburgh City Centre Transformation strategy for example, which was adopted in October 2019; there is now a requirement to revisit certain aspects of the strategy delivery through a coronavirus lens and maximise the opportunity to develop spaces for people. We also recently ran a session that took science from emerging technology and trends of the future to apply to decarbonisation of major projects being delivered today. So even if we can't live under water yet, we can apply the research and technology to applications where demand already exists for zero carbon solutions.

So why is innovation so important to a company like Jacobs? Because we don't just ask 'What if?' or 'How might we?', we act to solve our clients' most challenging problems, turn ideas into reality and drive value through innovation.



Remanufacturing & The Circular Economy

As Scotland starts to move out of lockdown there has been considerable talk of the "Green Recovery" and the Circular Economy.



Remanufactured Desks for Perth & Kinross Council



Kirsteen Ross

Business Comment spoke to Kirsteen Ross, Managing Director of award-winning office furniture remanufacturer, Kinross Wooden Products Company, and a Circular Economy Ambassador in Tayside, to find out more about how businesses can develop a greener approach for the future.

Business Comment: What is the Circular Economy?

Kirsteen: The Circular Economy is a model that focuses on designing out waste and pollution, keeping products and materials in use, and preserving the world's finite resources. The circular economy moves us away from being a "linear" throwaway society where we manufacture things from new materials, use them, then dispose of them in landfill. The Circular Economy is about ensuring products are designed and manufactured to be reused, repaired, refurbished, and remanufactured keeping products and materials in use for longer.

Business Comment: Why Does This Matter?

Kirsteen: In today's society, there is growing social pressure and demand from customers and government for businesses to become 'greener'. By making small changes and better choices, you can play a part in stopping climate change and becoming carbon neutral. Major benefits are often massively reduced costs, stopping wastage of finite resources, and minimising environmental impact without any compromise on quality.

Business Comment: What Does Kinross Wooden Products Company Do?

Kirsteen: We provide local authorities and

businesses with practical solutions to reuse, repair, refurbish, remanufacture, and recycle office furniture. We are currently working with a number of public sector bodies and corporate clients to remanufacture their existing large size desks into smaller ones for staff who now work from home. This reduces costs whilst improving environmental performance by reducing CO2 and contributing to the government's green recovery plan. Earlier this year we carried out a major refit of a community centre. Our work was to dismantle all the existing partitions and desks and remanufacture them for a new layout with improved workspace and a new kitchen. By taking a circular approach rather than simply throwing everything away and buying new, the client saved a significant amount of money and completed the project in a much more sustainable way.

Business Comment: What Is Remanufacturing?

Kirsteen: Essentially, we make brand new furniture and other items using materials taken from surplus office furniture which would have gone to landfill. This is important for several reasons; fewer virgin natural resources are needed, less energy is used, large quantities of waste are diverted from landfill and all our products are designed with longevity in mind so that they can be used to create the materials stock for future remanufacturing.

Business Comment: Is this the same as upcycling?

Kirsteen: No, upcycling generally means carrying out simple processes to a product such as cleaning and repainting or add new parts or decoration to it to improve its aesthetic appearance. Our remanufacturing process

requires original products to be completely dismantled down to timber panels, screws, and fittings. These materials are then used to manufacture completely new and different products which are warranted in the same way any other new "out of the box" product is. We create brand new products, but we don't use virgin materials to do so.

Business Comment: What can businesses do to become more circular?

Kirsteen: Businesses need to move away from the Buy – Use – Dispose "linear" economy and consider ways of keeping products in use for longer and ultimately ensuring they are recycled rather than landfilled. Products can be reused, repaired, refurbished/reconditioned and remanufactured before they are eventually recycled and a good manufacturer will have built longevity into the initial design of the products so consideration of this at the purchasing stage is also essential – i.e. what happens to my products when they are no longer useful to me.

Business Comment: What does the future hold for Kinross Wooden Products?

Kirsteen: We have several large contracts in place with public sector bodies and we can see a major move to circular procurement within these organisations. The changes COVID-19 will make on the way business uses office space will create lots of opportunities for us and we are already working on increasing our staff numbers, expanding production capacity, and developing new product ranges.

Tel: **01577 863040**

Email: **info@kinrosswoodenproducts.co.uk**

Cashfree futures - How developments in payments are impacting business

The payments world is evolving because of the same factors changing all our lives, including new technology driving speed and safety whilst reducing cost.

By Mike Elliff
CEO, Tyl

At Royal Bank of Scotland, we are committed to supporting businesses through this change. Our new payment solution, Tyl provides next-day settlement terms to assist businesses with cash flow during the recovery from the pandemic. Tyl helps SMEs to adopt social distancing guidelines and adapt to consumer preferences for contactless payments. Tyl is committed to supporting small business and has waived terminal and 3G fees for existing and new Tyl customers until the end of 2020.

1. Increased need for contactless:

Covid-19 has furthered the need for payment options that minimise human contact. A recent BBC study showed 76% of consumers expect to use less cash and such findings are supported by our own finding that 55% of businesses registering for Tyl are making their first steps into card payments.

Businesses should view the demand for contactless as an exciting opportunity to build customer retention and future growth. For example, integrating loyalty reward schemes through contactless could strengthen customer relationships and trust.

Offering contactless payments brings the added benefit of speedy service and shorter queues, providing a positive and safe experience for customers and staff as the world ventures back to the high street.

2. Multichannel demands:

Contactless systems are more than tapping a card machine. Mobile, digital wallets, wearables, voice systems and biometrics are all payment methods on the rise.

Consumers are spending more time online and first impressions of a brand are crucial. Keep things simple; businesses with a website should consider ways to simplify and optimise the layout to drive conversions. It's also important to consider social media channels. For example, do your channels communicate your brand identity? Is it easy for potential customers to view the goods and services on



offer? SMEs should also ensure that payment environments such as the online 'shopping basket' are user-friendly and optimised for mobile.

Many of Tyl's new customers are opening new payment channels as a result of COVID-19. "From the customer service to the 24-hour set up time, making the switch to Tyl has been seamless. The service has allowed us to manage our cashflow throughout what has undoubtedly been the most challenging time our business has ever faced. When our restaurant was forced to close its doors, we were able to immediately pivot our business model and switch to online payments – essentially keeping ourselves afloat." – Abdullah Razzouk, Owner of Taza in Town

3. Fraud prevention:

Fraud is on the rise. Google currently blocks over 18m COVID19 related scam emails everyday. As digital payments increase, so does the volume of account information stored, making payment platforms a primary target for cybercrime.

Amongst a remote workforce, security training such as sharing examples of malicious activity is paramount. Running updates re-evaluating data back-up procedures and storing files separately from the main network are smart ransomware defences.



Managing Your Reputation is Essential - But Probably Easier Than You Think

Reputation. We all have one; every individual, organisation, or brand, and it affects every aspect of our business and even our personal lives.

By Heather Astbury

MD & Co-Founder of The Reputation People

Your reputation is what people think about you, what they say about you when you aren't in the room and how they feel about you. If you are frequently late or miss appointments, you will gain a reputation for being unreliable or unprofessional. If the person who responds on email or social media to customer questions or complaints is helpful and friendly, your business will have a reputation for being easy and pleasant to deal with.

It takes time to build up a good reputation, but it takes seconds to destroy it. Think about a time when you received poor customer service, a bad meal or a damaged product. That one experience stays with you far longer and probably had a much bigger impact on you than the many other positive interactions you had with that business previously.

Sometimes negative experiences happen and there is nothing you can do about it. Customers understand that and are generally very forgiving, especially if the problem wasn't your fault. However, they won't forgive, or forget, how you dealt with it, because that is under your control. So, if you are faced with a potentially negative situation, take control and turn it to your advantage.

