

# London

Issue 154 | April 2019

## Business Matters

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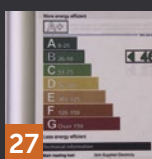
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## LONDON CHAMBER

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# Right immigration system key to post-Brexit future



by Steven Reilly-Hii

London's businesses and public have said that allowing London to set its own immigration targets (for people with key skills) is the most important thing to keep the capital successful post-Brexit, whilst tackling knife crime should be the capital's highest priority after Brexit.

The polling, released last month by LCCI, also showed that London's councillors believe that building more homes is the most important thing to keep the capital successful

**"Our polling also indicates the high priority that is placed on tackling knife crime, an issue that is likely to continue to be significant in the 2020 London Mayoral elections."**

post-Brexit, whilst giving the Mayor more powers to encourage the building of new homes should be London's highest priority.

Independent research agency ComRes carried out the polling on behalf of LCCI during February and March, interviewing 502 London business decision makers, 1,011 members of the London public, and

113 London councillors.

The polling supported LCCI's *London Tomorrow - After Brexit, what next for the Capital?* debate which took place at City Hall at the end of March.

## Challenging

LCCI commented: "Not for the first time, the importance of London having the right immigration system in order to ensure the capital continues to be successful post-Brexit has been evidenced in our polling of London's businesses and residents.

It is why LCCI is challenging the

government's proposed £30,000 salary threshold and also why we are calling for devolution of immigration decision-making to a London City Hall level, rather than a UK-wide approach from Whitehall.

"Our polling also indicates the high priority that is placed on tackling knife crime, an issue that is likely to continue to be significant in the 2020 London Mayoral elections."

Steven Reilly-Hii is LCCI press and media relations manager

**London Tomorrow: Towards the Megacity is a thought leadership initiative by LCCI in association with PwC and supported by London City Airport.**



Concept Design Centre for Music. Courtesy of Diller Scofidio and Renfro

## Capital music centre

The Barbican, London Symphony Orchestra and Guildhall School of Music & Drama have released concept designs for their project to create a world class Centre for Music in London, as part of a progress update on their plans for the proposed new building.

The announcement followed news that the City of London Corporation has backed the next phase of work by providing £2.49 million for the three partners to undertake further design development, and to progress fundraising, business modelling and capital funding plans.

The Centre for Music would be a world-class venue for performance and education across all musical genres, harnessing the power of three internationally-recognised cultural organisations to inspire a new generation with a love of music. The centre would include a world class concert hall and spaces for performance, education and rehearsal. It is designed, above all, to be a place for people of all ages and backgrounds to experience the joy of making music first hand.

[www.culturemile.london/centreformusic](http://www.culturemile.london/centreformusic)

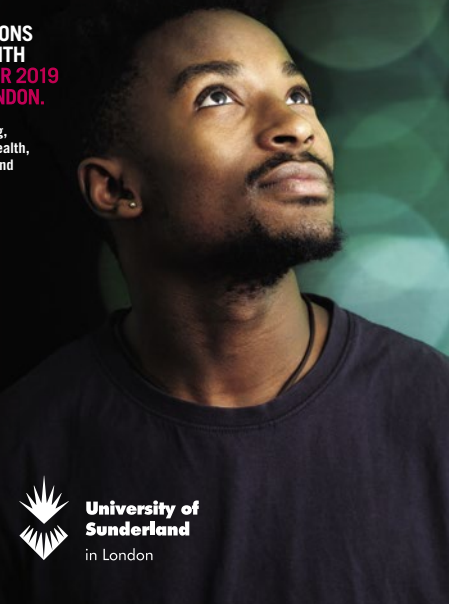
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# Brexit stays top of the agenda – LCCI in the news

LONDON CHAMBER  
of  
COMMERCE AND INDUSTRY



by Steven Reilly-Hii

From Canada and Mexico to the west, China to the east, and across Europe – it's fair to say that LCCI's media coverage has been far-reaching since I last wrote for *London Business Matters* in February

Readers won't be surprised that much of that coverage has related to Brexit. The media appetite to hear the Brexit views of London's oldest and most representative business organisation, and its respective members, has ensured we have reached millions of people over the last two months.

## Highlights

Particular highlights include:

- Mention on a BBC World News programme that is broadcast in over 200 countries
- Interviews with China Global Television Network and Finnish broadcaster YLE
- BBC TV News evening broadcasts that included LCCI as the only business group reaction after late-night parliamentary votes
- Live-feed inclusion domestically in a host of titles including *The Financial Times*, *Daily Express* and the *Guardian*.

The 'backstop' seems to have made many of the political and media headlines, but arguably the most prominent Brexit issue around the time of the referendum was immi-



gration. Ensuring that London has the right immigration system in place post-Brexit is more vital than ever, given the capital's unique immigration footprint and its reliance on international workers.

Over recent weeks the Chamber has featured in two *CityAM* stories and in *OnLondon.com* related to immigration policy, and we have targeted decision-makers and opinion-formers on social media regarding our calls for the salary threshold to be set lower than the proposed £30,000 and increased devolution of immigration decision-making to City Hall.

such as a power failure.

LCCI polling and related policy formed the basis of a story for the *Evening Standard*, *City Matters* and trade press titles, and a Chamber letter was published in *CityAM*.

## Challenges

At the end of March the Chamber saw its big Brexit debate taking place at City Hall as part of the *London Tomorrow* series with PwC and London City Airport. The thought-leadership series is looking at how the capital tackles the major challenges that it faces as it heads towards a 10 million population and megacity status. And what bigger challenge than Brexit? More on this surely next time in *LBM*.

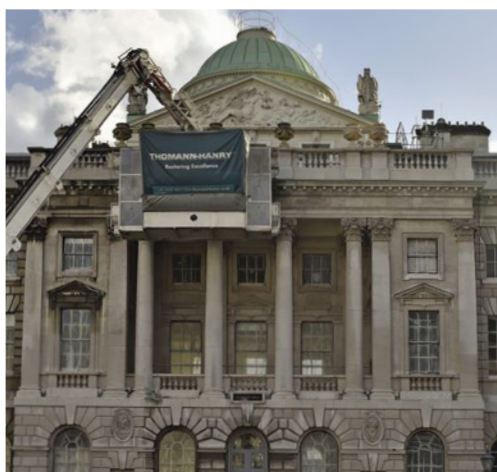
As we move into April the LCCI welcomes David Frost to the chief executive role – see page 8. His high-profile international trade background and his experience leading the Scotch Whisky Association ensured that his appointment was covered by *CityAM* and the *Evening Standard*, as well as early morning Westminster key-read – *Politico London Playbook*.

I'm sure *LBM* readers will all wish the new chief executive well as he leads LCCI into one of the organisation's most important times within its long and illustrious history. I've no doubt his international trade background will result in continued demand for LCCI opinion amongst the media, especially when we finally talk trade specifics with the EU.

Steven Reilly-Hii is LCCI press and media relations manager

## Resilience

Also vital to London is its resilience capability. Over recent weeks LCCI unveiled polling that showed that emergency services spending was judged to be London's biggest risk to coping with and recovering from a crisis. This polling further built on LCCI's *Brown for Blue* policy – which proposes that areas of brown space land within the green belt are developed for affordable housing for emergency services workers. Currently 54 per cent of those frontline workers live outside London owing to housing affordability – posing a key risk to the city in the event of a prolonged crisis,



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# Time to build a better financial system

Christine Lagarde, chair and managing director of the International Monetary Fund, addressed the current sense of unease about the role of finance in her World Traders' 2019 Tacitus Lecture. *Clare Brooks* was there

No surprise that the IMF's top advocate highlighted the finance industry's critical role in serving ordinary people, communities and future generations. But, Christine Lagarde argued, the global financial crisis, and the steady 'drip-drip' of financial scandals had created a persistent caricature of 'bad bankers', akin to the slick banker villain of the most recent *Mary Poppins* film.

"It doesn't take magic to trace much of this recent frustration" she stated, adding that too often the financial professionals were perceived as self-serving. "It is time to build a better financial system: one that is safer, more sustainable and ethically sound".

To do so, she explained, would require good innovation, better regulation and better incentives. Equally important was "strong individual responsibility that is grounded in ethics and values... For financial professionals, it simply means doing the right thing, even when nobody is watching. It sounds so simple and yet is perhaps the hardest thing to do."

## Priorities

Highlighting the \$24 trillion of wealth which will be inherited by millennials over the next 15 years – a generation more than twice as likely to invest in companies and funds that provide social and environmental outcomes – she championed three priorities.



Firstly, the creation of cheap and more accessible fintech products to bring millions of 'unbanked' people around the globe into the financial system (an 'inclusion revolution').

Secondly, more diverse leadership in finance as a guard against group-think (at present only two per cent of bank chief executives are women) as well as more practical ways to include women.

Thirdly, a shift to more sustainable finance, grounded in better risk management and longer-term thinking, so as to tackle pressing problems such as climate change and poverty.

## Standards

The key, she argued, is for both public and private investments to be mobilized to deliver on higher employment, greener growth and good living standards for all across the planet.

Equally, she commented, it is up to educators, employers and policy-makers to work together to prepare young people for the jobs of the future, including those in the financial sector: "I see too many countries where the educational system is operating in its bubble, in a silo, totally disconnected from what happens in the real world ... It requires these three groups to come together, to constantly iterate amongst themselves without any preconceived agenda or turf. It is not so much about training some of those young people for a task but about training them to learn how to adjust and to learn more skills."

She added that ethics must also have its full space in the curriculum

**"Not just for today's stakeholders, but for future generations."**

of business schools and should be taught "at the highest level and by the most engaged people."

Her message was clear: encouraging a broader common responsibility is now more important than ever – "not just for today's stakeholders, but for future generations."

Clare Brooks is a director of the Commercial Education Trust (CET) which is an independent charity whose mission is to prepare people for employment, self-employment and enterprise. CET originated out of the London Chamber of Commerce. It is now a funder of education projects. CET supported the Tacitus Lecture with a grant to the Worshipful Company of World Traders Charitable Trust. CET believes a coordinated approach involving a range of stakeholders – educators, employers and policy-makers – is required to help young people choose the right career path, to make a successful transition from education into work, and to thrive in their careers.

[www.theCET.org](http://www.theCET.org)

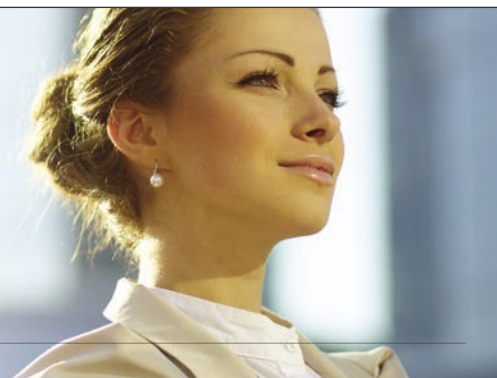


The World Traders' Tacitus Lecture was inaugurated in 1988. It is held annually and focusses on issues affecting world trade.

[www.world-traders.org](http://www.world-traders.org)

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# Cannes do



For the seventh year running LCCI played a significant role at MIPIM in Cannes last month writes *Cathy Scott*

The Chamber championed the capital's key role in the property and construction sector with support from Apex Airspace, AHR, Mitsubishi Electric, NLG Associates, Regal London, UCEM, Wagstaffs and Henry Construction.

## Stunning

Established in 1990, MIPIM – *Le marché international des professionnels de l'immobilier* – is the world's foremost international property event which brings together the major players in the global property sector in a stunning location in the south of France.

With over 24,000 participants from over 100 countries MIPIM



attracted the most influential international property players from the office, residential, logistics and industrial sectors.

## Networking, networking ...

LCCI events during the four-day event included:

- A Prestige reception on the roof terrace at the Five Seas hotel with



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## Time to revisit your Talent Management Strategy?

Technological advancement is growing at a pace which robotics and AI significantly impacting on the type and number of jobs required. Jobs that are made up of routine tasks are more likely to be automated whereas occupations requiring interpersonal and cognitive skills are expected to see growth. Certainly, the future workforce will need to be able to think analytically, be innovative, able to solve complex problems, hold high levels of emotional intelligence and engage in critical thinking, analysis and technology design. What does this mean for organisations?

Finding, sourcing and attracting talent will continue to be key but critically businesses need to think about how their strategic plans are cascaded into policy. When was the last time you reviewed your resourcing policy and your competency based framework? Is it still fit for purpose and emulating the skills and knowledge that your business needs next year,

the year after? Does your performance management system measure and reward the skills and knowledge that you have identified as priorities for sustainable growth? Ensuring that policies and procedures are horizontally integrated so that they are aligned rather than contradictory will maximize staff engagement. Preparation is crucial and might involve undertaking a skills audit and ensuring that empathetic leadership is in place to support technological progression. Encouraging staff to be adaptable, collaborative and entrepreneurial will be key elements of any learning and development programme that is aiming to build a sustainable workforce. What does your future workforce look like? What are your key organisational challenges?

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# IP Business Beyond Brexit

Victor Caddy, Partner, Wynne-Jones IP



L-R Steven Hale, Julian Bell and Colin Stanbridge

guest speaker Jules Pipe, deputy mayor for planning, regeneration and skills

- An Apex Airspace reception at the London stand
- A cocktail reception with the City of London Corporation and the City Property Association hosted by Catherine McGuinness
- The regular Crofton Breakfast at the Riviera Beach restaurant hosted by Crofton's Steven Hale and LCCI's Colin Stanbridge with a keynote speech from Julian Bell, leader of the London Borough of Ealing
- The Regal/LCCI London discussion and reception at which speakers included Marc Eden, Regal London's investment and legal director, Gordon More, chief investments officer of Homes Eng-

land, Richard Heath, managing director of real estate and housing at Lloyds Banking Group, and Peter Mason, cabinet member for housing, planning and transformation at the London Borough of Ealing

- AHR reception on the London Stand
- Avison Young villa party
- Trowers & Hamlins brunch
- BDO drinks reception
- And finally ... the Mitsubishi Electric wind-down party at Charly's bar.

Quite a week for the property industry but one that will stand London in good stead for what may be uncertain times ahead.

Cathy Scott is executive assistant to the chief executive's office at LCCI



Brexit presents a daunting range of challenges to businesses of all kinds. Increasingly important to the value of any business, Intellectual Property (IP) rights will be impacted in a variety of ways and no more so than for corporates with IP portfolios that require ongoing management. For some time now we've been telling readers of this column that it's not something to be ignored and you should take advice and look at your Trade Marks and Designs to ensure you're properly protected, regardless of deal, no-deal, delay or a second referendum. We've also told you that Wynne-Jones IP solved the Brexit issue long before we knew UK citizens would vote 'leave' and our new offering is already paying off for those who work with the Wynne-Jones team and our pan-European sister IP law firm, AIPEX.

Here's a recap as to how Wynne-Jones IP and AIPEX, working together, can help ensure you get your IP ducks in a row.

If you're an owner of IP rights operating globally and regularly work with multiple law firms in different markets to execute your portfolio requirements, the Brexit challenge is daunting as you will need to work in a different way by separating the EU and the UK work; furthermore, lack of solid Government guidance has not sufficiently helped you get your 'house in order'. But, you will need to re-work the protection of your trade marks and design strategies and we urge you to heed the word 'strategy' as management is key and far too frequently ignored.

Victor Caddy, Leading Partner and head of our central London Office sums it up simply :

"Anyone can file an EU trade mark application or a Community design application. After Brexit only a national of an EEA member state can represent you subsequently in processing your application and dealing with ongoing matters.

"To overcome these difficulties UK businesses may plan to divert their EUIPO work to firms located in the 27 remaining EU states. However, we realise that many of



these practices are best suited to serving local clients which is, after all, why they were originally set up. The ultimate goal is to retain links between IP owners and their law firm contacts in the UK, whom they already know and trust, while minimising complications from working with multiple European law firms, differences in local national laws, languages and cultures. There's also the question of who charges the client for the work done, all of which are part of the UK's exit from the EU."

He concludes: "AIPEX solves all of these issues simply, smartly and cost effectively. AIPEX has offices in 16 of 27 EU states with a head office located in The Hague, Holland. As a Europe-wide IP law firm, we offer a tailor-made solution to managing the IP portfolios of pan regional and international businesses. The team of more than 500 professionals, with more than 200 qualified attorneys, means we can work across a company's entire IP portfolio, including patents, trade marks and design, as well as key areas such as infringement, prosecution, renewals and strategy. We are a law firm, not an alliance."

Through AIPEX, Wynne-Jones represents its clients before the EUIPO. AIPEX is the address of service for all the Community designs and EU trade marks on the books of Wynne-Jones, so we retain complete control of all client affairs. Most importantly for UK-based IP businesses, there's no difference day to day and the benefit of no double charging.

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# Frost in springtime

David Frost CMG takes up the reins at LCCI this month as chief executive. The appointment is Frost's second leadership role of an internationally-focused business group, after a successful Whitehall career mainly focused on trade, economics and business, and European issues

As chief executive of the Scotch Whisky Association over three years, David Frost modernised the Scotch producers' body to operate and compete globally, while navigating the industry through the waters of the Scottish independence and EU membership referendums.

## Strategy

A career diplomat, Frost served as the British Ambassador to Denmark from 2006 to 2008, and as the Foreign Office's director for the EU and later for strategy and policy planning. His last civil service role



was as director for Europe, trade and international affairs at the then Department of Business, Innovation and Skills where he was the UK's member of the EU's top-level trade policy committee. He also returned to the FCO for a time as foreign policy adviser to the Foreign Secretary from November 2016 to July 2018.

## Stakeholders

David Frost said: "I am excited

to be taking up this post. LCCI is a long-established business organisation with a proud track record of serving the capital's firms at home and abroad. Having spent so much of my diplomatic career on economic, business, and trade issues, I very much look forward to engaging and working with the Chamber's members and other stakeholders at this vital moment for London's businesses and the London economy".

*"I am excited to be taking up this post. LCCI is a long-established business organisation with a proud track record of serving the capital's firms at home and abroad."*

## Experience

LCCI chairman Jeff Adams said: "I am delighted that David is joining the Chamber. His wealth of experience, as a senior Whitehall official promoting Britain internationally and then in running a key trade body, will help to shape and equip LCCI to confidently face future challenges and maximise opportunities".



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# Blockchain is coming into its own



by Nish Kotecha

Bitcoin's rise and fall are rightly becoming the sideshow of what is the core value proposition – the emergence of blockchain as the trust substitute technology

There is no doubt that bitcoin and general cryptocurrency speculators have made riches and lost them just as quickly as in 1637 when the crazily-popular tulips fell into the abyss after the famed bubble.

Worrying about a bubble risks diverting your attention from the disruptive technology powering crypto today, and potentially our world tomorrow. The next blockchain winners will be those who use this technology for real world challenges – so-called front-end services – and that's what is captivating technologists in London, India, China, Europe and Silicon Valley.

## Trust platform

Blockchain is the technology behind a distributed network of computers that can be used to store data securely but which, uniquely, has a single memory. That means data cannot be copied to sell the same asset again. Imagine duplicating the deeds of your house and re-selling it – a common enough practice in the developing world; that risk remained even with the passage from stamped paper to a digital file. Blockchain removes this risk. It's why blockchain technologists refer to it as the 'trust platform'.

The technology is still nascent though evangelists believe it can fundamentally change the way we live, work and transact. Storing and managing data in a distributed way vs today's single guardian of your data approach requires a new way of thinking.

## Prized

I was recently asked by the chief executive of a leading retail group: "Why use blockchain for your supply chain when the same can be achieved on existing technologies?" I replied: "If you are transparent in your business dealings then why not be transparent about your transparency by using blockchain?" After the financial crisis of 2008, trust has become a prized credential for business.



Nish Kotecha and Juan M. Rosas, co-founders and chairs of Finboot Ltd with Alvaro Llobet, commercial strategy director

Coupled with transparency come security concerns. While you may accept the principle of a supply chain being open to its participants, do you really want it open to anyone?

In a recent study by Deloitte 39 per cent of the surveyed 1,053 global C-level/senior executives stated they were likely to invest more than \$5 million in blockchain technologies

in 2019 – and this from a diverse range of sectors from oil and gas to fintech to automotive, retail, and media. It seems that the new way of thinking is catching on.

## Inflection point

Identifying the winners is tough. Apart from bitcoin, there are very few examples of large-scale implementations of the technology while

there are many examples of those who claim capability of adoption. Blockchain is at the inflection point. Attending recent hackathons and meet-ups, the buzz is so loaded that you dare not ask the obvious: does it really work outside the laboratory?

Blockchain adoption may be at the beginning of the curve but the winners are starting to emerge. Those focussed on enterprise grade solutions adopting private blockchain frameworks are gaining ground.

Recently, in my role as president of the Deep Tech Summit 2018, I was evaluating blockchain companies and those that were in cryptocurrencies quickly fell through the sieve. What remained claimed a technology leadership which was exploring how innovative the technology is in e.g. turning a messy process into an efficient and transparent one – a blockchain platform. How easy is it to use, implement and scale are all fundamental.

## Solutions

Repsol, the leading Spanish oil and gas group valued at over €24 billion, announced a partnership with Finboot, based in London and Barcelona, where their product Marco has been successfully tested to improve the product certification process. Marco – the Spanish for 'frame' – acts as a platform for end-to-end blockchain applications which can be easily developed and deployed using a single dashboard and thereby bringing these solutions to the desk of every employee.

The early adopters of blockchain such as Walmart, Repsol, IBM, Accenture, BP will encourage the mainstream to come onboard.

