

London

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Business Matters

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Aidilfitri time a girl got mad.
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The tree blew a hello, goodbye.
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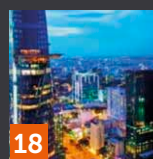
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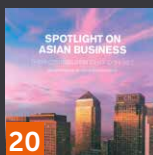
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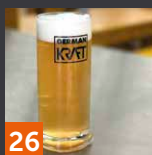
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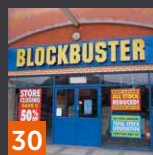
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LONDON CHAMBER
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Chancellor listens to business rate concerns



Chancellor Phillip Hammond's autumn budget was broadly welcomed by the business community and reflected much of what the LCCI has been calling for.

LCCI chief executive Colin Stanbridge said that the government particularly appeared to have listened to concerns on business rates, accepting recommendations to bring forward the planned switch in indexation from the retail price index to the main measure of inflation (currently the consumer price index) by two

years to April 2018. Moreover future rating revaluations will take place every three years, not five as at present.

Housing

Stanbridge said that important announcements had also been made to address the housing crisis. "LCCI has long said that a lack of affordable housing is one of the biggest barriers to recruiting and retaining staff and the help announced today to the SME housebuilding sector with £34 million on construction skills will go some way to addressing that.

"The Chancellor also said that Housing Revenue Account borrowing caps can be lifted in areas with a high demand. We believe that this encompasses all of London and, as per our recommendation ahead of the budget, we would now like to see councils borrow more to build and have a real impact on the crisis.

"It is also welcome to see the disparity in house prices acknowledged with the stamp duty abolishment for first time buyers extended to properties valued up to £500,000 in London."

Training

The Chamber also welcomed the extra £20 million for further education colleges to help them prepare for T Levels, as well as extra money for training for maths teachers.

Stanbridge said: "Overall we have to be pleased with the direction of travel, the acknowledgement that serious strides have to be made in addressing the housing crisis and the signs that the government is listening to and acting on business advice and concerns."

Rates, roads and ringtones

In other reactions to the Chancellor's budget Dr Adam Marshall, director general of the British Chambers of Commerce (BCC), said: "Chamber business communities wanted the Chancellor to focus on the basics – rates, roads, and ringtones – and will be pleased that they will see some action on all three fronts. London Mayor Sadiq Khan however described it as the worst budget for the capital in a generation.

Marshall said: "While more remains to be done to reduce the impact of business rates on investment and growth, the Chancellor's decisions will lessen the impact of rate rises on hard-pressed firms in many parts of the country from next April.

Chambers campaigned hard for a reduction in the relentless rises of this iniquitous tax, and will be pleased that the Chancellor has listened and reduced the burden.

Potential

Marshall anticipated that a welcome from business to the Chancellor's focus on helping places achieve their potential. "The announcement of new trains for the Tyne and Wear metro, new tax arrangements for the North Sea oil industry, devolution deals for many of our major cities including Belfast, and housing growth in the Oxford-Cambridge corridor all respond directly to key local business needs."

Brexit

Despite the inclusion of a number

of announcements that would support business communities in the short term, according to Marshall: "more will still need to be done over the coming months to lay the groundwork for a successful Brexit transition. Businesses will expect greater boldness from the Chancellor – and more radical support for infrastructure and investment – once a Brexit transition period is secured and the shape of a UK-EU deal becomes clearer."

Failing

London Mayor Sadiq Khan (pictured) criticised the Chancellor for failing to talk about policing and counter-terrorism despite the terrorist attacks that have taken place across the UK. He also said the



chancellor had failed to outline any investments for Londoners.

Khan said: "Hammering London in this way will not encourage growth elsewhere in the UK." He said that Londoners knew that he had put aside party politics over the past 18 months and worked hard to get a good deal for the capital from the government. However this approach was not being reciprocated.

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London needs an immigration system that fits



by Simon Dishman

London has a greater reliance on foreign workers than the rest of the UK. The capital has long been a hub for immigration and EU workers make a vital contribution to the London and wider UK economy.

LCCI-commissioned research found that the capital is three times more reliant on foreign workers than the rest of the UK. In 2016, EU migrants contributed an estimated £7 billion in direct taxes, and £26 billion in economic output. Clearly London would be particularly susceptible to any restrictive changes in a new government immigration policy.

Impact

Against this background LCCI responded to the Migration Advisory Committee (MAC) call for ev-



idence on the economic and social impact of the UK's exit from the EU and subsequently provided evidence to them in October.

The response was informed by the Chamber's *Permits, Points and Visas* report (including a commissioned economic analysis by the Centre for Economics and Business Research),

roundtable discussions with members, and ongoing engagement with external stakeholders since the Brexit poll.

The Chamber found that migrant labour is helping to fulfil staff shortages in vital sectors that are critical to the continued growth and development of the capital's economy. Given the chronic shortage of housing in London, the statistics for the construction sector stand out – with 30 per cent of sector employees in London being EU nationals. Clearly, securing a practical post-Brexit immigration system is vital to provide sufficient labour to build the volume of homes London needs.

In collaboration with London Councils LCCI has carried out research of 1,000 businesses across the capital. The survey findings, published in July 2017, found that 40 per cent of firms employ EU workers and revealed that the main reasons for businesses employing non-UK workers was access to skills, education and experience.

Audit

The Chamber's central recommendation to the MAC is that London should have a dedicated Shortage Occupation List (as Scotland already has) which would help streamline the immigration process for specific occupations, based on data of gaps identified. To underpin this the Mayor of London could conduct an annual skills audit. This would help inform any London Shortage Occupation List and provide a solid evidence base upon which to construct proposals for a future system of Capital Work Permits. Businesses would then be able

LCCI-commissioned research found that the capital is three times more reliant on foreign workers than the rest of the UK.

to access the labour they required that genuinely could not be sourced domestically.

Whilst more should be done to fill these skills gaps domestically, EU migrant labour will continue to play a critical role in supporting London business as they seek to retain and recruit staff.

The government is scheduled to publish an Immigration White Paper before the end of 2017, with an Immigration Bill expected in the New Year. Brandon Lewis MP, Home Office minister, said that details of new government immigration policy would not be made public until next autumn, when the MAC is due to issue its final report on EU migrants' impact on the British labour market.

Scepticism

However, there is understandable scepticism as to how much influence the MAC will have in shaping government policy on immigration given this timetable, which has the MAC reporting at the same time as the government is due to publish its detailed plans. This is one reason why LCCI is urging the MAC to provide an interim report early in 2018.

Failure to secure a practical post-Brexit immigration system for London will have a detrimental impact on the capital's ability to continue to be a leading global city that it is today. With London the engine of the UK economy, undermining London's firms' ability to access EU migrant labour would also adversely impact the wider UK economy.

Ultimately, LCCI believes that there is a strong evidence base for a post-Brexit immigration system that supports the capital's unique characteristics.

Simon Dishman is policy manager at LCCI

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Enterprising

Elena Molinari of the LCCI's international business team picked up the Best Practice Award at the annual Enterprise Europe Network (EEN) conference which this year took place in Tallinn, Estonia.

Voted on by the delegates after pitches from the five shortlisted finalists, the award was given for the use of the network to share innovation to improve performance and heighten impact. LCCI has combined with the Luxembourg Chamber of Commerce to provide just such an example.

Pictured with Elena are the Chamber's Marta Zanfrini (left) and Vanessa Vlotides.

See pages 38 and 39 for the latest round up of EEN news and events



Brexit on the menu

Sir Keir Starmer, Shadow Secretary of State for Exiting the European Union was guest speaker at a recent LCCI patron member lunch in Mayfair.

Before being elected MP for Holborn & St. Pancras in May 2015, Sir Keir had a stellar legal career and was Director of Public Prosecutions and Head of the Crown Prosecution Service from 2008 - 2013.

He is pictured here being introduced by LCCI chief executive Colin Stanbridge.



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Heavyweight



by Tom Stevenson

As the founder and chief executive of Gobi digital and a huge boxing fan, it was an incredibly proud moment for me when, TheHangout, a leading social events brand and one of our clients, recommended our website creation services to the heavyweight boxing champion of the world – Anthony Joshua.

Anthony himself, not his manager, made the initial contact. I thought he would be too busy training to come to meetings but there he was, contributing and asking just as many questions as I was, a truly humble guy soaking up ideas like a giant sponge. He was so clear and articulate in his objectives that we were able to jump straight to work and start rebuilding his website.

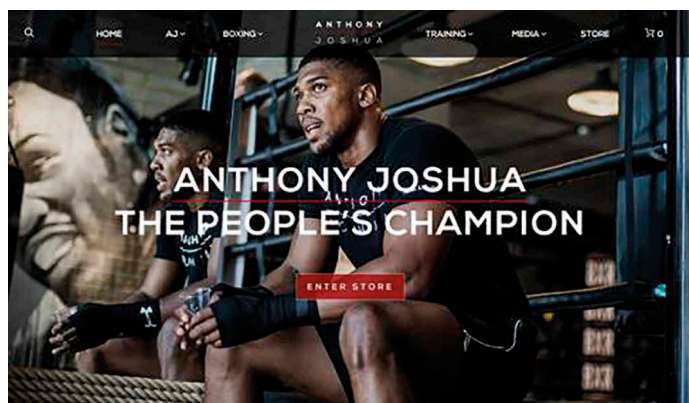
Canvassing

We began by canvassing his fans' views on what they wanted from a



website and getting them involved early on chimed with the importance 'AJ' attaches to his supporters.

We learned that eight out of ten preferred videos to reading text. Having factored this in we introduced features that gave fans fitness tips and features on Anthony's training regimen and lifestyle, as well as nutritional advice. There was also a big demand for more merchandising so it was necessary to create a website that converted traffic into sales.



Vision

Months of working with AJ have resulted in a new website where the

bounce rate has halved and page views and viewing times have doubled. Working with him has been a pleasure. We couldn't ask for a better client; someone with a sharp business brain and the vision to see the value a quality website can have in converting visitors into customers.

Tom Stevenson is managing director of Gobi Digital

The website can be viewed at www.anthonijoshua.com
Tom is giving away free 30 minute marketing strategy sessions to the first 100 enquiries at www.gobidigital.co.uk

On the cover

Norwegian wood

This year marks the seventieth anniversary of the people of Norway first sending a Christmas tree to London in thanks for Britain's support in World War II.

The tree is usually a Norwegian spruce and is chosen from the forests surrounding Oslo, then felled in November and transported to the UK by road and sea.

This year the lighting ceremony in Trafalgar Square will take place at 6.00 pm on 7 December.

The Christmas tree remains in Trafalgar Square until just before the Twelfth Night of Christmas, when it is taken down for recycling after which the tree is chipped and composted to make mulch.



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London offers great career prospects – at a cost

While London's good career opportunities may attract many foreign residents, the high cost of living and the unaffordable housing market may make them think twice before moving there. Coming in 31st out of 51 cities in the Expat City Ranking, London performs particularly low for these two factors.

The ranking is based on data collected in the annual *Expat Insider* survey, conducted by InterNations, the largest expat community worldwide. With nearly 13,000 respondents living and working abroad, *Expat Insider 2017* is one of the most extensive expat studies. Apart from offering an in-depth analysis of expat life in 51 cities, the survey ranks them by a variety of factors from the areas quality of urban living, getting settled, urban work life, as well as finance and housing. According to all these rating factors, the top ten cities for expats are Manama, Prague, Madrid, Kuala Lumpur, Amsterdam, Barcelona, Johannesburg, Bangkok, Basel, and Frankfurt am Main.



Manama



Johannesburg



Amsterdam

London is the second-best city for local career opportunities for expats. In fact, more than seven in ten living in the UK capital rate their local career opportunities positively.



Nearly one out of six expats cite finding a job in London on their own as their main reason for moving there. Additionally, more than three in five expats are generally satisfied with their job as well as their job security. However, not everyone finds it easy to afford life in London: more than five in six rate the affordability of housing negatively, almost twice the global average.

Owing to London's infamous real estate market, 41 per cent consider local housing to be very expensive. The local cost of living in general seems to trouble expats as well, with three-quarters rating this factor negatively. Once again, this result is nearly twice as high as the global average. A German expat living in London complains that "the cost of living, especially housing, is too high." While nearly nine in ten expats rate local leisure activities in London positively, unfortunately it seems like not everyone might be able to actually afford them.

Best of the rest

Manama, Prague, Madrid, Kuala Lumpur, and Amsterdam top the list of the best cities for expats: while Prague lags behind on 35th place for getting settled, the other four cities receive good to excellent ratings in this respect. A South African expat living in Kuala Lumpur likes "the easy-going temperament and friendliness of the local people" while an expat from the Philippines appreciates the "very friendly and helpful locals" in Manama. The majority of expats rates the general friendliness towards foreign

residents positively in Manama, Amsterdam, Kuala Lumpur, and Madrid.

Prague, however, performs below average here: only about half the expats living there are satisfied with this factor. Nonetheless, the capital of the Czech Republic is one

Top 5 cities

1. Manama
2. Prague
3. Madrid
4. Kuala Lumpur
5. Amsterdam

Bottom 5 cities

47. Dublin
48. Riyadh
49. Paris
50. Jeddah
51. Lagos

of the top destinations for expats in 2017, particularly due to its outstanding ratings in terms of work: nearly seven in ten expats are satisfied with local career opportunities in Prague.

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What has been achieved during the sixth round of Brexit negotiations?

The truncated sixth round of Article 50 negotiations between the British government and the European Union (EU) ended on 10 November 2017. This date marked the official halfway point between the EU referendum result and 29 March 2019, the day when the UK will leave the EU.

In common with the previous round of Brexit negotiations, several issues still need “greater clarity”, according to Michel Barnier, the EU’s chief Brexit negotiator. Most significantly, the EU side remains dissatisfied with Prime Minister Theresa May’s approach to honouring the UK’s financial commitment to the EU. After the Prime Minister’s Florence speech in September, it was mooted that the UK would pay 20 billion euros into the EU budget after Brexit.

In December 2017, EU leaders will determine whether sufficient progress has been made on the key issues of the so-called “divorce bill”, citizens’ rights and the border with

Northern Ireland to allow negotiations to proceed to the second phase. These talks will cover the transition period and the future trading relationship between the UK and EU.

Sixth round of Brexit negotiations conclude in Brussels

■ <http://bit.ly/2hSn3zZ>

EU gives UK two weeks to spell out Brexit money

■ <http://bit.ly/2za3B51>

Michel Barnier: EU needs movement from UK in Brexit talks within 2 weeks

■ <http://politi.co/2jb3qzq>

When will Brexit actually occur?

The Prime Minister has announced her intention to enshrine the exact Brexit date and time – 11pm on Friday 29 March 2019 – into law.

Brexit: Theresa May amends EU Withdrawal Bill to enshrine exact departure date and time into law

■ <https://ind.pn/2zM0bcO>

How is Brexit legislation progressing in the UK Parliament?

On Tuesday 14 November, MPs began to scrutinise the European Union (Withdrawal) Bill, the central piece of Brexit legislation for the first eight days of its Committee Stage.

PMQs and MPs debate EU withdrawal bill – as it happened

■ <http://bit.ly/2Ban9HT>

Government defeats first amendments to EU Withdrawal Bill

■ <http://bit.ly/2A0DgaO>

Brexit: How did your MP vote following the EU Withdrawal Bill debate

■ <https://ind.pn/2y3nBGU>

Will there be a new Bill to enshrine in UK domestic law whatever Withdrawal Agreement is concluded between the UK and the EU?

After reporting back to MPs following the latest round of Brexit talks, the Secretary of State for Brexit, David Davis, made a surprise announcement. He confirmed that there will be a new Bill to enshrine in the UK’s domestic law whatever Withdrawal Agreement is concluded between the UK and the EU at the end of the negotiations.

Former Environment Secretary, Owen Paterson MP, asked after the announcement: “If the House of Commons votes down the new withdrawal Bill, will the consequence be that we will still leave on 29th March 2019, but without an agreement?” The Brexit Secretary replied: “Yes”.



David Davis



Owen Paterson

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



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Staying out of Town

by Peter Bishop

Lingfield Park Marriott Hotel & Country Club

Lovely Lingfield for business and pleasure

Opened by the future Edward VII in 1890, Lingfield Park is known as one of the most attractive race courses in the country, a category for which the bar is high. 'Lovely Lingfield' is set in a 450 acre estate and, with both turf and a high-grade, all-weather track, can host over 80 race meetings – national hunt (over fences) and flat – in a typical year.

The races attract the best horses, jockeys and trainers in the 'sport of kings' and can take place the whole year round as the artificial surface proves its endurance and versatility. Indeed the course also provides the venue for geese herding, penny farthing events, Shire horse racing (yes really) and hovercraft manoeuvres, as well as seasonal bonfire events and Christmas parties. Employing 115 full-time staff and up to 500 casuals, the resort, which includes a Marriott Hotel & Country Club with an 18-hole golf course and helipad, plays a hugely important role in the local community.

Crisp

I was at Lingfield for the first race meeting of the All Weather Championships on a crisp autumnal day in early November. Eight races of distances ranging from seven to thirteen furlongs were to be contested and included novice events, two



high quality listed races and several handicaps. Not being a betting man and accompanied by my wife who knows even less than me about the turf, artificial or otherwise, I consulted my Chamber colleague, Dylan Jeneaur, a freelance racing correspondent. What did I need to know and who should I back?

Advantage

"Here's a tip regarding the course. Those drawn low are at an advantage, particularly if the race is seven furlongs as the first turn comes up soon after leaving the stalls. This poses a conundrum for the jockeys ..." OK, perhaps just tell me who to put my money on. With a few caveats and a warning that (just like Brexit he said) there were a lot of variables, Dylan came up with his suggestions and I placed our bets with a range of on-course bookmakers – our thinking being it would be unkind to make one unfortunate suffer a big loss; better to spread the pain.

Testament

With the financials sorted, our attention turned to lunch and



we settled into the panoramic Trackside Restaurant where a four-course menu was on offer including a carvery option. Pumpkin soup, turkey, cheesecake and a cheeseboard were tested and found, alongside a glass or two of very good Sauvignon blanc, to be delicious and a testament to the work of chef Sarat Kunwar. The winners of the first races being conducted outside our window didn't seem to match the names on our betting slips but it was early days, six more to go. Perhaps if we went down to see the next few races in the open our luck would change.

Down by the winning post one got more of a sense of the huge number of people involved in a race meeting alongside the punters and catering staff. These included starters, judges, a clerk of the course, a clerk of the scales, equine and integrity officers (including a horse whisperer to coax particularly stubborn steeds into the stalls), a commentator and an announcer.

After inspecting the horses and watching the jockeys mount in

the parade ring we met raceday presenter Steve Watts and were lined up to present the trophy to the owner of the winner of the sixth race. It was a great pleasure (and certainly a new experience) to do the honours for Karen Meredith whose three-year old *What a Welcome* came home at odds of 9/1, another horse that, strangely, didn't appear to feature in my forecasts.

Historic

Plenty of time to nip back to our room in the Marriott and watch the last two races from our balcony. On the way we



passed the Avery scales used on the course to weigh jockeys before and after races until they were phased out by the British Horseracing Authority and replaced with electronic versions. Pat Eddery, Willie Carson, Steve Cauthen and, Frankie Dettori, a particular favourite at Lingfield, have all sat on the historic scales.

The hotel was everything I have learned to expect a Marriott to

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be – welcoming, efficient and superbly staffed. But there was an added racing and rural twist with the outcome that you feel more happy and relaxed than anyone rightly should who has seen all his bets achieve a zero return. My wife's wellbeing was more obviously influenced by her spa treatment which included a full-body massage and a super-food facial with Elemis products followed by a swim in the luxury pool.

Business

Perhaps most praiseworthy though was the ability of Lingfield Park to provide such a wide variety and range of



activities for business and pleasure. These include raceday packages, private dining, and perfect spaces for team building, board meetings and product launches as well as weddings and school proms. And accessible too. We drove down from London in an hour but it would have been just as quick taking the train from Victoria and getting off at the racecourse's very own station.

Our hosts at Lingfield were Debbie Hay and Dawn Chandler, respectively PR and partnerships manager and business development manager. Both had impressive and fascinating backgrounds – including spells at the Daily Express and BBC – and were clearly a huge asset to Lingfield Park in their current roles. Next time we'll have to get them to tip some horses for us too – I have every confidence!

www.lingfieldpark.co.uk

Racing tip

Join the LCCI Spring race day at Lingfield Park on Friday 23 March 2018 for a fun, informal day which offers a cost-effective way to reward colleagues, entertain clients and increase your business network whilst enjoying an afternoon of racing.

The day includes:

- Premier entrance tickets – full access to the racecourse, gardens, winner's enclosure, paddock and finishing line
- Private hospitality suite with fantastic views of and access to the racing
- Complimentary welcome drink on arrival
- Informal hot and cold two course buffet



- Private cash bar in suite
- Hosts and bar service throughout
- Race day programmes – detailing all of the races, runners and riders.

Timings

- 11.30am: gates open
- 1.30pm: first race
- 4.30pm: last race

Tickets are £49.00+VAT per person. Book online at www.londonchamber.co.uk/events/see-all-events

Arc of triumph

Lingfield Park Resort is part of Arena Racing Company which also looks after Bath, Brighton, Chepstow, Doncaster, Ffos Las, Fontwell Park, Great Yarmouth, Hereford, Newcastle, Royal Windsor, Sedgefield, Southwell, Uttoxeter, Wolverhampton and Worcester racecourses. Ffos Las was unknown to me but I now know is near Llanelli and has the distinction of being built at the site of an open cast coal mine after operations there ceased.

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Sexual harassment in the workplace

by Donna Martin – Employment Partner



There has been a significant amount of press coverage over the last few weeks concerning allegations of abuse against high profile individuals; this has had the effect of putting sexual harassment well and truly in the spotlight however, what actually constitutes sexual harassment in the workplace and what should employers be doing to ensure that they are compliant with current legislation?

What is sexual harassment?

Sexual harassment occurs where both:

1. A engages in unwanted conduct of a sexual nature; and
2. The conduct has the purpose or effect of either violating B's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for B

This is the current law in England, Scotland and Wales in accordance with section 26 (2) Equality Act 2010 ("EqA").

The Equality and Human Rights Commission Employment Statutory Code of Practice ("EHRC Code") states that conduct of a sexual nature may:

- be any unwanted verbal, non-verbal or physical conduct of a sexual nature; and
- include unwelcome sexual advances, touching, forms of sexual assault, sexual jokes, displaying pornographic photographs or drawings or sending emails with material of a sexual nature.

What obligations does an employer owe an employee?

An employer has a duty to protect its employees and other workers from harassment in the course of their employment; this includes harassment by members of staff and can extend to third parties for example the employer's customers, service providers or visitors. An employer also has an implied duty to provide a safe and suitable working environment to its workers.

An employer should therefore ensure that it has an anti-harassment policy in place.

