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# GlasgowBusiness

AUGUST 2018

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Glasgow based video technology business Odro Ltd were awarded funding to help fuel owner, Bill Scouller's future expansion plans.

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# Spread the word about the benefits of membership

Jim McHarg, President  
[president@glasgowchamberofcommerce.com](mailto:president@glasgowchamberofcommerce.com)

**N**othing in business life stands still for long. This is certainly true for the Chamber of Commerce, where we have been considering how we maximise the value of being a member of Glasgow Chamber.

While we have always been focused on the contribution our businesses make to the success of Glasgow, the expansion of our events and networking, and strategic projects such as DYW and the Circular Economy, we are also striving to remain relevant for all of our membership.

Dr Adam Marshall, Director General of British Chambers of Commerce, who was speaking recently in Glasgow (and is interviewed in this magazine) spoke about all Chamber members being part of a UK-wide 'family' of business. He pointed out that Chambers around the country tended to bring together the better-performing businesses in the economy. These are generally well-motivated companies that want to engage with their local communities. That's something that isn't often widely trumpeted when we are recruiting new members.

As many of you will know, having taken part in the consultations, we have engaged with members and listened to the positive stories you have told us about your Chamber experience. It is truly heartening to know that members do gain an immense amount from being part of the Chamber.

However, we have looked closely at what they value most about being members.

One of the key findings is that members relish the connection and contacts, often purely informal and based on friendship, that they make. This, for Adam Marshall, is one of the critical elements of the Chamber network. And yet there is still plenty of room for more members to join and share in that success. We are keen to bring in a host of new members to the Chamber, reflecting the rich business diversity

of Glasgow, and representing all kinds of organisations, entrepreneurs of all ages, different sectors, from geographies and communities across the wider city region. We want to help those at different stages in their business life cycle.

The feedback from Glasgow members has helped us shape a more streamlined membership offering, focusing on two tiers of membership – Essential and Partner. You can expect to hear much more about this as we build our marketing messages and events around these two tiers. Please watch out for more information over the coming months.

The Essential members are primarily focused on connections and networking, marketing and promotional support. This will revolve around events and professional development opportunities, discounted business services, international trade assistance and campaigning. Indeed, anything that can give a business a lead, an edge or a new opportunity for sales.

Partners are motivated by opportunities to engage in the future direction of Glasgow, helping to support its growth and inward investment, and lead by example. They will gain access to influencers' events, and be able to participate in the Chamber's policy forums and senior network development. We feel this will help give businesses and institutions in Glasgow more direction and the ability to effect wider change. The Chamber's mission is to represent, inform, connect and help businesses thrive.

So if you are a member of the Chamber, my ask of you would be to take every opportunity to reach out to your business partners, customers, suppliers and any other relevant stakeholders and encourage them to join us so that they too can benefit from the many offerings available.



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## CITY BUILDING SEES DOUBLE AFTER WINNING SECOND QUEEN'S AWARD FOR SUSTAINABLE DEVELOPMENT

City Building is celebrating after winning the Queen's Award for Sustainable Development for a second time. The only Scottish business to do so this year.

The Glasgow Construction firm's successful bid was announced on Saturday 21st April, which is designated as the Queen's Official Birthday. It previously won the Queen's Award for Sustainable Development in 2012.

The Queen's Awards are regarded as the UK's most prestigious business awards and are considered as the pinnacle of business achievement.

Dr. Graham Paterson, Executive Director said: "It is a huge honour to receive our second Queen's Award for Sustainable Development. As well as being a major boost for the workforce, it is also fantastic for our customers, our suppliers and the communities in which we work and serve. This award shows that we are leading the way in the construction industry and will put the company in a strong position to develop and grow."

# International update



ABOVE: Leandro Franchi, President of the Scottish Board, The Italian Chamber of Commerce and Industry for the UK; Helen Girgenti, Secretary General, The Italian Chamber of Commerce and Industry for the UK; Jill Morris, Her Majesty's Ambassador to the Italian Republic; Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce, and Ronald Patrick Convery, Italian Honorary Consul for Glasgow

## Visit of HM Ambassador to Italy

We recently welcomed HM Ambassador to Italy, Jill Morris CMG, to the Chamber. Italy and Scotland have always had very strong links and we have been building on these through our partnerships with the British Chamber of Commerce for Italy, the Italian Chamber of Commerce and most recently with the Turin Chamber of Commerce.

We have already taken a business delegation out to Milan and are now planning on a business visit to Turin

**We have already taken a business delegation out to Milan and are now planning a business visit to Turin**

later this year. The Ambassador was very supportive of the work we are doing to strengthen the links between the two countries and between Glasgow and Turin, which are twinned cities.

## Doing business in Dubai

Did you know that the UAE is the biggest export market in the Middle East for Scottish companies? The market loves high-quality products and services and this is where Scotland fits right in! There has been growing demand from sectors such as education, engineering, med-tech and financial services, not forgetting food and drink, which has been a particular success story for Scottish companies in Dubai.

We recently worked with our colleagues at the British Centres for Business in Dubai to deliver a webinar for Scottish businesses.

Joe Hepworth, CEO for British

Centres for Business and Director of OCO Middle East, provided an overview of the market, key trends, top tips, routes to entry and more. Stephen McGuire, Director Middle East at TBR Global, a Glasgow-headquartered company, offered invaluable insights into his experience of working and setting up an office in Dubai.

The Doing Business in Dubai webinar is available to view on the International Trade section of our website under the banner of Connecting to the World. If you are interested in exploring this market further, we can introduce you to our colleagues in Dubai.

## Local Export Partnership

Glasgow and Lanarkshire Chambers of Commerce have been working with our partners to progress the Local Export Partnership (LEP).

The key objective for the LEP is to offer support and inspiration to companies with little or no previous exporting experience to help them explore international markets.

Helping us ensure that businesses have access to the widest range of expertise are our partners who include Scottish Development International/ Scottish Enterprise, Glasgow City Council, North and South Lanarkshire Councils and Lanarkshire Enterprise Services.

One of the most exciting building blocks of our LEP is the development of an Export Hub App, which will keep you up to date with all the support, advice, networking and training opportunities that are available through our partners and members on everything relating to international trade.

Not only that, you can also upload comments, suggestions and videos relating to your own experiences, challenges and successes. Access to this new platform is by invite only at the moment, so if you would like to be involved, please get in touch – see details below.



**FOR FURTHER INFORMATION ON ALL INTERNATIONAL TRADE OPPORTUNITIES, PLEASE CONTACT ELAINE RODGER, INTERNATIONAL TRADE DEVELOPMENT MANAGER, ON 0141 204 8332 OR ELAINE.RODGER@GLASGOWCHAMBEROFCOMMERCE.COM**

**Kay Ryan**  
Commercial Director, Loganair

# Essential list of check-in tech for travelling light



Kay Ryan,  
Commercial  
Director, Loganair

## What technology (from gadgets to software, including apps) makes your working life easier?

Like everyone else I know, it's my iPhone – it helps me stay in touch with my office no matter where I am and also helps me stay in touch with family. Facebook is also good for that.

The wallet app is very useful when you travel through airports as much as I do, as is a weather app. I always try to manage with hand luggage and that's an essential part of helping me pack!

## The aviation industry is famed for using technology effectively – is there any specific technology that helps your company's productivity?

The airline industry more or less invented yield management – the practice of selling the right product, at the right time to the right customer. It can be a complicated business when you are managing many permutations of price and demand and we are helped with that process at Loganair by a system known as airRM.

Our reservation system provider, Videcom, is also highly helpful and important to us. Our development strategy of improving our customers' booking experience can only be done by working with a responsive and knowledgeable partner – airRM and Videcom have both those characteristics. I'm pleased to say.

## What websites/apps/magazines/newspapers do you turn to for business intelligence?

I'm addicted to LinkedIn – all sorts of interesting articles and comments appear there and it has the added benefit of being quite entertaining sometimes.

I also enjoy the business articles in *The Times*, both online and over a cup of coffee, paper in hand, on a Sunday.

## What book(s) should everyone in business be reading?

*Principle Centered Leadership* by Stephen Covey really resonated with me when I read it, and still does after 20 years.

I think the work/family life balance is, and always will be, a challenge. That book crystallised that for me and continues in some shape or form to help me today.

## What do you do that helps you boost your productivity or save time?

I plan to do things – in particular, tasks I'm not keen to do, so it stops me prevaricating!

I've also found that taking a step back occasionally saves me time in the long run. I can be a little impatient at times!

## What's the best piece of advice you've ever received?

Don't spend time, thought and energy on things you can't change – another Stephen Covey truism that never fails!

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# Chamber streamlines for growth and success

Glasgow Chamber announces two distinct levels of membership – Essential and Partner – to enhance its offering to business while welcoming more companies into the fold

**G**lasgow Chamber of Commerce has streamlined its membership into two categories to enhance its multiple services for West of Scotland businesses.

A clearer alignment of its membership offering comes after an extensive consultation process with members undertaken in the second half of 2017. This feedback has helped the Chamber to shape its new membership status, which is focusing on two tiers of membership – Essential and Partner.

"We've engaged with our members and listened to the positive stories they have told us about their Chamber experience and what they value most," said Richard Muir, the Chamber's Deputy Chief Executive.

He explained that the Chamber is determined to increase its membership, representing all sizes of organisations, entrepreneurs of all ages and different business sectors at different stages in their business life cycle, from geographies across the wider city region.

"Our consultation established that there are two main and distinct motivations for joining the Chamber," said Richard.

Broadly speaking, joining the Chamber is either about networking/ finding sales opportunities or on another level senior influencing and playing a part in shaping city strategy.

Essential members are primarily focused on generating sales connections and networking, marketing and promotional support. They prefer events and professional development opportunities, discounted business

services, international trade assistance and active campaigning, as well as plugging into some of our excellent projects such as Developing the Young Workforce and the Circular Economy.

"The motivation for companies joining as Essential members is that they want to connect for growth, they want to network, they want sales and they want to come to events and get access to training. They may well also want to do

**There are two very different motivations and we will be delivering both tiers in a more systematic way"**

a bit of campaigning around their sector," he explained.

There are three levels within the Partner tier, which are Silver, Gold and Platinum. Partners are motivated by opportunities to engage in the future direction of the city, support its growth and inward investment, and lead by example. The Partner members gain enhanced access to influencer events, participation in policy forums and senior network development.

"Joining the Chamber as a Partner is

more about senior influencing in the City and beyond. It is about getting a seat at the table affecting change and gaining access to key members of civic and policy organisations. For some, it is also about giving back to the city where they employ many of their people. The Partners will have access to regular local and national political meetings."

The Chamber has regular briefings from senior political figures such as the First Minister, the Scottish Government; the Leader of Glasgow City Council; and, through the British Chambers of Commerce network, the Westminster Government. It also holds meetings with the Bank of England, where members are invited to attend.