It is clear the technology is at the start of the adoption curve. As an evangelist, I say move on and don't let the froth get in the way. The hype of blockchain will demand interest and resource; a deeper and wider ecosystem of developer and design skills, mentoring, early-stage capital and a maniacal start-up culture which each technology centre of excellence is running to make blockchain their own.

Nish Kotecha is a serial entrepreneur, investor, and advisor. Based in London, he is co-founder and chairman of Finboot and a member of the LCCI board [nish@spherepartners.com](mailto:nish@spherepartners.com)

## Book review

### Exploring myths

Blockchain Babel's author has ideal credentials to explain the latest crypto craze writes Peter Bishop.

Igor Pejic has worked in banking and payments, most recently as head of marketing at BNP Paribas. He is a trained and practising journalist; and he has a Masters from the University of Vienna in English Linguistics. His book is billed as the essential myth-busting guide to the world-changing technology that is blockchain.

A clear, concise book on the subject is definitely needed and Blockchain Babel comes as close as is possible for the time being. If you get through the seven chapters – each headed with a myth to explore such as: *With the success of the blockchain comes the downfall of the banks* – you will be much better placed to assess blockchain's potential use in, and impact on, your business.

And you may be persuaded why the security element of the phenomenon is so critical. This could be because you appreciate the technical elements of blockchain. Or because you are horrified by the reported recklessness displayed by people in relation to online security. One experiment involved asking random pedestrians for their passwords. Seven out of ten revealed them in exchange for a bar of chocolate!

**Blockchain Babel** by Igor Pejic  
Published by Kogan Page. £14.99  
[www.koganpage.com](http://www.koganpage.com)



# Inspirational women



The LCCI's Asian Business Association brought together four inspirational women – together with a man who has done much to promote diversity – for an evening in advance of International Women's Day to celebrate and promote women in business.

The event took place at Home House in Portman Square and featured:

- **Kamel Hothi OBE**, her honour having been awarded for services to promoting diversity in banking

- **Tonia Buxton** – of *My Greek Kitchen* and *My Cypriot Kitchen* fame ... the face of Greek food and culture
- **Trishna Baradia** – advocate and champion of the disabled and chronically ill ... and a former star of *Strictly Come Dancing*
- **Ahlia Rafique Fateh** – managing director of Amanda Wakeley, the luxury lifestyle brand
- **Ed Thurman** – managing director and head of global transaction banking at Lloyds who sponsored the event.



(l-r) ABA chairman Tony Matharu, Tonia Buxton, Trishna Baradia, Kamel Hothi, Ahlia Rafique Fateh, and Ed Thurman

# International students

Dr Helen Hill has been working with schools around London as part of the Young Chamber project to help bring the world of business closer to students and help them make the right choices in future careers. As part of the programme Peter Bishop, LCCI deputy chief executive, recently led a session on working in international trade with sixth formers at The Elmgreen School in Herne Hill, London SE27.



# The Prince of Thieves

Perseverance is important for success. The opposite of perseverance is procrastination. Perseverance means you never quit. Procrastination means you never start or never finish.

Often, people who procrastinate reason that they are perfectionists and everything must be just right before they can get on: no distractions, not too much noise, and they must be physically and mentally well. The other end of procrastination – being unable to finish – also has a perfectionist explanation: 'I'm just never satisfied; I'm my own harshest critic; if the "i"s aren't dotted and the "t"s aren't crossed, I can't consider it done.'

Do you see what's going on here? A fault is being turned into a virtue. The perfectionist is saying that his standards are just too high. This fault-to-virtue syndrome is a common defence when discussing weaknesses, but has little to do with what's really behind procrastination.

Usually, the basis of procrastination is fear of failure. What's the difference between the fear of being less than perfect and that of anything else? You're still paralysed by fear. What's the difference between never starting and never finishing? You're still stuck. You're still going nowhere and are

overwhelmed by the task before you. You're still allowing yourself to be dominated by a negative vision of the future where you see yourself criticised, laughed at or losing. This negative vision is really a mechanism that allows you to do nothing.



Turning procrastination into perseverance involves principles that foster productivity instead of passivity:

- Break it down
- Write it down
- Set a timeline
- Take action

These techniques are extremely powerful, allowing you to stop procrastinating and start achieving your goals.

Excerpted from the Amazon bestseller 'Sparks: Ideas to Ignite your Business Growth' by Shweta Jhajharia, a leading global business coach. Claim your FREE copy at [businesscoaching.actioncoach.co.uk/sparks](http://businesscoaching.actioncoach.co.uk/sparks) (P&P extra)

# Battersea powers up – London’s



by Helen Carr

Battersea Power Station has long been a fixture on the capital’s skyline having, at its peak, generated electricity for a fifth of London’s households including some of the most notable addresses in the city, not least Buckingham Palace and most of Westminster

However, in 1983 it was decommissioned and has largely lain empty ever since. Now though, over 30 years later and after a number of false starts, the highly anticipated revamp of the iconic Grade II\* listed Power Station and the surrounding area is now starting to take shape.

## Riverside quarter

The first completed phase, Circus West Village, is a new riverside quarter comprising shops, restaurants, bars and cafes, as well as new



Photo by Johnny Stephens Photography

apartments where over 1,000 residents are now living. Over two million people have visited since this new stretch of riverside was opened to the public less than two years ago. New eateries have been spring-

ing up and causing quite a stir, including Fiume, an Italian restaurant where the renowned chef, Francesco Mazzei, can be found serving up Calabrian cuisines from his hometown. Recently the restaurant

hosted the book launch for up-and-coming British chef Isaac Carew, who attended with his pop star partner, Dua Lipa.

British seafood specialists, Wright Brothers have also set up shop with



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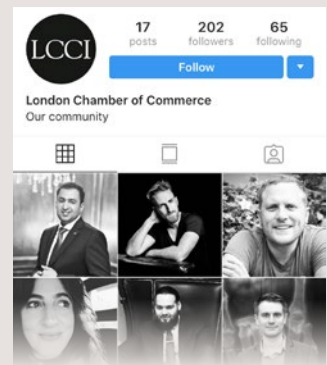
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www.a2dsolutions.co.uk






## Showcasing on Instagram

The LCCI Instagram account showcases the people behind the chamber’s expanding business network, May Khizman of The Grid Media Ltd shares her reasons for joining LCCI:



“ For me, now being based in London, LCCI membership is all about building connections, sourcing services and promoting how The Grid Media Ltd can help organisations gain exposure in the Middle East since we produce and run conferences (academic and business), seminars and roadshows between the region and the UK.



We are currently partnering with Eltizam Asset Management Group, CMS LLP and Dubai Real Estate Institute (Dubai Govt) on our SMARTInvest Real Estate conference series that focuses on the interplay between real estate, investment and technology. We also have a SMARTInvest Real Estate: Digitalization in the Built Environment conference in April and will be running a Big

Data in Business conference for approximately 70 academics and PhD students from around the Middle East (and Asia and Africa) in October. We are happy to speak to any organisations that may like to partner on our events programme.

When I’m out of the office I head to the steam room and try to invest time in long walks across London. I’m more of a city walker than a hiker but I did recently attempt a six-hour hike of the Seven Sister ‘White Cliffs’ which wasn’t for the faint-hearted! ”

**Connect with @london\_chamber and chat to your account manager to find out how to feature.**

# newest hotspot



Photo by Johnny Stephens Photography

a restaurant directly overlooking the river, where they serve up their bestselling oysters and a range of seafood selections. They recently welcomed renowned chef Mark Hix in for a special takeover.

## Atmospheric

Other notable names include Vivek Singh, who has brought his celebrated Cinnamon Club brand to Battersea with the opening of Cinnamon Kitchen, where an open kitchen and elevated private dining room take centre stage in this atmospheric restaurant, set within an old converted railway arch.

Occupying a similarly daring space is Mother, the cult classic pizzeria from Copenhagen which made Battersea the location for its first ever restaurant outside Denmark. Other recent openings including Tapas Brindisa, known for its charcuterie, cheeses and Spanish tapas, No. 29 Power Station West, a neighbourhood bar from the Darwin & Wallace group, Tonkotsu, known for its Japanese ramen and The CoffeeWorks Project, a paired back coffee shop perfect for an informal 'off-site' meeting.

## Credentials

Battersea's foodie credentials were put to the test last summer when it hosted the first ever London Seafood Festival, a five-day festival in the height of summer which celebrated all things seafood. Nearly 25,000 people came to experience the festival, which included pop-up street food vendors and open-air cinema screenings of sea-related movies and a range of delicious workshops. Word has it that the festival is set to be repeated again this summer so watch this

space to find out more.

It's not just food that has set tongues wagging. Vagabond wine bar has opened its first urban winery at Circus West Village, where it makes its own wine from British grapes inside the store. Wine pairing workshops and quiz nights make this a great spot for corporate get togethers. Similarly, Battersea Brewery has also opened its doors, with an onsite tap room making its own brand of German lager, as well as serving a range of beers and wine.

For the health conscious, spin studio Boom Cycle is a new favourite amongst the South London sports-lovers. Known for their music-focused workouts and upbeat classes, Boom is the perfect place to work-off any over indulgencies, whilst Paul Edmonds, stylist to the stars is the ultimate spot for an afternoon of pampering or getting you ready for any occasion.

## Creation

Having sat derelict and empty for so many decades, it's exciting to see the area taking shape and important to remember that this is only the beginning. The whole project will see the creation of thousands of new homes, shops, restaurants, event spaces, a hotel, 19 acres of public space including a six-acre public park and much needed improvements to local infrastructure, notably the Northern Line Extension and a new Zone 1 London Underground Station.

Helen Carr is head of food, beverage and leisure leasing at Battersea Power Station Development Company [www.batterseapowerstation.co.uk](http://www.batterseapowerstation.co.uk)

SPONSORED COLUMN

## Will your business qualify for inheritance tax relief?

By Clare Munro, Senior Tax Partner, Lubbock Fine Chartered Accountants



A recent report for the government stated that 'Inheritance Tax appears to be an almost uniquely unpopular tax', winning the accolade of the most unfair of 11 major taxes in a YouGov survey.

Since 6 April 2009 annual receipts for IHT have doubled to over £5bn but the government points out that this affects less than 5% of all estates. That's little comfort if your estate is over £325,000 (the nil rate band) and your beneficiaries will pay 40% of the excess in tax.

There is good news, however, particularly for business owners who, in the right circumstances, are able to shelter 100% of their business's value from inheritance tax. As with any exemption or relief, there are conditions to meet before the exemption or relief is given.

One of these reliefs is Business Property Relief which reduces the amount of the value of the qualifying business chargeable to IHT, either by 50% or 100%. Qualifying property is:

- a business, or an interest in a business (100% relief)
- unquoted shares in a company (including AIM shares) (100% relief)
- quoted shares or securities where the owner had a controlling holding (50% relief)
- land or machinery owned

personally and used in the trade of a company controlled by the owner, or a partnership in which that person was a partner (50% relief)

The property must have been held for two years up to the date of death and the business must not consist wholly or mainly of holding investments. 'Wholly or mainly' is not defined in legislation but is taken to mean more than 50%.

That raises the possibility that a company could still qualify for relief despite being up to 49% non-trading. There are other aspects to consider; for a company conducting a mixed business additional rules operate to restrict the IHT relief if the company holds assets which are not used in the business. Significant cash holdings can be a problem here.

As there is a two-year holding period for Business Property Relief it makes sense to review your business or company for comfort that it will qualify when the relief is needed. There may be changes that can be made to improve the prospects of relief.

If you are interested in finding out more about this relief and how to avoid the pitfalls of IHT reliefs and exemptions please speak to Clare Munro or Phil Moss or email them on [claremunro@lubbockfine.co.uk](mailto:claremunro@lubbockfine.co.uk) [philmos@lubbockfine.co.uk](mailto:philmos@lubbockfine.co.uk)

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# El Salvador ready for trade and investment



Located in the heart of the Americas, El Salvador is an export-oriented free-market economy. The country extends from a coastal plain to a volcanic upland in the interior

The country has evolved over the last two decades and today offers its business partners:

- Macro-economic stability, with the U.S. dollar as legal tender
- A free economy, among the most liberal in Latin America
- Openness to global trade and investment
- Democracy and political stability
- As of December 2018, El Salvador signed up to a customs union with Guatemala and Honduras who make up the Northern Triangle of Central America.

## Macro-economic overview

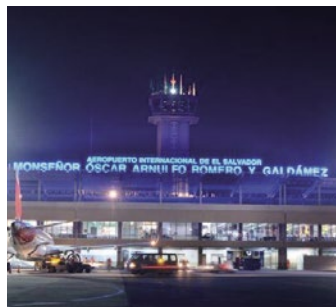
El Salvador has implemented reforms to modernize and open its economy to global trade and investment; these include the signing of free trade agreements with major markets, regional economic and trade integration, and the adoption of the US dollar as legal tender.

El Salvador is ranked in 6<sup>th</sup> position as easiest country to do business in Latin America and in 2<sup>nd</sup> place in Central America by the *Doing Business 2018* report. In one year the country improved by 22 positions in this ranking and figures among the 10 economies worldwide which have shown the most notable improvement in 'doing business' indicators.

El Salvador is a country of opportunities with a labour force of 3 million people of which 56 per cent is under 40 years old. A healthy business climate and an outstanding labour force has become very attractive for foreign investors. In 2017, the FDI stock was of USD 9.6 billion in which the finance, insurance and manufacturing sectors are the most prominent.

## Key sectors

- **Aeronautics:** successful world-class operations with strong, con-



tinuous expansion.

- **Agro-industry:** good location for the production and processing of food.
- **Energy:** international tender processes in place to develop new projects of natural gas, photovoltaic and wind generation.

**A healthy business climate and an outstanding labour force has become very attractive for foreign investors.**

- **Light manufacturing:** medical devices, chemical-pharmaceutical and cosmetics, footwear, auto-parts and electronic components.
- **Offshore business services:** unprecedented growth over the last few years.
- **Tourism:** solid and growing tourist demand.
- **Textiles and apparel:** One of the main engines of El Salvador's development.
- **Infrastructure:** Development of public-private partnership projects regarding public infrastructure, public services or activities of national interest.

## In a nutshell

- **Attractive investment climate:** The ease of doing business index 2017-2018, ranks El Salvador as the 2nd best country in Central America and 6th in Latin America.
- **Preferential access to international markets:** El Salvador has trade agreements with 43 countries in the Americas, Europe and Asia.
- **Productive labour force:** renowned for its industriousness, efficiency and work ethic.
- **Competitive costs:** A cost-competitive country in which to set up and operate a business.
- **Monetary stability:** A dollarized economy that offers greater certainty to investors.
- **Competitive infrastructure:** The World Economic Forum places El Salvador's infrastructure among the most competitive in Latin America and the Central American region.
- **Attractive tax incentives:** A solid legal framework that provides attractive tax incentives.
- **Strategic location:** El Salvador's geographic location enables a short access time to major cities in North and South America.

## El Salvador key facts

|                             |                        |
|-----------------------------|------------------------|
| <b>Capital city:</b>        | San Salvador           |
| <b>Total Area:</b>          | 21,041 km <sup>2</sup> |
| <b>Population:</b>          | 6.6 million            |
| <b>Labour force:</b>        | 3.0 million            |
| <b>Unemployment rate:</b>   | 7.0 %                  |
| <b>FDI inflow (2017):</b>   | US\$792 million        |
| <b>GDP per capita:</b>      | US \$3,769             |
| <b>GDP growth (annual):</b> | 2.32 % (2017)          |



IMPORTANT INFORMATION

# Issue of export documents by LCCI

Depending on events in Parliament there may be no change whatsoever in the immediate future to the issue of:

- Certificates of Origin
- EUR and A.TR Movement Certificates
- ATA Carnets.

This would be the situation if, during the week, there was an agreed transition or extension with regards to the UK.

**However if there is no agreement ('no deal') and the UK reverts to World Trade Organisation (WTO) rules, the situation (from 12 April 2019 at the earliest) will be as follows.**

### Certificates of Origin

LCCI will be processing and issuing your (non-Arab) certificates as usual but the format of the document will change slightly to reflect that the UK is no longer in the EU. When you go online you will notice the slight difference to the form but not the process. There is no extra action you need to take. If you are holding stocks of the existing EU certificate of origin forms, let us know and we will replace them.

Note that, whatever the circumstances, there will be no change to the format or processing of Arab-British certificates of origin.

### EUR and A.TR Movement Certificates

EURs will only be relevant for originating products being shipped to Switzerland, Chile, Israel and Palestinian Territories, Mauri-

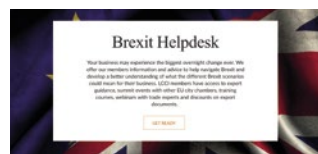
tius, Madagascar, Seychelles, and Zimbabwe, and the Faroe Islands, these being the markets which EU FTAs have been rolled over in a no deal situation. For other EU FTA markets the EUR will not be used and duties where appropriate would be paid in the importing country.

The use of A.TR documents for shipment of goods to Turkey will cease. Again, duties where appropriate would be paid in the importing country.

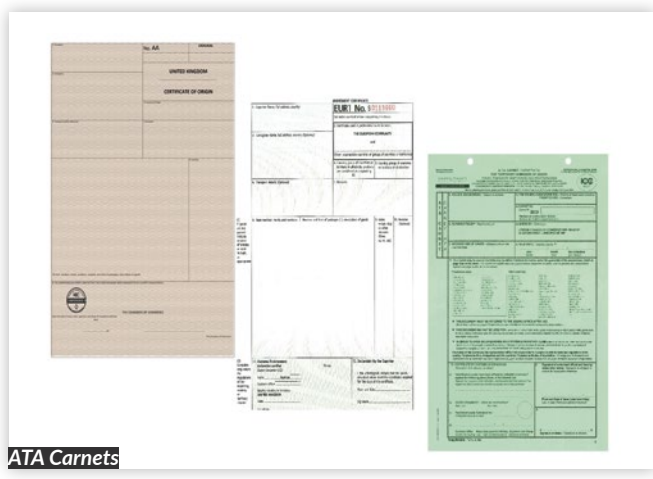
### ATA Carnets

The big change is that ATA Carnets will now (in a 'no deal'/WTO rules situation) be able to be used for the EU 27 countries which will be treated as one destination. The process for applying for ATA Carnets will remain exactly the same but we have made appropriate changes to the document to reflect the changed status of the UK as an EU member. Use this link to access our online ATA Carnet.

To enquire further on export document matters contact [edocuments@londonchamber.co.uk](mailto:edocuments@londonchamber.co.uk)



For more general Brexit matters the LCCI has set up a Brexit Helpdesk for members; contact [brexit@londonchamber.co.uk](mailto:brexit@londonchamber.co.uk)



ATA Carnets

SPONSORED COLUMN

# Hiring decisions – potential over experience

UK employers spent £633 billion just to remain productive last year.

That spend, according to 2018's Open University Business Barometer, covered recruitment fees and inflated pay for new hires, £1.49 billion for temporary staff and £1.45 billion to train up workers to plug the skills gap.

So, in an age where we have a fierce labour market and noticeable skills shortage, what criteria are recruitment decisions being based on when it comes to hiring, promoting or choosing a successor?

Competencies, skills and experience are certain to appear high on the list, but what about potential? Where does that come in the search and selection process?

Some talent management strategies need turning on their head. Businesses should move away from hiring or promoting candidates just because they have the right competencies and also look at what a candidate can do or bring to the organisation in the future.

Some will have it, some won't, but work is becoming increasingly complex and as functions change, our people need to continue growing and learning to keep up. To move forward, managers should sidestep past and present experience and start asking what potential does this executive have? How far can they go?

Claudio Fernández-Arároz a senior adviser with Egon Zehnder is at the forefront of talent spotting for the 21st century. In 30 years of research, he's identified that there are four hallmarks high potential workers possess – curiosity, insight, engagement and determination. And each of these correlates with and contributes to leadership competencies such as strategic or results orientation, collaboration and influence,



team leadership and building organisational capability.

Fernández-Arároz says we've been wasting our talent through ignorance, apathy and inflated incentives, when we should strategically invest in training and coaching our potential executives to finetune their professional development.

Organisations could be cleverer when managing their recruitment and talent pipeline needs. How can the organisation invest in their development? How will the business benefit from executives being rotated internally and how can experience and skills be enhanced through stretch assignments?

Of course, there is no real substitute for experience, but next time you're hiring, consider what the candidate's learning ability is, how they'll contribute, how committed they are, how they might improve the organisation and what their legacy could be.

We've entered a new era where great people decisions are imperative and will be rewarded with strong growth, sustainable success and a razor-sharp competitive edge.

Please visit [www.aoc.com](http://www.aoc.com) or call 020 7127 5125.



# London exports hit £37.4 billion in 2018

Businesses from London exported £37.4 billion worth of goods in 2018, an increase of 3.3 per cent when compared with 2017, the latest HMRC figures reveal

The US remained the region's largest export market, importing £5.94 billion worth of goods from London business in 2018.

## Jumping

Exports to the Netherlands from London increased significantly in 2018 when compared to 2017, jumping almost 35 per cent to £2.94 billion.

One London-based business that's tapped into increased demand from the US in 2018 is Quimera Energy Efficiency, which helps hotels save energy and reduce operational costs through



sustainable technology, having recently secured a seven-figure export win to the US. The business will now see its systems installed in all three Marriott hotels operated by the MDM Hotel, and expects to see total revenue increase by 200 per cent to more than £2.6 million as a result of growing overseas prospects.

## Potential

Businesses have been working with local Department for International Trade (DIT) advisers to help them identify potential new partners in key overseas markets, support their attendance at overseas trade shows, and offer insight into business etiquette in certain markets.

