

Business Comment

APRIL/MAY 2021

Digital and Data

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Digital and Data

Welcome to the latest issue of Business Comment.

This issue focusses on Digital, Data and Connectivity, very apt given our gradual emergence from the restrictions of the global pandemic and the impact on our lives and our businesses.

For some sectors, business has continued relatively unscathed. Whilst perhaps not as "normal" as we once understood it, businesses have adapted to new working practices and we have seen our tech sector and financial services innovate and thrive. Indeed, so successfully, that our future ways of working are likely to be changed forever. The use of technology has been key to underpinning that ability to innovate and pivot, with access to superfast broadband an essential business tool ensuring resilience.

The use of technology in our lives and work has been increasing for many years, but the past 12 months has seen a colossal acceleration in its use. For businesses to create a competitive advantage and prosper in the future they will need to ensure they adopt and access the full benefits of the digital era. All this progress has required the digital infrastructure to support our new 'on-line' world and growth in e-commerce.

But other sectors, of course, have endured significant disruption. With lockdown restrictions in place for much of the past year, shops have been forced to close along with restaurants, bars and attractions. Our hotels have seen occupancy rates plummet, and many have chosen to stay closed since the first lockdown. The ban on travel has essentially shut down our tourism industry and our hugely successful international airport has seen passenger numbers fall by 90%, back to 1995 levels. Tens of thousands of jobs have been lost

in our city, as we see the unemployment rate soar by 160%. The main casualties inevitably have been from retail, hospitality and tourism and sadly women and the under 25s have been hardest hit. With the loss of our Festivals and large events like the Military Tattoo and the Royal Highland Show, we have missed the opportunity to put Edinburgh on the global stage and spotlight its International standing. It is critical that collectively, as a city, we do everything possible to ensure our Festivals resume and we continue our status as the World Leading Festival City.

It is therefore encouraging to see the roadmap out of the pandemic and restrictions finally begin to lift. We can begin to look ahead to the recovery which will come. Our work through the Business Resilience Group and our programme of events such as our hugely successful and first-ever Edinburgh Business Festival, is laying the foundation of inspiration and ideas to help businesses start thinking about and planning their future.

Our city is renowned throughout the world for its international outlook and appeal and that must continue as a cornerstone of our recovery. To achieve this, our business community needs to be able to enjoy world-class connectivity – both physical and digital.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

18

Traveltech helps Scotland book a thriving future



20

Flexibility the Key to Success



Contents and Introduction	03
Chamber News	04 05
Kickstart Scheme	06
Chamber News	09
Circular Economy	10
In Conversation With	12
New Members	13
Top Tips	14
Special Report	16 19
Corporate View	20 21
Chamber Training	23
Inspiring Connections	24
International Update	25
Ask the Expert	26
60 Seconds Get with IT	27
Chamber Partners	28 35
Edinburgh's Newcomers	36



Charity calls for end to data poverty in Scotland

People Know How have launched a nationwide campaign, Connectivity Now, calling for accessible and affordable connectivity in homes across Scotland to facilitate an end to data poverty.

Coronavirus highlighted digital exclusion across demographics, postcodes and sectors throughout Scotland. Organisations across sectors have now joined the battle against digital exclusion to continue offering their services, products or support. The Connectivity Now manifesto is a call-to-action for organisations across sectors. It consists of 3 actions:

1. Regulate connectivity
2. Link connectivity to shared spaces
3. Zero-rate essential service websites

Read the full manifesto and pledge your support to #ConnectivityNow on People Know How's website. To make your pledge even more impactful, the charity is encouraging pledgers to record a short video



clip, completing the following sentence: I support Connectivity Now because... Pledges including a video will be shared on People

Know How's social media channels, tagging and promoting your organisation as a supporter.

To spread the word and help get more pledges, People Know How have posts pinned for you to share on their Twitter, Facebook, Instagram and LinkedIn channels and don't forget to use the #ConnectivityNow hashtag!

Let's unite our experiences from this pandemic and do something about data poverty!

Ready to pledge? Visit the website to read the manifesto, pledge your support and move one step closer to #ConnectivityNow

www.peopleknowhow.org/connectivity-now

Dentons completes all female Scottish leadership team with the appointment of Claire Armstrong as Scotland Managing Partner

Dentons is continuing its modernisation journey by appointing Claire Armstrong to the newly-created role of Scotland Managing Partner.

Working alongside Office Head for Glasgow Alison Bryce and Office Head for Edinburgh Kirsti Olson, Claire will drive forward Dentons' strategy to be the leading international law firm in Scotland.

'2021 marks the firm's 150th anniversary in Scotland, and throughout our history we have advised Scottish clients on their most important legal matters,' said Claire Armstrong. 'Our ambition is to continue this rich tradition, working with clients across Scotland, from well established brands and household names with whom we have longstanding relations, through to start ups and all businesses in-between. We also bring to international businesses with investment plans in Scotland and Scottish businesses with international ambitions the scale and quality that no other law firm in the

market can match. I look forward to working with Kirsti and Alison and the Scottish team as we take Dentons forward on its journey from Scotland's oldest commercial law firm to Scotland's leading global law firm'.

Claire joined the firm in 2011. An investment funds and corporate finance partner in the firm's UK corporate practice, Claire recently led the merger of Scottish investment company, Murray Income Trust PLC with Perpetual Income & Growth Investment Trust plc, creating one of the largest investment trusts in the UK Equity Income sector, with gross assets of around £1 billion.

Paul Jarvis, who will become CEO of Dentons' UK, Ireland and Middle East region on 1 May 2021, said: 'I'm delighted to have such a strong



leadership team in Scotland. Scotland is an important market for our clients across the world and I'm very much looking forward to working with Claire and the other partners in Scotland to deliver on the exciting plans we have for our Scottish business.'

New Leonardo Incubator announces O2 partnership to support Factories of the Future

Leonardo's Innovation and Technology Incubator Centre based at the Quatermile in Edinburgh has announced a new partnership with O2 (Telefónica UK), to investigate innovative applications of private 5G technology for the defence and security industry.

Proposed uses of secure, high-bandwidth mobile data include facilitating next-generation 'future factory' manufacturing capabilities and providing high speed and secure information services, both of which will be needed to deliver high-pace programmes such as Tempest, which is seeing the UK, Italy and Sweden collaborating to develop future combat air capabilities.

The partnership is the first initiative to be announced by Leonardo's newly established Innovation and Technology Incubator Centre that has opened in Scotland. O2 will provide a secure 5G private network and a range of Industry 4.0 applications in order to evaluate how they could be used in the digital transformation of business and the end-to-end manufacturing process.

Founded with the mission of 'bringing ideas to reality', Leonardo's Innovation and Technology Incubator Centre offers those with alternative business ideas and disruptive technology an opportunity to partner with one of Britain's biggest technology and engineering firms and one of the principal suppliers of equipment to the UK Ministry of Defence.

Leonardo and O2 believe there is huge potential for 5G technology which can meet the high security standards demanded by the defence sector and provide security assurance within companies' digital infrastructure.

Norman Bone, Chair and Managing Director of Leonardo UK said: "5G will be an important tool for the UK's aerospace, defence and security industry as we look to stay competitive in the global market and continue to export products and services from the UK. This partnership with O2 will inform the roll-out of this technology within Leonardo and study its wider potential across our industry and customer base."

"5G will be an important tool for the UK's aerospace, defence and security industry as we look to stay competitive in the global market and continue to export products and services from the UK. This partnership with O2 will inform the roll-out of this technology within Leonardo and study its wider potential across our industry and customer base."



One such initiative will trial the potential for wirelessly delivering mission, support and maintenance data updates to aircraft, such as the Leonardo AW159 Wildcat helicopter. This could speed up turnaround times between missions and improve platform reliability whilst meeting the stringent security requirements necessary for front line military systems.

Another joint project will investigate how Leonardo's manufacturing facilities could use 5G-enabled technology to support 'future factory' techniques such as digital manufacturing and intelligent infrastructure. By using a private, highly-secure 5G network, Leonardo can adopt such game-changing Industry 4.0 approaches while continuing to meet the security obligations expected by its government and military customers. This

will be critical in delivering programmes such as Tempest, the next-generation combat air system, which is being designed to be manufactured significantly faster and at lower cost than previous generation combat aircraft.

As well as understanding the possibilities of 5G in the delivery of Leonardo's manufacturing and service provision, the project will also consider the potential benefits Leonardo could offer to its own customers by delivering 5G private networks as a capability.

Jo Bertram, MD of Business at O2, said, "The partnership will explore how we can use 5G private networks in the wider defence sector, demonstrating their capability to help digitally transform a business and leveraging our ability to draw from a deep and rich application ecosystem. It's great to be working on such an exciting programme, to leverage the technical capabilities of both businesses that'll have real positive impacts on network solutions, mobility and security."

Other use cases of the technology from O2 include: enabling 'Remote Expert' training and Health & Safety solutions; Asset Tracking to ensure complete control of distribution and logistics; remote camera solutions via drones for increased security purposes; and high level security of data.

Q&A on Kickstart Scheme with Blair Young – Business Development Analyst with AM Bid

When did you start looking for a career role?

I obtained my Business Management degree at Abertay University. Job hunting during the pandemic was very difficult for me – there was a huge difference in the number of jobs that were available as I started my final year in autumn 2019 compared to summer 2020 when I graduated.

How many jobs did you apply for?

I applied for over 200 jobs in a variety of roles from the period of May 2020 to March 2021. I secured 10 interviews and received varying degrees of feedback. This was a very difficult period and required me to be very resilient. It was not easy to maintain my motivation levels. I also had to ignore any negative doubts that had started to set in through my long period without a job.

How did you hear about the role with AM Bid?

During my studies I had a placement at Strathearn Strategic Consulting – the owner, Trsytan Powell, forwarded a LinkedIn post about a role with AM Bid. I spoke to both Andrew Morrison, Founder & BD Director at AM Bid and DWP who referred me for the role.

How did you find the interview process with AM Bid?

Within a week I was able to organise an interview with AM Bid and I spent the time preparing for the interview which included a data skills test and competency-based interview questions. I was delighted to be offered the role of Business Development Analyst and started my new job on 1st March.

How have you found the team at AM Bid?

The team have been very supportive during my integration process and I have been able to engage with all team members in individual 1-2-1 induction meetings. I have also attended team meetings which have enabled me to gain an insight into the business. The team also have virtual socials just now and I joined a Stars In Their Eyes



Blair Young

Quiz Night where I went dressed as Liam Gallagher ... and gave a short performance!

What would you say to employers who are considering recruiting via the Kickstart Scheme?

I would encourage employers to take on young people via the Kickstart Scheme. We are coming with lots of enthusiasm and skills gained in College/University or in the workplace. I am very excited about continuing to develop my skills and experience. I see a bright future ahead with AM Bid.

Andrew Morrison, Founder & BD Director at AM Bid said:

"We have been delighted with the support that we have received from Edinburgh Chamber of Commerce and DWP. Blair has very quickly

settled into working with us and has been adding value already. The Kickstart Scheme allows businesses to benefit from funded posts that give young people a start in the workplace. Given its success for us, we are now looking to create a further 2 posts under the Scheme – for a Marketing Executive and a Bid Executive."

For more information or to express your interest in applying for the scheme, please contact us here at kickstart@edinburghchamber.co.uk or visit <https://www.edinburghchamber.co.uk/kickstart-job-scheme/>



Hostage negotiation principles for the business world

As a hostage negotiator I thought that my skill set was only for engaging with angry, violent people or those who found themselves in a bad place mentally. However, the more crisis incidents I was involved in, the more I realised they all had one common denominator - people.

It became clear that we all react in a similar manner in a range of circumstances particularly when we're threatened, or our character is called into question. My experience is that our behaviour drives our emotions; therefore learning how to 'hack into' someone's emotions impacts on how they behave. To 'plug into' other people's emotions we need to be able to find out what is important to them, their values, wants, needs and beliefs.

A few years ago, I had the opportunity to work with the FBI's senior hostage negotiations team focussing on the psychological aspects of negotiating. It became evident that if you understand what drives and motivates someone, you will have a greater chance of influencing their behaviour – no matter the circumstances. The FBI created a standard approach to negotiations based on what they defined as a person's five "Core Concerns".

