

**INTERNATIONAL**

Exclusive coverage of the inaugural US visit  
Page 20

**PRODUCTIVE**

City's bold economic strategy is revealed  
Page 26

**DEVELOPMENT**

Plans unveiled to reinvigorate city block  
Page 34

**EMPLOYMENT**

Gain the competitive edge in recruitment  
Page 43

**GLASGOW**  
CHAMBER OF COMMERCE

THE MAGAZINE OF GLASGOW CHAMBER OF COMMERCE

# GLASGOW FEBRUARY 2017 BUSINESS

## PEOPLE MAKE GLASGOW

Major tourism plan launched to attract one million more visitors by 2023

FREE TO CHAMBER MEMBERS  
£4.99 FOR NON MEMBERS

Scottish  
Chamber of  
the Year

# Hospitality and Licensed Trade Training



**City of Glasgow College specialises in the training and development of hotel, bar, restaurant and licensing staff.**

Training courses are available in the following areas:

- Food Hygiene (REHIS)
- Licensing (BIIAB)
- Health and Safety (IOSH/NEBOSH)
- Customer Service (HABC)
- First Aid (SQA)

For further information: <http://bit.ly/HospitalityandLicensedTradeTraining>  
[commercial@cityofglasgowcollege.ac.uk](mailto:commercial@cityofglasgowcollege.ac.uk) / 0141 375 5571



EUROPE & SCOTLAND  
European Social Fund  
Investing in a Smart, Sustainable and Inclusive Future



# CONTENTS/PRESIDENT



6



8



17



20

## News

Agenda	6
City Roundup	10
Member news	11
Partner news	16
New members	47

## Events

Past and forthcoming events	18
Forthcoming training	19
International Trade: Make it in Manhattan	20

## Features

Intel Q&As	8
Glasgow Colleges' Regional Board	15
Developing the Young Workforce - Glasgow	24
Glasgow economy	26
Cities Outlook findings	30
Green Light Programme	31
George Street development	34

## Column

BIG Talks	46
-----------	----

### Neil Amner, President

president@glasgowchamberofcommerce.com

## Our Chamber's historic pursuit of free trade

As we ponder the consequences of Theresa May's hard-line negotiating stance on the UK's exit from the European Union and President Trump's position on international trade, we can delve back into our own Chamber history for a sense of perspective.

The post-war European economic mission has been about the free movement of goods, services and people across borders, breaking down boundaries and harmonising markets.

The quest for free trade has been a guiding principle of Glasgow Chamber of Commerce since its inception. It is embedded in this organisation's DNA.

"The Chamber has been the invariable and uncompromising advocate of this great principle and has laboured zealously to procure the speedy, though gradual, removal of all the shackles with which the industry of the country is loaded," said Dugald Bannatyne, a Chamber Director, in 1836.

The pursuit of free trade has not only been central to the Chamber's role, but pivotal in trading conditions across the UK.

Sir Robert Peel, the Conservative Prime Minister, whose statue stands on the corner of George Square in Glasgow, adjacent to our offices, expressed his gratitude to the Chamber on 30 April 1842.

"I have this day had the honour of receiving the resolution of the Chamber of Commerce and Manufactures [sic] of the city of Glasgow, on the subject of the financial and commercial measure, which it has been my duty, on the part of her Majesty's Government, to submit to Parliament."

At that stage, Peel was only partially convinced about the full repeal of the invidious Corn Laws, imposed in 1815 to maintain bread prices and protect the land-owning aristocracy. Nonetheless, Glasgow's citizens and the Chamber continued to agitate in the battle to have the Corn Laws repealed and free trade

instigated. It was a bitter Brexit-style campaign.

"When I reflect that there is probably no town or district in Her Majesty's dominions which combined in an equal degree with the city of Glasgow and its dependencies, the interests of domestic manufactures and foreign commerce, and when I am assured that that body, which is the chosen guardian and organ of such interest, has expressed, without dissenting voice, its approbation of the general scope and outline of the measure that I have proposed," said Peel in a letter to the Chamber.

He praised the 'enlightened' members for their strongest sense of public duty.

It took years of acrimonious political argument and the tragedy and upheaval of the Irish Famines

in the 1840s, before Peel's

U-turn and the Corn

Laws were finally

repealed in 1846,

causing the collapse

of his Conservative

government.

In 1883, the

Chamber's centenary

book, *Progress of Glasgow*,

was able to report: "The great

expansion of our commerce since the

introduction of free trade has fully

proved the soundness of the principles

which its supporters advocated, and

many of its most bitter opponents live

to acknowledge their error."

So we are not the only generation

who have travelled through uncertain

trading times.

The terms of our future

international trading relationships will

not be apparent for some time yet.

Your Chamber will continue to support

our members and champion Glasgow's

interests, not least of which in respect

of international trade and investment.

We cannot, however, allow the

debate and conjecture about those

outcomes (far less the mechanistic

steps in the interim) to distract us from

more immediate concerns. We must all

(politicians included) not lose sight of

the day job.



# HOW BUSINESS GATEWAY HELPED Rhona sew up success

With support from Business Gateway, fashion graduate Rhona Jane Ferguson is now selling her handmade tartan lingerie and wedding garters across the country. Here is her story.

Isle of Rhona, based in Glasgow, was launched earlier this year after a friend asked Rhona to make her a tartan garter for her wedding. Soon, Rhona was selling on Etsy and attracting stockists.

“Once I set up an Etsy account and began selling online from my own website the business really took off,” said Rhona. “There is a big jump between making items for family and friends to actually selling products so having the support of Business Gateway was a big boost. My adviser helped me focus on my goals.”

“My aim is to have my products in more stockists, online and in store, and I’ll continue to seek advice from Business Gateway to guide me in the right direction to achieve this.”



“Talking over my idea with Business Gateway’s expert advisers is what really kick started my plans.”

Rhona Jane Ferguson,  
Isle of Rhona

## How we helped Rhona:

- Finance Management
- Start-up Advice
- Business Plan
- 1:1 Support

Visit [www.bgateway.com/glasgow](http://www.bgateway.com/glasgow)  
or Call 0141 530 2405.



EUROPE & SCOTLAND  
European Regional Development Fund  
Investing in a Smart, Sustainable and Inclusive Future



# CHIEF EXECUTIVE'S BLOG

**Stuart Patrick, Chief Executive**

[chiefexecutive@glasgowchamberofcommerce.com](mailto:chiefexecutive@glasgowchamberofcommerce.com)

## Brexit – business must carry on regardless

I know this may surprise a few folks, but I do enjoy the occasional trip eastwards across the country.

I spent a few hours in Holyrood recently as part of a Glasgow delegation discussing the impact of Brexit on the city economy. The main aim was to open up dialogue with the Scottish Government's Brexit Minister Mike Russell, but we also took the opportunity to present to a meeting of MSPs with an interest in Glasgow, Brexit or the economy.

Back in October, we joined the City Council and the Glasgow Economic Leadership Board in publishing a full report on the impact. It is a valuable summary of actions which the Council, the Chamber and GEL (Global Entrepreneurial Leaders) collectively agreed would help tackle some of the issues which Brexit is throwing up.

Council Leader Frank McAveety set out the main asks – some relevant to the Scottish Government, some to the Westminster government and some showing what the local stakeholders could be doing ourselves. I was asked to explain the business community perspective, and Kevin Kane from GEL explored messages from each of the city's growing sectors.

Read more at: [www.glasgowchamberofcommerce.com/blog/2017/january/17/brexit-business-must-carry-on-regardless/](http://www.glasgowchamberofcommerce.com/blog/2017/january/17/brexit-business-must-carry-on-regardless/)



### 2017 will be a great year for Glasgow

I sat at my desk on the first Monday after the Christmas break feeling pretty brave that I had decided to come back into the office, having learned that it is both economically and physically a dangerous place.

According to Nationwide Current Accounts, I'm going to have my wallet rifled to the tune of £1000 this year for birthday presents, office nights out, charity requests, leaving gifts or tea and cakes.

The latter will also likely kill me, as the sharing of confections has become such a contributor to the national obesity crisis that the Faculty of Dental Surgery at the Royal College of Surgeons is calling for a resolution to combat the office 'cake culture'.

Well, I'm afraid I'm not going to spend too much time worrying about either issue, and certainly won't be giving up my occasional Tunnock's Caramel Wafer any time soon. Instead, I'd much rather concentrate on the positive prospects for the year ahead.

Read more at: [www.glasgowchamberofcommerce.com/blog/2017/january/11/2017-will-develop-into-a-great-year-for-glasgow/](http://www.glasgowchamberofcommerce.com/blog/2017/january/11/2017-will-develop-into-a-great-year-for-glasgow/)

### International trade – it's time to up our game

Recently, Scottish Chambers of Commerce secured an agreement with the Scottish Government to expand the work of Chambers in international trade. Also recently, I spent some time with colleagues from the British Chambers, with the extent to which we can make a contribution to overseas trade a constant theme.

There are Chambers of Commerce in thousands of cities across the world, all representing the business interests of their local communities. The Chamber brand opens doors in some of the most unlikely places, for example we welcomed a senior team from Beirut and North Lebanon Chamber – who spent a week getting to know how we went about our business here in Glasgow.

Brexit has reminded us vigorously that we have an opportunity to use the international Chambers network so much more than we currently do.

Don't misunderstand me, many Scottish and British Chambers are already very active. Most of us are involved daily in the export supply chain, helping to supply the trade documentation that members need to get their goods through national customs barriers.

Read more at: [www.glasgowchamberofcommerce.com/blog/2016/december/07/international-trade-now-is-the-time-to-up-our-game/](http://www.glasgowchamberofcommerce.com/blog/2016/december/07/international-trade-now-is-the-time-to-up-our-game/)

## GLASGOW CHAMBER OF COMMERCE

### CHIEF EXECUTIVE

**Stuart Patrick** ~ 0141 204 8317  
[stuart.patrick@glasgowchamberofcommerce.com](mailto:stuart.patrick@glasgowchamberofcommerce.com)

### DEPUTY CHIEF EXECUTIVE

**Richard Muir** ~ 0141 204 8326  
[richard.muir@glasgowchamberofcommerce.com](mailto:richard.muir@glasgowchamberofcommerce.com)

### SENIOR DIRECTOR

**Alison McRae** ~ 0141 204 8339  
[alison.mcrae@glasgowchamberofcommerce.com](mailto:alison.mcrae@glasgowchamberofcommerce.com)

### BUSINESS SERVICE MANAGER

**Cathie McKay** ~ 0141 204 8317  
[cathie.mckay@glasgowchamberofcommerce.com](mailto:cathie.mckay@glasgowchamberofcommerce.com)

### COMMERCIAL DIRECTOR

**Susan McKay** ~ 0141 204 8347  
[susan.mckay@glasgowchamberofcommerce.com](mailto:susan.mckay@glasgowchamberofcommerce.com)

### HEAD OF TRAINING AND DEVELOPMENT

**Elaine Rodger** ~ 0141 204 8332  
[elaine.rodger@glasgowchamberofcommerce.com](mailto:elaine.rodger@glasgowchamberofcommerce.com)

### FINANCE MANAGER

**Audrey Hamilton** ~ 0141 204 8334  
[audrey.hamilton@glasgowchamberofcommerce.com](mailto:audrey.hamilton@glasgowchamberofcommerce.com)

### HEAD OF COMMUNICATIONS

**Anne Marie Hughes** ~ 0141 204 8325  
[annemarie.hughes@glasgowchamberofcommerce.com](mailto:annemarie.hughes@glasgowchamberofcommerce.com)

### HEAD OF EVENTS

**Alan Busby** ~ 0141 204 8323  
[alan.busby@glasgowchamberofcommerce.com](mailto:alan.busby@glasgowchamberofcommerce.com)

### HEAD OF INTERNATIONAL CERTIFICATION

**Catherine Bryson** ~ 0141 204 8390  
[cathy.bryson@glasgowchamberofcommerce.com](mailto:cathy.bryson@glasgowchamberofcommerce.com)

### PROGRAMME DIRECTOR

**DEVELOPING THE YOUNG WORKFORCE**  
**Leona Seaton** ~ 0141 204 8338  
[leona.seaton@glasgowchamberofcommerce.com](mailto:leona.seaton@glasgowchamberofcommerce.com)

### INDUSTRY AND EDUCATION

**PARTNERSHIP MANAGER**  
**DEVELOPING THE YOUNG WORKFORCE**  
**Shona MacPherson** ~ 0141 204 8364  
[shona.macpherson@glasgowchamberofcommerce.com](mailto:shona.macpherson@glasgowchamberofcommerce.com)

### INDUSTRY ENGAGEMENT MANAGER

**DEVELOPING THE YOUNG WORKFORCE**  
**Rose Coyle** ~ 0141 204 8336  
[rose.coyle@glasgowchamberofcommerce.com](mailto:rose.coyle@glasgowchamberofcommerce.com)

### DIGITAL COMMUNICATIONS EXECUTIVE

**DEVELOPING THE YOUNG WORKFORCE**  
**Jennifer Hood** ~ 0141 204 8333  
[jennifer.hood@glasgowchamberofcommerce.com](mailto:jennifer.hood@glasgowchamberofcommerce.com)

### ADMINISTRATION ASSISTANT

**DEVELOPING THE YOUNG WORKFORCE**  
**Nicola McGowan** ~ 0141 204 8363  
[nicola.mcgowan@glasgowchamberofcommerce.com](mailto:nicola.mcgowan@glasgowchamberofcommerce.com)

### SENIOR PROJECTS MANAGER

**Rebecca Ricketts** ~ 0141 204 8358  
[rebecca.ricketts@glasgowchamberofcommerce.com](mailto:rebecca.ricketts@glasgowchamberofcommerce.com)

### PROJECTS MANAGER

**Cheryl McCulloch** ~ 0141 204 8339  
[cheryl.mcculloch@glasgowchamberofcommerce.com](mailto:cheryl.mcculloch@glasgowchamberofcommerce.com)

### EVENTS AND DIGITAL CONTENT EXECUTIVE

**Ross Flockhart** ~ 0141 204 8319  
[ross.flockhart@glasgowchamberofcommerce.com](mailto:ross.flockhart@glasgowchamberofcommerce.com)

### MEMBERSHIP EXECUTIVE

**Diana Peralta** ~ 0141 204 8331  
[diana.peralta@glasgowchamberofcommerce.com](mailto:diana.peralta@glasgowchamberofcommerce.com)

### ADMINISTRATION ASSISTANT

**Danielle Grant** ~ 0141 204 8349  
[danielle.grant@glasgowchamberofcommerce.com](mailto:danielle.grant@glasgowchamberofcommerce.com)

### FINANCE ASSISTANT

**Liz Mason** ~ 0141 204 8329  
[liz.mason@glasgowchamberofcommerce.com](mailto:liz.mason@glasgowchamberofcommerce.com)

### CERTIFICATION EXECUTIVE

**Yasmin Akram** ~ 0141 204 8330  
[yasmin.akram@glasgowchamberofcommerce.com](mailto:yasmin.akram@glasgowchamberofcommerce.com)

### CERTIFICATION EXECUTIVE

**Lorraine Galbraith** ~ 0141 204 8365  
[lorraine.galbraith@glasgowchamberofcommerce.com](mailto:lorraine.galbraith@glasgowchamberofcommerce.com)

### CERTIFICATION EXECUTIVE

**Katie Anderson** ~ 0141 204 8381  
[katie.anderson@glasgowchamberofcommerce.com](mailto:katie.anderson@glasgowchamberofcommerce.com)

### CERTIFICATION EXECUTIVE

**Michael Fernie** ~ 0141 204 8378  
[michael.fernie@glasgowchamberofcommerce.com](mailto:michael.fernie@glasgowchamberofcommerce.com)

### RECEPTIONISTS

**Dawn Chalmers (Mon-Wed) and Sandra Barrie (Thu-Fri)** ~ 0141 204 2121  
[dawn.chalmers@glasgowchamberofcommerce.com](mailto:dawn.chalmers@glasgowchamberofcommerce.com)  
[sandra.barrie@glasgowchamberofcommerce.com](mailto:sandra.barrie@glasgowchamberofcommerce.com)  
[reception@glasgowchamberofcommerce.com](mailto:reception@glasgowchamberofcommerce.com)

**30 George Square, Glasgow G2 1EQ**  
**Tel: 0141 204 2121**

[www.glasgowchamberofcommerce.com](http://www.glasgowchamberofcommerce.com)  
Glasgow Business is published bi-monthly for Glasgow Chamber of Commerce by Connect Communications, Studio 2001, Mile End, Seedhill Road, Paisley PA1 1JS

### ADVERTISING SALES

**Contact Publicity** ~ 0141 204 2042  
[info@contactpublicity.co.uk](mailto:info@contactpublicity.co.uk)

### PRODUCTION

**Roisin McGroarty** ~ 0141 560 3024  
[roisin@connectcommunications.co.uk](mailto:roisin@connectcommunications.co.uk)  
[www.connectcommunications.co.uk](http://www.connectcommunications.co.uk)

### WRITER

**Kenny Kemp** ~ 0774 708 7957  
[Kenny.kemp@city.uk.com](mailto:Kenny.kemp@city.uk.com)



# AGENDA

Chamber President Neil Amner, flanked by his two new Directors - Peter Duthie, of Scottish Event Campus, and Anne Ledgerwood, of St. Enoch Centre



## AGM and new directors

*Chamber appoints Peter Duthie and Anne Ledgerwood as two new directors*

Glasgow Chamber of Commerce has made two additions to its ruling Council, drawn from the city's business community.

At its recent AGM, the election was confirmed of the new directors - Peter Duthie, Chief

Executive of the newly-rebranded Scottish Event Campus and Anne Ledgerwood, General Manager of St. Enoch Centre.

The AGM also saw lawyer Neil Amner, Consultant with Curle Stewart, continue as President

for a second year. His deputy once again is Jim McHarg, Head of Learning and HR Business Partner at Weir Group.

Chamber Chief Executive Stuart Patrick said: "Peter and Anne join us from key sectors

for the city - conferences and events, and retail - and will boost our knowledge and experience at a time of increasing activity in the growth of Glasgow's economy and at an important time for the Chamber and for the city."

## 2018 European Championships: opportunities and partnerships

**T**he Glasgow 2018 European Championships are just over a year away. The inaugural games are coupled with Berlin, which will host the athletics. It's the biggest sporting event in the city since the Commonwealth Games and there are still business opportunities

for sporting partnerships.

Glasgow Chamber is working with the Supplier Development Programme, a free service that offers training and support for businesses that want to understand the tender process. Find out more on [www.sdpScotland.co.uk](http://www.sdpScotland.co.uk)

A number of procurement opportunities still exist and



members should visit the Public Contracts Scotland, visiting the [www.publiccontractsscotland.gov.uk](http://www.publiccontractsscotland.gov.uk) website and select the Glasgow 2018 European Championship link. 2018 promises to be another great year of sport for Scotland, recreating some of the magic that we all enjoyed during Glasgow 2014.