**Exports to the Netherlands from London increased significantly in 2018**

Parveen Thornhill, DIT's head of exports in the London, said: "British-made goods are globally renowned for being of high-quality and excellence, and it's encouraging to see growing demand from international clients for products from the capital, particularly in Europe and the US.

"Establishing an international footprint is essential to the success of any business, and making a name for yourself overseas will ensure you are more resilient, profitable and ultimately more successful, which is great news for the local economy."

[www.great.gov.uk](http://www.great.gov.uk)

## Mining South Africa

The South African Chamber of Commerce, in collaboration with the South African High Commission and ABSA Bank, is hosting a seminar highlighting some of the recent events in the mining as well as regulatory changes.

The event will take place at the Trafalgar Square High Commission building on the morning of 10 April.

Mining companies and professionals are invited to register interest in attending the event by sending an email with contact name and company to [bizevents@sachamber.co.uk](mailto:bizevents@sachamber.co.uk)



## Upcoming LCCI company missions

### Netherlands, The Hague and Eindhoven

Sector: Robotics and AI  
Date: 9 - 12 April 2019  
Contact: Vanessa Vlotides  
0207 203 1838  
[vvlotides@londonchamber.co.uk](mailto:vvlotides@londonchamber.co.uk)

### Denmark, Copenhagen

Sector: Supplying the United Nations  
Date: Summer 2019  
Contact: Vanessa Vlotides  
0207 203 1838  
[vvlotides@londonchamber.co.uk](mailto:vvlotides@londonchamber.co.uk)

### UAE, Dubai

Sector: Multi  
Date: Winter 2019  
Contact: Vanessa Vlotides  
0207 203 1838  
[vvlotides@londonchamber.co.uk](mailto:vvlotides@londonchamber.co.uk)

### Mauritius, Port Louis

Sector: Energy, Tech & Retail  
Date: Winter 2019  
Contact: Vanessa Vlotides  
0207 203 1838  
[vlotides@londonchamber.co.uk](mailto:vlotides@londonchamber.co.uk)







## Overseas business opportunities

Do you want to access a selection of business co-operation offers made by European companies wishing to work with UK firms? Every month Enterprise Europe Network publishes a Business Opportunities in Europe Bulletin, which contains the latest co-operation offers from companies across the EU and beyond. To find out more about this issue's listed overseas business opportunities or to subscribe to the bulletin contact Enterprise Europe Network London at [enterprise.europe@londonchamber.co.uk](mailto:enterprise.europe@londonchamber.co.uk) or 020 7248 1992.

**Slovenia**  
A company that is operating in the healthcare industry has developed a wrist massager that helps alleviate wrist pain or carpal tunnel syndrome due to prolonged computer work. The device supports and massages the user's wrist while holding the computer mouse and prevents pressure build-up and consequent pain. The company is looking for producers of casings for this product through manufacturing agreement.  
REF: BRSI20190228001

**Ukraine**  
A company has produced a noise-canceling helmet and is looking for technical partners to produce a modern tool with a noise-canceling material. This product effectively absorbs acoustic oscillation and can also protect the user from visual

distractions at a working place. The producer is looking for joint venture, manufacturing and commercial agreements with technical assistance.  
REF: TOUA20190222001

**Montenegro**  
Medium size company is interested in selling or leasing several properties owned by the company. The properties are located on the sea side of Montenegro and near/in Podgorica (capital city of Montenegro). The company is interested in finding partners under services agreements preferably from Belgium, China, Germany, Russia and United Kingdom who will be responsible for promoting the Montenegrin company's property portfolio and handling requests by local clients.  
REF: BOME20190205001

**Sweden**  
A company offers a fully automatic drive-through scanner for dimensioning of palletized goods and freights. The system is built for dimensioning of goods at speed, meaning the forklift driver does not have to stop. After scanning, the information about the palletized goods is directly integrated to common business systems. In order to grow, the company is looking for distributors like IT-integrators or commercial agents well connected with the logistics industry.  
REF: BOSE20190107001

**Luxemburg**  
Specialist in the fast-moving consumer goods industry has created new forms of snack-packaging that serve as an innovative, hygienic and practical solution for catering businesses. The company is interested in subcontracting this part of their production and is looking for suppliers specialising in the production of peanuts.  
REF: BRLU20190222001

**Germany**  
A company developed an ecological desalination technology that ensures environment protection, resource efficiency and

uses renewable energy. It can be powered by any renewable energy source without need for energy buffer systems. The technology is interesting for plants or communities in remote areas. Joint Venture, license, manufacturing or technical cooperation agreements are sought.  
REF: TODE20190304001

**Poland**  
A company located in central Poland is specialized in production of metal products and steel structures such as hooklift containers, warehouse constructions and machine elements. The company is looking for partners from the European Union under a subcontracting agreement.  
REF: BOPL20190204001

**Greece**  
An SME active in the field of power electronics is in search of rectifiers and battery chargers in order to include them as a complementary equipment to their existing products or as stand-alone equipment. The company is looking for European partners that will provide them with such equipment under specific requirements. Partner sought for a commercial agreement with technical assistance.  
REF: TRGR20190312001

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## Six steps to a rodent-free premises

**Cleankill Pest Control is advising premises owners to adopt its six simple steps to avoid rodent infestations this winter.**

Managing Director, Paul Bates, says: "Once rats or mice are in your building, it can be difficult to remove them and prevention is always better than cure."

1. Make sure food is stored in sealed containers to stop rodents getting a free meal
2. Make sure all discarded food is put in bags inside durable bins with lids
3. Make sure grounds and gardens they are clean and tidy with grass cuttings bagged and removed.
4. Make sure foliage, such as ivy and wisteria, is kept away from the walls of the premises and does not reach the roof line or rodents will use it as a highway to the attic
5. Remove sources of water.

A rat needs 60 millilitres of water a day. If sources of water are removed it will encourage them to leave your property

6. Check air bricks and gaps around windows and doors. In addition, drains should have interceptors fitted to stop their use as routes into the premises.

For further information go to [www.cleankill.co.uk](http://www.cleankill.co.uk) or call **0800 056 5477**.





## Yintong talks with...

Kevin Sui, chief executive of China Hour



**S**ongyan Sui – known as Kevin – has quite a story to tell. Encouraged by his parents to become a doctor, he ended up being the founder of a Sky TV mini channel ‘China Hour’ based in the UK, via a career path that took in working when an agricultural science student in a North Chinese cornfield, studying economics in Australia, and becoming a BBC broadcaster in London.

In 1990s China, young professionals who could pass stringent English exams were encouraged by the government to study overseas. A correspondent with the prestigious Economic Daily, Kevin accepted the challenge and subsequently went to Australia. While considering whether to continue his studies there with a PhD, he successfully answered a BBC World Service call for Chinese-speaking staff, thus beginning an 11-year association.

### Learning

Kevin recounts his experience at the ‘Beeb’ with fond memories and gratitude. “I was involved with almost every aspect of the broadcasting world and witnessed the world’s

major incidents – the 2004 general election in Taiwan, 9/11, the death of the Pope, the tragedy of the Malcolm Bay Chinese immigrants ... we covered them all.” These experiences and learning from other colleagues provided Kevin with the necessary tools and an awareness of viewing the world objectively to work in the media. Together they formed a solid foundation for his career progression in broadcasting.



His natural curiosity and love of exploration dictated that he was ready to move on. A spell with *China Daily* reinforced his understanding of the strong demand for Chinese programming in the West, with far too few such programmes to satisfy western appetites. Putting his newly-found business realisation into practice along with his comprehensive skills and knowledge, China Hour was born in November 2016.

### Depth

The interest in China within British society is there for all to see – the

British government’s ambition to have 5,000 British pupils speaking fluent Chinese by 2020; and the rise to third of Chinese in the table of most studied languages at A-level, overtaking German. Kevin explains: “The general programmes relating to China were produced mostly with the business and diplomatic audience in mind. These programmes had a great deal of depth but they were not in sufficient quantity and coverage to be informative enough to the general public, so *China Hour* was born.

“It is in English with the core target audience being the British middle-class population. To achieve that, we don’t just buy programmes and put them on our channel. Instead, we repackage them and dub the narratives in English.” As an example he gave a programme called *Tea – the story of a leaf* (below). The



original programme was superb but achieved surprisingly low viewing figures. Kevin learnt from this experience, “The original audience were the Chinese people in China who were already familiar with the Chinese context of tea and tea culture. The British audience has a different built-in understanding and mindset. Our programme would need to connect with their knowledge with a shared empathy.

“So, we invited the Lonely Planet’s China columnist to add an opening talk filmed at familiar locations such as Twinings and Fortnum & Mason before the main body of the programme. This led the audience to the programme at their own pace. The revised version proved to be successful, with one episode of the six parts series achieved 380,000 viewings, compared with BBC News at 10’s 400,000 viewing rating in the same month – a resounding result.

### Success

Audience rating is obviously key to success in broadcasting. Kevin’s

**Kevin and his team cover the whole process, from the selection of a programme, to importing, editing, promotion and sales.**

initial goal was to achieve 300,000 per month in the first year but in the first month it had already reached over 600,000 and gathered a viewing of 9-10 million in 2018, with only four hours of daily broadcasting.

To achieve this result, Kevin and his team cover the whole process, from the selection of a programme, to importing, editing, promotion and sales. With the time difference Kevin stays late at night to ensure all is ready for his Chinese counterpart to proceed first thing in the morning, then he gets up early to catch up with his colleagues in China before they go home. This efficiency has benefited Kevin greatly as he now can enjoy a successful work/life balance, a quality time to look after his daughter and be there for his family.

### Change

Kevin’s parents had high hopes for him to become a respected doctor to save lives and do good. Instead, his career went off on a completely different track. What would they make of it now if they were alive? “I still have a long way to go to change the world for the better but I feel I am on track in contributing to the promotion of the understanding between different cultures and people; the direction hasn’t changed. I know they would be happy to see I am doing something I enjoy. And that, I certainly do.”

[www.chnpec.com/en](http://www.chnpec.com/en)

Yintong Betser is the author of a series of books on doing business in China and the UK and managing director of ACTIVE Anglo Chinese Communications

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



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# A modern pathfinder for women in business



Julie Nel looks back on her fascinating career to date and how she is driven to celebrate brave women from the past and encourage more to get involved with the security business in the present

**“She wasn’t looking for a knight, she was looking for a sword”**  
– Atticus

“I’m often asked by both sexes why there aren’t more women in the security industry. I believe that they are put off by its image and this negatively affects its appeal. It doesn’t however have to be that way.

I started working in the security industry in 1988 when, aged 17, I joined the Women’s Royal Air Force (WRAF). I wanted to do something outdoors and something exciting. Furthermore, I needed to leave home as I was driving my parents crazy!



Back then women were paid considerably less than their male counterparts despite performing the same duties. I didn’t question this and, looking back, I was clearly institutionalised in my thinking.

## Disillusioned

I left the WRAF in 1992 having become disillusioned. By this time my sense of pride had kicked in and I was fed up. Not only was I paid less than my male counterparts, I wasn’t given the same opportunities either. I decided to join the Metropolitan Police – they had just dropped their height restric-

tions to try and encourage more females to join (I’m a lofty 5’2”).

I was posted to a busy division and there were often run-ins between police and members of the community. Again, the difference in terms of how male and females were treated quickly became apparent. I had to complete six months before I was allowed the ‘privileges’ of going near the response cars and was left walking my beat alone. Conversely, a male who joined shortly after me was in a response car as an operator within a month.

## Inspirational

This drove me to take risks to prove myself and I gained a reputation as a ‘thief-taker’. I took on board the concept of intelligence-led policing, introduced by then commander John Grieve – to whom huge thanks are due for his inspirational role in my career – and I had my own informant before I’d even completed my probation period.

Shortly afterwards, aged 24, I was asked to start ‘puppy walking’ new probationers. It was during a night duty when I was out with one of them, teaching the principles of stop and search, that I ran into serious trouble. I stopped a car in North Acton. It had its brake light out but I instinctively knew that this was not going to be all that we discovered. I was right. The passenger started shooting at us and my colleague was shot in the chest (miraculously

**“Our armour consisted of a woolly jumper (which I kept checking for bullet holes), a wooden stick, bravery, and institutionalised madness.”**

he survived). I gave chase and located the suspect and he was then arrested. This was before the days of bullet proof vests. Our armour consisted of a woolly jumper (which I kept checking for bullet holes), a wooden stick, bravery, and institutionalised madness.

## Undercover

I left the probationers alone after that, mainly to allow them a better life expectancy. I began to work undercover, specialising in covert intelligence and serious and organised crime. Upon leaving I was Detective Superintendent – Director of Intelligence for the City of London Police – so many stories to tell about those times!

I loved the police and am happy to say that it has changed massively since I joined. Yes, there are still issues that need resolving – lack of women in armed posts for example – but it’s getting better. UK policing is the best



in the world. We take this for granted; the women and men are courageous, dedicated and professional – and we should be proud of them.

## Intelligence

I went on to complete an MA in Intelligence and Security Studies (MAISS). I sit on the board of directors for the Association of Security Consultants and run my own security company specialising in intelligence – it just so happens that our intelligence officers and analysts are all female. My company is involved in not-for-profit work, partnering with two human trafficking charities: Stop the Traffik in the UK, and the Pinion Project in South Africa. As part of this I have started an internship programme with Brunel University for MAISS students, again in the hope of introducing and helping develop more women within the industry.

## Pathfinders

The security industry, government and private sector desperately needs diversity in its ranks. Men and women think differently, react differently and analyse differently. We are starting to hear more and more stories about the role women played in wars, especially in the field of intelligence. It was perceived as unbecoming during WW1 and WW2 to be a female spy – in fact spying and intelligence gathering was seen as ‘dirty’. Now, however, we are celebrating these incredible women: they were our pathfinders and now they are our role models. ”

Julie Nel is managing director of b4Secure Ltd and is a member of the Association of Security Consultants



[www.b4secure.co.uk](http://www.b4secure.co.uk)  
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CORE MANAGEMENT LOGISTICS

April 2019

02/04/19 Time 08.00-9.30 ALL MEMBERS AND NON-MEMBERS

**Capital 500 Quarterly Economic (QES) Q1 Report Launch****Venue:** CBRE, Henrietta House, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Contact:** Events Team **Tel:** 020 7203 1700**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)

02/04/19 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

**Maximise Your Membership Morning****Venue:** Jurys Inn, Wellesley Road, Croydon CR0 9XY**Nearest station:** East Croydon**Local Member and Non-member: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** [lsaran@londonchamber.co.uk](mailto:lsaran@londonchamber.co.uk)

03/04/19 Time 12.30-14.30 ALL MEMBERS

**Time To Talk Business****Venue:** University of East London, University Way, London E16 2RD**Nearest station:** Cyprus**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** [ifatuzzo@londonchamber.co.uk](mailto:ifatuzzo@londonchamber.co.uk)

04/04/19 Time 09.30-12.00 ALL MEMBERS AND NON-MEMBERS

**CCCI workshop: Digital advertising – much more than just AdWords! Presented by Scaramanga Marketing****Venue:** Sussex Innovation Croydon, 12-16 Addiscombe Road, Croydon CR0 0XT**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: £12.00****Non-member: £36.00****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** [lsaran@londonchamber.co.uk](mailto:lsaran@londonchamber.co.uk)

05/04/19 Time 08.30-10.30 ALL MEMBERS

**Spring Prestige Breakfast with guest speaker, Peter Dominiczak, Director of Public Affairs, Deliveroo****Venue:** Searcys The Gherkin, 30 St Mary Axe, London EC3A 8EP**Nearest stations:** Aldgate and Bank**Sponsored by:** Middlesex University**Patron Member and Premier Plus Member: £66.00****Local Member: £90.00***Note for Patron Members: You can receive two complimentary tickets for this event, to book your places email [patronteam@londonchamber.co.uk](mailto:patronteam@londonchamber.co.uk)***Contact:** Events Team **Tel:** 020 7203 1700**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)

09/04/19 Time 09.00-16.30 ALL MEMBERS AND NON-MEMBERS

**Customs Procedures and Documentation Training Course****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £354.00****Local Member and Non-member: £414.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** [glaryea@londonchamber.co.uk](mailto:glaryea@londonchamber.co.uk)

09/04/19 Time 09.30-13.30 LOCAL MEMBERS AND NON-MEMBERS

**Face-to-Face with ELCC****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Local Members and Non-members Based in East London: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** [ifatuzzo@londonchamber.co.uk](mailto:ifatuzzo@londonchamber.co.uk)

10/04/19 Time 12.00-14.00 PATRON AND PREMIER PLUS MEMBERS

**Connect at London Metropolitan University Lunchtime Networking\*****Venue:** London Metropolitan University, MG1-07 Electra House, 84 Moorgate, London EC2M 6SQ**Nearest station:** Moorgate**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)*\*new name for Changing Places Evening Networking event series*

15/04/19 Time 14.30-18.00 ALL MEMBERS AND NON-MEMBERS

**How to Supply Big Science Organisations****Venue:** The Royal Society of Chemistry, Burlington House, Piccadilly, London W1J 0BA**Nearest stations:** Piccadilly Circus and Green Park**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** [glaryea@londonchamber.co.uk](mailto:glaryea@londonchamber.co.uk)

16/04/19 Time 09.30-15.50\* ALL MEMBERS AND NON-MEMBERS

**FULLY BOOKED****\*Pre-booked, individual 20-minute appointments United Nations Business Clinic****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** [glaryea@londonchamber.co.uk](mailto:glaryea@londonchamber.co.uk)**How to book your place(s) at a London Chamber of Commerce event**Visit [londonchamber.co.uk/events](http://londonchamber.co.uk/events) to book your place/s on any of the above events following the instructions below:

- For ticket fee events use our online booking facility or download and complete a booking form and post or scan it back to us with your payment
- All prices are inclusive of VAT
- For free events book by following the instructions under each event's entry on our online events diary

\* Members are welcome to bring a non-member guest to a Connected at .../Cereal Networking event. Please note that non-member guests are only able to attend one Connected at .../Cereal Networking event per year. If they wish to attend more than this they will need to join the London Chamber of Commerce.

17/04/19 Time 18.00-20.00

ALL MEMBERS

**Spring Reception at Tesla Canary Wharf****Venue:** Tesla Canary Wharf, RS370 Cabot Place, London E14 4QT**Nearest station:** Canary Wharf**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

15/05/19 Time 09.30-16.50\*

ALL MEMBERS AND NON-MEMBERS

**\*Pre-booked, individual 20-minute appointments  
Catalonia: One-To-One Business Clinics****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Elena Molinari **Tel:** 020 7203 1929**Email:** emolinari@londonchamber.co.uk

25/04/19 Time 12.00-14.00

ALL MEMBERS

**The Grapevine Network****Venue:** Hallmark Hotel Croydon Aerodrome, 680 Purley Way, Croydon CR9 4LT**Nearest station:** Waddon**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

17/05/19 Time 10.15-14.00

ALL MEMBERS

**Behind the Scenes at Coppermills  
Water Treatment Works****Venue:** Coppermill Water Treatment Works, Coppermill Lane, London E17 7HG**Nearest station:** St James Street**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

May 2019

01/05/19 Time 12.30-14.30

ALL MEMBERS

**Time To Talk Business****Venue:** Holiday Inn Stratford, Chestnut Plaza, 10a Montfichet Road, London E20 1GL**Nearest station:** Stratford International**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

21/05/19 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

**International Business Training: Export Documents****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £354.00****Local Member and Non-member: £414.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@londonchamber.co.uk

02/05/19 Time 11.00-19.00

ALL MEMBERS

**Spring Cricket Day – Royal London One Day Cup, Surrey v Kent****Venue:** Kia Oval, London SE11 5SS**Nearest station:** Oval**Patron Member, Premier Plus Member, Local Member and Members' Guest: £54.00***Note for Patron Members: You can receive two complimentary tickets for this event, to book your places email [patronteam@londonchamber.co.uk](mailto:patronteam@londonchamber.co.uk)***Contact:** Events Team **Tel:** 020 7203 1700**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)

22/05/19 Time 09.30-11.00

ALL MEMBERS AND NON-MEMBERS

**Business Briefing: Legacy – Croydon's new  
OnSide Youth Zone**

with guest speaker, Barnabas Shelbourne, Chief Executive, Croydon's Legacy Youth Zone

**Venue:** The Business Xchange Hub, Marco Polo House, 3-5 Lansdowne Road, Croydon CR0 2BX**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** [lsaran@londonchamber.co.uk](mailto:lsaran@londonchamber.co.uk)

09/05/19 Time 18.00-21.00

PATRON AND PREMIER PLUS MEMBERS

**Compete and Connect****Venue:** clueQuest Ltd, 169-171 Caledonian Road, London N1 0SL**Nearest station:** Kings Cross St Pancras**Patron and Premier Plus Member: £60.00****Sponsored by:** Middlesex University*Note for Patron Members: You can receive two complimentary tickets for this event, to book your places email [patronteam@londonchamber.co.uk](mailto:patronteam@londonchamber.co.uk)***Contact:** Events Team **Tel:** 020 7203 1700**Contact:** Events Team **Tel:** 020 7203 1700**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)

23/05/19 Time 08.15-10.00

PATRON AND PREMIER PLUS MEMBERS

**Property and Construction Breakfast Club with guest speaker  
Claire Kober, Director of Housing Services, Pinnacle Group****Venue:** CBRE, Henrietta House, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Sponsored by:** CBRE**Patron and Premier Plus Member: £54.00***Note for Patron Members: You can receive two complimentary tickets for this event, to book your places email [patronteam@londonchamber.co.uk](mailto:patronteam@londonchamber.co.uk)***Contact:** Events Team **Tel:** 020 7203 1700**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)

Continued on page 24...