"These meetings, which may well be the quarterly meeting with the Leader of Glasgow Council at the City Chambers or leaders of the political parties in Scotland, give Chamber members at the Partner level an insight and an opportunity to highlight matters that are impacting on their businesses," said Richard.

All Partners, at whatever level, will have a Senior Relationship Manager from the Chamber to ensure that they maximise their partnership opportunities and allow them to raise their business or sector concerns which in turn can be raised at a policy level by the Chamber.

Partners are also invited to have a seat at the table of one of five member forums, which are now being constituted, while their senior management will be able to join the Chamber's President Club, which is also being rebranded.

## AGENDA



All Essential and Partner members will have access to international trade projects, such as the partnership with New York

"So there are two very different motivations and we will be delivering both tiers in a more systematic way," he said.

Inside the Chamber, all the staff will be members of new workstreams to help with the events and networking, marketing and communications and membership. "Whether you are an Essential or Partner member, all members have access to all of our projects, whether it is the International Trade activity, including certification and documentation, our work with Developing the Young Workforce, or with Zero Waste Scotland on the Circular Economy. This also includes our Trade Partnerships with key international cities, such as New York, Milan, Turin, Berlin, Nuremberg and our Local Export Partnership with Lanarkshire."

The Trade Mission remains an important part of the Chamber's programme.

Richard Muir travelled to Berlin in June with 12 Scottish companies, including five member companies from Glasgow. First Minister Nicola Sturgeon joined the delegation to meet the Chamber's counterparts in Berlin, who are helping to promote the European Championships in August.

"I know the recent trip to Germany has been fruitful for the Glasgow businesses who attended the mission, and you can also look at the businesses who have benefited from our work on the Circular Economy and from Developing the Young Workforce. This is the kind of high-level activity that all members will have access to," he said.

The Chamber will build its marketing

messages and events offering around these two tiers of membership. Watch out over the coming months for more information and new Chamber marketing collateral.

Richard said: "In essence, we represent business, we inform business, we connect businesses and we help them thrive. We have an ambitious growth plan so we are actively looking to increase the numbers of members on both tiers. There will be sales training across the Chamber staff to ensure we all understand the services we are offering to members."

The Chamber is also wanting to make more noise about what it is achieving on a daily basis for its members.

"We do a great deal that in my view is often unsung. We need to articulate this and bring it to life. We need to update our marketing collateral and show the impact we do have on Glasgow business. Often, we go about our work very quietly but we hope to have more member videos explaining how the Chamber has helped them to grow sales and create marketing opportunities, or perhaps help resolve an issue that is holding back a company."

He cited the Made in Glasgow Pop Up Shop in the Merchant City during the European Championships as an example of the collaboration between members and the local authority.

To help Glasgow Chamber recruit new members and assist the work already being undertaken by our Membership Executive Diana Peralta, Mhairi Duncan has recently joined as new Senior Business Development Manager.



# City's aspirations create a quiver of excitement

Stuart Patrick, Chief Executive  
chiefexecutive@glasgowchamberofcommerce.com

I often get a quiver of excitement running down my spine when I witness Glasgow businesses that are doing something genuinely world-class. I had this sensation when I visited Speyside to see the fabulous new distillery and visitor centre created by Edrington, the Glasgow drinks company who are based a few minutes' walk from the Chamber offices.

You cannot be reminded more vigorously of the quality of our members than when you witness what Edrington has just done with the launch of its space-age distillery for Macallan at Craigellachie on Speyside. Macallan is the premium brand leader in single malts across the world. It is not just the £140 million investment on a spectacular new place but the muscle thrown behind a global product that is managed, marketed and distributed from Glasgow. It is this kind of vision and ambition that continually rekindles my optimism about the future of Glasgow.

The Edrington Group, headquartered in Queen Street, gives a large part of its profits to the Robertson Trust, set up in perpetuity by the Robertson sisters, Elspeth, Agnes and Ethel, whose grandfather William Robertson built his whisky business in Glasgow in the 1850s. Not only do we have a Glasgow company of this stature making something tangible that is distributed and exported all around the world, but the profits also go back into the Scottish community. What a phenomenal thing this is for Glasgow.

When I spoke with Ian Curle, Edrington's Chief Executive, and Crawford Gillies,

the Chairman, I could sense their excitement too. When they developed their thinking for the visitor centre and distillery, they wanted world-class industrial benchmarks, which included the likes of the BMW factory and visitor centre in Bavaria. This kind of world-class ambition must be applauded.

Perhaps the narrative of Glasgow has played down the commercial importance of our Scotch heritage. While we have to acknowledge that some Glaswegians have an unhealthy relationship with alcohol, the consumption of premium-brand whisky is something different and part of a massive global industry. So let's not forget Macallan is an aspirational premium brand. And again, a visit to the new Glasgow Distillery reminded me of the history of the city's other whisky barons. Founders Liam Hughes, Mike Hayward and Ian McDougall have been working to establish the first new distillery in the city for 100 years. Perhaps we need to see the 'Spirit of Scotland' as a truly economic success for the city.

One of my other indicators of ambition for the city is to see how many cranes are dotted around the Glasgow skyline. So it is pleasing to see two tower cranes have now been installed by Multiplex, the main contractor on Glasgow University's Learning and Teaching Hub site. The cranes feature the logo of University of Glasgow, a Chamber Platinum Partner, on one side. Multiplex are building the walls of the LTH building now that they have finished installing the foundations. Here I have been fortunate to hear first-hand about the University of Glasgow's ambitions which will involve many businesses in the city. There's an update on the Innovation District elsewhere in this magazine.

Ambition for Glasgow is what we crave – and I hope it won't be long before there are new shivers of excitement to make those hairs stand up on the back of my neck!



## CITY ROUNDUP

# Glasgow Airport update



Mark Johnston, Managing Director, Glasgow Airport



Derek Provan, Chief Executive, AGS Airports Ltd

Mark Johnston has taken up his new role as Managing Director of Glasgow Airport, one of the Chamber's Platinum Partners.

Mark was the airport's Operations Director, a position he held since 2015. He first joined Glasgow in 2004 and went on to hold a number of senior roles, including Head of Terminal and Security and Head of Infrastructure and Technical Services.

Mark reports directly to Derek Provan, who recently took up the post of Chief Executive of AGS Airports Ltd, which owns Aberdeen International, Glasgow and Southampton airports.

Derek said: "Since joining AGS in April, I've had the opportunity to review the organisation with a view to creating a simple, transparent and consistent management structure across our three airports."

"As a result, and as is the case with Aberdeen and Southampton airports, this has led to the introduction of a standalone Managing Director role for Glasgow. Mark has held a series of senior positions during what has been an extremely successful 14-year career at Glasgow Airport and I am looking forward to working closely with him in his new role to help deliver even further success."

## Festival 2018

A major music and arts event, Festival 2018, has been announced as part of the European Championships being staged in Glasgow over 11 days in August.

The festival kicked off with The Big Opening Party on Wednesday 1 August, featuring some of Scotland's finest musicians. Over the following days, events and performances will be held across the city, including Glasgow Meets Berlin, a gala celebration featuring a live-linked concert between Glasgow and Berlin's European Mile.

On 12 August, Celtic Connections will close the European Championships and Festival in George Square with the best Scottish and world music.



## Made in Glasgow pop-up shop

Make sure you drop in to the Made in Glasgow Local Heroes pop-up shop during the three weeks of the European Championships.

Local Heroes, in partnership with Glasgow Chamber of Commerce, is bringing together a selection of the city's leading designers for a public exhibition to coincide with the hosting of the Games.

The shop, at 58 Albion Street, will be open from 28 July through until 12 August.

Among the designers is bag-maker Trakke,

which has designed a new interpretation of its Banana bumbag in a special Salt & Pepper fabric, using stinging nettles, pioneered by the Swiss Army.

Chamber Chief Executive Stuart Patrick said: "We're delighted to be able to help showcase the Made in Glasgow designers at this pop-up shop during the Games."

"We hope that Chamber members who are in the vicinity will find time to drop in and perhaps purchase some of the products that are made in the city."

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## Glasgow's first disposable cup-free coffee festival

The recent Glasgow Coffee Festival made the brave move to be the first coffee festival to ban all disposable coffee cups. More than 18,000 disposable cups were saved from going to landfill. With more than 55 businesses taking part in the event and 1800 attendees, making the switch to reusables was a bold move for festival organisers. Ticket holders were incredibly supportive of the move and made it possible by turning out in droves with their reusable cups in hand to enjoy a weekend of delicious speciality coffee.

Lisa Lawson, organiser of Glasgow Coffee Festival and founder of Dear Green Coffee Roasters, said: "It was an ambition we'd had for the festival for a while as events tend to generate an excess volume of waste. The idea always seemed like an insurmountable challenge to implement. 2018 was finally the year to make it happen! I was over the moon when KeepCup partnered with the event to make a 'reusables only' event achievable."



Glasgow Coffee Festival 2018 was the first coffee festival to ban all disposable coffee cups

## Launch Scotland appointed as new marketing agency for Northman

**W**est of Scotland-based 360 Boat Services has recently been appointed as sole Scottish and UK dealer and distributor of the spectacular range of Northman Boats & Yachts.

A new Northman showroom has been opened in Largs, the hub for sailing in Scotland, and Northman has grown to a factory producing over 100 boats per year. During this time period they have managed to create a professional shipyard, whose sailing yachts and power boats have been appreciated not only in Europe but also in America, Japan, Africa, and Asia.

Northman approached Launch Scotland, a Glasgow-based digital marketing agency, to design brochures,



Launch Scotland has been appointed as new marketing agency for Northman Boats & Yachts

websites and marketing material to promote its high-end yachts to potential new clients in Scotland and the rest of the United Kingdom.

## Boteco Do Brasil named Best Late Night Bar in Scotland 2018

Boteco Do Brasil has been named The Best Late Night Bar in Scotland 2018 based on reviews of independent judges and public votes.

It was among the best venues in the country and was presented as the winner at The Molson Coors 7th Annual Scottish Entertainment & Hospitality Awards Gala Final.

Luigi Aseni, Managing Director of Boteco Group, said: "We are extremely proud to win such a prestigious award.

It is a highly competitive, demanding and dynamic industry and we will continue to strive for excellence in serving our customers."



Boteco Do Brasil was delighted to be named The Best Late Night Bar in Scotland 2018 at the Scottish Entertainment & Hospitality Awards

## Premiership Experience scores landmark deal in booming Chinese football market

Premiership Experience, the Glasgow-based sports tourism company that offers tailored packages for football fans, has signed a "significant seven-figure" deal in Beijing with a leading Chinese conglomerate, during a Scottish Chambers of Commerce's Trade Mission.