I recently heard about a bar/restaurant that had a run out of prosecco and had to tell a table of ladies that they couldn't have a second bottle. (I imagine you had to be pretty brave to do that job!). Instead of this being a negative experience though, the establishment concerned offered the ladies a bottle of champagne at the same price as the prosecco. Naturally the ladies were delighted and very happy to agree to the offer. Rather than it being a disappointing experience, the ladies were so thrilled that they tweeted about what had happened, and the bar gained some fantastic free publicity – which was worth considerably more than the cost of selling a bottle of champagne for the price of a bottle of prosecco!

It may seem like a small thing, but that simple gesture was a way of turning a situation that could have damaged the reputation of the business into one that enhanced it.



Companies with good reputations attract better quality candidates for vacant roles, are able to command a premium for their services and enjoy greater customer loyalty. On the other hand, companies with poor reputations end up having to compete in a race to the bottom as price becomes their only means to keep existing, or attract new, customers. The trouble with customers who shop with you because you are the cheapest is that they will go somewhere else as soon as they find a better price.

Many things can influence your reputation, but what do you do if you end up with an unjustified negative reputation? You will sometimes hear PR people say: "it isn't the truth that counts, it's what the public perceives to be the truth". It's an important point to remember.

One of the most common ways for a business to end up with a negative reputation is down to poor communication. Things are being said and written about businesses all the time nowadays because of the prevalence of social media – and people are more likely to take to social media to complain about something than they are to offer praise. If you aren't actively communicating, you are leaving a vacuum that will be filled with information about you or your business that has been created by someone else. That is unlikely to be the real story or what

you would want people to think or know about you.

If there is inaccurate information about you in the public domain, then you need to correct it. That doesn't mean getting into a public fight, but it does mean pointing out what is wrong and offering supporting evidence if necessary.

But what is even better is to make sure people have the right knowledge and information about you in the first place. That comes from proactive communications. If you regularly tell people what, how and why you are doing something, what your values are, if you have a CSR policy or new staff rewards, they will gain a much better understanding of your business and will be much less likely to believe anything untrue or negative that they read.

Remember – if you don't control your reputation, someone else will.

If you would like help to manage your reputation, please contact us on hello@thereputationpeople.com



Innovation leading to Equity of Access

“Innovation is taking two things that exist and putting them together in a new way.” Tom Freston, Co-founder of MTV.

Who would have thought, music and videos... together! Looking back it seems like a logical step but that is always the benefit of reflection, being in the present of knowing, why didn't we think of it earlier?

There is nothing like a jolt, something that makes you shift your perspective and consider how we could achieve things differently, how we could innovate to access the same gains or possibly even more. Six months ago that jolt happened, and now we have innovated. We have seen shifts in how we all live, work and learn, will we ever go back to the way things were? Now that would be a great conversation to have, but this article is a little more focused and goes back to the concept of innovation taking two things that exist and putting them together in a new way.

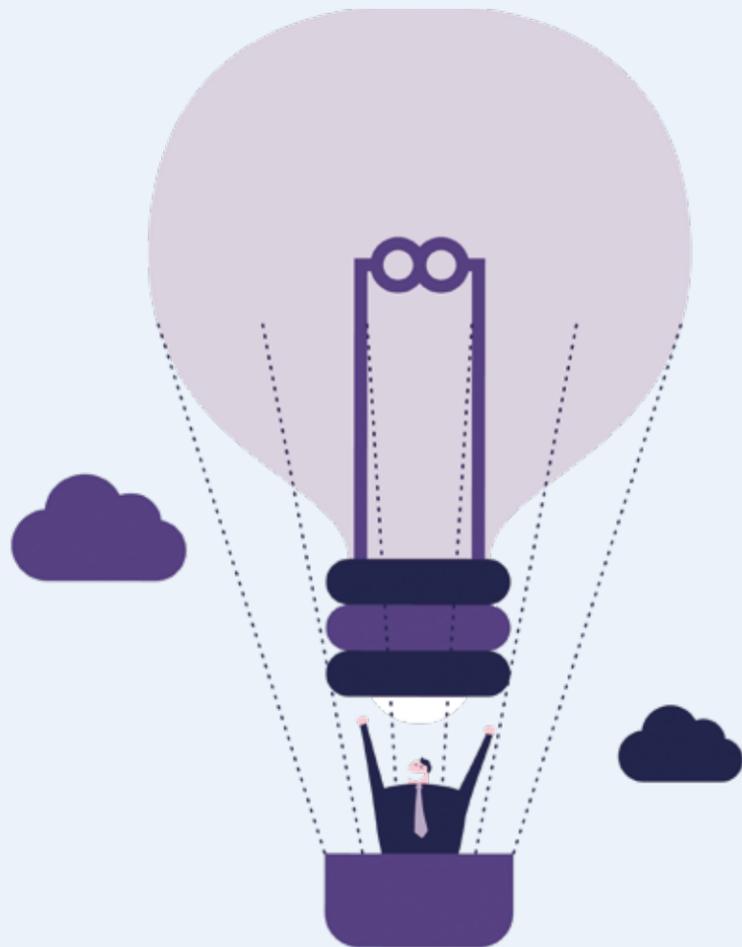
We have a challenge created by the current jolt and an innovative solution born also out of this. Year after year thousands of young people go on a work placement to gain valuable insight to the world of work. Research tells us that young people who connect with employers whilst in education are more likely to progress into employment, training, further or higher education after school and earnings potential are positively impacted too. Employers want work ready young people and play a vital role nurturing skills through work related learning like work placements. The perceived challenge - delivering a work placement when working from home and unable to host a young person in your physical work environment.

The solution, the last 6 months has seen many of us shift to virtual ways of working, virtual meetings, virtual events, virtual calls,

all things virtual. Let's put work placement and virtual together, we have a solution. We have a way employers can still offer a meaningful work based learning opportunity for young people. Actually, the opportunity for a virtual work placement means

increased equity of access for young people removing barriers like travel, financial and curriculum constraints. From an employer's perspective, guidance and best practice is available and DYW are here to help. If you made that commitment previously or are new to this please do get in touch.

dyw@edinburghchamber.co.uk



“We have a challenge created by the current jolt and an innovative solution born also out of this. Year after year thousands of young people go on a work placement to gain valuable insight to the world of work”.

Welcome to the World's Largest Tech Experiment?

As we round the corner towards the end of 2020, I usually like to spend this part of the year reflecting on the previous 12 months and making plans for the next.

...well, there's certainly been a lot to reflect on this year. And many of the plans we're making come with an awful lot of caveats and question marks.

COVID-19 has provided us all with enough emotional and mental strain to last a lifetime. From a business point of view, everyone has run a gauntlet of money worries, staffing concerns, and changing practices.

I started thinking about the steep learning curve and rushed preparations we all faced with shifting to a predominantly remote (and often reduced) workforce. It has been the world's largest experiment in the ability of businesses (and schools and everything) to adopt new technology and swiftly adapt to a changing landscape.

So what have we learned from this experiment? What worked? What didn't? And what do we do with that information?

What worked for us as a team?

As a tech company that offers a cloud based solution, we were already pretty well placed to transition our whole team out of the office. Everything we did was already cloud based, from our phones to our CRM, so no one was reliant on their actual work PC.

Many companies who'd never been interested in using cloud services suddenly found themselves in a race to get signed up, set up, and trained up on them.

That shift from in-office software to cloud services that has been happening over the last decade suddenly ramped up. The market analyst firm Canalis have found that investment in cloud services climbed by 31% in Q2 across the globe!

Some companies were also suddenly faced with a question of the security of how people were accessing all of this business data. People who never heard of or expressed interest in using VPNs (Virtual Private Networks) were scrambling to get set up...and get their team using them reliably.