23/05/19 Time 18.00-20.00

ALL MEMBERS

**Connect at IDDM Evening Networking\***

**Venue:** The Institute of Direct and Digital Marketing, 70 Margaret Street, London W1W 8SS

**Nearest station:** Oxford Circus

**Patron Member, Premier Plus Member, Local Members and Member's Guest: Complimentary**

**Contact:** Events Team **Tel:** 020 7203 1700

**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)

\*new name for Changing Places Evening Networking event series

29/05/19 Time 17.00-20.30

LCCI PA CLUB (PAs &amp; EAs ONLY)

**LCCI PA Club Showcase Evening**

LCCI PA CLUB

**Venue:** Amba Hotel Charing Cross, Strand, London WC2N 5HX

**Nearest station:** Charing Cross

**LCCI PA Club Member and Non-Member (PAs & EAs only): Complimentary**

**Contact:** LCCI PA Club Team **Tel:** 020 7203 1700

**Email:** [lccipaclub@londonchamber.co.uk](mailto:lccipaclub@londonchamber.co.uk)

30/05/19 Time 12.00-14.00

ALL MEMBERS

**The Grapevine Network**

**Venue:** AMP House, 4 Dingwall Road, Croydon CRO 2LX

**Nearest station:** East Croydon

**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary**

**Contact:** Linda Saran **Tel:** 020 7556 2393

**Email:** [lsaran@londonchamber.co.uk](mailto:lsaran@londonchamber.co.uk)



June 2019

12/06/19 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

**Cereal Networking**

**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP

**Nearest stations:** Mansion House, Cannon Street and Bank

**Sponsored by:** LNER

**Patron Member, Premier Plus Member and Member's Guest: Complimentary**

**Contact:** Events Team **Tel:** 020 7203 1700

**Email:** [events@londonchamber.co.uk](mailto:events@londonchamber.co.uk)



LONDON NORTH EASTERN RAILWAY

20/06/19 Time 12.00-14.30

ALL MEMBERS AND NON-MEMBERS

**CCCI Business Lunch: Showcasing Innovation and Entrepreneurship**

**Venue:** Crystal Palace Football Club, Whitehorse Lane, London SE25 6PU

**Nearest station:** Selhurst Park

**Patron Member, Premier Plus Member, Local Member and Member's Guest: £50.00**

**Non-member: £75.00**

**Contact:** Linda Saran **Tel:** 020 7556 2393

**Email:** [lsaran@londonchamber.co.uk](mailto:lsaran@londonchamber.co.uk)



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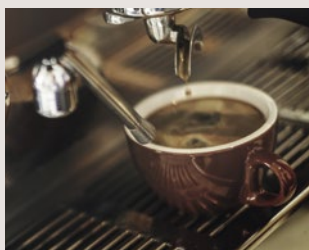
## LCCI events highlights

**Spring Cricket Day**

Join the LCCI team and watch Surrey v Kent in the Royal London One Day Cup on Thursday 2 May at The Kia Oval. Guests will receive three drinks per person and a light snack at this fun and informal day. Open to Patron and Premier Plus and their guests at £54.00 inc VAT per person.

**Spring Prestige Breakfast**

Embrace morning networking in style at Searcys The Gherkin, 30 St Mary Axe on Friday 5 April from 8.30am – 10.30am. Sponsored by Middlesex University – London's premier University for skills and



workplace learning this event will provide high-level networking opportunities over a glass of fizz and breakfast whilst enjoying panoramic views of the City. Open to all members prices start at £66.00 inc VAT per person.

**Cereal Networking**

The next breakfast will take place on Wednesday 8 May from 7.45am – 9.30am at LCCI. This complimentary event is exclusively open to Patron and Premier Plus members only.

**Property and Construction Breakfast Club**

The second breakfast of 2019 will hear Claire Kober, Director of Housing Services, Pinnacle Group on Thursday 23 May. Sponsored by CBRE the event is open to Patron and Premier Plus members only at £54.00 inc VAT per person.

**Connect at London Metropolitan University Lunchtime Networking**

Our bi-monthly flagship networking receptions are regularly attended by up to 80 members from a wide range of industry sectors. Our next event will be hosted by London Metropolitan University on Wednesday 10 April. This complimentary event is open to members only.

**Compete and Connect at clueQuest**

Book your tickets the UK's favourite spy-themed escape room: clueQuest. On Thursday 9 May you and your team members will be given a top secret mission in which to save the world... all within 60 minutes. Using teamwork, communication, problem-solving, logic and a dash of enthusiasm you can be the hero (as well as have fun and network along the

way.) Sponsored by Middlesex University – London's premier University for skills and workplace learning the event will include a briefing, the 60-minute mission, a de-briefing, final stats presentation, drinks and canapés plus special prizes for the top winning teams. This event is open to Patron and Premier Plus members only at £60.00 inc VAT per person.

**LCCI Annual Summer Party**

Westminster Abbey Gardens will provide the perfect setting for this year's Summer Party taking place on Thursday 4 July from 6.30pm-8.30pm. Guests will enjoy a decadent evening of champagne, canapés and networking in this stunning venue boasting views of Westminster Abbey and the Houses of Parliament. Co-sponsored by Brunel University London, tickets start at £99.00 exclusive of VAT for Patron and Premier Plus members.





If you are a member of LCCI with an offer for other members, contact [membersoffers@londonchamber.co.uk](mailto:membersoffers@londonchamber.co.uk)

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# Run-up to the (original) UK exit date

On 12 March 2019, the House of Commons again voted to reject the government's negotiated EU Withdrawal Agreement, this time by 391 to 242 votes

Despite several additional documents on the Northern Irish backstop secured by the Prime Minister from the EU to reduce the risk of the UK becoming "indefinitely and involuntarily detained" in the Northern Irish backstop, the Attorney General, Geoffrey Cox MP, advised the Commons that the legal risk remained.

**Government's Brexit deal defeated again in 'meaningful vote'**

■ <https://bit.ly/2FB1RY7>

**Attorney General's statement on Joint Instrument and Unilateral Declaration**

■ <https://bit.ly/2VXaIj9>

## What happened after the vote was lost?

The Prime Minister had pledged that MPs would be allowed to vote on ruling out the prospect of a 'no deal' Brexit on Wednesday 13 March if they rejected her Withdrawal Agreement the previous day. If they then voted to preclude 'no deal' as a Brexit option, there would be a further vote on Thursday 14 March when they would ask the Prime Minister to return to Brussels to ask for an extension to Article 50, the EU treaty clause that allows Member States to leave the EU.

**Theresa May offers MPs Brexit delay vote**

■ <https://bbc.in/2lFQgdU>

**MPs offered vote on no-deal Brexit and possible delay**

■ <https://bit.ly/2Vr9iq5>

## What happened after the Prime Minister went to Brussels on 21 March?

On 21 March, the Prime Minister flew to the European Council meeting in Brussels to ask for extra time to pass the EU Withdrawal Agreement through Parliament.



It was agreed to extend the Brexit departure date to 22 May – the eve of the European Elections – but only if she can push her deal through Parliament. A 'no deal' departure on 29 March was abandoned although 29 March remains the stipulated date in Article 50. An extension until 22 May would allow enough time to pass the necessary legislation.

However, Brussels agreed to extend the date only to 12 April if MPs again vote to reject the Withdrawal Agreement. If Parliament cannot agree on a deal by 12 April, the UK will have to propose an alternative way forward for EU leaders to consider – or leave with no deal on 12 April.

European Council President Donald Tusk said all Brexit options would remain open until then. If no agreement is reached by 12 April, 'other' Brexit options could include a longer delay which might be conditional on holding a second referendum, a general election or to negotiate a Norway-style arrangement. The UK would also have to agree to participate in the European Elections which the Prime Minister is opposed to.

Attitudes among EU leaders varied considerably. President Emmanuel Macron of France was adamant that the UK must leave with no deal if

Mrs May's Withdrawal Agreement was voted down for a third time. However, the German Chancellor, Angela Merkel, took a far softer approach, saying she would help until 'the final hour' to make sure that the UK did not leave the EU without a deal.

The Prime Minister will continue to seek backing for her EU Withdrawal Agreement, especially from the Democratic Unionist Party (DUP) and wavering Conservative MPs. To reverse the defeat, she must win over another 75 MPs and retain all those who previously supported her. On 18 March, 23 Conservative MPs signed a letter in the Telegraph saying that it would not be 'moral' to vote for the deal. Four other MPs have also hinted that they will not back it. The Prime Minister will also appeal to Labour MPs for support, especially those in Leave seats.

**Brexit: Departure date pushed back by at least two weeks**

■ <https://bbc.in/2HyN4j1>

**Brextra time: EU bosses confirm Brexit WILL be delayed – either to April 12 with No Deal or May 22 if Theresa May gets deal through MPs**

■ <https://bit.ly/2JFOWbm>



**Brexit: Theresa May 'hopes' UK will leave EU with a deal**

■ <https://bbc.in/2JHooXx>

## What happens next?

MPs may vote again on the EU Withdrawal Agreement (assuming the Speaker allows it). They will also have to vote to amend Article 50 to reflect the new leaving date(s).

If a majority of MPs vote to accept the PM's deal, the UK will leave the EU on 22 May. If they reject it again, the UK could still leave on 12 April with no deal if MPs cannot agree on an alternative course of action.

**Brexit: what will happen now?**

■ <https://on.ft.com/2FAor3i>

**MPs devise new voting system to identify Brexit Plan B**

■ <https://bit.ly/2CChRqW>

Brexit Q&A is researched and written by Alexa Michael, LCCI business information executive. LBM readers are invited to submit their own questions for responses to be published in future issues. Send them to [amichael@londonchamber.co.uk](mailto:amichael@londonchamber.co.uk)

# Energy efficiency can be as easy as ABC

 London businesses face pressure from increasing energy prices and tough environmental legislation, so what should you be doing to mitigate the costs to your business? Mitsubishi Electric's **Martin Fahey** offers some pointers

**A**ny business needs to look at minimising operating costs and, once you have taken out the largest cost for most – staff, then the next area to focus on is energy use. This is where looking at ABC can help – A being Asset; B being Behaviour; and C being Compliance.

## Asset

Whilst it might be surprising to hear a manufacturer promote the idea of using less of their equipment, that is exactly what we as a responsible supplier advocate.

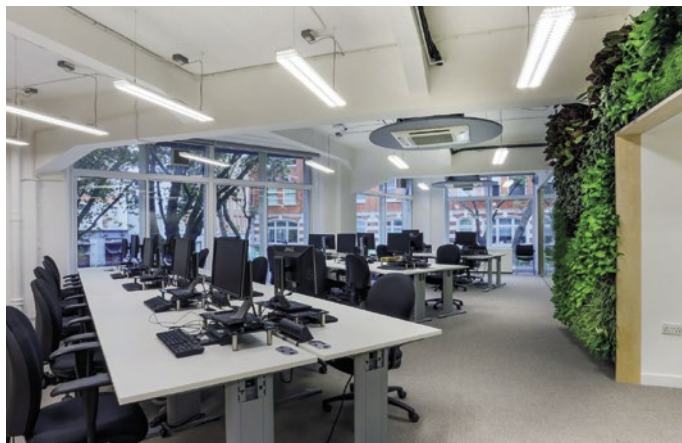
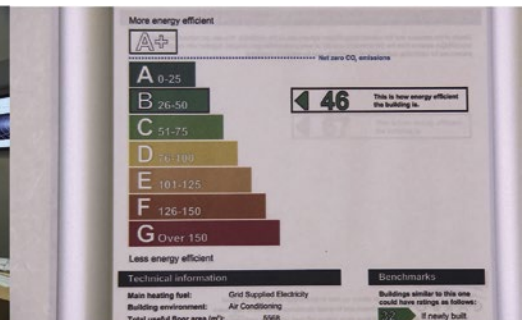
Of course we want you to buy our kit because we have invested heavily in developing some of the most energy efficient equipment available, but we also want to supply you the right amount of equipment and for it to work in the most efficient way possible.

The first rule of thumb for any business therefore is to look at what you are consuming energy for and how you can reduce this consumption. In the majority of cases, within your buildings, this is to provide comfort for staff and customers.

The asset or equipment delivering the heating, ventilation and air conditioning (HVAC) you need for a comfortable and productive internal environment will consume energy so you need to ensure that you select the right equipment for your own particular needs and that it is designed, commissioned and maintained properly.

## Avoid competition

Modern air conditioning can heat as well as cool and the best systems can do both at the same time. This means that if one part of the building demands cooling, the heat extracted from this area can be reused to heat other parts of the building, reducing overall energy consumption. Cooling can, and should be seen as an opportunity to harvest heat for use elsewhere, such as generating hot water, which is what we have done at our own headquarters, using heat rejected



**Healthy, happy staff are more productive than cold or over-heated employees so taking back control of your energy use can have a positive impact on the productivity of your business.**

from the kitchen to provide hot water for the washing up.

## Behaviour

Whatever system you have, it is important to control it properly so that it is able to cope with the different behaviour of people within the building, regardless of the time of day or outside weather.

Modern air conditioning comes with advanced, sophisticated controls that will automate monitoring and reporting, making it easier for your facilities manager to understand where any waste is happening and do something about it.

These controls also make it easier to spot trends in energy use, which might allow you to turn down the heating an hour before the bulk of staff leave, for example – again saving money.

## Be future proof

The other thing to consider is whether the use of the building has

changed over the years, as we see many examples where an open plan space has been subdivided but the heating or cooling is still delivering 'comfort' for an open space.

Air conditioning systems are available for example that can help when a building layout is fundamentally changed, with indoor units that can be readily moved to cope with new rooms and walls.

## Compliance

There is an increase in the legislation and regulations that you need to comply with, so the equipment you use, and the way you use it will need to factor this in as well.

Whether that is MEES (minimum energy efficiency standards) the Building Regulations or the London Plan, the pressure to demonstrate that you and your building comply and can meet planning requirements is only going to increase.

At Mitsubishi Electric, we have looked at legislation so that we can

help our customers ensure they comply in the most efficient ways possible.

## Working environment

I started off talking about the biggest outlay for most businesses – staff and even here the choice of your HVAC system can make a real difference.

Healthy, happy staff are more productive than cold or over-heated employees so taking back control of your energy use and comfort levels can also have a positive impact on the productivity of your overall business. Quality staff will have a choice as to where they work so having a good working environment will help in recruitment and retention as well.

Martin Fahey is head of sustainability at Mitsubishi Electric, which took its headquarters from an 'E' to a 'B' energy rating by improving equipment efficiency [les.mitsubishielectric.co.uk](http://les.mitsubishielectric.co.uk)

# Two minute interview



**Bhavini Kalaria of The London Law Practice**



## Who are you?

I'm the managing director and founder of The London Law Practice which specialises in helping businesses from start, through growth, merger and exit. This means that we can help with legal matters ranging from sponsoring foreign staff, drafting commercial and employment contracts, and all manner of legal disputes.

## What is your connection with the London Chamber of Commerce?

I have been a member for a number of years now and found that, of the many organisations available for business networking, it is one of the best at helping my business connect with the people I want. Its reach is wide – assisting with introductions to local and international contacts, helping with credit and business check services, and importing issues for clients.



I am also a member of the Asian Business Association committee, and have found this link helpful in connecting with businesses in East Africa and further afield.

## What was your first job in London?

I have worked in care homes and as a waitress in the past but my very first job after university was with Sim-

***"I am keen on focussing on how can we help our clients grow and develop so that we are more than legal advisors, we are commercial support too."***

mons & Simmons, a city law firm. I trained in commercial, competition, litigation and capital markets before qualifying into litigation and working at Russell-Cooke Solicitors.

As someone who likes a good, solid, evidence-based argument, dealing with disputes was something I was drawn to. The London Law Practice have established a good reputation on dispute resolution and attracted some high value, high quality legal work from foreign law firms in the High Court here.

## Which one business achievement over the last 12 months are you most proud of, and why?

We won the Best Commercial and Litigation Solicitor Award for SME Legal Award 2019. We have also been recognised by the Solicitors Journal in our work to encourage diversity and for the new way we work.

## "If there is one thing I hate about my job it's ..."

... that solicitors generally are looked at being there to deal with issues as a last resort. I am keen on focussing on how can we help our clients grow and develop so that we are more than legal advisors, we are commercial support too.

## If you were advising a young entrepreneur which business person would you suggest as a model?

This is always tricky – there are so many examples of exceptional business minds – Steve Jobs, Richard Branson, Jeff Bezos, Elon Musk ...



However, I always feel it's better to be an example and to learn from peers and friends. I did a series of podcasts with a number of my clients, as well as some Chamber members – Flavilla Fongang, for example. She is a good friend and a great role model.

## How is your business reacting to Brexit?

We are trying to educate our clients about the possible impact of Brexit – running seminars on subjects such as cross-border contracts, and finding and hiring staff. Irrespective of the merits or otherwise of leaving the EU, as legal advisors, we are here to ensure that our clients are kept abreast of legal developments.

## Which piece of red tape causes most problems for your company and why?

As a regulated legal practice we are used to having a great deal of regulatory compliance. I have learnt to see this as a mark of credibility and integrity despite the headaches it may cause!

## What is your favourite and least favourite thing about London?

London is a place where you can literally find your people – whatever your interest – whether in business, politics, arts, lectures – anything. There is so much available and with such easy access – and often for free. I think London is at its best in the summer – I can't wait!

My least favourite thing is the house prices which has a huge impact on where people can afford to live and their travel to work. Anyone wanting to live in London is often facing the prospect of getting many multiples of their salary to buy just a one-bedroom flat.

## If you were Mayor of London for the day which one thing would you change?

It's difficult to limit this to just one thing. I would deal with housing (including assistance for the many homeless people) and business rates. I would also take steps to ensure that London is reaching out to the rest of the world and continuing to attract people.

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

***"...I would deal with housing (including assistance for the many homeless people)..."***



# Reward yourself and switch



by Ian Walters

For too long business customers have been unloved by banks in the UK. In recent years however, we have seen a number of initiatives to encourage a more competitive environment but the industry as a whole still needs to do more to serve their business customers.

The most recent initiative is the Alternative Remedies Package, delivered by the Banking Competition Remedies (BCR), which is working to encourage UK businesses to get a better deal by stimulating switching rates and bringing more competition and choice to the business banking market. The package, worth up to £700 million, aims to do this through two funds: the Incentivised Switching Scheme; and the Capability and Innovation Fund.

## Incentivised Switching Scheme

The switching service is an on-

line portal that went live in February (www.businessbankingswitch.rbs.co.uk) allowing SMEs who were part of the old RBS Williams & Glyn bank to choose a new business current account from up to ten providers who compete for their business. As part of its successful bid to be part of the Incentivised Switching Scheme, Metro Bank made a pledge to pass on the full value of the money received directly to the switching SME – worth up to £50,000.

Built on the simple maxim that customers deserve the best in service and convenience, Metro Bank is bringing personal service back to banking and is the first new high street bank in the UK for over 100 years. The bank is open seven days a week, early and late, with a local business manager in every store; and the bank has an award-winning mobile app.

The Competition and Market Authority's latest Service Quality Survey reported that the bank achieved 71 per cent for business current ac-

count customers for overall service quality and was ranked in the top five for all qualifying business and personal services.

## Capability and Innovation Fund

The Capability and Innovation Fund from BCR is designed to facilitate a more advanced offering for SMEs and will go directly towards ensuring business customers receive the best service, technology, offers and support.

Ten years ago Metro set up a new kind of bank to revolutionise the British market and fully support the goal of creating more innovation in the business banking industry. As part of its successful bid to win £120 million, Metro Bank made eight commitments including: matching the £120 million, creating a £240 million pot to reinvest in SME services; opening thirty new stores in the north of England which will create 100 new apprenticeships and over 750 full-time jobs; and developing market

*In recent years, we have seen a number of initiatives to encourage a more competitive environment but the industry as a whole still needs to do more.*

leading propositions in the loan, credit, and overdraft sectors.

The bank believes that the initiatives from the BCR will go a long way to help to make banking easier for business customers and is excited to play its part in this revolution.

Ian Walters is managing director – retail and business banking at Metro Bank  
[www.metrobankonline.co.uk](http://www.metrobankonline.co.uk)

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# Keeping top talent in an ever-changing business world

Research from life insurance firm LV shows that employees in the UK change their employer once every five years on average. Compare these stats to employee loyalty before the 2008 recession, and one can see how drastically the business landscape has changed. Gone are the days when employees would celebrate 15, 20, or even 25 years plus at a company. Job security is a thing of the past – but why?

The 2008 recession meant that many companies in a variety of different industries had to make massive cuts to survive, and unfortunately, this meant things like:

- shedding layers of management
- outsourcing work
- moving areas of the business offshore.

Consequently, employees started to run their careers differently. Rather than staying somewhere and working their way up the ladder – which was no longer guaranteed after the crash – the modern-day employee will learn as much as they possibly can from a role and then start to look for new opportunities.

This means that employers must work harder than ever to retain top talent – fostering a culture of security, learning and loyalty that some companies have lost in today's fast-paced and competitive work environment.

## What can employers do?

A massive 72 per cent of employers in the UK have admitted to recently being affected by talent loss and talent shortage. This issue has a huge impact on company costs and can hinder a company's growth.

If employers want to retain talent, they must take the time to develop a culture that people will want to stick with. This is about more than offering free tea and coffee and the occasional team night out. Developing your staff to become the best they can be can take time, but is more than worth it in the long run.