The first Core Concern is **Appreciation**. We all want to feel valued and appreciated but there are occasions when it is difficult to appreciate the other side's perspective. We want to prove we're right and they're wrong! During any conversation, what's the best way to show appreciation? Let them do most of the talking and take time to listen to their perspective and understand what's really important to them. You don't have to agree, but you can empathise and appreciate their viewpoint.

The second Core Concern is **Autonomy**. No one likes being told what to do. We all want to have control over what we do and what we don't do. The minute someone tries to force their opinions or demands that you do what they want, it can trigger negative emotions which can make you become defensive, leading to conflict. So how do you create positivity? Give the other side some form of control such as a choice or the opportunity to influence the outcome.

The next Core Concern is **Affiliation**. As humans we are social beings, and we want to feel connected. These connections can be positive or negative – are we collaborating or is it me against you? Feeling left out can create negative, defensive emotions. So how do you create positivity and collaboration? This is where empathy is key, enabling us to recognise the other side's position and show that it's valued.



Colin Harper is an associate partner with Ogilvie Ross LLP and was formerly the Operational Lead for the Hostage and Crisis Negotiation Unit within Police Scotland.

The fourth Core Concern is **Status**. Everyone has their own perception of their status and position in society. When we look to reach an agreement with another person, we need to focus on the process and language we use so that they feel we have respected them and their position. Conversely, language or actions which infer a lower status can have a significant negative impact on an individual. Taking the time to understand the people you engage with makes all the difference.

The final Core Concern is **Role**. We all have many roles to fulfil each day - partner, parent, carer, employee, boss etc. These roles are frequently interlinked and changes to any single role can impact all others. Becoming unemployed may cause significant changes to someone's role within a family unit. Similarly, a

promotion can cause changes to the person's roles in life. We must recognise the impact our negotiations will potentially have on a person's role and be mindful of the changes which may occur and their impact.

If you can incorporate the principles of Core Concerns in your negotiations, you will greatly increase the likelihood of achieving your aims and build a solid foundation for future opportunities with the other party.

www.ogilvieross.co.uk





Intelligencia Training launches new data and security apprenticeships

Three apprenticeship programmes added to Intelligencia Training's portfolio, will provide new training opportunities within Data Analyst, Data Technician and Security Management provisions.

Intelligencia Training has announced the addition of the Level 4 Data Analyst Apprenticeship Standard, Level 3 Data Technician Apprenticeship Standard and Level 3 Security First-Line Manager Apprenticeship.

The specialist apprenticeship provider, who has been involved in intelligence apprenticeships since their inception in 2016, recognised the opportunity and increasing need for role-relevant training within these specialised provisions following continued successful engagement with high-profile organisations throughout the public and private sectors.

Nick Atkinson, Commercial Director of Intelligencia Training, commented: "The launch of these new apprenticeships to our portfolio will help to develop recognition for the knowledge, skills and behaviours that are so critical to being a competent Data Analyst, Data Technician or Security Management professional.

We are always keen to offer new programmes which benefit those working in specialist roles and with our experience, including being chosen as the key education sector partner to provide support and guidance to the employer group that developed the leading Intelligence Analysis Standard, we are best placed to deliver the three new apprenticeships."

The Data Analyst Apprenticeship Standard, the highest-level qualification of the new apprenticeships, was added to Intelligencia Training's portfolio after they recognised the significant differences between intelligence and data analysis, as well as the departments and roles that utilise these skills and techniques.

Additional to the Data Analyst Apprenticeship Standard, Intelligencia Training's second new data apprenticeship will benefit Data Technician's, who have a vital role within an organisation sourcing, formatting and presenting data for analysis.

The third of the apprenticeship providers latest programmes, the Security First-Line Manager Apprenticeship, was launched after Intelligencia's delivery team, who hold extensive military, policing, retail and security sector experience, identified numerous opportunities in which specialist security and security management skills can be improved.

The Security First-Line Manager Apprenticeship will enhance the understanding of threat, vulnerability and risk on a local, national and international security basis, and how to respond accordingly.

More information on Intelligencia Training's apprenticeships can be found via www.intelligenciatraining.com.



Cullen Property team pledges to walk, run and cycle from Scotland to America to raise £2,000 in support of mental health charity Penumbra

The team of Edinburgh residential property investment and lettings specialist Cullen Property looks set for a sporty start to spring, having pledged to walk, cycle and run the distance from Cullen in Morayshire to Cullen in New York State. The goal of the initiative is to raise money for mental health charity Penumbra.

The team will cover a minimum of 3,173 miles in an effort to raise a minimum of £2,000 for the charity. Individual CullenProperty staff will measure their progress via tracking apps, and regular updates will be shared to the team's fundraising website: <https://uk.virginmoneygiving.com/Team/CullenProperty>.

Whilst the challenge itself may be physical, the thoughts behind it are focussed around mental health. Cullen Property Managing Director Steve Coyle explains: "The pandemic has really put the spotlight on the importance of caring for our mental health. This topic is no longer something that only happens to other people.

"After months of dealing with restrictions, having to cope with home-schooling whilst working from home and being unable to visit friends and relatives, I believe each one of our team has had moments of feeling overwhelmed at the very least. Many felt that exercise has helped them cope and chatting about how far team members had run or cycled is really how the idea to cover the distance from Cullen (Moray) to Cullen (New York State) was born."

The team hope to cover the distance by 31st December 2021.

Steering Cullen Property through a pandemic

The pandemic has meant major changes for the way Cullen Property conduct their business and has required the team to rethink almost every aspect of their work. Starting last March, Cullen were one of the first property agents in Edinburgh to move their property viewings from in-person appointments to virtual meetings. Initially requiring the help of existing tenants, the team pulled together to improve the experience for prospective tenants whilst keeping staff and clients safe.



What started as an involuntary adjustment forced by lockdown restrictions, has now become the company's preferred way of showing properties. Conducting property viewings online has helped save time for both staff and viewers whilst at the same time minimising inconvenience to existing tenants. The Cullen Property team has taken the opportunity to learn new skills where using video technology is concerned.

Managing Director Steve Coyle explains: "Property sourcing and management is never really a nine to five job, but over the past twelve months all of us had to adjust to new ways of working and deal with unforeseen situations. It's been amazing to see the team come together, supporting each other where possible and ensuring that clients were updated and reassured when it was necessary."

In 2021, Cullen Property is not only looking to further finetune the company's business practices, but has set a definitive goal

of giving back. Raising funds for charity Penumbra is part of this strategy. Another aspect is minimising the company's carbon footprint by planting trees for each new tenancy with a goal to eventually operate on a carbon neutral basis. Existing tenants and landlords have already been invited to join the initiative.

Thinking of becoming a landlord? This webinar is for you.... Landlord Guide to Edinburgh Letting Post Covid - Wednesday, 26th May, 12:30-1pm. The webinar is designed to help those considering letting their property understand everything they need to know, how letting differs now compared to pre-pandemic and how we can help them specifically. You can sign up for the webinar here <https://www.ticketsource.co.uk/cullen-property-ltd> or for more landlord information from Cullen Property visit www.cullenproperty.com/landlords

Construction Giant Leads Charge to Smarter Building

Leading international infrastructure company Balfour Beatty is helping lead the charge to a new age of smart construction – increasing customer choice and reducing its carbon footprint in the process.

Being engaged with Circular Economy thinking means the construction giant is at the forefront of new thinking in the sector – working with customers, partners and universities to see how they can continue to help businesses move away from outdated “make, use and dispose” models.

The company is engaged with Circular Edinburgh and is aligned with Scottish Government aims and targets, believing their aims will help create a catalyst for all organisations to rethink how they go about their business.

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.

Poul Wendhansen of Balfour Beatty stressed that the business has a proud history of pioneering new technologies and systems that help transform the build environment.

“Balfour Beatty’s refreshed Sustainability Strategy Building New Futures sets out our ambition to have a positive sustainable impact and the targets we have set reflect the environmental and social challenges of society.”

“In my view the scale of opportunity that a circular economy – offers businesses and organisations across sectors is only limited by the constraints of historic business models and traditional solutions to our society’s needs.

“The goal of decarbonising Scotland by 2045 set by the Scottish Government is a catalyst for all businesses and organisations to establish the environmental and social impacts that they have and to take the action they can to improve that situation.”

Historically Balfour Beatty has contributed to the circular economy through the reclaiming, reuse and recycling of construction materials. Traditional construction approaches have always ensured that when possible excavated soil is reused while demolition or waste



materials are segregated so that they can be recycled.

However, Zero Waste Scotland research states that the construction industry employs 10% of Scotland workforce, consumes 50% of all resources and produces 50% of the countries waste.

Poul Wendhansen added: “This research shows that there is a massive opportunity for targeting resource consumption improvements and efficiencies in their use.

Balfour Beatty is working with our customers to target the:

- Adoption of modern methods of construction to industrialise the sector i.e. off-site construction
- Digitisation the construction process i.e. Industry wide adoption of Business Information Modelling Tool known as BIM
- Whole life cycle carbon assessment of the built environment
- Adoption of biodiversity net gain
- Identification of servitisation opportunities (this means adding value by adding services to products, for example through improved asset management)

We are also engaged with several of Scotland Universities on the research of the embodied carbon of the built environment and the adoption of circular low impact construction

materials and techniques which will enable the maintenance and development of our built environment to be completed as efficiently as possible with the least environmental impact and enable circular economy solutions to grow.”

Poul Wendhansen added: “I think the circular economy bill that the Scottish Government is due to release offers the opportunity for a real green economic recovery. Along with the National Planning Framework 4 (currently in preparation) it offers the chance to enable a sector wide approach to embed the circular economy into planning, design and construction.

It will really bring together all the work that has been completed over the recent years and provide an opportunity of a significant economic boost to the industry, creating jobs and increasing supply chain resilience.

It will also support the fact that Scotland has started to consider the true cost of carbon while helping build on action to reduce the amount of carbon produced by the country as well as its businesses and organisations.”

For further information please visit <https://www.edinburghchamber.co.uk/circular-edinburgh/> or contact Mayan Grace or Lauren Ridgley on 0131 221 2999 (option 5) or email circulareconomy@edinburghchamber.co.uk



Between a Rock and Hard Place: How to manage the impact of COVID-19 and Brexit

As I write this, it’s almost exactly a year to the day our business changed overnight. From a lively and often noisy office to a string of quiet kitchens and home offices, linked by a series of video calls.

It’s been a challenging 12 months, that’s for sure. And that’s for a business that doesn’t directly import or export anything. For those companies who have had their day-to-day operations impacted by Brexit, it’s been far worse.

When you face challenges like those we’ve faced over the last year, you have to take a hard look around you and ask yourself: can my business survive?

Sometimes, that answer will be no. And trust me, I know how painful that can be.

Other times, the answer will be a resounding yes.

But more often than not, the answer will be “yes, if...” – and that “if” can sometimes be doing a lot of work. Yes, if nothing else goes wrong. Yes, if that grant comes through. Yes, if I can just get through this next month.

When you face a “yes, if...” situation, there are three things that every business will need to get:

1. a second opinion
2. the help you need
3. organised

Get a Second Opinion (and some Real Advice)

Every business owner and manager needs to have people they trust to tell them the truth. This is doubly important when you’re facing a difficult situation.

Asking someone else to “check your maths” can be hard, after all, no one likes to admit when things are tough.

But it is vital that you get a second opinion on your current situation. And ask for honest opinions on both your assessment of the situation and ability to get through it.

If someone with no stake in the game agrees with you, then you can feel a bit more confident in your assessment. But if they don’t agree with you (and if their reasons are sound), it might be worth taking another hard look at whether you’re seeing the world as you want it to be, rather than how it is.

Get the Experts in—Even if You Have to Pay Them

And that’s a Yorkshireman saying that!



So, on a slightly less depressing note, once you have identified which areas of your business need attention, you have to make sure you have the right people lined up to do the work.

Ideally, the people doing the hard graft are already on your payroll. But if you need to get some extra hands in or pay someone with more experience to advise you or even manage the work, then you’ve just got to bite the bullet.

Having the resource to do this work and get this advice should be part of the previous step. After all, just seeing the way out isn’t enough. You’ve got to do the work as well.

