

# London

Issue 140 | November 2017

## Business Matters

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

### INSIDE

**Economic and political turbulence**

Results from the latest quarterly business survey

Page 3



### COVER STORY

- London City Airport's 30 year success story
- Crucial times ahead for UK aviation

Pages 4-5



8 The London skyline that never was: eight buildings that didn't get the thumbs up from City planners

## Regulars

Overseas business opportunities  
Page 17

Events  
Networking opportunities in the  
extensive LCCI programme  
Pages 22-23



Two minute interview  
Dr George Druttman,  
CAP City Dental  
Page 28



Enterprise Europe  
Network  
News and Events  
Pages 38-39

New members  
Who has recently joined LCCI?  
Page 40

Member offers  
Page 66

## BREXIT UPDATE



Trade: FTAs the Australian way  
Page 13

Q&A: Where are we with the negotiations?  
Page 18

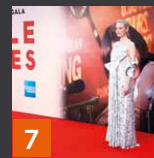
## Features



6

### LCCI in the news

Katharine Barney combs  
the media



7

### London Film Festival Showcasing the best



10-11

### Oxfam

Fighting poverty and  
injustice around the  
world



14

### China

Operating a social media  
account in the world's  
biggest economy



16

### Going global

Start your digital journey  
here



29

### Business and education

Transforming employability



30

### Transformational change

Miranda Wheatley Price  
on creating a step-up in  
performance



33

### Seven killer interview questions

Sam Walters gets down  
to business

Front cover: London City Airport from the air

LONDON CHAMBER  
COMMERCE AND INDUSTRY

London Business Matters is edited by Peter Bishop: [pbishop@londonchamber.co.uk](mailto:pbishop@londonchamber.co.uk)

Official Publication of

London Chamber of Commerce  
33 Queen Street, London EC4R 1AP  
Tel: 020 7248 4444  
Fax: 020 7489 0391  
[www.londonchamber.co.uk](http://www.londonchamber.co.uk)

CHAMBER CONTACTS

Events  
Victoria Jayne - 020 7203 1875  
Export Documents  
Davor McKinley - 020 7203 1856  
Enterprise Europe Network  
Elena Molinari - 020 7203 1929  
Information  
Alexa Michael - 020 7203 1866  
International business  
Vanessa Vlotides - 020 7203 1838

Membership sales  
Josie Rogers - 020 7203 1881

Member support  
Sarah Stein - 020 7203 1713

Patron members  
Steve Lewis - 020 7203 1954

Trade missions  
Marta Zanfrini - 020 7203 1822

Media relations  
Katharine Barney  
020 7203 1897

Sponsorship opportunities  
Angela Reed - 020 7556 2382

BRANCH CONTACTS

Croydon Chamber  
Annabel Fogden - 020 7556 2389

East London Chamber of Commerce  
Irene Fatuzzo - 020 7203 1965

Ealing Chamber  
Donna Subero - 020 7556 2394

Hammersmith & Fulham Chamber  
Donna Subero - 020 7556 2394

London Business Matters is published  
on behalf of London Chamber  
of Commerce and Industry by

CROSBYASSOCIATES  
MEDIA

Crosby Associates Media Limited  
Liverpool (Head Office):  
Burlington House, Crosby Road North  
Liverpool L22 0PJ  
Tel: 0330 124 3780  
[www.crosbyassociates.co.uk](http://www.crosbyassociates.co.uk)

PUBLISHING CONTACTS

Advertising sales  
Gina Forshaw - 0161 274 9329  
[gina.forshaw@crosbyassociates.co.uk](mailto:gina.forshaw@crosbyassociates.co.uk)

Production/design  
Andy Bellis - 0161 274 9326  
[andy.bellis@crosbyassociates.co.uk](mailto:andy.bellis@crosbyassociates.co.uk)



# Economic and political uncertainty



by **Fernanda Ribas**

The primary finding of the LCCI's latest quarterly economic survey carried out by leading pollster ComRes was that businesses are still grappling with the uncertainties caused by the turbulence in today's political and economic environment. All indicators of business confidence were in decline, while expectations for the year ahead remained negative for both the London and UK economies.



The results of the survey were launched last month at Metro Bank's Holborn offices. The event was chaired by LCCI chief executive Colin Stanbridge and featured panellists Andrew Hawkins, executive chairman of ComRes, CEBR economist Vicky Pryce, Metro Bank regional director Kevin Barrett, and Catherine Neilan *CityAM's* head of politics and investigations.

Vicky Pryce said that the latest LCCI data chimed with what was being seen across the UK as a whole. "GDP growth in the third quarter

may prove to be a bit stronger than in the first half of the year and there are signs that manufacturing output may be finally beginning to increase again. But in line with the *Capital 500* findings, UK business confidence as a whole has in fact fallen back as Brexit discussions appear to be stalling and the final outcome remains unclear".

Kevin Barrett added that, in line with the *Capital 500* findings, several cost factors had gone up, not least in relation to labour where there were shortages in the supply of technical specialists. Catharine Neilan noted that at least there seemed to be some acceptance now through-

out the government that there must be a transition period after Brexit, which could have a positive impact on confidence.

The QES is based on responses from over 500 London businesses – the *Capital 500* – that makes it London's largest and most authoritative regular business survey. For the latest QES, ComRes surveyed a total of 569 London business leaders between 8 August and 5 September 2017.

Fernanda Ribas is policy research officer at LCCI

## Q3 2017's key findings

### Domestic and export demand

- The *Capital 500* domestic demand figures turned negative again, following a rise in the previous quarter
- Export demand figures remained positive during Q3 2017, but with differences between export sales and export orders.

### Recruitment and training

- Although the *Capital 500* employment balance continued to rise during Q3 2017, it stayed in negative territory for the fifth consecutive quarter. Meanwhile, the balance figure of companies looking to invest in training continued to decline, while it remained positive overall
- 13% of *Capital 500* companies tried to recruit during Q3 2017. Of companies who tried

to recruit, 60% encountered difficulties, the highest *Capital 500* level to date.

### Business costs and investment

- While *Capital 500* businesses' capital investment continued to be positive, the cashflow balance remained negative overall
- While the balance figure for the cost of raw materials, wages, and borrowing fell in comparison with last quarter, the cost of raw materials sourced internationally, energy, and fuel went up.

### Economic outlook

- All business confidence indicators declined during Q3 2017. Expectations of both the London and the UK economy remained more or less unchanged from last quarter, and continued to be in negative territory overall.

**LCCI makes four key recommendations to help the Mayor and the government ensure London businesses can feel confident and boost productivity.**

- Government should use the Industrial Strategy to support growth by recognising the benefits of greater devolution of policy competencies – including finance, transport and skills – to City Hall.
- London's economic importance should be recognised in any new UK immigration policy through provision of a separate shortage occupation list to enable employers to better respond to acute skills shortages.
- The Mayor of London must use the forthcoming review of the London Plan to secure long-term protection of business work space across the capital.
- Sustained investment in transport infrastructure is needed across the UK. In London, a funding solution must be swiftly secured for Crossrail 2 to advance project design and underpin efforts to secure the necessary powers to begin construction.

*Capital 500* QES reports can be found at [www.londonchamber.co.uk/Capital500](http://www.londonchamber.co.uk/Capital500).

**LCCI member companies can get a health plan, EAP and everyday discounts from £5 per employee a month!**

With HSF health plan your employees can get affordable health cover which includes HSF Assist,<sup>®</sup> our Employee Assistance Programme, and covers their family at no extra cost. All HSF health plan schemes also include HSF Perkbox.

With HSF Perkbox your employees get access to hundreds of discounts from a wide variety of places.

Contact us today and find out how we can help your company.



**0800 917 2208**

Quoting LCCI LBM  
eMail: [marketing@hsf.eu.com](mailto:marketing@hsf.eu.com) [www.hsf.co.uk](http://www.hsf.co.uk)



**Dental**  
Including some cosmetic dentistry



**Optical**  
Including contact lenses



**Hospital Stay**  
NHS & Private



**Practitioner**  
Including Physiotherapy



**GP Consult**  
24 hours a day



**Prescription Service**



**Discounted Cinema**



**Discounted Shopping**



**Discounted Gym Membership**



**Savings on Days Out**

Plus many more benefits

**HSF Perkbox**  
Powered by  
**perkbox**

**HSF** health plan

# 30 years of London City Airport

Three decades ago, on 5th November 1987, Her Majesty The Queen officially opened London City Airport, and with it, numerous opportunities for businesses wanting to take advantage of an international airport in the heart of London.

The airport's thirty-year success story is a remarkable one. Since 1987, London City Airport has experienced tremendous growth – from 133,000 passengers in 1988 (its first full year of operation) to a record-breaking 4.5 million passengers in 2016.