Similar to our heavy use of cloud technologies, our previous commitment to the security of our infrastructure and general practices gave us a real edge in our transition to remote working.

Any member of our team that had possibly even considered maybe working from home on an occasional basis was already set up. They'd completed our security requirements for BYOD (bring your own device) and now just had to find a corner of their home to set up.

This meant that when the word came to move out of the office and into lockdown, we only had a small group of people who needed to get their computers set up.

And our whole network was already secure, so they could access it without worry.



As a business we were lucky. We had already jumped on the cloud bandwagon and taken the necessary steps to ensure the security of remote access. So when lockdown hit, it was just a matter of changing where we were sitting.

...at least when it came to the tools we needed to do our jobs.

What didn't work for us?

The first thing we found when we went into lockdown was a loss in that old team spirit and comradery. We all missed those incidental chats we had in the kitchen or across our desks. People felt isolated.

We also found that our awareness of what was going on in our own team and in other departments was reduced. Because we didn't hear our sales team on the phone, we didn't always know how busy they were or get familiar with the names of new customers. We didn't hear the training or support calls, so couldn't lend a hand and send over a tip to one of our colleagues.

In short, our ability to support each other suddenly disappeared and we all felt the lack.

Now we already had a service that would allow us to video call, but we'd never really needed it before. Or at least not often.

Like so many companies, though, that changed fast!

A recent article from the Financial Times (dated 19 July), found that a certain video conferencing service that shall remain nameless (let's call it Boom) found that use of their services increased by a factor of 20. That's 20 times more video calls than before anyone had heard of Coronavirus.

We introduced a morning Tea & Toast session before the start of the day. Instead of just chatting or calling to discuss something,

we adopted video calls to have these longer conversations.

Now inevitably, those longer "work" conversations often ended with a digression into a more general chit chat. But it would have done that in the office too and I personally think that made a real difference to rebuilding the community feel of our team.

Well...what now?

It's going to be a long time before the world is "back to normal." And there's no way to know what other big changes might be coming our way. You can't always predict these things, but you can help to protect yourself from business changes.

I've always said that spending the time to draw up plans for business continuity is important. But in this instance, our discussions about people working from home due to adverse weather meant that we had already thought about VPNs and video calling.

Taking the time to imagine and plan for possible interruptions to your business is the best way to ensure you're prepared for something you didn't imagine. My mistake was not thinking about how this would affect our emotion wellbeing, because I never saw that kind of interruption lasting more than a day or two.

But you can believe I'm going back to our plans and thinking about it now.



Advocates for Circular Change

Circular Edinburgh is an innovative programme designed to help companies who want to be sustainable and responsible in the way they go about their business – usually developing improved efficiencies and increased customer appeal as a result.

A partnership between Zero Waste Scotland and Edinburgh Chamber of Commerce, the programme provides support and advice to organisations keen to break free from the make, use and dispose economy, with all of its waste and expense.

Already many businesses have benefited from adopting circular economy thinking, and with ever-increasing consumer priority being given to sustainability, more are certain to follow.

Mayan Grace, Head of Projects at the Chamber, said: "A circular economy looks to keep the flow of materials and products within the economy for as long as possible, extracting the maximum value from them whilst in use. It's where businesses, industry and consumers work together to make things last.

"Circular Edinburgh is a joint initiative delivered by Zero Waste Scotland and Edinburgh Chamber of Commerce, with funding support from the European Regional Development

Fund. The Chamber is delivering a range of local activities to help identify opportunities for local businesses and direct them towards available support and funding and already we are seeing positive results."

Louise McGregor, head of circular economy at Zero Waste Scotland, added: "Every business we support to become more circular represents one step closer towards meeting our net-zero ambitions. Everyone, businesses, councils, other organisations and the public included, has a part to play in ending Scotland's contribution to the climate crisis, and it's been uplifting to meet leaders who genuinely want to make a difference.

"The circular economy lays the foundations for a sustainable, resilient society with clear cost benefits for businesses. There is a wide range of opportunities in Edinburgh to drive forward circular innovation and Zero Waste Scotland and Circular Edinburgh are here to show the way."

Amongst the businesses participating has been Ostrero, which works across public and private sectors to promote engagement with the Circular Economy, runs an educational project called "Making Circles".

Mary Michel, co-founder, said: " We take professional designers into schools and work with pupils to consider what the Circular Economy is, why we need it, and how circular design could transform our future, eliminating waste and protecting our increasingly scarce natural resources."

Ostrero is also at an important stage of R&D on a project to provide a practical and fully circular solution to single-use plastics in catering and events.

Mary added: "We live in a world of finite resources but we act as if our resources were infinite. This endangers our environment and puts pressure on our increasingly scarce resources.

"Add to this the 3 billion new consumers expected in the next 30 years and there simply won't be enough resources to go around. We need to make changes to the way we use our resources now. The good news is that the Circular Economy offers a workable way to do this."

Bare Branding was set firmly on the path of playing its part in creating a sustainable, circular economy when challenged to help a client reduce landfill waste.

Their solution was to help one of the biggest companies of its kind in Scotland slash what it sends to landfill by 70% - by repurposing and reusing their waste.

Now this not-for-profit Community Interest Company is working with a range of local charities, groups, artists and individuals to help them create and produce their own printed



signage and other printed materials in the most sustainable and ethical ways through their open-access "bare-hub" studio.

Founder and Director Noel is a strong advocate for the need for more education around the efficiency, benefits and potential of a circular economy. He said: "Far more has to be done to raise awareness that recycling, although useful, should be the last resort as it can be the least efficient way to solve our waste management.

"For companies to engage we must start with education, awareness-raising and financial support to ease the transition to a circular economy.

"Educating and investment is the best solution. Support needs to be offered to people who have innovative solutions to global problems. Scotland must identify and prioritise funding for new and innovative products that are socially responsible, profitable and sustainable."

A business with its origins in tackling the devastating impact of period poverty on girls attending school in rural Kenya, Lilypads is now

making its mark in the UK. It is the brainchild of University of Edinburgh alumnus Alison Wood who was in Africa working on a project, and she continues to build its success from Scotland's Capital.

A sanitary pad can contain up to 90% plastic. A year's supply of "ordinary" sanitary pads can have the same CO2 emission as driving a small diesel car almost 60 kilometres. Much of this waste can end up in the sea or washed up on beaches. In rural Africa, disposing of plastic waste can be deeply challenging.

After learning about the level of plastic in disposable products, the business adapted their reusable product for the British market too. Alison added: "Sanitary products are an essential product and the most important criteria for most women is that it doesn't leak and is comfortable. Alongside that there are also loads of women who are looking to reduce their environmental impact.

"However, for many women the prospect of swapping sanitary products is often difficult

because it doesn't fit into their lifestyle. That is why we are producing a product that's comfortable, well-fitted AND reusable so instead of being thrown out after each use it can be washed dried and reused for at least two years."

The Circular Edinburgh project is supported as part of Zero Waste Scotland's Resource Efficient Circular Economy Accelerator Programme, which will invest £73m in circular economy and resource efficiency projects, thanks to support from the European Regional Development Fund (ERDF). This programme provides funding and support for small and medium sized businesses in Scotland to be more resource efficient and create a more circular economy.

For further information please check out 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

"The circular economy lays the foundations for a sustainable, resilient society with clear cost benefits for businesses. There is a wide range of opportunities in Edinburgh to drive forward circular innovation and Zero Waste Scotland and Circular Edinburgh are here to show the way."

Louise McGregor, head of circular economy at Zero Waste Scotland



A Prospectus for Recovery and Future Growth

Heriot-Watt University has launched its Prospectus for Recovery and Growth, which illustrates its commitment to supporting the global recovery efforts in relation to Covid-19.