Phil Foster from Love Energy Savings understands the importance – last year Love Energy



Saving won the TELCA 'Awesome Place to Work 2018' Award. He said: "Keeping your star employees takes effort and investment. The culture of business has changed, especially for the younger workforce, and you need to offer something special to stop people's heads from turning. Leaders need to empower their staff members by continuously offering them opportunities to learn and help them see how valued they are."

## Loyalty

Electricity comparison site, Love Energy Savings have put together six ways you can inspire loyalty in employees:

### 1) Be clear about their role and responsibilities

When it comes to retaining good employees, you must start from the beginning. It's easy to fall into the trap of selling the dream to ensure you attract strong, talented employees during the hiring process – but this will only end up costing more in the long run.

Always be clear about the roles and responsibilities of the job you're hiring for. Don't promise anything you won't be able to offer. Let your potential employee know if they'll be working in a fast-paced environment, collaboratively, or if they'll be left to their own devices.

Being honest about the role from the beginning will ensure people know what is expected of them and will help them prepare accordingly.

### 2) Flexible working

A study by Page Group found that when millennials were asked about the benefits the valued most, flexi-

**A massive 72 per cent of employers in the UK have admitted to recently being affected by talent loss and talent shortage.**

time was the most popular answer. Flexible working is also incredibly important for employees looking to start a family, particularly women, as recent government statistics have shown that only two per cent of parents had taken shared parental leave.

As talent is getting harder to retain, employers need to open themselves up to the idea of offering staff the chance to work outside the 'normal' 9-5 working hours.

Businesses now have better infrastructures and technology to offer flexibility, which means remote working and flexible working is set to become the future of employment. So, don't get left behind and lose your talented staff in the process.

### 3) Focus on upskilling

Employers should always try to get more out of their employees – not just because it benefits the company, but because it empowers staff to feel engaged and useful. Keep a lookout for senior managers who struggle to share their skills and find ways to help them open up. You need to work hard to develop a culture of learning throughout the whole businesses.

Let your employees know that

there is room for advancement. Hitting an advancement 'ceiling' is one of the most common reasons people leave their roles.

### 4) Get employees involved in the bigger picture

Talented people like to make an impression. They like to leave their mark on something bigger and know that their work is contributing to something. Making all your employees – from interns to your senior management team – aware of the bigger picture and how their work contributes is incredibly important in a successful business.

Good business leaders need to instill the understanding in their staff that success isn't always instantaneous, but that the work everyone puts in each day is always contributing to something bigger.

Don't keep them in the dark when it comes to growth plans and business developments so they know they're part of the plan. A feeling of community and a shared goal is one of the most important aspects of employee retention.

### 5) Trust your hires

Trust is one of the most important aspects of an employee retention strategy. Good employees should be given the responsibility to carry out their tasks on a schedule and in a manner that suits them.

If, during the hiring process and throughout their time at your company they have proved their competence, don't micromanage them. Let your employees work in a way that benefits them. When it comes to good, hardworking talent, a bit of trust goes a long way in inspiring loyalty.

### 6) Reward hard work

Monetary bonuses are standard in lots of workplaces, but simply recognising the hard work of your employees on a regular basis can work wonders for staff retention.

When people feel appreciated, respected and worthwhile, they are much more likely to work harder for your business. Employee incentives are a great way to entice top talent – from free food to subsidised gym memberships, a little investment in your staff can go a long way.

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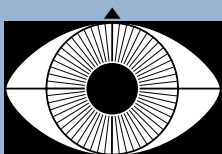
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# Level playing field for SMEs



Platform technology makes it possible to deliver the compliance, credit analytics, insurance and finance tools to trading companies of any size so that they can compete successfully and win business based on their inherent strengths writes *Manu Duggal*

Small and medium size enterprises face many disadvantages when competing with larger firms. A crucial one is not being served properly by data providers, credit insurers and trade financiers.

The lack of interest from these service providers is understandable: the high fixed costs of customer acquisition, Know Your Customer (KYC) checks, ensuring applications arrive complete and relationship management can make smaller, infrequent transactions unprofitable. Which has the effect of freezing out the average SME, however good, desirable or competitive its products or services might be.

The is in turn reduces customer choice and creates the conditions for oligopoly, both of which are bad for

the consumer. Most governments and trade agencies recognise this but prefer the marketplace to sort it out.

## Data and financial services

The key financial products essential for trade – loans and credit insurance – are mostly supplied by large, global firms although that is changing as barriers to entry are lowered by technology (e.g. P2P business loans). Lenders and insurers rely on data and the big data vendors (Experian, Equifax, Graydon and Creditsafe) prefer high volume customers. They don't care whether turnover is generated by one large buyer or aggregated for 100 small ones provided they can sell data in volume to generate higher revenue and so cover high fixed costs.

The problem for SMEs is that to compete with their bigger brethren, they need data at the lowest possible cost and as part of a structured process to analyse risk and make applications for finance and credit insurance but can't individually meet the volume requirement nor afford customised transaction management solutions.

For centuries, small businesses in the UK operated as 'guilds' (trade associations) undertaking centralised, bulk buying, sharing expertise, training and supply chains in order to be stronger and benefit from economies of scale. The good news is that there is a modern equivalent: trading platforms can enable all firms, includ-

**The key financial products essential for trade – loans and credit insurance – are mostly supplied by large, global firms.**

ing SMEs, to act as a group in order to access data, risk management and other essential tools on a 'pay-as-you-go, use-when-you-need-it' basis. This 'democratisation' empowers the SME and so levels the playing field.

## Data and efficiency

Compliance data and business reports are essential for decision making. Vendors offer this through web interfaces which are cumbersome to use with data arriving in an unstructured way (e.g. pdf, arriving via email to desktops) and with no integration with user-oriented applications. This makes it harder to use it to create applications to credit insurers and lenders.

Another inefficiency stems from the fact that a sale and purchase transaction with deferred payment and with credit insurance has as many as four actors all of whom require the very same compliance checks and business credit reports. This means buyer, seller, lender and insured, are needlessly paying for the same data several times.

Not sharing compliance results among traders creates a further inefficiency: if each of 10 traders

bought data on all nine counterparties at a cost of £10, the total spend would be £900. However, if they acted as a group and shared the data, the cost would fall to £100, a saving of £800. Now increase the number of firms by a factor of 100 and the savings grow exponentially. Which, incidentally, is the logic behind having a national Land Registry or a Driver and Vehicle Licensing Authority.

## Solution

Fintech is no longer only about P2P lending. The sector has matured with hundreds of agile, highly-focused firms offering specific products and services for SME trade at low cost. It is now possible to integrate multiple business-critical services (e.g. compliance, business reports, credit insurance and funding) into a 'full stack' service designed for the trading firm and delivered from a web browser. The list of features needs to include:

- Find counterparty
- Ensure counterparty compliance
- Access business / credit report
- Insure default risk
- Obtain funding

It should be structured as an open 'marketplace' with shared data and supported by insurers and lenders. It should be hosted on a secure server with a well-designed user experience. It should be affordable by any company, irrespective of size.

Manu Duggal is the founder and managing Director of EXIML Ltd trading as Tradehub365 <https://eximl.com>

# Data needs to drive design



by *AJ Stonehouse*

You don't get a second chance to make a first impression, is as true for businesses as for individuals. In business, we're often relying on our brand to make that first impression for us. And we look to a graphic designer or brand agencies – most of whom can create a good-looking logo or brochure. But polish and gloss are quickly tarnished if they are not a

true representation of a company and in an increasingly competitive market it's important that design decisions are based on data and not personal preference.

## How do you identify and capitalise on what makes you truly distinctive in your arena?

Do you have confidence that your brand and marketing materials – such as your website and printed material – are properly aligned to your brand values? And are they improving your customer engage-

**Polish and gloss are quickly tarnished if they are not a true representation of a company.**

ment and bringing more business. Because that is their purpose.

One way to find out is through a 360 review. This is an analysis of your market placement, messaging

and your primary competition. It usually involves anonymous interviews with your customers, with people who should be ideal clients but have never engaged with you, your product or your services and with representatives from your supply chain and staff.

## Why is this important for a brand design or marketing project?

It helps build a picture of how a company is perceived externally, identify any disconnects with how



# The business case for better indoor mobile coverage



by Seán Keating

Mobile phone coverage is something we take for granted until we don't have it, and then it becomes one of our biggest frustrations. The rapid growth of smartphones has led us to simply expect the convenience of always being connected. Indeed, Ofcom reports that a total of 78 per cent of all adults now own a smartphone and that on average they check them once every 12 minutes during their waking hours, spending at least two hours 28 minutes on them a day.

And it's not just in our personal lives that this expectation of always-on connectivity is having an impact. Mobile connectivity is also now crucial for day-to-day business operations. The only problem? If you're trying to use your phone indoors, the risk is you may struggle to get signal.

The fact is building regulations have failed to adapt to the needs of mobile networks. Both old and new construction standards present serious barriers when it comes to guaranteeing the mobile coverage that people and businesses need indoors.

## Indoor coverage is necessary for business

Poor indoor mobile coverage threatens productivity, revenue, rep-

ortational damage and customer satisfaction. Vilicom's recent survey of business owners found that only 17 per cent of businesses have full bar indoor mobile coverage and over one in ten said poor mobile coverage in their office has impacted their ability to do business.

One in four businesses said they had received complaints on mobile coverage quality from staff. Employees are the core of any business and employers need to be sure they are giving them the tools needed to get the job done. This is particularly true given that the ONS is reporting that the UK is in the midst of a productivity crisis where the UK's output per worker is well below the average for the rest of the G7 nations.

In addition, almost a quarter of respondents said customers/clients have complained about the quality of mobile coverage in their premises too, and they are only likely to get more demanding. You can't risk losing customers through complaints regarding inadequate in-building mobile coverage. This is unnecessary if the right investments are made and in-building connectivity is improved.

## Solving the indoor connectivity conundrum

For business owners, the crux of the issue is that they haven't had to think about indoor mobile coverage before. Unfamiliar terms and technical language mean it's been seen as someone else's problem and not

a business driver. Despite this, our survey of business owners found that one in five actively want to improve the mobile coverage in their building but aren't sure how to start or couldn't find a provider to help.

The ever-increasing reliance on mobile devices means that the issue of in-building signal is no longer tomorrow's problem. It is something that can no longer be ignored and needs to be solved today.

Of course, that doesn't mean that business owners need to suddenly become experts in mobile networks and RF technology – far from it. Any credible partner will be able to handle the in-depth technicalities of a business's requirements such as coverage areas, user requirements and even RF power levels with the appropriate commercial offer.

However, there are some crucial things that business owners can do to ensure they are paying for the right solution for their premises. More diligence when buying a new premise or renting a new workspace isn't much to ask, especially as network black spots can be easily identified upfront.

Every building is unique but all you need to answer is three simple things to get started with a supplier to install a reliable solution with minimal fuss:

- **What is the make-up of your office/premise?**  
How many floors do you have?  
How many people need to be sup-

ported? The area of your space in m<sup>2</sup>? Where is it essential to have the best signal?

- **What will your premises be used for and what services are required?**  
For devices to operate effectively, what specifications (2G/3G/4G/5G) and speeds do you require?
- **Is multi-operator coverage required?**

Are all of your employees on the same network? Will there be multiple people bringing their own device?

For too long businesses have been unaware of how they can take charge of solving the issue of indoor coverage. These simple questions mean that owners can confidently spec out a solution that will be right for their business and their employees.

## Put the power in your hands

The drivers behind extending the reach of full bar indoor mobile coverage are clear – it is essential for work, retail and leisure. As with Wi-Fi 10 years ago, the technology is invisible, and people were slow to adopt it, but the demand only grew and now you don't go anywhere without expecting it – indoor mobile coverage is on the same path.

Seán Keating is chief executive of Vilicom

[www.vilicom.com/building-connections](http://www.vilicom.com/building-connections)

it wants to be viewed and sometimes highlight gaps in standards or service. For example, companies will often claim 'to be client focused and to strive toward excellent customer service.' But this is called into question if the research says customers feel frustrated and ignored when trying to get a complaint resolved (a recent real-life disconnect we identified for a client).

The 360 review also establishes whether the brand values are genuine. Do they permeate every aspect of the business at every customer touch point – written throughout the heart of the organisational structure like a stick of rock – or are they just nice words on a mis-

sion statement that have no real impact on the daily deliverables of the business?

Once this big picture has been revealed, a proper branding design brief can be framed from an informed perspective with solid evidence of the present lie-of-the land and driven by objectives.

## How can this inform final design?

Then comes the fun! The design options – which of course need to represent the business but also to project the messaging that the research identified as most important or persuasive to clients.

This is generally the point at which everyone has an opinion. The

'look' of something is subjective and what works for one person won't work for another. Clients will often collect views from friends and family but the key is to remember that business branding has a job to do – in addition to looking great – and it's the research that tells us how that can best be achieved.

So, once the decision makers have narrowed down the options, the ideal is to take the shortlisted designs back to market for testing, time and budget allowing, of course. We did this recently for a client and found that one design proved 23 per cent more popular/effective than the other two of their final three. The most successful one was not their preferred option – but

the data doesn't lie!

So, when it comes to branding it can no longer be about choosing just what we like or what appeals to us visually. Branding has a specific job to do, it should differentiate the business in the marketplace and connect with potential clients – and using data to help shape it will give it the best chance of connecting successfully with the required audience. It's time to embrace the data and let it work alongside and inform your brand and communication decisions.

AJ Stonehouse is creative director of S2 Design & Advertising  
<https://s2-design-advertising-ltd.business.site>

# How tax incentives help business improve its cash flow



by Iain Butler

Across London, many businesses are hitting cash flow challenges they are unsure of how to tackle. A recent LCCI survey reveals that for smaller business the cash flow balance has fallen nine points to -14 per cent. Perhaps counter-intuitively, investing more cash in your business is one way to turn negative cash flow on its head

As a nation, we have an intractable productivity gap and investment is critical to resolving this as improved productivity is a tonic for cash flow issues. Most larger businesses are aware of this whereas smaller businesses, which are generally far more risk averse, balk at investing hard-earned cash. So how do we encourage smaller businesses to risk whittling away more of their cash to achieve a better cash flow situation in future?

## Incentives

There are multiple cash incen-

tives available to business owners, which have been developed specifically to encourage investment in Britain's businesses. This helps with development and growth goals, which benefits the overall business landscape.

If your investment involves development or innovation then it may be possible to submit an R&D tax credit claim. The scheme for SMEs is generous in providing cash back of up to 33 per cent of the qualifying expenditure. SMEs can also access a range of grants and innovation loans from government bodies such as Innovate UK. However, this funding will impact the R&D claim benefit received and without careful planning, it is possible that a company may fall foul of the state aid regulations.

If your investment is capital in nature, you could claim more of the expenditure under annual investment allowances (AIAs). This scheme applies to a wider range of investments and has been expanded to encourage companies to invest in the UK post-Brexit. The big drawback is that this incentive is only of benefit when a business is tax paying and many growing SMEs are not able to access the full

**A savvy business owner should recognise that cash incentives can be pumped back into the business to improve essentials.**

benefit of this incentive for many years.

## Planning investment

Businesses often wait until they have spent the money before considering making an R&D claim. Invest time in the budgeting phase to determine whether your investment would qualify for AIAs, R&D tax credits or grant support. This will involve determining whether the work qualifies for R&D, which can be tricky for many businesses, so we recommend partaking in a claim review before finalising your budget.

Your first R&D claim will be submitted in the tax return for the accounting period when you start incurring the expenditure and

HMRC will aim to repay any SME cash credit within 28 days. If you are looking to access the money earlier, there are R&D loans available that can bridge the time between incurring expenditure and receiving the cash payment from HMRC.

## Key considerations

A savvy business owner should recognise that cash incentives can be pumped back into the business to improve essentials such as IT, hardware, manufacturing and even buildings – all of which can help increase productivity and overall performance. These incentives should be factored into your value for money exercise as they may be enough to push up the return on investment and allow the project to progress. With Brexit looming and uncertainty across the board about just about everything, now is the time for business owners to fully understand the potential of tax incentives to help secure a healthy future during tumultuous times.

Iain Butler is R&D director at Buzzacott LLP

[www.buzzacott.co.uk](http://www.buzzacott.co.uk)

# Employee satisfaction in the workplace

As our experience of brands and the services we consume changes, so do our expectations of the places we work. Today's workers are becoming increasingly savvy and are expecting much more from experiences in and around the workplace.

The increased demand for an experiential workplace could explain the growth over the last decade for workplace features like 'co-working' space, with operators expected to lease around 7-9 million sq. ft by 2020. We are currently in the midst of the next socio-industrial revolution, which is changing our societal expectations of the businesses we align with.

## Reality

The employee workplace experience may be subjective by defi-

inition, but the reality is there are multiple factors that determine an employee's workplace experience: their needs, requirements, preferences, behaviour, organisational structure and dynamics. Although many factors may be out of an individual's control, understanding the impact of how a workplace affects employee morale and productivity has never been so important.

Digital marketing specialist Reboot Digital PR Agency analysed the latest findings found within the report The Workplace Experience Revolution by Leesman – over 400,000 employees surveyed over 90 countries – in order to understand the impact of workplace features on employee satisfaction, by ascertaining where the most prevalent differences between what employees want and how satisfied they feel are.

It was discovered that 59.9 per cent of employees globally agree that their workplace enables them to work productively. Despite this, surprisingly 'Temperature control' was the workplace feature with the largest percentage difference between employee satisfaction vs. importance. A staggering 77.8 per cent of employees globally stated that temperature control was of importance. However only 30.1 per cent stated that they were satisfied with the temperature control at their place of work.

## Fundamental

Closely followed was 'noise levels', which 72.5 per cent of employees expressed as being a fundamental workplace element. However only 30.7 per cent of those surveyed claimed they were satisfied.

Reboot Digital PR Agency can

reveal the other four office features which are among the top cited with the highest negative percentage difference between employee satisfaction and importance are:

- Quiet rooms for working alone
- Air quality
- Toilets/W.C.
- Restaurant/canteen.

On the reverse side, mail and post room services was the workplace feature with the highest positive percentage difference between employee satisfaction and importance.

The agency highlighted the other four features offered at work as among the best with the highest positive percentage difference as reception areas, health and safety provision, wired-in office connectivity, and security.

[www.rebootonline.com/digital-pr](http://www.rebootonline.com/digital-pr)

# Raising London business awareness of alternative finance



"Too many businesses still don't know where to go if their bank says no." Does this saying still stand? Panellists at this year's Business Funding Show (BFS) discussed the topic of alternative finance in more detail. Kevin Vendel was there



Arina Osiyannaya, Matt Cooper, Kevin Vendel and Umerah Akram (l-r) offer their insights into small businesses' awareness of alternative finance

Businesses from across the UK gathered at the BFS in Canary Wharf earlier this year and learned about different funding opportunities with the opportunity to meet funders and investors.

Alternative finance was a key topic. The term describes a variety of funding solutions available to businesses outside the more traditional ones, including online lenders, crowdfunding platforms and peer-to-peer lenders.

The panel in the *Access to Alternative Finance* session explored the topic in detail and shed light on related issues such as the importance of education and planning ahead. Panellists included Umerah Akram, head of ELITE UK & global business development at the London Stock Exchange Group, Matt Cooper of CrowdCube, Arina Osiyannaya, managing director of the BFS, and myself.

## Educational gap

In their *Small Business Finance Markets 2018/19 Report*, the British Business Bank found that awareness of alternative finance is growing slowly, with 52 per cent of small businesses familiar with peer-to-peer lending and 70 per cent of crowdfunding providers. It's great to see that a growing number of businesses are aware of funding opportunities outside of traditional banking.

However, speaking to business owners and managing directors at the show, we noticed that many London businesses still aren't aware



Business Funding Show 2019

of the range of funding options available to them. My advice to them in these instances is to reach out to their network and do thorough research online. In addition, they can speak to their business advisers, accountants, growth hubs or chamber of commerce who are able to point them in the right direction.

Matt Cooper of CrowdCube, summarised: "There is definitely an educational gap. Events like the BFS give businesses the opportunity to speak directly to different funders. A part of the problem is that there are just too many options to choose from, and it can be difficult to find the right type of funding at the right time."

## Funding journey

Finding the funding that fits a business' needs takes time and it's crucial to plan ahead. Umerah Akram commented: It's not just about helping companies access capital. The three things that com-

panies need to have in place to grow are the right strategy, the right team and the right financing. Looking at these three factors together helps determine necessary structures and governance models to ensure a company's smooth growth. Together, all these considerations are vital when considering the next steps in a business' growth and funding journey."

## Mainstream

Discussing the term alternative finance, the panelists agreed that it is no longer an alternative, with some providers having been around for more than ten years. "There is a great range of non-bank funders available – alternative finance is mainstream and here to stay," said Matt Cooper.

With the team slowly becoming obsolete, maybe we should start using 'business finance'?

How do banks fit in? "The banking industry has been evolving over the last years, many have ei-

ther launched their own initiatives or started collaborating with other finance providers," commented Umerah Akram. She believed that banks can play an even greater role: "If they take time to understand their clients' needs and long term journey, even beyond their remit, they can really make a difference by connecting their clients to the support and access they need to succeed, grow and contribute to the economy."

The alternative lending scene is evolving. With banks keen to innovate and no shortage of new lenders, the scene will become more mainstream and competitive, which is great news for London businesses.