When it comes to Coronavirus, this meant purchasing some extra webcams for our team. The expense wasn’t huge, but the payoff was – we all got to feel so much more connected and that went a long way towards keeping everyone working towards a common goal.

For managing new import/export rules under Brexit, some businesses will be faced with paying custom agents and/or hiring new full-time staff to manage the paperwork.

Keep Detailed Records – of everything

I have two reasons for this: one practical, the other more emotional.

Emotional first. When you’re digging yourself out of a hole, you need to be able to see progress to stay motivated. And that goes for your whole team.

Being able to point to a report that shows the increase in your ROI or customer numbers, that’s what will make it all feel worth the effort.

Practical now. When things are bad, you need to keep your records immaculate. This is both for your accountability to your stakeholders, to your team, and to yourself. You need to be able to see where every penny has been spent and which accounts were won and lost (on which days and for what reason).

These records are essential for tracking your progress (and loss), but also for identifying where you need to tighten up your processes.

As we move forward in this new world of managing infection rates and custom regulations, there will be a lot of businesses that struggle. Some will go under. Others will thrive. And still more will just manage to keep their heads above water.

We all want to be the one that thrives...it won’t be easy, but getting the right advice, hiring the right people, and documenting your progress are all steps you can take towards that goal.



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



Name: Alan Lees

Job Title: Scotland Director, BT Corporate and Public Sector.

Company: BT Scotland

Tell us about BT in Scotland and its role in the City?

BT's contribution to the Scottish economy and public services has arguably never been more important. While our digital technology enables the nation's critical infrastructure at a time when there's been significant stress on these services, we're also relied upon to connect individuals, families, SMEs and major corporate organisations across the country. We're proud to keep the nation securely and reliably connected.

Specifically in Edinburgh, BT's heavily invested. We have one of our major UK offices located here, employing almost 900 people. We also spend £17m annually with local suppliers in Edinburgh and contribute an annual GVA of £157m to the local economy. These are significant investments and demonstrates that by working with BT, your investment is staying in your local community.

What does your role at the company involve?

As Scotland Director for BT Enterprise, I have responsibility for all Corporate and Public Sector business in Scotland.

Alongside this in my role as Chair of BT in Scotland, I have responsibility to grow BT's involvement and contribution across the country. Given BT's role in local communities, I do feel responsibility within my leadership to ensure we're supporting the nation, our people and our organisations, by delivering the right technologies, skills and opportunities.

BT helps businesses of all sizes in Scotland, how have you been supporting and navigating your clients through this time?

We've worked really closely with our customers during this period, to ensure they have the right technology and solutions in place. Also ensuring that as a nation our people have access to the right support and skills to drive inclusive opportunities and growth.

As well as supplying lifeline support services, we've also been connecting hospitals up and down the country. We've worked closely with

many customers to enable them to rapidly adapt business operations to flexible and blended working environments.

Our Skills for Tomorrow programme provides free skills training for individuals, families and organisations to help develop digital skills. In addition, we launched a Small Business Support Scheme last year and we're continuing our Barefoot Computing programme, which has now reached over 75% of Primary Schools across Scotland, empowering teachers and pupils to learn computing and digital skills.

Scotland continues to respond and adapt to digital innovation. How can BT ensure Scotland remain at the forefront of this?

We have a core network in Scotland, which serves the country's Critical National Infrastructure and its resilience is relied upon by thousands of organisations. Overlay this with our award winning EE mobile network, and you have what we refer to as our converged network, which is unrivalled for reliability, resilience and coverage.

We've recently launched 5G in many locations across Scotland, one of which being Edinburgh. This technology, as part of our full converged connectivity solution, has enabled us to embark on new opportunities, working with local partners, businesses and customers.

Overlaying this converged connectivity with smart technologies and skills training creates what we call our digital fabric, which provides a local platform for future innovation. We're working on lots of really exciting projects with organisations across Scotland, where our digital fabric is enabling innovate ways to achieve strategic priorities and better outcomes.

Are there any exciting projects on the horizon at BT that you would like to share with our readers?

There are a lot of projects we're excited about ...

In Education, we recently launched an immersive classroom experience working with a local authority in Scotland, which is



Alan Lees

powered by our 5G network. This will enable new innovative ways of learning for students (such as VR experiences) and also supports inclusive growth in the region.

In Health we're pushing boundaries to demonstrate the potential for digital technology to enable improved outcomes. For instance, working with The University Hospital Birmingham, we demonstrated the UK's First Remote Diagnostic Procedure using a 5G Connected Ambulance, enabling new possibilities for remote healthcare.

We're also working with The University of Stirling to help build a world-first model for green recovery in the Forth Valley, which aims to build a thriving and sustainable economy in the region and support Scotland's commitment to becoming Net Zero by 2045. We're also working with a range of SMEs, including Scottish-based iOpt, to develop 'breakthrough' green tech solutions.

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

Head coach of Scottish Rugby. Although Gregor's doing a fine job for now...

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

Family, friends and health and well-being for a start. Shortly followed by my big passion for sport and if you haven't already guessed, rugby.

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TOP TIPS ON: HOW TO HARNESS YOUR DIGITAL TRANSFORMATION

Name: Kyle Whittington

Business: Bad Dinosaur

Title: Founder and Managing Director

Bad Dinosaur is an Edinburgh-based app development agency, creating amazing digital products for startups and SMEs, from original concepts to digital transformation projects, and everything in between. Since founding the agency in 2013, Managing Director Kyle Whittington and his team have delivered countless digital transformation projects. Here, he shares his advice for SMEs who are looking to embark on a digital transformation journey of their own:

1. Don't be intimidated

Digital transformation often conjures images of management consultants, 18-month projects, hugely ambitious scopes of work, multi-million pound budgets, and sterile blue-tinted stock photography. It doesn't have to be like that. Whatever the size of your business, the industry you're in, or the scope of your budget, it's safe to say that there is something in your processes that can be improved with a digital transformation project.

2. Know your processes

If you don't know how things currently work in your business, you won't be able to identify what area needs help. It'll also make it a lot harder to assess success, and it'll be a nightmare for anyone external that's involved in the digital transformation project. Map out the entirety of the process in a flow chart, with steps, outcomes, RACIs, methods - absolutely everything. Put it this way: if the team responsible for this process were in a winning lotto syndicate, then you should have enough detail to be able to keep the show on the road.

3. Identify the right area

If you were granted funding tomorrow to digitally transform one facet of your business, how would you choose? We're all guilty of letting our biases cloud our judgement, so it's crucial that you take time to analyse what really matters most. Ask yourself what area is most at risk if not addressed, what talent exists in each area that could support a change project, what

change would have the greatest ROI, short- and long-term. A good rule of thumb is to plug any gaps that are causing pain or losing you money, and then look at areas that you can improve.

4. Start small and build

Taking an agile approach to building a digital product is no longer an option, it's an imperative. At Bad Dinosaur we've turned down plenty of full scale projects, encouraging clients instead to start with a minimum viable product (MVP), test it out, and then follow a cycle of designing, building, testing, releasing, reviewing, and optimising. There are loads of benefits to working this way, including: letting you test viability before committing too much budget, the option to change course without severe consequences, the opportunity to capture (and act upon) end-user feedback throughout, and helping you get senior stakeholder buy-in.

5. Spend time selecting the right partner

This is so important. You're going to be spending a lot of time with your digital transformation partners - be they software vendors, business consultants, or app development teams like Bad Dinosaur. Think about the nature of the relationship you want to build with your partners and factor that into your search criteria - it's just as important as other factors like price and tech stack.

6. Don't leave anyone in the dark

We've seen brilliant projects flop because of breakdowns in communication with



Kyle Whittington

end-users. Do everything you can to make the change as manageable and painless for colleagues, but nonetheless be prepared for push-back. Accept that change is difficult for anyone to navigate, regardless of how insistent they are about being embracers of change. Communication is key at every stage of the process, so make sure that you have a work stream allocated to managing regular updates for anyone who will be impacted by the project. Better still, get them involved in the process by asking for input and feedback throughout the journey.

7. Keep going

Don't stop once you've implemented your digital transformation project. Dedicate some time for a post-implementation review to find out what worked, and what didn't. Use that feedback to shape your digital transformation roadmap, and start getting excited about the next project!

If you're interested in digitally transforming your business get in touch with the team at Bad Dinosaur about a discovery workshop. You can find us on our website: baddinosaur.co.uk, on socials [@hellobaddino](https://twitter.com/hellobaddino), or get in touch directly hello@baddinosaur.co.uk.

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Traveltech helps Scotland book a thriving future

No sector has been hit harder by the global pandemic and its restrictions than tourism and hospitality – a sector that is one of Edinburgh’s biggest employers.

Experts are predicting a cautious recovery, starting with Scottish visitors, then wider UK visitors, and with the international markets taking longest to recover. Early information does suggest a boom in “staycation” choices being made.

But one positive has emerged in the sector through the challenges posed – the rapid acceleration in the use of technology by businesses in the sector to help them survive the lockdown restrictions. And Joshua Ryan-Saha, Director at Traveltech for Scotland, believes that will stand the sector in good stead in the years to come.

Based at the Edinburgh Futures Institute, the organisation aims to harness Scotland’s expertise in data and Artificial Intelligence to help the tourism and hospitality industries grow and thrive in a sustainable way.

Joshua said: “Scotland is really good at Traveltech. It’s a hidden and, I think, undervalued area of strength. We have all of the key components - a thriving tech industry, especially in Edinburgh (but not just Edinburgh); World class universities – especially in computer science, data science, design and games technology; and tourism is one of Scotland’s most valuable industries in terms of jobs and

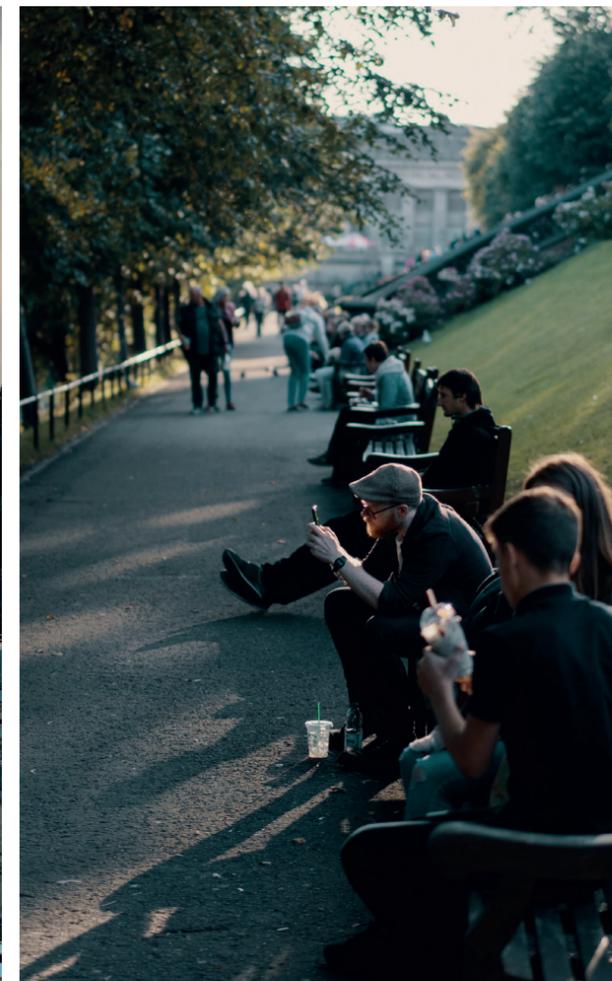
GDP. It also inextricably linked with some of our other valuable industries like food and drink (whiskey and salmon), golf and festivals.

“All of these factors are critical pieces to develop good traveltech, and that is important. The traveltech opportunity is massive. Even in the midst of a pandemic that has put a stop to global travel, traveltech companies are attracting huge investments. For example, Omio, a Berlin unicorn received 100m EUR investment in 2020. There is absolutely no reason why the next Omio shouldn’t come from Scotland.”