The visionary idea for an airport in London's Docklands was conceived by Reg Ward, chief executive of the London Docklands Development Corporation (LDDC) and Sir Philip Beck, chairman of the construction company John Mowlem & Co plc.

Following the closure of the shipping docks to commercial traffic in 1981, the LDDC led huge regeneration projects, with seismic changes to the area. For centuries a maritime gateway for trade and invest-



London's Royal Docks, 20th century

ment, today the airport supports £11 billion of UK exports to Europe each year.

## Remarkable

It was close to Canary Wharf, another product of the Docklands regeneration, that the premise of an airport in the Docklands was proved in 1982, when Captain Harry Gee landed an aircraft on the disused Heron Quays. It took just



1987



2017

18 months to construct the airport from early 1986, a remarkable feat, with the business traveller firmly in mind in its design and location.

Indeed today, the airport's location – just three miles from Canary Wharf and seven miles from Bank, and connected to both via the Docklands Light Railway (a 2005 addition) – as well as its unique passenger proposition of its quick check-in and arrival times, continue to make London City Airport a favourite international gateway for business travellers, and increasing numbers of premium leisure travellers.

**“For London, the City Airport Development Programme will mean 30,000 additional flights per year.”**

## Connections

Its first destinations upon opening were Paris, Brussels and Plymouth. Today London City Airport provides connections to 46 destinations – including domestic, European and a daily service to New York – from London's doorstep. Despite all the key international connections that the airport provides, LCY remains a London business at its heart. Each year the airport contributes £750 million to the UK and local economy.

## Expansion

This year is not just LCY's 30th anniversary, but also the year when the airport is to begin construction and expansion of its current infrastructure. This follows from the decision by the UK government last year to grant planning permission

# Cleanki

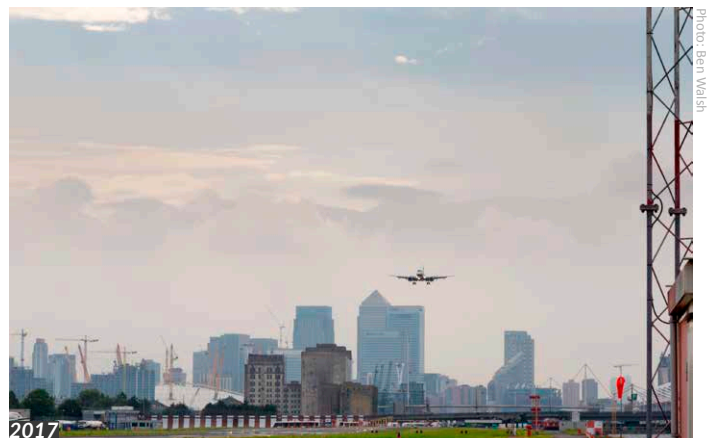
environmental services

Let your pest be our problem

FREEPHONE: 0800 056 5477 VISIT: [cleankill.co.uk](http://cleankill.co.uk)



1992



2017

Photo: Vic Abbott

Photo: Ben Walsh



2017

Photo: Vic Abbott



The terminal building post-expansion

for the City Airport Development Programme, a £400 million private investment which includes seven new aircraft parking stands, a parallel taxiway to maximise runway capacity, and an extended terminal building to accommodate the increasing passenger demand.

For London, the City Airport Development Programme will mean 30,000 additional flights per year, and the opportunity to increase the choice of destinations. Next generation aircraft such as the Bombardier C Series, have the long-range capability to connect the airport to new markets,

for example the Gulf and the Middle East, Turkey, Russia and the east coast of the United States. The development will enable 6.5 million passengers per year to travel through the airport and will increase LCY's contribution to the UK economy to £1.5 billion by 2025.

### Jobs

More importantly, an expanded London City Airport will mean more education and employment opportunities for East Londoners. Today, the airport employs 64 per cent of its staff from within a five-mile radius of the airport. The City

Airport Development Programme will create 500 jobs from the construction phase alone with a further 1,600 jobs after completion.

The decision to expand LCY sent a strong message that London is very much open for business, conveying this as a vote of confidence for the long-term economic growth of the capital and the wider UK.

### Trade

The Royal Docks have long played an important role in East London, providing jobs and enabling trade. Aeroplanes now take off where car-

go ships used to dock, continuing to create employment and connect East London to the rest of the world. 2017 will see a year of celebrations to mark London City Airport's 30th anniversary, with an exciting future ahead.

In celebration of its 30th anniversary, the airport released a selection of historic images of both the airport and the surrounding area which show the transformational changes that have taken place in the Royal Docks area since then. Visit: [www.londoncityairport.com/beforeandafter](http://www.londoncityairport.com/beforeandafter)

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

## Crucial times ahead for UK aviation

Last year a record number of passengers travelled through London City Airport – celebrating its 30th anniversary this year as this edition of LBM celebrates – over half on business trips writes Rob Griggs. The airport, twenty minutes' travel time from Bank station in the heart of the City of London, expects to handle over 6.5 million passengers by 2025.

Altogether, tens of millions of people pass through London's airports system each year, and the numbers are growing.

For London's businesses, the health of the UK's aviation infrastructure is hugely important. And it isn't just about passenger numbers. The UK's capital is a global city, and key to this status are its air links to other cities and markets of the world, and the signal this sends that London is open for business.

### Expansion

Into this context comes a series of 'live' and important developments that have the potential to seriously impact the sector, and which are today priority areas for LCCI as the voice of London business. Three things particularly

stand out. The first is the final Commons vote on Heathrow expansion, which is expected to take place in the first half of next year. LCCI continues to back a third runway at Heathrow, but takes a long-term view. If we really want to future-proof airport capacity in the long-term, we also want Gatwick to get the nod to expand, after Heathrow, to ensure the UK is prepared to meet global economic challenges over the next 30-50 years.

Secondly, there is the vital question about what happens to the rules that govern flights as the UK heads towards the Brexit departure gate. In 2019, we'll be gone, out of the EU and, one way or another, starting a new relationship with the bloc. For aviation, there is no World Trade Organisation 'fail safe' in the event no deal is reached. The ultimate danger is that without a deal, flights from the UK and to the EU and other parts of the world will be grounded on exit day – a little over 18 months' time. And without an early deal – meaning clarity for airports, airlines and travellers as soon as possible in 2018 – the uncertainty around what might happen will begin to weigh on the decision-making of those

considering travel. Government gets this and we know achieving certainty is a priority; but as yet nothing is set in stone.

Finally, this year sees the UK government embark on a consultation on the UK's aviation strategy. LCCI welcome this, because it is essential to the London economy that the UK aviation industry can continue to grow and thrive.

### Maximise

The consultation is taking place over this year and next and will cover a range of topics. The first part, to which LCCI responded last month, is very much a scene setter. The Chamber has set out why a thriving aviation sector is essential to the success of the country's post-Brexit future, not least given the pressing need to encourage and support British businesses to engage in international commerce. With an extra runway still over a decade away, the Chamber has reiterated the need to maximise and make best use of existing runway capacity, essential before a new runway in the South East comes online.

LCCI has also highlighted how

the UK aviation sector faces stiff competition from its Eastern European partners, and must remain competitive in an increasingly connected and globalised world. This puts into sharp relief the impact of the UK's Air Passenger Duty, which remains the highest aviation tax levied on passengers departing from airports in the EU. The Chamber believes that the rising levels of taxation on the industry are having a detrimental impact on the UK's growth prospects and serious consideration must be given within the strategy to the role that a reduction in the tax, and further devolution of the tax to London and other regional economies, might play to boost the sector and wider economy.

You only have to crane your neck towards the London sky to see the lumbering commercial jets and vapour trails that are visual reminders of the interconnected and global nature of the city in which we live. The UK's aviation sector is well placed to help London's world-city status; but faces some crucial years ahead.

**Rob Griggs is head of the public affairs team at LCCI**

# LCCI in the news



by Katharine Barney

As the summer recess came to an end and the events of party conference season and Brexit negotiations were chewed over in the media, businesses would have been forgiven for not feeling much clearer about the general direction of travel.

This was exemplified at the LCCI mid-October launch of its Q3 Capital 500 Quarterly Economic Survey (QES). The survey made page 2 of the *Evening Standard* and was also picked up by numerous business news websites.

Most notably LCCI chief executive Colin Stanbridge wrote a comment piece for *CityAM* which called on the government to take more practical measures following a sustained period of negative outlook for businesses. He talked about the difficult time businesses had been having and promoted practical solutions including the in-

roduction of a shortage occupation list to help fill the skills gap after Brexit

## Protect

On the same day as the QES the Mayor of London gave a speech calling for 'qualified' freedom of movement to protect London's economy.