The company, founded by Kieran Coyle in 2010 when he was 18 years old, has been in negotiations with the company for nine months, brokered through the UK office of the Bank of China.

The identity of the counterparty, headquartered in China's Henan

Province, and the exact value of the contract, are not currently being revealed while the Chinese company communicates with its domestic market. However, it can be confirmed

that the deal will almost double the company's £1.5m-plus turnover.

The agreement was reached while Kieran and his Operations Manager Alistair Coull were participating in the Scottish Chambers of Commerce's week-long Trade Mission to Beijing and Shandong Province, a visit he said had provided the company with "several more very promising opportunities".

The company's breakthrough in China, where the popularity of English Premier League football is booming, marks a significant new phase of rapid reinvestment and further internationalisation.



Kieran Coyle at the Zhengzhou Exhibition Centre in Henan, China



## MEMBER NEWS



## Bringing luxury to Caledonian Sleeper

**C**aledonian Sleeper has long been an iconic means of travel between Scotland and London, and the company is currently experiencing one of the most exciting times in its history as it gets set to introduce a fleet of new trains from October this year.

Made possible due to an investment of more than £100m, part-funded by a £60m capital grant from Scottish Ministers, the new trains will provide guests with an efficient service and comfortable accommodation.

Among the host of benefits on the new fleet is a range of travel options including Club Rooms and Suites which both come with an en suite. Other new features will

include a hotel-style key card system and Wi-Fi throughout the train, providing space to both work and relax. Everything from the style of the rooms to the Caledonian Sleeper Guest Ambassadors who provide a warm greeting to guests as they board the train has been based on luxury hotel experiences.

There will also be an on-board Club Car, an evolution of the existing and popular Lounge Car. Building on the recognition from VisitScotland, which awarded Caledonian Sleeper with its Taste Our Best Award in light of the quality Scottish produce used on board, the Club Car will be a means to showcase some of the amazing food and drink that Scotland has to offer.

Caledonian Sleeper is offering Chamber members a 15 per cent discount on sleeper services until September 2018. Check out the Member Portal for your discount code: <https://portal.glasgowchamberofcommerce.com/offers.html>

**FOR MORE INFORMATION AND TO BOOK THE CALEDONIAN SLEEPER, VISIT [WWW.SLEEPER.SCOT](http://WWW.SLEEPER.SCOT)**

## Speirs Gumley moves headquarters



Ian Manson, CEO, Clyde Gateway with Lorraine MacDonald, Owner, Speirs Gumley

Award-winning and historical property management company Speirs Gumley has announced that it is moving its 70-strong Glasgow workforce from its Bath Street headquarters to the new Red Tree Magenta building at Clyde Gateway.

The move comes as the company plans to further expand its team and improve its productivity in a modern, well-connected premises with easy access to the city centre and transport network.

Red Tree Magenta, which will become the first building at the new Magenta business park on the former Shawfield site in Glasgow's east end, is the latest addition to the popular Red Tree brand developed by Clyde Gateway, with existing premises at Rutherglen and Bridgeton.

## CYBG announces new Glasgow head office

CYBG, owner of Clydesdale Bank, has announced its plans for a new head office, based in Glasgow, signing a lease on office space to be built on Bothwell Street.

The move demonstrates the bank's long-term commitment to the city and supports its view that Glasgow is a key location for the financial services industry.

Currently, CYBG employees are located across three different sites – including its current Head Office in St Vincent Place, in the Guildhall

in Queen Street and Granite House in Stockwell Street – as well as a number of smaller sites in other premises in the city.

With leases due to expire in the next few years, it presented the business with an opportunity to review the property portfolio and consider a new approach.

Moving to a single, city-centre location will improve the working environment for employees, but also enable colleagues to work closer together and enhance the service the bank can provide to customers.

The building will be fitted to a bespoke CYBG layout, and employees will be involved in the design and specification to ensure it meets the needs of the business.



Clydesdale Bank has announced plans for a new head office to be built on Bothwell Street

# Home-grown talents share their expertise: be brave and ambitious

From chocolate biscuits and roast coffee to micro-satellites and digital innovation, Glasgow Chamber's Made in Glasgow event showcased the cream of the crop of the city's businesses, old and new



Host Andrew Dobbie with a few of the Made In Glasgow speakers: Craig Clark; Michael Bergson; Boyd Tunnock; David Johnstone and Alice Jacobs

**B**oyd Tunnock was hilarious. The 82-year-old boss of Thomas Tunnock Ltd, based in Uddingston, could have been a comedy performer. He gave a five-star performance of what it takes to run his world-famous chocolate biscuit business.

The Made In Glasgow event, hosted by MadeBrave Founder and Glasgow Chamber Director, Andrew Dobbie, was a revelation from start to finish, when Boyd had the audience eating (Caramel Wafers) out of his hand.

Boyd spoke about his family business, created in 1890 by his grandfather, and the famous Tunnock's Caramel Wafers.

He arrives each day at 5.45am – "If you've been brought up in the business that's how you do it" – and tours his factory asking colleagues at the coalface about what is going on.

Tunnock's originally made mutton pies, which were sold as the pubs closed. Boyd's father was a baker and it wasn't until after the Second World War in 1952 that they began making their famed Caramel Wafers. Today, Tunnock's makes 2000 of the sweet treats and 1300 teacakes a minute, around the clock, Monday to Friday, often Saturday and Sunday. His management style raised a laugh: "I give them free rein as long as they dae whit I'm telling 'em."

What comes across is his passion for the business, a passion shared by all the other presenters at Made In Glasgow.

Craig Clark, the founder of Clyde Space, which merged with Swedish firm AAC Microtec in 2017, spoke about the creation of micro-satellites in Glasgow that are the size of a whisky bottle box. He spoke about how the planned expansion in telecoms has

increased demand for those smaller satellites.

He also spoke about how Seahawk, for the Gordon and Betty Moore Foundation, is imaging the ocean using a pair of 3U Cube Sats with multi-imaging capabilities that are designed and built in Glasgow.

Michael Bergson, of Soho and Bucks Bar, who started serving drinks in Tiger Tiger, spoke about the shifting trends within the hospitality industry in Glasgow and how quirkiness on social media – and finding Nashville hot chicken – has helped him build restaurant and bar brands in the city.

Matt Wardrop, of Kissing With Confidence, spoke about the importance of presentation skills and he urged people to "be visible, be brave and be ambitious" while David Johnstone, of After Digital, shared his view that business was about finding passion for what you wanted to do.

Lisa Lawson, of Dear Green Coffee Roasters, learned about the mysteries of coffee roasting when she lived in Australia. When she returned to Glasgow and bought a second-hand roaster, she realised there wasn't an event such as the Melbourne International Coffee Expo, so she created the Glasgow Coffee Festival, which now runs in May.

Kieran Coyle, of Premiership Experience, recounted how playing professional football led to an educational experience for youngsters visiting Premier League football clubs.

Two Glasgow creatives also spoke about their winning businesses: Alice Jacobs spoke about her journey as a specialist lighting designer setting up Flux Laser & CNC Studios, while Catherine Johnston is creating hand-crafted wooden and silver products with her Object Company.





## Edrington unveils new Macallan Distillery as part of £500m investment



The exterior of the distillery  
Picture courtesy of Ian Gavan

**E**drington, the international premium spirits company, has revealed the new distillery and visitor experience for The Macallan.

The development is located on the stunning Easter Elchies estate on Speyside, which has been home to the leading luxury single malt since 1824.

From humble beginnings, the brand has risen to become the leading international single malt by value and enjoys leading positions in some of the world's most significant Scotch whisky



The Visitor Experience  
Picture courtesy of Mark Power

markets including the US, Taiwan, and Japan.

Edrington is investing £500m in the brand, of which the £140m distillery is the centrepiece. This programme increases investment in whisky, warehousing, and particularly in The Macallan's signature, sherry-seasoned oak casks.

The distillery will enable production of The Macallan to increase by a third if required. The new stills were crafted by Scottish coppersmiths Forsyths, who have been making the brand's distinctive, 'curiously small' stills for The Macallan since the 1950s.

The striking piece of contemporary architecture is cut into the slope of the land, taking its cues from ancient Scottish hills and maximising the aesthetic beauty of the building while minimising the visual impact on the Speyside landscape, which has been classified as an Area of Great Landscape Value.

The undulating timber roof structure is one of the most complicated timber roof structures in the world, comprising 380,000 individual components.

## Kier Graham partnership secures a place on £750m Clyde Commercial Framework



Brian McQuade, Managing Director for Scotland, Kier; Jacqui Rock, Commercial Director, Defence Infrastructure Organisation, and Gary Holmes, Scotland Director, Graham

The Kier Graham joint venture (JV) has recently been appointed to the Defence Infrastructure Organisation's (DIO) prestigious new £750m Clyde Commercial Framework (CCF). Working in partnership, Kier Graham Defence will deliver building, civil engineering and mechanical and electrical works to the main HMNB Clyde at Faslane.

The JV is one of only three contractors to have been appointed to the DIO's framework, on behalf of the Ministry of Defence. The 10-year programme includes a wide spectrum of project types, typically ranging from £10m to £90m in value; from standalone, new-buildings including accommodation and training facilities, through to complex refurbishments on nuclear infrastructure in high security and operational areas.

The Clyde Commercial Framework supports the DIO's Commercial strategy that was launched in 2017.

## Glasgow's Hospice Brick by Brick Appeal hits £21m target

Champagne corks were popping recently at The Prince & Princess of Wales Hospice in Glasgow with the fantastic news that the Brick by Brick Appeal had reached its £21m target.

The hospice launched the appeal in 2012 to find the money to create a purpose-built facility on a 7.5-acre green site on land gifted by Glasgow City Council in Bellahouston Park.

After six years of epic fundraising from individuals, groups and corporate

hospice supporters all across the country and as far afield as New York, the incredible figure of £21m has been reached in the biggest capital appeal in the UK by an independent hospice.

The first hospice in the UK to be built to the Scandinavian Sengetun model of care, it is set in Bellahouston Park and will lead the way in palliative care, offering a gold standard of care and support to 1200 new patients and families every year.



Ashley Thomson, Fundraising Manager; Rhona Baillie, Chief Executive; Charles Berry, Capital Appeal Group Chairman; Eva Bolander, Glasgow's Lord Provost and President of the Hospice; Maureen Henderson, Chairman of the Hospice, and Heather Manson, Director of Fundraising.  
Picture courtesy of Martin Shields



# Glasgow Talks...

with Dr Adam Marshall, Director General, British Chambers of Commerce



A clarification call to west of Scotland businesses to become more actively involved in the UK's economy debate was made by Dr Adam Marshall, Director General of British Chambers of Commerce in Glasgow.