## Slovenia visit

On Monday 27 March (the day after Scotland and Slovenia meet in the FIFA World Cup European Qualifying at Hampden), Glasgow Chamber will be hosting a business visit for members of the British Chamber of Commerce in Slovenia.

Following presentations on business opportunities in Glasgow, Scotland and Slovenia and a bottling innovation workshop, the visiting companies will have business to business meetings with members of Glasgow Chamber prior to sampling some local hospitality.

Discover how having the right kit can keep you connected on the go **p8**

## President's Club 'Away Team'

They have been dubbed the 'Global Weegies' - a group of Glaswegians who play an active part in the Glasgow Chamber of Commerce President's Club 'Away Team'.

There are more than 70 members based around the globe, from Australia and Singapore, to Dubai and the United States, who have joined the team to help their home city.

"This is a very engaged group who want to raise the profile of the Glasgow city region and the mutual opportunities for international trade and engagement. For example, they have been helpful in attracting new business contracts between Glasgow and Switzerland in the life sciences field," said Connie Young, Managing Director of Inspiring ChangeMakers and Facilitator of the President's Club programme.

Another area of influence has been persuading key decision makers in the United States to bring more direct flights to Glasgow Airport.

This successful collaboration between the 'Away Team' and the President's Club 'Home Team' is continuing to work in the international domain for the benefit of Glasgow.

### Glasgow Flourish

# Success at Senior Leaders' Development Programme

*The Chamber project attracted several high-profile organisations*

It's a wonderful time to think about your business and its development, away from the trials of the day job. That's the positive feedback from the 2016 Glasgow Flourish Senior Leaders' Development Programme, which ended in January 2017.

The programme, run by the Chamber, and facilitated and chaired by Connie Young, Managing Director of Inspiring ChangeMakers, focuses on setting a vision for your business, helping create passion and building confidence. It attracts a mixture of larger corporates, such as Thales and Scottish Water; medium-sized firms, such as the Two Fat Ladies restaurant

group and Mabbett Engineering; and public sector education organisations, such as the City of Glasgow College.

One participant's views were: "It has been such a great learning experience for me, particularly being exposed to many people from different backgrounds and high responsibilities within their organisations. I have already been able to apply a lot of the learning into my role and how I work, and have also been able to reflect on my role as a leader within the organisation and how I can improve."

Participants said it was a great time out from the 'day job' where it is difficult to refresh yourself.

Hearing from and talking with others about their challenges was highly instructive.

"We've gently challenged and supported each other as we've learned about ourselves and how to best apply them in our organisations. We've visited places and organisations round the city we knew little about. This programme has been a transformational experience," said another participant.

The 2017 Programme begins in June and anyone keen to sign up should contact Connie Young, via the Chamber on 0141 204 2121.

## British Chamber of Commerce for Italy

Planning for our first visit to Italy following the signing of our international trade agreement with the British Chambers of Commerce for Italy last May is currently underway.

Discussions are currently being held with the Chamber, the British Consulate and the Conartigianato, an Italian national body representing small artisan and craft



businesses with a view to taking a number of our members to Italy prior to the summer for a series of business to business meetings and networking opportunities.



Here are two important events for your 2017 calendar - so save these dates.

The Inspiring City Awards, organised by Glasgow Chamber of Commerce and The Herald and supported by PEOPLE MAKE GLASGOW, will be held on Thursday 7 September. The event is a celebration of the people and the organisations which make Glasgow great.

The Glasgow Business Awards, the Chamber's premier awards event, takes place on Thursday 5 October. The night recognises major achievements and celebrates success within the city's business community, encouraging our members and organisations within the Glasgow area to participate.

**SAVE THE DATE:**  
Inspiring City Awards and  
The Glasgow Business Awards



# INTEL

Kim Moran-Hogg, Head of Scotland and Northern Ireland for Vodafone

Each issue we ask a major business figure what technology they use to gather the information they need to keep their finger on the pulse

# Mobile technology

For her job, Kim has all the right kit to connect and communicate on the go

## WHAT TECHNOLOGY (FROM GADGETS TO SOFTWARE, INCLUDING APPS) MAKES YOUR WORKING LIFE EASIER?

In my role I need to always be contactable, therefore the most important technology is my mobile phone. Without it, I just would not be able to function efficiently and support both our customers and my teams as effectively as I need to.

I use my tablet for all meetings and use One Note for meeting minutes/notes/records. Using the tablet is a very simple and flexible way of keeping records and ensuring follow-up to meetings; it is also accessible from any of my devices and the 4G coverage we have ensures that I can use it everywhere I go.

I use the Salesforce.com app daily on my mobile/tablet to manage my teams, monitor and report on business performance as well as having visibility at all times of our customers.

I love using Skype and Instant Messaging and have encouraged all of my teams to ensure they use both as often as possible. It is fantastic for quick response communications and the presence indicator is really handy and definitely saves me time.

I travel a great deal so using SatNav is a must for me otherwise I would always get lost!

## WHAT WEBSITES/APPS/MAGAZINES/NEWSPAPERS DO YOU TURN TO FOR BUSINESS INTELLIGENCE?

I use the BBC News app which I've filtered into: technology, the economy and UK business, to keep up to speed with what's going on. I also use the Financial Times app and the Sky News app regularly.

I use our internal Hub daily to keep up to speed with what is happening. I have joined Vodafone Enterprise Social, which is a great way to find information and



papers being written on topical and future technologies.

Twitter is always good to follow techies in different businesses, IT companies are particularly useful. Occasionally BBC tech pages. I think Business Insider is an excellent publication. The Scottish Government website provides a wealth of business market and multiple industry insight. I am also on the Insider Media email distribution list which I find really useful for keeping up to date with what's going on locally in business. I regularly use the Glasgow Chamber of Commerce website to find out what is happening in the area.

I use LinkedIn extensively to reach out to people and expand my network and find out what is happening with businesses in my region.

## WHAT BOOK(S) SHOULD EVERYONE IN BUSINESS BE READING?

There are many great books out there and I think what you decide to read is a very personal choice.

My management team and I collectively enjoyed the following great reads:

- *Secrets of Success of the Sales Funnel*, by Ray Leone
- *How to Think Like Sir Alex Ferguson: The Business of Winning and Managing*, by Damian Hughes
- *Who Moved My Cheese*, by Spencer Johnson
- *The 7 Habits of Highly Effective People*, by Stephen R Covey
- *The Chimp Paradox*, by Professor Steve Peters.

## WHAT DO YOU DO THAT HELPS YOU BOOST YOUR PRODUCTIVITY OR SAVE TIME?

Getting up early and exercising definitely helps me be more productive throughout the day; it gets you energised, clears the brain and sets you up to make things happen.

At Vodafone, one of our working principles is giving our colleagues the opportunity to work flexibly. Screen share on Skype enables this; it is really effective and helps my entire region be more productive. It also allows us to engage and work collaboratively to support our customers, no matter where we are. It cuts down unnecessary travelling and allows us to achieve a better work-life balance.

**EDA Professional Services** is a Glasgow based accountancy firm. We can prepare your accounts, self-assessment tax returns and assist you with any tax planning advice required. We can also assist US Citizens and Green Card holders who are based in the UK.

### We can help with:

- Self-assessment tax returns
- HMRC tax enquiries
- US tax return preparation
- Company set ups
- Corporation tax
- Tax compliance
- Tax planning
- Accounting services

77 Torrisdale Street  
Glasgow G42 8PW  
0141 423 1217  
info@edaprof.co.uk  
www.edaprof.co.uk



**EDA**  
EDA Professional  
SERVICES



# Share some incredible views at your corporate golf day.

Located just one hour from Glasgow, there is no better place to conduct business than on the famous links at Trump Turnberry. Share time with existing and potential new clients in an inspiring, coastal environment, which will help to enrich your relationships and improve your



conversion success. Home of the reborn Ailsa course, host of four Open Championships, Trump Turnberry offers the best corporate golf day experience and has a dedicated professional team to ensure every aspect of your day exceeds your expectations.



---

For more information, call 01655 333 996 or visit [trumpturnberry.com](http://trumpturnberry.com)

---

# CITY ROUNDUP



## Avengers head to Glasgow

*Marvel mega-blockbuster expected to boost the Scottish economy by £10m*

The filming of the new Avengers movie, which will be shot in a range of locations across Glasgow, Edinburgh and the Highlands, will boost the Scottish economy by around £10 million, it has been said.

The latest instalment of the Marvel series, *Infinity War*, will begin filming at the end of February and will see stars Robert Downey Jr,

Samuel L Jackson and Scarlett Johansson make their way to Glasgow to shoot.

It marks another blockbuster film to grace the city of Glasgow, after Brad Pitt's zombie movie, *World War Z*, filmed scenes in famous Glasgow streets with George Square among them. Bringing in almost £3 million, the movie was shot across 17 days during 2011.

However, *Infinity War* is likely to bring about a much bigger financial boost as filming is expected to take around six months.

It is evident that Glasgow has an impressive track record of delivering big budget projects, and the city has a strong, long-standing relationship with the film industry.

### Digital

## Thousands more Glasgow homes and businesses ready for superfast broadband

**T**he £410 million Digital Scotland Superfast Broadband roll-out has reached another 39,000 households and businesses across Scotland.

In Glasgow, the current Digital Scotland roll-out has now been completed in Ibrox, while more cabinets have gone live extending coverage in Garnethill, Govan, Pollok, Langside and Maryhill. This means around 62,000 homes and businesses in Glasgow are connected to fibre broadband thanks to Digital Scotland.

The latest progress means

more than 660,000 premises are now passed by the Digital Scotland partnership, which is led by the Scottish Government and Highlands and Islands Enterprise in their region.

BT is investing £126 million in the projects with Openreach, its local network division, delivering on the ground. Other funding partners include the UK Government through Broadband Delivery UK (BDUK), local authorities and the European Regional Development Fund.

The independent Think Broadband website shows that



nearly 87 per cent of Scottish premises can now access a

broadband speed of 30Mbps or above.

Fibre broadband offers fast and reliable broadband connections at speeds of up to 80Mbps and there are many suppliers in the marketplace to choose from. It enables multiple users to connect to the internet at high speeds and get better access to online services as well as faster uploads and downloads.

The Digital Scotland Superfast Broadband programme underpins the Scottish Government's aim for Scotland to become a world-class digital nation by 2020.



# MEMBER NEWS



133,000 sqft facility in Hillington

## e-commerce

### Bathroom superstore's £3.5m investment

Wholesale Domestic, the family-owned bathroom goods supplier, is consolidating its leading role in the UK e-commerce revolution by opening a new 133,000 square foot new facility in Hillington, outside Glasgow.

The newly-refurbished premises, close to its existing 45,000 square foot outlet, is expected to create up to 40 new jobs by the end of 2017. The storage depot and showroom marks a major landmark in the company's drive to transform itself from a trusted local family business to a leading national bathroom supplier.

Wholesale Domestic, which has had a base close to the new facility in Hillington since 1990, has seen turnover double since 2012, largely on the runaway success of its online sales operation. The £3.5 million investment in storage space and stock-picking technology in the formerly derelict warehouse will allow the firm to grow at a projected 20 per cent per year, putting it at the forefront of Scotland's small but growing contingent of e-commerce pioneers.

The Toward family launched the business in 1963 and is pursuing a two-pronged local-plus-national strategy aimed at both B2B and B2C customers. It is giving access to the current 5000 product lines held in Wholesale Domestic's own stock, while giving web customers access to up to 30,000 products through e-commerce partnerships with other national suppliers.

## SgurrEnergy unveils state-of-the-art control centre

**S**gurrEnergy, part of Wood Group's clean energy business, has officially opened its newly upgraded state-of-the-art control centre at its Glasgow headquarters.

The SgurrControlCentre is a technical support hub, which provides the company's global client base with an all-encompassing asset management service.

The occasion was marked with the unveiling of a plaque by Scotland's Minister for Business, Innovation and Energy, Paul Wheelhouse.

While visiting the renewable energy consultancy company's Bath Street offices, Paul Wheelhouse took the opportunity to speak to staff and see for



Garth Wilson, Asset Management Team Leader, SgurrEnergy; Paul Wheelhouse, Scotland's Minister for Business, Innovation and Energy; Robbie Gibson, Director of Asset Management, SgurrEnergy; Martin Letham, Control Centre Supervisor, SgurrEnergy; Steve McDonald, Implementation Director, SgurrEnergy and Kevin Groom, International Controller, SgurrEnergy

himself the newly refurbished and upgraded SgurrControlCentre.

The SgurrControlCentre is manned by a team of operational controllers who provide round-

the-clock control, monitoring and management of a number of onshore and offshore wind, and solar projects, and associated site contractors.

### Ten years of the Language Room

Ten years ago, The Language Room was launched to serve people and make language more available.

Since then, it has been doing its best to deliver quality and make the world smaller, enthuse translators, deliver quality to clients and help people communicate wherever they are in world and whatever language they speak.

The Language Room offer quality time after time, offer the best customer service as possible and manage to serve businesses all over the world.

It helps companies to grow by communicating with potential customers and being able to deliver their message.

The firm keeps growing while still maintaining the same high demand for quality and excellence. It hopes to help you grow your business.

## Interested in Whisky?

### Welcome to Cadenhead's...

Why not get in touch and take advantage of our expert knowledge and our 170 years experience.

As Scotland's oldest independent bottler, we cherry pick the best casks for bottling and offer fun and informative tastings.

Email us to receive our stock list or bring this advert into the shop for a quick lesson (with dram).



ESTABLISHED 1842  
**CADENHEAD'S**  
WHISKY & RUM MERCHANTS

172 Canongate • Royal Mile • Edinburgh EH8 8BN  
Tel: 0131 556 5864 • Email [chws@wmcadenhead.com](mailto:chws@wmcadenhead.com)  
[www.wmcadenhead.com](http://www.wmcadenhead.com)

# MEMBER NEWS

Katrina, Laura and Nicola O'Donnell - all sisters working as engineers for BT



## Glasgow sisters are proving that engineering isn't just for the boys

Nicola, 22, Laura, 24, and Katrina O'Donnell, 32, have all joined BT as apprentices, with Laura the most recent to join. The sisters all work in traditionally male roles, and have responded to BT's drive to recruit more women into Science, Technology and Engineering (STEM) roles.

The most recent to join the company, Laura, left behind life as a club rep in Ayia Napa and now works as a combustion gas

engineer for BT. She's one of only three gas engineers who look after all of BT's boilers across the whole of Scotland.

The eldest of the three sisters, Katrina, joined in 2001 as an apprentice telecoms engineer within Openreach, BT's local network business. Katrina was one of the first female engineers to join her team in Glasgow. Katrina now manages a team of 22 male engineers who install and repair

phone, broadband and TV services.

Following Katrina into the family business was Nicola, who joined BT as an apprentice in 2013 and now works as a fibre planner for Openreach, helping to plan new superfast broadband networks around the UK.

BT employs more than 7000 people in Scotland and Openreach has recruited more than 220 engineers and apprentices in the last year.

### Growth

## New funding for online meeting business



Bill Scouller, Chairman and Ryan McCabe, Director, Odro Vision

A dynamic online meeting business based in Glasgow is set for significant expansion after securing new funding.

Odro Vision, which is located at the Templeton on the Green building in the city's east end, has received £240,000 of Regional Selective Assistance to help it grow its staff base from 11 up to 29 over the next 18 months - a move which is expected to see the business increase its turnover from £1.2 million in 2016 to £2.1 million in 2017.

Odro Vision's directors opted to apply for Scottish Enterprise grant assistance after seeking advice from mid-tier Scottish accountancy firm, French Duncan.

Odro's new staff will work predominantly in sales-based roles, helping the online business to expand into new markets in Scotland, the UK and overseas.

Since the business began in 2011, it has gone from strength-to-strength. Back then they were hosting around 1,500 minutes of online meetings each month and that has increased to over 65,000 minutes, with lots of new deals in the pipeline.

Over the past 10 years, French Duncan has helped businesses secure almost £100 million of awards through schemes including Regional Selective Assistance, SMART: SCOTLAND and the Food Processing Marketing Co-operation. They will continue to work with Odro to ensure its continued success over the years ahead.

## Sir Tom walks the walk with fundraising pledge

Scots now have more reasons than ever before to get walking, thanks to a groundbreaking announcement from Sir Tom Hunter. The philanthropist and entrepreneur has pledged that 110 per cent of all fundraising at each of the four 2017 Royal Bank of Scotland Kiltwalk events will go to charity. Four lucky walkers will also be able to drive away in a brand new car after their walk.

Last year, every penny raised went to the walkers' chosen charities. But this

One Kiltwalker from each of the four events will win a new car from Arnold Clark



year, for every £100 raised The Hunter Foundation will add £10 with no limit.

The Royal Bank of Scotland Kiltwalk will return to Glasgow on

30 April, Aberdeen on 4 June and Edinburgh on 17 September, with a new event from St Andrews to Dundee on 20 August. This initiative to

turbocharge fundraising was further boosted by the pledge from platinum sponsors Arnold Clark that one lucky Kiltwalker from each of the four events will win a brand new car.

At the 2017 launch in October, it was announced that Kiltwalk trustees were responding to requests to open up its four iconic walks to help even more people in Scotland, hence walkers can raise funds for any registered Scottish charity of their choice.

To register, please visit: [www.thekiltwalk.co.uk](http://www.thekiltwalk.co.uk)



Discover the outstanding success across the three Glasgow Colleges **p15**



## Quietly does it!

The dream of comic artist Frank Quietly to complete his first animated short, *Nothing to Declare*, has come true after recruitment consultancy Primestaff came to the rescue and saved the day.

In a prime example of Glasgow helping its own, the comic book artist, who still lives in the city despite collaborating with creators around the world on projects such as *All-star Superman*, new *X-Men* and *Batman and Robin*, started a crowdfunding campaign to help fund his independently produced film.

With more than £6k left to reach the £10k target set on Indiegogo to complete the project, Scotland's fastest growing recruitment consultancy Primestaff, which has its head office in Blythswood Square in Glasgow, stepped in and helped the production come to life.

The film will be directed by BAFTA nominated Will Adams and crafted by Oscar winning CG artist Tom Bryant, leading the team at Interference Pattern. John Cummings, formerly a member of the band Mogwai, will contribute all music to the project.

**Pictured: Oscar winning CG artist Tom Bryant; Scottish comic book artist Frank Quietly; Carol Conlin, Director, Primestaff; and BAFTA nominated Will Adams**

## Ryden and Mason Philips merger



Edwin Braim and Alasdair Munn from Mason Philips with Bill Duguid and Matthew Edwards from Ryden

Commercial property consultant Ryden has agreed a merger with Mason Philips, the London investment agents. The merged firms will operate under the Ryden name with the London office of Mason Philips in Regent Street becoming Ryden's base in the capital.