This was a subject that provoked intense social media activity including retweets of LCCI messaging by the Mayor of London's twitter feed and name checks in tweets made on Sadiq Khan's personal thread. *CityAM* also covered the story.

Former shadow business secretary Chuka Umunna mentioned LCCI and attributed the 'London visa' to the chamber when he was interviewed live on all major news channels on regional migration and integration. He said: "The London Chamber of Commerce has been arguing for this. They want a London work visa. What we're saying is devolve the power, give it to the regions. They can look at the specific needs of their regions and businesses and determine



PETER BISHOP  
London Chamber of Commerce and Industry.

how many people are coming to their region."

*The Financial Times* picked up on LCCI themes both in the main paper and in their glossy supplement *London and the World*. In the main paper the subject of business rates was the focus with a report that LCCI's position that relief for companies affected by the revaluation of business rates did not go far enough – a line also picked up by the *Evening Standard*.

*London and the World* drew on an interview with Colin Stanbridge in which he praised Mayor Sadiq Khan for agreeing to accompany future trade missions to drum up business for the capital, and for surrounding himself with pragmatic, business-friendly figures.

## Brexodus

Brexit featured heavily in other LCCI stories across the wider media, particularly in the *Evening Standard* with Stanbridge remarking that the Brexodus was "worrying but sadly not surprising."

A story which focused on the EU's immigration white paper in the *Evening Standard* warned of the economic dangers of curbing immigration and quoted the LCCI chief executive saying that London not only needed the "brightest and the best" but the capacity to fill the skills gap.

Also in the *Evening Standard*, LCCI warned that further delays to the Brexit negotiations were damaging

and that we "certainly can't linger over negotiations as business confidence has been hugely impacted by uncertainty."

The BBC called on LCCI's international trade expertise in the form of deputy chief executive Peter Bishop who was interviewed live on a BBC World Business report about the UK's options for trade deals following the Prime Minister's trip to Japan, and concerns over negotiation delays with the EU.

## Infrastructure

Domestic issues were mainly focussed on infrastructure. These included calls for both Crossrail 2 and a Crossrail for the North with LCCI and Greater Manchester Chamber of Commerce supporting each other's bids and stressing that it didn't need to be an either/or situation.

The story was picked up on across the country as well as in *CityAM* which quoted LCCI policy director Sean McKee who said that our economy would be much stronger if we created opportunities for jobs and future growth beyond the capital.

Calls for the Mayor to appoint a freight commissioner for London hit the headlines on two separate occasions, gathering a lot of traction among the trade press and social media.

Katharine Barney is press and media relations manager at LCCI

### Auf Wiedersehen, Pret: cafe staff leaving before Brexit, claim Lib Dems

Nicholas Coll... LONDON was today warned of an 'Auf Wiedersehen' for Pret cafe workers as Brexit looms. The Liberal Democrats have called for the government to take more practical measures following a sustained period of negative outlook for businesses. He talked about the difficult time businesses had been having and promoted practical solutions including the in-

### Brexit no deal dubbed 'messy' for finance firms

CATHERINE NEWMAN... A SENIOR member of the City's watchdog has warned that a no-deal Brexit would be "messy" for finance firms. The City of London Corporation's chief executive, Nicholas Coll, said that a no-deal Brexit would be "messy" for finance firms. The City of London Corporation's chief executive, Nicholas Coll, said that a no-deal Brexit would be "messy" for finance firms.

### London businesses have been dealt a hammering - it's time for the government to take action

Colin Stanbridge... LONDON is being dealt a hammering by the government, says Colin Stanbridge, chief executive of the London Chamber of Commerce and Industry. He said that the government's policies were hurting businesses and that it was time for them to take action.

### Treat us as friends, Hammond tells EU

Nicholas Coll, Colin Stanbridge and Sean McKee... The UK should be treated as a friend by the EU, says Nicholas Coll, chief executive of the London Chamber of Commerce and Industry. He said that the UK was a friend to the EU and that the EU should treat the UK as a friend.



Leading independent conveyancing search provider

Technology is a tool to be embraced but in the end you need to engage with people

askus@indexpi.co.uk | 0208 525 5629 | www.indexpi.co.uk



# Film London



Last month the 61st BFI London Film Festival drew to a close with the UK premiere of *Three billboards outside Ebbing, Missouri*, a hard-hitting and hugely entertaining work from London-born writer and director Martin McDonagh.

McDonagh and members of the cast including Peter Dinklage, Woody Harrelson, Frances McDormand and Sam Rockwell appeared before the Leicester Square Odeon audience before an after-party for key players in the festival at the Bloomsbury Ballroom.

Earlier in the 11-day festival actress Emma Stone had impressed audiences with her tennis skills playing Billie Jean King in *Battle of the Sexes*.

## Significant

Under the direction of Clare

Stewart since 2011, the festival is Britain's leading film event and is renowned globally. It introduces new British and international films to an expanding London and UK-wide audience and attracts significant international film industry participation, helping to position London as the world's leading creative city.

The numbers are impressive. Over 900 international and British filmmakers presented their work at venues across the capital with an audience attendance of 208,900, up eight per cent from last year. The temporary purpose-built venue Embankment Garden Cinema was once again a popular venue.

The BFI London Film Festival is held in partnership with American Express.

[www.bfi.org.uk](http://www.bfi.org.uk)  
[www.americanexpress.com](http://www.americanexpress.com)



SPONSORED COLUMN

## All About Litigation - "There is no substitute for experience,"

says Nigel Rowley, Managing Partner and  
Head of Dispute Resolution.



*"Litigation - particularly complex cross-border litigation - is a minefield where you need to balance client expectations against complex long established practices and procedures, laws and regulations. Local knowledge is essential, whether you are dealing with the most complicated Supreme Court Appeal, local Magistrates Court application, or document heavy International Arbitration. Never underestimate your opponent; they may have been doing this as long as you have, but do they have the international knowledge, the cultural knowledge, the legal knowledge? That is where experienced; specialist international law firms like ours have and always will have the edge. There is no substitute for experience."*

Below, his team speaks more about their work in litigation.

### What is the most complex aspect of commercial litigation?

"There is a two-part answer to this - with both parts intertwining. Firstly, it is strategy - and that is something only gained after many years' experience of reading the other party and anticipating their next move before they decide what it will be. Secondly, and linked with that is the process of disclosure of documents - particularly so where the litigation itself concerns complex issues and a multiplicity of documents.

### What is the best method for businesses to avoid litigation in employment matters?

"One word: contracts. It is vital that suitable contracts are in place between a business and its employees and consultants; legally, employees are entitled to receive particulars of their employment within two months of their start date however, and perhaps more importantly, commercially, the terms which govern the relationship need to be agreed so that there can be no ambiguity at a later stage.

### In what ways can litigation become complex during cross border disputes and multi jurisdiction litigation?

"Jurisdictional arguments and

cultural differences are the bugbear of cross border disputes. Many cross-border and cross-jurisdictional disputes choose to apply English law, which is attractive because it relies heavily on the principle of freedom of contract and as a result, attempts to hold parties to their contractual bargains or award damages where this is not otherwise possible. But that can cause issues.

### What are important aspects for clients to follow and remember during their cases with HMRC?

"In terms of preparing their strategy from the outset, a client must be aware of which HMRC department is handling the case against them. The operations and nature of the proceedings differ greatly between departments and it is vital that a client is guided correctly in their initial dealings with HMRC. Secondly, it is highly likely that the client will need to be proactive early on in order to open a dialogue with HMRC and manage an investigation. Clients are strongly advised to begin collating records and documents to put forward to HMRC, and where documents are unavailable, prepare if possible to obtain replacements."

### Contact

Mackrell Turner Garrett Solicitors  
Savoy Hill House, Savoy Hill, London WC2R 0BU  
Tel: +44 20 7240 0521  
Email: [nigel.rowley@mackrell.com](mailto:nigel.rowley@mackrell.com)  
[www.mackrell.com](http://www.mackrell.com)

Mackrell  
Turner  
Garrett

# The London skyline that never was



This is how London's skyline might have looked if city planners had taken a different view. The image, produced by experts at LondonOffices.com includes many of London's most iconic landmarks, such as the Gherkin, Walkie Talkie building and the Shard.

But it also includes eight buildings which were proposed for central London but never constructed after city planners gave them the thumbs down.

Among the eight are Sir Christopher Wren's 1675 draft design for St Paul's Cathedral, which featured a tall spire and a much smaller dome than the one which eventually became a London icon and a familiar sight to millions.

Also included in the fantasy skyline is the Citygate Ecotower, which at 108 floors and 485 metres would have dwarfed even the

Shard but was rejected in 2007.