Speaking at a Glasgow Talks event at the Hilton Hotel, the Director General told Chamber members not to underestimate their combined influence in policy-making, saying that politicians needed to pay more heed to the voice of business. He urged members to fill in the Chamber's Quarterly Survey as one indicator that had a definite impact on the business debate.

Every Wednesday morning, Dr Marshall sees the Secretary of State for Business in Westminster where business matters related to Brexit can be brought forward. He also has links with the Secretary of International Trade and the Brexit secretary and his team.

"We have great access to the key offices of state and we are able to put some of these practicalities forward. What members tell Glasgow Chamber



is then repeated to our political leaders. I don't think any other business organisation has that accessibility in quite the same way," he said.

The BCC's Quarterly Economic survey completed by Chamber members is a valuable source of business data. "This feeds into a national pool of responses and is one of the biggest private business surveys in the country in this survey. My team goes in and briefs the

Monetary Policy Committee of the Bank of England the week before they take a decision on interest rates. The survey is vital for decision-making."

So Chamber members in Glasgow can have a direct impact on these major economic decisions. "The more the merrier, is what I say. We can't solve every individual problem, but we can bring forward issues on behalf of the business community as a whole."

## GLASGOW TALKS... THE BUSINESS OF GIN

Gin-making in Glasgow is booming. The Business of Gin event, part of the Glasgow Talks series, focused on one company demonstrating that turning a profit with new products is perfectly feasible in the city. The Glasgow Distillery Company is a spirits company based in Hillington, which introduced the brand Makar as a premium gin in 2014 and which recently launched 1770, the very first new single malt to be distilled in Glasgow in more than 100 years. Makar's Original Dry Gin was awarded Best UK Gin and



Best Traditional Gin at the Gin Guide Awards 2018.

Two of the company's founders, CEO Liam Hughes and Brand Director Mike Hayward, demonstrated that with some hefty industry experience and support from funders such as the Clydesdale Bank, new

manufacturing capacity can emerge in the city.

While the story of whisky's success has been widely told, it is perhaps less well known that Scotland produces around 70 per cent of the UK's gin and the overseas market for UK gin has grown by 32 per cent in value and

37 per cent in volume over the past five years.

The Glasgow Distillery Company team is not alone. Stuart Patrick, the Chamber Chief Executive, visited the Clydeside Distillery at the former Queen's Dock Pump House with the Council Leader.

He said: "Tim Morrison and his team have built a beautifully-designed visitor centre that not only takes you through the whole process involved in creating Clydeside's forthcoming single malt, but also explores the long tradition of whisky making in Glasgow."



**T**he Developing the Young Workforce (DYW) Glasgow team organised a calendar of events and activities designed to allow those school pupils who were not on exam leave during the month of May to use the time before the end of the academic year to receive focused and practical employability skills development and industry awareness.

We had 20 employers participating in delivering 38 events to more than 970 pupils and in the first week we saw seven events delivered to over 230 pupils. Activity was extended throughout June due to time constraints in schools with another three events, which meant that over 1100 pupils participated in activities.

We wanted to ensure that as many pupils as possible could interact and receive face time with employers so they could ask the questions that matter to them or gain a more in-depth understanding of particular industries and roles than sometimes is possible at larger careers fayres and carousels. We decided that we would spread the

events out across the month with the majority being small, classroom-based workshops and site visits to employers' premises. We had at least one DYW event held each day in May, with most days having several events running either concurrently or consecutively in schools across the city.

Our Maximise May employers ranged from automotive training providers such as Bosch LAGTA, Allied Vehicles and Arnold Clark to hospitality and retail organisations such as McDonald's UK and ALDI as well as multi-employer forums such as Scottish Women

in Technology, Glasgow Traditional Building Forum and Construction Scotland. Many of these organisations are new to DYW delivery in Glasgow schools and we are hopeful of developing longer-term relationships with them as they also use this window of opportunity to familiarise themselves with the machinations of the education system and develop a rapport with the young people and teaching staff.

**DYW** | GLASGOW  
Developing the  
Young Workforce







# CALLING GLASGOW BUSINESSES TO HELP LEAD CIRCULAR EVENTS



Mogwai's 'The last straw for waste to landfill' concert at the SSE Hydro. Image courtesy of Brian Sweeney

**T**hree circular solutions – developed by more than 60 people from 13 countries across the world – are set to help transform Glasgow's thriving events industry.

Circular Glasgow, a joint initiative from Glasgow Chamber of Commerce and Zero Waste Scotland, has announced the winning solutions to the first city-based challenge hosted on Circle Lab. Also partnered by Scottish Event Campus and the Glasgow Convention Bureau and Major Events team at Glasgow Life, the challenge asked citizens and companies from cities across the world how local businesses could improve the economic, environmental and social legacy of major city events and conferences.

The three winning ideas include a deposit-based reuse system for food and drink containers; circular designs for event marketing and branding, and a scheme that will repurpose organic waste into energy and fertilisers.

Circular Glasgow is delighted that the SEC has pledged to continue its support, acting as lead incubation partner in piloting the implementation of the winning solutions.

An open invitation is now being made to city venues, SMEs, entrepreneurs, consultants and investors that are interested in collaborating and sharing relevant expertise to ensure these solutions are successfully implemented.

The winning solutions evolved from a month-long online crowdsourcing effort, culminating in ten solutions that helped to envision what a truly circular events space could look like.

Circle Lab, an online platform supported by eBay Foundation and developed by Circle Economy, is designed to engage and educate a global community to solve universal challenges with circular solutions.

The next phase of the challenge now aims to translate the open source concepts that emerged from Circle Lab into actionable and measurable pilot projects.

Alison McRae, Senior Director of Glasgow Chamber of Commerce, said: "Glasgow is world renowned for its major events, and this Circle Lab challenge has generated a number of solutions on a global platform, which can benefit our business community. They are about introducing new ways

of doing business – with potential to give a real competitive advantage – and are also better for our city. Alongside the SEC, we are inviting businesses who are involved in, or benefit from, events and conferences in the city to come forward and take advantage of these open-source ideas. The pace of change is daily and there is a real opportunity for Glasgow to lead the way on this."

The next phase of the challenge is a unique opportunity for other venues and SMEs with expertise in this field to come forward and position themselves as front-runners, on a global stage, in the field of the circular economy by contributing to the incubation process. Depending on the outcome, teams working on solution-based pilot projects will have the opportunity to showcase their work at the Circular Economy Scotland Hotspot 2018 – which more than 300 of the world's leading decision-makers, trade representatives, investors and circular economy entrepreneurs are expected to attend.

The interaction between local and global communities that the Circle Lab platform affords will continue throughout the incubation phase and will enable all participants, both in person and online, to benefit from global insights and to engage with and support local stakeholders in the process.

**TO GET INVOLVED, CONTACT  
THE CIRCULAR GLASGOW  
TEAM AT [CIRCULARGLASGOW@GLASGOWCHAMBEROFCOMMERCE.COM](mailto:CIRCULARGLASGOW@GLASGOWCHAMBEROFCOMMERCE.COM) OR VISIT THE WEBSITE  
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**Business Loans Scotland**



## Supporting businesses to bridge the funding gap

Are you a Glasgow-based SME who is looking to bridge the funding gap? If so, Business Loans Scotland might have the answer to providing the finance you require to grow and develop your business.

Offering finance of up to £100,000, Business Loans Scotland have supported 22 Scottish businesses to date including Glasgow-based video technology business Odoro Ltd.

Commenting on the funding available Andrew Dickson, Fund Manager from Business Loans Scotland, said: "It is well documented that access to capital remains a major hurdle to many small and medium-sized businesses

which are looking to start up and grow. Often, our funding can make the difference between a business struggling or flourishing and that in turn will have a positive impact on employment, profitability and making communities stronger."

With a dedicated pot of £6 million available, Business Loans Scotland is keen to speak with any Glasgow-based SMEs who may be interested in receiving gap funding.

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# THE CLYDE NEEDS MORE THAN JUST

What is holding back the city, and what can be done to make change? Jim McColl, owner of Ferguson Marine and Clyde Blowers Capital, gives his opinion

**S**cotland must have a proper maritime strategy that will benefit Glasgow, bring marine innovation and rekindle commerce on the Clyde, says Jim McColl.

"We need to see more than just flats and apartments along the Clyde waterfront. We need to celebrate our heritage while looking to the future and utilising this great river estuary," he told *Glasgow Business*.

And he wants to see the listed Govan Graving Docks, currently earmarked for high-rise apartments, regenerated as a working dry-dock again which can be used to show off the city's immense ship-building heritage. There are a number of opportunities along the Clyde's waterfront, which could be part of McColl's vision for Scotland's 'blue water economy' involving island ferries, fishing and port connection with Europe.

The Glasgow Harbour regeneration, where around 1,400 homes were built in phases, was the last major housing development along the waterfront. Since then, developers have struggled

to raise money for major projects. Mr McColl wants to see leadership and vision about how the Clyde can be used to mix modern hi-tech industry with the heritage and tourism sector.

"The reason we went into Ferguson at Port Glasgow is that we believed there is a viable commercial ship building opportunity. That has been reinforced since we bought the yard," he says.

Ferguson Marine is now in a consortium with Babcock to build the Type 31 destroyers that will be launched by the Royal Navy.

"We are also keen to get involved in other naval work and we have good facilities to do this. We've been working at the front end of technology development with sea-going vessels. We are currently joint lead with the University of St Andrews to develop the first hydrogen propulsion system for a ferry and that will be a work-first for the Clyde. Doing this on the Clyde, where a lot of world-firsts in shipbuilding took place, is an important marker for Glasgow. To re-establish the commercial shipbuilding capability on the Clyde is well under way with us. But

there are key assets and sites along the Clyde waterfront that have been under-utilised for a number of years."

Mr McColl feels it is criminal that large pockets of land are sitting dormant.

"I'm Glaswegian and I care about Glasgow and I think it's criminal that our riverside has not kept up with other cities. You look at Belfast with the Titanic exhibition, Merseyside with its developments and Newcastle. They've all done a good job but we haven't matched this ambition. With the City Deal there is still plenty to do and the Clyde is where we should be focused."

McColl is looking to expand maritime activities into ship repair and he singles out the Govan Graving Docks at Clydebrae Street as an ideal site for repair. Three dry docks, opposite the Glasgow Science Centre, were built for the Clyde Navigation Trust between 1869 and 1898 and used extensively for the overhaul and refitting of major liners.

"The docks, which are Category A listed, have been lying empty for over 30 years. It is a travesty that they are not in proper use. They are very good quality docks built by the Victorians with solid slabs of stone. The docks are in as good a condition as they were in their hey-day. You would have to re-do the gates, then you'd need a new pump house to empty and fill the docks with water. But it's all overgrown and the whole





# FLATS

Words by: *Kenny Kemp*

area needs tidied up. This is a prime site for ship repairs and some of the biggest ships come in, including the QE2. The biggest dry-dock is more than 300 metres, so it is a sizeable facility."