The deal significantly increases the size of Ryden's property management business in England, where the firm already has a Leeds office, to a portfolio with a rent roll of approximately £40 million covering about 2100 tenants. Almost half of Ryden's management income will come from English property and around 20 per cent of the firm's total turnover

will be generated outside Scotland.

Clients of Mason Philips will benefit from access to Ryden's full-service advice and regional expertise, while Ryden clients will have access to Mason Philips' specialism in asset management and investment, predominantly in London and the South East. The deal is expected to increase Ryden's investment activity in England three-fold within the next two years.

The merger forms part of Ryden's strategy for growth in England and follows a merger with Leeds-based asset management firm Hill Woolhouse just over 18 months ago.

## Gigabit transformation in the city



From L to R: Kenny Tunn, HighNet; Scott MacRae, HighNet; Kevin Rush, Head of Economic Development, Glasgow City Council and James McClafferty, CityFibre

Glasgow city centre is now being transformed as part of a radical upgrade of the city's digital infrastructure. Pure fibre infrastructure provider, CityFibre, has now begun a new phase of construction as part of the Glasgow Gigabit City project. This will see the city centre connected to CityFibre's existing 31km pure fibre network in Glasgow.

Work has started on Ingram Street, Renfrew Street and Douglas Street, and will be expanding to bring next-generation, ultra-fast internet connectivity within reach of more than 7000 businesses. Some of the first businesses to benefit from this

state-of-the-art connectivity will include design studio Graven Images, Michael Laird Architects, The Beacon and Laings Jewellers. The network also connects seven hospitals, including the new Queen Elizabeth University Hospital.

CityFibre's launch partner for the Gigabit Glasgow project is HighNet, which opened new offices in the city's St Vincent Street in August. HighNet is one of the internet service providers connecting businesses to the new pure fibre network.

CityFibre is currently completing Gigabit City projects in 19 UK cities including Aberdeen and Edinburgh.

## New look and name for SECC

The Scottish Exhibition and Conference Centre (SECC) has been renamed and rebranded the 'Scottish Event Campus'.

The new name acknowledges that the venue has developed over a period of more than 30 years - with the Armadillo and The SSE Hydro added to the site. In addition, live entertainment has grown to become a significant part of the venue's business which is not represented in the name SECC.

Peter Duthie, Chief Executive, explained the rationale behind the rebrand and new logo: "The decision and announcement comes at a time when the company has seen changes in the nature of the business it now operates. The name Scottish Event Campus (SEC) better describes the site, is more representative of what we do and reflects a vision for the future. For clarity, our three buildings will be known as The SSE Hydro, SEC Armadillo and the original building, SEC Centre.



"We believe that this is the perfect time for a revamp of our brand, building on the success of the business to date. Historically, we have found that many people don't necessarily realise that all of our buildings are part of the SECC.

"We also want to showcase that the SEC is able to stage large scale events - capitalising on the huge success of the Glasgow 2014 Commonwealth Games and more recently Ignition Festival of Motoring, both great examples of utilisation of all areas of our campus, internally and externally."

The SEC worked with local Glasgow design agency Freytag Anderson on the rebrand. The agency was appointed following a competitive pitch and delivered a contemporary logo and identity system. The concept draws on the campus' iconic architecture to communicate a sense of unity and containment.



# PARTNERSHIPS MAKE PERFECT SENSE

Glasgow Chamber offers exclusive benefits tailored to each company

**G**lasgow Chamber of Commerce offers a bespoke programme to increase engagement with our network of strategic partners to help influence and shape the local economy, as well as to represent the interests of the individual companies themselves.

By becoming a Partner, Platinum Partner or Strategic Partner, organisations are demonstrating their commitment, not only to Glasgow Chamber, but to the future prosperity of the city of Glasgow.

It works closely with its Partners, Platinum Partners and Strategic Partners, placing them firmly at the heart of the Chamber.

“We provide an exclusive suite of benefits, with opportunities to increase value. Our senior membership team works closely with our Partners to help them demonstrate their influence in the city and wider city region. We provide private events coupled with opportunities to form valuable new business

relationships both at home and abroad through our private, invite only President’s Club,” said Stuart Patrick, Chamber Chief Executive.

Anne Ledgerwood, General Manager of St. Enoch Centre, said: “As a leading Glasgow shopping destination, we’re keen to work with city centre partners to help grow Glasgow’s retail sector and maximise its value to the local economy. Being a Platinum Partner enables us to build on our existing relationships and forge new connections as we seek to build on the city’s retail success.”

Graeme Walker, Head of Sales, Scotland at Vodafone said: “We, at Vodafone UK, are delighted to become a Platinum Partner of Glasgow Chamber of Commerce. Digital adoption continues to grow at pace and there is no doubt that technology is redefining how we do business. Vodafone UK is putting business innovation at the heart of our agenda and as a Platinum Partner of Glasgow Chamber, we

look forward to working closely with Stuart Patrick and the team to support the city of Glasgow as a premier business destination.”

Jamie Cumming, Commercial Director at Hillington Park said: “Hillington Park makes a major contribution to the local economy every year and being a Partner means we will be closely involved in all of the Chamber’s activities as well as contributing to the positive work it carries out for its members and for the City’s economic wellbeing.”

A limited number of opportunities are still available to companies who wish to join these exclusive partnerships with Glasgow Chamber. Partnerships, Platinum Partnerships and Strategic Partnerships are tailored to each company’s needs.

For further information, contact Susan McKay, Commercial Director, Glasgow Chamber of Commerce, on 0141 204 8347 or email [susan.mckay@glasgowchamberofcommerce.com](mailto:susan.mckay@glasgowchamberofcommerce.com)

## STRATEGIC PARTNERS



## PLATINUM PARTNERS



## PARTNERS





# PROOF IS IN THE PUDDING

Regional approach is recipe for Glasgow colleges' success

**T**he outstanding national success of a City of Glasgow College lecturer in BBC Two's

*MasterChef: The Professionals* series was the proverbial icing on the cake as staff and students settled into the College's new City campus, formally launched in October by Scotland's Deputy First Minister.

Just days before his prime-time TV victory, winner Gary Maclean, 45-year-old Senior Chef Lecturer, was supervising students preparing a banquet for college guests including members of the Glasgow Colleges' Regional Board. Proof, if it was ever needed, that colleges are providing practical learning with business interests at heart.

Margaret Cook, Chair of the Glasgow Colleges' Regional Board, which will eventually oversee financial allocations from core grants plus student support of around £100 million for the college sector, took up her position in February 2016 and was joined by Executive Director Robin Ashton in May.

Across the three colleges – the City of Glasgow College City and Riverside campuses; Glasgow Clyde College, with its campuses at Anniesland, Cardonald, and Langside; and Glasgow Kelvin College, with its campuses at East End, Easterhouse, West End and Springburn – there are nearly 40,000 enrolments, representing 23 per cent of all college delivery in Scotland. Each college has its own Principal with a total of nearly 3,000 lecturers and support staff employed regionally representing approximately 70 per cent of the expenditure.

"This is a fabulous facility [City of Glasgow] and Riverside is amazing with its new maritime and marine education facilities but we



MasterChef The Professionals Champion 2016 – Gary Maclean, Senior Chef Lecturer, City of Glasgow College

have two other colleges in Glasgow in Kelvin and Clyde and they play an equally valuable role. They don't all have the new shining building and facilities. It is a fabulous reality for those who are coming to City's sparkling new facilities. However, this new building is not the reality for the majority of our students across Glasgow," says Mrs Cook.

"As a region, we need to be conscious about investing across the region and in all three colleges so our students, across the board, are having access to the best facilities," she says. She maintains that the advantage of the Glasgow Colleges' Regional Board is that it can get a wider picture of educational needs and allocate resources.

Mr Ashton says: "From our perspective, we are looking at the curriculum across Glasgow as a single curriculum and how well does that integrate across the colleges, with schools and university provision."

Glasgow's priority is tackling social deprivation and reducing inequality, and Mr Ashton is clear that Glasgow's colleges have a duty to meet ever-changing educational and vocational needs, especially in community-based delivery. "The

issue of deprivation is a distinctive aspect of Glasgow. The city has a very strong economic base yet big

social issues around economic inactivity. Our specific legislative purpose is to improve social and economic well-being," he says.

Mrs Cook adds: "Education is one of the primary ways out of poverty. We have stretched targets in terms of working to widen access to the poorest areas of the city."

Mr Ashton says there has been a welcome raising of the profile of vocational pathways for young people, in terms of the importance of work experience and the close link between employers and the provision to make it more meaningful. Here, he says, working in partnership with the colleges and with the likes of Glasgow Chamber of Commerce and its members is vital.

An advertisement for Ogilvie Ross. At the top left is the company logo. The main headline is "Contract & Price Negotiation". Below this is a quote: "Within two weeks we used the planning tools which helped us save £285,000 on a contract extension." followed by "Service Manager - Local Authority". A large pink piggy bank is featured in the center, with a pink speech bubble pointing to it. At the bottom right is a collage of small images showing various business and social scenes. At the bottom left, contact information is provided: "For more information on all our commercial capabilities training call 01577 863040 or visit our website www.ogilvieross.co.uk".

Ogilvie Ross

## Contract & Price Negotiation

"Within two weeks we used the planning tools which helped us save £285,000 on a contract extension."  
Service Manager  
- Local Authority

For more information on all our commercial capabilities training call 01577 863040 or visit our website  
[www.ogilvieross.co.uk](http://www.ogilvieross.co.uk)

*"We need to be conscious about investing across the region and in all three colleges"*

# PARTNER NEWS



## Glasgow's Hospice celebrates Burns

**B**roadcaster Catriona Shearer, Baroness Annabel Goldie and entertainer Scott Glynn supported The Prince & Princess of Wales Hospice as it held A Celebration of Burns recently at the Hilton Glasgow.

More than 400 guests attended the night, hosted by Catriona, which captured the spirit of Rabbie Burns.

Former football referee Willie Young addressed the haggis and gave the

Immortal Memory, while Scott gave the Toast to the Lassies and Baroness Goldie Replied to the Laddies.

After a wee dram, there was entertainment from award-winning Burns performer Sophie Craig, dancing to ceilidh band Callanish and the chance to buy original paintings by Scottish artists including Marion Drummond and Ed Hunter.

Sponsored by Glasgow Airport, the annual event has raised more than

£500,000 since it began in 1999.

Glasgow's Hospice provides free specialist care to patients and families dealing with life-limiting illnesses.

Buy a Brick, the latest phase of the hospice's Brick by Brick Appeal to build a new home for Glasgow's Hospice in Bellahouston Park, launched recently.

To Buy a Brick and donate £5, text BRICK to 70660 or make a donation online at [www.ppwh.org.uk/donate](http://www.ppwh.org.uk/donate)

## GCU showcases conference space in the heart of £32m campus

Glasgow Caledonian University (GCU) has celebrated the completion of its new conference and event facility - a showcase space in the University's £32 million campus transformation.

Booking agents, potential clients and industry representatives were invited to view the facilities recently, in the Hamish Wood building, which include a state-of-the-art conference hall, statement

glass entrance pavilion and a suite of seminar rooms and break-out spaces.

2016 was a year of transformation on the Glasgow city centre campus, marking the completion of the landmark two-year £32 million Heart of Campus project, which has truly revitalised the campus with bright new student spaces and which will contribute to the University's sustainability initiatives to reduce energy

consumption and carbon emissions, as well as improving heating and ventilation.

GCU is committed to embedding sustainability into every aspect of its operations and has in place an Environmental Management System (EMS) to help identify and prioritise environmental risks and opportunities. GCU was the first University in Scotland to be certified EcoCampus Platinum.





# Glasgow's tourism bid

*City launches ambitious plan to attract one million more visitors by 2023*

**A**ttracting one million more visitors and positioning Glasgow as the 'gateway to Scotland' is at the heart of ambitious plans to grow the city's tourism economy.

Glasgow's new Tourism and Visitor Plan to 2023 sets out a clear direction for building the city's global profile as a successful tourist destination and is focused on increasing overnight leisure tourism visits by one million over the next seven years.

Achieving three million overnight visits per year by 2023 will deliver an economic boost of £771 million and contribute an additional 6600 jobs in the city.

It will also help achieve Scotland's target of an additional £1 billion of visitor expenditure by 2020 and align with the aims of the Glasgow City Region City Deal; supporting the growth of the region's economy.

To deliver this ambition, Glasgow has prioritised the positioning of its cultural tourism offer in key UK and international markets which, for the first time, is centred around six core themes: heritage; contemporary art; music; Charles Rennie Mackintosh; events and the city's capability as a world-class sporting destination.

As one of Europe's most vibrant and diverse destinations, Glasgow is recognised as a world-class city in which to live, work, study, invest, meet and visit. The city is Scotland's



Glasgow City Council Leader, Frank McAveety, and Managing Director of Glasgow Airport, Amanda McMillan, with the city's new Economic Strategy 2016-2023

cultural powerhouse – home to the largest cultural offer, the largest sporting infrastructure and the largest retail centre in the UK outside London.

Glasgow is also recognised as having the UK's best Convention Bureau, responsible for securing major domestic and international conference business; is a global top five city for sporting events and, in the SSE Hydro, has the third busiest entertainment arena in the world.

Glasgow currently attracts just over two million tourists each year, spending almost £500 million. Additionally, some 20 million day visitors contribute approximately £1 billion to the local economy on an annual basis.

The city's new tourism plan will also promote Glasgow as a place to study and work and capitalise on the unique characteristics of its greatest asset, its people.

## The National Theatre of Scotland launches Rockvillla

Ms Fiona Hyslop, Cabinet Secretary for Culture, Tourism and External Affairs, Dame Seona Reid, Chair of the National Theatre of Scotland and Councillor Frank McAveety, Leader of Glasgow City Council recently launched Rockvillla, the National Theatre of Scotland's new permanent headquarters in the Speirs Wharf regeneration area of Glasgow.

The National Theatre of Scotland has remodelled and extensively refurbished a former cash and carry building in the Speirs Wharf regeneration area of north-west Glasgow, to create Rockvillla. This new centre for creativity, production and talent



Frank McAveety, Ms Fiona Hyslop MSP and Dame Seona Reid, at the launch of Rockvillla

development, designed by Hoskins Architects, provides the company with approximately 3700 sq.

metres (40,000sq.ft) of space over two levels.

The new National Theatre

of Scotland facility enables the company, for the first time, to house all its rehearsal and production activity under one roof. The canal-side building provides the company and the Scottish theatre sector with a flexible, fit for purpose space with three rehearsal rooms of varying scales, creative development spaces, a learning and community suite, a working wardrobe facility, production workshop and technical store, office space, meeting room facilities and social areas. The company will remain a "theatre without walls", committed to touring throughout Scotland and beyond.



# CHAMBER EVENTS



**WOMEN'S CHRISTMAS LUNCH AT CAMERON HOUSE**  
*Cameron House, Friday 9 December 2016*



**MEMBERS' CHRISTMAS CELEBRATION**  
*Blythswood Square, Wednesday 7 December 2016*



**BUSINESS LUNCH: A NEW WAY TO DELIVER IT**  
*The Corinthian Club, Friday 4 November 2016*







**AFTER HOURS:  
GHOSTLY TOURS  
AT TRON THEATRE**

*Tron Theatre,  
Thursday 17 November 2016*



**AFTER HOURS: CHRISTMAS NETWORKING  
AND SHOPPING WITH JOHN LEWIS**

*John Lewis, Thursday 1 December 2016*



# HAVING BREAKFAST WITH THE BOOKIES

Glasgow Chamber of Commerce held a behind-the-scenes business breakfast in November 2016 in one of the city's busiest betting shops. Trade body ABB Scotland and Ladbrokes welcomed business representatives to the betting giant's shop on Union Street where guests were given a guide to the betting industry in Scotland.

Ladbrokes Regional Manager Darren Young discussed the



company's efforts to reduce problem gambling, its support for local communities and its investment in Scottish football and horse racing,

including its sponsorship of the SPFL and the Lanark Silver Bell. ABB Scotland spokesman Donald Morrison highlighted the economic contribution

the industry makes in Glasgow, including 1000 jobs and £24 million in taxes and business rates.

Donald said: "We were delighted to welcome Glasgow Chamber of Commerce members to Ladbrokes' Union Street shop. This was certainly a novel backdrop for a business breakfast and guests seemed to take a great deal of interest in the industry and the contribution it makes in Glasgow and beyond."

## FORTHCOMING EVENTS

**AFTER HOURS: NIGHT AT THE MUSEUM**  
Kelvingrove Museum  
Wednesday 1 March 2017, 6.00 pm - 8.00 pm

**ST PATRICK'S DAY**  
Waxy O'Connors  
Thursday 16 March 2017, 6.00 pm - 8.00 pm

**AFTER HOURS: WEST BREWERY**  
WEST Brewery  
Wednesday 26 April 2017, 6.00 pm - 8.00 pm

For further information on our events, please contact our Events Department on 0141 204 8349, [marketing@glasgowchamberofcommerce.com](mailto:marketing@glasgowchamberofcommerce.com) or visit [www.glasgowchamberofcommerce.com](http://www.glasgowchamberofcommerce.com)

## FORTHCOMING TRAINING

**HOW TO ... EXCEL AT  
MANAGING PEOPLE**  
Thursday 2 March 2017,  
8.00 am - 10.00 am

**FOCUS ON ... GOOGLE ANALYTICS**  
Thursday 9 March 2017,  
9.30 am - 12.30 pm

**FOCUS ON ... SEARCH ENGINE  
OPTIMISATION (SEO)**  
Thursday 23 March 2017,  
9.30 am - 12.30 pm

**FOCUS ON ... GOOGLE ADWORDS**  
Thursday 30 March 2017,  
9.30 am - 12.30 pm

**FOCUS ON ... MINUTE  
TAKING MADE EASY**  
Thursday 20 April 2017,  
9.30 am - 12.30 pm

**FOCUS ON ... CUSTOMER AND  
CLIENT CARE - THE SECRET TO  
BUSINESS SUCCESS**  
Wednesday 26 April 2017,  
9.30 am - 12.30 pm

For further information on all our courses, please contact our Training Department on Tel: 0141 204 8349, Email: [training@glasgowchamberofcommerce.com](mailto:training@glasgowchamberofcommerce.com) or visit: [www.glasgowchamberofcommerce.com](http://www.glasgowchamberofcommerce.com)



# THEY MADE IT IN

Glasgow Chamber examines the first international trade visit

**A** highlight of 2016 was Glasgow Chamber's first international trade visit to Manhattan – Make it in Manhattan. Following the signing of a Memorandum of Understanding with Manhattan Chamber of Commerce early in 2016, we travelled out in November with nine delegates from eight organisations.