At the centre of the skyline stands the 91 metre high tower of the proposed Eco Energy Station which was rejected by planners in 2008.

## Imposing

Also dominating the centre of the skyline is the very imposing Crystal Palace Tower. This building was drawn up by an architect way back in 1861 in response to a brief for ideas about what to do with the original Crystal Palace after the Great Exhibition.

At 300 metres tall it would have almost matched The Shard and been by far the highest structure in Victorian England. But, perhaps wisely, the planners said no.

Next we have Edwardian London's answer to France's Eiffel Tower. Our proposed response

was the Watkin's Tower which would have been taller than the Paris icon. Again, it seems the planners were unmoved, ordering the hastily erected base to be pulled down in 1907.

## Iconic

One of the oldest structures on our skyline is the 75m tall statue of Britannia which was proposed as an iconic landmark for London in the late 1700s. It never saw the light of day.

One of the most eye catching designs is the 442 metre tall Green Bird Building which was rejected by the planning department officials in the early 1990s. It would have been the height of one and a half Shards.

Finally there is the 'Helter Skelter' building aka the Pinnacle Tower which was proposed for the City in 2005. Planners

granted permission for the construction of a tower which would have stood at almost the same height as the Shard. The site is now being redeveloped as a smaller building.

1. St Paul's Cathedral (The Warrant Design by Sir Christopher Wren, 1675)
2. Citygate Ecotower (2007)
3. Eco Energy Station (2008)
4. Crystal Palace Tower (1861)
5. Watkin's Tower (1907)
6. Britannia Statue (late 1700s)
7. Green Bird (1990)
8. Helter Skelter Building (aka Pinnacle Tower, 2005).

## Website and marketing solutions

Improving companies visibility and natural search position

Website Optimisation, Social Media, Web Design.

020 8654 3219

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

[hello@designbrothers.co.uk](mailto:hello@designbrothers.co.uk) 28 Station Road, London SE25 5AG



design brothers





**AMP Managed Suites** an Excellent Image for your Business.  
Contained within a substantial and impressive building located in the prime location of East Croydon within walking distance from Tram Rail and Bus stations.

- Established for 6 years AMP Managed Suites remain the **ONLY** boutique SME office facility in the central Commercial district of East Croydon.
- AMP Managed Suites are located within the heart of AMP House over 3 floors and forms the centre of the striking 11 storey office tower.
- We currently have 52 individually sized offices which accommodate between 1-20 people, due to continued success we are expanding the facility in November by a further 4000 sq. ft. If you would like to view contact the concierge team NOW!
- The fixed offices available are newly refurbished and are let on an annual and renewable tenancy licence with 2 month's mutual notice. Offices are provided furnished or unfurnished. We enable our tenants to either take on our robust business broadband or alternatively they can bring their own IT infrastructure on-site. Flexibility of such matters is the key to our superb retention ratios.



- The facility benefits from a lot of natural light, we have communal break out areas, kitchen and T-Point facilities, and a range of professional meeting rooms for the use of tenants and external clients. The building also benefits from parking options both on and off site, secure bike storage and shower facilities on every floor.
- Not ready for a full-time office speak to us about our co-share & membership options from £250 per month.



Located opposite East Croydon Station and 'Boxpark' with on-site parking. **Expansion announced - November 2017**

Contact the Concierge team for further information regarding availability, prices and our bespoke membership options.



**AMP House** • 4th Floor • AMP House • Managed Suites • Dingwall Road • Croydon • CR0 2LX  
T: 020 8688 0906 / 07785 770053 • E: [amphouse@lahproperty.co.uk](mailto:amphouse@lahproperty.co.uk) • W: [www.amp-house.co.uk](http://www.amp-house.co.uk) • [AMPManagedSuite](https://twitter.com/AMPManagedSuite)



# Fighting poverty and injustice around the world

Seventy five years ago last month a small group concerned about civilians caught up in the battles of World War Two founded the 'Oxford Committee for Famine Relief'. The group called for the Allied blockade to be relaxed so food could reach starving people in Greece and Belgium, and raised money to help them. Thus was Oxfam born.

The charity has worked since then to help people hit by disaster and make poverty a thing of the past for millions around the world. Its British headquarters are still in Oxford but over time it has grown into a global confederation working in more than 90 countries.

## Humanitarian

Last year Oxfam helped more than 22 million people world-

wide, providing emergency aid in humanitarian crises and running long-term development projects to help poor communities improve their lives. At the same time, Oxfam campaigns for action to tackle

poverty's root causes including climate change, inequality and discrimination against women.

At an event at Oxford Town Hall to mark the charity's anniversary chief executive Mark Gol-

ding said: "Our work providing life-saving aid and standing up for the rights of the world's poorest people would simply not be possible without the compassion and support of the British public. We want to thank everyone who has so generously given their time and money over the decades to help Oxfam – from donating to appeals and signing petitions to volunteering in shops.

"The world has taken huge strides forward in improving the lives of the poorest. But millions of children still die each year from preventable diseases and one in nine people go to bed hungry every night. We can end extreme poverty for good – but only if governments and businesses act to raise standards and build fairer systems to ensure no one is left behind."



Chris Martin of Coldplay in Haiti with Oxfam, 2002

## Transporting gold, gemstones & jewellery since 1995.

Call: 020 3393 2004

Email: [london@securitydrivers.co.uk](mailto:london@securitydrivers.co.uk)

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



SECURITY DRIVERS INTERNATIONAL LTD

London | Glasgow | Paris | Cannes



Oxfam has teamed up with the Glastonbury Festival to support refugees



Oxfam now has 11 bridal shops

### Network

Oxfam launched the UK's first-ever charity shop in 1948, in Broad Street, Oxford – a live donkey was among memorable early donations. It remains open to this day, part of a trading and recycling network of around 630 shops run by 23,000 volunteers and an online shop that together generated almost £18 million last year to fight poverty and injustice around the world.

[www.oxfam.org.uk](http://www.oxfam.org.uk)

## Oxfam in numbers

- **15 litres** – the minimum amount of water per day that someone needs in an emergency. Oxfam's engineers drill wells, truck in water and distribute specially-designed buckets with a lid and tap, so people can collect and store clean water that won't make them sick
- **31,000** – Oxfam volunteers around the UK who work in shops, campaign at festivals, run marathons and organise Oxjam gigs to raise money to fight poverty
- **450,000** – people in the UK who gave a regular donation to Oxfam in the last financial year 2015/16
- **8 million** – people in the UK estimated to have backed the 2005 campaign to Make Poverty History. Oxfam played a key role in this coalition campaign which helped to persuade world leaders at the G8 to increase aid and cancel the poorest countries' debt
- **£65 million** – the amount of Oxfam Unwrapped virtual gifts sold since launch in 2004. Buying a goat to help a family in poverty earn a better living is a bestseller.



Fundraising in 1967

# SBC

**SELSDON**  
Building Contractors  
LIMITED

Selsdon Building Contractors Limited is a privately owned building company formed in 2010 based in Croydon, Surrey.

As well as traditional building construction services, our particular field of expertise is in providing design and build packages for new residential developments, particularly in the South London Boroughs, Kent, Surrey and Sussex, for Local Authorities, Housing Associations and Private Clients of between £0.5M and £5M.

We pride ourselves on our personal approach to customer service, offering a service that is tailored to fit the individual requirements of our clients, tenants and end users.

The Company is ISO 9000 Accredited and is a full member of Constructiononline and the Considerate Constructors Scheme from whom we recently won a National Award.

**CALL 020 8406 0600**  
**E: [info@selsdonpm.co.uk](mailto:info@selsdonpm.co.uk)**

**[www.selsdonbc.co.uk](http://www.selsdonbc.co.uk)**

# Celebrating business

by Soosyan Eng

**R**unning a business isn't easy. From juggling sales and marketing, to checking on stock levels, and to making sure the money is coming in, there aren't enough hours in the day.

The same is true at whatever level you operate, but is particularly true for small and medium-sized companies – SMEs – when owner-managers are often juggling a number of roles to simply stand still.

Multi-tasking, though a skill, leaves little time for strategic thinking or working out where the market that you operate in is heading.

That is where the Telegraph Festival of Business comes in.

## Telegraph Festival of Business

The festival, now in its seventh year, is a one-day event which aims to give owners and managers of SMEs an opportunity to reflect on matters that face their company on a day-to-day basis, and over the long term.

Think of it as the best parts of our seven-day-a-week business section, but in live, human form.

Rather than reading what leading chief executives think about a hot topic, you'll hear from them directly.

Through a variety of formats, from keynote address to panel discussions and more interactive sessions, attendees are given the opportunity to truly immerse



themselves in the content.