The EHRC Code suggests that a harassment policy should:

- describe the protected characteristics and clearly state that any harassment of workers or job applicants related to any of these characteristics will not be tolerated;
- make it clear that harassment will be treated as a disciplinary offence;
- clearly explain how a worker or job applicant can make a complaint, informally and formally;
- make it clear that complaints of harassment will be dealt with within a reasonable time, treated seriously and confidentially, and that someone complaining will be protected from victimisation;
- describe what support is available to a worker or applicant if they think they are being harassed, for example, counselling or a worker assistance programme;
- describe any training/other resources available for workers to help them spot and stop harassment;
- describe how your policy will be implemented, reviewed and monitored; and
- include a review process; this is particularly important if someone has complained of harassment, as you will need to make sure that your policy was effective in dealing with the incident.

Whilst an employer is not legally obliged to have a separate harassment policy, it is advisable that one is in place and that the employees receive training on its content. By doing so it will assist an employer (who is subject to a sex discrimination claim) with evidencing that they have taken 'reasonable steps' to protect their employees from harassment.

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Great global trading nations need great foundations



by Adam Marshall

It is time to wake up to the fact that businesses across the UK must do more if we are to reclaim our mantle as a great global trading nation.

'A great global trading nation'. Our politicians have used that phrase liberally since the EU Referendum but they too need to wake up – and put in place the conditions, and the environment, that will actually help make it happen. Great global trading nations need great foundations. Those that succeed have leaders that demonstrate that they are backing their businesses to the hilt.

At this time of uncertainty and change, 'business as usual' is not an option. Whether in business or in government, we need to think radically, and quickly, about how we proactively secure our place in the world. There are three areas where we need to get on the front foot.

Brexit

UK companies of all sizes face changes of their business models and they need clarity and certainty fast.

We are reaching a tipping point where existing investment decisions will be put on hold, investments may be made elsewhere around the globe, and contingency plans are activated that impact our wider business communities and export potential.

UK-EU trade talks should therefore get underway as soon as possible, and a clear transition period of three years agreed. Practical, pragmatic negotiations on a transition period and our future trade arrangements are needed to help both UK and EU27 businesses plan and trade with greater confidence.

The UK government and the EU27 should strain every sinew to move ahead and put trade and transition at the heart of negotiations. Further delays to talks will create a 'lose-lose' scenario for everyone with a stake in the game.

We also need to see progress on the many practical questions for business – and for traders in par-

ticular. We need clarity around customs, standards, VAT and the status of EU nationals – whose contribution to our businesses and our communities should be protected.

With each delay to negotiations, the siren voices of those who claim that Britain should leave the EU in March 2019 without a deal grow louder. Superficially, their argument is attractive. A short, sharp change would be followed by immediate clarity for businesses on their terms of trade, and freedom for the UK to do deals with third countries.

Yet dig beneath the surface and this argument crumbles. Confusion would reign at ports and airports, as customs systems are not ready to cope. The legal status of cross-border contracts could be challenged. Securing existing free trade deals and market access, negotiated while the UK was part of the EU, becomes more difficult.

It's time for the proponents of the hardest of Brexits to wake up and listen to the practical concerns of trading businesses. A business-friendly approach to Brexit is in the national interest.



Confusion would reign at ports and airports, as customs systems are not ready to cope.

Backing British business

Even if we got the best possible Brexit deal, it will be worthless without the right conditions for businesses to grow and thrive in the UK.

In recent years, an entrepreneur could be forgiven for thinking that the British political establishment had turned against business. While

politicians exhort businesses to trade more overseas, new input costs are piled on year after year, our trading infrastructure continues to creak, and party leaders compete with each other to demonstrate who can wag their finger most furiously at corporate Britain.

Of course every business has a responsibility to act in the interests of its employees, its customers, and the communities in which it operates. Yet we must not tolerate the demonisation of business or policy decisions that make it harder for our trading businesses to grow.



Photo by Chris McAndrew

Supporting trade

The UK's trade performance has been lacklustre for many years. Although a cheaper pound has helped some firms, it's been tricky for others managing complex supply chains, rising input costs and competitive price pressures.

Some firms who want to expand are even reporting that their plans have been derailed by the spiralling cost of imported machinery needed to boost their productivity.

Stronger trade requires more than just a competitive currency. A strong domestic business environment and Brexit clarity are crucial. So, too, is comprehensive and consistent support for our trading firms – of all sizes – and those who need help to explore global opportunities.

The short-termism and constant churn that have characterised the Department for International Trade and its predecessors must end. A simple, disciplined, long-term approach to supporting exports and investment is needed. Leadership must come from the top, with trade

missions at the heart of every Cabinet minister's job description. And in every part of the UK, a truly global Britain would be investing in flexible, face-to-face trade support, rather than continuing to cut back on available resources year after year.

A global Britain also means seeking liberalisation and new trade deals that help firms access markets around the world. But the UK government must not neglect practical support for business in global markets because it is so wrapped up in the high politics of international trade agreements whose benefits are often years into the future.

Results

Brexit, the business environment, and support for trade – in each of these areas, we need to see results over the coming months.

I am hugely optimistic for the future of British business but optimism is not the same thing as complacency which reigns today in some quarters.

To the small number of business tycoons and politicians who breezily and noisily dismiss the complexities of Brexit, I say: get real, and get serious. Getting it right means taking the time needed, and being willing to negotiate pragmatically to keep trade flowing.

To those who believe that the way to transform our trade performance is to pour money into Union Flag-draped websites, or to pursue a politically symbolic but potentially problematic free trade deal with the USA, I say: think again.

And to those in business whose hectic schedules mean they haven't yet found time to consider how the next five years might affect their prospects or their markets, I encourage you to do so, with an emphasis on the opportunities inherent in change, not just the risks.

Adam Marshall is director general of the British Chambers of Commerce. This is an abridged version of his keynote speech at the BCC International Trade Summit which took place at The Vox in Birmingham in October. www.britishchambers.org.uk

Realising your export potential

Realising overseas opportunities is key to growth for many firms in London, as they look to thrive in a global marketplace. Bank research shows that, on average, firms that start exporting grow by a third in just two years.

Exporters can see levels of growth that might not be possible domestically. They spread business risk, realise economies of scale not always achievable in their home market, increase revenues and profits, and extend the commercial lifespan of their products and services. Overseas markets also present attractive opportunities for revenue growth and diversification, leading to innovation.

Mission

But having the right finance and insurance in place is crucial when undertaking any business activity, and exporting is no different. That's where UK Export Finance (UKEF) comes in. UKEF is a government department with a mission to ensure no viable UK export fails for lack of finance or insurance. Over the past five years, they have provided over £14 billion in support for UK exports to businesses across all sectors and all sizes.

UKEF helps companies selling overseas find the right finance and insurance, complementing what is available from the private market, to help them win contracts, fulfil them and guarantee payment – even in difficult or new markets.

Last year alone, UKEF provided £10 million of support for London exporters, resulting in over £41 million worth of sales. Supported com-



panies include Barker Langham, a world-leading consultancy based in Clerkenwell that specialises in the development of cultural heritage projects across the globe. Previous prestigious projects include the National Museum of Qatar and Alexandra Palace.

When the company recently won two contracts with clients in the UAE, UKEF provided financial backing, as well as guidance on how to navigate and apply for export financing. UKEF offered Barker Langham's bank a guarantee through its Bond Support Scheme, ensuring the company could secure a performance bond required under the terms of the contracts with a much smaller cash deposit than would otherwise be required.

Specialist

It was a similar story with Wimbledon-based White Light, a leading production services provider. In 2016, White Light won a major contract with a theme park in the Middle East. It was opportunity for the leading production services specialist to grow its turnover by over 20 per cent.

However, under the contract, the buyer required an advance payment guarantee and a performance bond from White Light's bank, HSBC. Or-

dinarily, a bank would require a cash deposit in return for these contract bonds. With the size and length of the contract, White Light was not in a position to provide the required collateral. It would jeopardise cash flow for other areas of growth and the company's ability to fulfil the contract.

By working with UK Export Finance (UKEF) and HSBC, White Light found a solution. HSBC approached UKEF to provide a government-backed guarantee to the bank for 80 per cent of the bond, freeing up White Light's working capital to undertake the contract.

UKEF support can be transformative for London-based companies, like White Light and Barker Langham, helping them to access the finance and support needed to realise exporting ambitions.

UKEF can help companies exporting for the first time or competing for large overseas contracts. The export finance managers for London – Hitesh Patel and Julian Lynn – can provide free face-to-face guidance to help grow sales overseas and realise export potential.

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5 Secrets Behind Great Trade Marks

Businesses building excellent brands need excellent trade marks.

With there being so many mistakes that non-experts can make – it can be useful to look at big brands who've got it right for inspiration.

Here are 5 secrets behind some of today's great trade marks!

1. Be Distinct

You don't want your mark to be descriptive or laudatory of the goods and services you provide. "Urban Outfitters" and "Supreme" fall foul of this. H&M on the other hand – is a strong and distinct mark.

2. Avoid Common Words

Use of ordinary terms in trade marks can weaken them. Think outside the box. Instagram amongst photo-messenger apps is great ("Insta" from "instant" and "gram" from "telegram" are not common photo-messaging terms) For this reason, Instagram is a stronger mark than "Snapchat".

3. Get Ornamental

Ornamentation can be the difference between an ordinary and extraordinary mark. Adidas' world-beating brand is as much about its "three-stripe" ornamentation; as it is its name. Because of this, infringers have a much harder time piggy-backing off them.

4. Be Catchy!

A boring mark will always cause an uphill struggle for your brand. Think about your demographic and devise trade marks that are meaningful and unforgettable. Slack, the business messaging app is a great example that communicates its purpose at a glance to its target users.

5. Disrupt!

The best trade marks instantly tell their audience what a brand is about. These days, the best brands are category disruptors. So, it follows that your marks should help you stand out of the crowd of your competitors. Uber – who have gone out of their way to stand out against other taxi firms – are a fantastic example of this.

There's a lot more that makes a great trade mark – but this is a brilliant start! If you're looking to get a grip on your business' trade marks and IP, email: audit@virtuosolegal.com; and request a complementary IP checklist.

Your business



It is cricket



A portrait of Derek Brewer by Rupert Alexander was unveiled at Lords this autumn to mark the retirement of the man who has been MCC chief executive and secretary since 2011. Hugely respected in the game of cricket Brewer has been praised for his enormous contribution both at Trent Bridge when he was supremo of Nottinghamshire and at Lord's, the home of cricket.

Connections

At LCCI though we think of him more in an international light as he was the driving force behind

two Chamber trade missions – to the United Arab Emirates and South Africa – where companies were able to capitalise on the strong connections between sport and business.

The new man at the MCC is Guy Lavender, formerly boss at Somerset, who is well qualified to take on what is known as one of the biggest and best jobs in cricket. He paid tribute to Derek Brewer and said: "I know that I will inherit a club with a very strong team and clear long-term objectives"

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Brexit and the origin of goods

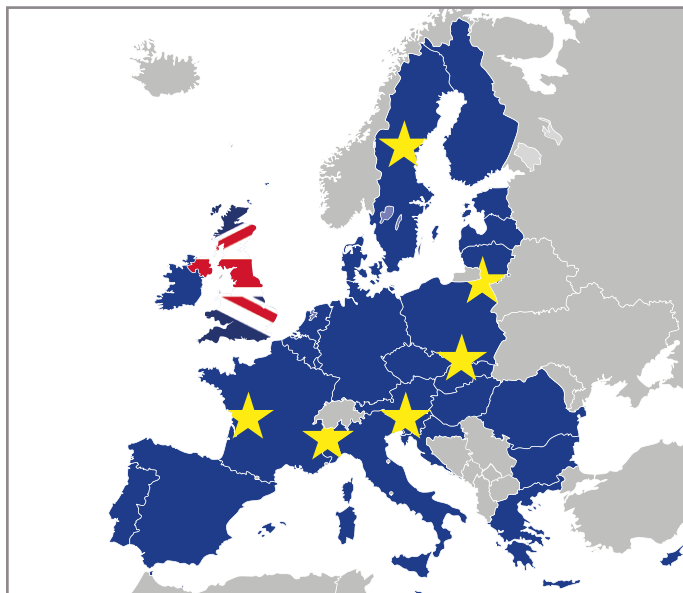


Ann Jerzewska presents the case for the wider use of cross-cumulation

1. BREXIT AND ORIGIN

As the UK negotiates its exit from the EU, rules of origin are becoming a key topic. How will the exit from the Single Market impact the current production patterns in European industries where hundreds of parts move across national borders every day? How will origin be dealt with in what is promising to be a unique and bespoke trade relationship with the EU? What type of rules of origin should the UK aim for in its future trade agreements?

One of the ways to address the question of origin is to introduce a more flexible approach and to allow the addition ('cumulation') of origin from multiple locations. Different types of cumulation provisions have already been applied in various trade agreements. This article examines how a less common type



One of the ways to address the question of origin is to introduce a more flexible approach and to allow the addition ('cumulation') of origin from multiple locations.

of cumulation could be applied after Brexit to mitigate the impact of origin requirements. Thanks to its unique features, namely the fact that it can be limited to a specific type of goods, cross-cumulation is increasingly being applied in trade agreements around the world.

Origin, understood as the 'economic nationality' of the product, determines whether the good is eligible for a reduced rate of import duties under a trade agreement. It

is determined according to complex rules of origin and origin provisions. Rules of origin differ under every trade agreement, adding to the regulatory complexity of the dense network of coexisting trade agreements.

Whatever form the future UK-EU trade relationship will take, the question of determining the origin of products will need to be addressed. The two scenarios where the issue of origin would have been

dealt with without the need to establish elaborate rules of origin – the Single Market and a customs union – seem to have been ruled out. Any other option, whether a comprehensive trade agreement resembling the Canada-EU deal or a highly bespoke arrangement, will require a full set of rules of origin between the UK and the EU.

In addition, when the UK leaves the EU it will cease to have access to the current network of the EU's free trade agreements (FTAs) which allow most goods to be traded between the EU and other parties of the treaty under reduced or zero customs duty rates.

The UK will aim to secure its own deals. In fact, it is currently in the process of conducting initial discussions with prospective FTA partners and it has expressed the intention of signing 'quick' deals with a number of countries after Brexit. Yet, even if the UK reaches a deal with the EU, renegotiates agreements with the EU's existing partners such as Canada, Japan or South Korea, or signs deals with new partners such as the US or India, the question of origin would remain.



2. WHY WILL ORIGIN BE CRITICAL FOR BREXIT?

When negotiating a deal with the EU, the UK will need to decide whether to stay in the Pan-European-Mediterranean agreement, which allows the cumulation of origin between a number of countries in Europe and North Africa but requires all countries to be joined by a trade

agreement with identical rules of origin, or whether to negotiate new rules.

The UK will face a similar decision when negotiating with the current EU FTA partners such as Canada or Mexico: whether to keep the rules of origin from the EU agreements or negotiate new ones. A set of rules of origin will also need to be implemented in any agreement the

UK signs with new trade partners. This will most likely lead to a dense network of overlapping rules with which UK companies will need to comply, many of which have not traded under preference before.

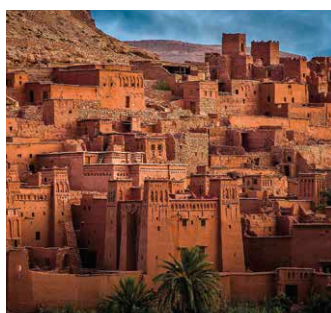
While within an FTA originating goods can be used in the production process freely, the situation becomes more complicated when two or more agreements are involved. Goods originating under one agreement are not necessarily considered originating under the other.

In practice, this means that post-Brexit, UK producers will no longer be able to include EU inputs or processing when determining origin for exports to other countries under a trade agreement. This will be the case even when both the EU and the UK are joined by an FTA with the same country; for example,



when the UK negotiates its own agreement with Canada.

Given the high level of integration between the two economies, this will have a significant impact. If producers cannot meet the rules of origin, they will not be able to trade under preference. As customs duties are non-recoverable, this will represent a direct cost to the bottom line. Cross-cumulation could help to address this and a number of other origin-related issues.





3. WHAT IS CUMULATION AND HOW DOES CROSS-CUMULATION DIFFER?

Cumulation of origin is one of the ways to allow for greater flexibility when it comes to using raw and semi-manufactured materials in the production process. It allows a member of a trade agreement to use inputs from other members and move stages of production while maintaining the originating status. Types of cumulation vary depending on the number of parties involved and the types of inputs allowed. While cumulation of originating content between members is a feature of all free trade agreements, other types of cumulation are less common. In all cases, cumulation of origin requires two conditions to be fulfilled:

- All participating countries need to be linked by a trade agreement
- The rules of origin under these agreements need to be identical.

Both of these conditions can pose a challenge. Negotiating a comprehensive trade agreement can take a number of years and rules of origin are often only a small part of such negotiations. Introducing identical

Cumulation of origin is one of the ways to allow for greater flexibility when it comes to using raw and semi-manufactured materials in the production process.

rules of origin across different trade agreements can also be counterproductive as they reflect the political and economic realities of the signatory countries.

Cross-cumulation, also known as third-party or expanded cumulation, allows the cumulation of origin between three or more countries which are not necessarily joined by a trade agreement or are joined by agreements with disparate rules of origin.

For example, cross-cumulation is applied between countries A and B and B and C which are linked by trade agreements. Under this scenario, in the absence

of cross-cumulation, inputs originating in country A used in the production process in country B (notwithstanding the absorption provisions) cannot be counted towards originating status of the product exported to country C under the B-C trade agreements and corresponding rules of origin. As such, the producer in country B is required to fulfil the rule of origin under the B-C trade agreement solely based on the input and processing taking place in country B.

With cross-cumulation, originating inputs from country A can be counted towards originating status of goods produced in country B when they are exported to country C even when the rules of origin under the A-B and B-C trade agreements differ. In other words, production in country A can be counted towards determining whether the rule of origin is met under the B-C agreement.

In addition, unlike standard cumulation, cross-cumulation can be applied even when countries A and C are not linked by a trade agreement of their own. In such cases, neither of the two conditions of standard cumulation is fulfilled.

4. KEY BENEFITS OF CROSS-CUMULATION IN PRACTICE

Cross-cumulation has to date been used in a number of agreements worldwide, e.g. in the Canada-Colombia, Canada-Peru and Colombia-US trade agreements as well as the EU-Vietnam and EU's Generalised Scheme of Preferences programme.

In these examples, cross-cumulation has been applied to a selection of traded goods only. However, in future agreements, it could easily be extended further to entire sectors. It could also easily be introduced under a number of existing agreements as many of them already include provisions on cross-cumulation which could be 'activated' (for example, in many Canadian FTAs including CETA). A further example is the newly-concluded EU-Japan agreement which includes an enabling clause for cross-cumulation of origin for passenger cars with countries with which both parties have a trade agreement in place.

Cross-cumulation is slowly becoming a staple of many newer trade agreements. This is mainly due to its specific characteristics which allow

continued overleaf...

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the widening of the FTA 'origin zone' to other countries in a controlled way with limited risk. Cross-cumulation could be viewed as a step between strict and flexible rules of origin. Strict rules of origin limit companies' sourcing options. Flexible rules of origin grant access to a wider range of inputs from non-FTA parties but can lead to trans-shipment from third-party countries.

Cross-cumulation can be customised under each agreement and be applied to a limited number of products

One of the key advantages of cross-cumulation is the fact that it allows for much greater flexibility. It can be applied in cases where all participating countries are not connected by a trade agreement or are connected by trade agreements with disparate sets of rules of origin. It can be applied on a unilateral basis or be fully reciprocal. It can also be applied to a limited number of prod-

ucts. For example, within one agreement it can be applied to a couple of tariff lines with one non-party and a couple of different tariff lines with another non-party.

In short, while negotiating an FTA with cross-cumulation provisions, parties can decide how, with which non-party and to what type of products they want to apply it. As such, the provision is highly customisable and can be applied in a number of ways.

Under cross-cumulation, materials from a non-party still need to comply with rules of origin

The main purpose of rules of origin is to prevent trans-shipment: a situation where third countries enjoy the benefits of a trade agreement without offering reciprocal market access. While cross-cumulation may appear to remove this obligation, the traded goods are in fact still required to comply with rules of origin.

From a practical perspective, there are different options when it comes to which set of rules of origin the goods should comply with. This in turn dictates the documentary evidence that is requisite to demonstrate origin and to allow the goods to move between countries A, B and C.

Cross-cumulation will have the biggest impact in cases where a local content rule of origin is applied. However, it will also facilitate trade for goods which are subject to other types of rules of origin.

Cross-cumulation acts as a de facto extension of the market access provisions under an FTA and is a way to multilateralise the agreement

Cross-cumulation introduces more flexibility in terms of the choice of supplier by extending the originating status for particular goods to selected countries. In the aforementioned example with countries A, B and C, cross-cumulation could also

One of the key advantages of cross-cumulation is the fact that it allows for much greater flexibility.

be applied if countries A and C were not joined by an FTA. Negotiating a comprehensive trade agreement is a complex process. The level of market access is often subject to intense negotiations in industries considered sensitive. However, when trade negotiations were delayed in recent years, it was often for reasons which were not related to tariffs and market access (e.g. as investment protection or product standards).

Cross-cumulation expands the FTA zone for the purpose of determining the origin of goods. As such, it allows for the extension of certain



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 or 020 7248 1992.

Netherlands

Specialist in vegetarian food and the development, production and packaging of meat substitutes offers a wide variety of novel and healthy food products. The company would like to roll out their product concept in Europe to support and promote the great advantages for the planet, animal well-being and human health of a vegetarian diet. It is looking for collaboration with partners in the food sector via a commercial agency agreement or a distribution services.
REF: BONL20170918001



including Denmark, Finland, Ireland, Norway, Sweden and the United Kingdom. Potential partners should operate on a small, sustainable scale, using traditional techniques.
REF: BRAT20170907001

Poland

SME, innovator in the business smartphone mobile software market with experience gained since the advent of the smartphone industry, offers state-of-the-art mobile enterprise solutions and associated cloud services. The company is looking for agents to represent its products and services in international markets. It offers a partnership in the form of a commercial agency agreement.
REF: BOPL20171003002



Israel

Chemical company is seeking innovative fertilisers and plant stimulants



with associated technologies for increasing yield and improving quality of crops. Identified technologies that meet the company's basic criteria (see description section) will receive funding to develop the technology if required, or be considered for licensing. Possible partnerships include research, licence or joint venture agreements.
REF: TRIL20170918002

Romania

Travel agency, specialist in incoming tourism, is looking for partners interested in adding Romania to their portfolio and to establish partnerships through commercial agency agreements. The agency has over 20 years' experience in the Romanian market, ranking among top five tour operators in the country and collaborating with over 1,300 travel agencies.
REF: BORO20170921001



Russia

Company which specialises in the production of heating and heat exchange equipment is looking for partners in the EU for the sale of its products under a distribution services agreement. Their products include heating



equipment such as radiators, design-radiators using low carbon and stainless steel and heaters with copper-aluminium heat exchangers. The products are based on the company's modern technologies and design and meet European standards.
REF: BORU20170911001

Germany

SME is focusing on mechanical engineering. For several years, it was involved in an R&D project in which it researched a rescue system product for high-rise or remote buildings and other architectural constructions. The system works from a height of about 100m/328ft and enables up to 30 people per minute to be evacuated. Partners are sought for a research or technical co-operation agreement and/or a manufacturing agreement.
REF: TRDE20170803001



Sweden

Construction company is looking for experienced carpenters as sub-contractors. The ideal sub-contractor will have a minimum of three years' experience working as a carpenter. The partner sought needs to be able to work in Sweden and to issue invoices.
REF: BRSE20170710001





economic benefits of an FTA without having to negotiate a full trade agreement which can take several years. It allows for the multilateralisation of existing agreements and cuts through the 'spaghetti bowl' of overlapping rules.