Founded in 1821, Heriot-Watt has a rich heritage and is valued for its pioneering research informed by the global needs of business and industry. The University are specialists in engineering, business and science and are leaders in innovative global education. With campuses across the United Kingdom, United Arab Emirates and Malaysia, it is an internationally diverse university with significant global reach.

The Prospectus builds on the University's Strategy 2025: Shaping Tomorrow Together in which collaboration, partnership and accelerating commercialisation sit at the heart of its approach. It calls on Governments, Industry and Communities to support a sustainable, green, economic recovery.

Coronavirus has changed the way we go about our lives - how we work, how we travel and how we socialise. Education, and Higher Education in particular, must continue to research, educate and innovate, playing a crucial role in rebuilding our communities and our economy.

Dr Gill Murray, Deputy Principal of Business and Enterprise, said: "We invite our network to join us in reimagining a new future – one which drives innovation, job creation and talent development."

The Prospectus is built around four key commitment pillars:

- Aligning research to inclusive economic growth and green recovery
Focusing research strengths and commercialisation activities on enabling sustainable economic growth and supporting the green recovery. Heriot-Watt's Global Research Institutes and Frontier Research Areas will support the creation of new high-growth, knowledge-driven economic sectors – creating the products and solutions of the future.

- Focusing on the skills and expertise we need for the future

The University's pioneering online and responsive blended learning approaches have demonstrated its agility throughout the crisis. The acceleration of skills of the future, and the reskilling/retraining of the existing workforce is required to drive an education-led recovery. Heriot-Watt will play a vital role in helping people prepare and transition into new ways of working, and in developing the skills and leadership required for coming times.

- Inspiring young people to be ambitious, resilient and enterprising

Recognising that COVID-19 will have a disproportionately negative impact on young people, to help students stand out, Heriot-Watt are committed to further instilling key qualities such as emotional intelligence and developing positive personal qualities such as resilience, happiness, self-awareness and self-motivation; alongside leadership qualities; and understanding purpose.

- Engaging global networks, to drive transformative recovery

Utilising global networks, as an engine for transformational recovery, to develop cross-cutting solutions for an inclusive, sustainable future. Bringing together teams across disciplines, organisations and nations to work together to address the impact of this global crisis.

Dr Murray explained that the pandemic recovery sees countries facing the task of restarting economies whilst still trying to focus on major, global, shared concerns around ageing populations, social exclusion and rising unemployment, tackling climate change



and harnessing the potential of disruptive technologies, such as Robotics and Artificial Intelligence.

"The COVID-19 pandemic has resulted in the rapid adoption of digital technology and an explosion of scientific data. The way in which people live and work has changed significantly alongside the demand curve for new products and services.

"We now have an opportunity to recover from this crisis by reimagining and reshaping a better future with social and environmental aspects at the core. We want to be at the forefront of this process, utilising the University's leadership in key areas to help drive collaboration and progress.

The Prospectus also identifies some important actions that the University will take to fulfil its commitments. These will include:

- Creating a Global Research Institute to drive the Net-Zero agenda, through work in smart

energy systems; sustainable synthetic fuels; green logistics; and improved cooling technologies; and industrial decarbonisation

- Using its world-class reputation in robotics to create a National Robotarium, focused on how robotics and Artificial Intelligence can help drive productivity across the economy in a way that works with people, helping develop new skills and opportunities
- Driving the development of next generation medical devices through the creation of a new medical technologies cluster. COVID has demonstrated our reliance on technology in the development and delivery of healthcare in the future
- Developing the future workforce by reshaping our portfolio to support jobs of the future
- Supporting more than 10,000 Heriot-Watt learners globally to upskill and prepare for the future world of work

- Helping students become more resilient to future proof their employability through the new Future Made For Success programme, designed to nurture entrepreneurial skill sets, and through the Fit-for-Future programme mainstream student-centred learning designed to increase emotional development and resilience

- Driving inclusive growth in the economy, through creating a dynamic innovation ecosystem focused on research and development, growing the University's Edinburgh Research Park as its first focus

- Provide research and thought leadership through bringing leaders from academia, industry and civic society together through the renovated home of Adam Smith, one of the founders of modern economics during Edinburgh's Enlightenment, at Panmure House.

- Through its research focus help drive policy and legislation work designed to deliver a fairer and more inclusive society

Dr Murray added:

"We are committed to growing a dynamic and inclusive ecosystem, building networks to enable collaboration and seeking out new opportunities.

"Moving forward our focus remains on driving advanced R&D, talent development, commercialisation and start-up activity. Global innovation districts and the integration of activities will provide the opportunity for transformative impact."

The Prospectus is not intended to be exhaustive. It is a statement of intent that Heriot-Watt is determined to play its part, from the start of the journey to a better future. Find out more, download the Prospectus or get in touch - <https://www.hw.ac.uk/uk/business/economic-recovery.htm>

Name: Gopalan Rajagopalan

Job Title:
Head TCS Scotland and
Sales Director UK/Ireland

Company:
TATA Consultancy Services Limited

1. Tell us about Tata Consultancy Services and its role in the City?

Tata Consultancy Services is a leading global and the UK's second largest IT services, business services and consultancy organisation. We have been operating in Scotland since the early 1980s and service a portfolio of customers across Banking, Insurance, Utilities, Energy, Media and Public sectors. We employ around 3,000 staff working for Scottish customers of whom around 1,350 staff are based in Edinburgh alone.

2. What does your role at the company involve?

I'm responsible for TCS' overall growth and business development in Scotland as well as a Sales Leader across UK and Ireland for our vertical sectors of Manufacturing, Utilities, Telecoms and Media and Information Services.

3. In recent months, the Covid-19 pandemic has forced businesses across the globe to embrace and adopt new digital technologies. What do you believe the biggest benefits of this are?

TCS strongly believes that the so called 'new normal' ways of working enabled by digital technologies are here to stay in substantial measure. We predict that by 2025, no more than 25% of our global workforce will need to work from offices and for 100% of our teams to be fully productive as a result. In addition, we expect to see a 25% overall productivity improvement across our teams – a trend we believe will be replicated across many office-based businesses too.

4. How do we build on this and encourage businesses to fast-track innovation in their organisations?

In today's fast paced and digitally connected world, the ability to form partnerships with niche players, start-ups and academia among others, and leverage this ever expanding eco-system, is a pre-requisite for fast-tracking innovation, quite apart from of course investing in research and innovation in the firm's own core capabilities.

5. What do you think will be next big tech trend in business?

In the Business 4.0 era that we live in, organisations build upon their strong digital technology foundations to pursue certain economic behaviours – leveraging ecosystems, personalising at scale, embracing risk and creating exponential value – even as they shift their mindsets to harnessing abundance rather than optimising



Gopalan Rajagopalan

scarce resources. These are enabled through the technology pillars of Business 4.0 – agile, intelligence, automation and cloud – to become the foundation for an adaptive core or 'digital spine' for the organisation.

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

I would love to be a coach and mentor young entrepreneurs either in the field or emerging from academia full of ideas. There has never been a better time to be in digital technology sector, even under the current troubled times, but technology itself is only half the battle. The ability to size and seize the market and anticipate the pitfalls is something I believe my 30+ years of experience in the industry can help with.

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

Along with my wife and daughter, with whom I have been settled in Scotland for the past 24 years and now call our home, we remain close to our extended family in India who are also an important part of our lives and with whom we maintain regular social contact – through the power of digital technology!

Name: Heather Astbury

Company Name:
The Reputation People

Title: MD & Co-Founder

Q In five words or less, what does your organisation do?

A We get you known

Q How long have you been in your current role?

A Just over 2 years

Q What does a week in your job look like?