Kevin Vendel is head of sales at Spotcap UK  
[www.spotcap.co.uk](http://www.spotcap.co.uk)

Download *Secure the Right Funding* at <http://bit.ly/GuideSecureRightFunding>



# Why should the UK care about the growth in alternatives to bank funding?

## What is the problem?

10 years on from the financial crisis, too many UK SMEs are still not getting the funding that they require from the banks. The problem is particularly acute for growth SMEs who do not have large amounts of assets against which the banks are more willing to lend. As a result, many SMEs are not investing in their growth, or are delaying until such time as they can fund it themselves. The knock-on effect is that the UK's productivity and growth is being held back.

## What is the solution to narrowing the gap?

The solution lies in finding a different way to fund SMEs using capital from sources other than the banks.

Non-bank capital has already started to flow to SMEs via peer-to-peer business lending platforms. Funding Circle is the largest of these with the majority of funding coming from retail investors. The introduction of the Innovative Finance ISA in April 2016 is a further incentive for retail investors to invest while earning tax-free returns.

However, by far the largest proportion of retail investment is controlled by financial advisers or discretionary wealth managers. These companies are not yet participating in direct business lending for a number of reasons which may take years to overcome. It is unlikely, therefore, that retail investors on their own will be able to provide sufficient capital to fill the gap between bank funding

and SME requirements. This is especially so for SMEs looking for strategic capital of more than £250k.

The real solution to directing much larger flows of new capital to SMEs is via institutional investors who control billions of pounds of investments. Non-institutional capital is still the primary source of funding in the alternative finance sector, but there is increasing interest from large institutions in direct lending, especially direct to SMEs.

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## Western Waters fisheries: Council gives go-ahead to multiannual management plan

The EU is soon implementing new, longer term rules to manage fishing activities in the Western Waters, which comprise both the North and South Western Waters, and the waters around Madeira and the Canary Islands.

The Council adopted a regulation establishing a multiannual plan for stocks fished in the Western Waters and adjacent waters, and for fisheries exploiting those stocks.

Petre Daea, Minister of Agriculture and Rural Development of Romania and President of the Council said: “The multi-annual management plans are crucial to the implementation of the Common Fisheries Policy. After the Baltic and North Sea, Western Waters follow suit with the objective of ensuring the sustainability of our marine resources and fisheries sector.”

The new regulation sets out a comprehensive multiannual management plan including all relevant fish stocks (demersal and deep-sea stocks) and setting fishing objectives for the key target species. These will have to be fished in line with the maximum sustainable yield principle while by-catches will be managed according to the precautionary approach.

The new rules are designed to

take into account the fact that the most important demersal stocks (i.e. those that live at the bottom of the sea) are caught in mixed fisheries and the challenges arising from this phenomenon in the context of the implementation of the landing obligation.

The new rules will apply on the day after their publication on the Official Journal of the European Union.

## Towards a climate-neutral Europe: EU invests over €10bn in innovative clean technologies

The Commission announced an investment programme worth over €10 billion for low-carbon technologies in several sectors to boost their global competitiveness.

EU innovative climate action, as announced, has a range of benefits for the health and prosperity of Europeans with an immediate, tangible impact on people’s lives – from the creation of local green jobs and growth, to energy-efficient homes with a reduced energy bill, cleaner air, more efficient public transport systems in cities, and secure supplies of energy and other resources.

Commissioner for Climate

Action and Energy Miguel Arias Cañete said: “Less than three months after adopting our strategic vision for a climate neutral Europe by 2050, we are putting the money where the mouth is. Our objective is to keep building a modern, competitive and socially fair Paris-aligned economy for all Europeans. For this to happen, we will need deployment of clean innovative technologies on an industrial scale. This is why we are investing in bringing to the market highly innovative technologies in energy intensive industries, in carbon capture, storage and use, in the renewable energy sector and in energy storage. We are

unleashing technological solutions in all Member States and pressing the fast-forward button in our transition to a modern and climate-neutral society in Europe.”

The Commission wants to ensure that Europe continues to be at the top of the league as regards new high-value patents for clean energy technologies. This leadership provides a global competitive advantage, allowing Europe to harvest first mover benefits by increasing exports of European sustainable products and sustainable technology and business models.

On 28 November 2018, the European Commission adopted

a strategic long-term vision for a prosperous, modern, competitive and climate neutral economy by 2050 – A Clean Planet for all. The strategy shows how Europe can lead the way to climate neutrality while preserving the competitiveness of its industries by investing into realistic technological solutions. This transition also requires further scaling-up of technological innovations in energy, buildings, transport, industry and agriculture sectors.

The Commission aims to launch the first call for proposals under the Innovation Fund already in 2020, followed by regular calls until 2030.

## EU measures in support of generic pharmaceuticals producers

The EU is adopting new rules which should boost the competitiveness of EU producers of generic medicines and biosimilar products. Member states’ ambassadors meeting in Coreper endorsed a deal reached on 14 February with the European Parliament on a draft regulation which introduces an exception to the protection granted to an original medicine by a supplementary protection certificate (SPC) for export purposes and/or for stockpiling.

Thanks to the exception, EU-based manufacturers of generics and biosimilars will be entitled to manufacture a generic or biosimilar version of an SPC-

protected medicine during the term of the SPC either for the purpose of exporting to a non-EU market where protection has expired or never existed or (during the six months before the SPC expires) for the purpose of creating a stock that will be put on the EU market after the SPC has expired.

SPCs are intellectual property rights that extend patent protection (for up to five years) for medicinal products that must undergo lengthy testing and clinical trials before being authorised to be placed on the EU market. The aim of SPCs is to avoid that the term of patent protection would in actuality be curtailed by

the period that elapses between the date of filing of the patent application and the date of the authorisation to place the product on the market in the EU.

The regulation will remove the competitive disadvantages faced by EU-based manufacturers of generics and biosimilars vis-à-vis manufacturers established outside the EU in global markets.

The exception will operate only where:

- generics or biosimilars are produced exclusively for export to third countries where protection of the original medicine does not exist or has expired or for stockpiling

purposes during the last six months of the validity of the SPC;

- the maker has provided the information required by the regulation to both the authorities of the member state of production and to the holder of the SPC at least three months in advance;
- the maker has duly informed all those involved in the commercialisation of the product;
- the maker has affixed to the packaging of the product the specific logo provided for by the regulation indicating clearly that it is only for export.

# Making roads safer – EU agrees on reforms to strengthen road infrastructure management

The EU is working to improve road safety. Representatives of the Romanian presidency of the Council reached a provisional agreement with the European Parliament on a proposal to strengthen road infrastructure management to reduce road fatalities and serious injuries.

The reform will extend the scope of the current rules to

motorways and other primary roads beyond the trans-European transport network (TEN-T). This will contribute significantly to the improvement of road infrastructure safety across the Union. The directive will also cover roads outside urban areas that are built using EU funding.

The proposal introduces a network-wide road safety

assessment, which is a snapshot of the entire road network covered by the directive used to evaluate accident risk. Authorities will use the findings to carry out more targeted road safety inspections or take direct remedial action.

It will become mandatory to take systematic account of pedestrians, cyclists and other

vulnerable road users in road safety management procedures. These road users accounted for almost half of road fatalities in the EU in 2017.

The provisional agreement will have to be endorsed by the Council and the relevant European Parliament committee. It will then be formally adopted following the usual legal linguistic scrutiny.

## EVENTS



**Location:** Serbia, Belgrade

**Registration Deadline:** Friday 12 April 2019

REXPO® ENERGY, WASTE & WATER is the biggest international trade fair in Western Balkans from this sector, presenting 120 international exhibitors, 2000 professional visitors, and 800 conference attendees. Next to highly developed conferences, workshops, round table, forum and panels, this year event creates an added value service – organized bilateral business meetings.



**Location:** Riga, Latvia

**Registration Deadline:** Wednesday 24 April 2019

Baltic Fashion & Textile 2019 is recognised as one of the best meeting places for the fashion and textile industry professionals. The brokerage event, organised by the Enterprise Europe Network, provides the possibility to research the latest trends in textile and fashion industry, giving an insight of technological development and new production lines.



**Location:** Bochum, Germany

**Registration Deadline:** Friday 26 April 2019

The digitalisation of our world is currently on everyone's lips and keeping companies, politicians and all of us on our toes. ZENIT GmbH and the Enterprise Europe Network will organize a conference on Copernicus and Galileo technology and combine it with workshops and a matchmaking session. The objective is to offer a marketplace that will enable know-how and technology transfer.



**Location:** TURKU, Finland

**Registration Deadline:** Friday 10 May 2019

Are you interested in partnering opportunities, M&A or investing in the life sciences companies? The HealthBIO Partnering Day in Turku brings together Finnish life sciences companies, big pharma and diagnostics companies as well as selected European investors. The event offers you an opportunity to meet life science SMEs and rising stars at one-to-one meetings. HealthBIO is the largest annual Finnish biotech company event, gathering ca 200-250 experts from drug development, diagnostics and med-tech field.



**Location:** Bologna, Italy

**Registration Deadline:** Monday 13 May 2019

Unioncamere Emilia-Romagna is organising the 4th edition of Autopromotec 2019 Matchmaking Event in the framework of Autopromotec 2019. Autopromotec is the worldwide showcase in the automotive world, attracting top class exhibitors in many areas, and is the main intersection for all automotive aftermarkets.


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**Registrations for all events are now open. For further information contact the Enterprise Europe Network London office [enterprise.europe@londonchamber.co.uk](mailto:enterprise.europe@londonchamber.co.uk)**

# Playing your part – acting tips to become a better telemarketer



**Ben Pound** advises on role play, voice tone, breathing and diction to help you succeed

## Playing the role

Who you are, your job and the reason for the call. Define this before you start. "I want to speak to the decision maker about my solution to a problem you have." Think about how you sound, the language you use and how you want to be received. Prepare your responses to anticipated objections and know how you'll handle the typical outcomes of a sales call:

- They're interested.
- They aren't interested
- The decision maker isn't available
- They want you to send more information.

If your offer is rejected, remember, they're probably not rejecting you – well, at least not without good reason! Reflect on the call and ensure you explained your proposal concisely, you were polite, you listened to the contact and you tried



Photo by Hraybold (CC BY-SA 4.0)

to read the situation correctly. Some people are busy or just not interested. Each lead generation call is a learning opportunity!

## Voice tone

The key to success is to match the recipient's mood and voice tone and to raise this by one step. For example, if you speak to someone authoritative, be assertive but not arrogant. If someone's tired, don't be over bubbly. Be more energetic than them but not by too much, think steady and measured rather than slow and dull.

Try to adjust your tone to reflect the direction the call takes. Like an actor, you must be realistic and

believable, or the superficiality will create a barrier.

## Breathing

Want to sound confident and measured? Or to put it another way, want to avoid sounding panicked, stressed and overwhelmed? Breathe from your diaphragm. It's what singers, actors and even babies do. Breathing "properly" will help you stay calm, focused and grounded.

One of the best ways to help your breathing is to be conscious of it. If you feel yourself breathing from the top of your chest or talking from the top of your throat – pause. Take a deep breath, and focus on your diaphragm. One trick is to entwine your hands and place them on your navel. Take a deep breath and exhale. If your hands begin to spread apart, you're breathing correctly.

## Diction

Too fast, too slow, misplaced intonation – achieving correct diction can be tough. Pacing and clarity are two key things to focus on. Practic-

ing simple tongue-twisters can help limber up your vocal muscles. Also, record yourself reading out your pitch and listen for areas where you trip over words or run out of breath.

Try to be conscious of your diction. Typically people talk quickly when they're excited, especially if they're near to closing a deal. This is acceptable – and natural, but be mindful of the recipient, they want to understand you and you don't want to lose them in the final throws!

Sales needs tactfulness, tenacity and a clear focus. Practice these tips to help you control your self-portrayal on the call, and you'll be well equipped to put in a successful performance!

Ben Pound is business development manager at Perfect Pitch Consultancy [www.ppitch.co.uk](http://www.ppitch.co.uk)



# Finance directors go digital for VAT

With this month's deadline fast approaching, **Making Tax Digital for VAT – MTDfV** – was the timely topic of discussion at a peer-to-peer network session for finance directors hosted by LCCI in early March writes *Jay Abai*

Facilitated by Smith & Williamson, the session brought together businesses in the banking, publishing and hospitality sectors to share their experiences and expectations of MTDfV.

Whatever sector a business is in it appears that spreadsheets are very much the norm when it comes to preparing the nine boxes of a VAT return to be submitted to HMRC.

## Key

MTDfV can be broken down into two key requirements:

- The use of MTDfV-compatible software to report the VAT return data on a period basis and receive information from HMRC, using

an Application Programming Interface (API)

- The maintenance of digital records to provide a complete digital audit trail to support UK VAT returns.

To satisfy the first requirement, most businesses will be required to purchase a piece of API enabled software to submit the nine boxes of their UK VAT returns to HMRC for all VAT periods commencing on or after 1 April 2019. However, for certain businesses (including VAT groups and businesses that are established outside the UK), there will be a six month extension to 1 October 2019. It would seem that most businesses understand this first requirement and are actively speaking to providers of spreadsheet friendly API software solutions.

## Soft landing

HMRC recognise that the digital records requirement is the most complex element of MTDfV, and therefore there will be a 12 month

**Whatever sector a business is in it appears that spreadsheets are very much the norm.**

'soft landing' (i.e. reduced penalties for non-compliance) for businesses still in the process of establishing digital links. HMRC's main aim for MTDfV is to remove all instances of manual intervention in the VAT return preparation process.

Therefore, by the VAT period starting on or after the 1st of April 2020 or 1st October 2020 (whichever is applicable to your business), links between software packages in the VAT preparation process must be digital and all spreadsheets used should be formula driven. Manually entering adjustments and copying and pasting data will not be permitted.

## Processes

The peer-to-peer learning network group showed that every business is different, and each will therefore have different systems and processes in place. Companies will need to review their processes for UK VAT return preparation to identify and remove instances of manual intervention, such that a digital audit trail is maintained.

This exercise may highlight the need for the business to move away from spreadsheets in order to become MTDfV compliant. There are a number of software packages on the market that can assist with this stage of becoming MTDfV compliant. It is important to choose a product that will be a good fit for the business. Businesses affected by MTDfV should plan to allow sufficient time to choose the right system for their specific business and implement it.

Jay Abai is a member account manager at LCCI



# Evolution of franchise businesses



by Andrew Wooding

To survive the current competitive landscape, franchising businesses need to continually evolve as technology is revolutionising the way we interact and exchange information. To keep on top of performance and drive decision making, financial and business processing has to be fast, reliable and efficient.

## Informed decisions

Franchising businesses (both franchisors and franchisees) must ensure they have joined-up systems across their franchisees and efficient methods for franchisee to franchisor reporting via the cloud. This includes accurate stock management systems, linking EPOS to cloud accounting and reporting KPIs promptly highlighting areas where franchisees are performing better against their peers, as well as areas in which franchisees require

**A common way for franchisors and franchisees to achieve efficiency in their systems and processes is by moving to online cloud software.**

more support from their franchisor. This enables the franchise owners to make informed decisions about their businesses.

By using automated software franchising businesses can remove human input error and ensure that processes cannot be overridden. By outsourcing services, you receive dedicated support, free from internal administration duties within your organisation, giving you confidence that they are focused and efficient in delivery. Outsourcing

also means you can be safe in the knowledge you will have continuity of service in case of illness or holidays.

## Status

With improved efficiencies from automation and 'in sync' products, outsourcing costs are very comparable to employee costs, without the obligations (payroll running, auto-enrolment costs and administrative responsibilities) that come with employee status.

Software experts with dedicated outsourcing teams can process and report data – in a preferred format – efficiently and accurately, to a required timescale. Standardisation of reporting across franchisees also assists the franchisor in efficiently reporting and comparing the performance of their franchisees with minimal additional input required from franchisees. They can upload required data from their current systems into the franchisor's cloud-reporting platform.

## Cloud software

A common way for franchisors and franchisees to achieve efficiency in their systems and processes is by moving to online cloud software. Key benefits include:

- Visibility of live accounting data from anywhere in the world
- Cutting down on manual jobs, allowing more time to focus on other tasks
- The ability to be completely paperless
- Seamless linking of data between franchisee and franchisor.

Cloud software has improved the ability to link with ancillary products, i.e. cash flow forecasting, bank account entries, EPOS systems (for retail and hospitality franchisees), invoice scanning and expenses software to create a more integrated back office function.

Andrew Wooding is a senior manager at Menzies Outsourcing [www.menzies.co.uk/helping-you/strategic-advisory/outsourcing-business](http://www.menzies.co.uk/helping-you/strategic-advisory/outsourcing-business)

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# Getting the Lingfield treatment

 LCCI guests were given VVIP treatment at a Lingfield Park race meeting at the end of last month writes Cathy Scott

The Chamber party had the run of the Upper Eclipse Suite with commanding views of the busiest horse racing course in Europe and were hosted by Kate Tracey and Dawn Chandler,

**“As a day for entertainment and networking it was hard to beat, just like Frankie!”**

business development manager of Lingfield Park Marriott Hotel and Country Club (to give it its full name).

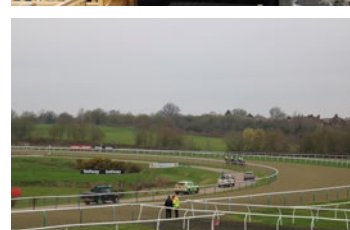
Journalist and jump jockey Kate Tracey was information personified on the many intricacies of horse racing, offering tips on all the races, and hilariously enlisting the services of an ex-pro rugby player to demonstrate a jockey's kit and accoutrements.

Members were also able to get further involved in the day by picking out the best-groomed horse, present the race prizes to winning owners, follow the field round the

track in the vet's vehicle, visit the commentary box, and get a photo opportunity with the legendary jockey Frankie Dettori. The charismatic jockey also obliged financially as he romped home in the fifth race of the day albeit as odds-on favourite.

As a day for entertainment and networking it was hard to beat, just like Frankie!

[www.lingfieldpark.co.uk](http://www.lingfieldpark.co.uk)



## Ten tips to help improve the local environment

Environment Trust, an environment and heritage charity Environment Trust gave ten tips on how people can improve their local environment in the run up to last month's Earth Hour.

Earth Hour started as a lights-off event in Sydney, Australia in 2007 and is now recognised in 180 countries and territories worldwide. The period of darkness is designed to raise awareness of the environmental challenges that society faces and what can be done to tackle them.

Last year, more than nine million people took part in the UK, with iconic landmarks including Big Ben, the Palace of Westminster and Buckingham Palace and others switching off their lights for the event.

Berny Simcox, chief executive of Environment Trust says, "With the spread of social media, international campaigns like Earth Hour have grown

impressively. In order to make a lasting impact they depend upon our commitment to our own neighbourhoods and thinking about our daily lives.

"Turning off the lights for an hour is not designed to be a one-off gesture but helps us think about how to save energy and conserve the planet in a lasting way. Even the simplest actions, when undertaken by enough people, can make a huge difference and can also save us money," adds Simcox. Her tips for how people can mark Earth Hour and protect their environment include:

- Stop your car engine when stationary for more than ten seconds. This not only saves fuel but cuts air pollution which is big a problem in urban and suburban areas
- Turn off lights when you leave a room and encourage the whole family to do this
- Grow bee-friendly plants such

lavender, hawthorn, ivy, rosemary and runner beans to support threatened species who pollinate much of the food that makes our diet healthy

- Fit a water efficient shower head to save water and energy for water heating
- Turn off the tap when brushing your teeth
- Change all the bulbs in your household to low energy light bulbs. Typically they use one-third to one-fifth less electricity compared to traditional incandescent bulbs and last eight to fifteen times longer
- Boil only as much water as you require to make hot drinks
- Choose local, seasonal produce, reduce the amount of meat you eat and choose sustainably-sourced fish
- Avoid bottled water which is expensive and produces large amounts of plastic waste

- Whenever you cook on the hob, always try to cover the pans – this reduces the amount of energy that escapes from open pans, plus the amount of time it takes to heat up food and boil water.

Environment Trust projects include water friendly solutions in private and public open spaces such as green roofs, storm ponds, sustainable urban drainages and rain harvesting systems, and reducing people's exposure to poor air quality through vegetated cycle lanes, strategically placed and maintained species-rich hedges and stone walls.

Environment Trust also runs local volunteer projects that bring people together to look after and enjoy the natural environment and green spaces where they live.

[www.environmenttrust.org](http://www.environmenttrust.org)  
[www.earthhour.org](http://www.earthhour.org)

# DriveNow: Your flexible car club

With car ownership costs increasing, the ULEZ introduction in April and air pollution at the forefront of people's minds, now is the time to look at alternative transport options like car sharing. DriveNow is London's flexible car club, now available in 9 London boroughs including Westminster, Tower Hamlets and Southwark.

Get 24/7 access to over 700 BMW and MINI vehicles which can be found and unlocked with the DriveNow app. Providing a flexible way to meet clients and friends, escape the city or travel one-way in London, members can drive by the minute for short trips or use an hourly or daily package for longer journeys.

Fuel, insurance and car tax is included in the price, and there are no monthly or annual fees

– just pay when you drive. Cars can be parked for free in virtually any public parking bay in the operating area, and don't need to be returned to an original parking bay (like traditional car clubs).

Shared vehicles are an effective way of improving air quality whilst still providing the necessary transport to meet people's needs. Mixing car club usage with public and active transport lowers CO2 emissions and contributes to improved air quality. Flexible car clubs can take up to 13 cars off the road and reduce annual household mileage by 238 miles.



All DriveNow BMW and MINI models are compliant with the Ultra-Low Emission Zone requirements and 130 BMW i3 electric vehicles have recently been introduced into the fleet, these have zero tailpipe emissions and can travel up to 180 miles on a single charge. There is an opportunity to try electric vehicles without the hassle or significant costs associated with owning or leasing the vehicle.