The efforts to harmonise the rules of origin across agreements have brought few results. Cross-cumulation is an alternative approach and could be viewed as an attempt to introduce a 'mutual recognition' of origin rules. Similar principles have been applied in other areas of international trade, such as the WTO agreements on Technical Barriers to Trade. The concept of equivalence ensures that WTO members treat other members' regulations in this area as equivalent to their own, provided they fulfil the same objectives and offer an equivalent level of protection. Similarly, rules of origin under a different agreement could be considered as providing an equal level of protection for the domestic market.

Cross-cumulation can support integrated supply chains

In the Canada-Colombia and



Canada-Peru trade agreements, cross-cumulation for passenger vehicle parts has been applied to support the highly integrated automotive industry of NAFTA countries. The EU and UK economies have an equally high level of integration in a number of sectors and parts and components in these sectors cross borders often. To support its exports in these sectors, the UK could decide to apply cross-cumulation with the EU in its negotiations with new FTA partners. The EU could also include cross-cumulation provisions with the UK in their respective FTAs for certain sectors in which the two economies are particularly integrated. For some sectors, cross-cumulation between the EU and the UK could also be potentially useful.

5. CROSS-CUMULATION AND BREXIT

In the post-Brexit trading model, cross-cumulation could support the UK's participation in global value chains by introducing more flexible origin provisions and expanding FTA origin zones. It could be applied gradually, to certain sectors or goods. It could also be applied either unilaterally or with full reciprocity. Given the small risk of trans-shipment and the ability to apply cross-cumulation to a limited number of products, the provision could easily be implemented and tested.

It could also be used as a temporary measure during the transitional period while the UK negotiates its own trade agreements with current EU partners. For example, the EU and Canada could agree to apply cross-cumulation on UK inputs while the UK negotiates a new agreement with Canada. This would only address a part of the problem as UK producers would still not be able to export or import from Canada under preference. However, UK inputs could continue to be used by EU producers. Cross-cumulation

could also be applied on a fully reciprocal basis between Canada, the EU and the UK once a Canada-UK deal has been negotiated.

In preparation for prospective trade negotiations, economic analysis of which sectors or product lines would benefit most from cross-cumulation could be conducted. Cross-cumulation may not be advisable for all sectors for a number of reasons, including competitive advantage and protecting certain domestic industries. Further analysis would enable the identification of the sectors where cross-cumulation should be considered. The provision could also be introduced into the UK's initial discussions with potential trading partners and in due course with the EU.

Dr Anna Jerzewska PhD is a free trade agreements specialist. Visit her website for more on trade deals and global trade governance. www.freetradeagreements.co.uk

The views expressed in this article are those of the author and do not necessarily reflect the views of her employer.

And The Winner Is

Numbers is the language of business. When you know the numbers in your business, you can make smart, calculated decisions to move your business in the right direction. A critical area of misunderstanding for business owners is the difference between margin and mark-up.

Getting these terms mixed up – or thinking they are the same thing – can result in big losses.

Calculating mark-up

If the cost of the materials/ingredients from your supplier is £100 and you want to mark this up by 60%, you would sell the product at £160. For a lot of retailers, marking up to two or three times the cost is the easiest way to understand the numbers. Marking up to two times is a 100% mark-up.

Mark-up is applied to the cost of goods. The equation

for calculating your marked-up price is: Cost of goods x (1 + Mark-up %).

Calculating margin

When thinking of increasing the profit of a business, we usually discuss increasing the margin. If we want to achieve a 60% margin, selling at a 60% mark-up is not going to cut it. The key difference is that margin uses sales as a denominator instead of cost of sales.

The equation for calculating gross margin is: (Sales - Cost of goods) ÷ Sales. So, to calculate your price at a certain gross margin, it's: Cost of goods ÷ (1 - Gross margin %).

So, for the initial example: Price = £100 ÷ (1 - 60%) = £250

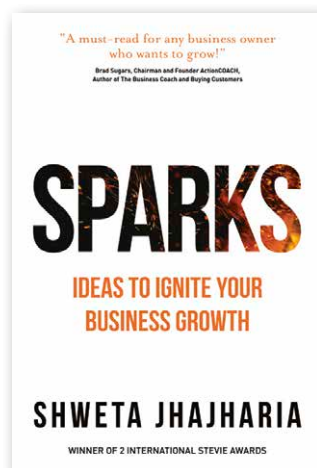
As you can see, a 60% margin yields a very different price point than a 60% mark-up. Using a 60% mark-up could mean that



you are not making the required amount of money. This significantly cuts into your profits. In the above example, at a 60% mark-up, the price is £160 (a margin of 37.5%).

Learning this language of numbers is not as complicated as people think. Be professional and use numbers to your advantage to create massive results for your business.

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 www.londoncoachinggroup.com/sparks (P&P extra)



Crossing the border



Whatever the outcome of Brexit negotiations, the UK must look beyond its shores to boost trade.

Olivia Ronayne gives ten reasons to go international

- 1. New customers:** Limiting your company to the domestic market is overlooking huge potential. If your business is performing well in the UK then consider international expansion. Penetrating new markets overseas will drive you to new customers and can provide you with ample opportunities for new revenue sources.
- 2. New opportunities:** *Countries around the world are projected to invest heavily in new infrastructure* to meet rapid urbanisation. As a result, demand for international talent is dramatically increasing across an array of sectors including construction, hospitality, education, food and beverage. The shift towards modernisation to meet expanding populations has been seen in a range of infrastructure projects that have launched across the Middle East and Asia.
- 3. Increase sales:** There is a real appetite globally for British goods, making this an ideal time to showcase your products to worldwide buyers who want what you sell. Many foreign consumers favour international brands, giving UK companies the edge. Food Minister George Eustice recently announced that one billion British pints were shipped to beer lovers around the world last year, bringing a £600 million boost to the UK economy.
- 4. Cost savings:** There is an abundance of suppliers and manufacturers across the world which could help you secure the best deal for your business. By widening your search, you will increase your chances of finding a supplier that is more price competitive without compromising on quality.
- 5. Decrease business risk:** Operating in multiple markets often spreads the risks of doing business. With additional revenue streams potentially coming in from international markets, you could spread your risk across a wider range of customers in case your UK market becomes saturated and demand falls.
- 6. Competitive edge:** You can gain increased brand exposure and build brand reputation by entering markets where your competitors do not have a presence. You will also find that your credibility amongst potential partners and customers will significantly improve if you operate overseas.
- 7. Generate new ideas:** Working in the international marketplace can generate new ideas for your company as you can experience new business styles and work alongside different cultures.
- 8. Strategic geographical location:** Being in the right location is a key component in a business's success. It can improve your access to customers, a skilled workforce, raw materials, cheaper transportation, storage and distribution. Take Dubai, for example, with its unique geographical location, a gateway market to its neighboring region covering the Gulf and East Africa as well as South Asia.
- 9. Government incentives:** Funding and grants are available to help UK businesses expand internationally. LCCI has received funding from Innovate UK to run three sector-focused missions at the beginning of 2018. Eligible companies will receive subsidies for travel, accommodation and conference passes.
- 10. It's easier than you think:** Help is out there. LCCI has been helping British businesses grow through international trade since 1881. By participating in our trade missions, training courses, seminars and business clinics, you can reach new markets and increase your profits.

Olivia Ronayne is an executive in the LCCI international business team
oronayne@londonchamber.co.uk

What the LCCI international business team have planned for Q1 2018 to help companies go global

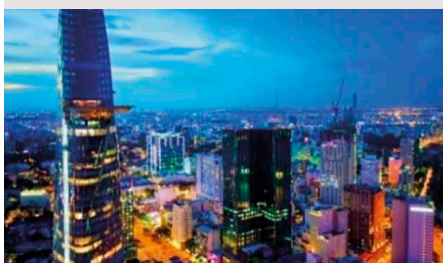
January

- Workshop on how to supply the Department for International Development
- **International business training on export documents**
- Masterclass on how to access export finance
- **GDPR: equip your business for the new regulatory environment event**
- Company mission to Vietnam: Ho Chi Minh City and Hanoi.



February

- **Grow global using e-commerce workshop**
- East Africa: renewable energy mission to Kenya and Ethiopia
- **Company mission for food and wine buyers to La Rioja, Spain**
- Trade mission to Israel for the cyber security sector
- **Trade mission to Copenhagen for tech equipment firms.**



March

- Grow global using e-marketplace workshop
- **Italian and British design event with Italian Chamber**
- Meet the international trade expert
- **Trade mission to Switzerland for the pharma sector**
- Customs event.





Harnessing technology – at home and abroad

Exporting has changed significantly as a result of the digital channels, posing new challenges and opportunities for smaller businesses. That was one of the messages that emerged from a recent FedEx SME Export Report Roundtable.

The roundtable included representatives of SMEs and business bodies – the British Chamber of Commerce’s Anastassia Beliakova was a key contributor – and delved into the global opportunities, challenges and solutions influencing today’s exporting landscape. It was noted that:

In today’s world, almost anyone can create an online shop with little investment and go global almost overnight. However it is no longer enough to just have a website. SMEs need to be creative and utilise different platforms to connect with and capitalise on a global customer base.

The rise of mobile commerce (m-commerce) – buying and selling products and services through hand-

held devices – has meant computers and e-mail are becoming obsolete. “People are walking around with an office in their pocket,” said Edward Clarke, managing director, hub operations for FedEx Express in the UK.

Social media platforms also allow businesses to target particular countries and demographics with the click of a button.

Technology plays an even larger role when considering Generation Z. Currently in their teens, this generation will be many SMEs’ customers in the very near future. Clarke acknowledged that 11-to-15-year-olds are looking at new marketing types, particularly digital, and have an expectation for online shopping to be a fun as well as an enjoyable experience. As a result, SMEs need to harness the technology available now to ensure they appeal to this customer base in the future – putting on the pressure to stay ahead and remain competitive.

Government advice and online support only goes so far to help these businesses export, and SMEs should be able to turn to corporations to develop fresh opportunities.

In this digital age, it remains critical for SMEs to physically travel to new markets and have face-to-face contact to help them develop fruitful relationships. Trade fairs and missions allow SMEs to establish new relationships and meet new customers, and this ease of access is more difficult when businesses are on their own and is where organisations need to step in and help.

Other key insights

Brand Britain continues to exert a powerful influence globally. SMEs should utilise British values when exporting—being polite can go a long way.

Business sustainability practices are becoming an expectation for many consumers. However, SMEs

should be mindful about passing the additional cost on to their customers.

SMEs should not starve their UK consumer base when exporting. There are always highs and lows when going global, but having a local base can mitigate some of the risk.

SMEs should continue exporting, despite the vote to leave the European Union. In fact, it places more importance on SMEs focusing on their long-term strategy, not just on the short-term.

Trade discussions and exporting should be more joined up. SMEs should not wait until trade deals have been implemented before exporting, but seek out opportunities

SMEs should pursue markets or ‘soft spots’, which could provide them with fruitful opportunities. For businesses at the start of their exporting journey they should start looking for a way in and develop trade partnerships.

<http://about.fedex.com>.

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Forget the geography – engage



by **Nicolas Groffman**

The EU is currently our biggest trading partner, and there are many that argue this is due to the ‘gravity model’, a 1960s trade theory that says the closer the country and the larger its economy, the more you trade with it. This was part of the reason we joined the European common market in the 1970s – we needed to be part of the nearby trading community rather than beholden to our far-away Commonwealth allies.

Shrinking

In 2017, however, this interpre-

tation of the gravity model is out of date. Our businesses have been steered by policy and incentives into dealing more with EU markets than is warranted. As other countries develop, the EU has lost ground. It now accounts for only 15 per cent of global GDP, and this figure is shrinking annually. We should be making far more effort to understand the markets and regulatory regimes of the Commonwealth, the US, Japan, China, India, Indonesia, Brazil and so on. These may be difficult markets to explore, but no-one is asking businesses to do this by themselves: the more flexible service providers are falling over themselves trying to position themselves as ‘experts’ in one market or another.

Skewed

The skewed favouring of EU markets is a fairly recent phenomenon. In the 1830s, when free trade was king, we imported most from the United States, the West Indies, China, and Canada. That was before steamships, let alone the electronic communications and Panamax freighters we have now. If our trade was not Europe-focused in the 19th century, there is

even less reason for it to be so now.

E-commerce has transformed everyone with a website into a potential exporter. Shipping and air freight costs are a fraction of their 1970s level. Put simply, it has never been easier to sell to, or buy from, people outside our own country. With Brexit looming, this message needs to be understood. We need perspective – the world is vast, with nearly 200 countries and over seven billion people. Commentators talk about the UK having a choice between, for example, the Norway, Swiss or Canadian models but we should really be creating a UK model. Or better still, don’t think in terms of ‘models’ – think what is best for our business.



Your business

Flying pig



Nick Mason on stage with Penny Smith

Pink Floyd drummer and founder member Nick Mason was guest of honour last month at a special event at Battersea Power Station’s new multi-use arts venue The Village Hall. The location was of course the setting for the band’s iconic Animals album cover featuring the famous giant inflatable pig, released 40 years ago.

Mason was joined on stage by broadcaster and journalist Penny Smith and spoke of his delight at being back in front of the four chimneys, each now rebuilt and painted as part of the regeneration of the area.

He reminisced about how the pig, tethered to one of the Power Station’s chimneys for the photo shoot, broke free from its moorings. It was spotted by startled airline pilots at 30,000 feet before finally making it back to the ground with help from police helicopters in Kent.

batterseapowerstation.co.uk

Asian business on the up

Spotlight on Asian business: their contribution to London 2017, launched in November at the House of Lords, pointed up the ever-strengthening ties between the UK and the Indian sub-continent, even more important, trade-wise, as Brexit looms.

Produced by EPG Economic and Strategy Consulting and commissioned by the Indo-European Business Forum, the report surveyed 203 Asian-owned businesses based in London which employ 15,000 people and generate £2.7 billion in turnover. Key highlights of the report show that:

- 57 per cent of Asian-owned busi-

nesses are looking to export in the coming years, and 99 per cent of businesses expect increased profit in three years

- One-third of Asian businesses in London are owned by women and at least 57 per cent have a female director – showing the rise in entrepreneurialism amongst Asian women.

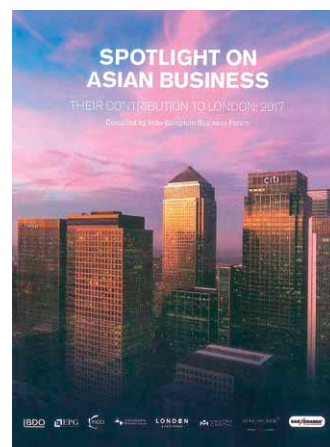
The report also highlights the importance of foreign direct investment as Indian companies have been the largest investors in London over the past ten years.

Awareness

At the launch Vijay Goel, chair-

man of the Indo-European Business Forum, said: “This report raises awareness among Asian and British institutions including various trade bodies, and provides them with information on the scope of investments and business relations among sub-continent and the UK. With the advent of Brexit it is important to understand the contribution, growth and success of Asian businesses in the UK.”

The report was also praised London’s deputy mayor for business Rajesh Agrawal and Vijay Sampla, a member of the Indian government who both attended the launch, hosted by Baroness Verma



and attended by a host of dignitaries including the mega-successful businessman GP Hinduja.

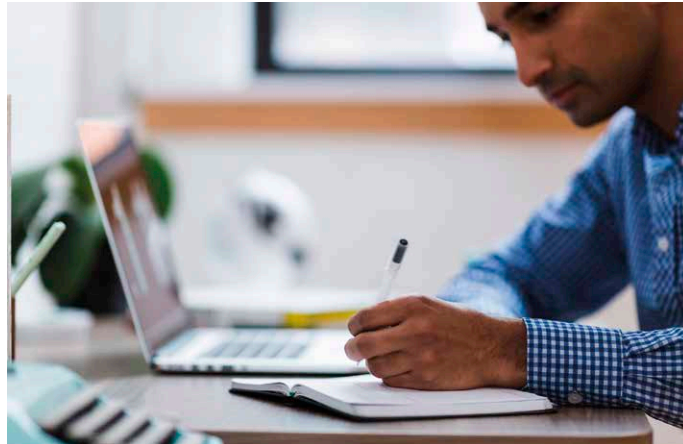
www.economicpolicygroup.com/publications/contribution-of-asian-business-to-london

with the rest of the world

Contemporary

The EU brought great benefits – customs union, regulatory uniformity, and free movement but this very ease of access resulted in a Britain whose national outlook has shrunk. For centuries, Britain looked far beyond its borders, even when to do so meant arduous and dangerous journeys in square-rigged ships. In the contemporary era, when global communications are easier than they have ever been, the UK does not need to paddle in a Eurocentric puddle.

The rest of the world cares little about Brexit. I believe that there is a common idea in the City that the rest of the world thinks the UK is turning inward but this is not borne out by studies. A recent survey by London & Partners of Chinese businesses found that the vast majority neither know nor care about the UK's relationship with Europe. Of those that did, around half thought it was a posi-



E-commerce has transformed everyone with a website into a potential exporter.

itive thing. Indeed the only region that has a consistently negative view of Brexit is, not surprisingly, the EU.

Complexity

Britain's economic and political machine is slowly turning to face the world outside Europe, and the world is also recalibrating its relationship with the UK on this basis. China, for example, has already sought a free trade agreement with the UK. Its negotiations with the EU were (according to the Chinese) tied down for eight years by the complexity of dealing with the EU's huge negotiating team.

Similar opportunities have appeared with Australia and other countries, including the US. These opportunities are not driven from top-level political policy, but from commercial arms of government (in China's case, the Bureau of Commerce) and by the voice of business.

And in the end it is business, not politics nor governments, which will drive our commercial relationships overseas. Service providers like my own firm, consultants, banks, the DIT, and the FCO all need to be making efforts to help British business get to grips with the tangle of regulations and the complex trade dynamics outside the EU, because if our companies win, we all do. It is time for both the business community and the public at large to embrace the opportunities offered by becoming a part of the wider world again.

Nicolas Groffman is a partner and head of international at Harrison Clark Rickerbys, one of the UK's leading law firms
www.hclrlaw.com

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December 2017

05/12/17 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership**Venue:** Jurys Inn, Wellesley Road, Croydon CR0 9XY**Nearest station:** East CroydonLocal Member, Member's Guest and Non-member:
Complimentary**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

05/12/17 Time 18.00-20.00 ALL MEMBERS AND NON-MEMBERS

Asian Business Association (ABA) Winter Reception**Venue:** Bombay Brasserie, Courtfield Road, London SW7 4QH**Nearest station:** Gloucester RoadPatron and Premier Plus Member **£66.00**Local Member: **£96.00**Non-member: **£126.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

06/12/17 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business**Venue:** Loughborough University
in London, 3 Lesney Avenue, The
Broadcast Centre, Here East, Queen
Elizabeth Olympic Park, London E15 2GZ**Nearest station:** Stratford InternationalPatron Member, Premier Plus Member, Local Member and
Member's Guest: **Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

07/12/17 Time 18.00-20.00 ALL MEMBERS

Property and Construction Winter Reception with guest speaker Elliot Lipton, Managing Director, First Base**Venue:** The In&Out (Naval and Military Club),
No. 4 St James's Square, London SW1Y 4JU**Nearest station:** Piccadilly Circus**Sponsored by:** Bond Bryan Architects, CBRE
and Willmott Dixon InteriorsPatron and Premier Plus Member: **£99.60**Local Member: **£129.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

13/12/17 Time 08.00-09.45 ALL MEMBERS AND NON-MEMBERS

Brown For Blue: Land to House London's Emergency Workers**Venue:** Central London location, TBC on registrationAll Members and Non-members: **Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

January 2018

09/01/18 Time 08.15-09.30 ALL MEMBERS AND NON-MEMBERS

Capital 500 Quarterly Economic Survey Presentation, Quarter 4 2017**Venue:** PwC, 1 Embankment Place, London WC2N 6RH**Nearest station:** EmbankmentPatron Member, Premier Plus Member, Local Member and Non-
members: **Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

10/01/18 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

Cereal NetworkingLondon Chamber of Commerce and Industry, 33 Queen Street,
London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and BankPatron and Premier Plus Member: **Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

11/01/18 Time 12.30-14.30 ALL MEMBERS

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

16/01/18 Time 18.00-20.00 PAs AND EAs ONLY

LCCI PA Club New Year Party**Venue:** London Capital Club, 15 Abchurch
Lane, London EC4N 7BW**Nearest station:** BankLondon based PAs, EAs and LCCI PA Club members only:
Complimentary**Contact:** LCCI PA Club **Tel:** 020 7203 1700**Email:** lccipaclub@londonchamber.co.uk

17/01/18 Time 12.00-14.00 ALL MEMBERS

Connect 4 Lunch**Venue:** Best Western Plus London Wembley Hotel,
365 High Road, Wembley HA9 6AY**Nearest station:** Wembley CentralPatron Member, Premier Plus Member, Local Member
and Member's Guest: **Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**Visit 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 fax, 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

17/01/18 Time 18.00-20.00

ALL MEMBERS

New Year Networking at Atesh Turkish Restaurant**Venue:** 235-241 High Street, Croydon CR0 1QR**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: £17.00****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

30/01/2018 Time 10.00-12.00

ALL MEMBERS

One of A Kind Networking**Venue:** Holiday Inn London - Stratford City, 10a Chestnut Plaza, Westfield Stratford City, Montfichet Road, London, E20 1GL**Nearest station:** Stratford International**Patron Member, Premier Plus Member, Local Member and Member's Guest: £20.00****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

23/01/18 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:** Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

23/01/18 Time 14.00-17.00

ALL MEMBERS AND NON-MEMBERS

How to Access Export Finance Masterclass**Venue:** London & Partners, 2 More London Riverside, London SE1 2 RR**Nearest station:** London Bridge**Patron Member and Premier Plus Member: Complimentary****Local Member and Non-member: Complimentary****Contact:** Olivia Ronayne **Tel:** 020 7203 1823**Email:** oronayne@londonchamber.co.uk

23/01/18 Time 18.00-20.00

PATRON AND PREMIER PLUS MEMBERS

New Year Networking Reception - Hole in One Networking**Venue:** Swingers, the Crazy Golf Club, 8 Brown's Buildings, London EC3A 8AL**Nearest station:** Aldgate**Individual Places****Patron and Premier Plus Member: £84.00****Team of Four****Patron and Premier Plus Member: £312.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

25/01/18 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network**Venue:** Croydon College, College Road, Croydon, CR9 1DX**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

01/02/18 Time 11.00-13.30

ALL MEMBERS

Business Question Time with Rt Hon Chris Grayling MP, Secretary of State for Transport**Venue:** Central London location TBC**Patron Member, Premier Plus Member, Local Member and Member's Guest: complimentary – three places per Member company applies****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

06/02/18 Time 09.00-16.00

ALL MEMBERS AND NON-MEMBERS

Grow Global Using International E-Commerce Workshop**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £200.00****Local Member and Non-member: £250.00****Contact:** Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

25/01/18 Time 14.30-18.00

ALL MEMBERS AND NON-MEMBERS

GDPR: Equip your business for the new regulatory environment**Venue:** Europe House, 32 Smith Square, London SW1P 3EU**Nearest station:** St James's Park**Patron Member and Premier Plus Member: Complimentary****Local Member and Non-member: Complimentary****Contact:** Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

06/02/18 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking**Venue:** Mint Leaf Lounge, 12 Angel Court, London EC2R 7HB**Nearest station:** Bank**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

07/02/18 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

Cereal Networking

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

Nearest stations: Mansion House, Cannon Street and Bank

Patron and Premier Plus Member: Complimentary

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

Email: events@londonchamber.co.uk

07/02/18 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business

Venue: New Road Hotel, 103-107 New Road, Whitechapel, London E1 1HJ

Nearest station: Whitechapel

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

Contact: Irene Fatuzzo **Tel:** 020 7203 1965

Email: ifatuzzo@londonchamber.co.uk



14/02/18 Time 09.30-12.00 ALL MEMBERS AND NON-MEMBERS

Workshop: LinkedIn- How to Optimise your Engagement and Boost your Business

Venue: Sussex Innovation Croydon, No 1 Croydon, 12-16 Addiscombe Road, Croydon CR0 0XT

Nearest station: East Croydon

Patron Member, Premier Plus Member, Local Member and Member's Guest: £15.00

Non-members; £36.00

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

Email: lsaran@londonchamber.co.uk



20/02/18 Time 18.30-20.30 PATRON AND PREMIER PLUS MEMBERS

By Invitation Only

Venue: The Ivy, 5 West Street, London WC2H 9NQ

Nearest station: Covent Garden

Patron Members and Premier Plus Members in the 13+ employee subscription rate: Complimentary

You are welcome to bring a guest with you (if you are bringing a non-member as a guest, they must be from a company with 13+ employees).