The best example of traveltech success in Scotland is undoubtedly Skyscanner, now a global powerhouse in the sector. Joshua agrees that Skyscanner has been an ambassador and pioneer in Scotland, and that has helped: “There are so many people in Scotland that have worked at, or with Skyscanner. They’re a pool of traveltech experts – we can and should tap into their expertise to start new companies or grow existing ones.

“TravelNest are an example of that. Its investors include Ex-Skyscanner executives. Some of their staff are ex-Skyscanner. They’ve recently attracted new investment and deservedly so.

“We also have loads of exciting start-ups. For example Huli, that produce routing software, Unaggaged (mobile baggage storage), Walks and Waterfalls – an application helping locals and visitors discover Scotland’s hidden waterfalls, Grand Bequest (a social platform for historical real estate and heritage rehabilitation).”



“But the Scottish traveltech sector is more than just Skyscanner. We have a lot of well-established, solid traveltech businesses that, perhaps go under the radar. For example, Exterity, FreetoBook, SuperControl, Bookster and Traveltek. Many of these have been around for over ten years. They keep on innovating and they’re successful.”

“In addition, there are some companies that are doing exciting things with data and have great potential to scale, like For-Sight (Data-driven CRM software for hotels), Criton, The List (Events data) and Whereverly (destination apps and websites)

“We also have loads of exciting start-ups. For example Huli, that produce routing software, Unaggaged (mobile baggage storage), Walks and Waterfalls – an application helping locals and visitors discover Scotland’s hidden waterfalls, Grand Bequest (a social platform for historical real estate and heritage rehabilitation).”

It’s not hard to find examples of how the use of technology and data has been used by businesses during the pandemic.

Some examples include:

- E-commerce and pivoting to a local / UK market – like the wonderful Edinburgh Lockdown Economy, an open marketplace for so many of Edinburgh’s smaller businesses otherwise reliant on visitor income
- Contactless payment, check-in and ordering – to reduce face-to-face interaction. Criton and Exterity are two companies working with many hotels across the UK to implement their guest experience technologies. For restaurants and bars, a new start up Pour is doing the same. QikServe won a prestigious contract with LNERs food and drinks services.
- Track and trace – using technology provided by traveltech companies like Stampede, not just to keep people safe, but also to better understand their customers so they can deliver better or more timely products and services to their customers.
- Timeslot booking provided by Appointedd, which has allowed museums, attractions and other businesses to manage the flow of visitors

- Trying out new digital experiences and tours, for example View360 Scotland Ltd who have supported whisky distilleries with 3D tours.
- Data has provided more of a challenge for the tourism sector. Joshua explained: “It’s difficult for small businesses to access the information that could help them make targeted marketing or operational decisions. But there is a great potential – if small tourism businesses could access relevant data they could start to answer question like, “where should we place geo-targeted ads to get the most bookings” or “how should we adjust our opening hours to best meet demand”.

“Last year, visitor management became a problem in many rural places. We couldn’t leave the UK, so everyone went to the seaside or countryside, often in numbers not experienced before. This often led to traffic jams, anti-social behaviour (like litter and illegal camping) or parking on verges. At Traveltech Scotland we’ve been working with Interface and CENSIS (the sensor innovation centre) to explore the use of sensors to better understand destination

capacity and trigger alerts when its getting full, diverting visitors to less busy locations. Another example of the innovative use of data.

“At the University of Edinburgh we’re exploring more accurate forecasting of visitor numbers to help small businesses plan their staffing or inventory. It’s a tough time for many of these businesses so more efficient planning can reduce their costs.”

And all of this is being played out against a backdrop of increasingly sophisticated consumer decision-making, with a growing emphasis on embracing environmentally friendly, ethical and sustainable travel.

Joshua said: “These are the challenges we need to focus on, and I am really excited about a number of Scottish businesses that are focusing specifically on these areas of travel.

“In Scotland, we need to continue to innovate, to embrace the potential that technology can offer to help us attract visitors to create a sustainable, inclusive and thriving future for our travel and hospitality sector. We need to reach out to new audiences and entice them to Scotland.”

Flexibility the Key to Success

One word is going to become more used as discussions turn to how intelligent workplaces will look as we emerge from the global pandemic... flexible.

By Matthew Bumford
Marketing Lead at Mudano, part of Accenture

Flexible in terms of the space on offer; flexible use of that space; technology designed to help create a more fluid, hybrid way of working; flexible in terms of a business model designed to deliver services and products to customers in an agile and sustainable way.

Flexibility will be the keys to the kingdom of success when it comes to operating a workplace of the future – one that will help recruit the best people to drive success.

Matthew Bumford of global professional services consultancy Accenture said: “Today every business is a technology business and if businesses did not realise that before the pandemic then they do now. The pandemic has helped to usher in a new urgency of digital transformation and digital acceleration.

“Just think back to before the pandemic how long IT roll outs would take or pivots to new technologies? Over a year was the norm. But companies like Rolls Royce managed to pivot their businesses within weeks during the pandemic, in their case to redesign their supply chain to manufacture much needed ventilators for usage. This agility and ability to pivot and embrace change will be a driving force of the next era.

“We have a unique opportunity and, indeed, responsibility to ensure that we are able to rebuild the world better than it was before the pandemic. It is important then to highlight that rebuilding of work environment, business models

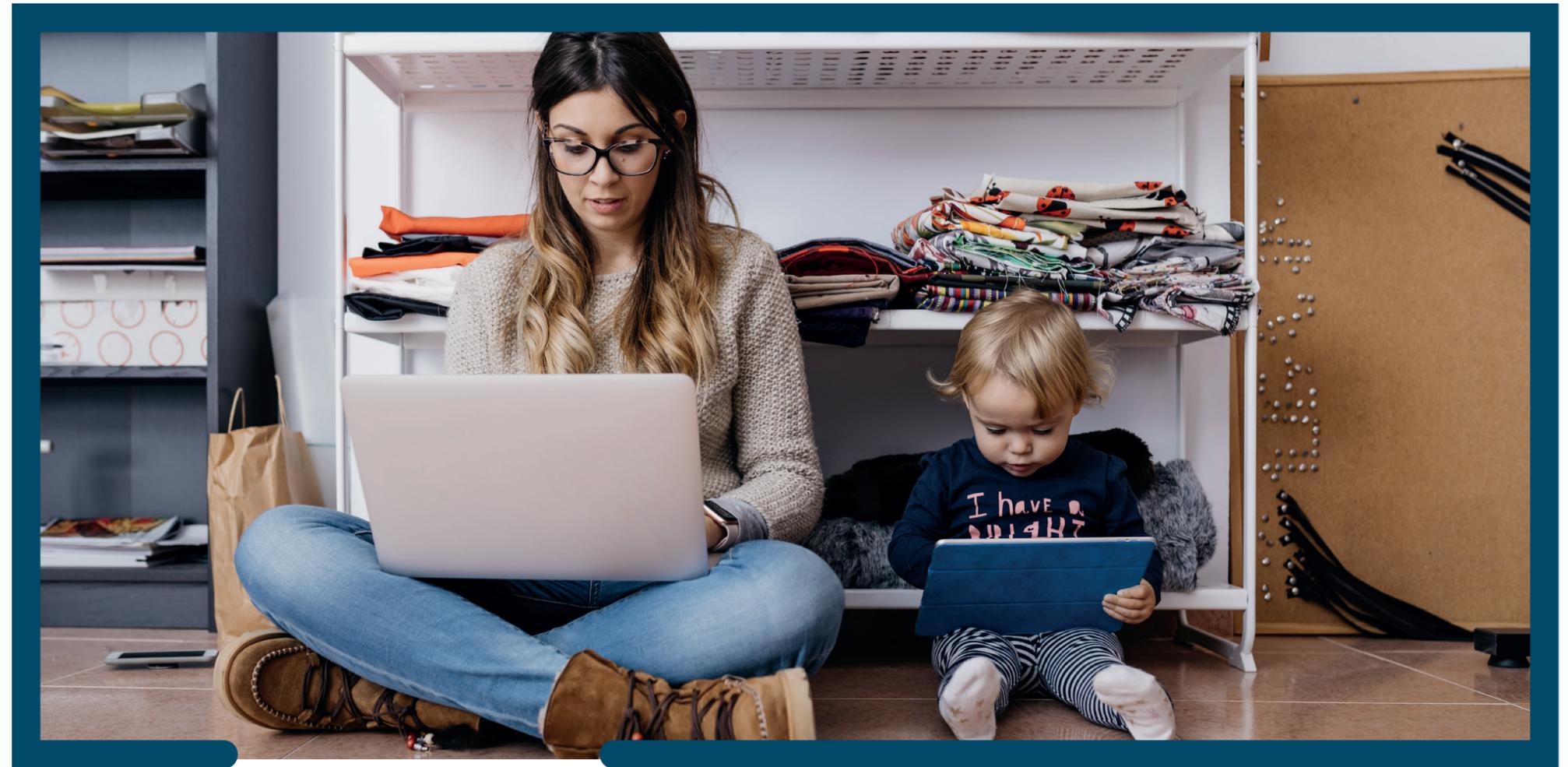
and processes must be to the advantage of all.”

Within the workplace itself, we are likely to see a shift away from the 9 till 5 presenteeism culture. The pandemic has highlighted that different people require different things of their workplace.

“The pandemic has altered that forever and for good reason because ‘being present’ never meant efficiency or ‘getting the job done.’ The pandemic has reshaped our notion of work-life balance. And not always for the better. For many, the commute to and from work marked clear demarcation points between work beginning and ending. Now, the lines are not quite as clear – especially when other commitments like children’s education, caring for our families and so on are considered.

“Different organisations will have to and will have had to decide for themselves the degree of presenteeism that is required. Is a morning stand-up or check-in sufficient? What about distributed workforces across timezones? What about hybrid workforces and avoiding remote vs office siloes and tribalism. Who will need to be ‘present in the workplace’ physically and who not? The entire concept of what the office environment is has been brought into question by the pandemic”

Any solutions will need to be flexible to future proof organisations not merely for remote and hybrid working due to the pandemic but for technology disruption because agility will fundamentally determine how businesses are able to grow during a landscape that is set to be fluid for quite some time.



Three years from now, successful organisations will be the ones who resisted the urge to race everyone back to the office in favour of rethinking their workforce model for the evolving world.

As well as thinking about how their office or workspace will look and function in future in a physical sense, organisations will also need to confront how they consider the clear erosion of workplace culture that has happened during the pandemic and is a question which needs tackling as an immediate issue.

For instance, studies suggest that while individual employee productivity may rise in virtual working environments, the effectiveness of inter-team collaboration vital to innovation may fall as employees’ interaction pools shrink. Matthew Bumford of Accenture added: “This is a dangerous trade off and one which organisations must overcome in order to achieve positive growth out of the pandemic. Any ‘positives’ or silver linings (such as reduced spend on

“We have a unique opportunity and, indeed, responsibility to ensure that we are able to rebuild the world better than it was before the pandemic. It is important then to highlight that rebuilding of work environment, business models and processes must be to the advantage of all.”

office space for example) must not come at the cost of diversity of thought, innovation, social connectivity or company culture.

“Maintaining culture and ensuring a vibrancy of communication, a transparency of information flows, space for idea time and random acts of connectivity. These can happen in remote and hybrid working but they will need to be thought of in greater detail because they won’t ‘just happen’ any longer.

“But people themselves, as social creatures, have a knack for creativity and connectivity so allow organic moments to happen – pre-work coffee calls, yoga at lunchtime, book clubs, specific-interest groups etc. to emerge and allow work to become a productive social space in the new environment as it was in the past.”

The pandemic has seen a terrible toll of lives and livelihoods.

Matthew Bumford added: “We owe it, collectively, as individuals and as a society to rebuild better in the post-pandemic climate. And when we say ‘post-pandemic’ we acknowledge that there will be some time that we will live with the aftermath of the pandemic because this will run deeply.

“But it provides an opportunity for businesses to look outside traditional ways of hiring, of thinking. We can accelerate embracing technology to help, for example, reduce unconscious bias in the recruitment process or enable workers to have flexibility of working away from the office while similarly reducing our collective carbon footprints.

“There are tough questions that we need to ask as businesses: Are we inclusive enough? Are we innovative? Do we have enough diversity of thought and perspectives – is the workplace able to fully accommodate everyone and, if not, can we install ways of working that allow for everyone to be included?”