To support the aim of making international connections and securing business, Mads Hebbelstrup, Membership Director at Manhattan Chamber of Commerce, had organised business-to-business meetings with Manhattan members who had expressed an interest in meeting our delegates.

A networking event with Manhattan Chamber members and the opportunity to attend the 260th Saint Andrew's Society Dinner in the University Club ensured our members had a number of opportunities to create those all-important connections in one of the most exciting cities on the planet.

So how did our delegates find the experience and what business leads are they now following up?

## CITY OF GLASGOW COLLEGE

City of Glasgow College's aim is to 'Let Learning Flourish' and it is the largest college in Scotland with more than 1200 staff.

It offers over 1700 vocational, technical and professional education programmes across six faculties and 29 departments. Up to 27,000 currently study there and the college attracts one of the largest international student bodies in Scottish further education with more than 1,000 learners attending from around 120 countries world wide. In addition, the college currently has over 50 international partners and so the visit to Manhattan was of huge interest as it provided an opportunity to explore further a variety of business models.

Roy Gardner, Corporate Development Director, said: "As a Platinum Partner of Glasgow Chamber of Commerce, City of Glasgow College was particularly keen to support and get involved in the Make it in Manhattan event. We were able to meet three of the top educational institutions based in New York and we are now progressing discussions with them about delivering short courses to students from the USA and arranging visits to Glasgow for faculty staff."

## STICKY HEELZ

Sticky Heelz is a patent-pending product that has been designed as an accessory for the style-conscious high-heel wearer. Managing Director Laura Birrell saw Manhattan as a target market as it is synonymous with shoe shopping and has a reputation for females who like to present a polished and tailored look. Laura met with buyers from Lord and Taylor, the oldest luxury department store in the United States, and is waiting to hear the outcome of those discussions.

Laura said: "I would like to thank the Glasgow Chamber team for the organisation of the trip and the fabulous experience of the Saint Andrew's Society Dinner. I would also like to thank Manhattan Chamber for reaching out to companies and especially to Mads who I will continue to connect with. I have made lots of contacts and it was great to meet everyone else on the trip."

Since returning from Manhattan, Laura has secured £40,000 investment for her business in the form of a 50/50 interest free loan and grant from RBS and Scottish Enterprise and supported by the Hunter Foundation. The judges were impressed that she had identified opportunities to sell Sticky Heelz into the US through contacts made in Manhattan. Laura was one of only 14 businesses to receive





# MANHATTAN!

and we hear from the members who attended



The Make it in Manhattan delegation pictured at the 260th St Andrew's Society Dinner at the University Club in New York

investment – a huge achievement considering that 218 companies applied.

## EDA PROFESSIONAL SERVICES

EDA Professional Services is a Glasgow-based tax and accountancy practice and one of their specialisms is preparation of US Federal and State tax returns for US citizens and Green Card holders. The company has been running full-time for two years and grown considerably in that short period of time. It has clients all over the UK and in other countries around the world and was

keen to make connections in Manhattan.

Director Erik McCall said: "I would like to thank Glasgow Chamber for putting these events together in Manhattan and for the Chambers working together to bring businesses in Glasgow and New York together. The events were fantastic, the contacts that we were provided with and the people we met at the networking event were extremely helpful. Now begin the follow ups. It was also great to meet all the other businesses that came to Manhattan and would be good to catch up again sometime in the very near future."

## WEEBOX

Amy McCusker was delighted to have been given the opportunity to join us on the visit and to launch her product, WeeBox, in the North American market. WeeBox is a brand new Scottish subscription box company – bringing the magic of home to Scots and Scots-at-heart living abroad.

Amy said: "As a newly formed company, WeeBox gained real business benefit and money can't buy value from Make it in Manhattan. We met ex-pat customers living in the US who have now placed orders, launched WeeBox at the prestigious 260th Saint Andrew's Society Banquet in NYC and even had Kirsty Wark photographed with her own WeeBox. None of this would have been possible without the connections made by Glasgow Chamber.

"The Manhattan delegation enabled us to fast track our launch, getting WeeBox into the marketplace in the most effective way. Glasgow Chamber has an impressive network of influential Scots promoting Scottish business abroad. This President's Club was invaluable to our company and the members of the club from





*"We are thankful of the opportunity presented by Glasgow Chamber of Commerce to engage in the Make it in Manhattan initiative"*

the Eastern Seaboard provided insights, connections and even purchased their own 12-month WeeBox subscriptions. WeeBox can testify that Glasgow Chamber's ethos of providing networks, knowledge and expertise to help business succeed is alive and kicking."

**RANDAK DESIGN**

Randak Design is Scotland's longest established design house founded, and still run, by graduates from Glasgow School of Art. Managing Director, Charles Randak, was keen to spread the news about the 'Toshie Mackintosh' brand, a collection of wallpapers and fabrics which are based on the work of Charles Rennie Mackintosh. Charles Randak had previous experience of working in New York during the events surrounding 'Tartan Week.'

Charles said: "Glasgow Chamber's new relationship with Manhattan Chamber provides an ideal platform for reaching our targeted audience. Given Manhattan is one of our three key objectives, to be able to access their contacts was a significant opportunity for us. At our first meeting session in November it was very positive to hear the favourable comments allowing us to build our 'follow-up' process now that we had met, face to face."

"Given we anticipate our 'specifiers' are all sitting within the 14 mile long by 2.5 mile wide space that is New York City, to have a virtual 'outpost' in the Manhattan Chamber is a relationship we look forward to developing over the coming years."

**ENTERPRISE SCREEN PRODUCTIONS**

Enterprise Screen Productions provide video communications and campaigns for companies of all sizes. One of their USPs is being able to offer consistent and easy to use video production services for companies with an interest in Scotland and the US and vice-versa. Founded in Glasgow in 2005, they now have a small, focused team of 20 employees and opened two office locations in Ohio and Virginia. Jamie Smith, Executive Director for Europe and USA, is based in Virginia. He was interested in the partnership with Manhattan Chamber, seeing it as an opportunity to connect with organisations wanting to build a market or develop communications in Scotland and also to connect with the members of the Glasgow delegation.

Jamie said: "Wow – what an experience. It was so much fun and really amazing to get everything into place. It was a superb event

and definitely balanced the fantastic business development of the Chamber with the friendly and fun Glasgow character. I am currently following up with James Heggie III of the Saint Andrew's Society – a member of Glasgow Chamber's President's Club – and look forward to catching up with other members of the President's Club who are based on the east coast."

**HAUS**

HAUS is a Glasgow-based studio practising architecture and urban designed informed by a commitment to research and development, and sustainable design. A long-term ambition for HAUS is to open a New York-based studio. They saw participation in the Make it in Manhattan initiative as a first stepping stone to this, helping to build their wider network, their cultural awareness in respect of doing business in New York and, ultimately, their practice profile moving forward.

Murray Henderson and Jim Webster, HAUS Directors, joined the delegation and used the visit to meet real estate consultants and potential architectural clients. They were enthusiastic about the impact of the visit.

"As we continue to develop plans for HAUS engaging in markets beyond the UK, we are thankful of the opportunity presented by Glasgow Chamber of Commerce to engage in the Make it in Manhattan initiative. We were exposed to a potential market network that has resulted in an acceleration of our next planned trip acknowledging a consistent desire for British architecture to be exported to US."

**PREMIERSHIP EXPERIENCE**

Premiership Experience is an award-winning bespoke sports tour operator working in partnership with some of the leading names in world sport. Football tours for both children and adults form the core of the business with strategic partnerships in place with some of the most prestigious clubs in world football including Manchester United, Real Madrid and FC Barcelona.

Kieran Coyle, Managing Director, was keen to engage with organisations that would help him tap into the American market for incoming



tours to the UK and Europe. His target was educational institutions such as colleges and high schools that would be interested in organising tours for their students.

Kieran said: "It was a fantastic few days spent in New York which will hopefully lead to several opportunities opening up for us Stateside. The design of the programme and mix of social/business activities, gave us the opportunity to experience life in the heart of Manhattan, as well as hearing from some key decision makers within the city as to how they go about their daily business. I will look forward to finding out where the next trade visit is to."

So that was Make it in Manhattan. Now, the planning for the return leg begins when we welcome Manhattan Chamber and their members to Glasgow in May. Look out for more details and the opportunity to make contacts in Manhattan without having to cross the pond. We are also working on developing our partnerships in Italy, Germany and Slovenia, so watch this space.

For further information on all things international, please contact Elaine Rodger on 0141 204 8332 or email [elaine.rodger@glasgowchamberofcommerce.com](mailto:elaine.rodger@glasgowchamberofcommerce.com)

*"It was a fantastic few days spent in New York, both personally and for Premiership Experience"*





# FLY FROM GLASGOW TO MANCHESTER AND LEEDS BRADFORD

Up to 5 flights a day.

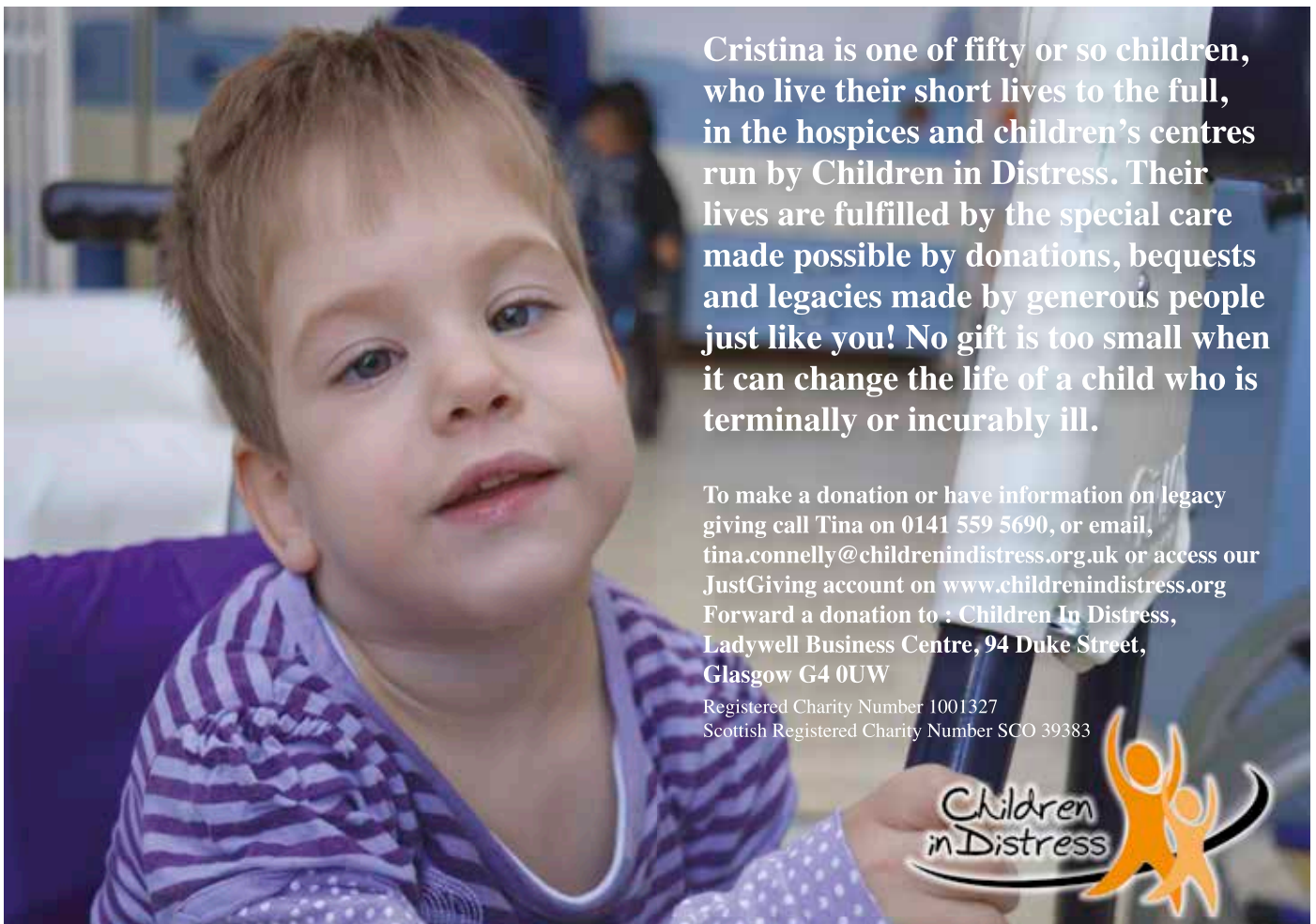


The fastest way  
from A to

**flybe.**

flybe.com

Terms and conditions apply. Available for travel until 31.08.17. No debit card fees apply. Bookings made by credit card will incur a fee of 3% of the total transaction value, with a minimum charge of £5.00 per booking. Operated by Loganair.



Cristina is one of fifty or so children, who live their short lives to the full, in the hospices and children's centres run by Children in Distress. Their lives are fulfilled by the special care made possible by donations, bequests and legacies made by generous people just like you! No gift is too small when it can change the life of a child who is terminally or incurably ill.

To make a donation or have information on legacy giving call Tina on 0141 559 5690, or email, [tina.connelly@childrenindistress.org.uk](mailto:tina.connelly@childrenindistress.org.uk) or access our JustGiving account on [www.childrenindistress.org](http://www.childrenindistress.org)  
Forward a donation to : Children In Distress,  
Ladywell Business Centre, 94 Duke Street,  
Glasgow G4 0UW

Registered Charity Number 1001327  
Scottish Registered Charity Number SCO 39383



# A WINNING VOTE

## FOR THE OPPORTUNITY FUND

First online poll helps to decide investment in a range of exciting projects to develop young people's skills

**D**eveloping the Young Workforce – Glasgow is delighted to announce the allocation of more than £50,000 of investment through the Opportunity Fund.

The fund was launched to encourage and develop projects which support DYW's priorities of engaging education with industry, creating an industry-ready workforce through training and growing youth employment opportunities. Applications could be made for between £100 and £7,500.

More than 50 applications were received requesting in excess of £270,000. An online public vote using a short project synopsis was open for two weeks on [www.dywglasgow.com](http://www.dywglasgow.com) and nearly 6,000 votes were cast. This is the first time that DYW or the Chamber have used online voting. The final decision was made by a judging panel in November. The panel consisted of members of Glasgow Employer Board and representatives from Skills Development Scotland, Glasgow City Council Education Services and the Scottish

Qualifications Authority. On these pages we look at five of the 15 successful bids from schools, charities and businesses.

Rookie Oven Academy



Young Enterprise Scotland

### Case Study: ROOKIE OVEN IS HOT STUFF

Rookie Oven Academy will deliver an enterprise accelerator for 16-25-year-olds. Participants are encouraged and supported to develop their product ideas and turn them into the foundations of a solid business. Each week Rookie Oven calls on talented business founders from across Glasgow to share their top tips, impart advice and provide inspiration. In previous programmes, funded by Glasgow City Council and Skills Development Scotland, there had been positive outcomes across equalities and the number of participants continuing their business ideas.

With the funding, Rookie Oven is running another Academy session in early 2017. This will allow Rookie Oven to deliver another exciting programme engaging young people in enterprise.

### Case Study: M FOR MARRIOTT MAGIC

The Glasgow Marriott Hotel was successful in gaining funding for its 'M Factor Challenge'. Delivered in February 2017, there will be a launch at Govan High School for young people interested in taking part in 'The M Factor Challenge'. The fund will be used to deliver scheduled in-class workshops to a selected group of young people from Govan High School, following a recruitment and selection process. Workshops will include topics such as business basics, presentation skills and team working. There will also be the opportunity for 'The M Factor Challenge' programme participants to receive industry-recognised certificates, including SQA Safe Sale & Service of Alcohol, Welcome Host and REHIS Elementary Food Hygiene, making them more ready for work.







**Case Study:**

**CONSTRUCTIVE INSTRUCTION**

GMG Contractors Ltd has developed an 'Introduction to Construction', which looks at the role of the specialised trade of roof tiling within construction for school leavers and potential apprentices. The company saw this as a positive way of letting more school leavers learn about the skills needed, and begin with a shorter duration course, with more on-site assessment and practical experience.

An initial pilot was funded for three groups of 12 school leavers and potential school leavers, which led to an intake of 15 apprentices. GMG wanted to keep this programme running to look at the wider construction industry and expand the programme to a further three high schools

within the Glasgow area, running another three programmes.

**Case Study:**

**THE LENNOX PARTNERSHIP**

The Lennox Partnership delivers Employability Skills for Life to young people aged 16 to 24 who have learning and mental health issues.

The aim is to help these young people to develop employability skills while at the same time boosting their levels of confidence, self-awareness and self-esteem. The Lennox Partnership has more than 28 years of experience in delivering employability support interventions and supporting participants who have multiple barriers to employment. TLP is also part of the award-winning Open Doors partnership in Scotland. The funding will

support 30 young people from Glasgow who have learning or mental health issues.

**Case Study:**

**YOUNG ENTERPRISE SCOTLAND**

Young Enterprise Scotland has been awarded funding to support its Glasgow Primary School Enterprise Programme, which gives a practical and fun introduction to enterprise for primary school pupils in Glasgow.

The programme will deliver 22 Inventors' Challenge Days for Primary 5-7 pupils which provide opportunities to interact with local business people and to learn essential skills for employment and business. Inventors' Challenge is a one-day programme, designed to bring Scottish inventors and entrepreneurs into the lives of primary school pupils.

**MUNRO PARTNERSHIP LTD**

CHARTERED FINANCIAL PLANNERS



## Investing in people, investing for the future

Strong partnerships are built on solid foundations. Whether you're looking to receive professional advice, utilise our corporate services or engage as a professional connection, we are here to help.

6 Citadel Place  
AYR  
KA7 1JN  
T | 01292 269909

234 West George Street  
GLASGOW  
G2 4QY  
T | 0141 332 1025

50 Orchard Street  
HAMILTON  
ML3 6PB  
T | 01698 429333

# GLASGOW'S ECONOMIC STRATEGY 2016-2023

Bold plan to ensure every citizen shares in opportunities

**T**he striking ambition of Glasgow to be “the most productive major city economy in the UK” has been boldly set out in the city’s Economic Strategy 2016-2023.

In launching the strategy, the Leader of Glasgow City Council, Councillor Frank McAveety, described the document as a social prospectus as much as an economic one. He said Glasgow has been transformed in recent years, becoming a vibrant, modern urban hub but that not every citizen shared in this success.

“Our new economic strategy seeks to build upon this progress. It is responsive to the specific challenges that modern day Glasgow faces, but retains the same sense of ambition which underpinned the growth of recent years,” he said.

He said the Economic Strategy, a collaboration between Glasgow Chamber of Commerce, Glasgow City Council and the Glasgow Economic Leadership, opened with an unabashedly bold objective – to make Glasgow the most productive city economy in the UK.