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

Email: events@londonchamber.co.uk

21/02/2018 Time 08.30-10.15 ALL MEMBERS AND NON-MEMBERS

Managing the Uncertain Business Environment - How Micro and Small Businesses Succeed

Venue: London College of International Business Studies, Dock Managers Office, Surrey Quays Rd, London SE16 2XU

Nearest station: Canada Water

Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary

Contact: Irene Fatuzzo **Tel:** 020 7203 1965

Email: ifatuzzo@londonchamber.co.uk



22/02/18 Time 12.00- 14.00

ALL MEMBERS

The Grapevine Network

Venue: TMRW Hub, 75-77 High Street, Croydon CR0 1QE

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



March 2018

07/03/18 Time 17.45-20.30 ALL MEMBERS AND NON-MEMBERS

Networking Training: How To Work A Room

Venue: etc.venues Fenchurch Street, Fenchurch Place, London EC3M 4PB

Nearest station: Fenchurch Street

Patron Member and Premier Plus Member: £72.00

Local Member: £108.00

Non-member: £156.00

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

Email: events@londonchamber.co.uk

16/03/18 Time 08.30-10.30 ALL MEMBERS AND NON-MEMBERS

Spring Prestige Breakfast

Venue: Searcys The Gherkin, 30 St Mary Axe, London EC3A 8EP

Nearest station: Aldgate

Patron Member and Premier Plus Member: £60.00

Local Member: £84.00

Non-member: £108.00

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

Email: events@londonchamber.co.uk

20/03/18 Time 09.00-16.00 ALL MEMBERS AND NON-MEMBERS

Grow Global Using International E-Marketplace Workshop

Venue: London Chamber of Commerce and Industry, 33 Queen Street, London EC4 1AP

Nearest stations: Mansion House, Cannon Street and Bank

Patron Member and Premier Plus Member: £200.00

Local Member and Non-member: £250.00

Contact: Marta Zanfrini **Tel:** 020 7203 1822

Email: mzanfrini@londonchamber.co.uk

07/03/18 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

Cereal Networking

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

Nearest stations: Mansion House, Cannon Street and Bank

Patron and Premier Plus Member: Complimentary

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

Email: events@londonchamber.co.uk



LCCI events highlights

■ New Year Networking Reception

Join us for a unique networking experience at Swingers Crazy Golf Club on Tuesday 23 January from 6.00pm-8.30pm. The evening of networking will include a nine-hole crazy golf course, feast of London's best street food, a caddie who will serve you drinks on the course and a Private Gin Terrace area to network. Guests can enter individually or in teams of four, tickets start at £78.00 inclusive of VAT per person.

■ Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast will take place on Wednesday 10 January from 7.45am - 9.30am at LCCI. This complimentary event is exclusively open to Patron and Premier Plus members only.

■ Changing Places Evening Networking

Our bi-monthly flagship

networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. Our next event will be hosted by St Johns Hospice on Wednesday 24 January. This complimentary event is open to members only.

■ LCCI Spring Raceday

Join us at the LCCI Spring Raceday at Lingfield Park Racecourse on Friday 23 March. This fun, informal day offers a cost-effective way to reward colleagues, entertain clients and increase your business network over lunch and during an afternoon of racing at Lingfield Park. Open to all members tickets are £58.80 inclusive of VAT per person.



■ Capital 500 Quarterly Economic Survey – Q4 of 2017 Launch

LCCI's Capital 500 Quarterly Economic Survey – in partnership with leading polling agency

ComRes – is London's largest and most authoritative business survey, measuring business performance and

confidence in the capital. Join us for a presentation of the findings from the final quarter of 2017 on Tuesday 9 January at PwC which will include expert analysis on what the results mean for your company and London's economy, as well as opportunities to network over breakfast. This complimentary event is open to all members and non members



■ Property and Construction Breakfast Club

The first breakfast of 2018 will hear from David Biggs, MD, Network Rail Property on Wednesday 31 January. Sponsored by CBRE the event is open to Patron and Premier Plus members only at £48.00 inclusive of VAT per person.

■ Business Question Time with Rt Hon Chris Grayling MP, Secretary of State for Transport

This complimentary event, taking place on Thursday 1 February, will provide a unique forum for LCCI members to hear from the Secretary of State for Transport who will briefly outline the government's transport strategy and discuss issues affecting business in the capital. Then join in the discussions that follow by partaking in our question and answer session. This event is open to all members.

ADVERTISEMENT

Looking to sell your business?

If you're thinking about selling your business, you have a couple of choices when it comes to your route to market.

You can employ the services of a business broker or transfer agent. They will value and market your business, prepare your documentation and negotiate on your behalf – for a fee or commission.

This isn't for everyone and can prove costly to the small business owner. Another option is a more DIY approach.

Alan Nash decided to go it alone and turned to online businesses for sale marketplace **BusinessesForSale.com** to advertise his boat business in 2016.

"I placed the online advert, which was very easy to do, very self-explanatory," he explained. "Just like putting your car up for sale on Auto Trader – even easier, actually."

"I can't believe the response we got: we actually got seven enquiries," one of which was from an international buyer.

After whittling prospective buyers down to three, Alan arranged a meeting with the buyer

who best met his criteria.

"I wasn't going to sell it to just anyone. I wanted to sell it to someone who could improve the business and make use of the potential that I knew was there," he said.

Long chats on the phone made it easier to distinguish serious buyers from timewasters. He had a very quick result with the eventual buyer, who enquired and wanted to see him the very next day.

Alan declared himself "very pleased with the whole thing. I got the asking price for the business, so that was perfect."

Alan was impressed with the ease of use of **BusinessesForSale.com** and the short time frame of the sale.

He told us he had allocated a year or two to sell, planning to list the business for six or seven months to start with, before trying other selling channels. But he ended up selling in a matter of weeks and didn't need to use other websites.

"I can't believe how good it was," he said. "If I was in the marketplace, I would definitely buy or sell a business through **BusinessesForSale.com** again."

BusinessesForSale.com

We help more than
1,500 owners sell their
businesses every month



"First class website sold the business in 8 weeks for the full asking price."

Alan Nash, Boatshed - Suffolk
A Successful Yacht Brokerage,
Ipswich, Suffolk, UK. Dec 2016

Sell Your Business

www.BusinessesForSale.com/sell

Free trial available

Beer today



The number of breweries in London has never been higher with up to 100 in operation ranging from the classic Fullers with their iconic brewery in Chiswick to the wonderfully individual Khukuri beer from Nepalese restaurateur Monty Shrestha.

Latest on the scene is German Kraft which has been able to replicate the purity of locally brewed beer thanks to advances in water technology. Partnered with a Bavarian brewery the company takes its authenticity seriously – no bottles or cans for transportation but airtight



containers called 'growlers'. Based in the Elephant and Castle the German Kraft's evocatively-named beers include Heidi Blonde, Smoking Whisky,

and Edel Weiss. They also brew a pale ale – Hopfen Kiss – described as the German answer to the original English beer type. Enjoy!

www.germankraftbeer.com
www.khukuribeer.com
www.fullers.co.uk

The professionals

Office*, the UK's largest event for the office professional will take place to Olympia, London on 28th February – 1st March 2018. Thousands of PAs, EAs, VAs and office managers will benefit from their visit to the complimentary two-day event.

This year's edition caters for the new needs created by the evolution of the PA and EA role. Office* will represent this through the suppliers and training available at the show.

Complimentary visitor registration is already under way

www.officeshow.co.uk



Travel gets the Amazon effect

These are exciting times for travel. Technology is shaking up the way companies sell travel and service travellers – holographic check-ins anyone? Robots delivering your room service? – and how SMEs book and manage it.

The best way for SMEs to keep up with these trends and learn how to create a travel programme that makes the most of their budget while also keeping travellers happy, is to visit the Business Travel Show. Europe's leading event for business travel buyers, the show takes place at Olympia London on 21-22 February and is free to attend, just register through the link below. SMEs can source from over 270 key suppliers, attend more than 60 conference sessions and network with 7,500 business travel professionals.

Power

Smart phones and apps are mostly to thank for this revolution and travel businesses can now sell to and communicate with consumers directly. And travellers have the power to book flights, hotels, lounge passes, train tickets, airport parking, taxis, travel expenses, room service – you name it – at their fingertips.

More importantly, they exercise that power. They love apps. Why? Because the profile of business travellers is changing. Wave goodbye to the middle-aged road warrior, and say hello to the millennial traveller: younger, undoubtedly a smart-phone (or two) owner and very much tech-savvy.



The next generation business traveller knows what technology can offer them away from the office, thanks to the likes of Amazon, Netflix, Uber and Airbnb. And they know what to expect from booking leisure travel on their phones. Now, they want the same experience, the same level of personalisation, interaction, convenience and immediacy in their corporate lives. Business travel brands are having to sit up and take note.



Personalisation

This trend for personalisation – choosing your seat on a plane, ordering in advance from the menu – is huge in the leisure industry and now business travellers can expect the same level of personalisation to start creeping through to corporate travel. So they will no longer have to keep asking for soft pillows, access to a personal trainer, a forward-facing train seat or Oyster Bay Sauvignon Blanc in the mini bar – it will just happen automatically.

Travellercentricity

For SMEs booking travel for employees other than themselves, personalisation is still key – though this time it's called being travellercentric, i.e. focusing on what's good for the employee based on the understanding it will also (eventually) be good for the bottom line. That could be as small as giving travellers a day off after a long-haul flight home, or it could mean, rather than booking trips for them, they are given control over the entire budget and can book the trip that suits them, whether that's a 5-star hotel and a budget flight, or vice versa. The idea behind a travellercentric approach is simple: happy employees are more productive, loyal employees.

Duty of care

It's impossible to underestimate the importance of duty of care and traveller risk given the terrorist attacks and natural disasters which have affected travellers in recent years. According to the Business Travel Show survey, in the last 12 months more than three quarters of buyers reviewed their traveller risk strategies to ensure they provide greater duty of care. It could be time to look at yours too.

www.businesstravelshow.com/register

Coaching Training for Individuals and Organisations with AoEC London

Develop coaching skills to optimise individual or team performance with our certified courses:

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7-Day Practitioner Diploma in Executive Coaching

3-Day Certificate in Team Coaching

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Online coaching training also available for experienced coaches and continuous professional development opportunities including Mindfulness and Resilience Coaching.

The Academy of Executive Coaching (AoEC) has trained over 11,000 people worldwide and has international partners in five continents enabling global reach for individuals and organisations to access the power of coaching.

As well as our comprehensive range of accredited training programmes and CPD opportunities we offer:

Large pool of qualified executive coaches and coach matching service to meet your requirements

Consultancy service for organisations looking to build a coaching culture, whether starting with the leadership team, management teams, high potentials, young professionals or the training of internal coaches

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or call 020 7127 5125

Two minute interview

Stephen Weaver, director of P&O Ferries



Who are you?

I head up commercial strategy and new business development at P&O Ferries.

What is your connection with the London Chamber of Commerce?

We are members of the LCCI and benefit from its strong network and the influential work it carries out.

What was your first job in London?

I was born in Blackheath, South London and, strictly speaking, my first job in the city was a Saturday one – front of house, in retail on Oxford Street.

More relevant was my role with Gulf Oil in their Eastern Hemisphere head office in Portman Square. This marked the start of a global role in the operational review of upstream and downstream activities across Europe, Asia, Africa, and Australia.

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

The incredible performance of our English Channel ferry operations carrying record freight volumes this year. This high frequency route is critical in supporting the flow of goods in and out of Europe and beyond. We have eight ships in total on routes out of Tilbury and Dover providing a reliable, efficient and cost-effective service, day in, day out which our customers have come to rely on.

“Close to two million freight units arrive and depart through the ports of Tilbury and Dover, often with destinations beyond London.”

“If there is one thing I hate about my job it’s ...
... not having enough hours in the day.”

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

Amazon chief executive Jeff Bezos – for recognising the value of failure ... and banning PowerPoint presentations!



Jeff Bezos

What did the 2012 Olympics mean to you and your business?

It’s a while ago now but for us such large sporting spectacles are

very interesting as our passenger business benefits from the visitors travelling to the events. The customer experience, travelling into south east England by ferry, forms an integral part of the visit with excellent restaurant and shopping experiences.

How is your business reacting to Brexit?

As long as there are goods and people travelling between the UK and Europe, P&O Ferries will continue to provide a comprehensive ferry and logistics service to and from the continent. We will continue to monitor the negotiations between the UK and EU very closely.

How do you think the transport system in London can be improved?

Close to two million freight units arrive and depart through the ports of Tilbury and Dover every year, often with destinations beyond London. These flows are important to the UK, exporting goods or importing essential supplies. Improvement of the road systems is critical, and will not only help our customers but also reduce the congestion impact on Londoners.

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

Securing high quality UK crew is vital, and making it easier to train British seafarers would give thousands of young people across the country the opportunity to embark on a highly rewarding career at sea.

What is your favourite and least favourite thing about London?

Favourite: being located outside London, the high speed rail access from Kent and excellent transport system within London makes it easy to access and do business in London

Least favourite: the uncertainty of the M25!



Photo by Ben Gamble

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

With operations on the Thames at Tilbury, and Dover the UK’s busiest ferry port, I would look to see ports afforded the same level of strategic importance as the airports

How important is frictionless trade?

Our organisation is a critical part of the logistical chain, supporting businesses in London and throughout the UK. We need the governments of all European countries to prioritise the frictionless movement of goods and people through their ports. It is of vital interest to the millions of individuals, hundreds of thousands of businesses and many national economies.

www.poferries.com

**P&O
FERRIES**



Members' noticeboard

■ New Swyftie job matching app – get it now!



A great new service for London businesses – helping you handle last minute staff absence, peaks in demand and one-off tasks or projects that you need immediate, short term, help with.

Swyftie is probably the fastest job matching app. For a small, one off posting fee, Swyftie connects you directly with a London-wide workforce who want to help you for a couple of hours or a couple of days... or more. No commissions, no middle man, no inflated agency rates and no strings attached.

Get the Swyftie mobile app in the Apple store or Google Play store.

See our Members' Offers page to get a great introductory discount for readers.

■ NIC



NIC Services Group provide cleaning and support services to businesses across the UK. With local management throughout London, we offer national solutions without compromising at a local level, providing consistent quality and value across all sectors, services, and contracts. We supply a variety of public and private sector organisations including offices, distribution centres, manufacturing facilities, industrial buildings, retail and leisure.

Services include:

- Daily cleaning
- One off & periodic cleaning
- Deep cleans
- Washroom services
- Window cleaning
- Builders and Industrial cleans
- Kitchen cleaning

Contact: Sujay David
London South East and Home Counties

Email: sdavid@nicgroup.co.uk
Tel: 07876 756472
www.nicgroup.co.uk

■ Baldwins Travel Group triumphs at Advantage Big Celebration Lunch

Baldwins Travel Group is the South East's leading independent Travel



Agency. This October they were awarded 'Leisure Travel Agent of the Year 2017' for the 4th consecutive year by the Advantage consortium where they are long standing Leisure & Business Travel members. The success of this family run business and the tremendous increase in sales year on year, is down to the attention to detail, exceptional customer service and variety of product on offer to both leisure and business customers.

Contact:
BBTM- Business Travel: 01892 515900 bt@baldwins-travel.co.uk
Baldwins Travel: 01892 511999 tw@baldwins-travel.co.uk

■ Business Value Partnership



A masterclass to make More from your Business – shine the light on your offering and follow through professionally to achieve real success.

In this masterclass, you will take away best practice tools and techniques to keep you working efficiently and effectively to build business leads and drive performance.

1. Articulate your business vision... simply
 2. Identify core values that will underpin decision-making
 3. Refine your business strategy – map it out
 4. Recognise and prioritise your critical success factors and targets
 5. Gain confidence in 'asking for the business'
 6. Practice your 'lift test' – your 60 second introduction
- Sessions can be run individually or as a full day masterclass. Contact us to see what will work best for you.

Contact: Rowena@
businessvaluespartnership.co.uk 07944 898943 www.businessvaluespartnership.co.uk

■ Omyague



The OMYAGUE Luxury Gifting Fair will launch its first London edition on 21 & 22 March 2018 at the Pullman London St Pancras Hotel and bring together select British, French and international brands. Their B2B representatives will help you prepare your loyalty operations, product launches, motivational meetings and conferences, loyalty and reward programmes, team building events and seminars.

Finding unique corporate gifts is making them part of your marketing and communications strategies.

For invitations, please contact us at isabelle@omyague.com.

■ Fuelcard People



Important news for fleets available for free in new online e-book

Managing a fleet can leave you little time to read important news. That's why fleet managers look forward to Fleet Matters. The Fleet Matters series of e-books from The Fuelcard People sifts through the constant torrent of news to find the most important topics for fleets. It then summarises the key issues, providing clear advice on any necessary action that should be taken. Fleet Matters carries no advertising or promotional content – just straightforward facts and advice to aid managers in running their fleet more effectively. The latest edition is available online, free, at: www.fleet-matters.co.uk

■ W&K Estate

W&K Estate is a family run business now developing its Estate. We are very close to the most prominent location in Nairobi being and classed as the BLUE ZONE simply because of our proximity to UNEP [United Nations Environmental



Programme] World Head Quarters.

To date we have constructed 18 beautiful houses of 550m2 and 650m2 and spent £2.7M and achieved 90% of the first fix works. We have also completed the main infrastructure requirements for our estate of 55 acres.

We welcome interested parties whom may want to work with us to realise the completion of our project from an investment prospect.

For further information please contact me at jimmy@wk-estate.co.ke or on 075 955 42613

■ 3 Counties Security & Defence and Security Expo



The Three Counties Defence and Security Expo (3CDSE) 2018 takes place on 31 May 2018.

3CDSE is the region's leading expo for the defence and security industry. It provides a forum for military, industry and security agencies to identify common interests, solutions and opportunities.

Our theme is Innovation, with a focus on cyber security, hardware and vehicles, UAV and counter-UAV technology, communications and military procurement.

The event offers business to business networking with key decision-makers. It includes a day-long programme of expert speakers together with trade and export finance workshops and a major exhibition.

For further information and to book your expo stand or early bird tickets, please visit www.3cdse.co.uk

Ten biggest business blunders

Even the biggest companies make mistakes and now researchers have come up with what they believe could be the ten biggest business blunders ever.

The team behind LondonOffices.com have named The Royal Mail and Blockbuster among some of the multi-million pound companies to have made detrimental business moves over the years.

From passing up on lucrative deals and opportunities, to misjudging some questionable marketing decisions, even the most profitable businesses have suffered – but survived – terrible blunders.

1. London publishers rejecting Harry Potter

J K Rowling took her first book, *Harry Potter and the Philosopher's Stone*, to dozens of publishers including HarperCollins and Penguin hoping to hit the big time, but none of the publishing heavyweights were convinced by Rowling's wizarding world, and rejected it outright.



Photo by Daniel Ogren

Instead, a small and lesser-known publisher – Bloomsbury – agreed to take it on, after the chief executive's eight-year-old daughter begged her father to print it.

20 years later and Pottermania is at an all-time high with the franchise worth around £19 billion.

2. Decca Records rejecting the Beatles

Two executives for Decca Records invited the Beatles to an audition in 1962 but they weren't impressed. They informed the band's manager they wouldn't sign up the group,



Photo: EMI

saying: "Groups are out; four-piece groups with guitars particularly are finished."

The Beatles instead joined EMI Records before going on to become one of the most well-known and successful bands of all time.

3. Royal Mail rebranding as Consignia



Royal Mail decided to rebrand itself in early 2001 to coincide with the new millennium.

The name Consignia was designed to describe the full scope of what the company could do, but within just 18 months, Consignia as a brand was thrown out, the then-chief executive John Roberts left, and more than £2 million was wasted.

4. Excite passing on Google



In 1996, former Excite chief executive George Bell was given the chance to purchase Google when it was still very small, for just \$750,000. However, he wasn't too excited by the company and declined the purchase.

Google has gone on to dominate the world and is the most valuable brand in the world, worth over £180 billion.

5. Microsoft's chatbot failure

Keen to be at the key player in the Artificial Intelligence narrative, Microsoft developed a 'chatbot' to interact with humans via Twitter. Named 'Tay,' the bot was meant to demonstrate how AI can learn from humans.

The whole concept took a disastrous turn as Microsoft hadn't considered the racist and sexist views often expressed by Twitter users. Tay promptly learned to use foul and offensive language, and its Twitter account was suspended within 16 hours of launch.