“We need to ask these questions in order not to fall into previous traps or fall back onto assumptions about what an office should be or what a worker should look like. If the pandemic helps to re-write the rulebook then that is something of a silver lining within this tragedy and we owe it to the world to be better than before.”

Connectivity is the technological umbilical cord to the cloud

As the pace of change in digital and data accelerates, many businesses are embracing cloud-based solutions – but they must do so hand in hand with high-quality connectivity

The role digital and data connectivity plays in our daily lives has never been more important. The transformation we have seen over the past year has been relentless, and is only going to speed up.

But is the business community fully embracing this rapid and accelerating change? We at Commsworld have worked tirelessly to help the private and public sector realise how vital good digital and data connectivity is to them.

Good connectivity is the technological umbilical cord to the cloud. If your connectivity fails, it won't be long until you feel the impact both financially and commercially. In today's world it makes or breaks a business, it's that simple.

An increasing number of businesses have moved their processes and applications to the cloud. They realised the benefits cloud-based solutions have, providing the products and services needed to keep both their infrastructure and data safe.

The cloud supports business continuity and resiliency when unexpected challenges arise, allows you to streamline services and data, is cost-effective and frees up resources, lets employees work from one centrally-stored document, heavily simplifies group collaboration, improves employee productivity, and makes for a better work/life balance as it can be accessed from anywhere.

But all this can only be achieved if you have the digital connectivity to support it. You can't just rely on fast internet speeds.

We at Commsworld have managed to do this by completing our UK-wide ultra-fast Optical Core Network. The network operates exclusively over 10,000km of Pure Fibre, which allows us to maintain full control and deliver

“Good connectivity is the technological umbilical cord to the cloud. If your connectivity fails, it won't be long until you feel the impact both financially and commercially. In today's world it makes or breaks a business, it's that simple.”



Bruce Strang,
Chief Operating Officer
of Commsworld

massively scalable bandwidth across the whole of the UK, whilst providing lightning fast response times (very low latency).

The result is we have managed to deliver transformational change for our clients. In the public sector this includes City of Edinburgh Council, Glasgow City Council, and Scottish Borders Council regions.

As an Edinburgh-headquartered company, we are particularly proud of our work to radically modernise the capital's network, including the delivery of 150km of full fibre and more than 330 WAN connections in just nine months. It means Edinburgh now has a digital network that delivers unlimited bandwidth and gigabit

speed, and which 17,000 businesses in the city have the opportunity to use, gaining real value from their data.

In the private sector Burness Paull, leading independent law firm and long-term Commsworld client, uses the agility of cloud-first solutions it developed with us to make it easier to serve its international clients.

Our Optical Core Network gives Burness Paull the flexibility and scalability to reap the benefits of its 'work from anywhere' approach. This includes the seamless transition to higher usage of existing initiatives such as flexible working, video conferencing, virtual recruiting, and to remotely attend webinars worldwide.

It's never been more important to be connected to the cloud. So make sure you have the latest essential digital tools, and embrace fibre broadband – it really is central to keeping your infrastructure and data safe. Make sure your network connector is secure and has the capacity to deliver the service you want.

2021 business growth opportunity: unlocking the power of your data at scale to accelerate digital transformation

According to a recent IBM Institute of Business Value (IBV) study, technology adoption has become a far more important performance differentiator during the COVID-19 disruption.

The “technology mix” recipe for success is changing and increasingly, cloud and artificial intelligence (AI) are enabling that differentiation. Companies have a real opportunity to unlock more value from their data to transform their business processes and derive greater actionable insights. Moving on from stand-alone pilots to deploying AI at scale is the next step. Taking this step requires three main pillars of consideration:

1. Right operating model with a “factory” approach. The purpose of the factory is to scale efficiently use cases and offerings.
2. Appropriate AI & open data platform. AI and data domains should be bridged because there is no frontier between structured and unstructured data, and we need to move from “narrow” AI on one channel to “broad” AI on multiple channels.
3. Trust. Be transparent, robust and explicable are the new rules for all AI and data decision-making processes. If companies are to scale AI to help make business-critical decisions, people need to understand exactly how and why those decisions are being made for the outcomes to be trusted.

What lessons can be learned so far from companies who are deploying AI at scale?

1. Integrate AI deep within legacy systems. AI and data use cases need to be tightly integrated with internal and external systems to be able to access and enrich data, extract insights and ensure consistency.
2. Scale from day one. Too many stand-alone experiments have been implemented without having put in place the appropriate context to scale and infuse AI and the use of data across the organisation. Instead, plan to infuse AI into applications and business-critical workflows to bring value to users across the business, underpinned by a governance model that builds trust and transparency in from the outset.
3. There is no AI without an information architecture (IA). An IA designed for AI is essential to automate and govern the data and AI lifecycle as well as to be able to



Jean-Philippe Desbiolles, Global Vice President, Data & AI Financial Services at IBM

operationalise AI with trust and transparency.

4. The ability to support open ecosystems with partners who multiply the processes of creation, research, development and execution of innovative solutions.

5. Continuous improvement. AI systems require specific skill sets, tools, standards and methods not only for AI and data specifically but across the organisation as, for example, AI use cases will be multi-channel by design. Continuous improvement has to cover all

channels across financial institutions with consistent learning and content.

Finally, be bold and reinvent business processes through new lenses. Too many projects are betting on incremental changes, adding for example an AI-enabled voice assistant to a client-facing process. An integrated AI / Data Centric strategy can deliver significant business benefits across many organisations, and how well AI is exploited will be a key differentiator in future.

IP and Digital Health

The digital health sector is rapidly growing with many healthcare companies moving into this area. As a result, the use of Intellectual Property (IP) to protect innovations in this sector is becoming increasingly important.

Digital health products include wearables, health and wellness applications, mobile health and electronic medical records. Various aspects of a digital health product may be protected using IP. For example, it may be possible to obtain IP protection for the hardware, software and/ or data analytics associated with a digital health product.

The types of IP protection that may apply to digital health products include patents, designs, trade marks, copyright and database right.

a. Patents

A digital health product may include an electrical or mechanical component which may be patentable if it is novel and inventive. Methods and algorithms associated with configuring and/or using the digital health product may also be patentable. One complication in this area is that modern digital health products often involve a computer, network or other programmable apparatus, where one or more features are realised wholly or partly by computer software. While computer programs themselves may be excluded from patent protection at many patent offices, it is certainly possible to obtain patent protection for the underlying inventions that give the computer programs a technical character. For example, in Europe, the exclusion does not apply to computer implemented inventions that solve a technical problem in a new and inventive manner.

Despite the fact that there may be challenges associated with the protection of IP within this area,

many successful digital health companies have been able to secure patent protection for their inventions.

b. Registered and Unregistered Design Protection

Design protection may be used to protect aspects of the appearance of a digital health product. For example, a customer may be drawn to the product due to its size, colour, or a feature of the design of the user interface of the product. Thus, design protection should be considered if there are aspects of the appearance of the digital health product that may be important in driving sales. Such protection can be especially important due to the competitive nature of the digital health industry.

c. Trade marks

Trade marks may be used to protect the brand of the digital health product. This can be important, for example, where the user associates the product with its name.

d. Copyright and Database Right

Copyright is an automatic protection that arises on the creation of an original work and may exist in the programs and algorithms used by the digital health product.

Digital health products often collect and store data which may be transmitted to a healthcare professional or a hospital. Digital health devices may be linked to a database in which the data is collected and stored. The data stored in a database may be protected: (1) under the law of copyright

and the rules that apply in relation to databases; and (2) under the UK Copyright and Rights in Databases Regulations 1997.

Databases are treated as a class of literary works and may have copyright protection for the selection and/or arrangement of the contents provided that they were recorded in a medium and that they were the author's own intellectual creation. Since the copyright owner is the creator of the database, digital health companies need to be careful when using a contractor to create a database since the contractor may be the owner of the copyright in the database. Therefore, if a company wants to own the copyright, it should enter into an agreement with the contractor which contains an assignment of the copyright.

Conclusion

In the digital health industry, product life cycles are typically much shorter than in other healthcare industries. As a result, digital health companies need to develop and regularly revise their IP strategy. In addition, companies should ensure that procedures and contracts are put in place when working with any third parties to establish ownership of any IP that may arise during development of the digital health product.

At Maucher Jenkins we have experience of helping companies obtain IP protection for their digital health products. If you have any questions, please contact Reuben Jacob and Fiona Kellas.

One year on, how has Covid reshaped digital marketing?

From an SME point of view, the corona pandemic could not have been worse. But fortunately, not for all. While some were forced to shut up shop indefinitely, many have experienced their biggest boom time ever.

By Fin Wycherley

CEO, Supersize Media, Social Media Agency

"The pivot" became the rallying cry for a whole slew of businesses, charities and social enterprises that dramatically doubled down on digital and applied those incredible problem solving skills most loved by entrepreneurs and their teams across the globe.

From a digital perspective, many initiatives that would have taken years to implement were suddenly brought dramatically forward and rolled out at dizzying speed to plug the communications, marketing and business gaps.

According to new data from IBM's Retail Index, the pandemic has accelerated the shift away from physical stores to digital shopping by roughly five years.

The social media platforms themselves introduced tonnes of initiatives to help businesses accelerate their digital transformation at a time when cost per click ad spend was cheaper than ever before.

The game changers among them have been Facebook and Instagram Page Shops which

make it possible for even the smallest business to reach that huge and growing 2.7bn audience online with highly targeted messages.

The Shop experience features curated collections, products and recent posts from businesses of all sizes with more direct purchasing opportunities. People can now see personalised content from brands within the News Feed, and through in-product notifications or small business favorites they follow.

In other words, the customers' sales experience with brands using the Shop environment on mobile is outstanding compared to those without. The rule of law in digital is that if there are too many clicks on the journey to a purchase, you increase the risk of your customers simply clicking off.

While physical shop purchases have sunk to a record-breaking low, digital purchases have risen by 20% with 76m US shoppers spending \$23.3bn buying products through social networks.

However with an increasing number of business pages being shut down for the smallest of infractions and even Facebook closing all news



Fin Wycherley

media outlets in Australia, businesses need to ensure they have a resilient and SMART digital strategy that doesn't leave their business at risk by putting all their digital assets in one basket.

APRIL

Tuesday 20th
Supervisor & Team Leader Skills

Wednesday 21st
ICC – INCOTERMS © 2020 RULES - Half Day Workshop

Thursday 22nd
Report Writing Masterclass

Monday 26th
A Beginners Practical Guide to Exporting

Tuesday 27th
Presentation Skills

Wednesday 21st
Leading Remote Teams

MAY

Wednesday 5th
Understanding Export and Export Documentation

Thursday 6th
Introduction to Google Analytics

Tuesday 11th

Project Management Fundamentals

Thursday 13th
Leading, Managing & Embedding Change

Tuesday 18th
Customs Procedures and Documentation

Thursday 20th
Time Management

Tuesday 25th
Imports: Inward & Outward Processing

Thursday 27th
Instagram for B2B & B2C - How to Build a Range of Sales Funnels on Instagram, Including Instagram Stories

JUNE

Tuesday 1st
Video Creation for Business

Wednesday 2nd
Dealing with difficult situations

Wednesday 2nd

How to Conduct Effective Reviews and Appraisals

Thursday 3rd
How to Complete Export Customs Entries

Monday 7th
Boost your Sales Success

Tuesday 8th
Methods of Payment & Letters of Credit

Thursday 10th
Essential Management Skills

Tuesday 15th
Advanced Facebook Strategies to Increase Sales - Creating more Dynamic Facebook Ads, Groups Messenger & Live

Tuesday 22nd
Google Ads - Introduction

Thursday 24th
How to Complete Customs Import Entries

Wednesday 30th
Networking Skills



A Memorable March

Edinburgh's Business Festival took place from the 1-5th March and welcomed 1,165 registrations, over 5 days (a total of 23.5 hours!) with 41 speakers, ranging from keynote speakers and panel discussions to networking events and practical workshops.

We also hosted our annual Business Awards, to recognise the outstanding contribution of local businesses and professionals over the past year. The virtual awards evening highlighted this work with twelve awards won on the night, focussing on recognising leadership, innovation, partnerships and sustainability.