McColl's company has submitted a planning proposal for this site. However, Glasgow City Council is currently considering a proposal from Dublin-backed investor company, New City Vision, for the erection of mixed use development, including 700 homes, a museum/heritage centre, restaurant, retail, office and hotel uses and associated public realm improvements and engineering works including access, flood prevention, engineering, landscaping and other works.

Harry O'Donnell, Chairman of New City Vision, has said: "This site has been derelict for 30 years. It is an eyesore. Our plans will remove this blot on the landscape and reinvigorate the area by creating long-term jobs and much-needed affordable housing."

The New City Vision application is being opposed by Historic Environment Scotland and SEPA because it does not adequately assess potential impacts of the heritage site.

Mr McColl said: "One of the visions

we have for Graving Docks is a Maritime Museum, along the lines of the V&A in Dundee. Something that is striking and worthy of the shipbuilding heritage of the Clyde. It does all depend on

**“The docks, which are category A listed, have been lying empty for over 30 years. It is a travesty”**

Glasgow City Council. Perhaps they can find another site for the developers who want housing which is not on a Grade A listed site.

"If you look at an aerial shot of the area, you have the Riverside Transport Museum, which is fabulous,

and towards the city, the Graving Docks. You would go by water taxi from the Riverside to the Maritime museum with a public area in a wet basin. Alongside, you would have the ship repair facility. This would be done so that people could view repair works from a visitors' gallery. I could see super-yachts being refitted or larger cruise ships serviced."

Mr McColl also points to Leith Docks in Edinburgh where the former Northern Lighthouse Board's tender MV Fingal, is undergoing restoration to become a 23-bed boutique hotel. This will be docked beside the Royal Yacht Britannia. He suggests similar vessels could be an attraction on the Clyde.

"There is a large decanting basin at Govan and we could do something similar on the Clyde. You could see the whole area being re-invigorated, especially now when across the river is the new whisky distillery.

"We need some creative thinking about what is happening to the Clyde and how we use it. It must be part of a national maritime strategy for Scotland. We should have a significant museum to reflect the incredible heritage of Glasgow - and perhaps inspire the next generation to become involved in a mini-maritime revival.

"It would attract more money into this area and be good for the locals as well," says Mr McColl.







# Momentous opportunity to shape future of learning

£1bn campus innovation district is massive boost for Glasgow

**T**he University of Glasgow has always taken pride in being a 'civic' institution engaged with the community and an integral part of the city and the nation. This civic role is being further enhanced through the new campus innovation district in the West End of the city which is now well under way.

The University of Glasgow, a Platinum Partner of Glasgow Chamber of Commerce and recognised as the Scottish University of the Year in 2018, is investing £1 billion to deliver 100,000 square metres of new buildings and significant improvements to existing buildings. This ambitious multi-layered project will certainly give the whole of Glasgow a massive boost.

The University of Glasgow's vision was

defined in its strategic plan, Inspiring People. Changing the World – University Strategy 2015-2020. The mission is to bring inspiring people together in Glasgow to create a world-class environment for learning and research, empowering staff and students to discover and share knowledge that can change the world.

"This is a once-in-a-lifetime opportunity. Over the next 10 years, a major programme of investment heralds one of the most significant expansions and developments of a UK university city campus for over a century. We are increasing our footprint on the city by 25 per cent. We are creating a campus for the 21st century. We are entering a

momentous chapter in our history, one that will transform our teaching, learning and research spaces," said Prof Neal Juster, Senior Vice Principal and Deputy Vice Chancellor, who is responsible for the project and also sits on Glasgow Chamber's Council.

The three principles at the heart of the vision are people, place and purpose. The plan involves the re-development of the former Western Infirmary site to create an urban learning and research environment that will be woven into the social, cultural and physical fabric of the West End of Glasgow.

This involved a mix of new buildings, spaces and uses where the boundaries between the University and the people



**This will be one of the biggest educational infrastructure projects in Scotland's history"**



a unified set of architectural design principles. This is about respecting and recognising the parkland and developing a coherent campus with distinctive buildings, and establishing a route linking the new campus area with the historic Gilbert Scott buildings. When the university moved from Glasgow's High Street to Gilmorehill in the 1870s, the neo-Gothic towers and buildings by Gilbert Scott were part-funded by private donation and small businesses in the West of Scotland.

Within this framework, which involved extensive consultation in 2016, there are separate plans for each individual site including the creation of a new centre-piece city square on the Infirmary site. In May 2016, planning permission was made for the masterplan which was approved in February 2017.

Principal and Vice-Chancellor Professor Anton Muscatelli, said at the time: "We are delighted that Glasgow City Council has endorsed our ambitious plan which we believe will be a major economic driver for the city and for Scotland as well as underpin this university's world-leading position."

An initial £430 million is being spent over the next five years on the first phase. It is part of a wider £1 billion investment which includes refurbishing and improving the existing university estate.

"This will be one of the biggest educational infrastructure projects in Scotland's history and is certainly the biggest development undertaken by this University since it moved to Gilmorehill 150 years ago," said the Principal.

The concept is informed by the need to make connections, bringing the university's colleges and departments together, and bringing the city into the heart of the university. The masterplan for the Western site promotes the connection between the new square and the existing campus with a 'permeable network of connective routes and space', designed to allow people to move freely through the new quarter.

After the clearance and remediation of the Western Infirmary site, the first phase involves the construction of several new buildings around the square and the landscaping of the public realm.

The first building is the new Learning and Teaching Hub which will link into the Boyd Orr building on University Avenue. Planning permission for the L&T Hub, designed by a team led by HLM architects, was granted in December. It opens in 2019 and will deliver a 500-seater raked lecture theatre, four flat-floored lecture theatres and 1,000-plus spaces for learning. This flagship will be a creative environment, combining flexible study and social learning space with multi-styled and technology-enabled teaching. Around-the-clock access will ensure students have the best possible opportunity to succeed regardless of background or circumstance.

The Research Hub, designed by HOK architects, will provide the university with a large-scale space devoted to interdisciplinary research across science, technology, social science and the arts. It will be unique in providing access to researchers with the opportunity to escape from academic silos that currently constrain such collaborations.

The university wants this hub to be able to address existing and future global problems in new and imaginative ways. It will also be home to an 'Innovation Accelerator' space. This environment will provide office and laboratory facilities for spin-outs, entrepreneurs and the co-location of corporate research and development teams.

The first phase also includes an Institute of Health and Wellbeing, tackling the public health issues of Glasgow and beyond; a new home for the Adam Smith Business School, including space to grow the postgraduate population; a base for the College of Arts including new performance art space; a building for research into chronic diseases; and the upgrade of the university's chemistry building, the Joseph Black Building.

This will be followed by new teaching and research space for engineering and an Innovation Quarter on Church Street to improve engagement with local industry and promote creation of new companies. Through this there will be plenty of opportunities for Glasgow's progressive businesses to become involved.



of Glasgow become blurred or 'porous', meaning that people can easily come and go. The initial steps in 2012 involved the university buying the 14-acre site of the infirmary and demolishing the old hospital buildings, including its 1970s hospital block, although some historic Glasgow buildings are being kept and refurbished on the Church Street side, including the Tennent Institution and the MacGregor Buildings, which will be part of the enhanced Western Gateway to the new campus.

The Gilmorehill Campus Development Framework was approved by Glasgow City Council in 2014 and guides the development with





# Let's fix the basics for business

Dr Adam Marshall, Director General of the British Chambers of Commerce, says his organisation is working hard to ensure that the fundamentals of business are working, despite the Brexit effect. Kenny Kemp reports

**B**ritain must concentrate harder on getting the business basics right. That's the conclusion of Dr Adam Marshall, Director General of the British Chambers of Commerce (BCC), which represents the 53 accredited Chambers of Commerce across the UK, of which Glasgow Chamber is one of the largest and most senior.

Dr Marshall doesn't want any more set speeches. He wants clear action from the politicians, both north and south of the Border, so that they will work together to build a coherent industrial strategy for the country and a resilient infrastructure so UK business can prosper.

He says that while Brexit has become a political obsession, normal business life is still going on and typical members pose questions such as: "Who can I hire and how long can they stay in my business? Who do I pay VAT to if I'm working overseas? Are my goods likely to get stuck in Customs? What regulation and industrial standards are applicable? Are overseas contracts going to be valid?"

Basic questions are perplexing companies across the UK and they simply want to know what they have to do in future to get on. The BCC is preparing a leader board of the basic issues and, as the final Brexit deal is being concluded, it will be checking to ensure each one of these issues is dealt with properly. For example, there are three million EU citizens working in UK businesses and they must be treated with dignity and given the security they deserve "because we want to keep them in our businesses".

"We are focusing on the practicalities, so that businesses are able to crack on," he says.

Speaking in Glasgow, Dr Marshall gave an insight from his unique vantage point. The BCC chief has regular contact with members of the UK Cabinet and

**We are focusing on the practicalities, so that businesses are able to crack on"**

has a direct line into government, with many politicians seeking his assessment of the state of business.

The Director General has dual British and American nationality and has worked with BCC for ten years. Before taking on his current role, he was BCC's Director for Policy and External affairs. Prior to joining BCC, he worked with Start-up Tech Cities.

"I've been involved in local economic development and cities and how they grow for coming up to 20 years. It was a logical step to work with the Chambers and people who are passionate about business success," he told Glasgow Business.

He holds a BA from Yale University and an MPhil and PhD from Cambridge University. His doctorate assessing

urban regeneration projects built up a knowledge of Glasgow's projects in the 1980s and 1990s.

"One of the things I did during that research work was look at how European structural funding was being used in Glasgow to help urban regeneration. I've been a big fan ever since. Glasgow has one of the best and most cohesive city centres in the UK. It has great spirit and businesses and I've always been proud to champion it, among others," he said.

He sees a major part of the BCC's job is to accentuate the opportunities and mitigate the dangers. "We need to give businesses the best chance to succeed despite some of the uncertainties out there."

With these 53 Chambers, there are 75,000 businesses employing nearly six million people. "When you join a Chamber, like Glasgow Chamber of Commerce, you then become part of a very big UK-wide family that works together collectively to try and influence the environment on behalf of business everywhere," he said.

The BCC's activities can be summed up in four words: Voice, Trade, Membership and Place.

"Every Chamber of Commerce gives a voice to its local business community, it helps it trade internationally, it brings companies and individuals together through that bond of membership, or togetherness, which is so important for many businesses. And of course, we try to make the places where we do business better.

"We have a pretty simple job to do but in a very complex environment."



Why is this environment so complex? Here are some of the issues:

### The economy

Growth for the UK in 2018 is expected to be 1.4 per cent which is poor compared with other major OECD economies. The positives are that manufacturing exports are doing quite well because sterling dropped 20 per cent in the wake of the Referendum, settling at 12-15 per cent lower. There is also a strong labour market which has been very resilient, but the negative is that big companies are pulling back on investment.