A I spent a lot of time writing, advising clients, pitching to media, updating websites and posting on social media.

Q Your proudest moment with your organisation, or biggest 'win'?

A I was thrilled to be named Communication Experts of the Year for 2020, but I still get a massive kick out of getting a press release picked up by the media. I've had articles in

Forbes, The Economist and The Daily Mail in the last few weeks which is so exciting!

Q Your favourite top tip or quote in business?

A Reputation takes a long time to build but seconds to destroy. If you don't manage your reputation someone else will!

Q How long have you been a member of the Chamber for and why did you join?

A I'm nearing the end of my 2nd year. I joined to get involved with the business community in Edinburgh, having been away from the city for several years

Q Where do you read your copy of Business Comment?

A I miss my favourite spot – fellow Chamber member The Royal Scots Club



Heather Astbury



COVID-19 has intensified the dual priority for Edinburgh, and indeed Scotland, to demonstrate its unique selling proposition (USP) on the world stage whilst simultaneously meeting sustainability targets.

Such a doubling-down in effort will continue to be led by high-tech innovations emanating from the Capital. Acting as digital boosters to more than match Organisation for Economic Cooperation and Development anticipated productivity levels.

Scotland's ranking within the OECD lies around the halfway mark compared to 37 other trading partners. Not bad for a small country that's part of the UK.

The value of Scots exports - excluding oil and gas - was £33.8 billion in 2018, representing a 3.4 per cent rise on the year before and since 2010 up by a total 38.7 per cent.

Scotland's carbon footprint - represented by million tonnes of carbon dioxide equivalent - has



reduced to its lowest level since records began in 1998.

So, all heading in the right direction.

The coronavirus is leading to many companies accelerating their use of tech that centres on sales with e-commerce platforms reaching new and existing customers to boost desperately needed revenues.

Trading online is increasingly becoming the

norm. Rising demand to buy and sell products and services are backed up by a range of linked support available, whether you're just starting out on your e-commerce journey or expanding an online sales strategy.

Such action should prove instrumental towards ensuring an organisation survives beyond the pandemic to significantly contribute towards vital sustainability constants like boosting sales and decarbonisation/renewal projects.

International Trade Team continue to support export growth plan

The Edinburgh Chamber of Commerce (ECC) International Trade Team will be offering a wider selection of international services to continue to support the Scottish Government's export growth plan in the midst of these challenging times.

We are working closely with the Global Business Network led by British Chambers of Commerce to bring Scottish businesses informative and practical events that focus on Brexit, future free trade agreements and how to overcome international trade barriers.

Following the success of the virtual trade missions to Philadelphia and from Bulgaria, we will be organising outward digital missions to Germany and Canada and we will also receive inward delegation visits from Ireland, France and Romania.

The ECC continues to act as Secretariat for the Cross Party Group USA and is involved in setting up quarterly meetings to promote relations between Scotland and the United States, which continues to be Scotland's top export destination country.

Our international documentation team have continued to provide export documents with a substantial increase in all Chamber documents from August onwards. Applications for European Community Certificates of Origin continue to grow. It is encouraging to see Whisky Distillers appearing to return to business as normal. There is also an increase in the requirement of Customs ATR Certificates for Turkey, which will change at the end of the transition period, at this stage we expect Turkey to see an increase for Certificates of Origin, as ATR certificates will be no longer valid.

At this time of business uncertainty it is working well for the Chambers that most of the documents are applied for electronically, which is allowing the Certification Team to provide "normal service". Currently, the most popular markets tend to be China, Russia, Turkey, Arab League States and there also seems to be a market growth in South Korea. The largest markets continue to be for Whisky and the Food Industry.

Our borders are changing and the rules of the game are shifting and traders need to build or reset their customs processes. From 31 December 2020, the number of customs declarations made by traders is forecasted to increase from 55 million to around 300 million every year. Businesses that import or export goods will need to complete a lot more administration when clearing goods through UK ports in Great Britain and Northern Ireland. ECC will be setting up a Customs Declaration Service which will be fully up and running by the 1st Jan 2021. This new service, which is HMRC compliant, will be supported by ChamberCustoms, the customs advisory, training and brokerage service which will be delivered through Chambers of Commerce across the



UK. For more information please contact Jillian Gothard, Customs Declaration Officer, Jillian.Gothard@edinburghchamber.co.uk Tel 0131 221 2973.

As UK-EU trade negotiations continue, we continue to use our international network of Chambers and business relationships to inform local businesses on trade opportunities, to support them with their international growth strategies and to connect them with global markets.

Upcoming International Training Courses

Letters of Credit - methods of payment
Thursday 1 October - 09:30 - 16:30

Export Documentation
Thursday 8 October - 09:30 - 16:00

How to Complete Customs Import Entries
Thursday 15 October - 09:30 - 16:30

Documentary Letters of Credit
Tuesday 27 October - 09:30 - 16:30

A Beginner & Practical Guide to Exporting
Wednesday 18 November - 09:30 - 16:30

Understanding Export and Export Documentation
Friday 20 November - 09:30 - 16:30

Understanding Exporting
Wednesday 25 November - 09:30 - 16:30

Commodity Coding System for International Trade
Thursday 26 November - 09:30 - 12:30

Inward & Outward Processing
Thursday 26 November - 09:30 - 12:30

International Programme Calendar

Virtual inward visits

- France – in collaboration with the Franco-British Chamber of Commerce in Paris 19th - 20th November 2020
- Ireland – in collaboration with Dublin Chamber 26th - 27th November 2020
- Romania – in collaboration with the British Romanian Chamber of Commerce 27th - 28th January 2021

Virtual outward missions

- Germany ***registration closed*** 3rd – 6th November 2020
- USA – Pacific Northwest region ***registration closed*** 1st - 8th December 2020
- Germany – registration to open soon/limited places 9th - 12th March 2021
- Toronto, Ontario, Canada Late March 2021

Cross Party Group on USA

The Cross-Party Group on USA seeks to promote relations between Scotland and the USA.

Meetings are hosted by the Scottish Parliament in collaboration with the US Consulate in Edinburgh and Edinburgh Chamber of Commerce.

Date to be confirmed.

For any enquiries contact the international team on 0131 221 2999 (option 5) or email international@edinburghchamber.co.uk

Bespoke Training Offering at Edinburgh Chamber

When it comes to training, we know that one size does not fit all. At Edinburgh Chamber we understand the importance training represents as a significant investment for your organisation. With this in mind we offer a Bespoke Training opportunity which directly meets the needs of your organisation. With our extensive portfolio of high-quality training courses, delivered by local professionals we can design and deliver bespoke training solutions tailored to both individual and business needs. Courses can be delivered face to face or online using our video conferencing platform to support your teams.

Our team will coordinate throughout the programme, ensuring all your requirements are met and also completing a quality check with you following the course delivery.

The team will design courses that:

- Meets your specific objectives
- Covers one or more of a wide range of topics

- Fits within your preferred dates and availability
- Works within your budget

Our courses cover a wide breadth of topics including:

- Essential Business Skills
- Leadership and Management
- Social Media
- Digital Marketing
- International Trade
- Business Writing
- HR and Personnel
- Bidding and Tendering
- Time Management
- Process Improvement
- Customer Service and Sales
- Account Management
- Change Management
- Finance and Accounting



Our training packages will ensure your team will share your business goals and deliver increased productivity.

All our courses can be delivered to members and non-members on a bespoke basis at your premises, our offices or online.