Throughout March we were delighted to host several virtual sessions including an informative webinar on the Kickstart Scheme, a Government initiative to fund and create new job placements for individuals aged 16 to 24 on universal credit who are at risk of long-term unemployment. We held our second Future Edinburgh panel session to discuss the potential Edinburgh has if it re-imagines its high streets, and we welcomed Simon Pitts CEO at STV to discuss the recent work and plans for Scotland's home of news and entertainment.

Looking ahead into April and May, we're hosting a new series of virtual networking events! First up we'll have our Cocktail Catch-up, this event aims to bring members together for an hour of networking and drinks. We'll have our Chamber team mixologist on hand to offer a live demonstration on a cocktail - then we'll enjoy our drinks and have

a good catch up. Later this month we'll aim to help get you inspired by good cooking and even better company at our first virtual Networking Lunch. Led by the Chamber team, we'll host a live cook-a-long where you'll learn a new simple recipe, before being split off into rooms, where you can sit around the virtual table, enjoy your new dish and network with fellow members.

Many of us have been working from home over the past year, but what has the COVID19 experience of home-based work taught us so far? Join us as we welcome Dr Lila Skountridaki of the University of the Edinburgh Business School to draw on data collected, through staff surveys and interviews, to outline workers' experiences and discuss how businesses can support their staff going forward.

If you were unable to attend our virtual sessions, you can find all the webinar recordings online on our YouTube channel – Edinburgh Chamber of Commerce. You can keep up to date with the range of business support webinars and virtual events we have coming up with our events calendar on our website at <https://www.edinburghchamber.co.uk/events/>.

Winners List – Edinburgh Chamber Virtual Awards 2021

- Responsible Business** - The Refillery
- Innovation in Business** - The Refillery
- Director of the Year** - Helen Carlin, Common Ground Against Homelessness
- Export Business of the Year** - Innis & Gunn
- Developing the Young Workforce** - Phoenix Group
- Employer of the Year** - Grassmarket Community Project
- Young Leader of the Year** - Jonathan Hall, Cyrenians
- Inspiring Partnership Awards** - North Edinburgh Covid-19 Response and Recovery Group
- Excellence in Circular Economy** - Edinburgh Remakery
- Service Excellence** - Held in our Hearts
- Local Business Hero** - Cyrenians
- Lifetime Achievement** - The Rt. Hon. Frank Ross, Lord Lieutenant and Lord Provost of the City of Edinburgh.

Edinburgh Chamber International Update

2021 marks a crucial year for international trade with the implementation of the new UK-EU Trade and Cooperation Agreement which has so far caused considerable disruption for exporters and importers.

Businesses are facing a number of challenges with increased red tape, costs and tariffs, many are seeking extra support and clarification.

Edinburgh Chamber Trade Documentation team

The team have experienced a large number of export and customs queries from exporters in light of the delays at customs points and goods being returned due to documentation errors, exporters are calling out for help and guidance. The team have been able to sign post where possible, but are seeking more detailed information from HMRC.

The documentation for exports is remaining steady with the loss of ATR Certificates for Turkey, we have been able to offer guidance on Invoice Declarations for shipments, but continue to provide a service for United Kingdom Certificates of Origin. We are beginning to see growth for UK Certificates of Origin for some shipments to Europe, which has provided assistance with the clearance of some goods.

Challenges for exporting is currently across the board within Europe as there is confusion as to which duties and taxes are due for goods brought in from Europe which are then returned to another area within Europe.

There are further challenges with additional documentation requirements for goods going to Europe with some countries now insisting on Certificates of Conformity for all the items.

The UK are developing free trade agreements with other countries and the list is continuing to grow which should see an increase with the new United Kingdom EUR 1 certificate – list of countries now using EUR 1 certificates can be found at <https://www.gov.uk/guidance/uk-trade-agreements-with-non-eu-countries>. From a customs clearance perspective, our service has noted that the VAT and import and re-export customs declarations have represented the main challenge for exporters.

Grants to help small and medium-sized businesses new to importing or exporting

Published on the 11th February, HM Revenue & Customs announced that the SME Brexit Support Fund could give up to £2,000 to



help with training or professional advice, if businesses have up to 500 employees and no more than £100 million annual turnover. Check HM Revenue & Customs website for more information and eligibility criteria.

The new EU-UK Trade and Cooperation Agreement

Results from the first major business survey for 2021 by the British Chambers of Commerce on Brexit found that half (49%) of exporters are facing difficulties in adapting to the changes in the trade of goods following the ratification of the UK-EU Trade and Cooperation Agreement (TCA) on 1 January 2021. You can find the full report here: <https://www.edinburghchamber.co.uk/bcc-brexit-survey/>

Outward missions - 2021 programme

On the 25th February, the team welcomed eight Finnish companies taking part in a virtual tour of Scotland and its capital city Edinburgh in collaboration with the City of Edinburgh Council. Several b-2-b meetings have been set up between Scottish companies and Finnish delegates.

Registrations for two upcoming virtual missions are now open (cross-sector missions open to all sizes of businesses):

Trade mission to Shenzhen, China – 14th – 16th July 2021

Trade mission to Poland – 22nd – 25th June 2021

The benefits of joining a virtual trade mission in 2021

Under challenging times and uncertainty around international travel, we plan to deliver all our trade missions virtually in 2021. At Edinburgh Chamber of Commerce, our International team is keen to continue to encourage Scottish businesses to participate in trade missions and it is essential to show them the benefits and advantages that virtual missions have to offer:

- **Low cost:** A minimal investment on time and travel cost (only to pay for registration fee). Edinburgh Chamber funds all other fees.
- **Flexibility:** Easy to integrate into daily working week and access the mission virtually from your home office.
- **Knowledge:** Businesses joining a virtual trade mission will gain similar insights of the target market attending market-briefing sessions, training session, they will be making multiple connections with local partners, and business leads.
- **Preparation:** Virtual missions give a flavour of the market they want to explore and the virtual mission helps you to get your businesses prepared for the next step in-market. It remains an effective use of time with the current travel restrictions in place.

To get more information regarding our international activities contact the team **0131 221 2999 option 5** or email international@edinburghchamber.co.uk

Getting Started with Data

What does the word data mean to you?

Something that other people have? Something that's entered into tools and apps, but you're not clear how to get to it? Or something only huge corporates doing AI have? The reality is, whatever the size of business, we all have data of one sort or another. With the potential to gain significant competitive advantage from data, getting started on the journey to use data effectively and with purpose is important for everyone.

Why do want to do this?

- **Visibility:** unlocking data from within the tools you already have and creating accessible views. This can improve quality, highlight anomalies and trends and give opportunity to react quickly.
- **Improved decision-making:** understanding what's really going on will allow you to make better informed and quicker decisions.
- **Tailored customer experiences:** understanding your customers better can bring opportunity to create more unique experiences or anticipate future demand.

What's stopping you?

If the benefits are that good, why is everyone not doing it? Some of the most common reasons we hear for not using data are:

- **Access:** not knowing how to get data out of systems
- **Manual processes:** it's too hard to change paper based systems, or those that are mainly manual steps
- **Data quality:** data isn't trusted – it takes too long to clean and validate it
- **Changing technology and tools:** unsure how to keep up or get the right skills
- **The unknown:** not knowing what's possible

How can you get started?

There are a few key areas we recommend when getting started that can help overcome many of those challenges:

1. Define your purpose

Identify a goal which will really add value to your business. What questions do you want answers to about your business? It doesn't have to be a huge project. Start small. Learn



Sam Rhynas,
COO and Head of Data

what works and what doesn't. Accept you might get it wrong. Pick something you can measure and manage the impact of any change.

2. Gain sponsorship

To invest time and money into something new needs support from the top. Picking a purpose that can benefit your senior management team specifically can be a great way to do this! Once they can see the value behind it, it can be easier to invest more time in future work.

3. Get the skills you need

You may not have someone inside your organisation with just the right skills at the moment, but what you do have is experts in your sector and who have the business skills. Before making any long term decisions on recruitment, create the right team to complete a data project by engaging with an external resource who can bring the data skills and, combined with your experts, work

to understand what you really need. And think about opportunities to upskill your existing staff.

4. Understand and document your data

Getting to know your data can be a combination of delight and horror! You may uncover quality issues you didn't know you had. But you might also find insights about your clients you didn't know, or patterns that can help you rethink your sales strategy. Start by making sure you have an accurate record of all the data you hold, and understand where and what it is.

Your data is unique to you, and a key asset for your organisation. The sooner you start getting to know it, the more benefits you can gain.

If you'd like to know more about this, or if you have any other questions around data, please get in touch with us at hello@effini.com or take a look at our website <https://effini.com>

Name: Julian Slater

Company Name:
Ian Dickson Travel Service

Title: Director

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

A We connect people through travel

Q How long have you been in your current role?

A 3 years

Q What does a week in your job look like?

A Pre-covid it would be to liaise with our team and look at the tasks needing done. I am very hands-on, so talking to clients about their travel requirements would feature high.

Post-Covid it has been developing myself and the company to be ready for the upturn in travel when it returns. We are always looking for new business clients, so finding companies who normally travel and need a local company to manage it is important.

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

A The way the team got behind our MD, Janice Dickson, when she went through an unexpected health challenge. Her loss to us at the end of 2019 was devastating but her enthusiasm for travel continues to inspire the team to do even more for our clients.

Q Your favourite top tip or quote in business?

A "Less is better" – With so many pressures on us, it is important we change our focus from trying to getting more things done, to getting the right things done. This can be defined as Essentialism. This also means focusing on the important things in life, like family and positive relationships, and ensuring we don't use our energy up just satisfying someone else's agenda. Saying no can be empowering. Decluttering our life refreshing. Improving quality and success by focusing on less liberating.

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

A We have been members for many years. Networking with people within Edinburgh



Julian Slater

is important to our success. Throughout Covid-19 the networking and training the Chamber has given members has been vital to forming new connections in the isolated climate we are now in. Also, knowing you are not alone is reassuring.

Q Where do you read your copy of Business Comment?

A Normally in the office; I can't wait to get back in with the team!

GET WITH IT

By Bill Magee

Scottish Business Technology
Writer of the Year



Edinburgh's The Data Lab, on announcing £1 million new funding, fully meets the challenge in applying the latest developments in data science and artificial intelligence to solve problems and provide opportunities in the real world.

We can all get bogged down with what is described as unnecessary complexities surrounding the efficient, safe and secure handling of an organisation's precious information.

The Data Lab successfully achieves such a simplification process. It's now going even further with its new self-explanatory Data Skills for Work and SME data internship grant initiatives.

I liken it to the adoption the KISS principle - Keep it Simple Stupid - perhaps a rather blunt but nevertheless effective way of describing how data should be viewed. Another way is preferring TV's "Horrible Histories" approach



rather than "Big Bang Theory" towards explaining it out.

Data science isn't just for data scientists and has become increasingly relevant in today's digital climate. Building one's knowledge and skills can give you an edge in your current role or on the jobs market.

To this end the Data Lab promotes collaboration as the key to introducing data's potential and has gathered together components representing every sector to

ensure data sources are applied responsibly and to everyone's lasting benefits.

The institution has entered its seventh year of operations and to date has worked with over 1,500 companies, public sector institutions, universities and data experts. Pretty impressive.

Now it enters its next chapter focused on endowing organisations and individuals alike with vital practical skills and hands-on experience needed to, in turn, apply the very latest data science thinking.

To this end collaboration partnerships are strongly supported. To transform specialised expertise and academic research into real world innovation to equip an organisation's workforce with industry-ready skills.

The bigger picture involves championing and cultivating Scotland's data science community. Helping it flourish and have a global impact by taking a lead on the world stage.

Post Pandemic Public Transport

If 'unprecedented' was the word of 2020, then 'build back better' has to be the phrase of 2021. The Covid pandemic had a huge impact on the public transport industry and even though there is light on the horizon, through vaccinations and testing, it will take time to rebuild public confidence that using shared transport is safe.

It is likely that patterns of mobility will be permanently affected by the global pandemic; resulting in more working from home, less regular commuting, fluctuating peaks in travel demand and a gradual return of visitor demand due to border controls and quarantine.