6. Blockbuster Video passing on Netflix

Before Netflix, home video rentals were king, and Blockbuster Video



ruled with an iron fist.

When given the opportunity to purchase the budding Netflix in the early 2000s for \$50 million, Blockbuster declined, and this decision ultimately led to the company's demise. Netflix, on the other hand, has come on in leaps and bounds.

7. New Coke failing

According to blind taste tests undertaken in 1985, Coca-Cola learned that customers actually preferred the sweeter taste of their main competitor, Pepsi.

On this fact alone, Coca-Cola decided to change its 100-year formula and create 'v', which crashed and burned. Fans were not happy with this newer, 'better' formula, and demanded the old one back. After a while, 'New Coke' was taken off the market, never to be seen again.

8. M&Ms passing on ET

Amblin Productions approached Mars, Inc. for the permission to use its popular bite-sized M&Ms in its upcoming film, ET, but were promptly rejected.

It's unclear why the decision was made, but many possible explanations have been offered through the years, including a rather mundane one claiming Mars had reached its advertising budget limit.

Instead, Reese's Pieces were used by Elliot to lure the little alien out of hiding, and the chocolate has since become one of the most popular of the past three decades.



9. EA issuing illegal weapons

EA, one of the biggest American video game companies, sent out gold brass knuckles in a wooden box as part of a promo for video game *Godfather II*. An interesting and relevant gift, if not for the fact that brass knuckles, or 'knuckle dusters', are illegal weapons in many of the US states to which they were posted.

EA soon realized the error and all packages were sent back to EA promptly.

10. Motorola failing to keep up with the times

Motorola's thin and stylish Razr phone dominated 2006 with a market share of 22 per cent at a time when smartphones were first passing their litmus test with the public.

However, the tide changed quickly, and by the time Motorola released its first update to the Razr, iPhone and BlackBerry had taken over as market leaders.

Motorola's lack of innovation caused shares to fall more than 90 per cent within six months.

www.londonoffices.com



New Chamber website goes live



by Karen Birks

The new LCCI website went live in October. Along with a new look, new features are included which will make visiting the site easier and provide a more interactive experience.

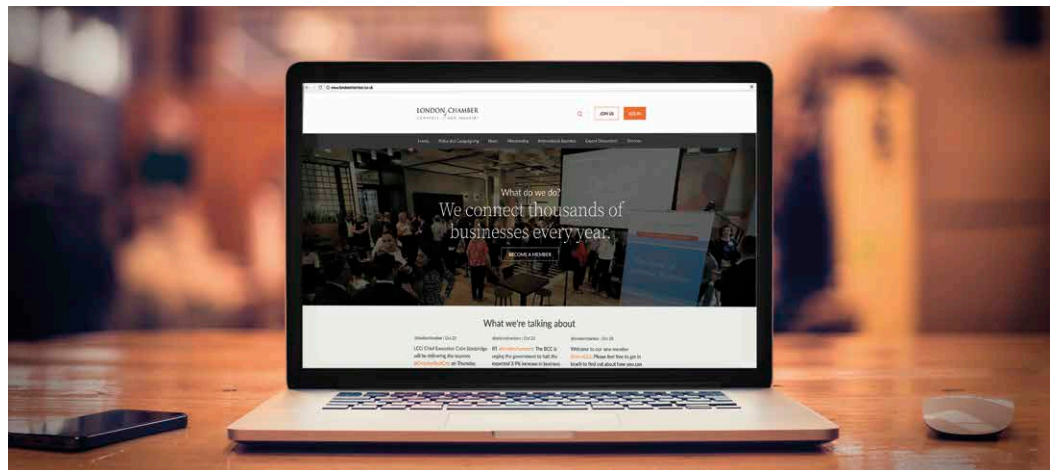
Seamless

Following member feedback, the website has been made easier to use. It is also completely mobile-friendly, providing a seamless experience on the go, and across all devices.

On the new homepage users will see the main section pages. On the news and press release page you can see stories in the form of a headline with explanatory text which will make it easier to find the stories you are interested in exploring further.

Member Zone

A key benefit of the update is our improved security settings. This means that members will need to log on to update their account and password.



Visit <http://www.londonchamber.co.uk/support/login> and follow the on-screen instructions to complete this process.

Once members have updated their password, they can explore some of the key features.

View membership credentials

Lists membership number, date joined, membership type and your renewal date.

Change communications preferences

Tailor the communications you want to receive from LCCI.

Amend company details (administrators only)

Add or remove members of staff to your company account; update address details.

Access member benefits and offers

If looking for a discount this is the area to check out.

Feedback

To give your reaction to and comments on the new website and members' zone email membersupport@londonchamber.co.uk

Karen Birks is LCCI marketing manager

STARTUP CROYDON

A Croydon Business Venture



We are delighted to add "Good Employer" status to our list of attributes. As a huge advocate of business and community spirit within the Croydon borough, this accolade highlights the ethos and values of StartUp Croydon as a not-for-profit charity. Although we are only a small team, we value and respect each other and work interactively to make our organisation a happy and productive environment.



In addition to training and mentoring aspiring entrepreneurs, we position ourselves to bid for projects that will enhance opportunities for those who are considering self-employment or who are long term unemployed. We also aim to strengthen our business relationships by holding networking and other events at our modern business enterprise centre, Weatherill House, which is located in close proximity of Wandle Park Tram Station.

Our Chairman, David Robinson, commented:

"It is a great achievement for StartUp Croydon to be one of the first companies to have received this accreditation. For over 33 years, we have supported the Croydon economy and thereby the community by helping people achieve their dreams by starting their own business, with many of them going on to be significant employers in their own right."

By endorsing the Good Employer Croydon Charter, we are committed to supporting the success of Croydon's local economy through using local supply chains, creating job opportunities, ensuring employees are paid a fair wage and by promoting fairness, equality and sustainability through our business practices.

Pay Living Wage Pay the London Living Wage	Employ Local Create employment and training opportunities for local people
Buy Local Invest in the local supply chain and local business	Include All Implement equality and diversity best practice

	For more information contact us: Telephone: 020 3747 4747 Email: info@startupcroydon.co.uk Web: www.startupcroydon.co.uk	Weatherill House Business Centre New South Quarter 23 Whitestone Way Croydon CR0 4WF	<p>AWARD WINNER 2016</p>
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New chair at Croydon Chamber



Rajan Amin is the new chair of Croydon Chamber of Commerce, succeeding Nicolina Andall.

Amin set up Coversure Insurance Services in Wimbledon in 2000 and moved his company to Croydon 15 years later since when, he said, the chamber had been pivotal in his company's success. He praised its "professional, regular events, strong membership and fellowship with

like-minded business owners."

Amin said: "It's difficult to get this combination but Croydon Chamber is doing it. I am looking forward to helping businesses grow by developing their network through the chamber."

Experience

Nicolina Andall, principal solicitor at Andall Legal dubbed Amin "the networking king" and said "I

am confident that I have handed over the Chamber to a safe pair of enthusiastic hands".

Annabel Fogden, head of branch chambers at LCCL, added: "Rajan brings valuable experience as a business owner, and has a natural ability to connect with people. These are great assets for the Croydon Chamber."

www.croydonchamber.co.uk

Rewarding excellence

More than 450 people celebrated Croydon's successes at the annual Croydon Business Excellence Awards, organised by White Label in association with Gatwick Airport at Grand Sapphire Hotel and Banqueting this autumn.



Amongst the 15 category winners were three Croydon Chamber members: Mario Carrozzo, Caridon Group, won Entrepreneur of the



Year (sponsored by Sussex Innovation Croydon), Bagatti's Italian won Best Business for Food & Hospitality (sponsored by Wing Yip), and

Croydon College won Apprentice Employer of the Year (sponsored by Chequers).

Mario Carrozzo of Caridon

"For me the journey of an entrepreneur starts at birth so it's a lot to do with circumstances."

– Mario Carrozzo

Group dedicated his award to his parents. "It is an amazing achievement to win this award. For me the journey of an entrepreneur starts at birth so it's a lot to do with circumstances, the obstacles you face and the people you surround yourself with. I dedicate this to my parents who are here tonight. My dad is 83 and he is still out and about looking for deals."

www.croydonawards.co.uk

Coast to capital – better connectivity needed

Jonathan Sharrock, chief executive of Coast to Capital LEP was guest speaker at a recent Croydon Chamber lunch sponsored by Gatwick Airport. Sharrock is charged with delivering the LEP's business plan to transform business and economic performance in the region which includes the London Borough of Croydon, East Surrey, Gatwick Diamond, Brighton & Hove, Lewes and West Sussex. A key priority is better transport and connectivity for the region and in particular a much-needed upgrade of the Brighton Mainline.

Enhancements

The main obstacle to increased



capacity and resilience on the Brighton Mainline is the bottleneck in the Windmill Bridge Junction and proposed upgrades include enhancements to this junction and a major redevelopment of East Croydon Station, as well as removing other operational constraints.

Sharrock spoke of the urgent need for investment on the line and

explained that this project competes for government funding with other national rail infrastructure projects, hence the need for a strong campaign: "Every train journey whether for business or pleasure in our region depends on investment in the Brighton Mainline. We strongly support the proposed upgrades which are fundamental to our economy. This is a strong scheme which has been recommended by Network Rail and it is vital that we make the case to government that this scheme is a priority and that it is approved for strategic investment."

Critical

Alison Addy, head of commu-

nity engagement at Gatwick Airport commented "The Windmill Junction upgrade is critical to the economic prosperity of the whole region. Businesses and passengers up and down the Brighton Mainline will benefit from greater capacity and resilience and Gatwick is absolutely behind this campaign."

Coast to Capital is keen to demonstrate business community support for the project. For further information contact Katie Nurcombe, head of communications and corporate affairs at Coast to Capital. <http://experience.mulfarious.co>

To Brexit or to techxit – that is the question



by Lyubomira Mihaylova

Let policy makers do their job. And while they are figuring out the next steps – what is best, what needs to be done, how the whole exit strategy will work out – think about your techxit, that is, your technology exit. Your business needs to go forward and ultimately flourish. Success depends on your dedication and desire to keep foundations strong, while making the organization bigger and stronger.

We live in an era of digitalization and constant technological development. The macro environment is not under your control, yet your business is. It makes sense to welcome the external trends, which will help you grow, and come up with innovative ways to turn the disadvantages into advantages. The world has survived worse. The world of business has faced great crises and survived, we should not let Brexit be a precedent.

Benefit

The long-term goals, your organization needs to accomplish in order to thrive are not in a direct correlation with political events (you adjust and adapt to those), but in a very strong relation to your stamina, vision and creativity. You are the policy makers of your business and success depends on your attitude and proactive approach. So be positive and start thinking on how to embrace Brexit for your business benefit. Identify your priorities. No matter what comes along, we'll deal with it. Right? And do not let uncertainty and fear make you indecisive and hesitant. Find a way today to build a technology, skills and business bridge, together with partners across Europe. Establish the foundations of long-term relationships, which will be beneficial for both your and your partner's company. Talent and talent-demand is borderless. Efficiency and business versatility are paramount. No panicking, just take a pragmatic approach to Brexit, with a techxit.

Fate

There are many ways from which you could benefit by choosing the alternative, instead of going with the flow and letting policy makers determine the fate of your own company.

Be it general IT services, software product development, quality assurance, specialised solution management and advisory, the way to find your Brexit/techxit is to:

- Establish relationship with a solid EU supplier, grounded on technology mastery, processes and security
- Build extended centres of excellence for business-crucial deliveries and high-value software products
- Focus on attitude beyond transactional thinking – genuine commitment, reliability, creativity and outcomes
- Go forward and continue to grow, without stressing too much about macroeconomic factors, which are not under your control.

Transform uncertainties into improved practices for global services delivery:

- Embrace agile talent strategies leveraging on skills, know-how, motivation, growth and excellence
- Utilise the power of digital, data analytics and cloud technologies – customize them to engage and win
- Redefine the cooperation models into better-weighted international endeavours for expansion.

Brexit will come and pass, just like everything else. Making your organization vulnerable to such externalities will only bring you extra stress and harm your operations and activities. Take the advantage of techxit and grab the opportunity to establish strategic IT partnerships across Europe which can only benefit the company and further support its expansion. Continue your legacy and keep the destiny of the organization under your control by choosing the technical exit, instead of the political one.

Lyubomira Mihaylova is managing director of ScaleFocus UK
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Lending a hand

LCCI's Josie Rogers was on hand to present the Business Lender of the Year award to iwoca at the British Small Business Awards 2017 held at the Grand Connaught Rooms in London in November.

Pictured (left to right) are Kate Thornton, TV and radio presenter and editor-in-chief of TBSeen.com, Josie Rogers, Will Hayes, Kristina Chapleo and Nitesh Patel of iwoca, and Ben Lobel, editor of SmallBusiness.co.uk



Leveraging your social media platforms



Imran Hawa gives his tips for high ranking high on search engines and the best

way for SEO – search engine optimisation – to be used by small businesses

You may think as a small business, or a business that has a small website that it is near impossible for you to stand any chance in the search engine rankings compared to your larger competitors.

In fact, as a small business, you have a strong advantage over

the mammoths in your industry. I spend a substantial period of time learning from some of the top search engine optimisation experts and I can share some insights on how to get that true social, organic reach your business needs to prosper in search engines and beyond.

Setting the stage for success

You may have an idea of how SEO works. Organic traffic all comes down to the search engine; online users conduct searches and then enter your website where transactions occur.

On your website, you will have several social media platforms such as Facebook, Twitter, Instagram, Snapchat, YouTube, Pinterest, and Google+. As people end up on your website, they'll be motivated to check out your social media profiles so if they have any questions, they may not fill out your website's Contact Us form, but they may reach out to you through Facebook, for example.

Always consider that this traffic represents people that are actively looking for what you have to offer. In terms of SEO this means that instead of just relying only on search engine to deliver you traffic, you

are now omnipresent since you are using the most popular platforms on social media to reach out and communicate with your customer base on a larger scale.

Pay per click versus organic SEO

The same strategy works with paid SEO – pay per click through Google AdWords, for example. However the difference is that with organic SEO, you are not paying any money to reach people that you consider your target audience. Indeed, SEO creates more long-term results, whereas with PPC or paid advertising, the moment you stop

How to attract and retain the best staff

Allowing staff the freedom to work on their own, offering employee benefits and making the office a fair and equal workspace are some of the essential tips for business who are looking to attract and retain the best staff. Londonoffices.com have compiled ten of the best tactics that will help any company hire and retain strong employees.

Among the suggestions for businesses trying to retain their most important staff are offering them employee benefits, making them feel valued by the company and always asking for their input and ideas.

Chris Meredith of Londonoffices.com said: "It's easy for any business with a desirable job to register a high number of applications, but if you want to attract the best possible employees you've got to offer something other business aren't.

"Then once you've managed to get the best staff into the office, you have to worry about retaining them and making sure they have high levels of job satisfaction.

"It used to be that offering a pay rise would be enough to keep employees at your company, but nowadays staff value the perks and benefits of a job as highly as the salary.

"If you value a member of staff and want to retain them remember to always make it known how valuable they are to the business, otherwise you could find yourself regretting it if they do decide to move on."



Ten of the best

Broaden your recruitment drive

When looking to attract the best staff make sure you cast your net wide and explore every recruitment stream possible. Utilising sites like LinkedIn and building connections with universities are just as pivotal as placing ads or using agencies.

Office perks

It's not just the pay-packet that attracts and retains your most valuable staff, it's the perks that come with the job. Offering employees something that makes their day-to-day job that bit more enjoyable goes a long way if you want to retain them.

Offer employee benefits

Much like perks, employee benefits can play an important role as in retaining staff by increasing their

overall job satisfaction. Offering schemes like flexitime or the option to work from home have become increasingly important ways of allowing your best staff to work around their hectic schedules.

Make it known that promotions are possible

Offer your staff assurances that their hard work and expertise won't go unnoticed, and that promotions through the company are a possibility. Driven employees are always looking to move up the career ladder, so let them know that their next step can be within your business.

Make staff feel valued

If you truly want to keep your best staff, make it known to them. The more valued you make employees feel then the less likely it will become that they start looking for other jobs.

Make it known you're a good employer

Being a good employer is something worth shouting about, so when recruiting new staff make sure you let your track record of this known.

Offer them as much freedom as possible

If you know that your best employees can perform their tasks without outside help then leave them to get on with it. Your most valuable staff will work at their best when given the freedom to do so, so avoid micromanaging them.

Ask for their input and ideas

If you want to retain your best staff then always make it clear that you value their input highly, and if your best employees do offer good ideas and solutions make sure to implement them.

Operate a fair and equal workplace

Retaining your best staff isn't solely about how you treat them, it can also be about how your business treats others. Making sure your workplace is fair and equal to everyone keeps morale high amongst employees, thus making it a more enjoyable atmosphere for your best staff to work in.

Offer them more money

If all else fails, a wage increase or hefty Christmas bonus should do the trick.

www.londonoffices.com

paying, your traffic through this avenue is cut off.

This doesn't mean you shouldn't incorporate paid advertising – in fact, it's a must! Let the organic traffic do most of the heavy lifting of enabling online users to visit your website and get them on to your social media platforms. Use your paid advertising budget instead to specialise on retargeting the visitors who came to your site and didn't manage to follow you back on social media. This way, you are putting yourself back in front of them, reminding them of your offers and so on.

Next steps

This is an ideal opportunity to get potential customers to take the next step i.e. converting them

“Social media has grown tremendously, particularly in the last couple of years.”

into actual customers. There are multiple ways you can do this. An automated email list can be set up based on your users' behaviours, so these highly engaged users are sent offers that are most relevant to them based on e.g. what they clicked and which pages they tend to visit.

Social media has grown tremendously, particularly in the last couple of years. Instagram has over 700 million active users and is a great platform for businesses as you can

enforce your brand perception on Insta Stories. You can promote your posts and set up sales funnels, landing pages and really get your customers to respond to your call to actions.

Statistics show that it takes 5-12 attempts by people to become familiar with your brand before they purchase from you. Hence, social media omnipresence is crucial.

Focus

Combining paid advertising with organic SEO is the right way because most businesses, especially larger companies, will only focus on one. Since they have a bigger budget, they'll typically focus just on paid advertising. Now unlike larger corporations, you

as a smaller business can forge stronger, more resilient bonds and relationships with your target audience.

I believe that it is imperative that small businesses combine organic SEO with paid advertising. You must incorporate this one simple trick. When both these strategies are combined well, search engines such as Google will reward you by elevating you on to its search results. This is essential when you consider that over 90 per cent of online users do not go beneath the first half of the first page of the search results Google shows.

Imran Hawa is director of Travel and Tours Marketing
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Seven key principles to improve your customer experience



by Amy Brustia

When I tell people that I work as a customer experience consultant, most assume it's just a fancy title for a customer service agent, immediately envisaging a call centre with a headset.

Whilst customer experience does include customer service it also encompasses the whole end-to-end touchpoints of a customer's journey, including all the people they interact with, all the back-end processes they go through and all the technology that enables successful delivery of the service.

Improving customer experience doesn't have to be a complex process. It is simply putting the customer first and then setting up and aligning your organisation to fit around them so that the whole of the customers' experience is consistent, connected, memorable and hassle-free. Here are seven principles that I suggest you follow.

1. Talk to your customers

Companies often spend too time talking amongst themselves in meetings and creating ideas and processes that they think the customer would like without actually asking them. Taking the time to involve your customers and gathering their feedback is hugely beneficial,

saving time and money in the long run. Looking at the same processes from a customer's perspective often sheds a very different light on something you thought was perfect.

2. Align and embed

Customer experience should be embedded as an integral part of company culture. Key to getting this right is to align the business and brand strategy with the customer one, ensuring it is embedded effectively. When cascading this information throughout the organisation, ensure it is in a simple, memorable format that is relatable to each member of staff and their specific job role so they can align their daily decisions and actions with the strategic direction of the company.

3. Break down silos

People working together will achieve more. It is far easier to solve issues, drive change and improve communication when there is cross-departmental collaboration. This way of working also ensures shared ownership and accountability of the customer's journey instead of individual channels of interactions. This helps to stop issues getting lost and passed from department to department, ultimately causing frustration to the customer.

4. Legacy systems vs new technology

Many organisations fear changing

legacy systems as it often seems too complex or expensive. Often they have already invested a huge amount on upgrades which have had little or no impact on the bottom line. The key lesson here is to make sure the technology is fit for purpose. You don't need to use the latest technology but it must be the right technology to best serve your customers. All key stakeholders, including the customer, must be involved in the decision-making process as there is no point in upgrading something if it has no impact on the customer or is not embedded effectively.

5. Empower your people

Being at the forefront of interactions with customers, your employees are your most important asset. Equipping your staff with the training they need to fulfil their role is crucial, as is training them on customer centricity to help them understand what the overall customer experience is and the part they play in building a customer centric culture. Let them actively own issues and give them the power to solve customer problems without always having to get authorisation from managers.

By involving staff and asking their opinions they are more likely to embrace change and be on board to help you achieve your goals.

6. Get rid of bureaucracy

Processes, structure and guidelines are hugely important and are normally the backbone of every business. However, the question must be asked: why are you doing something if it doesn't involve improving things for your customer (and is not a regulatory requirement).

Often, if you ask someone why they are doing something you will get the responses: "it's always been done like this" or "we were just told to do this". If people don't understand why they are doing something and see the bigger picture they will not be able to spot issues, improve things or work autonomously when needed.

7. Spend time standing back

Most of us know we should be doing it but we are so busy firefighting we often have little time to stand back and look at the bigger picture. Mapping out your customer's journey will allow you to empathise and see your business through your customer's eyes, highlight numerous opportunities to improve their experience and add value to your business.

Amy Brustia is a certified customer experience professional at Multifarious Experience.
www.experience.multifarious.co



JAL doubles daily flights amid soaring demand for Japan travel

In response to the ever increasing demand for travel to Japan from the UK and Europe, Japan Airlines has now increased the number of non-stop flights operating between London and Tokyo to two daily.

The new flight from London Heathrow (JL042) departs at 09:30 and arrives into Haneda Airport at 06:25 the next day. Meanwhile the return flight (JL041) from Tokyo Haneda departs at 02:45, arriving into London Heathrow at 06:25 on the same day. With the addition of these flights JAL is now offering a total of four non-stop flights between London and Tokyo, in partnership with British Airways.

With the introduction of these new flights, JAL can now provide both greater seat capacity and more travel options for customers travelling between Europe and Japan. The early arrival times into both Haneda and Heathrow mean that travellers have the whole day, either for work or sightseeing, or to connect to onward flights. Customers travelling to Japan can easily connect to JAL's extensive domestic network, offering access to 36 cities across Japan. Meanwhile those travelling to Europe from Japan have easy access to onward flights within the UK or to European destinations, thanks to Japan Airlines' partnership with British Airways.

Boeing 787-8 Dreamliners are used for the new flights, divided into three cabins: Business Class,



Premium Economy and Economy Class. Each is fitted with Japan Airlines' award-winning seats; fully flat with 23 inch touchscreen TV and guaranteed aisle access in Business Class, shell seats with the most generous leg room in their class in Premium Economy and the Skytrax 2017 award winner in Economy Class.