As every year, this year's line-up at the festival is top notch. Some of the biggest names in the retail world, including Mary Portas and Michelle Mone, will be present, alongside the boss of Metro Bank and the entrepreneurs behind smaller companies like Love Cocoa and We Built This City.

## Export

Also expected is Liam Fox, the Secretary of State for International Trade, who will share his perspective on how we as a country can export more, and what the UK's future looks like beyond Brexit.

And it is not just big names that attendees will benefit in hearing from. Feedback from past delegates has proven that some of the most worthwhile learning points has in previous years come from the opportunity to network with peers, who are often facing similar

challenges, and may have uncovered suitable solutions. As with any successful conference, the festival allows for ample networking time.

## Community

When the festival was launched, the UK was in the depths of recession, and there was a desire to celebrate the best of business and create a focal point for the SME community.

In the intervening years, the economy has thrived, but there is still a need to hear from smaller businesses, and highlight the success that many are achieving, but also reflect on the challenges that many face.

Through a refined programme, arranged in conjunction with our Small Business Connect team who are at the forefront of The Telegraph's SME outreach, the conference will focus on topics that are not only relevant but pressing.

Late payments, financing needs, marketing and cyber security are on the top of this year's agenda, along with deeper 'dives' into topics such as how to achieve a better work-life balance or how best to collaborate with others.

## Unique

This truly unique one day conference regularly attracts an audience of 600 senior business people from a range of businesses across the UK.

It aims to bring together some of the best-known names in British business, along with leading politicians, in a bid to ensure the continued growth of Britain's small companies.

A combination of keynote addresses, live interviews, case studies, expert panels, quick-fire talks, and master classes will hopefully ensure attendees leave the conference having found inspiration, heard pioneering examples of business development and cemented valuable relationships with their peers.

Soosyan Eng is marketing manager, business events at The Telegraph  
[www.telegraph.co.uk](http://www.telegraph.co.uk)



## How to register

The Telegraph Festival of Business 2017 takes place at The Brewery, 52 Chiswell Street, London EC1Y 4SD on Tuesday 7 November.

Attendance is free. Register at [www.telegraph.co.uk/business/festival-of-business/](http://www.telegraph.co.uk/business/festival-of-business/)



# Challenges of trade deals – the Australian experience



**Trade agreements will be hugely important to the UK post-Brexit, both with the EU and with markets beyond. Andrew Willcocks shares the Australian experience of recent years.**

In 2012 the challenge facing Australian businesses (and chambers of commerce that serviced them) was that a large number of free trade agreements (FTAs) were being concluded, creating a complex web of obligations. FTAs were in vogue since the WTO's Doha Round of multilateral negotiations had stalled and politicians appeared to be signing as many trade treaties as possible. Naturally there was an expectation that Australian business would make use of these agreements. However, the business reality was there was little time, support or resources to make this happen, in the short term at least.

## Complex

To further complicate the new challenge, the government additionally imposed a requirement – ISO 17020 – to be applied by all chambers authorised to issue origin documentation under FTAs in Australia. This was a gold-plated issuance standard that chambers had to meet. But the rules of origin in the new treaties were difficult to understand, even for experts.

Previous Australian FTAs had been comparatively straightforward. Agreements concluded with New Zealand, Singapore, USA and Thailand had caused little turbulence, partly at least because they adopted a risk-based approach or involved minimal impact markets.

From 2008 things started to heat up with the conclusion of the Australia-Chile and the Australia-New Zealand-ASEAN agreements. Owing to the global financial crisis there

was, by 2011, huge political pressure to make use of the new FTAs.

## Advantage

Larger businesses, including grain and coal exporters, often with in-house teams or consultants, were working to ensure they could take advantage of the beneficial preferential rates. Meanwhile Australian SMEs were left scrambling to understand how to get their tariff discounts.

By 2012, Australia was preparing to negotiate trade agreements with Malaysia, Korea, Japan and China, as well as the mega-regional Trans Pacific Partnership. These announcements were welcomed by business, but added to the pile of complex discounts for Australian exports. Moreover, in late 2011, the government additionally applied a gold-plated ISO 17020 requirement for all chambers issuing preferential certificates of origin.

## Unique

Each state and territory chamber in Australia is unique and independent and in 2012 many were members of the umbrella organisation – the Australian Chamber of Commerce and Industry (ACCI). Previously, certificate of origin issue had been confined to the non-preferential type and the system was simple and generally unquestioned.

With the advent of preferential certificates however, the stakes were higher and foreign Customs officials were in a position to grant tariff reductions which were often significant and dependent on more complex methods of preference calculation. Exporters and chambers had to become expert in new methodologies and phraseologies such as 'wholly obtained', 'regional value content', 'change in tariff heading', 'change in chapter heading', 'valued added method', 'product specific rules', and more – all multiplied by ten different treaties.

## Collegiate

Having taken soundings around the country in a genuinely collegiate approach ACCI were able to bring the chambers together and enhance their capacity to deal with the FTA needs of their members.

Chambers pooled their daily experiences of exporters' attempts to

use the newly-minted FTAs. Messages would be sent from Sydney to Perth to, for example, warn of – and ultimately resolve – goods blockages in destination countries or erroneous rejections of tariff preferences by foreign customs.

Increasingly, government agencies, learned that what was experienced by a salmon exporter from Tasmania using an FTA could equally impact a cattle shipper exporting out of Darwin. Chambers could feed this into the diplomatic network and problems were anticipated and solved. The chambers' role in FTAs was seen therefore to go beyond the issue of preferential documents and dispensation of advice to all sizes of company. With their surveys and fact finding exercises the chambers' worth was keenly re-appraised.

Chambers' experience of FTA issues were shared with parliamentary committees with the ultimate objective of making Australia's trade agreements successful. The overall outcome was gratifying. FTAs would henceforth be implemented with funded support for business.

In 2015, the Minister for Trade and Investment announced A\$ 25 million to help businesses to understand how to use new FTAs. By being intimately involved in the process of assisting exporters use rules of origin in trade agreements, the chamber movement in Australia helped to boost trade-led growth in the economy and benefit business across the country.

This article is an edited version of a presentation which international trade policy specialist Andrew Willcocks gave to the British Chambers of Commerce international trade forum in Birmingham last month.

Formerly an Australian litigation solicitor in New South Wales, Willcocks has worked for the Australian Chamber of Commerce and Industry, assisting hundreds of exporters to navigate trade regulations, as well as the International Chamber of Commerce in Paris. He is currently completing a PhD in international law.

[andrew.willcocks@gmail.com](mailto:andrew.willcocks@gmail.com)  
[www.linkedin.com/in/andrewwillcocks](https://www.linkedin.com/in/andrewwillcocks)

## SPONSORED COLUMN

### Growing Businesses Need to Learn a Few Key Things about IP

When you grow as a business it's possible to suffer from success.

As you increase in prominence, so does the target on your back.

So, it's important to address IP priorities, before they become problems. There are four things to learn about IP:

#### All businesses have IP

If a business has: a brand, logo, web domain, documents, a website, designs, technologies, databases, special expertise and processes; **it has IP**. If you don't protect it you risk letting people have a free pass at copying what makes you, you.

#### Being IP savvy can offer a competitive advantage

It works both ways. If competitors don't "get" intellectual property, securing IP can help you steal a march on them. Securing trade marks, ringfencing critical expertise with NDAs; or patenting technologies or processes – **good IP moves are always good business moves**.

#### Investing in IP pays off in the long run

Good IP is worth its weight in gold. Registered IP can be licensed to others offering incredible opportunity to grow and IP registration has correlates directly to business growth. For this reason, investors hold well looked after IP in very high regard.

#### Proactive beats reactive

If you only act when you *need* to, you'll be in the back-foot every time. It always costs more time and money to *react* to IP issues. Instead, create and stick to an IP strategy based on your business needs early. That way you can spend time focusing on what *really* matters.

**If you're looking to get a grip on your IP email audit@virtuosolegal.com; and request a complementary IP checklist. Fill this in and return it to us and we will help you build on your growth.**



**Virtuoso Legal**  
World-Class  
IP Solicitors

Tel: 0113 237 9903  
[audit@virtuosolegal.com](mailto:audit@virtuosolegal.com)  
[www.virtuosolegal.com](http://www.virtuosolegal.com)

# Operating a social media account in China



by Edward Teng

More and more British companies are turning their eyes onto China and many of them have begun to market their products and services on mainstream Chinese social media platforms, especially Weibo and WeChat. However, before a company gets going first check whether your company has people with four essential skills.



## 1. A good understanding of Chinese culture and the ability to follow social trends in China

In 2017, the Danish embassy in Beijing ditched its usual diplomatic language on its Weibo account and declared: "Oysters mushroom on coastal beaches, but the Danish are not delighted at all." A new species of oyster had apparently emerged so fast that it was overrunning and potentially harming the ecological environment.