“Our workforce is young, skilled and ambitious. We have infrastructure in place that makes us a desirable destination to do business in, visit and set up home. However, we know there is potential to do much more. By working in partnership with the public, private and academic sectors – and crucially with the citizens of Glasgow – we have created an economic strategy which seeks a fundamental improvement in the city’s productivity.”

Professor Sir Jim McDonald, Chair of the



Councillor Frank McAveety,  
Leader of Glasgow City Council

Glasgow Economic Leadership, and Principal of Strathclyde University, added his response, saying Glasgow has to maximise investment and skills in key sectors, such as low-carbon industries, engineering, life sciences, finance and business services, tourism and events and higher education.

“While we have one of the highest degree-holding populations of any UK city, too many of our citizens have low or no qualifications. We must seek to connect those furthest from the labour market into work, to continue our work to regenerate our poorest communities and support enterprise and infrastructure investment in the city.”



Professor Sir Jim McDonald,  
Glasgow Economic Leadership Chair

Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce, spoke of the business community’s support for the economic strategy. He said that it explicitly addressed the issue of too many Glaswegians missing out on the benefits of growth.

“Whether it is through ill-health, a lack of skills or a physical disconnection from opportunities, there are many reasons why a significant proportion of our fellow citizens have not shared in the success. The business community in Glasgow understands that these problems fundamentally have to be tackled. The damage done is not just to formal productivity statistics, troubling though these are, but also to the trust in the economic model upon which our business success is based.”

Ten key themes emerged from the report but in essence it is about addressing the imbalance between those who have benefited from Glasgow’s spectacular recent success and those who have been excluded by ill-health, lack of education or levels of poverty.

*“We must seek to connect those furthest from the labour market into work, to continue our work to regenerate our poorest communities and support enterprise and infrastructure investment in the city”*





# The **TEN** strategic themes...

## **1. RAISING HEALTH**

The aim is to establish a Health Inequalities Commission to develop proposals to improve the health of the city. The commission's first phase will focus on mental health. It is a significant issue for Glasgow, both for those not in work and in work. It is the single biggest factor in terms of ill health and disability in Glasgow, compounded by poverty.

## **2. SKILLS FOR ALL**

The City will continue to deliver the Glasgow Guarantee, ensuring every young person gets support in the form of work, training or an apprenticeship. Employability support will be focused on those furthest from the market.

## **3. A FAIRER GLASGOW**

The City will use the Glasgow City Deal to tackle inequalities by placing inclusive growth at the heart of its master-planning process. A Fairer Glasgow Employer Award will be introduced, while efforts will be made to introduce more co-operatives and social enterprises.

## **4. SUPPORTING OUR KEY SECTORS**

Glasgow will focus its economic development efforts on the key sectors of: Digital Technology; Finance and Business Services; Creative Industries; Low Carbon; Health and Life Sciences; Engineering, Design and Advanced Manufacturing; Tourism and Events and Higher and Further Education. The City will also launch a Retail Action Plan, sitting alongside the City Centre Strategy and in partnership with the City Centre Retailers' Association.

## **5. INNOVATION/HIGH VALUE EMPLOYMENT**

Glasgow will press ahead with four types of innovation: product, process,

marketing and organisational. The City will commit to innovating ways to more deeply engage citizens through the Centre for Civic Innovation, while the City of Science Board will be relaunched as the City of Science and Innovation Board bringing together public, private and academic sectors.

## **6. SMART INFRASTRUCTURE INVESTMENT**

Glasgow will develop proposals for a Glasgow Infrastructure Fund for capital investment in the city. This will exploit opportunities created by the City Deal. It will mean the revitalisation of the City Centre, the Clyde Waterfront and the West End Innovation Quarter. It will also mean the transformation of Sighthill, and investment in the Calton/Barras area.

## **7. HOUSING MIX**

Glasgow will build 25,000 new homes and call for the Scottish Government to reinstate the Vacant and Derelict Land Fund, bringing derelict land back into sustainable use.

## **8. SUPPORTING ENTERPRISE**

The city will support growing businesses in the high-growth innovation hub at the Tontine Building at Glasgow Cross, supporting 153 companies over the next five years.

## **9. LINKING EDUCATION TO EMPLOYMENT OPPORTUNITIES**

Glasgow will work to increase the number of young people gaining qualifications in IT, providing support for coding in primary schools.

## **10. INCREASING OUR POPULATION**

Glasgow will also lobby the UK Government to change the post-study work visa policies to enable the city to increase its population and retain talent.

# FLYING

After 50 years at the top, Glasgow



**G**lasgow Airport has 9.4 million reasons to celebrate. That's how many passengers passed through its gates in 2016. The airport capped an outstanding 50 years by winning three awards at The Glasgow Business Awards. Glasgow Business caught up with Amanda McMillan, the Managing Director, to ask about the year ahead.

## What kind of year are you expecting in 2017?

Hopefully an even busier one than 2016, which was a truly special year for Glasgow Airport. We capped off our Golden Anniversary in 2016 by carrying 9.4 million passengers – a record in the airport's 50 years of operation that sets us on a trajectory towards 10 million passengers.

This year won't be without its challenges, particularly as Brexit continues to unfold. However, in my near 10 years here there's always been a major issue to work through, be it constitutional, industry strikes, terrorist attacks, severe weather and even volcanic eruptions.

In each case you return to the fundamentals of running the airport efficiently, working hard on route development and investing in your services and infrastructure in order to continually improve the passenger experience.

## You have often described Glasgow Airport as like a mini Scottish town. How have you gone about building this community?

I believe we are a town like no other. More than 5,000 people are employed at 120 separate businesses across the wider campus, of which Glasgow Airport Ltd accounts for around 500 people. Our workforce is diverse and covers such a wide range of professions and jobs.

We had a choice: stay disparate and operate as a collection of semi-independent businesses or strive to create a shared ambition. Building a community with shared values is the decision we made.

We introduced our Customer Charter, used extensive training and storytelling to demonstrate to everyone how we were going to achieve it. We never feel we're done, but the vast majority are proud to work here and play their part in delivering for our customers. Our core values of care, pride and passion are fundamental in delivering a successful customer service strategy. Our reputation for customer

service is wholly dependent on our people.

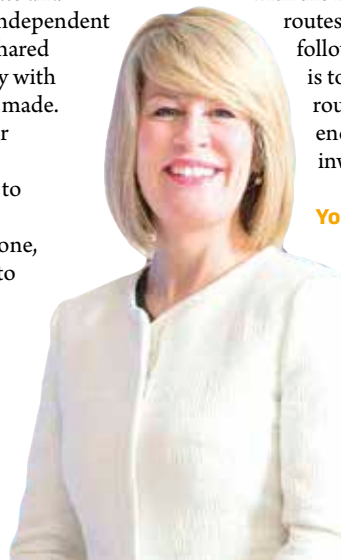
## What role does the airport have in helping to stimulate wider economic benefits in the Glasgow and Clyde areas?

The Glasgow City region is Scotland's economic powerhouse and the connectivity provided by the airport is a major contributor to its success.

As well as being a key economic driver, we play a major role in connecting the country with the rest of the world by creating routes to global markets. Commerce follows connectivity and our role is to act as an enabler, securing the routes that help to drive tourism, encourage exports and attract inward investment.

## You've been developing some great new routes... which one has been a pleasant surprise?

We introduced more than 50 routes and services over the last two years and established Scotland's first direct link with Seoul through



Amanda McMillan



# HIGHER

Airport is looking to a bright future



Korean Air in 2016. We have consolidated our position as Scotland's leading long-haul airport and strengthened our European connections. Much of our growth has been driven by low-cost carriers including Ryanair, easyJet, Wizz Air and Jet2, who added services to European cities such as Milan, Sofia, Marseille, Bordeaux, Prague, Budapest, Bucharest and Brussels. Hard to land on any one specific route, but to get Air France Charles de Gaulle was a highlight given how long we chased it.

**How have you managed to improve the customer engagement so well, as recognised in The Glasgow Business Awards?**

I believe the people who work here care about what they do. We've actively encouraged the right behaviours and acted on the wrong ones, trying always to be different (in a good way!) from other airports. We don't always get it right, but when we get it wrong we learn and move forward stronger.

**What is the biggest frustration about running the airport?**

I honestly don't see any aspect of running the airport as frustrating. I prefer to think

in terms of missed opportunities.

Air Passenger Duty is a perfect example. APD places Scotland's airports at a severe disadvantage when it comes to competing for new routes. The proposed 50 per cent reduction provides us with an ideal opportunity, particularly post-Brexit, to send a message to airlines that Scotland remains open for business.

We unveiled the preferred option for the Glasgow Airport Access Project. This was a significant milestone. Not having a rail link between Scotland's biggest city and the airport has been a missed opportunity. We now have a very strong business case – as well as the funding – and our estimates suggest the airport's tram-train link is set to become one of the busiest train stations in Scotland.

Glasgow Airport will soon be easier to get to than ever before.

**How important is it to work with partners such as Glasgow Chamber of Commerce?**

You can't underestimate the significance of the Team Glasgow approach when it comes to securing new routes and services. Airlines are more interested in flying to the city, not the airport. Airlines are attracted by our city's compelling story. That's what excites them and

this is where our relationships with Glasgow Chamber of Commerce and our partners in the City Council, Glasgow City Marketing Bureau and VisitScotland come into their own.

**And finally... What's your view on the Heathrow expansion plans now the dust has settled?**

We've consistently supported the expansion of Heathrow on the basis of the onward connectivity it provides and the fact it is the UK's only hub airport. It plays an important role in supporting the Scottish economy, so it is important that an expanded Heathrow delivers further access to Glasgow Airport.

We will always look to secure direct links with airports throughout Europe and beyond, however, Heathrow remains the dominant airport in terms of connectivity. We operate 10 daily services to Heathrow, making it our busiest route and one that serves more than 800,000 passengers annually. Heathrow also offers connectivity to 75 destinations not served by any other UK airports, so we welcomed the UK Government's to back plans for a third runway.

Now the decision has been made, it's a case of getting on with it.

# IT'S SUCH A... **BIG DEAL**



Trade deal must remain top Brexit priority, says think tank as report shows Europe a vital export market for Scottish cities

**T**he European Union is by far the biggest destination for exports from British cities, according to the 10th annual Cities Outlook, which features Glasgow in its findings.

In Glasgow, 40 per cent of its exports are bound for the European Union countries, while Aberdeen is most reliant on the free trade bloc with 61 per cent of its exports heading to EU countries. Edinburgh is the Scottish city least reliant on the European Union although 37 per cent of its exports still head into the single market.

A handful of UK cities are heavily reliant on a single industry for their exports, which leaves their export base particularly vulnerable to changes in either demand for that product or a change in any trade agreements.

Sunderland, a city that voted for Brexit, leads this list. Without car manufacture, Sunderland would have the 12th lowest exports per job of all cities, rather than the highest. Derby, home of Rolls-Royce, sends an estimated 71 per cent of exports to Europe, while Oxford's car industry, accounts for 62 per cent of its exports. Dundee, the only other Scottish city included in the report, sent 51 per cent of its exports to the EU.

The report, which uses data from 2014, showed that 48 per cent of exports from 62 cities were to EU countries. The findings are published in the Cities Outlook 2017 report from think tank Centre for Cities, which urged the Government to prioritise a trade deal in its Brexit negotiations. The centre said this highlighted that a trade deal with the EU must be the UK Government's top priority.

A separate survey from the British Chambers of Commerce found that UK companies remain committed to strong trading relationships with European customers and suppliers in spite of the Brexit vote.

The International Trade Survey, which collated the responses of almost 1,500 people in business, found three-quarters of respondents currently sell (76 per cent) and source (73 per cent) goods and services in the EU market.

The Cities Outlook shows Glasgow would have to dramatically increase trade with other international markets to compensate for a downturn in exports to the EU. For example, to make up for a 10 per cent fall in exports to the EU, cities in the UK would have to nearly double exports to China, or increase exports to the US by nearly a third.

The report also found that 15 per cent of exports from Glasgow were into the US and 3 per cent into China. For Edinburgh, 17 per cent headed stateside and 2 per cent to China. Aberdeen exported 14 per cent to the US and 4 per cent to China.

The value of total exports per job in Aberdeen is £18,100, ahead of Edinburgh at £14,990, Glasgow at £12,170 and Dundee at £9,940.

Alexandra Jones, Chief Executive of Centre for Cities said: "Securing the best possible EU trade deal will be critical for the prosperity of Scottish cities, and should be the UK Government's top priority as we prepare to leave the single market and potentially the customs union."

"The UK faces a major challenge in boosting productivity and wages, and increasing the value and volume of city exports will be crucial in addressing those issues," she said.

"National and local leaders need to consider how they can make cities more attractive to exporting firms. Improving skills and infrastructure across the UK will be vital in this and should be a central part of the Government's industrial strategy."



# GREEN LIGHT PROGRAMME 2017

*First four companies sign up for Chamber initiative to reduce their environmental impact, increase efficiency and make cost savings*

**T**he Chamber's Green Light Programme to help Glasgow businesses improve their environmental credentials and reduce their costs is ready for action in 2017.

Four companies have already signed up to take their businesses on the journey to develop an Environmental Management System using expert help, consultancy and training to guide them through the steps.

St. Enoch Centre, Glasgow Film Theatre, Hamilton Park Racecourse and JWF Ltd, an engineering business with four divisions based in Seaward Street, are in the vanguard of this year's programme and there is still the opportunity for other Glasgow firms to follow suit.

The programme, delivered in partnership with Mabbett & Associates, Scottish Enterprise and Resource Efficient Scotland, gets under way in February.

Support is provided by Resource Efficient Scotland for SMEs, who will be able to identify resource efficiency improvements to enable

savings in energy, water, and waste usage, which will be followed by a series of three half-day workshops.

These workshops will be delivered by experts from Mabbett & Associates through funding provided by Scottish Enterprise and will help businesses to develop a 'Green Plan' by developing practices and processes to be more efficient and cost-effective, and provide the platform to progress to BS 8555 certification, which is a stepping stone to full ISO14001.

This will improve a company's tender scores, cut overheads and boost green credentials.

Funding to the value of £1,500 is available to support businesses through the programme to make this free to join and a real member benefit, which already has a proven track record.

The first Green Light Programme identified £100,000 in annual savings for the 10 Chamber members who took part, which could result in a saving of over 450 tonnes of carbon each year.

Audrey Duckworth, Environmental Manager for William Tracey Group, said: "It was really beneficial for our carbon champions to be involved in the Green Light Programme workshops as part of their continued personal development, supporting our ongoing commitment to improved environmental processes."

Geraldine Boylan, of Mabbett & Associates, who will be delivering the workshops, said: "Glasgow firms that sign up for the workshops will find the sessions very practical and easy to apply to their own business. Most

people enjoy the interaction with other firms and the chance to share solutions which lead to greening their businesses and saving money."

Alison McRae, Senior Director, Glasgow Chamber of Commerce, said: "This is a flagship programme for the Green Business Network and goes a long way to helping members improve and drive their efficiency, increase their sustainability and increase profits. Your company's supply chain will be affected if you are, or work with, or want to work with an ISO4001 company. It's good to engage in this now."

The new ISO14001:2015 standard brings environmental management fully into boardroom decision-making, establishing an increased focus on leadership for environmental improvement and the reduction of risks. The new standard addresses 'life cycle' in greater depth, looking at the value chain from material purchasing to a customer discarding a waste packaging.

If you would like to join the Green Light Programme, contact Projects Manager, Cheryl McCulloch at the Chamber, on 0141 204 8339 or email on [cheryl.mcculloch@glasgowchamberofcommerce.com](mailto:cheryl.mcculloch@glasgowchamberofcommerce.com)





# OUR CHAMBER PEOPLE KEEP LOOKING FORWARD

*Glasgow Chamber of Commerce undertakes a welter of business-related projects in any given year. We decided to ask the key people to give a flavour of what was on their horizon in 2017*

## WHAT WOULD YOU LIKE THE CHAMBER TO DO FOR ITS MEMBERS IN 2017?

**Elaine Rodger**, Head of International Trade Development at the Chamber, kicked off and sees the year ahead as an important one for enhancing international relationships.

“We will continue to provide opportunities for our members to explore international markets by working closely with the worldwide chamber network and building on our existing international trade partnerships with Manhattan Chamber and the British Chamber of Commerce for Italy. We want to support our members every step of the way in building up international networks, securing new markets for their products and services and growing their businesses globally,” she said.

It’s an international theme that is shared by **Richard Muir**, the Deputy Chief Executive, who has been instrumental in building the Manhattan Chamber connection.

“I’d like to make sure that we are listening to members and delivering absolute best

value for them and helping them to sustain their businesses in 2017 and beyond. We are working hard on membership value, international trade, being the voice for business and promoting Glasgow and we hope to help our members to be part of and prosper from our work,” he said.

Listening to members is certainly high on the agenda, agrees **Alison McRae**, the Chamber’s Senior Director. “I’m really looking forward to the Chamber getting to know and understand its many members’ needs and interests in the year ahead. I’m also excited about how we can work together with the businesses across the City to more fully engage with the city’s plans and in particular now that we have a new ambitious Glasgow Economic Strategy,” she said.

Our events schedule for the year is still being finalised, but there is bound to be a mixture of political and entrepreneurial events that are both thought-provoking and controversial.

“There are so many exciting things

happening in the city – City Deal and the Glasgow 2018 European Championships to name just a few. These massive projects and events bring huge opportunities for all of our member businesses, and I would like to see the Chamber being the natural stop for members to understand and access the procurement and networking opportunities for their business, from both member events to information sharing,” said **Alan Busby**, Head of Events.

**Susan McKay**, Commercial Director, said she hopes that an information portal will help members to navigate essential topics such as Brexit and the City Deal, and also signpost opportunities such as the European Championships being held in both Glasgow and Berlin.

**Leona Seaton**, Programme Director, Developing the Young Workforce – Glasgow, wants to celebrate the fantastic contribution businesses make to Glasgow whether it is supporting our hospitality and tourism sector to welcome tourists or our educational institutions for creating skills for growth.

The environment and its impact on business is a priority for two of the Chamber’s key project managers.

“We’d like to make sure we clarify the benefits of embracing the Circular Economy, and ways to implement circular business models,” say both **Cheryl McCulloch** and **Rebecca Ricketts**.





Glasgow Chamber's first international trade visit to Manhattan in 2016



Above: Neil Amner, President, Glasgow Chamber of Commerce; Sebastian Buca, President, British Chamber of Commerce for Italy; Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce; John Law, Past President, BCCI, and Richard Muir, Deputy Chief Executive, Glasgow Chamber of Commerce, in Milan for the signing of the MOU in 2016



Left: Glasgow Chamber's Circular Economy Mini Summit

Above: Simon Pearson, Scottish Water; Alison McRae, Senior Director, Glasgow Chamber of Commerce; Guy Jefferson, ScottishPower and Steve Dunlop, Scottish Canals at Glasgow Talks... Resilience



The audience listens intently at Think Digital Scotland

While communication is at the heart of all thinking for **Anne Marie Hughes**, the Chamber's Head of Communications. "I want us to promote all the innovative work that our members do all year round via all our communications channels including Glasgow Business magazine, email bulletins, our website and social media," she said.