As part of the pandemic response, The Transport for Edinburgh Group, Lothian Buses, Edinburgh Trams and The Edinburgh Cycle Hire Scheme continues to provide travel for essential and key workers and others, who still have to travel to study, work or receive a vaccination. Patronage has fallen significantly over the last 11 months with the changing regulations and public health guidance.

Use of The Edinburgh Cycle Hire Scheme soared with 119% increase in trips. We must grasp this opportunity to reinvigorate cycling in and around Edinburgh, with investment in active travel infrastructure and securing more funding, to improve and grow the cycle hire scheme. Ensuring that those who don't have the means to own a bike are not left behind and can continue to benefit from the health advantages that regular cycling brings.

On 19 February 2021 The Transport and Environment Committee of The City of Edinburgh Council debated and endorsed The City Mobility Plan. An ambitious approach to help meet the city's target to be carbon net zero by 2030 and ensure that the city will prosper as it grows. Priority measures include:

- Expanding the tram/mass rapid transport network to the north and south of the city, as well as to Newhaven and exploring the potential to develop or extend mass rapid transit routes into Fife and the Lothians.
- Align the city's bus network with the Council's strategic priorities including improving accessibility, integration and reducing congestion.
- Develop interchanges, including Regional interchanges and bus prioritisation.
- Integrated ticketing across public transport with smart, flexible tickets purchased via contactless payment.
- Develop and implement a new governance and operating structure for the Council



owned public transport, ensuring integration between modes and takes account of wider public policy drivers.

Consider Work Place Parking Levy and Pay as you Drive and a further 29 measures, including a City Operations capability and Mobility as a Service.

All of this will help Edinburgh provide safe and efficient alternatives to private cars. It must of course be adequately resourced, prioritised and coordinated. The same themes are reinforced in Outcome 11 (and 10) of The Council's Business Plan.

Phase 1 of Transport Scotland's second Strategic Transport Projects Review (STPR2) includes consultation on the development of a mass rapid transit system for the city, bus prioritisation and investment in active travel infrastructure. We must ensure that Edinburgh presents a clearly prioritised statement of requirement and explanation of benefits, if we are to maximise government funding for our projects.

It makes sense to future proof the city by expanding the Edinburgh Trams network. This will enhance connectivity, support sustainable economic growth, reduce carbon and keep the city moving as its population increases. By reviewing the bus network we can be efficient, creating modal interchanges and reduce city centre congestion. Improving urban mobility with user friendly wayfinding through on-street totems, downloadable maps and digital wayfinding will allow people to personalise their journey and make informed, sustainable choices.

Rebuilding confidence in public transport and investing in an active travel network is paramount in building back better. Our public transport and active travel offering needs to be connected, safe, accessible and affordable, and this will encourage people to leave the car at home and travel sustainably.

George Lowder is the Chief Executive of Transport for Edinburgh.

What's your plan?

Many people have hopes, dreams and aspirations and a general idea of what they would like their lives to look like.

The New Year is normally a great opportunity to take stock and reset. A time when you can start thinking about the changes you would like to make and plans that you'd like to put in place.

You can still hope that 2021 will be "your year" and that things will start to fall into place. Given how different 2020 was to what we could have ever imagined and the restrictions rolling into this year, how do you break the current cycle and make 2021 different?

It all starts with making a plan.

Here are 4 key questions to ask yourself when starting to build a financial plan.

1. What are your goals?

This is the fun bit. Clearly defining your goals can be an eye opening process and provide you with clarity and focus.

If possible, try to consider the SMART principle when setting your goal:

- Specific – Clearly define what the goal is and use details such as numbers where possible.
- Measurable – Think about a tangible way in which you can measure your progress.
- Achievable – Are your ambitions realistic; with planning we are often capable of more than we realise but being pragmatic is important.
- Relevant – Are your goals in line with your own personal values? It may be useful to chat this through with somebody else to clarify your values.
- Timebound – Think about the timeframe you are working within and whether there is any flexibility needed.

Your goals are personal and unique to you. Perhaps you want to set up your own business, or maybe you want financial security, to retire early or look at ways to pass a legacy onto your loved ones.

2. Where are you now?

The last thing on most people's lockdown list is to go through the dreaded personal finance paperwork. Starting this job is the hardest part, but once you get going, it will prompt a number of options to consider and actions to take.

Shred any old documents that you don't need and file the important things using clear labels.



Make a list of what you have, where and how much.

Look at your income and expenditure levels - there may be some money left over that could be useful later.

If you've any queries or something you are not sure of, now could be the time to speak with a financial planner to help guide you through.

3. Are we there yet?

Now you've defined your goals and you're clear on your current situation, it's a good time to work out if you have "enough" to achieve your goals or if there's a gap. This isn't an easy task, as there are often many variables to consider such as inflation, tax and growth rates to consider.

Financial planners use software to build cashflow forecasts, to show whether your plan looks sustainable or not. The good news is there are usually many recommendations that can be given to improve the viability of your plan, which is why planning early is important. A financial planner will chat through your

options and recommend the most suitable course of action for you.

4. What Next?

Just like last year and as we've seen already this year, things can change very quickly, so reviewing your plan is important to ensure that it remains on track and in line with your needs. Your lockdown garden may have been immaculate at the end of last summer, but it will need some more work on it in the future. Your financial plan is no different; it needs regular maintenance to keep things looking pretty.

If you need help building or reviewing your own financial plan, please get in touch with us at www.1825.com, we'd love to hear from you.

The information in this blog should not be regarded as financial advice.

'1825' is the brand for Standard Life Aberdeen group's UK financial planning and advice business.

Keeping pace with digital evolution

Change came at a rapid and unrelenting pace last year as businesses had to adapt to scenarios they had never faced before.

By Laurice Peverett
Associate Director, Technology Lead for Scotland, Turner & Townsend

Although digital technologies were permeating most aspects of our working lives in the pre-COVID era, their use is now 'business as usual' and digital is certain to become one lasting legacy of the pandemic.

In fact, in a recent global survey of executives by McKinsey, the respondents estimated that the digitalisation of customer and supply-chain interactions, and internal operations, had accelerated by three to four years. The increasing connectivity, sharing of data and ability to take assured, evidence-based decisions means that there is no going back in this regard.

The challenge is that when change happens this quickly it can outpace the projects that an organisation is trying to deliver. Successful delivery then requires adaptability, agility and an ability to keep an eye on the bigger picture.



Key drivers of change

Sustainability - Addressing the climate emergency and putting us on a path to net zero is a monumental challenge and will require a collective industry response.

Productivity - The pace of change is increasing exponentially through modern methods of construction and new ways of working that enhance performance while delivering better outcomes and greater value.

Digitalisation - The 'fourth industrial revolution' is changing our world like never before. Data has become the world's most valuable commodity.

Safety - As identified in the Hackitt report, cultural change is needed across the industry to make our built environment a safer place.

Social value - Through the built environment - more focus is needed on end use outcomes than delivering a working asset with approaches to this outlined in the Construction Playbook.

The construction industry does not have a great reputation when it comes to embracing change, while other sectors like finance or retail have reaped the benefits from digitalisation, we have languished near the bottom of the productivity charts. That said, through the pandemic we have shown extraordinary resilience and an ability to embed and embrace change when met with necessity.

Major projects programmes are particularly susceptible to the impact of change, by their very nature risk will always be present. In the findings from our conversations with clients published in Turner & Townsend's Realising the Extraordinary insight series, we identified four areas where leadership teams have adapted business approaches to be more flexible and resilient. These are:



- Ways of Working - to ensure digitally enabled delivery
- People Trends - with a clear movement towards a stronger capability culture

- Supply Chain Trends - understanding fragility and the impact that disruption has on risk, cost and schedule
- Strategy and performance trends – to drive stronger integration between asset-related functions to allow a whole life perspective

There is both an impetus and a need for change, and we are also at a point where we are starting to have many of the answers. The Scottish government has detailed plans for £33bn of capital investment over the next five years in areas including healthcare, education, transport and the environment. We now need to bold, ambitious and embrace a new way of thinking, while working across industry to successfully deliver a more sustainable future.

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 111 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.

<https://www.turnerandtowntsend.com/>



New Edinburgh broadband network supports rapidly growing data demands

The last 12 months have been like no other, and demand for broadband has never been higher with usage more than doubling across Openreach Scotland networks in 2020.

By Robert Thorburn
Partnership Director, Openreach Scotland

During the Coronavirus pandemic, data traffic increasing by more than 70 per cent at peak, up from around 57 Petabytes in a typical week pre-lockdown to more than 96 Petabytes. One Petabyte equals a whopping one million Gigabytes. That's a lot of bandwidth.

The average property connected to Openreach's fibre networks used around 3,000 Gigabytes (GB) of data, or around 9GB, per day. That's the equivalent of between two and three HD movies being streamed in every house in the UK, every day.

Reasons for the big jump won't come as a surprise; they include a huge increase in home working and video conferencing, more live sports being screened online, and large updates to Playstation and Xbox games consoles including popular gaming titles like Call of Duty.

The busiest day across the network was Boxing Day, when a mix of video calls to get in touch with family and friends, TV streaming and gaming downloads were all contributing factors.

The previous record-breaking day, Saturday 14th November, came as Amazon Prime Video screened two live Autumn Nations Cup rugby matches, including Scotland's win over Italy. Broadband usage surged as the game approached kick-off.

The Openreach network stood up well during the pandemic, with no major outages. Tech experts manage network capacity for every eventuality and prepare for major drivers such as retail's Black Friday or the release of the latest big-ticket titles on streaming services.

With many businesses asking employees to work from home throughout most of 2020, connecting remotely has been, and continues to be, important for everyone.

Demand for bandwidth is only going to grow, and we're on a mission, with the right investment conditions, to upgrade the nation's biggest broadband network through our £12 billion full fibre programme.

With building work continuing throughout 2020, nearly 100,000 Edinburgh homes and businesses can now order a gigabit-capable full fibre service – which is more reliable, faster and future-proof.

Great connectivity is vital to sustain Scottish competitiveness – for example in the fintech sector – in a post-Covid, post-Brexit world. Research suggests full fibre could provide a £4.5bn boost to Scotland's economy by 2025, as well as helping to address major issues such as population flow from West to East.

We'll be continuing to build in many city areas - from Maybury and Morningside to Portobello and Leith - over the next few months. To support our full fibre rollout and bolster our field force, we're taking on 275 new engineers for Scotland in 2021, including 36 posts for Edinburgh and the Lothians.

Businesses can check if the new network has reached your area yet, and what the latest plans are for your postcode, at openreach.co.uk. If you're able to order, you can request an upgrade through your service provider.

“With many businesses asking employees to work from home throughout most of 2020, connecting remotely has been, and continues to be, important for everyone.”

Digital Equity in a Digitalised World

Agreeing funding in the recent Council budget to accelerate ending digital poverty in Edinburgh was the right decision, but let's not fool ourselves into thinking it's the only tool in the educational toolbox to help close the attainment gap.

Imagine it, the new class project has begun. It's 'The Structure of the Earth' and all that talk of tsunamis and exploding volcanoes (you gotta love a baking soda and vinegar concoction!) has captured the interest of learners. Next minute, and without any set homework task, they've headed out the door and straight onto their home devices to carry out some voluntary research.

Cue the morning bell, and they're racing into class to show the teacher their homemade magazines and posters, eager for an opportunity to share with the rest of the class. It's the child led learning you encourage, so that opportunity is given. But there, in that moment, you see the digital divide in the eyes of some who look on.

Imagine too IT lessons in the computer suite. Observe those who independently race ahead, creating their all singing and dancing powerpoints, movies, or the IT task of the day... and those who quietly raise their hands for help to log on. And this time, you know it's not just down to the school wifi issues!

It's not hard to imagine. It's been happening for some time in classrooms across the city. Two tiny examples that highlight the impact of digital inequality on the attainment gap, and before a lockdown shone a great big torch on where we'd fallen short.

I'm no young thing, I hope it's not evident! I'm old enough though to remember changing the ribbon on my typewriter in secretarial studies, the hum of the modem, and those good old floppy discs.

That all seems like a million years ago in this completely digitalised world, and where so many jobs, if not all, depend on those skills in different ways.