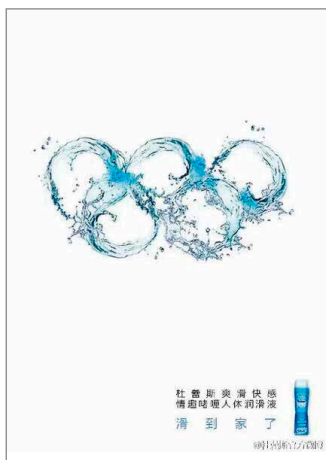
The post went viral on the microblogging platform as oysters are a delicacy in China. In less than three days, the post was forwarded 11,811 times, received 6,180 likes and got 11,838 comments.

Chinese netizens called for companies to import Danish oysters from Denmark and organise sampling tours. China's e-commerce company JD.com suggested opening an online store and promised that the oysters would sell out in minutes.

This campaign was undoubtedly successful in promoting Denmark as a tourist destination for Chinese people. The understanding of the indigenous culture and psychology by the Chinese content team who

run the Danish Weibo was crucial – they knew of the special position that oysters hold in Chinese cuisine.

## 2. The ability to leverage current affairs and hot topics



After Beijing had been announced as the host city of the 2022 Winter Olympics, Durex launched a successful campaign: Skiing to Home.

'Skiing' and translates and is pronounced as 'Hua Xue'. 'Hua' also means 'lubricate', which can chime in meaning for both the sport and the product. In addition the slogan can also be seen as a celebration of Winter Olympics coming home fourteen years after the Chinese capital hosted the Summer Olympics.

## 3. Setting up and nurturing relationship and carrying out joint promotions

In the era of social marketing, nobody can live on their own. It is also an era of sharing, in which one needs to learn to set up their own networks and to secure their own resources.

Uber China is known for its 'cross-industry partnership'. Instead of purchasing media ads or offering discounts, Uber has focussed on partnering with selected brands with a similar target audience. In its joint marketing campaign with Amazon China, Uber users can select 'Feast' cars to order fresh meat and vegetables on Amazon China with a 50 per cent dis-

count with the package being delivered by Uber.

## 4. The ability to analyse and summarise ... and learn

In operating social media accounts, especially WeChat, you need to monitor and analyse the data such as the number of reads and, shares. One also needs to learn to summarise from good practices to draw necessary lessons. Why was the readership so large, why did the item go viral? Study and learn for the future.

**"An outstanding operator of social media accounts must be a sharp thinker because they are thinking all the time."**

An outstanding operator of social media accounts must be a sharp thinker because they are thinking all the time – how to make their content more valuable, how to improve conversion rates, how to motivate

others to share their contents, and how to grow the number of followers effectively. An outstanding operator must also be a good learner. In the era of social marketing, there is no textbook for operators to follow. They must closely follow the latest developments and learn from the good practices of competitors as well.

Edward Teng is the founder and managing director of Digipanda Marketing  
[www.digipanda.co.uk](http://www.digipanda.co.uk)



## Albanian understanding

HE Qirjako Qirko, Ambassador of the Republic of Albania, was a visitor to the LCCI's City HQ last month to discuss future trade promotional activities including the signing of a Memorandum of Understanding with the Tirana Chamber of Commerce.





## LCCI trade missions



### Vietnam: Ho Chi Minh City and Hanoi

Sectors: food and drink  
**Monday 29 January – Saturday 3 February 2018**  
 Register your interest with Vanessa Vlotides  
 Tel: 0207 203 1838  
 Email: vvlotides@londonchamber.co.uk



Ho Chi Minh City

### Peru: Lima

**February 2018 (exact dates tbc)**  
 Register your interest with Vanessa Vlotides  
 Tel: 0207 203 1838  
 Email: vvlotides@londonchamber.co.uk



Peru

### Spain: La Rioja

**Wednesday 28 February – Thursday 1 March 2018**  
 Register your interest with Elena Molinari  
 Tel: 0207 203 1929  
 Email: emolinari@londonchamber.co.uk



La Rioja

## Finnigan's break



Mary Finnigan, director of European transactions at WeWork, was guest speaker at last month's LCCI property and construction breakfast.

WeWork has been phenomenally successful in creating work spaces which acknowledge the desire, amongst the millennials at least, to "create a life, not a living." The company is the third biggest start up in the USA – only Uber and Airbnb top it – and is now operating in 45 cities and 15 countries.

A linguist, a lawyer and a property specialist, Finnigan is responsible for the commercial and legal coordination of WeWork's European real estate expansion.

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

## It's time to reduce your HR budget.

Our interim service means you pay a market day rate for our best recruiters who will help hire your staff directly, without placement fees, and will also build a pipeline of people waiting to join your company.

| Client   | Spend with us | Saving |
|----------|---------------|--------|
| Client A | £60k          | £475k  |
| Client B | £41k          | £440k  |
| Client C | £43k          | £196k  |
| Client D | £20k          | £162k  |
| Client E | £20k          | £36k   |

If you would like to discuss our interim recruitment service, get in touch or chat to us online at [www.hunteradams.co.uk](http://www.hunteradams.co.uk).

Get in touch with Holly Milne on 07807 138470 or email [holly.milne@hunteradams.co.uk](mailto:holly.milne@hunteradams.co.uk).

We're #ReDefiningHR with absolute focus on your bottom line profitability.



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

# Start your international digital journey here



by Sarah Carroll

We are about to see a massive rise in population growth, moving from the current 7.5 billion to 10 billion by 2050 according to the new UN population figures. Importantly, the population of Europe is declining, yet that of Africa is set to double and in Asia we will see over five billion people – half of the world's population. India, China and Nigeria will be the biggest countries in the world. There will be more and more people online – Google predicts five billion – and there will be another three billion in the middle classes with purchasing power to buy our products and services in this time-frame, according to EY.

So as the world changes before our eyes and our customers appear in different places around the world, technology is advancing at such a pace that we have the digital platforms and tools at our disposal to reach these customers - online - and significantly boost our international sales.

## Old school selling

Traditional methods of selling internationally through agents and distributors are still a way of attracting new customers and getting your products and services known in a new country. Equally, finding well-matched stockists and retailers who would like to sell your products in another country can give you exposure to new customers in their local stores, as attending exhibitions and conferences abroad can raise your profile in your sector. Ultimately, setting up an office or shop in another country is a longer-term possibility too.

## Taking it digital

However, with all the demographic and technological changes ahead,



***“More and more, companies are realising the potential of reaching their customers by selling directly online, making healthy international sales through a well-designed e-commerce website.”***

I believe the best approach to grow your business globally is through digital channels. You just need to work out the best countries and then the best channels to market and sell to your customers online.

There are many countries in the world who crave niche and innovative British brands, in all sectors from fashion to technology, whether it's business to business or business to consumer. It's a good idea to do a lot of research to select the right country to sell into and weigh up the pros and cons of each approach and put together a market entry strategy, which might be different for each country you are targeting. There will be a method that suits you and

your business the best. However, you may find as you grow internationally, that you have a mixture of sales channels that provide you with a spread of activity across the globe. For example, you might sell online via a local stockist in Spain, but sell your products through the website of a big department store in France, sell online in Germany through your e-commerce website and on an e-marketplace in China.

More and more, companies are realising the potential of reaching their customers by selling directly online, making healthy international sales through a well-designed e-commerce website. But selling online doesn't just mean having

your own full e-commerce website, in fact if you're only selling online through your own website you could be missing a trick. There are plenty of other ways to sell your products and services in other countries, many of which are low risk, lower cost and allow you to test the water.

You can add your products to the international versions of Amazon and eBay or to an e-marketplace like Tmall or Mercado Libre, which can kick-start sales with exposure to new audiences. More and more, particularly in Asia, companies are using social selling (or using s-commerce). With Facebook having over two billion users, and apps like WeChat so popular in Spain, this is a focus for the future. For fast visibility in local search engines, add your products to a local distributor's or stockist's website, set up a local social media presence or start an on-line advertising campaign.

## Right from the start

Despite this massive opportunity, many companies don't get started or perform well in this arena. This might be as they don't feel they need to invest in digital, don't see the point in going international, or lack a digital mindset and digital skills, so will just see the opportunity pass them by.

We have seen that successful companies have many things in common. They are truly committed to going international and digital, they take time to put in place an international digital strategy, detailing the countries they wish to target and the digital sales channels that will give them the best return on their investment and they implement everything impeccably until it performs.

## Grow global – international commerce workshop

Sarah Carroll, founder of Grow Global, will conduct a series of workshops at LCCI next year.