#### WHAT ARE THE MAIN CHAMBER-RELATED EVENTS THAT YOU ARE LOOKING FORWARD TO IN 2017?

**Alan Busby** is clear about what he is expecting.

"I am looking forward to the return of our CROWD event. Rebranded now as 'Made in Glasgow', this event provides an opportunity for members to share their own story of their business, the good times and the bad and what they have learned throughout their career that they would pass on to other businesses. This event has always been a highlight for me, as one of the best ways to learn is from people who have been there and been through a similar journey that you can relate to. We have tweaked the already successful formula to make sure we are giving members even more from attending. All I can say is watch this space!" he said.

**Anne Marie Hughes** is also responsible for the awards night that most members like to remember!

"For me, it's The Glasgow Business Awards.

This is one of our flagship events and is a wonderful celebration of business success in Glasgow. 2017 will mark the 20th anniversary of these Awards, making them even more special!" she said.

**Richard Muir** is also looking ahead to the flagship events.

"I always look forward to our Inspiring City Awards and The Glasgow Business Awards as well as the Glasgow Talks series which remain our flagship events. However, I really enjoyed our digital event in the summer at the TIC building and if this year's event is as good as 2016, I'll be happy," he said.

It's a view shared by **Alison McRae** who said: "The ICAs is always such a special evening. It's great to see so many individuals, businesses and organisations recognised for the incredible work they do for our fantastic city."

Alison is also keen to see more involvement with the Chamber's ground-breaking green initiative after the launch in 2016. "I'm also looking forward to working with our members on the Circular Economy events activity."

Chamber events are also a particular favourite of **Leona Seaton**: "The ICAs celebrate everything that is great about Glasgow and the Chamber. Last year's Glasgow Talks season was brilliant too.

I'm excited to see what the Events team deliver in 2017."

The awards are obviously popular among Chamber staff as **Susan McKay** is also very much looking forward to the 20th anniversary of The Glasgow Business Awards.

And it will be up to **Cheryl McCulloch** and **Rebecca Ricketts** to keep the circular wheel turning.

"I'm looking forward to our Circular Economy workshops – enabling organisations to identify sustainable and realistic opportunities to engage in the Circular Economy."

A final word from **Elaine Rodger**, who will be welcoming some overseas visitors to Glasgow: "Having delivered a very successful business visit to New York in November, I am looking forward to Glasgow Chamber hosting Manhattan Chamber in the spring and also to taking a delegation of members out to Milan early this year. In March, we will be meeting with a delegation from the British Chamber of Commerce in Slovenia for a series of business to business meetings. In addition to all of this, we are planning lots of interesting Behind The Scenes International events in partnership with Clydesdale Bank, our international trade partner."

A busy year ahead then for the Chamber team!



# CAPITAL DEVELOPER LOOKS WEST

Chris Stewart has designs on George Street site

**P**roperty developer Chris Stewart is well-kent in Edinburgh. Now he's looking to enchant Glasgow with a stylish development that mixes regeneration with flair and a contemporary urban vibe. His Old Town developments in Edinburgh, including the Advocate's Close project, are now firmly on the tourist trail, including the trendy watering hole, the Devil's Advocate, while he is refurbishing the former HQ of Royal Bank of Scotland into a luxury hotel and five-star apartments.

His move to the West must be welcomed. In May 2015, Chris Stewart Group was named by Glasgow City Council as preferred developer for the buildings located between Martha Street and George Street, off George Square in Glasgow city centre. Previously home to several Glasgow City Council departments, the complex is made up of a collection of disparate



buildings – the Category B-listed corner building at 280 George Street, the A-listed Parish Halls at 266 George Street, the 1920s John Street building and former stables on Martha Street.

Speaking to Glasgow Business, Chris Stewart said: "The George Street Complex is the first project for CSG in Glasgow and while there have been other opportunities, this was felt to be the right one. Strategically, it is in the heart of the city centre and embraces the mix of heritage and new build that excites us as urban designers and developers."

#### What does he like about Glasgow?

"The city has a very distinct character and culture. Tapping into this to reinvigorate an important

city centre block is what drives us as a business."

The buildings have their own distinct characteristics, including a grand staircase, stained glass windows, decorative iron railings and glazed brick, and will be preserved. The proposals allow for a mix of complementary uses that will enable retention and refurbishment of the listed buildings with new build elements that will repair and reinstate the urban block.

CSG proposes to create a publicly accessible pedestrian lane that runs through the heart of the block. This will help realise

the full potential of the site and enable the use and retention of existing buildings.

#### What does Chris Stewart want Glasgow to know about his company and its work?

"Our track record is for complex urban redevelopment and bringing areas that have been neglected or forgotten back to life. Every project we have undertaken has involved a historic element or heritage building, because letting these properties lie empty for decades and fall into disrepair is not acceptable."

#### What can Glasgow expect?

"The George Street Complex is about place-making and creating a new destination in the heart of Glasgow. Central to that vision

is the creation of a lane extending through the site that will become a hub for a great range of restaurants, bars and cafés, independent boutiques and specialist fashion to foodie shops. This is about introducing something new and vibrant to the city – a first – that will be enjoyed by local people, just as much as visitors. That is exciting."

As the project makes its way through the planning system, we can expect to hear more of Chris Stewart's plans for this Glasgow site.





# PROFILE

The Glasgow Business Awards 2016 Winner Profile: **Synergie Environ**



The Glasgow Business Awards main sponsor



Uisdean Fraser, Managing Director, Synergie Environ Ltd, with Fred MacAulay and Councillor George Redmond, Glasgow City Council, sponsor of The Glasgow Business Award for Best Performing Business (1-10 employees)

## Energetic enterprise

*Entrepreneurial couple crown busy year of success with business accolade*

**H**usband-and-wife entrepreneurs Uisdean and Marina Fraser are planning to make 2017 as memorable and successful as the previous 12 months in business. In 2016, Synergie Environ moved into its new offices in Glasgow, was in the process of opening an outpost in Dubai and won The Glasgow Business Award for Best Performing Business (1-10 employees), sponsored by Glasgow City Council, all helping to build company growth.

Synergie Environ, set up in 2009, has enjoyed increasing success in the past 18 months with an increase of more than 80 per cent in turnover. The business has rapidly built a reputation for high-quality, specialist technical advice to clients, underpinned by the development of engineering solutions.

“Our portfolio currently includes a multi-million-pound anaerobic digestion (AD) project (with gas to grid) and a two-year contract to deliver low-carbon district heating projects across Scotland,” said Marina.

A recently completed project, which also includes the additional elements of a combined heat and plant and biogas boiler, resulted in the whey from the First Milk

process plant at Aspatria in Cumbria being processed through AD technology to produce high quantities of biomethane which have been connected to the national gas grid.

Synergie Environ is also managing the development of a new AD facility on behalf of a whisky client in the Highlands of Scotland. The project will develop a new bespoke AD plant to process the liquid co-products from the distillery to produce clean water which will get returned to the existing river system and gas to be used in an onsite CHP plant.

“One of our key goals has been to form strategic partnerships with key players in the market who have identified our specialist team as being market leaders in these two fields. Coupled with this development we have also continued to expand in other areas such as the circular economy and large-scale industrial energy efficiency,” said Marina.

“In our sectors, we have rapidly established ourselves as one of the leading players in the UK, regularly winning contracts in competition with global consultancies,” she added.

After an opportunity, created by Glasgow Chamber of Commerce, to meet

representatives of the Dubai Airport Free Zone (DAFZA), Marina and Uisdean visited Dubai with a view to setting up a venture. This office will act as a base for their business interests in the Middle and Far East.

Uisdean said: “We believe there is a great opportunity in the Middle and Far East area for our in-house engineering experts to apply our market leading success in district heating and cooling to this design.

“We see our target markets as predominantly being in the development of low-carbon energy solutions to new construction and refit programmes.”

With a team of highly-skilled engineers in-house, Synergie Environ is in an excellent position to advise clients on best options for energy efficiency and lowering carbon emissions, along with the potential for deployment of renewables technologies.

Uisdean also appeared as spokesman for Glasgow’s emerging businesses at the 19th State of the Economy Conference in Glasgow. The conference, run by Glasgow City Council, featured speeches from political leaders and key industry experts with Uisdean speaking about energy innovation for the city.

# OUT OF

As available office stock fills up,

**T**he crane towers and construction sites that have been a regular feature of Glasgow's city skyline over the past decade may disappear over the next few years as the pipeline of new office developments dries up.

After a flurry of activity over recent years, the number of new Grade A office buildings that have been built in the city centre have now largely been fully let and, although demand for office space still exists, developers appear to be cautious about investing in new office stock in the city in the current economic and political climate.

David Cobban, Director of Office at Savills, believes there is only about 80,000 sq ft of new Grade A office space available at the moment.

He said: "Recent developments such as 110 Queen Street are already fully let and 1 West Regent Street and St Vincent Plaza, which was built at the same time, are nearly full as well.

"This is a real issue for Glasgow

right now as there are no new Grade A office buildings being developed at the moment unless pre-let. All the activity is now focused on refurbishments – upgrading existing office space to a Grade A quality condition."

This trend can be seen in the refurbishment of 100 Queen Street, where Edrington Group has set up its new headquarters over four floors, and at 191 West George Street, which is currently being upgraded following the lease terminations of occupiers such as KPMG, CMS Cameron McKenna and Sheppard & Wedderburn.

Although David sees the potential for a lot of high-quality office supply to come back to the market in the next year or so through lease

events, he does not think this will actually materialise.

"If you track what's happening over the next few years, there is technically quite a lot of office space available if people exercise their lease break options or termination agreements," he said. "But, of course, they will have to

go somewhere else and, as there are no new office buildings available at the moment, there is a good chance that people will renew and stay in their existing premises."

Another spike in lease events in the city is expected during 2018/19 but, as it takes around two-and-a-half years to get a new office development off the ground and ready for occupation, there will still be no new office to meet potential demand.

David added: "This situation could continue for another five years, which could mean that no one would speculatively build until 2020 to capitalise on lease events and terminations coming through in 2022/23."

In addition to refurbishment activity, there have also been a number of pre-let new office developments recently, but, by their nature, they do not provide very much additional new office capacity. Recent pre-lets in Glasgow include Morgan Stanley's new building in Bothwell Exchange and ScottishPower's flagship headquarters in the former Strathclyde



David Cobban



# SPACE

## developers are being cautious

Regional Council building on St Vincent Street.

Alan Gordon, Principal Commercial Partner with Chartered surveyors DM Hall, said there is also a growing shortage of high-quality office space in the secondary market – older offices that have been refurbished to higher standards.

He said: “Everyone has recognised that occupier demand in the Grade A office space, with its focus on large, pillar-free, open-plan floor space, has been buoyant in recent years but we’ve reached a situation where there is limited stock left.

“Even good quality secondary market office stock, typically 3,000-5,000 square feet open plan floor space, is becoming difficult to find in the city.”

There has also been a reduction in the amount of office stock available for refurbishment as some buildings have been redeveloped for hotel or residential use. For example, the building at 179 West Regent Street has become a new five-star Dakota Deluxe Hotel, the former HMRC offices at 200 West Regent Street are now a halls of residence for students, and Strathclyde Police’s

headquarters at Pitt Street was recently sold to be converted into private rented homes.

In addition to the current uncertainty in the office real estate market, Alan believes sluggish rental values are another factor in keeping developers shy of the market.

He explained: “The landlord needs to see rental growth potential to ensure that their investment will provide a suitable return to the risk they take in the development.

“At the moment, although there has been some growth in rental values it has been sluggish, and labour and building costs for developments or refurbishment of offices has been rising higher than rental costs.

“Ultimately supply and demand determines price, but at the moment although there is a shortage of supply and a reasonable level of demand the real concern is that this demand is not sustainable because of economic, political and constitutional issues.”

Owing to the current supply squeeze in high quality office accommodation in Glasgow, some organisations are looking outwith the city centre.

There are a number of developments around Glasgow that can provide high-quality office space with ease of access to the M8, M74 and M73. To the east is Maxim Park, at Eurocentral, just off the M8 at Coatbridge, and Hillington Park is only seven miles west of the city centre.

Another development planned to increase office capacity for the future is the Magenta at Clyde Gateway project – a new satellite business district for Glasgow and one of the UK’s largest office parks which is planned in the Shawfield area, in the east end of the city. The development will comprise 1.2 million square feet of office space, set on 27 acres next to the River Clyde and M74 motorway network and just 10 minutes from Glasgow’s city centre. It is estimated that the development will bring at least 12,000 new jobs to the area.

Alan Gordon



## Brave new workplace



With a lot of people spending more time in the office than at home each day, it's essential that the office is not only conducive to constructive and collaborative work, but is also a pleasing and stimulating environment to work in.

In the US, tech companies such as Google, Facebook and Amazon are renowned for installing a wide range of fun facilities at their office, such as slides, tree houses and rock-climbing walls, to inspire their employees to be more energetic and creative, and also attract new talent to their organisations.

This was also Andrew Dobbie's thinking when he wanted to expand into new office space for his creative agency MadeBrave®.

He explained: "I was looking to create an office environment similar to those developed by big tech firms in Silicon Valley – a bright, roomy and playful office space that people would enjoy coming to.

"I was finding it hard to find a suitable venue in Glasgow but when I saw The Albus Building in the east of the city, with its big open-plan space and industrial style architecture, I knew this was the place for my business.

"Our people often spend more time at work than at home so it's important that we have a nice environment in which to work and help promote creativity."

Andrew worked with architects to develop the most effective layout for the office, as well as provide a bright colour scheme featuring LED lighting. Since Andrew could not find the right office furniture to use, he commissioned his own using sanded and varnished OSB wood panels, which gives a natural and funky feel to the office. He's even provided a Segway for employees

to have fun around the office.

However, with 24 staff, and further expansion planned, Andrew is now looking to incorporate some meeting rooms into his open plan format, and is working with his architect to develop glass-based modules that do not compromise the open and spacious feel of the office.

However, another option to develop discreet and private breakout meeting areas is by using mobile partition systems, currently being promoted by Saxon office furniture suppliers in Ayrshire.

Sales Director Chris Arkley explained: "Office design appears to go in cycles: we've gone from individual cubicles to open plan formats, and now we are finding there is an increasing need from companies to create private meeting spaces away from the rest of the office.

"Rather than building individual meeting rooms and compromising the architectural integrity of an open plan office, mobile partition systems have the flexibility to be positioned and arranged anywhere in the office.

"And as they are also upholstered in acoustic dampening materials this both blocks out noise from the rest of the office while keeping meetings confidential."

Chris said that acoustic office "furniture" is proving very popular in large offices as the fabrics can also be customised to match the branding of the organisation or colour scheme of the office. The whole effect is integrated, giving employees a pleasing and comfortable working environment.

He added: "We installed acoustic absorbing features to the walls of large offices as artwork to lower ambient noise, so there are a lot of really cool things you can do with these new systems."



# G LYNHILL HOTEL

For all your Conference & Corporate Events



**Great central location: Glasgow Airport under 5 minutes, and within 10 to Glasgow City.**



Multi-functional business hub accommodating up to 400 delegates with 11 fully integrated conference suites, state of the art AV equipment, free on-site car parking and free unlimited Wi-Fi. Full service hotel with 145 luxurious club-concept accommodation, choice of two excellent restaurants and full leisure facilities.



**Bespoke deals and packages are tailored to meet clients' individual needs.**

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

tel: 0141 886 5555 email: [annette@glynhill.com](mailto:annette@glynhill.com)

Glynhill Hotel & Leisure Club, 169 Paisley Road, Renfrew, Glasgow, PA4 8XB. 200 yards from M8 Junction 27

## Evolution Court **TO LET**

Highly visible - Glasgow M8 frontage Hillington

4 high quality industrial buildings  
17,728 to 23,950 sq ft



To join us call the Hillington Park team on

**0141 883 5760**

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



# A DAY AT THE OFFICE NEVER LOOKED SO GOOD

Maxim's calm, tranquil setting is a far cry from the typical city centre office environment.

Located just 20 minutes from Glasgow, along with Eurocentral we're home to over 50 top companies and a variety of excellent on-site amenities. We offer flexible leases on a range of office spaces, extensive transport links and access to one of Scotland's largest recruitment pools.



# SAFETY SHOULD BE TOP PRIORITY

Risk assessments protect your business and staff

**W**hether an employee is picking up a pack of A3 paper from the stationery cupboard or loading a pallet of goods into a retailer's stock room, each and every practice of manual handling that they regularly undertake has to be risk assessed. If an injury happens and, as an employer you can't show evidence of this assessment, then the organisation will be open to an injury claim.

Manual handling injuries – also known as work-related musculoskeletal disorders (WRMSD) – account for more than a third of all work-related illnesses in the UK. According to statistics from the Labour Force Survey, an estimated 8.8 million working days were lost due to WRMSDs – an average of 16 days lost for each case.

These injuries not only cause considerable pain and discomfort to employees but they also impact the operational effectiveness of a business. The organisation will lose a valuable and skilled employee while they recover from the injury and the company may not be able to fully utilise their skills when they return to work if they are put on lighter duties while they recover fully. And there is the risk of legal action from injury claims.

By law, employers are required to reduce the risk of manual handling accidents at work and, where possible, the need for employees to undertake such work which involves a risk of them being injured.



To do this they must carry out manual handling risk assessments prior to any tasks, and also provide training on equipment and techniques to be used when carrying out a manual handling task. They must also assess the individual capability of employees to reduce manual handling risks to as low as possible.

However, this assessment has been made easier with the recent update of the Health & Safety Executive's (HSE) manual handling guides, which provide employers with simple and effective tools to assess and then mitigate the risk of various manual-handling activities.

HSE has developed tools to help employers analyse lifting, carrying and team handling (the manual handling assessment charts – MAC tool), and pushing and pulling (the risk assessment of pushing and pulling – RAPP tool) and repetitive upper limb tasks (the Assessment

of Repetitive Tasks – ART tool).