Eradicating poverty lies at the heart of what we do in Council, and policy decisions need to be increasingly considered through this lens. In recent years, Edinburgh has won recognition

Cllr Alison Dickie, Vice Convener for Education, Children and Families



proofing our school practice, and now this includes maximising on digital for all.

We're preparing our learners for life, learning and work, and lockdown created an urgency to finally address empowering every child in the development of those digital skills. And, over the period of the last year, Scottish Government money helped us to deliver 3,500 devices to households who didn't have any access and connect 1,200 to the internet.

Now, the budget funding will accelerate a one to one digital strategy to roll out a device for every pupil across P6 to S6 over the next two years, ensuring a stigma free universal approach that fits with our poverty reduction agenda. This will include infrastructure, connectivity and much needed training across our teachers and school staff to build confidence and capacity.

educational tool to help close the attainment gap. Yes, maximising on digital access and learning will benefit attainment, but nothing beats the quality learning and teaching in class with our skilled teaching workforce, and the individualised support that ensures every child's full potential. And in terms of eradicating poverty, it goes hand in hand with nurturing environments, trusted relationships, and a breadth of learning that pulls out every strength and interest.

There are issues to be considered too, from the need of a robust child protection policy to the fact that our children and young people have essentially become avatars in recent times! Much time was already spent online, and remote learning pushed many further into the virtual world...well those who had access to a device.

As well a focus on literacy, numeracy and digital in the recovery process, wellbeing needs to be at the forefront. So, much more play, outdoor learning, social interactions, and equitable access to those wider achievements which grow confidence and opportunity.

For now though, ending digital poverty was the right thing to do!

"We're preparing our learners for life, learning and work, and lockdown created an urgency to finally address empowering every child in the development of those digital skills."

Digitisation and Litigation

Scotland's Courts and Tribunals have harnessed the benefits of digitisation to look not only forwards but, through the endeavours of the Scottish Council of Law Reporting, as Michael Upton has pointed out, also backwards.

**By Stephen Miller
Partner, Clyde & Co**

The earliest, searchable digital judgment available as a resource for modern day practitioners dates from 1469 and records the disposal of a dispute over land ownership.

In a system which depends on the precedents set in prior cases, this project has great value in increasing our understanding of the development, not only of the law, but also and as importantly, the development of the language of the law.

Important though the development of the digital archive is, for most lawyers the outstanding technological advance has been the establishment of virtual courtrooms which has allowed parties, witnesses and lawyers to pursue litigation from the comfort of their own homes. As we will see, this has not been to everyone's taste.

Since March 2020, when for obvious reasons most litigation was abruptly halted, Tribunals and Courts in Scotland have embraced hearings by video. Employment Tribunals benefitted from a bespoke Cloud Video Platform commissioned by the Ministry of Justice; the Scottish Civil Courts' experience with Webex has been slower, but the format is now in regular use.

The differences between the Tribunals and Courts are visible in ways beyond the technology used.

"In a system which depends on the precedents set in prior cases, this project has great value in increasing our understanding of the development, not only of the law, but also and as importantly, the development of the language of the law."



Judges in the Employment Tribunal were quick to recognise the potential of virtual hearings. Many claims in this forum are raised by disabled claimants, some of whom for physical or mental reasons, find attendance at the Tribunal difficult or impossible. The original Industrial Tribunal of the early 1970s was designed to allow litigants to present their cases without legal assistance and so a number of formalities – most visibly wigs and gowns – were dispensed with. Although most Employment Tribunal litigations now involve lawyers, those informalities have been retained.

But it has to be recognised that in certain proceedings formalities are more than simply a judicial adornment. It is felt that a witness will be less inclined to lie, or at least be less successful in attempting to do so, when confronted with a berobed and bewigged advocate sternly pacing the well of a very formal Court environment.

No digital designer has yet found a way to replicate this factor.

It is not surprising therefore to find that some experienced Court practitioners do not always welcome the technological advances which permit virtual hearings.

One of Scotland's most eminent QCs, Kenny McBrearty recently told a Judge in the Court of Session that he would rather not cross-examine significant witnesses "who are in the comfort of their own slippers and who can nip off to make themselves a cup of tea during the break".

These points notwithstanding, the virtual Court is here to stay and has a role to play in the justice system. In the meantime, practising lawyers can only hope that IT designers will find a way to check that all witnesses are wearing appropriate footwear.

The digital potential of Scotland's rural sector

Industries that have survived throughout time have done so because they have anticipated change and innovated accordingly.

Those not closely associated with the agricultural sector might assume it has plodded along with little to no innovation. This is very much far from the case.

In an increasingly digital age, the rural sector has remained at the forefront of data and digital innovation, thereby enabling the industry not only to survive, but thrive.

Data & history

Data is very important to The Royal Highland and Agricultural Society of Scotland (RHASS), both in terms of historical information and how we plan our current work. The dissemination of knowledge of agriculture and allied industries is a key part of our charitable remit alongside our responsibility to preserve historical data.

The RHASS library was instituted in 1789, and we are fortunate to have a fantastic collection which includes early books and periodicals, manuscripts, photographs, plans and maps – many of them very rare.

Going digital

We have undertaken a large digitisation project over the last few years and our library catalogue is now searchable online. Our own Transaction Reports, published from 1799 to 1968, contain a wealth of information about the Society, agriculture and rural affairs and are fully searchable via our online digital archive, accessible through our website.

When Covid hit, RHASS adapted swiftly to home working, ensuring employees had the means to stay digitally connected. In the past year our board meetings have likewise gone virtual, enabling our directors to attend from the far corners of Scotland.

As you would expect, RHASS takes its responsibilities for the privacy and security of data it holds very seriously. We undertook a full data audit a couple of years ago, which helped to inform a revamp of our policies and processes, and we take rigorous technical and organisational measures to protect the data we hold.

Planning Scotland's largest outdoor event

The planning of RHASS's flagship event, the



Royal Highland Show (RHS), is built upon data.

Putting on an event as large, complex and high profile as the RHS takes a significant amount of planning. We use surveys of our members, the show-going public, trade stand holders, competitors and livestock exhibitors to help inform our decision-making.

We also use information on attendance, peak times, customer preferences and feedback to constantly improve the event. We have driven the move to advance online ticket purchases over the last couple of years and expect this to continue in future.

Alongside this, since the RHS will not take place as planned in 2021, we are exploring an online experience this summer. This digital element will be essential in maintaining the spirit of the Show while we still can't come

together as normal.

It is essential that Scotland's rural organisations keep up the momentum of the digital revolution we have witnessed over the last year. The potential benefits of rural living and working have only been highlighted as we move away from the norm of urban-centric lifestyles, and rural Scotland needs to continue to champion these benefits as we head out of the pandemic.

If you are interested to hear more about how we are using data to drive our sector forward, please get in touch.

By Alan Laidlaw
Chief Executive at the Royal Highland & Agricultural Society of Scotland

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

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Karlyn Robertson

The Home welcomes a new Development Manager

Edinburgh Dog and Cat Home are delighted to welcome their new Development Manager, Karlyn Robertson. Karlyn joins the Home with a strong background in fundraising and development in the third sector, previously working for leading cancer care and hospice charities. Karlyn's role at the Home is to build strong relationships with the local business community and generate vital funds from trusts and foundations, partnerships and philanthropy, connecting people and businesses to Edinburgh Dog and Cat Home and supporting them with their own corporate social responsibility. Karlyn said "I am so happy to have joined Edinburgh Dog and Cat Home, an amazing charity that does so much for animal welfare in the East of Scotland and beyond. I look forward to attending Edinburgh Chamber events, meeting members and hopefully working with many of you in due course."

Appointedd makes new hires to meet demand in client growth

Appointedd is delighted to announce the appointment of Louise Phillips. Louise has spent the last 5 years in various SaaS sales roles and has joined the Edinburgh based scheduling and engagement platform as new Partnerships Manager.

Louise joins Appointedd to manage and coordinate our current partnerships and will have a strong focus on attracting both small business and enterprise clients, specifically within the ever-changing retail space. Her past experience had largely been in dealing with clients in UK, US and EU markets and Louise's knowledge of international business practice and strategic sales will be key to Appointedd's growth ambitions.

Following Appointedd's journey since working in her very first role in recruitment, Louise was fascinated by the growth and well-known brand names Appointedd continues to attract. "I am so excited to be part of the next chapter in Appointedd's journey and its expansion into new markets. Being a Partnerships Manager feels like the next natural step in my career, and I am so grateful to be able to bring businesses together and provide clients with simple solutions that will future proof their business."

Most recently joining Appointedd is Markus Hundt, who has spent the last 16 months travelling through South East Asia, New Zealand and Australia in the midst of the pandemic. Markus joins the Client Services team within Appointedd as an Account Manager for our enterprise clients.

Originally from Germany, Markus studied Creative Technology (B.Sc) in the Netherlands, before going on to study Project Management (M.Sc) in Sweden & England. Starting his career working for one of the biggest IT



Louise Phillips



Markus Hundt

research & advisory companies in London, Markus supported Fortune 500 companies on a day-to-day basis on their MCPs. A true travel enthusiast, Markus then embarked on travel where he collaborated with locals on various projects; among others optimising workflows, budgeting and customer retention.

Appointedd is delighted to have Markus on the team, playing a key role in onboarding and delivering world-class service to our strategic clients. When asked what excites Markus most about joining Appointedd, he said: "Being part of a dedicated and committed team to revolutionise the online booking market" - Appointedd is just getting started!

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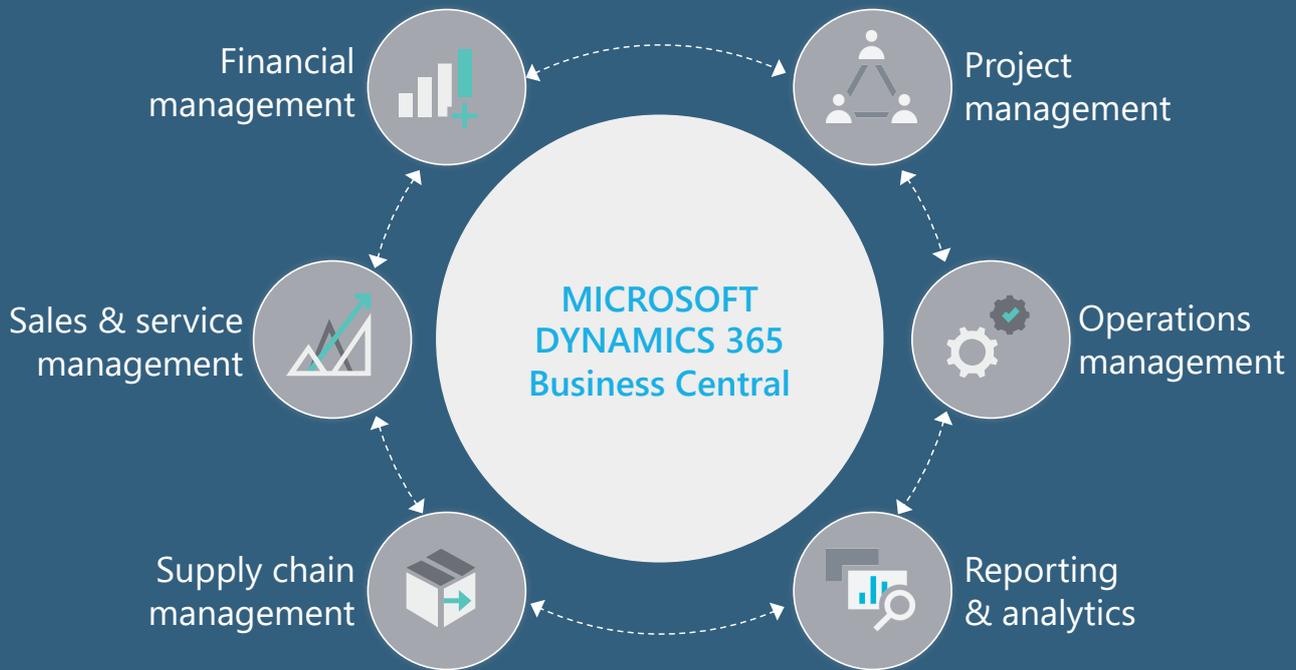


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