For more information or to secure your place contact Marta Zanfrini, international business manager, [mzanfrini@londonchamber.co.uk](mailto:mzanfrini@londonchamber.co.uk) or 020 7203 1822

Premier Plus Members: £200.00

Premier Plus Members - Second Attendee: £175.00

Local Member, Non Member: £250.00

Local Member, Non Member - Second Attendee: £225.00

Sarah Carroll is the founder of Grow Global, a digital strategy and training company who help businesses to grow globally through digital strategies. Her new book 'Grow Fast. Grow Global.' will be available soon. Next year she will be running a series of workshops on this subject for LCCI – see box left. [www.growglobal.com](http://www.growglobal.com)





## Overseas business opportunities

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

### Italy

Dairy co-operative produces goats' milk, goats' cheese, sheep cheese and other dairy products using modern plants which meet high standards for quality production. The company wants to expand its exports and is looking for reliable partners, both for direct import and for distribution of more than 50 products.  
REF: BOIT20170907001



### Greece

IT SME offers a smart parking solution which uses sensors that can be installed on the road. The system can accommodate large numbers of new technologies and is able to serve thousands of clients and parking providers. The company is looking for parking management companies or public organisations for commercial agreements with technical assistance.  
REF: TOGR20170831001



### Poland

Company, active in the field of industrial engineering, offers comprehensive automation services, including the design and manufacture of production lines and industrial robots, control systems for managing them and vision systems to oversee their work. The firm is looking for partners from Denmark, Finland, Germany, Norway and Sweden interested in co-operation under sub-contracting.  
REF: BOPL20170814001



### Ireland

Craft business which produces handmade soaps is looking to source new suppliers of soap-making oils, essential oils and soap making equipment under either a distribution or a manufacturing agreement.  
REF: BRIE20170323001



### Switzerland

SME provides technology for General Data Protection Regulation compliance and data management plan design and implementation. It is intended for industries managing sensitive and personal data, such as healthcare. The companies implement the solution relying on the privacy-by-design approach, unique data ontology and data-ownership centrality, to comply with regulations, reduce IT risks and cost and build their data-as-a-service platforms. Licensing, joint venture, research and technical co-operation are sought.  
REF: TOCH20170720001



### France

Provider of high-quality complete face and body beauty treatment solutions for spas and beauty institutes is looking for agents and distributors. This company is an expert in photo bio electrotherapy, that is, the synergy of high-performance electrical microcurrents and beauty products containing a high concentration of pure botanical extracts. All countries are targeted.  
REF: BOFR20160704001



### Hungary

IT company provides top-quality solutions in the fields of augmented reality, virtual reality and web developments. Using simple and cheap, or complex, fast, and reliable systems, it turns its partners' ideas into reality and makes them client-friendly too. It is looking for partners from EU countries, the USA, Norway and Switzerland for services, sub-contracting, commercial agency or outsourcing agreements.  
REF: BOHU20170510001



### Denmark

Designer is seeking a manufacturer for wooden, hardwood and MDF (medium density fibreboard) modular shelving units. As the designs are aimed at a more high-end customer and there are several specific requirements, the manufacturing agreement will be given to a Southern/Eastern-European company with prior experience in producing similar very high-quality furniture and who is able and willing to source the necessary products to achieve the level of finishing the shelves require.  
REF: BRDK20170823001



ADVERTISEMENT

## Telsa Media – the future today

Telsa Media are a Croydon based digital marketing agency, with an extensive portfolio consisting of businesses located within and around Croydon.

With a clear purpose to drive local business forward, Telsa Media use their 30+ years of online and offline marketing experience to bring their clients up to where they need to be through a fully optimised website, mobile application, and search engine and social media presence. Telsa Media are dedicated to cultivating business reputation, revenue and reinforcement in Croydon, and are excited about the coming changes to the area.

With the current regeneration plans in place to remodel the Whitgift and Centrale shopping centres over the next few years, these already popular destinations are set to become attractions that will bring visitors for shopping, food and leisure,

as well as satisfy those living and working in the zone. With new housing developments and improved transport links, the area is set to benefit from incomers who will no doubt relish the creation of the jobs and opportunity that the rejuvenation project allows. As an established business themselves, Telsa Media have been long time supporters of industry in Croydon, targeting local firms specifically to aid in their success, and as a result impact on the district as a whole.

Croydon as an area is in the position for businesses to cross connect and achieve common goals, and Telsa Media have the expertise to bring businesses of any size and budget up to date in the online world, helping extort every possible area of potential growth.

For more information, telephone 0208 686 4577 or visit [www.telsamedia.com](http://www.telsamedia.com)

WE ARE A MEMBER OF LCCI



20% OFF TO LCCI MEMBERS TODAY

## FEATURED SERVICES

- Pay Per Click Marketing
- Website Developments
- Reputation Management
- Advanced Digital Advertising & Call Tracking
- Social Media Marketing
- Mobile Custom Apps
- Brand Creation and PR
- Content Production

Contact Us Today For Digital Marketing Services and get A FREE QUOTE

0208 686 4577  
[www.telsamedia.com](http://www.telsamedia.com)  
[hello@telsamedia.com](mailto:hello@telsamedia.com)



## How far have UK-EU negotiations about Brexit progressed to date?

On 3 October, Members of the European Parliament (MEPs) voted to indicate that the UK-EU negotiations should not move on to the next stage because there had been “insufficient progress”. MEPs backed a motion by 557 votes to 92 that said talks should not be allowed to progress to the future relationship between the UK and the European Union unless there is a “major breakthrough.” The EU’s chief negotiator, Michel Barnier, told MEPs: “There are still serious divergences, in particular about the financial settlement. We will not agree to pay at 27 what was decided at 28,” he said in a reference to the remaining 27 EU member states.

### Brexit: MEPs urge delay in trade talks decisions

■ <http://bbc.in/2xPFkRU>

### EU parliament votes to delay Brexit negotiations

■ <http://read.bi/2hLZpVq>

## What are the main issues preventing further discussions?

1. The so-called ‘Brexit bill’ – the amount the UK will agree to pay to leave the EU before negotiations can move on to the future shape of UK-EU trade deals
2. The rights of EU citizens living in the EU
3. The issue of the border between Northern Ireland and the Irish Republic.

## What has the UK government done to resolve the deadlock?

On 16 October, the Prime Minister, Theresa May, flew to Brussels with Brexit Secretary David Davis for a working dinner with Barnier and Commission President Jean-Claude Juncker to seek to overcome the impasse. In a joint statement after the

dinner, the two sides agreed to “accelerate” Brexit talks although there was no sign of a breakthrough. The following joint statement was issued:

*“The Prime Minister and the President of the European Commission had a broad, constructive exchange on current European and global challenges. As regards the Article 50 negotiations, both sides agreed that these issues are being discussed in the framework agreed between the EU27 and the United Kingdom, as set out in Article 50 of the Treaty on European Union. The Prime Minister and the President of the European Commission reviewed the progress made in the Article 50 negotiations so far and agreed that these efforts should accelerate over the months to come. The working dinner took place in a constructive and friendly atmosphere.”*

### UK and EU agree to ‘accelerate efforts’ on Brexit after Brussels dinner

■ <http://bit.ly/2xZbNZi>

### ‘EU dragging feet to squeeze bigger payment out of Britain’

■ <http://bit.ly/2xZl79x>

## What was the outcome of the European Council summit?

This engagement came ahead of the European Council summit in Brussels on 19 and 20 October that will decide whether to proceed to trade talks.

The Prime Minister refused to specify what “commitments” the UK will honour in any eventual financial settlement, although she hinted that the UK might be prepared to pay billions more to start trade talks by December. Previously she had insisted that the £20bn she had offered in her Florence speech in September should be sufficient for talks to proceed. However, no figure has been finalised or made public.

EU leaders agreed that they would begin “internal preparatory discussions” on the future UK-EU relationship. However, this discussion would be confined to the EU27 and the UK will not be invited to participate. In effect, the EU will then begin the process of drawing up negotiating guidelines to be approved by the members states, giving Michel Barnier much broader scope to negotiate across the wider policy areas of the UK-EU negotiations.

### Theresa May ‘positive and optimistic’ on Brexit talks at Brussels summit

■ <http://on.ft.com/2l9Uuij>

### EU ‘green-lights’ Brexit trade talk preparations

■ <http://bit.ly/2yCKfsb>

### May tells European leaders how much Britain is prepared to pay for Brexit

■ <http://bit.ly/2xTgvYz>

### Explaining the Brexit bill – and whether Britain will pay up

■ <https://bloom.bg/2gv4bT7>

## What is the likelihood of a ‘no deal Brexit’?

A ‘no deal’ Brexit – one where neither side has reached agreement on the future of the UK-EU relationship by 29 March 2019 – remains possible if a mutually acceptable outcome cannot be had. The Prime Minister has repeatedly said that “No deal is better than a bad deal.” Essentially, a ‘no deal’ Brexit means that there would be no formal agreement reached during the negotiations between the UK and the EU, which are taking place under the terms of Article 50 of the Lisbon Treaty.