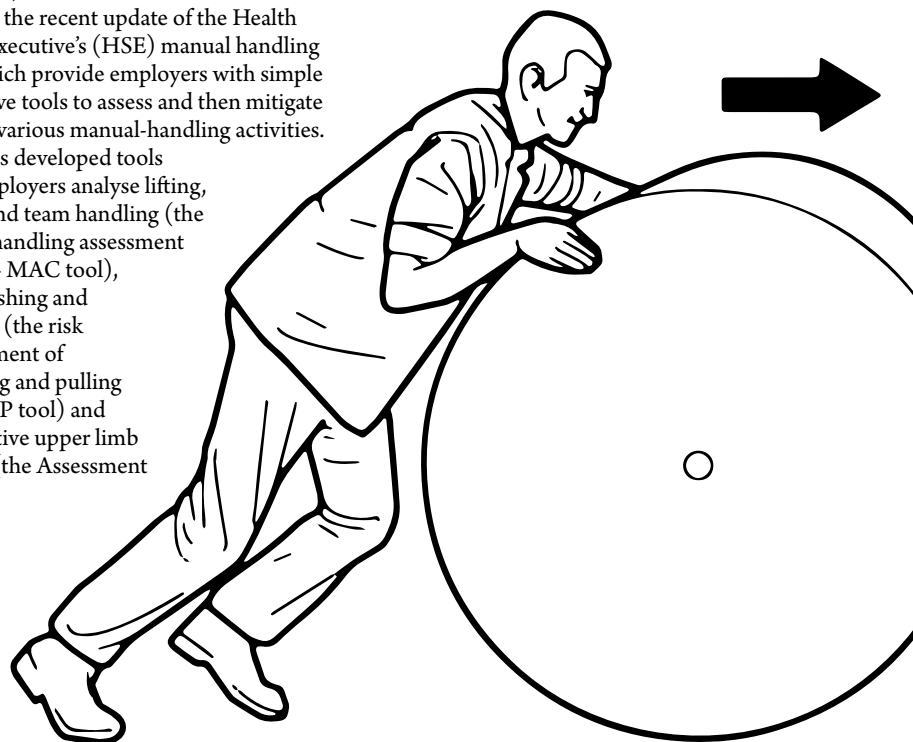
Depending on the task, you may find it helpful to use more than one tool. For example, you may need to pick up a box of items (lifting), carry it to a workstation (carrying), then distribute the contents to other locations such as pigeonholes or a filing cabinet (repetitive movements).

Douglas Cameron, Head of Health & Safety at Law at Work, is concerned that not enough attention is paid to manual handling assessment within organisations and sees the updated HSE guides as an ideal way for companies to make their health and safety assessments more robust.

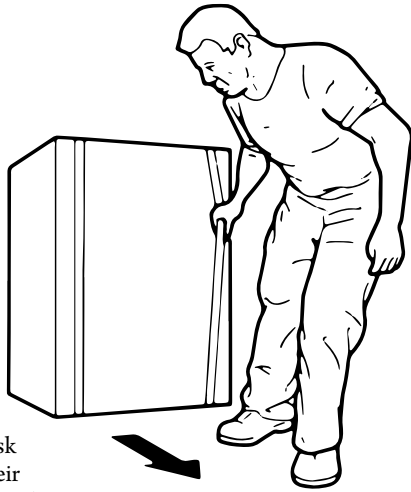
He said: "While I admit the new manual handling guides take a little bit of getting used to, it is really worth the effort because they provide a simple and straightforward way of assessing your overall health and safety risk profile.

"There are two benefits from using the MAC, RAPP and ART tools: firstly, the images and charts provide an easy way to assess your work practices; and, secondly, it means that you have robust evidence that you have conducted a full manual handling risk assessment using HSE-approved tools."

The incidence of new manual handling incidents has shown no sign of decreasing in recent years, having remained around the 175,000 per year mark, so it's vital







organisations carry out risk assessments to protect their employees and their bottom line.

Douglas added: "In my experience as a health and safety legal advisor, I've always thought that manual handling has not been taken as seriously as it should and, in many sectors, I do not believe organisations are fully compliant.

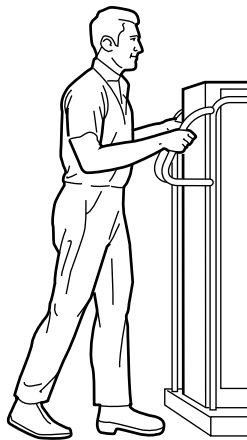
"Health and safety training is given to employees but it's the robust risk assessment of individual manual handling tasks that is missing in many instances."

Douglas argues that many assessments do not go far enough. HSE regulations want organisations to consider the whole of the task, which goes under the acronym of TILE: Task, Individual, Load and Environment.

The task, training and load characteristics may be relatively straightforward, but the environment could be a much more complex arena to assess. For example, consider all the risks associated with taking a load from the back of a truck on a pallet and negotiating all the hazards in the journey to get it from the vehicle, across the street and pavement, and through a shop to the store room.

Douglas added: "If the documentation behind the risk assessment is not robust enough then an organisation will find it difficult to defend a potential liability claim and this may result in a hefty fine.

"That's why I believe that using the recently updated HSE risk assessment tools offers businesses the best protection for both themselves and their employees."



## UK Work-Related Musculoskeletal Disorder Statistics (WRMSDs) in 2016

- Total WRMSDs cases (prevalence): 539,000
- Represents 41% of all work-related illnesses
- The number of new cases of WRMSDs (incidence): 176,000 - a rate of 550 cases per 100,000 people
- WRMSDs (incidence) rate has been broadly flat for the last five years
- An estimated 8.8 million working days were lost due to WRMSDs - an average of 16 days lost for each case
- WRMSDs account for 34% of all working days lost due to work related ill health
- Higher rates of WRMSDs found in the following sectors: agriculture, forestry and fishing, construction, transportation and storage, human health and social work activities
- The occupations that have statistically significantly higher WRMSDs rates: skilled trade occupations and process/machine operatives

**Gobbledygook.**  
Your business needs pragmatic Health & Safety advice, not meaningless mumbo-jumbo.  
At an annual capped cost, we can provide up-to-date specialist knowledge that's commercially focused and joyously jargon free. But if you are partial to a bit of waffle, we could always arrange a breakfast meeting.  
[lawatwork.co.uk](http://lawatwork.co.uk)

To find out how we are disrupting the market with expert, value for money advice, email [info@lawatwork.co.uk](mailto:info@lawatwork.co.uk) or call 0141 271 5555 to arrange an appointment.

Lynne Jhangeer  
and Ian Arbuckle  
of Linian



# TIME TO GET YOUR BUSINESS IN GEAR

Business Gateway offers invaluable support

**G**rowing a business presents challenges and opportunities in equal measure. There is not one solution that fits every venture and that is why it is important to get the advice that is right for you.

In addition to a comprehensive online resource, one-to-one support from a team of experienced business advisers and an information service that has access to a wealth of invaluable market and industry intelligence, Business Gateway also offers a free event programme that focuses on the issues that matter to the business community.

New workshops are being added to the programme all the time, so keep an eye on [www.bgateway.com/events](http://www.bgateway.com/events) to see what's on offer.

## GROWTH PLANS AIM TO GIVE GLASGOW BUSINESS A SECURE FUTURE

When Lynne Jhangeer and Ian Arbuckle were looking to grow their manufacturing business, the Glasgow siblings looked to Business Gateway to help them develop their plans.

Launched in 2015, LINIAN has developed and patented an innovative range of metal clips suitable for the fire industry. The company's screwless and fire-rated cable clip is used by electrical and fire alarm contractors to ensure compliance with new regulations and to speed up their installations by up to 70 per cent.

Lynne said: "The business has been growing quickly and our products have been used in a number of high profile projects, including the refurbishment of both Strathclyde and Glasgow Universities, the Mitchell library, HMP Grampian and Queen Elizabeth University Hospital.

"When we were looking to expand we approached Business Gateway and Glasgow City Council for some support. Our adviser was fantastic and identified funding from Scottish Enterprise, which helped us develop our growth plans.

"We already have a lot of interest from customers overseas and this will be an important market moving forward. There is a lot to think about when you are exporting

but, fortunately, Business Gateway offered sound advice and our adviser put us in touch with other specialist organisations who can help us with this aspect of the business."

With the business showing an almost threefold increase in turnover over the past year, there is no doubt Lynne and Ian have planned their growth strategy well, although they certainly don't have any plans to slow down in the near future.

"We love having the freedom to lead the company in the direction we want," continued Lynne. "Although we intend to set the pace that we are working to, we have grown much faster than we could have imagined and the fact that we see no limits for the business really excites us.

"It is important to keep the momentum going and we will certainly be tapping into Business Gateway's wealth of connections and networks again as we continue to grow."

Find out how Business Gateway can help you. Visit [www.bgateway.com/glasgow](http://www.bgateway.com/glasgow) or call the office directly on 0141 530 2405



# THE SPECIAL SKILLS OF RECRUITMENT

Finding the right people is a demanding job



It may be something of a cliché, but people really do make a business. Yes, competitive edge means you need to get the pricing of your product or service right, but the skills, experience and enthusiasm of your staff are critically important too.

Having the right team on board is a major driver for success. However, it has to be built over time. Staff come and they go. The skill is to retain the good people and ensure that new employees come with the ability to really add value to the company as a whole.

That's a harder task than it sounds. We live in a hugely competitive business marketplace. Highly qualified individuals with the right skills, especially in speciality sectors of the economy, are in real demand.

A good employer will be meticulous in creating an environment which encourages the very best to stay and develop their careers, while at the same time being careful to ensure that the most appropriate

and highest quality people are recruited.

A lot of managers don't have the skills to do this themselves, which is why it often makes sense to use a recruitment consultancy. Yes, it will be an extra overhead, but when set against the huge potential cost of employing the wrong person, it can be a very sensible investment.

"When it comes to recruitment, getting it right has never been more important," said Brian Cameron, Regional Director for Scotland for the talent solutions business Hudson.

"Organisations are going through significant change and for the first time ever, there will be several generations in the same workforce.

Managing that real mix of different ages and with it, expectations, will be hugely important."

It used to be the case, he adds, that people worked their way up through a company via natural progression, but they are now increasingly taking more risks and viewing their careers on what he terms a portfolio basis.

"Millennials may have 20 or 30 jobs during their lifetimes. A lot of companies still have traditional mindsets but they need to realise that they have to be more adaptive and open to change to deal with issues such as the opportunities and problems the digital world is bringing up.

*"A lot of companies still don't properly consider issues such as culture, fit and a person's ability to change within an ever-growing environment"*





“A lot of companies still don’t properly consider issues such as culture, fit and a person’s ability to change within an ever-growing environment.”

There needs to be a recognition, Brian added, that the demands and expectations of those who are being recruited have changed. “Traditionally, people have sought permanent work and job stability. However, these days they are more likely to be looking at things like work-life balance and a more agile working environment.”

It is also, he says, about predicting the future and preparing accordingly. “Because of the digital revolution, a lot of the skills we’ll need don’t actually exist yet. That obviously affects the candidate pool as, going forward, people who do have those skills are going to be in demand.

“Therefore mindset, and an employer’s ability to measure a potential candidate’s mindset, will be as important as the technical abilities they possess. Hudson Pulse Mindset is a fully accredited online assessment tool which is increasingly being used as part of an organisation’s selection process.”

Technology is also blurring the lines between different disciplines, meaning recruiters now need to be more aware of the extent of a candidate’s rounded skill set. There also needs to be an acceptance that more and more people are seeking freelance careers and so are wanting to work on that basis. “They are looking for project-based work – once the contract is completed, they move on.

“In order to retain good people, employers have to be more flexible than ever. The new world we are in is completely different to the traditional nine-to-five routine. And companies

also need to consider bringing in people from a multitude of different backgrounds. A lot of organisations are quite progressive but still have an imbalance, including in the proportion of men and women.”

Internships can also be a useful route to recruitment, Brian believes. “Companies such as those in the Big Four now recruit directly from school – there’s a lot of talent in people who don’t necessarily have a university degree, though some employers will put them through their own in-house programme.”

Douglas Turkington, Business Manager in the Accountancy and Finance Division of Reed Specialist Recruitment, said that a good recruitment process should have transparency if it is going to attract the best people.

“They have to understand the role they are coming into, the challenges they will face and the tasks they will do on a daily basis. They should also be able to understand the challenges and strategy of the organisation.”

He says succession planning is also important – that is, ensuring that if someone does leave, there is someone suitable in the company to replace them and then to backfill their role when they step up.

“Retention really is about getting the right person to start with. People will stay if they feel challenged and satisfied in their role. They want to see that they are making a difference. But it’s not just about skill set – mindset is important too, and you can’t train for that.”

One Scottish company that fully realises the importance of top-class recruitment, retention and training is the Glasgow-based Arnold Clark Group. One of the largest car dealer groups in

*“In order to retain good people, employers have to be more flexible than ever”*

Europe, it employs more than 11,000 people and has its own conference and training facility, GTG Training Limited.

Through GTG Training, Arnold Clark provides quality training and education for its own employees, as well as companies throughout the UK, including major banks, emergency services, the NHS and many local authorities.

“Quite simply, recruitment and training are of the highest importance to us – it’s an absolute priority and this year [2017] we plan to focus on staff welfare and other issues,” said Jacqui Sherry, Arnold Clark’s Group Recruitment Manager.

The group has a broad but robust recruitment policy. “We use jobs boards, social media like Facebook and LinkedIn, and referrals from our existing staff. We do encourage people to come and join us, though our recruitment processes are quite stringent – we normally do two interviews and reference and background checks.

“We’re also very keen on personal development. All of our staff are invited to attend training sessions and we will also help people if they want to do assisted learning.”

There is also, Jacqui said, a strong emphasis on internships and apprenticeships. “We offer interns places in areas such as marketing, accounting and finance – we do see it as a good way of looking for the staff of the future.

“Plus we offer about 200 to 250 apprenticeship places a year as well as bringing in people from school for work experience. We ensure that every week they spend with us is beneficial to them. We do lots of work in schools and do try and encourage anyone who shows interest to apply to work with us.

“It’s very important to us to promote the automotive industry as a great career option for females. We understand that it takes a diverse spread of ability and perspective to make a successful business, and value every opportunity to welcome fresh faces and ideas.”

## Do the right stuff to get the right staff

Recruitment and training should never be seen as a chore – they’re vital to the future of a company or organisation. So it’s well worth spending time getting it right.

Bigger companies will often have dedicated HR and recruitment departments with an intimate knowledge of the needs and priorities of the company or organisation.

Another route to getting the right staff is to use a recruitment consultancy. The process is simply too important to skimp and save.

Wading through what can often be hundreds of job applications and selecting a list of candidates for interview can be a tricky and wearying procedure. A good consultancy will do this for you.

It’s also often the case that

recruiters have access to first-class candidates who may not otherwise see your job advert. They can also carry out the referencing, qualifications and suitability checks before interview, allowing you to concentrate on selecting the right person.

Consultancies rely on their reputation to build their credibility. That means they will only send

you the highest calibre of potential employees, working to ensure they are suitable for the role.

Finally, they’ll want to build a long-term relationship with you. The more you work together, the better understanding they’ll have of what you need. And that should mean your recruitment and retention keeps on getting better and better.



# A triple-accredited business school that's around the corner... and around the world



Our MBA and Masters programmes are consistently ranked among the best in the UK – and around the world. As the UK's best business school, and as part of a leading technological University, we understand the importance of global thinking.

We are celebrating 50 years of our pioneering MBA this year. We introduced the first one year full time MBA to the UK in 1966 and we continue to introduce innovative business programmes to suit the demands of an evolving business world, extending our academic reach with centres in Europe, Asia and the Gulf.

Our acclaimed MBA programme can be studied on a full time, part time or flexible learning basis which means you don't have to give up the day job – or travel far – to get a world class MBA.

Make Strathclyde your destination.

[www.strath.ac.uk/business](http://www.strath.ac.uk/business)



## GLOBAL LANGUAGE SERVICES

**PROFESSIONAL LANGUAGE SERVICES**  
INTERPRETATION, TRANSLATION  
AND LANGUAGE TUITION

### GLASGOW OFFICE

Craig House, 64 Darnley Street, Glasgow G41 2SE  
Tel/Fax: 0141 429 3429 • [mail@globalglasgow.com](mailto:mail@globalglasgow.com)

### EDINBURGH OFFICE

Belgrave Business Centre, 45 Frederick Street, Edinburgh EH2 1EP  
Tel: 0131 220 0115 • Fax: 0131 225 6475 • [mail@globaledinburgh.com](mailto:mail@globaledinburgh.com)

### HIGHLANDS OFFICE

Fairways House, Fairways Business Park, Castle Heather, Inverness IV2 6AA  
Tel: 01463 258 839 • Fax: 01463 258 851 • [mail@globalinverness.com](mailto:mail@globalinverness.com)

[WWW.GLOBALGLASGOW.COM](http://WWW.GLOBALGLASGOW.COM)

## ADVERTORIAL

### YOUR FOOD BUSINESS NEEDS OUR TRAINING

With more and more customers taking to social media to voice their opinions on food outlets, it has never been more important for business owners to make sure their outlet meets the highest food hygiene standards possible.

A business can be ruined overnight due to food poisoning and food contamination complaints, particularly as many of these incidents will be highlighted by unhappy customers on social media.

Food businesses must ensure that their operation is compliant with current food hygiene legislation and that staff are following the legislation and associated guidance at all times.

Staff must be trained to a level commensurate with their role in the business. The training should be ongoing, with refresher training carried out regularly, and in particular where a non-



conformance has been identified.

City of Glasgow College can help you identify the required training for your food business. In addition to the REHIS Elementary, Intermediate and Advanced Food Hygiene programmes, the college can offer training in a variety of areas including health and safety, licencing and professional cookery. The training can be tailored to meet the needs of the individual business, and can be delivered at a time that suits you.

**If you would like to discuss your training requirements, please contact Sharon Sime on 0141 375 5248 or email: [sharon.sime@cityofglasgowcollege.ac.uk](mailto:sharon.sime@cityofglasgowcollege.ac.uk)**

# BIG TALKS

By Kate Fairlie, Head of Events, The BIG Partnership

# Planning events... the Ten Commandments

*If you are having a business do, don't forget these top tips for success*

**F**rom engaging your customers with a night or day out they will never forget to positioning yourself as a leader in your industry, a well-planned event can deliver results.

Here are my top 10 dos and don'ts for planning stylish events:

**1. DO** consider the timings and date of your event – make sure it doesn't clash with any other large conferences, dinners or school holidays. The day of the week is important too: avoid Mondays and weekends for corporate events.

**2. DO** make it as easy as possible for people to sign up and attend. Make sure all logistical, travel and other event information is seamless. Practical details are important for helping guests feel comfortable and form a good impression.

**3. DO** use absolutely every single event for building brand awareness. Events exist to deliver results for your business or brand, so make sure guests know which company to remember by keeping a similar thread running throughout your communications, PR, social media, collateral, giveaways, at-event branding and follow-up information.

**4. DO** follow up with guests post-event. The event is only one part of the process and should form the basis for ongoing relationship-building with those who attended. Communicate afterwards by sending out notes, hand-outs, slides and answers to questions you didn't have time to address on the day.