"A lot of that is being put down to Brexit, but I'm not sure how much of it is the Brexit-effect, the global economic cycle or generalised business uncertainty. Even the best possible Brexit deal will really not matter if we don't have the right conditions for business growth here," he says.

Commenting on the Bank of England's decision to keep interest rates on hold, he says: "I question whether the window of opportunity for raising rates to get them back to a more normal level is closing. As we get closer and closer to Brexit day, the bank will be under pressure to keep rates low. That may not be the best long-term decision for the economy, although for many businesses it has been a godsend during years of great difficulty."

### On business taxation

Dr Marshall says there is an increasing tax burden on the ability to do business, although not corporation tax, which is low and competitive.

"People's business rates have gone up, they have had to pay for pension auto-enrolment, insurance premium tax has risen and dividend tax relief has been lowered. There has been talk about changing national insurance contributions, to pay for the over-65s. The burden of up-front tax that employers have continued to pay is growing and growing."

This does not produce a conducive environment for people to take risks and be enterprising.

"We want to see some of that taxation pared back so that, after Brexit, people can see that the talent is here, the opportunity is here and Britain is where people want to do business."

### Labour shortages

There are labour shortages in most areas of the UK but it has become acute in places.

"It is not simply a skills gap. It is generalised shortages. Businesses cannot get the bodies that they need in order to expand the business because of the impact of full employment in many areas."



Dr Adam Marshall, Director General, British Chambers of Commerce

People and the training system, clearer immigration rules and how to invest in people within the business are absolutely critical and top issues today. With the skills base, training systems are chopped and changed every few years and it becomes difficult to put people through training programmes and invest in growth. He sees Glasgow's involvement in the Circular Economy as a significant step forward.

### Neglected infrastructure

The big structural issues that the UK economy faces have not been sorted out. On the UK's crumbling infrastructure, both transport networks and digital connectivity, he said work must be done. "The state of the roads is something that Chamber members across the country love to comment on. I would venture to say that actually Transport Scotland has as much, if not more, to answer for than many of the roads authorities around the UK."

He also spoke of mobile 'not-spots' where there was no or poor coverage.

**“Even the best possible Brexit deal will really not matter if we don't have the right conditions for business growth here”**

"Being able to contact customers and suppliers is a basic need for business and yet we hear of companies that literally have to go five miles down the road to get a signal in order to call a customer. Or service businesses where the broadband is so poor on the industrial estate where they work that people have to drive home to upload work to clients on their home networks."

It is also the railway infrastructure, so getting HSR2 going is imperative along with the Heathrow third runway, while the delivery of thousands of smaller projects creates optimism.

### Brexit blindness

The country needs to get the basics right for growth, says Dr Marshall.

"Some of the structural issues that we face are very important and because of Brexit aren't getting the attention they deserve. Westminster and Whitehall are of course consumed by Brexit."

He said there is a dangerous game where politicians of different parties are using Brexit to seek electoral advantage. Some parties are adopting positions so that they can create an electoral dividing line with other parties at Westminster, rather than that they think it is necessarily in the best interests of the country. You can see this happening in Holyrood as well.

"What we get from businesses is a general sense of dismay because they want to see the national and economic interest prioritised most of all."

### Business and society compact

Dr Marshall says the compact between business and society is perceived to be at a low ebb. While Chamber businesses in general are exemplars of "civic business communities", he sees businesses impacted by the negative action of a handful of powerful players, such as Carillion, and poor management decisions over pension issues.

"Because of these high-profile issues, we've seen a resurging interest in nationalisation and state control which is like waving a magic wand to make it all better. In many events, it would make things far worse. We have a lot to do to repair that contract between business and society in this country."

### A place in the world

Dr Marshall points to a "growing strand" of protectionism in many countries and the possibility of trade wars. "Some of this protectionism and this tit-for-tat retaliation is causing collateral damage on our business and communities. There is also investor uncertainty in the UK and some global investors are doubling down. Our message is that the UK is an open, reliable, and liberal place to do business and we want people to keep coming back."

# Sauchiehall Street Task Force

**G**lasgow is still coming to terms with the tragic fire at the Glasgow School of Art that also severely damaged the O2 ABC music venue next door.

The blaze started in the iconic Mackintosh Building around 11.15pm on Friday 15 June. The investigation into the cause is still ongoing and in the immediate aftermath, the site was under the control of the Scottish Fire and Rescue Service before Glasgow City Council's task force took over the recovery programme.

Glasgow City Council Leader Susan Aitken announced the setting up of a task force to help inform a long-term strategy for the Sauchiehall Street area in the aftermath. Many businesses in the main thoroughfare and dozens of local residents in the vicinity have been severely impacted by the blaze.

Glasgow Chamber Chief Executive Stuart Patrick said: "We welcome the appointment of a task force, and of course offer it our full support.

"Anyone looking at the pictures of the scene will realise that this latest fire is an absolutely tragic event and a terrible blow to the Glasgow School of Art team after its hard work over the last four years. And we must not forget the serious damage done to the O2 ABC, which is a major contributor to Glasgow's night-time economy."

Indeed, the O2 ABC, in Sauchiehall

Street, is older than the Mackintosh masterpiece and was a diorama theatre, a circus, a dance hall and a cinema, built in 1875. In recent years it was one of Glasgow's most dynamic and popular city centre entertainment venues.

Stuart said: "It is also devastating for Sauchiehall Street at a time of serious change due to a combination of the recent blaze at the other end of the street and the shifting trends in retail hitting hard at the businesses there. We believe the City Council is right that the time has come for a co-ordinated effort to help the recovery of one of Glasgow city centre's most important streets."

The Mackintosh Building had been undergoing a period of extensive restoration following the fire in 2014 and has not been a part of the GSA's operational campus for four years.

While the fire in 'the Mack' is devastating news, Glasgow School of Art's focus has been on its students, and on the continuing operation of the GSA to ensure minimum disruption to students and staff.

At the time of publication, Glasgow School of Art, working with its team of structural experts, was still assessing the structural integrity of the Mackintosh Building. The GSA's new specialist site contractor, Reigart, has brought large mobile cranes on site to allow detailed close-up visual assessment of damage to the building. All of this information

is being shared with the Glasgow City Council Building Control team to establish an effective stabilisation strategy that ensures public safety.

The visual assessment showed that damage to the Mackintosh Building is significantly greater than had initially been anticipated from ground visual assessment and the data from the drone and scanning footage.

Reigart, together with its structural engineers David Narro Associates, has been using drone information to develop a plan of works to achieve structural stability of the building. This was being agreed with Historic Environment Scotland and Glasgow City Council Building Control. All parties are working in collaboration to allow a partial dismantling and there is an expectation that the famous frontage on Renfrew Street could survive.

The areas of significant concern are the east elevation, the west elevation and sections of the south elevation, which backs on to the O2 ABC.

The plan will involve Reigart undertaking the removal of stonework and potential structural bracing. Due to the condition of the Mackintosh Building, which is in danger of sudden collapse, work is being undertaken in a controlled and managed way to minimise any potential risk of failure and to be sufficient to achieve structural stability of the building.



It's hoped that some of the structure of the fire-ravaged Mackintosh Building can be saved



## AWARDS

Do you have your diary blocked out for the two most prestigious Glasgow events of the late summer and early autumn?  
The **Inspiring City Awards** and The **Glasgow Business Awards** are now on the list for the big night out.  
Entries for the awards have drawn to a close – but you can still book a table or two.



## INSPIRING CITY AWARDS 2018

Glasgow Chamber of Commerce and *The Herald* newspaper are delighted to be working together again to host this year's Inspiring City Awards, celebrating and rewarding the people and organisations that make Glasgow great. The awards will be held on Thursday 6 September.

Partnering with the ICAs offers businesses a high-profile platform to gain media exposure, get their brand noticed in the city and secure a table at one of the best events in Glasgow, now in its sixth year.

There are still sponsorship opportunities available for the ICAs. This year's categories are as follows:

- Art and Culture Award supported by Sir Robert McAlpine
- Carer(s) of the Year Award
- Environmental Award supported by Anderson Strathern LLP
- Outstanding Contribution by a Business Leader Award
- Outstanding Contribution by a Young Business Leader Award supported by Ross Wilson PR
- Glasgow Welcomes Service Champion Award supported by Glasgow Welcomes
- Sport Award
- The PEOPLE MAKE GLASGOW Award supported by PEOPLE MAKE GLASGOW

- Young Person's Award supported by Glasgow Fort
- Best Corporate Social Responsibility Award supported by GCU – Glasgow School for Business and Society
- Innovation in Business Award supported by King's Theatre and Theatre Royal
- Education Award supported by Glasgow Taxis
- Industry and Young People Innovation Award supported by DYW Glasgow
- Legacy Award supported by Hacking & Paterson
- Lifetime Achievement Award supported by Glasgow Airport

For more information on sponsorship opportunities or to book tickets/tables, contact Sarah Heaney, Events and Training Executive, Glasgow Chamber of Commerce, on 0141 204 8349, [sarah.heaney@glasgowchamberofcommerce.com](mailto:sarah.heaney@glasgowchamberofcommerce.com) or visit [www.inspiringcity.co.uk](http://www.inspiringcity.co.uk)



## THE GLASGOW BUSINESS AWARDS 2018

The Glasgow Business Awards, sponsored by Royal Bank of Scotland and celebrating its 21st year, is rightly regarded as the pre-eminent awards for business in the city. Tickets for this prestigious event on Thursday 4 October are now on sale. The glittering night out is always a sell-out, so we encourage you to book as soon as possible.

This year's categories are as follows:

- |  |  |
|--|--|
| ■ Royal Bank of Scotland Award for Most Outstanding Business                 | ■ Sustainable Development supported by Scottish Water                    |
| ■ Best Performing Small-Medium Business supported by Beam Digital and Design | ■ Healthy and Active Workplace supported by Sustrans Scotland            |
| ■ Best Performing Large Business   | ■ Green Champion supported by ScottishPower                              |
| ■ Young Business Person of the Year supported by City of Glasgow College     | ■ Entrepreneur of the Year supported by Wright, Johnston & Mackenzie LLP |
| ■ Innovation in Business supported by Circular Glasgow                       | ■ Family Business of the Year  |
| ■ Fair Work (1-50 employees) supported by Glasgow City Council               | ■ Excellence in Communications supported by Connect                      |
| ■ Fair Work (51 employees or over) supported by Glasgow City Council         | ■ International Trade  |
|  | ■ Evening Times Award for Glasgow's Favourite Business                   |
|  | ■ Glasgow Chamber of Commerce Award for Lifetime Achievement             |

If you require further information on sponsorship opportunities, contact Alan Busby on 0141 204 8323 or [alan.busby@glasgowchamberofcommerce.com](mailto:alan.busby@glasgowchamberofcommerce.com) or to book your tickets/tables, visit: [www.glasgowbusinessawards.com/book-a-table](http://www.glasgowbusinessawards.com/book-a-table)



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# Centre for Contemporary Arts, winner of the Art and Culture Award

Supported by AHR



Representatives from the Centre for Contemporary Arts are presented with their award by Martin Robinson, Regional Director, AHR

**T**he CCA is one of Glasgow's great hubs for the arts and this was recognised at the Inspiring City Awards.

"It was such a fantastic achievement for CCA to win at the Inspiring City Awards. We welcomed almost 1200 events from 266 programme partners in our open source programme last year, with 343,397 admissions to the building. Winning the award was a great recognition in our 25th anniversary year," says Francis McKee, the CCA's Director.