Exclusively for the JL041 late night departure from Haneda airport, all customers have access to the JAL Sakura Lounge in Haneda airport after 23:30 on the evening of departure. Economy Class customers have access to their own area on the 5th floor of the lounge where complimentary hot and cold food, beer, wine and

soft drinks are available. Business and Premium Economy Class customers have access to both the 4th and 5th floors as usual, including shower and massage chair facilities.

Also, for a limited time only, all JL041 customers can enjoy complimentary access to the natural hot spring spa facilities at Hot Spring Heiwajima, located approximately 20 minutes from Haneda airport by bus. Customers can make their own way to the hot spring where they can soak away the fatigue of a long day in Tokyo in true Japanese fashion. A free shuttle bus then takes passengers to the airport, refreshed and relaxed ahead of the flight.

Japan Airlines is offering return flights to Japan from £680 indirect and £819 direct in Economy Class, £1,335 indirect and £1,649 direct in Premium Economy Class, and £2,809 indirect and £3,559 direct in Business Class.

To reserve flights and for full details about JAL's services and fare terms and conditions please visit JAL's UK home page www.uk.jal.co.jp



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Commission forecasts continued growth of the EU economy

The EU economy as a whole is set to beat expectations with robust growth of 2.3 per cent this year (up from 1.9 per cent in the spring), but the economic growth in the UK has been slowing, says the European Commission in its autumn 2017 Economic Forecast.

Along with the EU, the euro area economy is also on track to grow at its fastest pace in a decade this year, with real GDP growth forecast at 2.2 per cent.

This is substantially higher than expected in spring (1.7 per cent), the estimate shows.

Economic growth in the UK has been slowing since the start of the year, as higher consumer prices constrained private consumption growth. Based on a purely technical assumption of the status quo in terms of trading relations between the EU27 and the UK, growth is still expected to remain subdued over the

forecast period. Consumption growth is projected to be modest, in line with weak real wage growth, while uncertainty continues to weigh on business investment. However, net exports are expected to provide some support to growth, and the labour market is projected to show continued resilience, the EC estimate shows.

According to the Commission analysis the European economy

has performed significantly better than expected this year, propelled by resilient private consumption, stronger growth around the world, and falling unemployment. Investment is also picking up amid favourable financing conditions and brightened economic sentiment as uncertainty has faded. The economies of all member states are expanding and their labour markets improving, but wages are rising only slowly.

Paris is Europe's most innovative city in 2017

The city of Paris was awarded the 2017 European Capital of Innovation Tuesday, with a prize of €1,000,000 granted under the EU's Horizon 2020 research and innovation programme.

The EU's 'iCapital' prize recognises Paris for its inclusive innovation strategy. Tel Aviv and Tallinn were selected as runners-up, and were both awarded €100,000.

"Cities are not defined by their size and population, but by the breadth of their vision and the power bestowed upon their citizens," said EU Innovation Commissioner Carlos Moedas. "Some cities are not afraid to experiment. They are not afraid to involve their citizens in developing and testing out new ideas. These are the cities that empower their



citizens. Today we are here to acknowledge these cities," he said.

Over the last decade, Paris has built more than 100 000 square meters of incubators, and hosts now the world's largest start-up campus. In addition, the city spends five per cent of its budget on projects proposed and implemented by citizens.

The Reinventing Paris project is a good example of how the city facilitates innovation by inviting national and international talents to rebuild many of its significant sites. In the current phase of the project the city is inviting interdisciplinary teams to submit innovative urban development projects for transforming a number of underground sites in Paris.

Tallinn has been awarded for its initiative to act as a testing ground for potential breakthrough technologies. The municipality fostered the use of self-driving cars, parcel delivery robots and ride-sharing. Tallinn has also implemented an innovative e-Residency system, which enables local citizens and businesses to work

closely together with foreign entrepreneurs.

Tel Aviv has set up a Smart City Urban Lab that links up innovative start-ups with leading technology companies in order to facilitate breakthrough innovations for solving urban challenges. Education being among Tel Aviv's priorities, part of the prize will be dedicated to strengthening the Smart Education Initiative, developed by the municipality in collaboration with teachers, parents, students and local tech start-ups.

The 2017 European Capital of Innovation award competition was launched in March 2017 for cities with over 100,000 inhabitants from EU Member States and countries associated to Horizon 2020.

EU trade agreements in place deliver tangible benefits

New Commission report highlights positive outcomes of existing EU trade agreements and identifies areas for improvement.

The EU has published a report assessing the implementation of its existing trade agreements. This horizontal report is the first of its kind and sheds light on what happens after trade agreements are negotiated and have entered into force.

The publication is another step towards a fully transparent and inclusive trade policy, in line with the Commission's commitments set out in the EU's 2015 'Trade for All' strategy.

Commenting on the report, Commissioner for Trade Cecilia Malmström said: "The success of EU trade policy is measured not only by striking new trade deals but also by ensuring that

our existing agreements actually deliver. The report published today confirms that our trade agreements are a boost for the European economy: they have meant significant increases in exports, benefitting EU firms and their employees. We are also on the right track when it comes to engaging concretely with our partners on labour and environmental standards. In addition, this report has valuable lessons about what we can do better when putting new agreements in place."

The report shows that it is often the EU agricultural and motor vehicles' sectors that benefit the most. For example, exports of cars to South Korea have increased by 244 per cent since 2011, and in the case of the agreement with Colombia and Peru there was a 92

per cent and 73 per cent increase, respectively, in the exports of EU agricultural goods.

Moreover, it investigates the impact of the provisions included in the 'Trade and Sustainable Development' (TSD) chapters, covering environment protection and labour rights, present in the newer agreements. While it is too early to draw general conclusions on the implementation of sustainable development goals included in the EU trade agreements, given this is a relatively recent practice, there are already numerous examples of positive collaboration on issues going beyond trade liberalisation that have been made possible thanks to these agreements.

Areas for improvement to increase the benefits of existing agreements are also identified.

Despite the overall positive impact of trade agreements for EU exports, EU companies do not take full advantage of the opportunities offered. For example, the extent to which EU businesses are using tariff reductions is lower on the EU side than that of our partners. For exports to countries where there are newer trade deals in place, EU companies make use of available duty rebates for around 70 per cent of their eligible exports, whereas our partners use that duty rebate in around 90 per cent of cases.

The report also highlights an increasing need to raise awareness amongst EU companies – particularly small and medium-sized ones – about the opportunities that these deals offer, to expand their exports and grow their businesses.

The ins and outs of the European food chain

The 44 million workers in the EU's food chain are vital to ensuring European citizens have access to sufficient quantities of high-quality food. From farmers to retailers, the sector is constantly evolving to keep up with the major challenges of the future

Producers are the first link in the food chain. The European Union has close to 11 million agricultural producers. The market has become increasingly broader, more diverse and more globalised, a reality that has its advantages and disadvantages. One of which is the price volatility that affects agriculture and livestock farmers.

In this case, the European Commission is looking for concrete measures to strengthen the position of producers in the food chain and to end unfair trading practices; as well as to improve transparency in the market and

cooperation between producers. In fact, they are holding a public consultation for all those interested to contribute their strategies and proposals.

One potential solution is to strengthen the production and sale of foods with official quality labels and for producers to work together in order to strengthen their hand in negotiations with the food industry and distributors. Improving profits would help guarantee the survival of farmers and help them deal with other challenges they face, such as generational change, another major challenge the agri-food sector is attempting to approach through the Common Agricultural Policy (CAP).

One step up the food chain is the industrial or processing sector. In agri-food factories big and small, raw materials are received from agricultural producers,

processed and then placed in the hands of distributors. According to FoodDrinkEurope's latest report, the agri-food industry is the biggest sector in the European Union and expects to grow by 2.5-3.5 per cent per year until 2025.

At the moment, the industry is worth around €102 trillion per year, out of the EU's total of trade volume of €538 trillion. Half of the value of the agri-food industry is in the hands of small and medium-sized businesses – some 285,000 across the EU – which are increasingly innovative in their quest for diversification and profitability.

At the top of the pyramid are the distributors, who depend on the evolution of consumers and their needs and tastes when buying food. For this reason, conventional food distribution must respond to important logistical efforts to react

to the daily movement of millions of goods. Its role in the chain and its business is to give consumers access to the products they demand.

To ensure a smooth functioning of the food chain, everything must happen at the right time with the objective of guaranteeing a successful flow, and with technology to ensure that every physical movement comes with an administrative one. This is exactly what gives us that guarantee of traceability.

Everyone from producers to consumers to the industry, distributors and public and private institutions has a key role to play in supporting the survival of this food supply chain in the European Union. And the EU itself is working to improve it, with contributions from all sides, and using the CAP as a fundamental tool.



Organized by the European American Enterprise Council, with the support of the US Department of Commerce, this B2B Matchmaking event helps 'born global startups' and international SMEs set up speed meetings with numerous potential strategic partners and clients through a very organized and structured process, during five days before and during the International Consumer Electronics Show CES

These startups and SMEs will meet with distributors, resellers, retailers, and retailers from the consumer electronics industry, but also with corporate open innovation and corporate funds executives, as well as institutional (venture capital) and private investors who are actively looking at partnering with or investing in global innovators and disruptors based in the USA, but also coming from Europe, Asia, and other parts of the world.

Location: Las Vegas, NV

Registration Deadline: Saturday 6 January 2018



Biogaz Europe is the leading and reference event for the French and European biogas sector.

More than 200 international exhibitors and represented companies and 8000 professional visitors are expected: energy professionals, farmers, agricultural parties, project developers, policy makers, local authorities etc.

Meet future clients, partners and suppliers at the international business meetings which are part of the event.

Location: Nantes, France

Registration Deadline: Friday 2 February 2018



During this mission UK companies will have the opportunity to meet representatives from the most important agro-food enterprises in Spain's most productive agrarian industrial area, the Ebro River Valley in La Rioja. Participants will have pre-arranged meetings and will visit wine producers' premises in the area. They will also visit producers of tinned vegetables e.g. peppers, artichokes, mushrooms, and asparagus), olive oil, sausages (serrano ham, chorizo), sauces, ready meals, cheese, fresh fruit and vegetables, and other food- and drink-related products.

This event is ideal for distributors and importers of Spanish and Mediterranean food and drink, as well as international food and wine importers and distributors, food chains, supermarkets, purchase agents for hotels and restaurants, delicatessens and gourmet shops, and others.

Location: La Rioja, Spain

Registration Deadline: Wednesday 24 January 2018



A chance to meet a wide range of potential business partners in one day.

Enterprise Europe is organising a B2B matchmaking during Ecobuild, one of the biggest event in the world for sustainable construction.

The free matchmaking event gives the opportunity to meet potential business and technology partners during pre-arranged 20 minute meetings and create real opportunities between companies, active in the construction sector and energy efficiency.

Location: London, UK

Registration Deadline: Monday 5 March 2018



Registrations for all events are now open. For further information please contact the Enterprise Europe Network London office at E: enterprise.europe@londonchamber.co.uk

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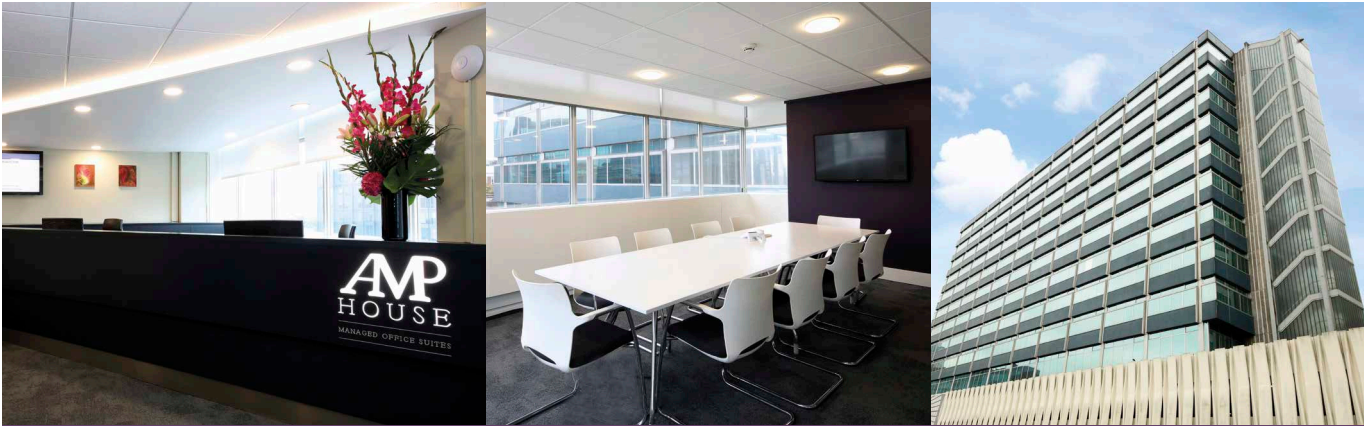
Capital matters

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Invest in Peru

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AMP Managed Suites an Excellent Image for your Business.
 Contained within a substantial and impressive building located in the prime location
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- Established for 6 years AMP Managed Suites remain the **ONLY** boutique SME office facility in the central Commercial district of East Croydon.
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Capital matters

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1 For any queries on features or advertising in *Capital Matters*, contact:

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When it comes to things like accessing a GP, there can be a long wait: we hear every

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For more details, contact HSF health plan on 0800 917 2208



Chatbots could be one of the biggest drivers of workplace efficiency

Chatbots are one of the hottest trends at the moment and they are quickly expanding into workplaces around the world. In enterprises we are already seeing their use for customer relationship management, however bots also have the potential for many other business functions.

With businesses increasingly adopting a multitude of cloud solutions, chatbots are uniquely positioned to streamline communications. As bots spread to sales automation, automated recruitment, intelligent Q&A and other applications, we'll see even greater impact on efficiency. With that in mind, here are four tips to make bots a success in your business:

1. Learn from your employees

Take a close look at what your employees are doing on the company messaging platform you're using. Tech-savvy employees can easily bring public bots into a corporate messaging platform, and this

is an opportunity for IT to discover what employees are already using.

2. Choose a messaging platform that has enterprise expertise

Look for providers that have an enterprise-level customer base, and ask them about activity logging and monitoring, data loss prevention setup, compliance support, bot and integration administration, and other enterprise concerns. On the functionality side, SMS is still a good channel for enterprise messaging communication and most bots can work on SMS. Find a messaging platform that is SMS capable.

3. Set proper expectations

Figure out what your employees need and performance capability you are already missing. For example, a bot that proactively moves a support case through different teams with automated reminders and contextual support case data will increase the productivity by shaving

minutes off each case as opposed to eliminating the need for a specific person in the chain.

4. Develop an information & security governance strategy

Bots introduce new issues within information and security governance. Like email systems, enterprises should also scrutinise their messaging platforms to ensure data loss prevention and e-discovery technology can be applied. Determine whether the ability to bring in chatbots will be democratized or controlled, and whether your corporate policy permits the use of public as well as private bots.

We're just beginning to see the impact that well implemented bots can have on companies, but as the importance of integration shows no signs of dimming, bots will only grow more relevant in driving efficiency forward.

www.ringcentral.co.uk





Peru: a rising power

With more than 10,000 years of history, Peru is one of the most important countries in Latin America and boasts a great wealth of cultures, traditions, vast natural reserves and industrious people. Some of its diverse characteristics include a variety of climates, a large territorial extension, important natural resources, a world acclaimed gastronomy, people with great skills and high academic standards and a solid economic and industrial background. It is undoubtedly one of the most varied and richest countries in the world.



A Stable and Global Integrated Economy

Today Peru is considered to be one of the world leading emerging markets and the fastest growing economy in Latin America, with an important recent history of economic stability posting positive rates for 18 years, despite the global slowdown since 2012. The country was thereby able to record


an average annual growth rate of 5.9% in the period 2005-2015, almost double the regional average of 3%. Peru's BBB+/A3 ratings have remained unchanged for the last 4 years and outlooks stay stable.

Peru currently enjoys trade agreements with the main economies of the world, such as the USA, China and the European Union, among others, which allow preferential access to 92% of world trade. It also belongs to trade blocks such as the Asia-Pacific (APEC) Economic Cooperation Forum, the Trans-Pacific Partnership and the Pacific Alliance and soon to be a member of OECD.

New Strategies for a Brighter Future

In order to maintain the region's leadership in economic growth, the new government, led by President Pedro Pablo Kuczynski, has been implementing measures to eliminate barriers for investment, encouraging the establishment of small companies and stimulating capital investment in infrastructure, especially in projects aimed at facilitating the diversification of key sectors.

Among the priorities of the current government is to guarantee access to drinking water for all Peruvians by 2021 and to increase access to sanitation services, improving the level of social services – in particular education and health – and to promote development in rural areas. The sectors being prioritized are: national security, justice, education, health and infrastructure; offering UK companies exceptional business and investment opportunities. It is



Today Peru is considered to be one of the world leading emerging markets and the fastest growing economy in Latin America

worth mentioning that the United Kingdom is the second largest foreign investor in Peru.

Reasons to choose Peru as business partner

- A country that looks to the future, steady growth, FTAs in operation with most of the world
- Abundant natural reserves
- A very dynamic business oriented society
- Near everything. Strategic location makes Peru a hub for the west coast of South America

- Ancient civilization and World Heritage Sites.
- One of the best culinary destination in the world

The role of Peru Trade & Investment Office in the UK

We are the bridge connecting British and Peruvian businesses communities, promoting trade and investment opportunities and our country as an attractive tourism destination. We provide key information for successful operation in the dynamic Peruvian market.



When planning to do business with Peru, come to us first:

Peruvian Trade and Investment Office in the UK

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Vietnam Airlines – dedicated to enhancing customer experience

Vietnam Airlines offers the UK's only nonstop flights to Vietnam, with daily flights from Heathrow T4 to either Hanoi or Ho Chi Minh City. Flights are operated by the latest Boeing 787-9 Dreamliners offering Economy, Premium Economy and Business Class with fully-flat beds.

The airline boasts one of the newest fleets in the world and became the first airline to simultaneously receive and operate two next-generation aircraft, the Boeing 787-9 Dreamliner and Airbus A350-900 XWB. Currently, the carrier is managing 19 Boeing 787s and 14 A350s and to add to this, eight next-generation Boeing 787-10s, which are set to raise the bar in the long haul aircraft market with improved passenger comfort and fuel efficiency are planned for delivery in the coming years. The new aircraft and dedication to enhanced customer experience have firmly established Vietnam Airlines as one of the leading carriers for Indochina and the Southeast Asia region and has led to them being certified as a four-star airline by Skytrax for the second year running. This accolade ranks Vietnam Airlines alongside some of the world's most reputable airlines, including British Airways, Emirates and Lufthansa.

South East Asia is a booming tourism and business hotspot thanks to the region's rising affluence, improved infrastructure and increased flight connectivity. The Vietnam Airlines nonstop



Business class cabin

services reduce journey times by up to seven hours, bringing Vietnam closer than ever and offering UK travellers unprecedented access to this fascinating country. Vietnam is one of twenty high-growth markets that UK Trade & Investment (UKTI) has prioritised given the particularly strong potential for UK businesses. This is a reflection of Vietnam's buzzing economy which has seen strong growth over recent years fuelled by demographics and the dynamism of its workforce. With a population of 90 million Vietnam is set to become an increasingly important market. This growth opens the destination up for tremendous commercial opportunities especially in the traditional hubs of Hanoi and Ho Chi Minh City as well as rapidly developing cities such as Danang.

Vietnam Airlines' flights are carefully scheduled to offer convenient overnight flights in both directions, and excellent onward connections via its

comprehensive network of destinations within Vietnam and Indochina, including emerging markets such as Cambodia, Myanmar and Laos. In all, Vietnam Airlines operates an average of 400 flights per day and serves over 40 destinations in Asia, including within China, Japan and Taiwan, as well as connecting with an extensive global network via its membership of international airline alliance SkyTeam.

Over the past 20 years, Vietnam Airlines has always focused on building a business culture that inspires constant innovation, global outreach, know-how and consistent product and service upgrades to better satisfy passengers. As a provider of a wide range of aviation services, from traditional airline, dual-brand budget airline together with Jetstar Pacific Airlines, and general aviation, the corporation currently occupies the largest market share in the domestic market.

In terms of social responsibility, Vietnam Airlines has acted as a bridge to promote regional economic development, and cultural, economic and tourism exchange between Vietnam and the world, by opening domestic and international flights. The corporation funds and organises international tourism and cultural promotion programmes, and provides long-term, regular funding for cultural, arts, sports, economic and diplomatic events.

To create the foundation for future sustainable development, Vietnam Airlines has carried out a fleet development strategy in which the national carrier will give priority to selecting technologically advanced, fuel-saving and environment-friendly aircraft. The modern fleet is an important milestone in affirming the outstanding development of Vietnam's flag carrier – a representative of the Vietnamese aviation industry – to embrace world's state-of-the-art technology. Vietnam Airlines is also proud to have been successfully operating the Dreamliner with a team of nearly 100% of Vietnamese pilots, hosts and technicians. Vietnam Airlines aims to consolidate its status as a major regional airline and obtain 5-star international certification by 2020. In addition, the corporation will continue to fulfil its social responsibility aims, as well as contribute to national aviation development.

For further information and reservations visit www.vietnamairlines.com.

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NEW WINTER TIMETABLE FOR 2017/18*

FLIGHT NO	DEPART	ARRIVE	FREQUENCY
VN54	Heathrow 1100	Hanoi 0515 (next day)	TUE, THU, FRI, SUN
VN55	Hanoi 0110	Heathrow 0715	TUE, THU, FRI, SUN
VN50	Heathrow 1100	Ho Chi Minh City 0605	MON, WED, SAT
VN51	Ho Chi Minh City 0045	Heathrow 0715	MON, WED, SAT

*Timetable valid from 29 October 2017 - 24 March 2018. Departure/arrival times may vary.



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Web: www.vietnamairlines.com

On the rise

As one of the most vibrant economies in Asia, Vietnam is certainly on the rise. With a young population - more than half is below the age of 30, the country has been nurturing a entrepreneurship culture, alongside technological awareness and openness to new ideas. Impressively, Vietnam possesses over 6% annual growth in GDP and an increase in total foreign direct investment (FDI) by 54.8%, which surpassed that of China and India. This is an exciting era for the country, with forecast to be in the top 10 fastest growing economies in the next decade.

Recognised as one of Department for International Trade (DIT)'s 20 High Growth Markets in the first

half of 2017, UK goods exports to Vietnam increased 27% year on year while UK goods import rose by 4%. Total bilateral trade increased by 6%. Pharmaceuticals (33%) and machinery & transport equipment (32%) continue to be the UK's major exports to the country. Food & live stock (mainly salmon) also record growth of over 10%, and there was a major increase of 168% of crude materials.

UK education and training expertise continue to be one of the strongest trade ties between two countries. Potential opportunities exist across several sub-sectors – including schools (K-12), technical and vocational education and training, higher education and English language training.