If you would like to discuss how bespoke training could work for your organisation, or you wish to find out more information regarding bespoke training courses, please contact Roxanne at roxanne.nicol@edinburghchamber.co.uk

TRAINING COURSES

OCTOBER

Thursday 8th
Export Documentation

Thursday 8th
Negotiating and Influencing skills

Tuesday 13th
Project Management Fundamentals

Wednesday 14th
Google Ads - Introduction

Thursday 15th
How to Complete Customs Import Entries

Thursday 15th
Digital Writing Skills

Tuesday 27th
Documentary Letters of Credit

Wednesday 28th
Train the Trainer - Instructional Techniques

Wednesday 28th
Networking Skills

NOVEMBER

Tuesday 3rd
Boost your Sales Success

Wednesday 4th
Report writing masterclass

Thursday 5th
LinkedIn Masterclass: The Complete Guide to Personal and Business Development

Friday 6th
Developing your Business Brand

Wednesday 11th
Excellence in Customer Care

Thursday 12th
Blogging for Business

Wednesday 18th
Search Engine Optimisation (SEO) - An Introduction

Wednesday 18th
A Beginners Practical Guide to Exporting

Friday 20th
Understanding Export and Export Documentation

Tuesday 24th
Mastering Account Management

Wednesday 25th
Email Marketing For Business

Wednesday 25th
Understanding Exporting

Thursday 26th
Commodity Coding System for International Trade

Thursday 26th
Inward & Outward Processing

Thursday 26th
Leader, Manager & Operator – Which mode are you in?

Monday 30th
How to prepare for TV and Radio Interviews

DECEMBER

Wednesday 2nd
Finance for non Financial Managers

Wednesday 2nd
Digital Marketing Strategy

Thursday 3rd
21st Century Management

Tuesday 8th
Presentation Skills



Break Through the Noise

Digital marketing shouldn't be scary. At Be Everywhere, we understand how complex today's marketing landscape is portrayed, which is why we thrive on helping our customers to find their digital voice.

Our services provide an effective solution to growing your brand online, helping you to reach and engage with audiences both genuine and relevant to your business.

Strategy

By thoroughly profiling your business, we implement a bespoke digital marketing strategy, clarifying the objectives, messaging, channels and audiences of your campaign.

Social Media

Across a range of social media channels, we strategically help your brand to promote itself and build engagement, influence and trust with relevant audiences.

Design

We create eye-catching visual campaigns consistent with your branding to help you

stand out from the crowd and from your competitors and build memorable brand awareness.

Content Marketing

From social media messaging to blogging and press releases, we replicate your brands tone of voice and research your industry to create compelling and targeted content.

Email Marketing

We help you to directly reach and engage with your target audience and customers through email marketing campaigns, that are both tactical and GDPR compliant

Analytics

From content performance to audience and engagement, our analytics give you and your business a deeper insight into your activity and helps to strategise digital growth.

"Working with Be Everywhere has assisted us in taking a more strategic and holistic approach to communications across our social media channels."

Testimonials

"A testament to a great media package that I can't fault! A heartfelt thanks from my team."

"I would happily recommend them to anyone wanting to get more exposure through social media."

"They are proactive, full of great creative ideas and are always there when I need them."

Let us help your business find its digital voice. Get in touch for an informal and informative chat –
info@be-everywhere.co.uk
0191 850 5990 or visit
www.be-everywhere.co.uk

Food bank donated £3,000 printer from copy-print-scan specialist

The printer will assist the charity in carrying out around 120 deliveries a day



Scotland's leading copy-print-scan specialists have donated one of their £3,000 printers to an Edinburgh food bank project.

Capital Document Solutions [CDS] have gifted a Ricoh multi-functional printer (MFP) to the Edinburgh Food Project [EFP] to help them meet their demanding schedule.

The company, which deploys around 13,000 print devices to over 4,000 clients across Scotland, were approached by the food bank project as their volunteers prepare for another Covid spike.

EFP is an independent charity, and a member of the Trussell Trust network of food banks, providing emergency food parcels to people living in food poverty.

EFP conducted more than 120 deliveries a day during the height of the pandemic and found using home printers to be inadequate for its extensive workload.

Director of the EFP, Bethany Biggar, said: "Much like any other business we depend on a clear line of communication, and an important tool for this is a printer. Unfortunately, our current printers do not have the capacity to deal with

our workload, and we really required an all-singing, all-dancing printer.

"CDS have been extremely helpful and generous in donating one of their state-of-the-art MFPs. As well as providing on-going technical support, it has made a huge difference to our work, and we can't thank CDS enough for their donation."

CDS had previously donated a printer to the EFP in September 2018 and Mark Harvie, Corporate Sales Director at CDS, said they were keen to support the group once more.

Mark said: "When we received the call from the EFP, we acted without hesitation.

"They are doing amazing work, helping so many people at this difficult time.

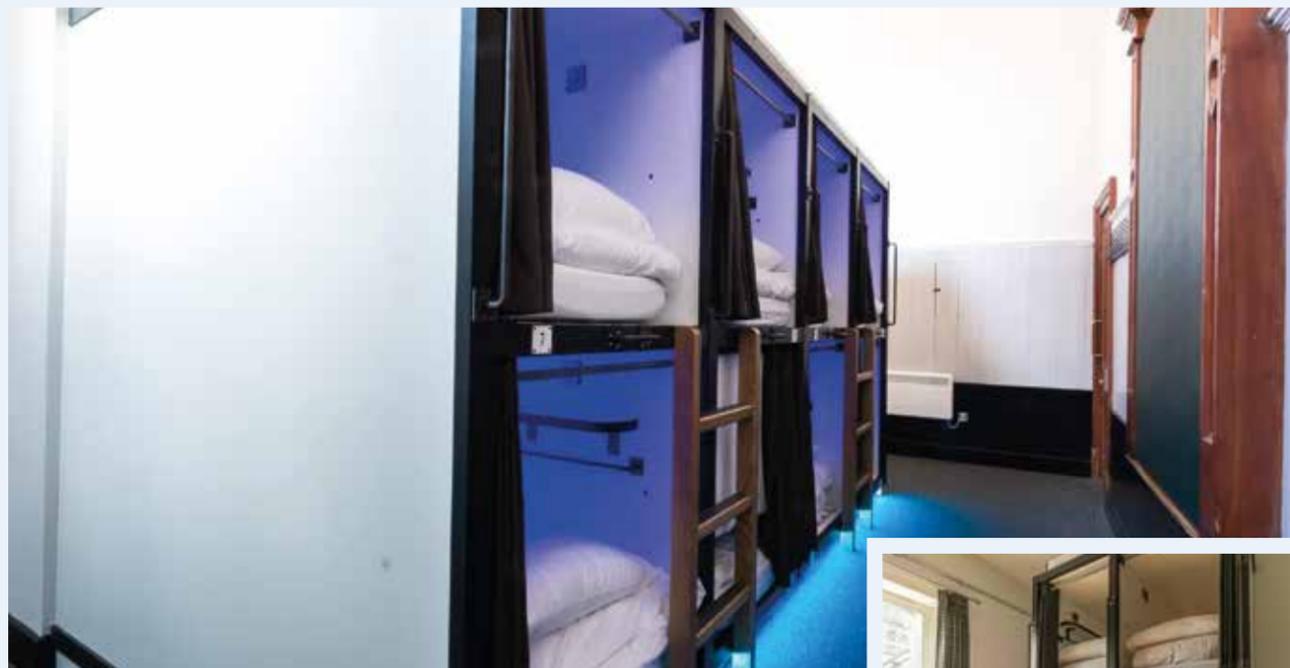
"We decided to donate the device purely because of what the EFP stands for. We are a firm believer in helping those in need, and we were delighted that we could help them to successfully continue their important work."

Capital Document Solutions operates from six offices across Scotland - in Edinburgh, Glasgow, Aberdeen, Inverness, Dundee and Lerwick.