A corporate offering is also available. Create a company

account and attach multiple employees with a central payment card or use prepaid credit. By using DriveNow for business trips and enabling your employees to use a car club, as a business you are supporting more sustainable means of transport and also saving on travel costs.

**Join DriveNow for free with £20 driving credit by using code MATTERS at drive-now.com**



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Issue 154 | April 2019

# Capital matters

A blurred photograph of a person presenting to an audience in a conference room. The person is standing at the front, gesturing with their arms. The audience is seated in rows of chairs, facing the presenter. The background is a plain white wall.

**COVER STORY**

## Meetings and events

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## 3 questions to reflect on before you sell

**Selling your business isn't always an easy decision to make. No one wants to let go of something which has become a part of their identity. If you are thinking about it, Transworld Business Advisors of London has three questions for you to reflect on.**

In 2018, there were around 5.6 million small-medium businesses in the UK, a third of which are located in London and the South East. SMEs contributed about £2trn to the UK's economy, and played a huge role in strengthening London's high employment. An optimistic sign for London's SME scene, as Brexit approaches.

While most SME owners are ready to grow their business, at Transworld Business Advisors, we're also seeing business owners ready to exit. Their main reason being retirement. This is creating openings for entrepreneurs looking for a business to invest in and grow. Especially young entrepreneurs wanting to take control of their career destiny.

Before you take steps to sell, here are three questions to reflect on:

### 1. What are your reasons for wanting to exit your business?

This is one of the first questions any buyer will ask. Of course, there are no right or wrong answers, but new entrepreneurs are looking for reassurance their new venture isn't about to collapse. Many typical sellers look to retire, move back into employment when they've realised, they aren't entrepreneurial, or to run a business in a different sector

### 2. Is your business growing and profitable?

Buyers will look for growing revenue, profits, employment

opportunities and space for expansion into markets, locations, or products. An unhealthy business typically won't attract as many buyers.

### 3. Do you have a realistic view of your business' value?

When it comes to valuing your business, be realistic about what your business is worth to the next person. At Transworld Business Advisors, we've met business owners who both undersell their business' market value and overestimate its worth. Using expert guidance, can help you determine the true market value of your business.

If you are ready to sell, it's important you have the right



strategy, just as you did when you first started. Don't skip the detail, and you will profit from your business, one last time.

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Transworld Business Advisors of London is one of 235 locally-run, global business brokers. We have over 40 years' experience business sales behind us, and have developed a system delivering consistent, proven results for all parties. We know how to connect the right people to the right deal. For advice on the sale of your business call **0203 911 1059**.

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# TUNISIA: The next opportunity

Home of the ancient city of Carthage, Tunisia is an important player in the Mediterranean, thanks to its location in the centre of North Africa, close to vital shipping routes. Tunisia covers an area the size of England and Wales combined and its location places it at a strategic and commercial crossroads between Europe, Africa and Middle East.

Being among the most competitive economies in Africa and the Arab world, the Tunisian economy offers businesses an environment of higher quality than those found in main competing countries.

It has a relatively well-trained workforce and a strategic geographic situation, between Europe and Africa. Its economy is open to trade and to foreign investors. Some parts of the economy are particularly robust, notably the offshore sector.

Indeed, foreign investment culture in Tunisia is not new and a large number of foreign companies operates in the country which became a key offshore destination. Today, almost 3,500 foreign companies have settled in Tunisia. In a business environment similar to that of many countries of southern Europe, they enjoy more attractive incentives.



## Welcoming a new era of foreign investment

Since the Tunisian government has indicated its willingness to open the country to further foreign direct investment (FDI), many reforms are entering into force. In recent months, the government has made economic reforms and more transparent regulations a priority to facilitate FDI.

The Tunisian economy is

characterized by increasing liberalization, greater integration in the global economy and stronger competitiveness combined with a new regulatory and tax incentive framework.

Many international indicators place Tunisia in a favourable position compared to other countries of the region and to many emerging countries.

## TUNISIA an attractive destination and a strategic hub

Tunisia offers various opportunities for UK investors opening up in the Tunisian market and FDI opportunities offer an array of venues for growth.

In addition to the fact that Tunisia is one of the most competitive economies in Africa and the first one in North Africa, many good reasons make Tunisia a favourite destination:

- 1. Perfect geographic position:** Tunisia is the northernmost point in Africa, thus very close to Europe. The country is very accessible by European markets and vice versa. Tunisia is becoming a gateway between European and African markets.
- 2. An open country:** The Tunisian economy remains open to the world. Tunisia's commercial exchanges and partners are rich and diversified and open new business potentials for international SME's.
- 3. Skilled and cheap workforce:** There are around 70,000 graduates in Tunisia per year, 35 percent of which are engineers. As the local currency is cheap, engineers' wages are way lower than those of foreign

employees. It would be much more profitable for foreign companies, especially high-tech ones, to offshore in Tunisia.

## 4. Government incentives:

The government offers a set of incentives for investors within the framework of promoting the Tunisian ecosystem. These incentives are in the form of tax exemptions or subsidies in some areas in Tunisia. The poorer the region the investor picks for investment, the more advantages they would get.

## 5. A connected society:

The internet has been deeply rooted in Tunisian culture. There are around 5.8 million internet users, representing about half of the entire population. Knowing that the average internet consumption in the world is 46, we can fairly say that Tunisia is in a good position internet consumption wise.

## 6. Entrepreneurial mindset:

Tunisia is witnessing an entrepreneurial revolution as Tunisia was ranked 1st in North Africa in terms of Talent competitiveness, Entrepreneurship Ecosystem, Innovation... by international institutions. This mindset is a major sign for an investment to be fruitful.

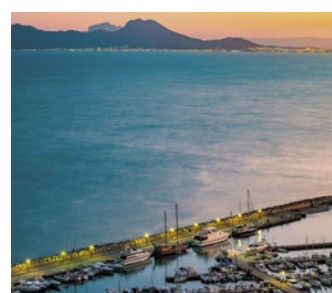
## Tunisia ranks:

**1st** worldwide exporter of **dates**

**2nd** African producer of **car components**

**2nd** exporter of **organic produce** in Africa

**2nd** worldwide producer of **olive oil** for the 2016-2017 harvest season



## The role of Foreign Investment Promotion Agency in the UK

FIPA-Tunisia is one of the bridges connecting British and Tunisian businesses communities, promoting foreign investment opportunities and Tunisia as an attractive investment destination. FIPA-Tunisia is in charge of providing, for free, all the support needed by foreign investors.

## Exciting Happenings

**Tunisia Investment Forum - 20th-21st June 2019, Tunis**



This international event brings together CEOs, MDs, experts and high-level policy-makers, representatives of international organizations to discuss the investment climate and business opportunities prevailing in Tunisia.

Participants will get an incredible chance to learn about recent developments and seize the myriad of business opportunities available in different sectors.

The 2019 agenda will cover topics and sectors of interest to existing and potential investors willing to set up and expand their activities in Tunisia.

#InvestInTUNISIA #TIF2019 #FIPA

[www.tunisiainvestmentforum.tn](http://www.tunisiainvestmentforum.tn)





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## Take control of your market research with the new remote access membership available at the City Business Library

The team at the City Business Library are committed to providing small businesses across the UK with access to a wide range of business information and so will be launching a new subscription membership in February 2019 to provide remote access to a wide range of databases that customers can use from the comfort of their own home, office or even on the move. You can choose to buy a 6-month or 12-month membership and get remote access to the following databases:

- **Fame** The Fame database can help you create Business-to-business searches to find companies with specific profiles, and you can carry out detailed analyses on individual or groups of companies – plus, you can create B2B company lists.
- **Global Trade Tracker** Global Trade Tracker provides you with detailed commodity trade statistics (value, volume, price) for over 110 countries. Contains monthly and yearly data from 2002 to date.
- **IBISWorld** IBISWorld includes comprehensive yet easy to digest reports on hundreds of industries. Each report consists of key statistics and analysis on market characteristics, operating conditions, current and historical performance, major industry participants and more
- **MarketLine Advantage** MarketLine Advantage is an interactive platform, giving you any time access to a unique mix of company, industry, financial and country business data, for every major marketplace in the world.

Plus, you also get access to the following databases:

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# INVEST IN GHANA

The Ghana Investment Promotion Centre (GIPC) is a government agency established under Act 865 to promote, coordinate, and facilitate investment in the Ghanaian economy.

Over the last two decades, Ghana has enjoyed increasingly stable and deepening democratic governance. Seven successful elections have strengthened the effectiveness of key national institutions, enhanced investor confidence and anchored the economy in an environment for positive growth.

Today, Ghana is not only the best place for doing business in West Africa, but the fastest growing economy in the world according to the World Bank Ease of Doing Business Report 2019.

The government is committed to implementing policies that reduce the general cost of doing business in Ghana and to promote investor confidence in the country.

## WHY GHANA?

- Most competitive economy in the West African sub region and #10 in Sub Saharan Africa, (World Economic Forum Global Competitiveness Index 2018)
- Ranked best place for doing business in West Africa according to the Ease of Doing Business Report 2018
- #2 FDI destination in West Africa and #7 in Sub-Saharan Africa (EY Attractiveness Survey 2018)
- #6 overall in Africa - Mo Ibrahim Index of African Governance of African Governance (IIAG 2018)



- Most resilient economy in West Africa, (African Attractiveness Index 2018)
- #2 largest cocoa producer in the world and Africa's biggest gold miner after South Africa.
- #2 in West Africa, Global Peace Index 2018
- Ranked as the most stable political environment within the West African sub region and fifth in Africa, Ghana has established democratic institutions and systems to ensure good governance and rule of law in the country - Africa Benchmark Country Report (ABCR, 2017)

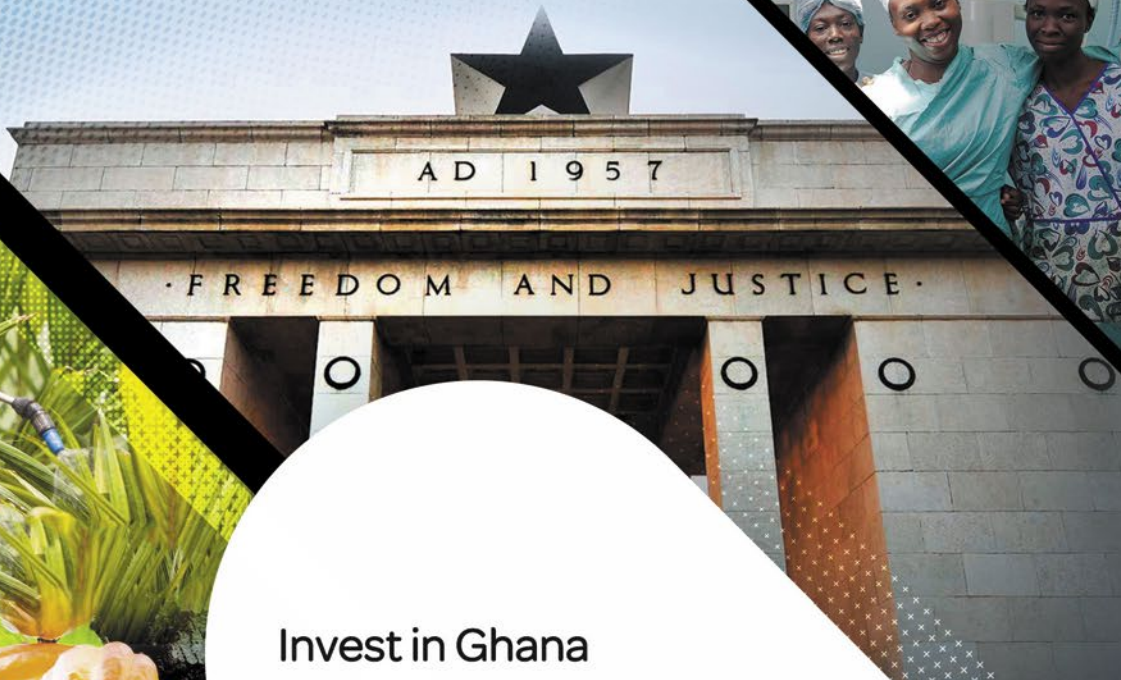
## Country's Credit Rating

- B – positive (Standard & Poor's 2018)
- B – stable (Fitch Ratings 2017 )
- B3 - stable (Moody's Investors Service 2016 )





**GHANA  
INVESTMENT  
PROMOTION  
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# Home from home



**Serviced apartments are on the rise as a viable and, above all, credible alternative to hotels**

**A**s a sector, 2018 saw a period of unprecedented growth for the serviced apartment industry, both in terms of the number of properties available on the market and the number of travellers opting to use them.

Available for short and long

term lets, serviced apartments bridge the gap between permanent accommodation and short stay accommodation – with an element of overlap for both. Weekend breaks can be facilitated, as can work placements lasting several months, which means they're a popular option for both the leisure and the corporate markets.

**So, what has caused this rise?**

Much of it can be attributed to the fact that serviced apartments effectively provide the best of both worlds.

On the one hand, you get the hotel treatment, in so much as freshly made beds and at least weekly cleaning (and not to



We understand that the world of work is changing. With over 62% of employees travelling for work on a regular basis, there's an undeniable need for flexibility and choice when it comes to accommodation solutions.

We know that happy employees are productive employees, which is why we create homes which are so much more than a hotel room. Each of apartments have been curated by independent, local designers, across eight of London's most exciting neighbourhoods.

We plug our guests into the action from the word 'go', with a friendly face on arrival, area guides to make sure they settle into their surroundings and all the essential mod cons they need to truly feel at home (fully serviced kitchens, high speed WiFi, luxury toiletries in the bathroom, weekly cleans, widescreen TV's with Apple TV).

Fast access to local underground stations makes

inner-city travel a breeze and choosing to extend or cancel your stay couldn't be easier.

We are working with some of the world's fastest growing companies and SMEs. By plugging employees directly into London's thriving cultural scene, we help thousands of travellers to find their place.

Unlike other operators, we understand the importance of flexibility. That's why we offer 48hr cancellation and no fixed contracts. With a dedicated account manager, fixed flat rates for each apartment and preferential discount on long stays, more and more guests and travel managers alike are recognising Cuckooz as Best for Business.

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**cūckooz**  
LIVE LOCAL

mention many amenities such as a gym and bar), while on the other you get added space, greater privacy and a true sense of a home-away-from-home.

For those travelling on business, this can be an important sentiment – helping to assuage the sense of loneliness when working away for prolonged periods. There’s also the option to house colleagues in one serviced apartment, providing a social element that can’t be replicated in a hotel.

With a serviced apartment being a self-contained, fully furnished flat, guests also get their own fully-equipped kitchen – which means they aren’t dependent on restaurants, room service or dipping into the hotel mini bar; the cost of which can soon add up. And while travelling for business means this might not be of a personal concern (it’s likely to be covered by expenses after all), it does mean the guest can still experience a degree of ‘home life’ by cooking for themselves, and even, potentially, their colleagues.

The ability to cook means guests aren’t beholden to restaurant opening times, and can prepare food to their liking, while also allowing them to immerse



themselves in the local lifestyle through trips to the supermarket and local shops – providing a different perspective of local living than that offered by restaurants.

Another advantage of serviced apartments is that many are located in city centres meaning an element of home living is mixed with a minimal commute.

In a similar vein to that of cooking for yourself, laundry is another aspect where serviced apartments differ from that of hotels. While the majority provide a laundry service, many also include washing machines and tumble dryers, meaning guests can opt to do their

own – something potentially more appealing for those on a longer business stay looking to maintain a sense of routine.

To further add to that sense of home, some apartment providers even offer the chance to hang a piece of your own artwork, embellishing that element of domesticity.

Stepping away from the traditional aspects, many apartments provide the latest mod cons, including keyless entry systems, complimentary guest smartphones, tablet controlled rooms, mood lighting and more – with high speed Wi-Fi pretty much



as standard. Everything you’d expect from a hotel is available via a serviced apartment.

Another key benefit is that it’s possible to book for prolonged stays (as well as short ones!) with the cost tending to reduce the longer the stay, while all utility bills are covered within the upfront costs; something likely to appeal to finance departments looking to reduce employee expenditure.

On another business minded front, serviced apartments, thanks to their increased size, also provide the opportunity for informal, intimate business meetings and collaboration between colleagues – a level of privacy that isn’t afforded through hotel communal areas.

**Quality Accreditation**

When looking to book a serviced apartment, corporate buyers should be aware of quality accreditation,

*Continued on page 56...*



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**Why are business travellers moving to serviced apartments?**



and is hardly surprising given that the average serviced apartment offers 30% more space than its equivalently priced hotel room.

**Come and see what all the fuss is about**

New research conducted by the Association of Serviced Apartment Providers (ASAP), shows that nearly a third of corporate travel buyers increased their use of serviced apartments in 2018.

The increase marks a continued trend of serviced apartment growth over the last decade.

Not so long ago, the problem for serviced apartments like Craven House was simply explaining what they actually were. But year by year, that’s changing. The secret is most definitely out.

The number one reason given by buyers for booking serviced apartments was “better value for money”. This echoes anecdotal evidence throughout the industry,

That’s why our guests keep coming back, but don’t take our word for it, see what our guests are saying on TripAdvisor. We’d love to welcome you too, don’t hesitate to call us if you have any questions.



### Continued on page 56...

and check to see if the provider is an ASAP member (the Association of Serviced Apartment Providers), a member of the Association of Serviced Apartment Providers (ASAP)

ASAP provides an accreditation programme where operators (those who run the apartment) or agents (those who handle the booking), have to demonstrate that they comply with all of the key legal, health and safety, and duty of care requirements. Validating

these aspects with ASAP enables them to display the ASAP 'Quality Accredited' marque – allowing buyers to recognise that they're dealing with a legitimate and above-board partner and can stay with confidence.

### A Global Alliance for a rapidly expanding sector

With regard to hotels, most of us know where we stand and what to expect, wherever we are in the world. Serviced apartments, however, aren't so universally

recognised. The concept of a serviced apartment is still one that needs a degree of education, with many unsure as to what falls under their umbrella.

ASAP is the driving force behind the newly launched Global Alliance of Serviced Accommodation (that looks to present a unified message). Representing member organisations in 19 countries around the world, and undertaking activity in New Zealand, Australia, South America and Asia, ASAP has already been connecting with like-minded associations, including

the Corporate Housing Providers Association (CHPA) in the US and Canada, as it bids to extend its remit for delivering minimum quality standards.

With an ethos that focuses on 'staying with confidence', ASAP wants guests who book serviced apartments to be confident that they're staying in safe, reputable accommodation that delivers what the guest was expecting at the time of booking – wherever they are in the world.

### An online directory

As part of its bid for guaranteed standards ASAP has also recently launched an online directory, which is set to make Quality Accredited agent and operator members more visible, pointing guests and corporate buyers in the direction of those operators they can trust.

The directory contains quality accredited operators and agents that are reliable, safe and dependable and is also easily accessible for prospective guests to reassure themselves that they're booking via a legitimate operator.

**The ASAP directory can be viewed via [www.staywithconfidence.com](http://www.staywithconfidence.com)**



## Arlington House Apartments St James's Luxury Serviced Apartments in central London.

Whether you are travelling on business or leisure, our serviced apartments offer you an exclusive and convenient base for your stay.

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# Independent Education today

In 1997, Tony Blair set the course that English state schools are to be found today, namely that of 'Education, Education, Education'.

His vision, and that refined subsequently by Labour, Coalition and now Conservative governments was to make our state schools as good as any in the world. Initially the investment went into teachers and classroom support, then buildings and facilities, and recently towards the sharpening up of the key focus of what teaching is about.

At 16+, over 3500 different school qualifications and courses have been removed, with the academic core focus being very much on the English Baccalaureate. This puts high emphasis on performance outcomes at GCSE in English (both language and literature), Maths, Sciences (at least 2 if not 3), a language, a humanity and if required, one other. All the focus of funding then is clear, on raising academic achievement for all. Why on earth does an article on Independent Education then start with this History lesson? Sadly Prime minister Blair, and those who have followed his mantra subsequently, may have identified that schools need to have an education focus of course, though this focus has become too narrow, and central



Mary Poppins

government has forgotten to invest in the other 2 essential pillars that produce achieving, skilled and confident children, those being great welfare support and, as important, provision set within a thriving and vibrant school community. Independent Schools have always understood the need to offer a wide and diverse curriculum, have a huge interest in high quality pastoral care and allied services (nurses etc.), perhaps above all know how all the additional extra curricular activities and community

engagement provides a better context for why children are having to strive, develop new skills, work with others and give their all as part of their social development.

Modern independent Early Years education has a terrific joy at the heart of its provision, Modest class size is an essential feature that brings this about, because skilled adults have sufficient time to work with every child to bring out their interests and capabilities. Identifying early

developmental delay, in physical motor skills and relationship building is so much more than teaching them to read at this early stage. The primary and early secondary years help build the many and various skills a child will need for later life. Whilst keeping class size below 20 at this stage makes a huge difference, so does the inclusion of different teachers and subject approaches in the curriculum. When you spot a class of 9 year old girls, for example, running to to play football or hockey for an hour, often at least twice or more a week, with their gum shields and shin guards in place, you get a real sense of the energy and power that each child develops through learning to play a 'real' sport. The national curriculum puts a real focus on being able to make use of words such as gentle and frail, but the efforts to achieve mastery of such differentiation are as of nothing compared with the efforts we demand of our children to learn the entire script of Mary Poppins for the school production, or singing without crib sheets 16 different songs from around the world for a school concert.