With 36 reforms conducted during the last 10 years, Vietnam tops the

South East Asia region and ranks 6th globally for total number of reforms being implemented. This has led to significant improvement and affected positively the local business environment. A dynamic workforce, alongside cost competitiveness and governmental commitments have resulted in booming activities for key sectors such as ICT, Solar and wind energy, hospitality focusing on luxury hotels, modern agribusiness and food, and Retail banking focusing on digital banking.

Existing UK companies in Vietnam include well-known names like Standard Chartered, HSBC, Karen Millen, Oasis, Rolls Royce, Mini Cooper and Marks and Spencer coupled with a wide range of SMEs. Close collaboration between UK companies and local businesses

have been observed, with support from UK overseas partners including the local British chamber - British Business Group Vietnam (BBGV), British Council Vietnam and the British Embassy as well as the Department of International Trade and the British Consulate General.

The country has welcomed a series of significant trade visits in 2017: Dr. Liam Fox - Secretary of State for International Trade in February, Louis Taylor - Chief Executive of UK Export Finance in May and British Prime Minister's Trade Envoy Edward Vaizey MP in November.

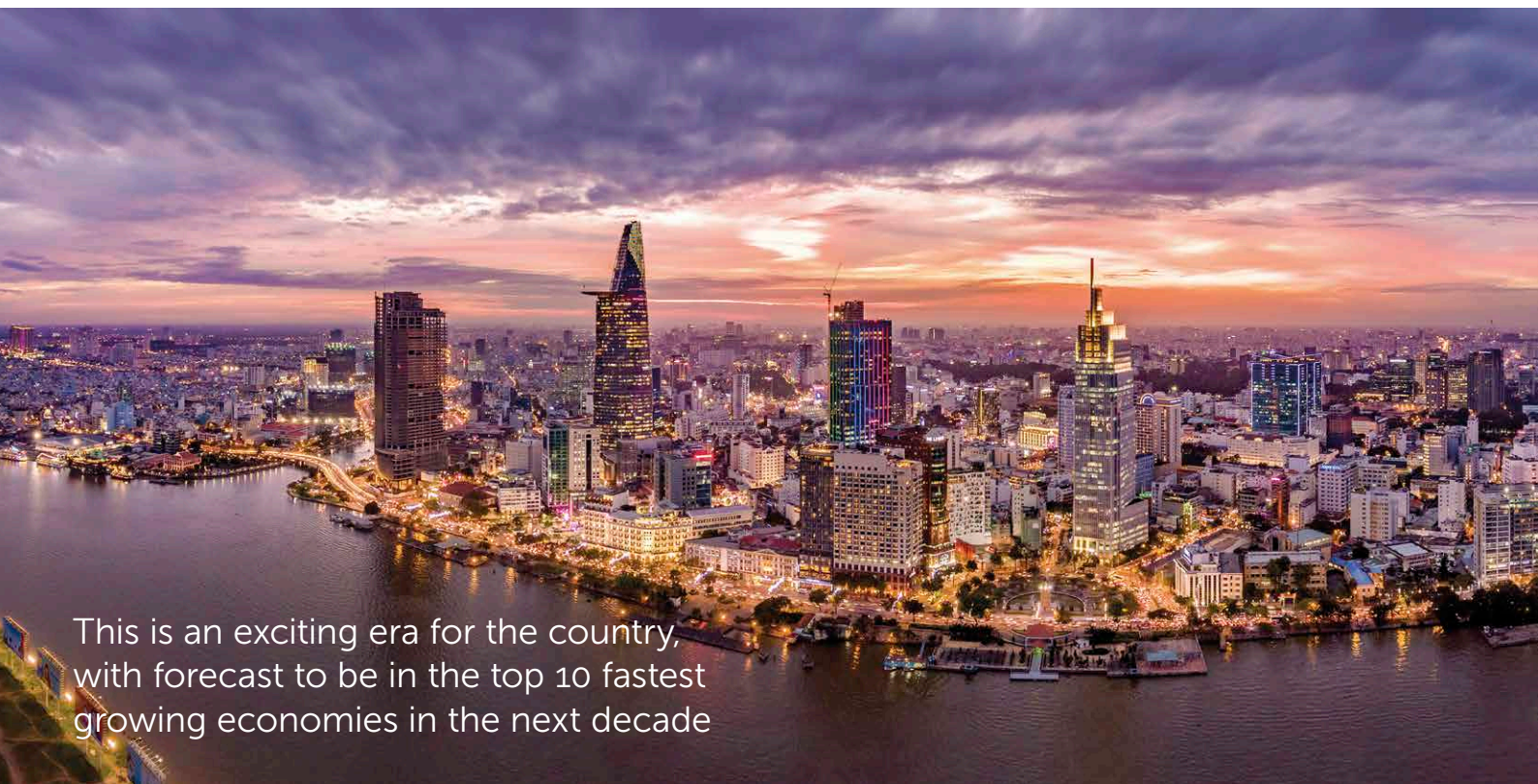
Having moved up 14 places in World Bank Doing Business Index 2018 Vietnam is seeing development in many potential sectors and is presenting numerous opportunities for investment, trade and expansion from the UK.

This is an exciting era for the country, with forecast to be in the top 10 fastest growing economies in the next decade



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Kobalt Law LLP



Ali Onur Ulusakarya is a dual qualified Solicitor (England&Wales) and Turkish lawyer (Istanbul Bar).

He is the Head of the Turkish Department at Kobalt Law LLP, dealing mainly with business, contract and property matters and litigation cases, both in Turkey and the UK.

Kobalt Law LLP, is a London based International Law firm, providing a range of legal services from business and contract law, investor visas and immigration law, English & foreign residential & commercial conveyancing and debt recovery matters.

Ali Onur's client portfolio mainly consists of English and Turkish companies as well as individuals.

His calm and professional manner puts his clients at ease throughout the journey. His educational background and experience in both jurisdictions enable him to explain complicated matters in a simpler way.

Setting up a new business

It is important to take the right legal advice before starting a new business. Kobalt Law LLP advises on the business structure that suits your needs and goals.

Residential/Commercial conveyancing

Residential/commercial conveyancing can sound very complicated especially if you are investing in another country. Ali Onur explains the process step by step and protects your interests at every stage.

Investor visa – Ankara Agreement

Tier 1 – Investor visa allows you to settle in the UK. You must comply with certain requirements to be able to obtain this visa.

For Turkish nationals who want to set up a business in the UK; Ankara Agreement is another feasible option.

Since the immigration legislation changes rapidly, please contact Kobalt Law immigration team to obtain up-to-date information on visa options that suit your circumstances.

Litigation/Dispute Resolution

If you are involved with legal proceedings or considering taking legal action in a foreign jurisdiction, you should seek legal assistance at the outset and

find out about pros and cons of possible actions you have under the relevant jurisdiction.

Debt recovery

Debt recovery is one of the main areas that Ali Onur assists his clients with. Engaging with trade activities in another country might be risky as well as being profitable. Be it a long-lasting business relationship or a newly blossoming one, if one of the party's financial position deteriorates this may lead to serious problems in the long term.

It is therefore important to involve a legal advisor, at the right time, before it becomes impossible to recover the debt. Here the legal advisor's knowledge and approach is vital as the solution depends on the circumstances of each case.

Recognition/Enforcement of Foreign Court Jurisdictions

Even if you obtain a legal decision against a company or an individual, you may find yourself in a deadlock if the other side doesn't have sufficient assets in

the same jurisdictions. At this point, enforcing the decision in another jurisdiction where the possibility of success is higher might be another option to consider.

Inheritance and Matrimonial Matters for Individuals

Inheritance and matrimonial matters can be quite complicated, especially if a foreign element is involved. Kobalt Law LLP assists their clients in inheritance and matrimonial matters with the knowledge and experience in different jurisdictions.

Notarisation & Legalisation (Apostille)

David Guille is an English Notary Public who provides notarisation services at Kobalt Law LLP. In many cases the documents which are executed to be used abroad require legalisation (apostille). Kobalt Law LLP has a premium membership with the Foreign and Commonwealth Office which provides same-day service for legalisation (apostille).

Kobalt Law LLP

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Head of Turkish Department - Ali Onur Ulusakarya Solicitor/Turkish Lawyer

Senior Partner - Stefano Lucatello English/Gibraltar Solicitor

Partner - David Guille Solicitor/Notary Public

Some of the services we provide both in Turkey and in the UK:

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Contact Our Turkish Lawyer Ali Onur Ulusakarya

Ample room for British Investors in Turkey

Turkey managed to become one of the countries that piqued the interest of global investors thanks to its impressive growth rates and structural reforms over the last decade. Even still, there is enormous untapped potential for international and British firms looking to invest in Turkey.

Turkey's diversified economy that continues record growth rate, a young population with half under age 30, an entrepreneurial business ecosystem supported by reforms, and its strategic location with lucrative export opportunities stand out as attractive advantages for British firms looking to step up their direct commitments abroad as well as to grow their business operations both in Turkey and in surrounding regions.



Today Turkey is ranked as the 13th largest economy in the world, up from 18th in 2003, having grown robustly with an annual growth rate of nearly 6% over the past 14 years. This earned Turkey the distinction of being the fastest growing economy in Europe and one of the

fastest in the world. The remarkable growth performance has continued into 2017, with 5.1% in the first half of the year, and Turkey is expected to maintain this growth momentum into the future with projected growth rates of 5.5% every year through 2020.

This economic activity has been driven mainly by a vibrant domestic market, lucrative export opportunities, diversified sectors with promising growth, and an entrepreneurial spirit of a private sector that has substantially invested in the Turkish economy. Turkey's favorable demographic structure has also been a key driver of economic growth. With half of its population under the age of 30, Turkey stands out as the country with the largest youth population in Europe. This translates into the availability of a skilled labor force with an industrious working culture and cost-competitive edge, which is yet another reason to invest in Turkey.

Logistically and culturally speaking, Turkey is a prime location to host headquarters for many multinational companies thanks to its excellent connectivity, unique setting, and strong bonds with its neighbours. Companies such as Siemens, Nestle, and Deutsche Bank have been operating in Turkey for more than a hundred years. Along with the increasing number of companies from across the world, British companies which are looking for expansion into new markets are finding a second home in Turkey to manufacture, as well as design and engineer, for a combined

market of 1.6 billion people within a 4-hour flight radius.

Investments in Turkey are strongly protected by both domestic and international laws. On top of Foreign Direct Investment Law, enshrining equal treatment for foreign and domestic investors, foreign investments in Turkey are also protected by the bilateral investment promotion and protection treaties. More than 75 treaties are in force, including the one with the UK which was signed in 1991. In addition, Turkey has also signed bilateral tax treaties with the UK and other 81 countries to prevent double-taxation.

An Investment Magnet to British Companies

The latest foreign direct investment figures show that Turkey remains an attractive investment destination for international businesses. At the same time Turkey offers excellent opportunities for British businesses looking to engage in a fast-growing emerging economy. As a significant source of outward direct investment with a total stock of 1.4 trillion US dollars and the 3rd largest source of greenfield investments in the world, the UK invested more than 9 billion US dollars in Turkey since 2003 and became the 7th largest investor. Well-known names like BP, BAE Systems, GSK, Rolls-Royce MTU, Vodafone, AstraZeneca and GKN Aerospace are operating and expanding in Turkey together with other 3,000 large and medium sized British companies.

What Investment Support and Promotion Agency of Turkey (ISPAT) offers

- General and customized business information, sectoral analysis and reports
- Site selection support
- Arrangements of meetings with governmental bodies and other stakeholders
- Facilitation of your investment at all stages
- Matchmaking with local partners and establishing business linkages
- Project launch services

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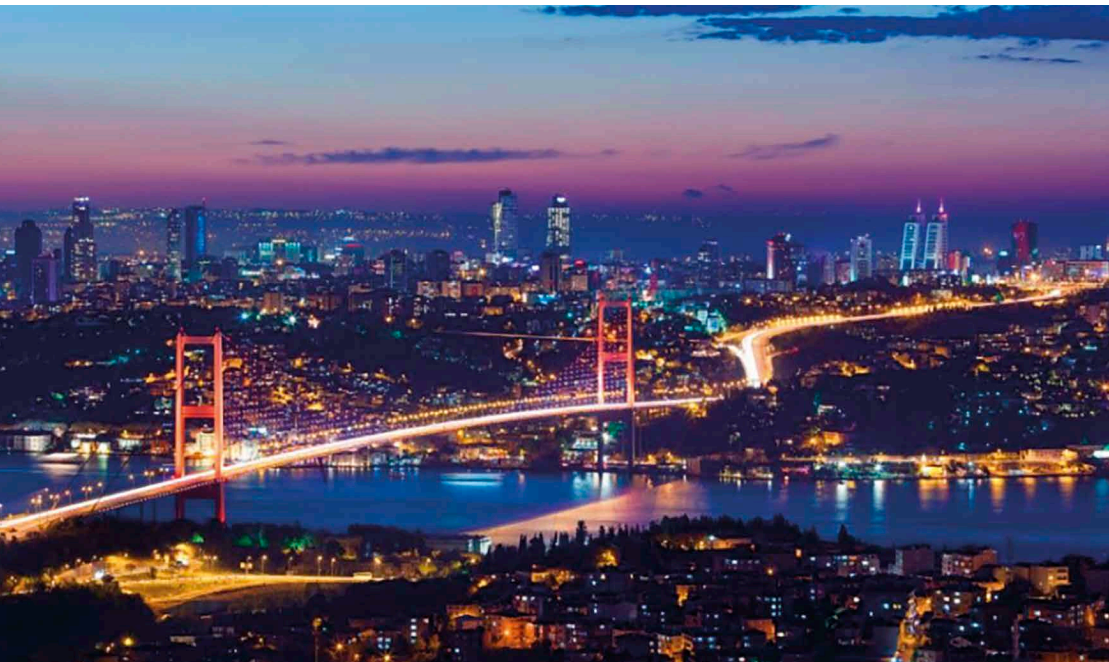
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Turkey: an emerging market in Euroasia



Turkey is the world's 17th and Europe's 6th largest economy. Turkey is currently among the fastest growing markets in Europe.

Being in the centre of the world; Turkey is one of the world's biggest markets with a population of 79 million and a labour force of 29 million people. Half of the population is below the age of 30. Turkey has the highest youth population and 4th largest labour force when compared to EU-27 countries.

Location & FDI

Within 4 hours of flying distance, Turkey has access to 56 countries and 2 billion customers in Europe, Eurasia, the Middle East and North Africa. Many global companies use Turkey as a regional hub, especially



YOUR ACCOUNTING FIRM IN TURKEY

Based in Istanbul, Turkey Skala Dentim offers **accounting, financial consultancy, auditing, company establishment, tax advisory and investment advisory services in Turkey**. Our approach is to provide financial and management guidance as well as direction for our clients by expanding their knowledge for their operations in Turkey.

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- Financial Risk Management
- Fraud Investigation and Litigation Support

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- Tax Advisory




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www.skaladenetim.com    /skaladenetim



for managing their manufacturing and export activities in Central Asia, South Caucasus, MENA and Central and Eastern Europe from Turkey. The strategic location, skilled labour force and ease of doing business has helped Turkey receive a great amount FDI over the past years. The recent FDI flow targeted some industries such as banking, engineering, food, cosmetics, energy and health, which all resulted in successful business deals.

- GKN Engineering, a global engineering giant based in the U.K., purchased Tozmetal Sanayi ve Ticaret A.Đ., Turkey's leading company in the powder metal industry. GKN employs 58,000 people and has annual sales of \$11.4 billion.
- Kale Group and Rolls-Royce, one of the biggest aircraft engine producers in the world, have signed an agreement to develop aircraft engines in Turkey. The two groups that will establish the company with a partnership of Kale Group with 51 percent and in Rolls-Royce with 49 percent aim to develop aircraft engines that the country needs for both civilian and military uses, especially for Turkey's National Fighter Jet Project (TF-X).
- Spain's BBVA, which operates in 30 countries, purchased a 9.95



percent stake of Garanti Bank for TL 3.3 billion (\$934.5 million and increased its share to 49.85 percent with its latest purchase

Besides these FDIs, Danish LM Wind Power Blades, French cosmetics retailer Sephora, China-based ZTE, Japanese Ajinomoto have recently invested in Turkish market through new set ups,

partnerships and increase in their current shares.

Around 4,200 German companies were operating in Turkey at the end of 2010, rising to 7,000 by the end of June 2017, which puts Germany at the top with the highest number of foreign-invested companies operating in Turkey. UK

continued on page 54

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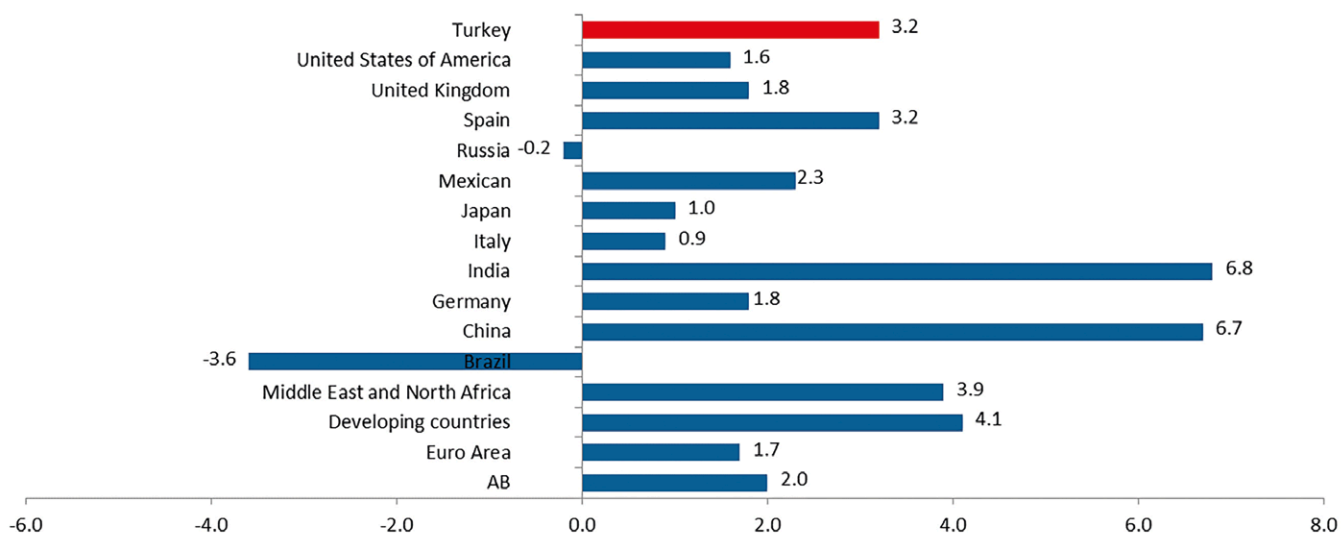
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**BUSINESS DEVELOPMENT
IT OFFSHORING**



Growth



has also a great deal of interest in the market: with more than 2500 companies established with UK capital in the country, the UK proves its position as one of the biggest investors and strongest trade partner to Turkey.

Economic Growth

The Turkish economy grew by 4% in 2015 and 2.9% in 2016 thanks to strong activity in individual sectors and high activity in manufacturing - along with impressive trade volumes in automotive, energy, construction, agriculture, retail,

textiles and healthcare. Strong consumer demand combined with increasing disposable income levels have led many sectors to grow rapidly over the past few years. The average growth rate has been 5.6% between 2002-2016.

The growth in the economy have led many new developments and mega projects to take place in Turkey. The big industries like infrastructure, aviation, energy have had their share in these mega projects such as the 3rd Airport in Istanbul (biggest in the world), 3rd Bridge connecting two continents, Nuclear Energy Plants and massive Healthcare Campuses are some of the leading mega projects that are shaping the way Turkey looks and the potential it represents.

About British Chamber of Commerce in Turkey

Second oldest British Chamber abroad in the world, the British Chamber of Commerce in Turkey serves British companies with integrated offers to seize business and export opportunities in Turkey and act as a matchmaker between UK and Turkish Companies.

A British Chambers of Commerce Accredited Chamber that works in close cooperation within a strategic partnership with the Department for International Trade (formerly UK Trade & Investment) and other chambers in Turkey and the UK, BCCT delivers information, support and networking services to companies and organizations in both the UK and Turkey.

BCCT takes part in the Overseas Business Network Initiative

(OBNI) launched by the British Government in 2012, a new partnership between the British Chambers of Commerce (BCC), UK Trade & Investment (UKTI – now DIT) and the Foreign and Commonwealth Office to create an international UK business network offering more export support to UK companies in high growth markets. The OBNI aims to increase the range of practical, business to business support on the ground where businesses need support the most, starting in a number of high growth and emerging markets including Turkey – and through a number of services especially designed to help UK companies in foreign markets.

As a strong partner to DIT Turkey, BCCT offers its help, services and networks to UK companies who are interested in doing business in Turkey. With its local and international 450 members + thousands of businesses in its network, BCCT holds a significantly important position in trade relations between UK and Turkey.

Please feel free to approach us through our website and email addresses: <https://www.bcct.org.tr/> uk@bcct.org.tr Secretary General Mr Emrah Öz - emrah.oz@bcct.org.tr

We develop nuanced and **innovative corporate communications strategies** that enable clients to build, manage and preserve their reputations.

We do this by helping companies to **create shared value for, strengthen their relationships with, and secure a social licence to operate in new and challenging markets in the MENA region and Turkey** with a specific focus on countries in, or emerging from conflict.



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The Unbound Collection by Hyatt Franchise Agreement was signed in Istanbul between Turkish company & Global Hyatt and Neziroglu Law Firm managed this process

Neziroğlu Law Firm established by lawyer Yiğit YILDIZ in Istanbul. Neziroğlu Law Firm, which has partners in 40 countries around the world on 3 continents (America-Africa-Europe), aims to provide global services to its clients. The most important value of Neziroğlu Law Firm, which is a BCCT member, is the success of its clients and for this purpose serves in languages Turkish, French, English, Russian and German.



In the past days, Neziroğlu Law Firm undertake the consultancy of the first franchise agreement for the Unbound Collection by Hyatt in Turkey between one of our client Nurettin Sabri Çelik, who is chairman of Nursace Shoes and Hyatt Hotel. Our firm helped to establish new and quality bridges in the tourism and trade sector between Switzerland-USA and Turkey with this Unbound Collection's Franchise Agreement. Actually this Collection is new and first in Turkey, more importantly second in the Worldwide. In Grand Hyatt Hotel İstanbul, a signing ceremony coordinated and founder Yiğit Yıldız and two more attorneys who provide consultancy for Neziroğlu Law Firm, also attended this ceremony and maintained the control of this meeting.