"CDS have been extremely helpful and generous in donating one of their state-of-the-art MFPs. As well as providing on-going technical support, it has made a huge difference to our work, and we can't thank CDS enough for their donation."

Checking in with the hospitality and tourism sector

The hospitality and tourism sector in Scotland is diverse and has a broad reach across the Scottish economy.



Anderson Strathern has been checking in with the sector about how it is progressing out of lockdown with innovative responses to new guest requirements and what's driving a sustainable future for tourism.

Euan Tripp, Partner, in Anderson Strathern's Corporate & Commercial law team asks Andrew Landsburgh, founder of Code Pod Hostels, some key questions on the re-opening of his business and why they decided to introduce 'bespoke pod beds'.

Euan Tripp (ET): Could you explain the concept behind Code Pod Hostels?

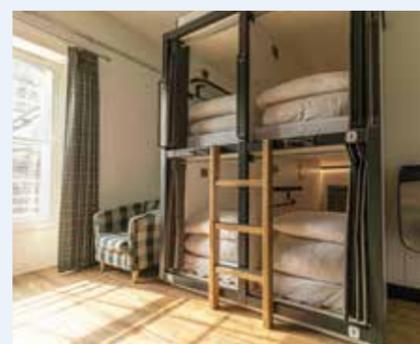
Andrew Landsburgh (AL): As a company and a team, we are passionate about getting things right – we focus on a high quality offering, with terrific attention to detail to provide an extremely good experience for the guest. One of our first signature features was to create bespoke pod beds to give greater privacy for guests when they come to stay - that concept is borne out of popularity in Asia, but it's definitely becoming more prevalent in Europe, and we think it will in the US soon as well.

ET: So how were you able to deal with the challenges of lockdown and, ultimately, planning for re-opening?

AL: This has been unlike anything we have seen before, everyone in the hospitality sector was hit extremely quickly. However, there has been great understanding from everyone involved, including employees, guests and our business partners and suppliers. We've managed to move very quickly to gear up for re-opening and were delighted to get the doors open again.

ET: One of the key themes in Scotland's national tourism strategy - The Scottish Outlook 2030 - is 'Responsible Tourism for a Sustainable Future' – how do you see that being applied to Scotland's tourism and your own business?

AL: I think this will really accelerate as part of the Covid response. We've had time to reflect on how we run our businesses, looking at them in much greater depth and detail. To take just a couple of examples – one is supply chain – it's been pretty clear from all of this that a local supply chain is incredibly important, and can help create a far more circular economy, which has to be a good thing. Another is businesses with access to capital re-investing in their assets, and as part of that improving sustainability improving energy efficiency – it's very prevalent, from what I see in the industry, that people want



to focus and build on this. I don't think Covid will alter the responsible and sustainability strategy – I think it will enhance it.

ET: How do you think individuals are going to react – do you see a fundamental shift in people's travel behaviour?

AL: I think people still want to travel internationally, be global citizens and that Scotland will see that come back. Staycations will boom for a while but I don't see that being a long-term fixture. At Code, we have a strong UK and Ireland customer base, and a huge mix of international guests and I expect that to return, with city vacations coming back strongly.

Anderson Strathern are here to help during these challenging times, and have a range of insights and information available via their Business Hub.

Enabling a sustainable, post pandemic recovery

When Scotland's Climate Change Bill received Royal Assent in October 2019, outlining the steps the country would take on its path to become a net-zero emitter by 2045, nobody could have predicted what has elapsed since.

Now though, as we adjust to the 'new normal' both in terms of economic recovery and altered lifestyles, we mustn't lose focus on delivering on that pledge – particularly as the eyes of the world will be on us when we host the United Nations Climate Change Conference (COP-26) in November 2021.

It is clear that infrastructure spending is one of the key levers that government can pull to stimulate the economy as it boosts both short-term demand and long-term productivity. But how do we reassess, prioritise and move forward in these challenging circumstances to make that lever as effective as possible?

Understanding the impact of Covid

The starting point is to understand the impact of Covid-19, both where we stand now and what might be on the road ahead. The construction industry has taken the knock - a simultaneous slide in both demand and sentiment, coupled with the UK's ongoing social distancing restrictions, has blown even the best-run projects off their original course.

The immediate impact of the pandemic saw a loss in productivity levels – our analysis of the UK real estate sector showed that the pandemic caused an additional 15% loss in productivity across commercial construction. These problems went beyond the visible challenges around social distancing on site – they are systemic, with global supply chains seeing significant disruption. The data shows that the added costs of the pandemic - £600,000 for a mid-scale 32-week project – wipes out the profit margins for most developers.

Whilst still reeling from devastating impact of the COVID-19 pandemic we are now finding new ways of living and working and it is clear that the economy has taken a severe blow at all level. Our quarterly Market Intelligence Report for the construction industry highlights that the market is heading into what may be a prolonged period of deflation following unprecedented uncertainty resulting from the Covid-19 crisis.

Whatever projects are prioritised under a push for economic recovery and delivering on net zero, there is a real need for close collaboration between client parties and suppliers creating benefits for all parties: for clients, increased productivity, innovative approaches, and for suppliers increased visibility of the pipeline generating confidence and commitment. Successful delivery will only be possible with the industry coming together.



Identifying priority areas

The Scottish government has recently identified the priority areas for investment with the new national infrastructure investment plan - informed by the Infrastructure Commission - setting out a £32 billion framework over the next five years. Decarbonising the country clearly remains a top priority with support for green jobs, reprioritising road space for public transport use and transforming how buildings are heated.

The plans by the Scottish Transport Secretary to decarbonise rail passenger services by 2035 are also welcome commitment. This will remove diesel passenger trains from services between 2025-2035, and speed up line electrification and the rollout of such green power sources as hydrogen and electric battery-powered trains for lines in northern and western Scotland.

The plan highlights the benefits of electrification: faster journey times, improved intercity connectivity, lower operating costs, and improved air and sound quality - and a reduction in carbon emissions.

The Event Complex Aberdeen (TECA), which opened last year, has an innovative energy centre with on-site energy generation from both hydrogen fuel cells and combined heat and power plant (CHP) delivering power, heating and cooling to the site. As we look to address heating in buildings we need to lean on expertise we already have in this space.

Going forward

With this renewed sense of focus we can really start to plan forward, but the key to successful delivery will be supporting the construction industry right across the supply chain. We need to leverage existing expertise on complex projects, build on our sustainability successes and embrace new ways of working including increased use of digital technology. This will address long standing issues around productivity and put us firmly on track to reach our 2045 net zero goal.

Further details of the findings from our UK Market Intelligence Report can be found on our website: www.turnerandtowntsend.com

Richie Hales, Director, Infrastructure Lead for Scotland, Turner & Townsend

Turner & Townsend is an independent professional service company specialising in programme management, project management, cost and commercial management and advisory across the real estate, infrastructure and natural resources sectors.

With 110 offices in 45 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our client's assets.

Covid is fuelling innovation but could create a two-speed society

In the space of a few months, so much has changed. The optimist will see the positives.

By Megan Hughes
Applied Intelligence,
Accenture Strategy & Consulting

COVID has fuelled innovation and there is a momentum that must, and can, be maintained. But the level of disruption alongside the speed of transformation, brought about in no small way by the adoption of new technology, has consequences. If we are truly to build back better, we must use our ingenuity to ensure that no one is left behind.

The impact of the pandemic has been profound, but the response from businesses has been equally so. Companies have adapted with new products and services, new operating models and new ways of working. New applications of old products, new partnerships, and adaptations of services and workspaces have been introduced widely and to great effect.

Those that could, invested in new technologies, enabling their entire workforce to work virtually by switching to digital collaboration tools such as Microsoft Teams and Zoom from home offices. Over and above this, they began using these platforms to engage with their consumers, partners or patients. We've even adapted to virtual concerts, exercise classes, digital books, virtual courses, museum tours, opera and theatre streaming.