CCA has a regular programme of exhibitions, festivals and events across all art forms. There is plenty to explore and see over the coming months.

"Our summer exhibition in 2017 - The House that Heals the Soul - brought a new approach to the use of the gallery as we opened up the space to host a publication studio and library resources to be used by the public," she explains.

Ross Birrell's The Transit of Hermes, the exhibition for Glasgow International Festival of Visual Art, welcomed an audience of almost 7000, the most popular exhibition in recent years. This

exhibition included a film following the journey of a horse, Hermes, from Athens to Kassel during the 2017 Documenta art biennial.

In June, Jonas Staal's The Scottish-European Parliament is centred on a visual model that transforms a decommissioned oil rig in the North Sea into a new transnational parliament, assembling pan-European organisations with Scottish civil platforms, social movements and political parties to envision a future European Union from a Scottish point of view.

Over the summer, Comic Con and Free Pride come to CCA, and artist residencies with Emily McFarland, Christian Noelle Charles, Katie Shannon and Taha Belal will also be hosted in CCA. Then in August, the exhibition of archive work from Czech new wave filmmaker Ester Krumbachova opens.

"Our achievements over the past year are very much down to the hard work and commitment of all of the CCA staff. There is a dedication to our partners and the artists working across the building that I hope demonstrates

our gratitude and respect for everything they create here. Equally I would like to thank our audiences' constant appreciation of experimental art work."

## So what is the major feature of the CCA's success and popularity in Glasgow?

"CCA aims to be as open and accessible as possible, and provide a hub for the arts, artist and the public. At the heart of all our activities is the desire to work with artists, commission new projects and present them to the widest possible audience. Our audiences are diverse, and increasing in numbers every year. Also in the building, we have Saramago cafe bar, Aye-Aye Books and Welcome Home craft and design shop. With such a high number of events and exhibitions, alongside the cafe and shops, there's almost always something going on in the building and a significant number of our events are free," said Francis McKee.

**Brian Toward, Wholesale Domestic**

Winner of The Glasgow Business Award for Young Business  
Person of the Year, sponsored by City of Glasgow College

# WHOLESALE HAPPINESS WITH DOUBLE-DIGIT GROWTH

It has been non-stop for Wholesale Domestic since that glittering evening last October with an increase in staff and sales and the planned opening of a significant new site elsewhere in Scotland.

Brian Toward, the company's Finance & IT Director, was crowned Young Business Person of the Year at The Glasgow Business Awards 2017. In the category, sponsored by City of Glasgow College, Kieran Coyle, founder of Premiership Experience, was also highly commended.

Brian, 32, who qualified as a chartered accountant with Deloitte, joined this father Derek and uncle, Walter, in the family business in July 2012.

"My dad and uncle are still very much involved on a day-to-day basis. It is the three of us who run the business, which is expanding outside the heartland of the west of Scotland with a new site in the north east of Scotland."

In January 2017, Wholesale Domestic opened their new warehouse and distribution centre in Hillington to support their nearby showrooms and ecommerce business in Hillington Road.

"This has been the catalyst for our growth. We're 18 months into that journey and it is going extremely well. The warehouse has been a godsend to the business to help facilitate the growth. Since the Awards in October we've enjoyed double-digit growth every month, which has been fantastic for us as a business but also for the people who work with us," said Brian.

A number of long-service staff are taking on advanced positions to help facilitate this growth, with the headcount increasing from 34 just three years ago, to 66, with 80 in the pipeline by the end of 2018.

Wholesale Domestic do not design and install bathroom furniture, but offer savings by selling white-label versions of

many major bathroom brands.

"We source factories which make branded products and then buy white goods from them. We are buying equal quality but without the name stamp on the side of the unit," he explained.

The advent of ecommerce has made consumers more savvy, he said. "People now realise they can make significant savings – between 30-40 per cent – by buying directly from a retailer, such as ourselves, and then liaising with a professional tradesman who can fit it on their behalf. This saves them a huge amount as opposed to visiting the design and supply market."

Also, the seasonality of renewing bathrooms is changing. Once it was during the sales in January, and October, in the pre-Christmas rush, with poor months in May and June when people were paying balances for their summer holidays.

"We've just come through May which was 26 per cent up on the year before and the second best month of the year, so far. Our 12-month year looks much smoother, which helps our cash flow."

He points out changing trends in the UK homes where everything once sat on the floor of the bathroom or on pedestals. "The Scots have been abroad and travelled to Europe and seen that the fixtures are all wall-hung. It's nice and clean underneath. Europe was 90 per cent wall-hung with only 10 per cent in the UK. Now the UK is moving to 50-50. People are picking up ideas of design and clever use of space from their travels to Europe."



Brian Toward, Finance & IT Director, Wholesale Domestic, was presented with The Glasgow Business Award for Young Business Person of the Year by Roy Gardner, Executive Director, Corporate Development & Innovation, City of Glasgow College



Main Sponsor









# Internet of Things

Words by: *Andrew Collier*

Anyone who is old enough to have lived through the 1960s will remember how we all thought everything was possible and the future was going to be incredible.

Working for a living would no longer be necessary. Robots would clean our homes and cook our meals. We would fly around the world in our own personal jet craft. And medical advances meant we'd live to be - oh, very old indeed.

Half a century on, many of those imaginative predictions have turned out to be hopelessly naïve. Much of our house cleaning and maintenance still needs boring, old-fashioned manual intervention.

We still get to our offices in cars largely fuelled by hydrocarbons. And few of us yet live long enough to blow out the candles on our 100th birthday cake.

In other ways, though, we have made remarkable technological advances over those 50 years. Digitisation and the birth of the online economy have been utterly transformational and technology continues to advance by the day. Now we are seeing another step change: the Internet of Things (IoT).

What, though, is this? Essentially, it's about bringing smart and connected products, services and thinking to our culture and society. In a sense, that's not new - think back to those burglar alarms 40 years ago which could detect a break-in and automatically call the police station, for instance.

But the IoT is empowering us at an utterly different level. In the home, we already have smart lighting hubs and kitchen devices. In manufacturing, this new technology helps to organise

and to track processes, machines and people, making them more efficient. In short, the IoT has the ability to boost productivity in all sizes of business.

But the Internet of Things goes far beyond the world of commerce. In healthcare, for example, new advances and connected devices will help to predict heart attacks, prevent disease and save lives.

**The question to ask isn't which businesses will use the IoT in the future, but which ones won't"**

It is also about more than smart houses, factories and offices. We are moving towards entire smart cities, with Glasgow boasting the UK's most advanced IoT network, using Low Power Wide Area Networking.

This network offers all sorts of opportunities to companies and the public sector alike. A trial is currently taking place involving council street bins with sensors attached which can automatically report

when they need emptying.

It may not be glamorous, but it offers interesting possibilities and the potential for significant savings.

Other uses could include social care devices to assist with independent living and tracking of equipment, the environment and pollution levels.

Mark Begbie is Business Development Director of CENSIS, the industry-led Innovation Centre for Sensor and Imaging Systems (SIS) which is one of the organisations developing the Glasgow IoT network.

"I think the question to ask isn't which businesses will use the IoT in the future, but which ones won't," he said. "Because IT devices typically send data every 10 or 15 minutes, you will be receive much more nuanced information about your system, whether that is usage patterns, energy use consumption or if something is beginning to show signs of malfunction.

"You can then plan replacement or maintenance and make better decisions. But you do need to do this in conjunction with an appropriate business model, in order to help you to make an informed decision.

"So it's not just about putting in loads of sensors.

It's about understanding what you want to know, and why."

Mark is enthusiastic about the future of IoT. "It's a big societal change. The technologies we are currently seeing are putting in place the last pieces of the jigsaw. The possibilities are very exciting."



Mark Begbie

## “Security needs to be put in place early and needs to be holistic”



Dr Ivano  
Bongiovanni

### Security

As with all information technology, protection of data is vital with the IoT. So far, though, success in this area has not been universal.

Mark Begbie recounted a story he heard recently about a traffic light system deployment that had no authentication or encryption.

“Someone with a drone and a wireless system flying over them could have turned the lights whatever colour they wanted. That could have ended up like a scene from the Italian Job.”

It is clear, then, that there are some gaping holes in this area. “Security is a huge issue, and something we are working on ourselves. For instance, we are currently funding a research programme involving Napier University and Keysight Technologies looking at platform security and how you test and certify small devices.”

He continued: “A lot of the devices on the IoT are going to be low powered and will be moving very small amounts of data. You have to look at the processing power you require, the security you need to protect that and what you can afford.”

As well as vulnerability, those deploying the technology will need to

assess the value of the data to others, Mark added.

“If you are using it to monitor the temperature of your vegetable patch, there would probably be very little impact in a hack. But if it involves critical medical care, clearly that is very different and you have to take appropriate steps to protect your systems.”

Dr Ivano Bongiovanni, a fellow at the Adam Smith Business School at the University of Glasgow, said that the opportunities offered by the Internet of Things have to be set alongside the accompanying risk of deployment.

“Sometimes you will be trying to connect across legacy systems. The security levels enabled by those older systems may not be the same as required for modern connected devices.”

“It might actually make more sense to go for a green field approach, designing from scratch with the required protection built in.”

“Security needs to be put in place early and needs to be holistic. And it’s worth remembering that human collaboration is one of the most effective ways of achieving information security.”



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# Education equals improved performance

Lifelong learning is essential for the development and success of businesses and their employees

Words by: *Stewart McRobert*

**E**very business in the land should follow former PM, Tony Blair – at least when it comes to prioritising ‘education, education, education’.

That’s because education – along with other forms of training – can play a vital part in improving the performance of individuals and the businesses they work for. The trick is to make sure it’s the right training for the right people at the right time.

As Professor Frank Coton of the University of Glasgow explained: “The benefits of continuing education for individuals and organisations vary depending on the role of the individual, the nature of the education and the nature of the organisation. For example, someone working within a professional discipline, where its tools and approaches are continually evolving, can use continuing education to keep up with developments.