Neziroğlu Law Firm takes part in the work of national and international professional and commercial associations and organizations while carrying out these activities and transfers the knowledge and experiences on many different platforms to its clients. Neziroğlu Law Firm closely monitors the developments in the sectors in which the clients operate in order to be able to respond to changing commercial conditions in an effective manner and intends to

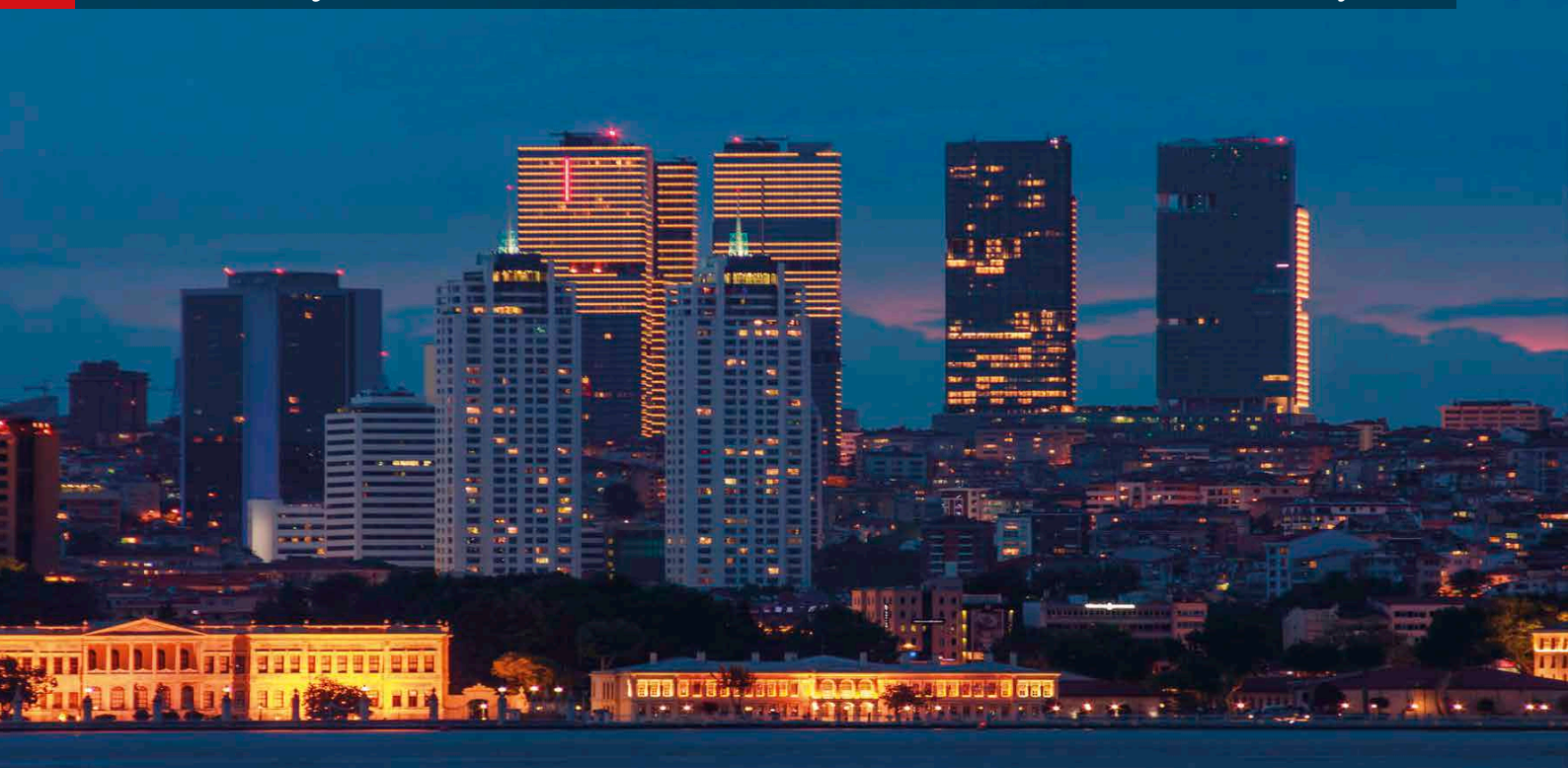
increase the quality of service to be offered by acquiring not only legal but commercial information in these sectors. In addition to the Turkish Law and Trade system, it also provides international consultancy, services and worldwide partners to help foreign entrepreneurs reach productive conditions in Turkey and to help Turkish entrepreneurs make commercial contracts within foreign countries.

Aforementioned Law Firm's area of specializations are:

- Mergers, Takeovers and Corporate Restructuring
- Banking & Insurance & Finance
- Real Estate and Zoning Law
- Corporate Law
- Execution and Bankruptcy Law
- International Commercial Law and Economic Sanctions
- Business Law and Employee – Employer Relations
- Franchise Agreements
- MNA & Franchise Agreements
- Intellectual Property Law & Agency Agreements

NEZİROĞLU
LAW FIRM





Why should businesses invest in Turkey?



ANIL SURMELI

Business & Tax Advisor at
SRM BUSINESS CONSULTING LTD.

E: anil.surmeli@srmconsulting.com

W: www.srmconsulting.com

“Why should Businesses invest in Turkey?” is a core investment question. There have been many papers, reports and much statistical data produced on just this topic. Such data have dealt with Turkey’s outstanding qualities such as its geographical location, its young and dynamic population, reasonable and qualified labour force.

In addition to the publicly available country data and information, we do need to consider that there are both positive and negative aspects to possible investments in different sectors. To achieve success, we need to paint a realistic picture, share with each investor the true situation and explain how they can benefit the most from the current conditions.

In light of this approach, we should not ignore the fact that; both active and potential foreign investors have specific concerns

“To achieve success, we need to paint a realistic picture, share with each investor the true situation, and explain how they can benefit the most from the current conditions.”

about doing business in Turkey. It is highly valuable to be able to sincerely share the predictions, possibilities and misconceptions about these concerns which have been expressed rightly. So, let’s examine these issues.

It is evident that Turkey, which is a republic that has not fulfilled a century, faced various political, military and economic crises, especially within the past 50 years. Despite this fact, contrary to many countries of the world, Turkey’s most important value is that; it can continue to keep growing and developing. Of course; the commercial advantages that the country has, play a very important role to gain this value.

The coups or military demands that took place respectively in 1960, 1971, 1980, 1997 and 2007 came to an end with the attempt in 2016. As the coup attempt in 2016 failed, there were many adjustments and changes made to those structures and offices thought to have been behind the attempt. The army’s role in politics was ended, the armed forces ceased to have any control or management role over the state and now, they have become one more structure ruled by the government.

Turkey, like many countries, has had to face a range of economic crisis. Some of these problems were due to global cycles and

some due to internal causes. The oil crisis, wars throughout the world, natural disasters and Turkey's large former IMF debts were some of these crises' causes. Yet Turkey survived all these "economically" life-threatening crises, to some extent by becoming economically stronger. **After the 2001 crisis, Turkish banks and banking system underwent a major change and instead of focusing only on profit and growth, it came to be understood that these could be achieved while continuing to properly value each individual and develop appropriate institutions.** In addition, the rules imposed by the Basel II accords, extensive legal regulations and effective auditing produced a durable Turkish banking sector. Then, while many global banks and financial institutions were suffering from the 2008 crisis as it spread from the U.S. across the world, Turkey's financial sector and its banks remained unaffected, a fact appreciated worldwide. Subsequently, **Turkey's banks became the focus of many international financial institutions.**

Turkey's geographical location makes it both economically and politically important. This importance maintains a balance in the nation's relationships, while bringing with it some difficulties. Turkey is bordered on one side by European countries, lacking in economic stability (Greece, Bulgaria), on another side by Middle Eastern neighbours, unable to attain peace and political stability (Syria, Iran, Iraq), and to the north by Russia struggling to become a world power. However, Turkey maintained its valuable commercial and economic potentials for both Europe and for the Middle East. **Its large population, low costs and qualified labour force, its production opportunities and the nation's various business models, have each enabled Turkey to become one of the highest yield producers to Europe's huge consumption market and one of the Middle East's most reliable commercial partners.**

Let's take a closer look at what foreign investors were doing in

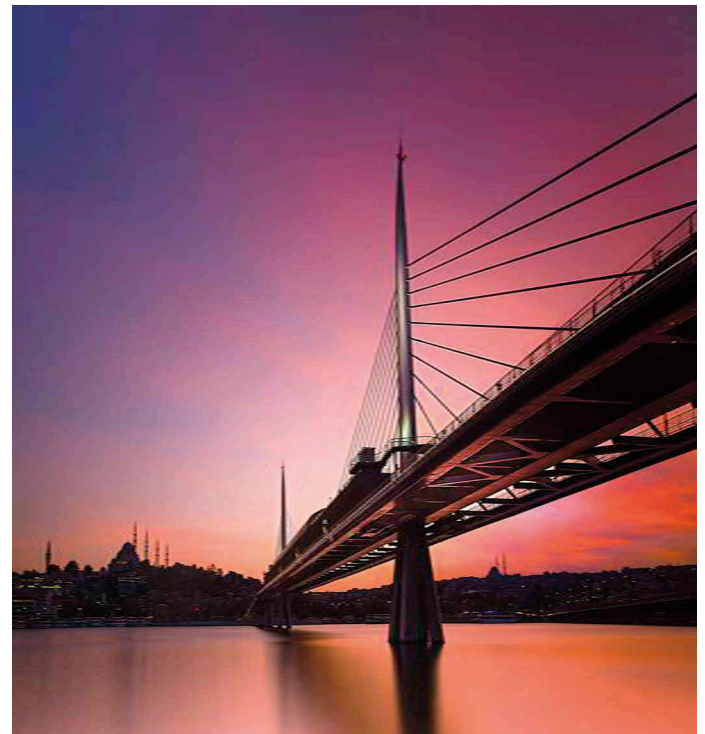
Turkey during all these years. In 2001, HSBC Bank purchased Demirbank. That same year, the Lebanese Odeabank began banking activities in Turkey. In 2004, the French BNP Paribas purchased the majority of shares in TEB while the Italian Unicredit took a majority stake in Yapı Kredi Bank. In 2007, the Dutch ING Bank purchased Oyakbank, in 2012 the Russian Sberbank bought Denizbank, in 2015 the Qatari QNB became 100% owners of Finansbank while the Chinese ICBC purchased Tekstilbank. In 2017, the Spanish BBVA were successful in buying Garanti Bank. The cumulative results are striking: Between 2012 and 2016, direct foreign investment just in the banking sector totalled \$8 billion dollars.

Another powerful example is the automotive industry, Turkey's largest export sector. Ford announced that, in the first quarter of 2017, they will be switching the majority of their formerly Mexican production to Turkey. Mercedes-Benz, which has continued production in Turkey since 1968, announced a decision to invest a further **115 Million Euros.**

Global giants, in addition to the banking and automotive industries, not only continue their operations but are constantly announcing increased holdings. All clear signs of Turkey as an advantageous investment.

Some more examples: **UNILEVER**, which has eight separate production facilities and more than 5000 employees in Turkey, opened its new facility in Konya worth **350 million Euros.** **NESTLE**, which has had production facilities in Turkey for almost a century, has decided to conduct a **150 million Euro** innovation and renovation investment. One of the world's most innovative leaders, **3M**, recently officially announced that it will turn Turkey into a "super hub" for exporting to nearby countries, backed by a new **\$500 million** investment.

There is also the construction of Istanbul's third airport which will have an annual capacity of



"Turkey has become stronger, more experienced with every difficulty it faced and succeeded in turning its experiences into achievements."

150 million passengers, new trade ports, smart roads and the construction of new bridges, each of which have resulted in happy foreign investors, while paving the way for even more investments. We can count Istanbul's 3rd airport with an annual capacity of 150 million passengers, new trade ports, smart roads and new bridge constructions as some of the state investments that would please the investors, while paving the way for even more foreign investments.

It is possible to increase the number of examples for both difficulties that Turkey have experienced and success stories about foreign investors in Turkey. When foreign investors chose

the country in which they want to invest, they have to consider that all data of that country, particularly all economic and political data. Their expectation is that their investments will return a profit, beyond just preserving their initial outlay. **Turkey has become stronger, more experienced with every difficulty it faced and succeeded in turning its experiences into achievements.** Investment is a core component of Turkey's achievements. The impact of the Turkish nation, which has always worked hard, produced and maintained their unity through every situation and changing environment, cannot be overlooked as to why investing in Turkey became such an advantageous.

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SAFEBAY OF DOING BUSINESS IN TURKEY

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Are you ready for the automatic exchange of financial account information per 1 January 2017 / 1 July 2017?



Hong Kong is one of the more than 100 jurisdictions that will participate in the automatic exchange of financial account information ("AEOI") for the purpose of enhancing tax transparency and fighting against cross-border tax evasion. Pursuant to the AEOI, certain information in relation to financial accounts held by individuals and entities with overseas financial institutions may be automatically exchanged, on an annual basis, to tax authorities of jurisdictions in which those individuals and entities are a tax resident.

Reportable jurisdictions

As at August 2017, Hong Kong has 14 AEOI partners that all have signed a bilateral Competent Authority Agreement ("CAA"). These are: Japan, the United Kingdom, Belgium, Canada, Guernsey, Italy, Indonesia, Ireland, New Zealand, Korea, Mexico, the Netherlands, Portugal and South Africa. Hong Kong intends to have about 74 AEOI partners with a priority for:

- (i) those jurisdictions that have indicated interests in conducting AEOI with Hong Kong;
- (ii) Hong Kong's existing double tax treaty partners that are also committed to AEOI; and
- (iii) the member states of the European Union.

Please note that a jurisdiction shall only become a 'reportable jurisdiction' under the Hong Kong AEOI rules after a CAA has been signed and after relevant domestic legislation has been enacted.

Start of the period during which information is being exchanged

The earliest period that Hong Kong will start providing financial account information is 1 January 2017 to 31 December 2017 and will be with the countries Japan and the United Kingdom. As for the other 72 AEOI partners, the first financial account information to be exchanged by Hong Kong will relate to the period 1 July 2017 to

31 December 2017.

It should be noted that the Hong Kong financial institutions will be required to submit the reportable financial account information, covering the aforesaid periods, to the Hong Kong Inland Revenue Department in May 2018, which department will then subsequently exchange the information to the respective 'reportable jurisdictions' in September 2018.

Initiatives to be taken by account holders

Various financial institutions in Hong Kong have been conducting due diligence procedures in order to be able to identify the reportable

financial accounts, held by corporates and individuals (including existing and new financial accounts). It is however suggested for account holders to ensure that the information maintained with the financial institutions is correct and complete. In addition, account holders are recommended to ascertain their tax residency as well as thoroughly review their tax position, so as to ensure that the required tax reporting and payment obligations will be fully complied with and/or is complete.

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ALFONZ MESZAROS
HEAD CHEF AT LONDON CAPITAL CLUB

Chef Alfonz or better known as Alfie. Originally from Serbia, the 28 year old chef has been working in kitchens for 10 years.

Upon graduating from culinary school in 2007, Alfie started developing in some of the best domestic restaurants in his home town and on the sea sides of Montenegro during the summer periods. After 3 successive years he felt that he needed a bigger

challenge and a completely different environment and left for London! So many opportunities and cuisines everywhere opened the mind of this young chef.

His biggest influence on his career was in Firmdale Hotels under the executive chef Robin Read. Modern British style of cooking became his foundation and from then he has always tried to combine the classics with something new and exciting.

At the London Capital Club, Alfie launched his first menu where British seasonal ingredients combine his creative cooking techniques. He has been with the Club now for just over a year and member feedback has been unanimously positive of his influence on the food offering!

One of his personal favourites is chicken liver parfait coated with clementine jelly and served with rosemary focaccia.





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Adwords and organic search

By Chris Simmance

Managing Director,
Optus Digital Ltd

The all-important search engine visibility

Making sure your business is discoverable online is more important now than ever before. More than 80 per cent of people turn to the internet when trying to find goods or services, and of those searches, they will only look at the first ten or so results.

Adwords (part of a practice known as pay-per-click, or PPC) campaigns and organic search marketing are two ways to boost your search visibility, but both operate differently and have their advantages and disadvantages.

Adwords

Pay-per-click campaigns can be a very effective way of generating leads for your business. By selecting the correct search terms (and carefully adding negative terms to tighten your targeting), your business is visible when people search using those terms (or close variations) above the organic search results.

Using the most relevant terms can dramatically increase traffic to your site, but there are several factors that need to be considered when using Adwords campaigns other than the fact that they will cost your business money. You need to be very selective with the terms and monitor which campaigns are working.

It's also best not to cut corners,



like using Adwords Express – This service removes many options to 'simplify' the online advertising process, but also strips out a lot of the control, meaning you're likely to spend more on your campaigns without being able to target your audience properly.

Organic search marketing

Using the correct keywords, practices and techniques will boost a website ranking on search engines. On average, the first four search results get almost 70 per

cent of search traffic, with the first result holding nearly half of that at 33 per cent. If you're not showing up in one of those four spots, the likelihood of people clicking on your link plummets.

Getting into those top four spots means taking more than 200 factors into account when optimising your website (there's more, but they're interwoven, so 200 is a cleaner way to put it). It takes time to climb rankings but considering it's build off traffic, visits and click throughs (which are free), it makes sense to get it right. Once you've organically climbed those rankings, you'll be seeing a lot more relevant leads.

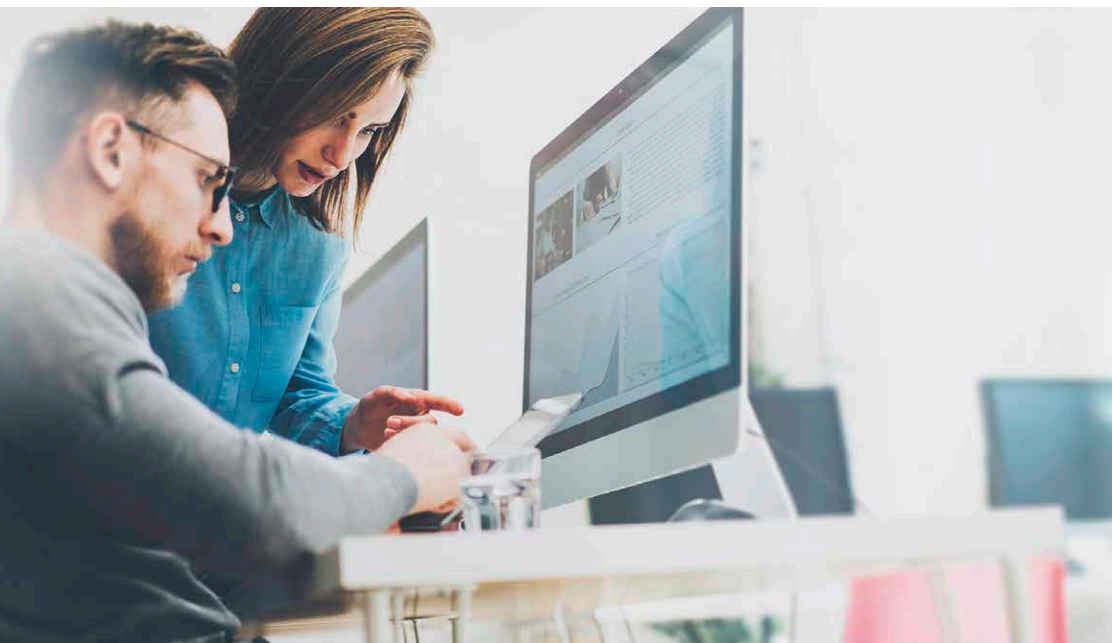
Which one is right for my business?

Adwords and organic search marketing have their strengths and drawbacks, but complement each other nicely – Adwords needs to be maintained and paid for but will provide near instant results. Organic search optimisation takes time and needs to be correctly targeted, but is free and can provide more traffic the higher your ranking.

Therefore, investing in both is a wise choice for any business with an online presence.

Chris Simmance

Managing Director of Optus Digital Ltd a central London based digital marketing agency. Chris is a self confessed gadget addict and loves the technical side of the industry.





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Offer to members

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If you are a member of LCCI with an offer for other members, contact Rachael Bourke at membersoffers@londonchamber.co.uk



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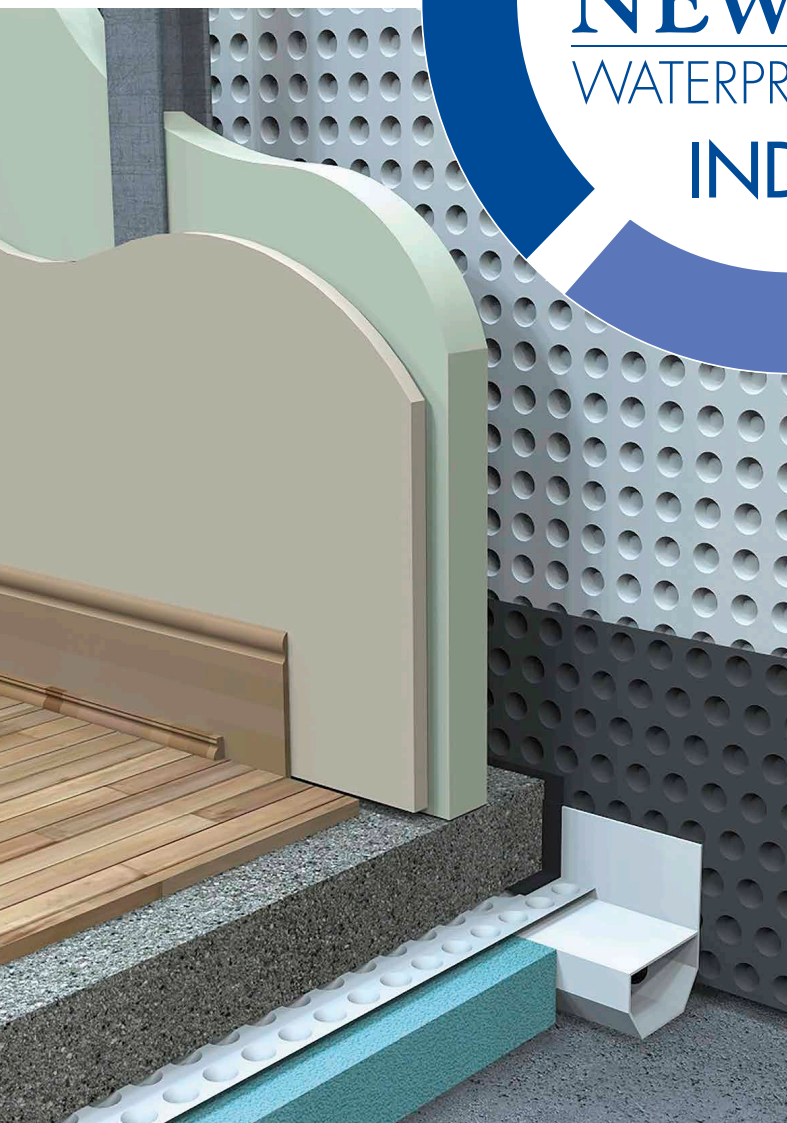
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A circular logo with a blue border and a white center. The text 'NWI' is at the top, 'NEWTON' is in the middle, and 'WATERPROOFING INDEX' is at the bottom, all in blue serif font. A registered trademark symbol is next to 'INDEX'.

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