**5. DO** have a great hook. An event without something that makes people want to attend is as effective as a fishing rod without bait. Whether it's an impressive headline speaker, an exciting venue or a blow-you-away theme, your event needs to be attractive enough for busy people to attend.

**6. DON'T** underestimate the appeal of Glasgow and Scotland as an attractive base for international conferences or large hospitality events. We have fantastic venues and world-class suppliers who will make sure your event is one to remember.

**7. DON'T** leave things to the last minute – organisation and

planning in advance is critical. Events creep up quickly from when you start planning to when your first delegates walk through the door, so make sure you allow plenty of time to get it right.

**8. DON'T** forget the value of attention to detail in each of your events. Going the extra mile and providing local suggestions of what guests could do with their downtime, or ensuring a delegate's favourite drink is waiting for him or her on arrival at the drinks reception, is what people will remember and talk about long after the event is finished.

**9. DON'T** assume expensive

speakers are always good speakers. Some celebrities, sportsmen or politicians aren't naturally great orators. You want your speakers to rock the room. Choose speakers who come recommended and complement your event theme.

**10. DON'T** forget that running your event alongside another, without clashing, can be beneficial. For example, hosting an evening drinks reception at the same time an international conference is in town can work well in attracting prospects who will be in the area already.

Have a happy and successful event!



# NEW MEMBERS

*Businesses joining Glasgow Chamber can take advantage of an impressive array of benefits – just like current members*



**NEW MEMBER**  
Cultural Enterprise Office



**NEW MEMBER**  
Enterprise Screen

# Very warm welcome to our new members

Scotland's creative industries – from music, film, theatre through to literature and computer games – are a jewel in the national crown with a range of successful companies. However, new business ideas need to be nurtured and encouraged, which is the task of Cultural Enterprise Office. Established in 2002, the company is dedicated to national business support for the creative industries.

The organisation, which has joined the Chamber, offers free advice and support from existing creative industry leaders to help take young businesses to the next step of their journey.

"Cultural Enterprise Office is an ambitious organisation. We believe that the creative

industries play a significant and exciting part in the vision for Glasgow," said Rachael Brown, Chief Executive.

"Our goal is to contribute to enabling Scotland to be the most entrepreneurial society in the world and the wide range of creative industries have something unique to offer."

### **What do you hope to get from joining the Chamber?**

"We hope to grow our links and be part of 'what's possible' in Glasgow. There is huge potential for Glasgow and for Scotland. Our services are delivered nationally and we engage on average with 4,000 creative entrepreneurs and businesses every year. We are looking forward to a productive and inspirational 2017," she added.

Enterprise Screen, who joined the Chamber's recent mission to Manhattan, is a creative video agency specialising in advertising, communications and digital marketing. The company delivers multimedia, including broadcast, cinema, and social media content with video at its heart.

"We have been based in Glasgow for 12 years and deliver to clients locally, nationally and internationally. We have always wanted to expand into different markets and territories and, over the past two years, we have grown in the US market and we now have offices in Ohio and Washington DC," said Jamie Smith, Executive Director.

"Our business started with me and a camera, meeting people, and sharing their stories and, while we have grown a lot since then, our

team delivers that same experience, with people and their story at the core. Glasgow and Scotland are full of creative ideas and we find that this travels pretty well. Our work is recognised internationally, whether it's for a local business or a Fortune 500 brand," he said.

More than 20 years after that first video project, the company, which remains a proud family business, is doing well.

"Until we come up with something better for capturing real people and stories, video is the greatest thing we have," added Jamie. "Partnerships, creative thinking and building strong relationships are integral to our work and the Chamber is the perfect partnering institution giving us an ideal arena to develop these core principles. Our mantra is: people buy from people. It's as simple as that."

# NEW MEMBERS

## BARELY DRESSED CLOTHING

**Mosscroft**  
Upper Lochton East  
Banchory  
Aberdeenshire AB31 4TQ  
T: 07534 709666  
E: [liam1hutcheon@gmail.com](mailto:liam1hutcheon@gmail.com)  
W: [www.barelydressedclothing.co.uk](http://www.barelydressedclothing.co.uk)  
Scottish-inspired, ethically produced clothing.  
No of Employees: 1-10  
Contact: Liam Hutcheon  
Co-Founder

## BLACKADDERS

**Standard Buildings**  
94 Hope Street  
Glasgow G2 6QB  
T: 0141 248 1888  
E: [glasgow@blackadders.co.uk](mailto:glasgow@blackadders.co.uk)  
W: [www.blackadders.co.uk](http://www.blackadders.co.uk)  
Comprehensive range of legal services to individuals and businesses.  
No of Employees: 51-250  
Contact: Nicola Porter  
Director of Marketing

## BREWIN DOLPHIN

48 St Vincent Street  
Glasgow G2 5TS  
T: 0141 221 7733  
E: [alasdair.ronald@brewin.co.uk](mailto:alasdair.ronald@brewin.co.uk)  
W: [www.brewin.co.uk](http://www.brewin.co.uk)  
Wealth managers offering bespoke investment management and financial planning services, working with individuals, charities and pension funds.  
No of Employees: 11-50  
Contact: Alasdair Ronald  
Divisional Director

## COASTAL PROTECTION ENGINEERING LTD

9 Royal Crescent  
Glasgow G3 7SP  
T: 07818 228228  
E: [peter@cpeglobal.co.uk](mailto:peter@cpeglobal.co.uk)  
W: [www.cpeglobal.co.uk](http://www.cpeglobal.co.uk)  
Renewable hydro energy generation and storage.  
No of Employees: 1-10  
Contact: Peter Tse  
CEO

## COFFICIENT LTD

Hillington Innovation Centre  
1 Ainslie Road  
Glasgow G52 4RU  
T: 0845 643 9126  
E: [emma.stewart@cofficient.co.uk](mailto:emma.stewart@cofficient.co.uk)  
W: [www.cofficient.co.uk](http://www.cofficient.co.uk)  
Cloud software specialists and license resellers of NetSuite and SAP Business ByDesign; provision of smart cloud-based business products to smart companies.  
No of Employees: 1-10  
Contact: Emma Stewart  
Sales and Marketing Director

## CULTURAL ENTERPRISE OFFICE

Studio 114, First Floor  
South Block  
60-64 Osborne Street  
Glasgow G1 5QH  
T: 0333 999 7989  
E: [lynn@culturalenterpriseoffice.co.uk](mailto:lynn@culturalenterpriseoffice.co.uk)  
W: [www.culturalenterpriseoffice.co.uk](http://www.culturalenterpriseoffice.co.uk)

National business support organisation for the creative industries.  
No of Employees: 11-50  
Contact: Lynn Morrison  
Director of Operations & HR

## DENIM DIVISION LTD

19 Kilbirnie Place  
Glasgow G5 8QR  
T: 0141 429 8488  
E: [faisal@denimdivision.com](mailto:faisal@denimdivision.com)  
W: [www.denimdivision.com](http://www.denimdivision.com)  
Textile supply.  
No of Employees: 1-10  
Contact: Faisal Ashraf  
Director

## ECONEKT

2 Simpson Court  
South Avenue  
Clydebank  
Glasgow G81 2NR  
T: 07590 108520  
E: [frazier@econekt.co.uk](mailto:frazier@econekt.co.uk)  
W: [www.econekt.co.uk](http://www.econekt.co.uk)  
Passivhaus and low energy building system.  
No of Employees: 1-10  
Contact: Frazer McLachlan  
Director

## ENTERPRISE SCREEN PRODUCTIONS

538 Paisley Road West  
Glasgow G51 1RJ  
T: 0141 427 6548  
E: [leanne@enterprisescreen.co.uk](mailto:leanne@enterprisescreen.co.uk)  
W: [www.enterprisescreen.com](http://www.enterprisescreen.com)  
Video production and marketing agency.  
No of Employees: 1-10  
Contact: Leanne Milligan  
Office Co-ordinator

## GLASGOW VAULTS

10-12 Albert Drive  
Glasgow G41 2PE  
T: 0141 343 1305  
E: [nazia@glasgowvaults.co.uk](mailto:nazia@glasgowvaults.co.uk)  
W: [www.glasgowvaults.co.uk](http://www.glasgowvaults.co.uk)  
Rental of safe deposit boxes in a variety of sizes and rental periods to meet all requirements.  
No of Employees: 1-10  
Contact: Nazia Ramzan  
General Manager

## GREEN TOURISM

4 Atholl Place  
Perth PH1 5ND  
T: 01738 632162  
E: [andrea@green-tourism.com](mailto:andrea@green-tourism.com)  
W: [www.green-tourism.com](http://www.green-tourism.com)  
World-leading go-to standard for sustainability.  
No of Employees: 1-10  
Contact: Andrea Nicholas  
Managing Director

## LALÉPÉ

Room 305  
McMillan Round Reading Room  
University of Glasgow  
Glasgow G12 8QQ  
T: 07581 118507  
E: [olesia.kurganova@gmail.com](mailto:olesia.kurganova@gmail.com)  
Designer and manufacturer of infant carriers for flying.  
No of Employees: 1-10  
Contact: Olesia Kurganova  
CEO



**NEW MEMBER**  
Barely Dressed Clothing

## LMDCJ LTD

29 Farm Street  
London W1J 5RL  
T: 0203 709 4400  
E: [nicola.paul@lmdcj.com](mailto:nicola.paul@lmdcj.com)  
W: [www.lmdcj.com](http://www.lmdcj.com)  
Boutique e-commerce and digital agency specialising in the retail and non-profit sector.  
No of Employees: 1-10  
Contact: Nicola Paul  
Head of Digital and E-commerce

## McKINSTRY PRACTICE MANAGEMENT

272 Bath Street  
Glasgow G2 4JR  
T: 0141 354 1360  
E: [graeme@mckinstrypm.co.uk](mailto:graeme@mckinstrypm.co.uk)  
W: [www.mckinstrypm.co.uk](http://www.mckinstrypm.co.uk)  
Solicitors specialising in property law, business law, family law, wills, estates, litigation and accident claims.  
No of Employees: 1-10  
Contact: Graeme McKinstry  
Director

## NSPCC SCOTLAND

Templeton House  
62 Templeton Street  
Glasgow G40 1DA  
T: 0141 212 3879  
E: [sara.ling@nspcc.org.uk](mailto:sara.ling@nspcc.org.uk)  
W: [www.nspcc.org.uk](http://www.nspcc.org.uk)  
Charity helping children who have been abused, protecting those at risk and preventing abuse from happening.  
No of Employees: 251+  
Contact: Sara Ling  
Community Fundraising Manager

## ODRO LTD

308 The White Studios  
Templeton Building  
Glasgow G40 1DA  
T: 0141 465 9470  
E: [bill@odro.co.uk](mailto:bill@odro.co.uk)  
W: [www.odro.co.uk](http://www.odro.co.uk)  
One-click online video meetings.  
No of Employees: 1-10  
Contact: Bill Scouler  
Chairman



## OGILVIE ROSS LLP

15 Springfield Park  
Kinross KY13 8QS  
T: 01577 863040  
E: john@ogilvieross.co.uk  
W: www.ogilvieross.co.uk

Executive coaching consultancy firm working with senior executives to develop their commercial skills and business acumen.  
No of Employees: 1-10  
Contact: John Ross  
Managing Partner

## OPINEW LTD

6/18, 220 Wallace Street  
Glasgow G1 8AL  
T: 07951 900075  
E: tomasz@opinew.com  
W: www.opinew.com

Using artificial intelligence to manage reviews in online shops.  
No of Employees: 1-10  
Contact: Tomasz Sadowski  
CEO

## PCMG LTD

Progress House  
Avroe Crescent  
Blackpool Business Park  
Blackpool FY4 2DP  
T: 01253 361605  
E: rmackay@pcmg.co.uk  
W: www.pcmg.co.uk

Operating cost consultants; having achieved £301 million of refunds and savings to date and working with over half of the FTSE 100  
No of Employees: 11-50  
Contact: Ray MacKay  
Key Account Director

## PEAKY WINDOW BLINDS

16-18 Glen Street  
Glasgow G78 1QA  
T: 01355 302042  
E: steviec2776@hotmail.co.uk  
W: www.peakyblinds.com

Window blind manufacturing.  
No of Employees: 1-10  
Contact: Steven Clarke  
Partner

## PRIME FOCUS

11 Forth Street  
Glasgow G41 2SP  
T: 0141 328 0600  
E: daniel@primefocushire.co.uk  
W: www.primefocusclaims.co.uk

Multifaceted company operating mainly in the claims management and vehicle repair and hire industry.  
No of Employees: 11-50  
Contact: Daniel Cook  
Director

## RICHARD IRVIN ENERGY SOLUTIONS

3 Centura Court  
Nasmyth Place  
Hillington Park  
Glasgow G52 4PR  
T: 0141 568 8800  
E: lynn.smith@richard-irvin.com  
W: www.richard-irvin.com

Sustainable energy solutions and services to commercial and domestic customers.  
No of Employees: 251+  
Contact: Lynn Smith  
Marketing Officer

## SNAPCO LTD

50 Marlow Street  
Kinning Park  
Glasgow G41 1LR  
T: 0845 023 0330  
E: mel@snapco.org  
W: www.snapco.org

Specialists in strapping, stretchwrap, abrasives and metalworking fluids, distributing for bluechip manufacturers such as Signode, Fromm, 3M and Houghton.  
No of Employees: 1-10  
Contact: Mel MacFarlane  
Director

## SOLVE HR LTD

Midlothian Innovation Centre  
Pentlandfield Road  
Mid Lothian EH25 9RE  
T: 0141 433 1025  
E: frances.farrell@solvehr.co.uk  
W: www.solvehr.co.uk

HR and employment law advisors.  
No of Employees: 1-10  
Contact: Frances Farrell  
Director

## STAELS DESIGN LTD

c/o Cloch Solicitors  
Standard Buildings  
94 Hope Street  
Glasgow G2 6PH  
T: 07983 292819  
E: corien@staelsdesign.com  
W: www.staelsdesign.com

Product design company focused on creating products for people with disabilities including WheelAir, a cooling wheelchair pad to help regulate the body temperature of people with a spinal cord injury.  
No of Employees: 1-10  
Contact: Corien Staels  
CEO

## STRATHDEE RESOURCING PARTNERSHIP LIMITED

Suite 3/1  
138 Garthland Drive  
Glasgow G31 2SG  
T: 01358 872135  
E: donald@strathdeeresourcing.com  
W: www.strathdeeresourcing.com

Attraction, assessment and recruitment specialists to the global oil and gas industry.  
No of Employees: 1-10  
Contact: Donald Strathdee  
Principal Consultant

## TELEVERDE

3rd Floor  
53 Bothwell Street  
Glasgow G2 6TS  
T: 0141 280 6500  
E: kirsty.lawrie@televerde.com  
W: www.televerde.com

Demand generation and sales acceleration.  
No of Employees: 51-250  
Contact: Kirsty Lawrie  
European Sales Director

## Partners and Platinum Partners

Glasgow Chamber of Commerce would like to acknowledge our Partners and Platinum Partners.

Bespoke partnerships are tailored to each company's needs. For more information, please contact membership on Tel: 0141 204 8347 or Email: susan.mckay@glasgowchamberofcommerce.com



Two organisations explain what makes them special...

# THE PITCH

If you would like your company featured in this section, and pitch direct to members of the Chamber and beyond, get in touch with Contact Publicity on 0141 204 2042 or email [info@contactpublicity.co.uk](mailto:info@contactpublicity.co.uk)

## Meet the industry experts for creative businesses in Scotland

**Cultural Enterprise Office** was established in 2002 and is Scotland's dedicated business support to the creative industries. With headquarters in South Block, in Glasgow's Merchant City, services are delivered nationally and they engage, on average, with 4,000 creative entrepreneurs and businesses every year.

Scotland's creative entrepreneurs and businesses have access to free advice and support from leaders in business and their chosen sector, to help them take the next step to establish, develop, sustain and grow their business.

It supports their business model



of choice and offers tailored online resources and events that help challenge the 'why' and help with the 'how'.

Developing sector relevant programmes is also a key strength

and Cultural Enterprise Office has a strong track record of success, with programmes such as Fashion Foundry, Flourish Mentoring and Starter for 6, and much more in the pipeline for 2017.

Their goal is to contribute to enabling Scotland to be the most entrepreneurial society in the world and it believes the creative industries have something unique to offer.

### What their clients say:

"Invaluable tailored advice, exactly the advice I needed and from an industry expert who has also set up his own business."

"Felt comfortable and listened to and given advice that helped with clarity and focus on my next step forward, to realise my dream of being in continuous production of my art practice."



## Supporting you from the pitch to the boardroom

**Perthshire-based** executive development specialists, Ogilvie Ross, has appointed two new partners to support their growing Scottish client base. Major contract awards from Scottish Enterprise, sportscotland and Standard Life contributed to a 35 per cent revenue growth in 2016.

Learning & Development Partner Anthony Drew said: "For the past five years our core work has been with corporate businesses across Europe

and USA. Greta and Gavin bring a wealth of management experience which will help our domestic clients achieve their goals for 2017."

Greta has a background in developing high performance teams in both business and sport. A former American college basketball coach, Greta works with corporate, community sector and sports organisations to help them maximise staff effectiveness and improve team performance. Gavin specialises in



strategic leadership development and change management and was part of the 2014 Commonwealth

Games and Ryder Cup delivery teams.

By providing a blended mix of strategic consultancy, training and 1-1 mentoring, Ogilvie Ross helps clients achieve outstanding results across a number of business sectors including sales and marketing, procurement, HR and strategic management.

Anthony added: "Clients find that our work has a very clear impact which can be measured with increased bottom line profitability."

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



A black and white photograph of an astronaut in a full space suit floating in space. The astronaut is holding a camera in their right hand and a tool in their left. The background shows the Earth's surface with clouds and a bright light source, possibly the sun, creating a lens flare effect.

Accountancy career opportunity:

# SPACE EXPLORATION

Millions of opportunities. One global qualification.  
[accaglobal.com/students](http://accaglobal.com/students)

Think Ahead

**ACCA**

# WE DO WEE TOO

Every time you host your meeting, big or wee, amazing things happen.

Ideas are exchanged. Knowledge is shared.

Breakthroughs are made. Connections are forged.

And the world is changed. Sometimes a wee bit, sometimes a big bit.

That's why we love what we do, and we're on your doorstep.

Yes we've got world-class venues and a superb riverside location in one of Europe's most exciting cities. But more importantly, we've got the expertise, energy and passion to help make your meeting, make a difference.

Pop in for a coffee anytime, or visit us at **EVENTIT**, 9 March 2017 at SEC Centre, Scottish Event Campus.

Talk to us on +44 (0)141 248 3000.



Scottish  
Event  
Campus

[sec.co.uk/conferences](http://sec.co.uk/conferences)