With such various skills and talents to draw upon, upper secondary independent education sees an explosion in further skill



Year 3 Hockey Girls

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development and opportunity focussed activity. Whilst in state schools, facilities for art, craft, drama, music and sport education are seemingly mothballed to empower the achievement of the EBacc, the same cannot be said of our private sector. Some schools choose to add Forest and Farm education into the mix, others to shift the school day to allow actors, dancers, musicians and sports players to spend even more time working on their chosen specialisms, yet more ensure that the 5 day working week is supplemented through Saturday workshops for Chess, Mandarin, public speaking and drama coaching, and the whole week will be punctuated by sports fixtures and creative events. Of course modern foreign languages are essential part of the school curriculum, but they don't need to be made compulsory at the expense say of a computing science or business enterprise education. Our schools take their mission seriously, and attract incredibly gifted specialist teachers who have the opportunity to use both their skills and passions, inevitably enhancing the engagement of the students with whom they engage.

And therein lies the rub; the state has forced its schools into a narrow, target-led performance focus across a closed range of classroom-based activities. Its Inspectorate 'pass' or 'fail' schools based on the straightforward measures of Literacy and Numeracy achievement at 11, and a restricted basket of academic currencies at 16. There are of course many state schools which do far more than this,



CC Drama

built on perhaps centuries of tradition, or alliances with their own communities which support the broader vision of a holistic education that Independent schools espouse. But such schools are the exception; the rule from central government is that a per capita spend of circa £4,500 per child per annum is enough to meet the full educational needs of each child. And therein lies the rub, that money is simply not enough. Excellent independent schools come in more shapes and sizes in England than anywhere else, from the small bespoke theatre schools to the world class gleaming spires seen in our cities and countryside throughout the land, and almost all require much higher levels of funding to support the child placed in their school.

The parents' involvement in our schools is really noticeable,

"The parents' involvement in our schools is really noticeable, for example visible through the many Parent Teacher Association gatherings that I have been privileged to attend."

for example visible through the many Parent Teacher Association gatherings that I have been privileged to attend. It's quite obvious how vibrant the parent community is in our type of schools too, with brilliant attendance at anything from teacher consultation events to drama and music showcases. Independent schools are not standoffish; whilst we take safeguarding as seriously as any, parents must be permitted to see their children's learning at first hand as often as possible. This does not mean once a term shows, but an open door at the start and end of each day, a welcoming touchline or rehearsal space where a cup of tea and a friendly chat with key staff is regularly part of the working week. Parent Teacher Associations too come in as many colours as schools, but they share a common goal with the school, to enable the parents to develop adult friendship and professional knowledge around their children as they grow, that

wisdom passing down through the years to reinforce and amplify the school's core values, be those of faith, community or enterprise. It's true that independent education comes at a serious cost, second only to the cost of buying a house. Given that the state offers a free education to all, it comes as a constant surprise to those without children why parents would pay for their children to go to school. Those of us fortunate enough to have had our children pass through independent schools know the truth; whilst examination results are important, they only open up possible opportunities ahead. Children who have been educated in our independent schools have a visible confidence, a resilience borne from sporting defeat or artistic disaster, and a can-do character, because they have taken already so many opportunities to get stuck-in. Our children have learned above all the value of building great relationships to achieve common goals in the future.



CC Drama

ISA  
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ASSOCIATION

# Inspiring our future workforce

**At Royal Russell School, we place equal importance on delivering strong academic results with developing engaged and capable young people to become a positive force in their communities and wider society.**

Through an outstanding array of co-curricular activities, our students begin to develop important skills for life, such as leadership, communication, collaboration, critical thinking and organisation. Careers education is an essential element of the curriculum and our students seize every opportunity to gain real-life experience.



Jenny Harris

As members of the London Chamber of Commerce, we actively support each other through networking and sharing our skills and resources, with great benefits. Now, we are actively looking to collaborate with businesses of all sizes to provide opportunities for our students to further develop their

employability skills and enhance their opportunities for successful careers. We are seeking your help to empower young people and transform their futures.

Our students come from a diverse range of backgrounds and all are hardworking, committed and eager to learn from you.

“Our students come from a diverse range of backgrounds and all are hardworking, committed and eager to learn from you.”

We welcome any opportunities for work experience placements, but as important are the following:

- mentors willing to give up just a few hours each year to share

- knowledge and experience
- professionals who can offer advice about working in their sector, doing so either in person, by email, or virtually
- businesses that can exhibit at our Careers Fair, talking directly to students about their industry
- opportunities to shadow you for a day
- a visit to your workplace.

**If you would like to be a part of our exciting journey, or would like to hear a little more about what we are doing, please get in touch with me, Jenny Harris, Head of Careers at [jharris@royalrussell.co.uk](mailto:jharris@royalrussell.co.uk) or connect through the London Chamber.**



## Royal Russell

At Royal Russell School we are committed to inspiring our young people to be the leaders of the future.

If you'd like the opportunity to help us make a difference, please get in touch.

You can get involved in the following ways;

- Become a mentor and share your knowledge and experience
- Provide a short work experience placement
- Attend our Careers Fair
- Offer a workplace visit



To find out more, please contact Jenny Harris  
[jharris@royalrussell.co.uk](mailto:jharris@royalrussell.co.uk)

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# How important is audience engagement in your event?

**When you start the process of organising an event, where do you start? What is the most important element of any event? It's your audience! Without an audience, there's no event. Always take this into consideration when developing your event concept**

Your first objective is to understand what you want your audience to gain from attending your event; the outputs of this will determine how to engage them throughout the event's lifecycle.

Audience engagement starts at the very beginning. Do you need to consider holding a focus group with key stakeholders to determine the content you want delivered? From there you can set about creating the concept of the event. Audience engagement plays a part every step of the way; everything from the venue, entertainment and speakers, through to the technology required and the marketing and communication strategy; all of which affect how your audience will engage and interact with you.

## Choosing the right venue

The venue needs to not only meet the requirements of your event but ensure it's practical for delegates to ensure they feel comfortable and will enjoy the overall experience of the event. The practical considerations such as size and location are an important aspect to any event, but don't forget about the aesthetics of the event, why would your audience remember your event above any others they've attended?

The venue can play a pivotal role here in ensuring you deliver memorable experiences to your delegates. It may be simple things in how you can transform the venue to take in the full event brand concept, to a unique or unusual venue such as a sporting stadium or museum, that provides the delegate with additional experiences outside of the event – something they'll appreciate which will create those memorable experiences you're after.

## How can event technology play a part in audience engagement?

When it comes to audience engagement at one of your events, what do you look for? Interaction between delegates? Engagement with your speakers? The sharing and distribution of content? There's so many different elements, and all that can be managed in multiples of ways, using the different types of technology available – that's enhancing and growing all the time.

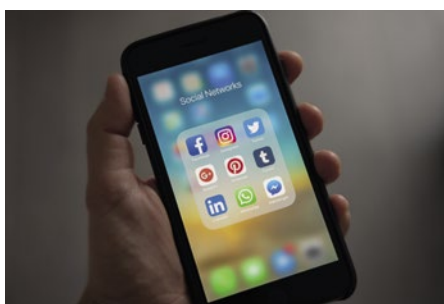
A popular form of event technology is to create your very own event app. By using the right providers, you can create a bespoke app for your event, that ties all elements of



audience engagement onto one platform. The data provided at the end of the event will demonstrate important return on investment (ROI) as you can easily measure the success of its usage. Successful apps will have regular engagement both before and after an event as well as during the event itself.

## How do you make an event app successful?

It's about engaging pre-event communication that will aid in successfully launching an app. Delegates need to have a reason to download it – what will they get from it?



If it's an event where you have people coming together from different parts of an industry, one of their main priorities will be to network. By understanding who is attending the event, prior to the event happening, you are encouraging delegates to connect with each other through the app and make their own appointments to meet with one another. These types of networking opportunities are

popular amongst delegates as they tend to be in an informal environment where discussions can easily flow.

## Common event App pitfalls

There can be several pitfalls with an event app when on site that you can easily overcome with careful planning. Such things might include:

- **Poor Wi-Fi** – work with your app developers and the venue to ensure you have sufficient Wi-Fi capacity before you start building the app.
- **Don't bombard attendees with too much information** – The app will ensure your content is stored in one place. Encourage delegates to download the app early on and avoid sharing information through other forms of communication where possible.
- **Make it relevant** – people will only engage with your app if it's relevant to them. Only share what's appropriate.
- **Easily accessible and user friendly** – what it says on the tin. Don't overcomplicate the app and give your attendees clear ROI for the app and don't just make it about what you will take away from it.

Get your audience engaged early  
With all of this in mind, it's important to open your registration early, promoting the app and its functionalities. If you know your target audience and have a delegate list to hand

*Continued on page 62...*

# Creative spaces for professional meetings and events

Sadler's Wells is a world-renowned dance, performance and events venue. The venue provides a contemporary, vibrant and inspiring space for conferences, workshops and performances. The venue can hold private and corporate events from twelve to 1,500 guests in rooms including the main auditorium, a studio theatre and various meeting/conference suites.

This smart and modern venue has natural daylight, fully integrated state of the art AV with in-house technical staff, air conditioning and free WiFi internet throughout.

Our experienced Events team provides dedicated event management ensuring smooth delivery and success. Clients also benefit from in-house catering providing a wide range of fresh, seasonal menus for a variety of occasions.

Sadler's Wells has played



host to prestigious companies including Sony Music, KPMG, The Guardian, TEDx and many others.

An ideal venue for meetings and conferences with modern and stylish spaces to inspire your delegates.

Our all-inclusive day delegate rates offer excellent value for money for events between **50 - 180 guests** starting from **£55 + VAT per person**.

Day delegate rates include room hire, private catering area, event management, technical support, screen and projector, lectern and wired mic, Wi-Fi and catering



throughout your event. All catering at Sadler's Wells is prepared on site using fresh and natural ingredients. Seasonal menus are created to make the most out of the produce on offer throughout the year.

Just a few comments from our past clients. A delight to receive and the Events Team along with the Food and Beverage Team to continue to take comments on board, creating new ideas and concepts for the venue:

"The customer service from the Sadler's Wells Events team was exemplary. Throughout the

process everyone was professional, enthusiastic, responsive and welcoming. We highly recommend holding events at Sadler's Wells!"

**- Audience Agency**

"The venue is conveniently located and the staff are fantastically helpful. Great facilities, food and very positive overall experience."

**- Cancer Research UK**

"Another successful annual event which wouldn't have been possible without the amazing and fabulous support, guidance and assistance from the Events team who really make our events extra special and one of the reasons we return each year. The rest of the team too, from catering to technical, are superb."

**- Fraud Women's Network**

Contact the Events team on [events@sadlerswells.com](mailto:events@sadlerswells.com) or call for availability and a bespoke quote on **020 7863 8065**.

We would be delighted to host your next event at Sadler's Wells.

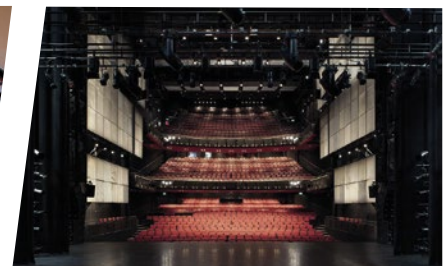


Events

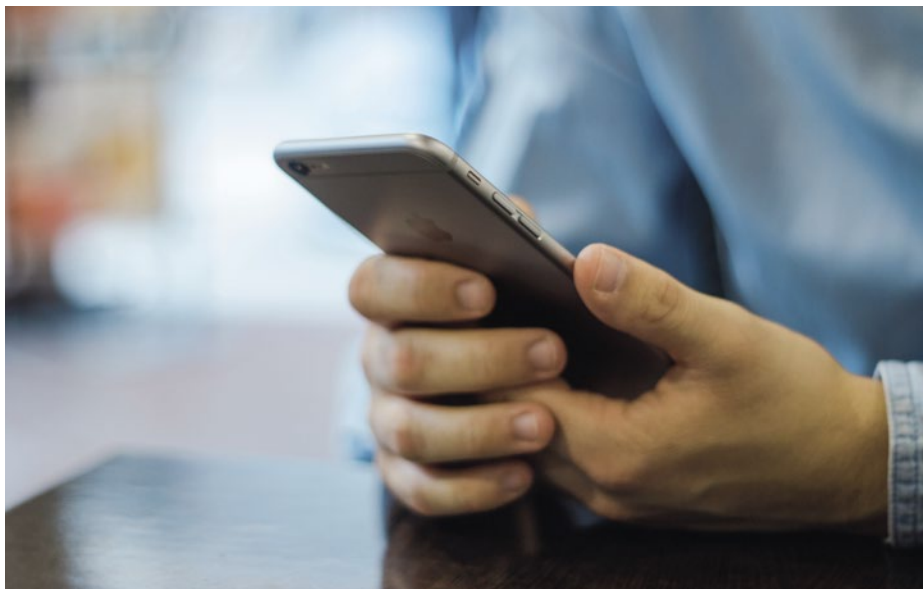
## Sadler's Wells

**"Creative spaces for professional meetings and events"**

Sadler's Wells provides a contemporary, vibrant and inspiring venue for conferences, workshops and performances. The venue can hold private and corporate events from 12-1500 guests in rooms including the main auditorium, a studio theatre and various meeting/conference suites.



To book your next event at Sadler's Wells Theatre contact the Events Team on **020 7863 8065** or email on [events@sadlerswells.com](mailto:events@sadlerswells.com)  
[www.sadlerswells.com/venue-hire/](http://www.sadlerswells.com/venue-hire/)



...continued from page 60

(such as internal employee list), then that's a great place to start as part of your marketing and communication strategy for your event.

Your communication needs to be clear and the event marketed effectively to ensure delegates attend. They need to understand why they should attend and what's in it for them.

If it's an internal company conference, it's easier to communicate as you'll have your delegate list to hand and as a company event, could be obligatory to attend. Even if it is obligatory, you still want them to enjoy their experience as enjoyment plays a key part in what they'll take away with them. This experience starts from your very first piece of communication with them.

#### How do I communicate?

Create a bespoke event branded registration website that sends e-communications to your distribution list which should include all event registration details and a link to download the app. Top tip: include any past successes or testimonials where you can so you can demonstrate what potential delegates might be missing out on. Sell the event, sell the app and you'll soon see the registrations flowing in.

If you don't have a delegate list to hand and this is a public event, then you'll still need to create your bespoke delegate registration website, but you'll just need to share this in a different way. Eventbrite, the world's largest event technology platform, has found that a fifth of traffic to ticketing and registration pages comes from social media. Social media is a fantastic way to reach millions of people – you just need to make sure it's the right people.

Using social media to promote your event Whether you have a specific audience/ industry sector you're reaching out to, or

“Eventbrite, the world's largest event technology platform, has found that a fifth of traffic to ticketing and registration pages comes from social media. Social media is a fantastic way to reach millions of people.”

if your event is for the general public and open to all, will depend on how/where you start marketing your event. There's the obvious free social channels such as Facebook, Twitter, Instagram and LinkedIn (and new ones popping up all the time) but will promoting your event using the 'free' element actually reach the target audience you're after? It will if it's a public, open to all event as your existing network will help grow the interest of your event.

However, if the event has a specific target audience, you might want to consider using paid for advertising through these channels to engage and promote with a targeted audience. The main social channels have

some great functionalities that allow you to set your own advertising budgets and create targeted campaigns to your chosen audience.

#### Engagement at the event

By using these social channels to promote your event, you'll encourage engagement from delegates early on as well as at the event. You can also build these social channels into your event app which will urge people to interact at the event itself. Take Twitter as an example, you can create a bespoke event hashtag that you share with your delegates and include on all event promotional activity. This hashtag can be built into the app and from there when your delegates go to tweet from the app, the hashtag will already be included. Before you know it – you'll get yourself trending on Twitter.

#### Don't forget to engage after

Now your delegates have left your event what do you do? You continue engaging with them. The event doesn't stop as soon as they leave the building.

Ensure you compile post-event collateral that you can share with your delegates after the event. This will not only support any notes they've taken, but it ensures they have the key takeaways you wanted them to get from the event.

It's an opportunity that you reach out to for your delegate feedback. Get in there early whilst it's still fresh in their minds. This feedback, and any in-app or social media activity that you ran during the event, will all work towards your event ROI and determine whether you met your overall objectives.

#### Behavioural change – meeting your objectives

If one of your objectives is around audience engagement, there is always the option for a pre-event or onsite survey. Ask your delegates simple questions such as, 'how do you currently feel about...?', or 'what is your understanding of...?', that can be followed up post-event to get some tangible ROI that links directly back to the key objective – audience engagement.

#### All sounds simple right?





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\*Travel times are approximate and sourced from [nationalrail.co.uk](http://nationalrail.co.uk)



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(Mont Rose College of Management and Sciences has gained the TEF Silver Award. This award is valid for one year awarded in June 2018)



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## Members' noticeboard



Blue Crystal Care

### Blue Crystal

Blue Crystal Care Agency shared its best practice by contributing an article to The Parliamentary Review this February.

The agency, which is run by Director Latha Kathirkamathamby, provides residential and external care services from its North Harrow office. Its aim is to help clients to build their confidence and consequently live happier, healthier and more independent lives.

Latha has a background in IT but established the business in 2014 to try and give something back to her community. She takes an active and hands-on approach and has built strong relationships with hospitals and GPs to ensure her clients receive the treatment they need.

[www.theparliamentaryreview.co.uk/organisations/blue-crystal-care-agency](http://www.theparliamentaryreview.co.uk/organisations/blue-crystal-care-agency)

Latha Kathirkamathamby

02037703601

[bluecrystalcare@mail.com](mailto:bluecrystalcare@mail.com)



### Abbey Protect

Abbey Protect is delighted to announce that John Myles has joined our training team as Head of Training, along with Paul Rogan who joins as Chief Instructor. Extensive high profile careers in the police and military have equipped John and Paul with the necessary skills to deliver training on all elements of security. Visit [abbeyprotect.com/who-we-are/the-team/](http://abbeyprotect.com/who-we-are/the-team/) to view their profiles or, to enquire about our training courses, please call **0151 363 6304**.



### Securitas

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Securitas UK has been officially recognised as a Top Employer by the Top Employers Institute for its commitment to delivering exceptional people management and HR strategies. Securitas is the only security and protective services company to be accredited.

Brian Riis Nielsen, Country President, Securitas UK, commented: "Securitas is leading the transformation of the security industry from traditional guarding to a broader spectrum of protective services delivered by better trained and engaged teams. Although technology is an important part of our operation, our on-site, mobile and remote security officers remain the backbone of our business."

[www.securitas.uk.com](http://www.securitas.uk.com)



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The B.I.G Tech Workshop™ is a unique practical bespoke workshop for achieving the brand success you have always envisioned for your business. This workshop is exactly what you need if you want to strengthen your technology brand effectively to grow your profit margin. It is teaching you how to successfully build your brand, engage prospects, make your clients loyal & great employees while positioning your tech company as a thought leader. You will also learn how to upgrade your marketing and consequently grow your business.

The workshop will take place on the 5th and 6th of June 2019. Only 30 places available! For details please contact:

[info@3coloursrule.com](mailto:info@3coloursrule.com)

[www.3coloursrule.co.uk/brand-strategy-workshop/](http://www.3coloursrule.co.uk/brand-strategy-workshop/)



### Knowledge Dock Business Centre

Knowledge Dock Business Centre partnered with Walkite International Academy to host a Chinese New Year celebration on 6th February 2019. Knowledge Dock welcomed members of the local Chinese community, UEL students, and representatives of the East London Business community as well as many of the businesses based at Knowledge Dock.

'It's been great to celebrate New Year with the Chinese businesses based at our Centre and the diversity of the businesses and cultures within our community' said Duncan. 'We're planning further events this year to give businesses the opportunity to share their successes and the things that matter to them.'

If you're interested in joining Knowledge Dock's business community then contact Duncan Boak (Knowledge Dock Manager) [dboak@uel.ac.uk](mailto:dboak@uel.ac.uk)

+44 (0)20 8223 7789

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



### RANDD UK

London Chamber Member invited to the Palace of Westminster Pre-Brexit

Rewarding UK businesses with over £100 Million, randd uk have been invited to the Palace of Westminster just two days before Brexit. randd uk are travelling to London on the 27th March 2019 for the annual gala to celebrate The Parliamentary Review.

With Brexit looming ever closer, randd uk are prepared to support businesses through this uncertain period. Managing Director, Mick Keyse said, "Businesses that are innovative are more likely to survive long term. Claiming R&D tax credits now will actively secure a company's future post-Brexit."

Find out more: [www.randduk.com](http://www.randduk.com)



### VWV

A Further Step in VWV's Growth as the London Office Relocates Another exciting new chapter in VWV's history as 82 London staff members have relocated to a state-of-the-art workplace at 24 King William Street, a stone's throw away from London Bridge.

The new office boasts flexible event and meeting space, and agile working opportunities to promote collaborative working for staff and clients alike.

The move serves as part of the firm's successful growth strategy, which has seen turnover grow by 66% and staff numbers increase by 32% over the last five years.

[www.vwv.co.uk](http://www.vwv.co.uk)



### Creativeqi Limited

CreativeQi is a premium quality video marketing company based in London. Providing authentic and creative content for businesses who want to connect with their audience. CreativeQi creates strong promotional video marketing content that truly reflects the client's core brand message.

CreativeQi can help any business who want to expand in the Chinese market, such as operating and promoting on Chinese social media, Wechat and Weibo and other platforms. By combining video marketing with Chinese social media platforms CreativeQi assists clients with opportunities in China.

For further information please email [maxqin@creativeqi.co.uk](mailto:maxqin@creativeqi.co.uk) or call **07516 671160**.



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