I share all the excitement of the new, however, change can be a challenge that's overwhelming for some. There is a need for new skills to access, use and maximise the new technologies coming to the fore. We risk allowing the pace of technology advance to outstrip our capacity to keep up and capitalise on the new efficiencies and opportunities it is usually designed to deliver. Targeted investment in tech skills training and development is now essential.

How we build relevant and accessible technology learning, therefore, is a critical factor in economic recovery. Within the education sector teachers have promptly collaborated and developed virtual lessons,



while a number of companies, Accenture included, have offered support with everything from step-by-step coaching on building CVs, through to digital and AI skills courses and career guidance.

What's evident, however, is the potential for the skills gap to widen. We risk creating a two-speed system in which technology 'haves' pull away from 'have-nots', meaning young people leave school without the relevant employable skills, existing employees become disenfranchised and innovation is stalled.

To avoid such a scenario, we need to address digital poverty in the round, starting with those at risk of exclusion having the right devices and connectivity. In business, it is all about working effectively from home whether using collaborative tools or techniques to

keep innovation flowing. Finding solutions in all cases is entirely possible, if we invest, collaborate, and ultimately understand how everyone - individual, employee and business - gets included.

As a society, we need to continue to push boundaries: of innovation, of the world of the possible, of how we relate to each other, even if we are miles apart, or literally not able to stand side by side. But, where this is increasingly reliant on our understanding and use of new technology, we absolutely need to ensure we bring everyone on the same journey.

Megan Hughes is an Artificial Intelligence and Alternative Data Specialist within Applied Intelligence, Accenture Strategy & Consulting.

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

STRATEGIC PARTNERS

ENTERPRISE PARTNERS

A New Era of Innovation

It's no overstatement to say that 2020 has been a year like no other.

By Roger Daynes

Regional Manager, Amplifi Solutions

Six months on from a global societal lockdown, our world, how we interact and even how we do business has completely changed. However, for several reasons this may be cause for optimism, not least from a business innovation perspective.

Reports of developmental advancements across several sectors worldwide are flooding the media, with MedTech, BioTech and FinTech, to name but three, accelerating their innovation to help facilitate our new reality.

This boom hasn't happened by accident. We can always look back in hindsight and reflect on "being in the right place at the right time", but these businesses, by nature, have an intuitive and flexible culture that is fixated on innovative progression.

However, it's not just these businesses that are changing; in a recent 'Has Technology Outpaced Business' report published by Addleshaw Goddard in partnership with the Fraser of Allander Institute, it showed that during the pandemic 73% of Scottish businesses were encouraged to adopt new technologies to provide their goods and services, while 81% of large businesses and 66% of SMEs accelerated their digital plans.

We've also seen a desire to improve and innovate regardless of circumstances, in our conversations with many businesses. That desire has enabled them to grow during the pandemic, which has also benefitted their entire ecosystem.

Currently, we believe that businesses are falling into 3 categories in terms of their likelihood to invest in innovation:

1. Cash Restricted: Businesses without the means to innovate.
2. Risk Averse: Businesses that have the means, but not the risk appetite.
3. Innovators: Businesses that have both the means and the appetite to grow, repurpose or break into new markets.

Understandably some cash restricted and risk averse businesses are in survival mode but standing still and not adapting your business model to the changes and opportunities presented in the new digital world may leave many playing catch-up later. However, those companies with the ability and drive to maintain



Roger Daynes

their relevance to a changing world will reap the rewards in the future.

No businesses should feel alone when it comes to innovation. We have the Scottish entrepreneurial community's "CAN DO" vision for Scotland, which sees us becoming a world-leading innovative nation. To help us get there, several types of grants are available through Scottish Enterprise, and competitions like Scottish Edge offer funding up to £100K.

In fact, in September HMRC revealed that in 2018/19 they awarded Scottish businesses £235 million in R&D tax credits for their innovations, up £60 million on the 2017/18 figure reported last autumn. With the evolution of businesses over the last few months, you can only assume that amount will increase next year and, with R&D tax credits, if you continue to innovate you can continue to benefit.

Whilst we are currently experiencing the most challenging and restrictive business environment that many of us can recall, those businesses who have adapted their practices and harnessed their innovative spirit appear to be benefitting the most. It is this kind of progress that we hope to see more of and help enable across the whole economy.

The question we could all ask ourselves is, what category do our own businesses fall into, and where would we like to be in terms of innovation?

Amplifi Solutions works with innovative businesses across Scotland, helping them realise the benefits of HMRC's R&D tax credit scheme. Our team of accountants, data analysts and technical writers from key industries such as software engineering, are here to guide businesses through the entire R&D claim process and to deliver a benefit that could help keep them investing in their growth.

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Jemma Richardson and Siobhan McGuigan

Anderson Strathern's newcomers – Jemma Richardson and Siobhan McGuigan

Anderson Strathern recently appointed Jemma Richardson, who has over a decade of experience and won Rising Star of the Year at the 2016 Scottish Legal Awards, as deputy head of its residential property team. She advises individual and commercial clients, with particular focus on premier residential property. Jemma is also developing systems and resources to allow the team to provide an agile and efficient service in the central belt's fast-paced property markets. Clients praise her as being "proactive, focused and diligent" and she's renowned for her dynamic approach.

The firm has also appointed highly regarded private client lawyer, Siobhan McGuigan, as a Partner. Siobhan has 18 years of experience across the full range of private client services and is leading the private client team in Anderson Strathern's expanded Glasgow operation.

Siobhan advises clients on wills, powers of attorney and executry work, including disputes, legal rights claims and on a range of succession issues, including inheritance tax (IHT) planning. Siobhan has attained the Society of Trust and Estate Practitioners Diploma, is a Notary Public and is the Senior Tutor on the Diploma at Glasgow University.



Kenny Leamy

New Head of Operations at Thomas Franks Scotland

Kenny Leamy joined Thomas Franks in September 2019 as the catering company's new Scottish based Operations Manager, with over 30 years' experience in the catering & hospitality industry. A chef by trade, Kenny worked for some of the UK's leading hotel brands and contract catering companies.

Now Head of Operations for Thomas Franks Scotland, the last 6 months have been spent developing a Scotland specific brand start-up. This allows Thomas Franks Scotland to have the best possible platform for growth by continuing to focus on locally sourced amazing Scottish produce, with uncomplicated service and local support. With this, we are still able retain the overarching support that our head office in Oxfordshire gives.

Kenny said "Starting a new brand at what has been the most challenging of times has presented a few challenges, but our Feeding Communities project kept our teams and supply chain engaged, as well as giving us the opportunity to work in partnership with some amazing people from the public and private sector. The legacy from this project is now something that will sit alongside all Thomas Franks Scotland future strategies as we look to grow as organically as we can, over the coming months and years."



MT Chitnis

MT Chitnis joined Scottish Rugby at the beginning of March as the Sponsorships Sales Executive

Having come up from London where she worked at Chelsea FC, MT is now looking to increase the participation and profile of rugby throughout Scotland and beyond through innovative partnerships. Although there has been limited sport in the first few months of the job, MT is looking forward to the return to rugby.

"I believe this is a very exciting and relevant time for rugby. A lot of people have missed live sport throughout lockdown and our surge in engagement across our social channels shows an increased appetite returning. I think it's a great opportunity for any business to use sport to reconnect with the wider community after what has been a trying time for all of us."

MT very much looks forward to meeting other members of the Chamber and create commercial opportunities for Scottish brands who perhaps need a helping hand after Covid-19 or want to continue their successes as a result.

If you are interested to hear more about SR please contact mt.chitnis@sru.org.uk

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