“More generally, continuing education allows individuals to plug gaps in their education. If you work for a company that wanted to expand in China you might want to gain an understanding of Chinese politics and/or learn Mandarin. We have many continuing learners studying a language for business reasons.”

As well as enabling people to

develop their capabilities and position themselves more effectively in the jobs market, Frank pointed out that continuing education can help individuals who may have dropped out of education early to increase their skills and/or get back into work.

Neil Cunningham of Skills Development Scotland (SDS) agreed with Frank’s assessment and added his own perspective.

He said: “The commitment to lifelong learning is essential for a company, for employee progression and for development opportunities within the business. Companies benefit from staff retention and the ability to provide continuity of service to customers, while individuals are able to keep their skills relevant in the marketplace.”

As an example of success that can be achieved by workforce education, Neil highlighted the modern apprenticeship programme. “In workplace surveys, 94 per cent of employers say that those completing a modern apprenticeship are better able to do their job and 75 per cent of employers say that modern apprentices improve their company’s productivity. What’s more, 72 per cent of workers who responded say that having an

apprentice improved staff morale.”

## **Cost/benefit balance**

Of course every investment comes with a cost and Frank believes balancing those with potential benefits comes down to an organisation’s business development strategy – what does it want to achieve and what skills does it need in its workforce? “In some cases, particularly with SMEs, they might not have the flexibility to buy in expertise to supplement the existing workforce so continuing education provides a solution.”

He stressed that if a major strategic priority demands an element of continuing education it should be built into business planning, even if a business is operating the limited budget of an SME.

Meanwhile, Neil emphasised: “The biggest mistake any individual company can make in terms of continuing education and training is not doing it. Staff can become despondent and the business might lose its market share if the sector is developing and their staff aren’t suitably qualified. Others will capitalise on that.”

Even if budget is an issue there are cost-effective (that is, cost free) options out there. Frank said: “There is a wide range of ways to access continuing



education. Many universities around the world have produced a vast amount of free content. There are things like iTunes U, which is Apple's repository of learning resources, that's available free of charge. Plus, there are massive open online courses (MOOCs) provided by organisations such as FutureLearn and edX, as well as a whole raft of open education resources on the internet."

If a company is in a position where paying for continuing education is tricky then trawling the web to see what's out there might provide the solution it needs.

Convenience is considered, too. Many organisations provide paid for online learning which takes into account other demands on the student's time. People can study using a computer when it suits them. This means they don't need to spend time away from their workplace studying on a university campus or training centre and so on.

#### **Glasgow MOOCs and more**

Like most of the leading UK universities, the University of Glasgow offers its own MOOCs. And they are popular, this year being used by approximately 100,000 learners. It creates a lot of open education resources that it makes freely available, and its paid-for online

## **“The biggest mistake any company individual can make in terms of continuing education and training is not doing it”**

provision is evolving so that in the future people will be able to take a course or a full degree, dipping in and out as is best for them.

The University's Short Courses Unit offers adult and continuing education courses covering most major languages, international politics and topics in science and so on. Approximately 6000 learners go through that programme every year.

These elements are part of an overall offer that's constantly subject to review and refinement. "At the University when we develop our options we adhere to some basic rules, including making sure that they fit within our area of expertise," said Frank.

"Other drivers include public demand, which particularly influences topics such as foreign languages. As I indicated, we get a lot of demand from people who have recently graduated and are starting employment but want to grow their language skills because of their job."

Similarly, the University develops options with external agencies. For example, one of its current MOOCs is part of a collaboration with the Royal palaces. It focuses on royal fashion over the ages and helps create interest in the nation's cultural assets by linking to exhibits on display at the Royal palaces.

In another case, the University is exploring the possibility of providing a specific service to parts of south-east Asia. "They have an interest in geospatial mapping for environmental protection and that's an area where we have expertise," said Frank. "It's possible we will end up running short courses there to upskill government and university staff."

Coming closer to home, Neil confirmed that anyone looking for options in west central Scotland is well served. "There are a great many education and training opportunities in and around Glasgow with the college and university networks. SDS has supported national initiatives like the

## “The commitment to lifelong learning is essential for a company, for employee progression and for development opportunities within the business”

modern apprenticeship programme for a number of years. There are new opportunities through graduate apprenticeships, which are being offered predominantly through universities, and a number of colleges.”

SDS helps employers develop its existing workforce through a programme called Skills for Growth. It offers two days of consultancy work to look at the skills required to grow the business and map job roles against the modern apprenticeship, foundation and graduate programmes. “Skills for Growth is a programme that is highly

regarded by businesses,” said Neil.

By taking advantage of these and other opportunities, companies are demonstrating that they appreciate the benefits associated with a good, ongoing education. The former prime minister would surely approve.

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# GREEN MEANS GROWTH

## for Glasgow's businesses

**W**ith just two years to go before the first of the Scottish Government's environmental targets hit their deadlines, and an increasing consumer focus on the importance of sustainability, businesses of every shape and size are under pressure to improve their green credentials. But when your focus is business growth, is it the right time to be thinking about becoming more sustainable?

If recent results from FMCG giant Unilever are anything to go by, the answer is – categorically – yes. At the beginning of May, they announced that 70 per cent of revenue growth in the previous year came from 'sustainable living' brands. What's more, those brands grew almost 50 per cent faster than the rest of the business.

The company has publicly stated its intention to ensure every product in its portfolio has the lowest possible environmental impact. And it's not alone. Over the last month, Barclays, Lloyds and the Royal Bank of Scotland have all launched financing schemes to help businesses meet costs related to green projects.

Food behemoth Mars has revealed plans to shift its Australian manufacturing plant entirely to renewable energy in just over a year, as part of its plan to reach carbon neutrality around the globe. And AT&T, the

largest telecoms company in the US, declared its intention to implement a zero waste policy at 100 sites by the end of the decade.

Meanwhile, closer to home, the VIBES Scottish Environment Business Awards judging panel is preparing for its first session. They'll be selecting the shortlist of entrants who could be joining last year's winners – which included John Lawrie (Aberdeen) Ltd, Paterson Arran Ltd, Sibbald Ltd and the Glenmorangie Company – as Scotland's champions of sustainability.

It's clear that businesses at home and around the world are solidly focused on sustainability as a key tool for business growth. But why?

"Sustainability increases business competitiveness," says Kirsty Platt, Sustainability Specialist at Scottish Enterprise. "Green practices create consumer trust. In fact, there's evidence that people are willing to pay more for green products and services. So it's a key part of business growth."

"A lot of major businesses now have sustainability at their core, and they want to work with others who share those values. So in addition to increasing consumer and customer confidence in their green credentials, businesses have to demonstrate their commitment to environmentally-sound practices to stay in the supply chain."











“The ability to adapt to a changing environment, and to changes in their marketplace, enhances business sustainability and resilience.”

Sustainability also brings practical, on-the-ground benefits, like cutting costs. In partnership with environmental and sustainability consultancy Mabbett, Scottish Enterprise and Resource Efficient Scotland, Glasgow Chamber of Commerce’s Green Business network identified £100,000 in savings for the 10 businesses who took part in their first Green Light Programme.

“The purpose of the programme was to help those businesses achieve a baseline environmental management plan,” said Senior Director Alison McRae. “That sounds complicated, but really it’s about very simple measures.

“Paying attention to things like lighting, heating and ventilation can reduce energy bills and make businesses more profitable. But we also look at product and service

**“It’s about working towards a 100% renewable practice, where any waste isn’t simply recycled, it’s remanufactured, repurposed and reused”**

modelling, to see where we can cut costs and improve sustainable practice.

“Our role as a network is to work with businesses to encourage resource efficiency, showcase best practice, promote collaboration and provide networking opportunities. We also support businesses to find funding opportunities that support sustainability improvements.”

The Glasgow Business Network is also about creating those contacts that can help build a more sustainable business. “We offer various support for businesses, usually small and medium-sized, that give them the tools, knowledge and contacts they need,” said Alison.

“We work with agencies like Scottish Enterprise and Zero Waste Scotland, as well as with businesses and educational institutions across Scotland, to build a network of people who can share best practice and to connect businesses with the support infrastructure they need. It’s all about building Scotland’s sustainable business community, and helping

them – and our economy, including the circular economy – to grow.”

Businesses may start their sustainability journey as a matter of necessity, says Kirsty Platt. But an increasing awareness of their suppliers’ customers’ and consumers’ needs leads to more active engagement. From there, they may start thinking long term, innovating to create new products and services that add real value to what they do. Ultimately, as they understand more and more of the benefits of sustainable practice, they set out to transform their business, to use sustainability as a tool for growth.

“Essentially, it’s about creating models that generate zero waste,” she says. “It’s about working towards a 100 per cent renewable practice, where any waste isn’t simply recycled, it’s remanufactured, repurposed and reused.

“The ultimate goal is to separate use of resources from economic growth. Companies are starting to steer their business practices towards using renewable, recyclable or biodegradable materials and products designed for disassembly and reuse. Business models are shifting to include resource recovery, product life extension, and sharing platforms and product as a service.”

That, of course, isn’t a short-term goal. There are a lot of steps on the road to a truly circular economy. For most businesses, the initial focus isn’t ‘how can I reuse everything in this environment?’ It’s more likely to be ‘how can I conform to the energy-saving standards being placed on me?’ or ‘how can I make this business more sustainable without spending a fortune?’

Glasgow Chamber of Commerce and agencies like Scottish Enterprise are there to help with that first step, along with a host of others. Those agencies can provide services like free-of-charge energy and sustainability audits. They can help to create workable sustainability planning. Some can even help businesses find and apply for the finance they need for improvement projects. All of which means they help businesses not only save money, but also actively promote growth.

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## PEOPLE ON THE MOVE IN THE BUSINESS COMMUNITY



## Ryden names new partners

Ryden has announced senior promotions with five new Partners and two new Associates.

Susan Cameron and David Lindsay based in the firm's Edinburgh office, Gregor Harvie and Tim Jacobsen in Glasgow and Michael Lorimer in Aberdeen were all made Partner with David Moore, Edinburgh, and Rachel Naylor, Aberdeen, becoming Associate.

The promotions are part of Ryden's continuing

plan for growth. In 2017 niche Scottish planning consultancy practice Muir Smith Evans merged with Ryden to create a market-leading planning and consultancy team. The firm also opened a third English office in Manchester last summer.

## Ryden

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## Colliers brings experienced directors to Glasgow

Leading property consultancy Colliers International has made two senior appointments in Glasgow, as it further strengthens its deep industry knowledge.

Capital markets director Patrick Ford has been involved in a significant number of high value property transactions, bringing major overseas investors to Scotland. He said: "This is an exciting opportunity to build a market-leading transactional team in Scotland."

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