**“The Prime Minister has repeatedly said that “No deal is better than a bad deal.”**

The EU summit exposed divisions between leaders of member states over their attitudes to a ‘no deal’ scenario. Angela Merkel, the German Chancellor, said there is “zero indication” that the Brexit talks will fail and suggested that the EU will move to trade talks in December. In contrast, French President Emmanuel Macron accused Brexiters

of seeking to “bluff” the EU into softening its negotiating stance by advocating a ‘no deal’ scenario. The Finnish Foreign Minister, Timo Soini, had previously encouraged the UK not to bow to pressure to reverse Brexit and said he thought that a good deal could be reached on both sides.

### ‘No deal’ on Brexit looms over a long eight weeks for Theresa May

■ <http://bit.ly/2z1PBhg>

### Angela Merkel says there is ‘zero indication’ Brexit talks will fail

■ <http://bit.ly/2xb6guh>

### Brexiters trying to ‘bluff’ UK’s readiness for no deal scenario, says Macron

■ <http://bit.ly/2yCEKJd>

Even if no deal is reached under Article 50, the UK would still need to forge some kind of formal relationship between the UK and the EU in the long term for trade purposes. If the Article 50 process fails, there will be little time to develop alternative strategies before March 2019. In this instance, the UK would trade with the EU27 on World Trade Organisation (WTO) terms like other non-EU nations. Any such WTO deals would also have to be negotiated and agreed beforehand. The Chancellor, Phillip Hammond, has refused to make funds available for a “No deal” Brexit “until the “it’s responsible to do so”.

However, David Davis is drawing up plans for a ‘no deal’ Brexit. The Brexit Secretary is to present an assessment of a “no-deal” Brexit to the Cabinet and has ordered officials to intensify the preparations if a deal cannot be struck with the EU. Mr Davis expected to outline the benefits of the scenario in a presentation on 31 October.

### Brexit chaos as Philip Hammond refuses to budget for ‘no deal’ days after Theresa May announces plans

■ <http://ind.pn/2xyLQKR>

### David Davis ‘to prepare for NO-DEAL’ Brexit as EU refuses to budge on trade and transition

■ <http://bit.ly/2yzSPW7>

### David Davis draws up plans for no deal on Brexit talks

■ <http://bit.ly/2iunWi5>

# Valley news

Charlton Athletic has a fascinating history of highs and lows and has played a full part in the development of football to the global sport it has become.

Its home at the Valley is now both an iconic sporting arena and a hospitality venue as LCCI executives Rachael Bourke and Angela Reed experienced last month when Doncaster Rovers were defeated in a Division 1 fixture which kept the Londoners near the top of the table.

After the game they had the honour of presenting the man of the match award to Charlton midfielder Tarique Fosu.

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



*In the dugout* LCCI executives Rachael Bourke and Angela Reed are second and third from the left in the front row

## Up

An employee, a manager and a business owner are faced with a challenge: climbing a huge mountain.

The employee gets up, looks out the window, stares at the mountain, decides it is not worth the effort, and turns around and jumps back into bed.

The manager gets up, looks out the window and sees the same mountain. He dresses, straps on his climbing boots and sets out, but, after a brief attempt, finds the incline too steep and goes back home.

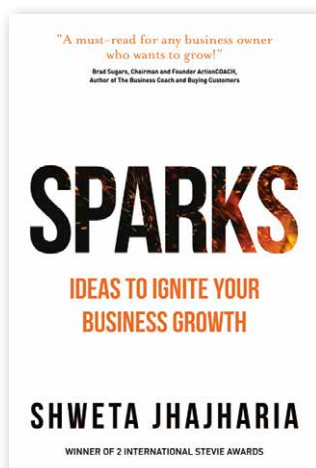
The business owner gets up, looks out the window and sees the same mountain. He prepares himself for the climb based upon the best available information at the time. He straps on his climbing boots and begins his ascent. He soon comes to a very steep incline and finds that, with no other way round, he must go up this path to move forward.

He makes very little progress, sometimes falling back down. But, every time, he dusts himself off and carries on. After numerous attempts, he climbs this steep section and realises that he still has a long way to go. Finally, he gets there. However, before he has time to celebrate, he looks across the top of the mountain and what does he see?

Another mountain!

The moral of the story is that we must do whatever it takes to be successful in our business. Sometimes it means doing extraordinary things and sometimes it means going back to the basics. The basics are what got us here in the first place, and yet we sometimes forget them.

What got us here are, first and foremost, the activities that are necessary to access and develop clients. Are we doing enough to generate leads? Are we using all the various lead-



generation strategies, testing and measuring what is working? We should be increasing our allocation of time, energy and money to attract more (and better) clients.

Remember, focus on the basics and meet your challenges head on.

*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](http://www.londoncoachinggroup.com/sparks) (P&P extra)*

# It's not been easy for our businesses – now let's give them a boost



by Colin Stanbridge

There is little doubt that our businesses have had a fairly rough ride of late.

They have been dealt a hammering over business rates, had to withstand rising inflation, continued to deal with the housing crisis and seen staff struggle with their daily commute beset with strikes and delays.

And that's even before they start to unravel the intricacies of Brexit; what it will mean for staffing, for trade agreements, for tariff and non-tariff barriers.

## Bruised

It's no wonder then, some of them are feeling a little bruised. In fact the London Chamber of Commerce and Industry's latest Capital 500 Quarterly Economic Survey (QES) found businesses have felt negative about the country and London's economy ever since the UK's vote to leave the EU.

One of the most telling indicators

in LCCI's survey shows a record high number of recruiting companies are having difficulties hiring new staff - 60 per cent of those looking for suitable candidates, with professional/managerial and skilled manual/technical roles being the hardest to fill.

It is clear that skills and labour gaps are putting a strain on London business. While recognising that long-term, the big part of the solution to closing the skills gap is up-skilling the resident labour workforce, for the foreseeable future, access to non-UK talent will remain critical to ensuring the capital's continued success.

## Unique

We think that as London's immigration needs are unique within the UK, a regionalised approach to immigration policy could go a long way to making sure the capital's needs can be addressed in an adequate manner.

This could be achieved in part through provision of a separate shortage occupation list along the lines that Scotland has. This would enable

employers to better respond to acute shortages in specific professions and key sectors throughout the capital.

## Progress

Another major issue raised by the QES was that of domestic demand figures turning negative again.

We know that domestic demand must ultimately be underpinned by a healthy and productive domestic economy. The industrial strategy currently under development by the government provides an opportunity to make some real progress by recognising the role London has and will continue to play as the engine of the UK economy.

We make much of our business resilience and I firmly believe we are right to do so.

London is a fantastic city, with world-class investment possibilities, a huge pool of talent and a wealth of opportunity. And we are growing – London will have reached mega city status of ten million people by 2030.

But we cannot ignore that at times

businesses are finding it tough and right now is one of those times.

## Challenges

The good news is that there is much that can and must be done to lift business confidence at home, to reassure and attract investment from abroad, and to futureproof our city against the challenges it will inevitably face in the coming years.

So now we need our politicians both in City Hall and Westminster to take that action, not to just make generalised promises or engage in political point scoring.

Our recommendations are practical and achievable recommendations. We are not asking for the impossible.

What we are asking for is action; action to boost confidence amongst the capital's business community by strengthening the foundations of London's economy.

Colin Stanbridge is chief executive of the London Chamber of Commerce and Industry

ADVERTISEMENT

## Air Astana leases five E190-E2s from AERCAP

Air Astana, the national carrier of Kazakhstan, has signed a long-term lease agreement with AerCap for five Embraer E190-E2s, which will commence delivery to the airline during the final quarter of 2018.

Peter Foster, President and CEO of Air Astana, stated that, "The acquisition of the E2 is the logical replacement of the E190, which we have been successfully operating since 2011. The E190 has enabled us to open up smaller markets in southern Russia, the Caucasus, and Central Asia including smaller domestic routes. As domestic and regional competition grows,



we estimate the E2 will deliver up to 15% seat cost savings, which will enable us to increase capacity and market share on these routes and maintain our position as the region's leading airline. We are delighted to have concluded the lease agreements with AerCap, with whom we have been working closely for many years."

"Since receiving their first E190 in 2011, Air Astana has opened several new markets. In addition, Air Astana has won 'Best Airline in Central Asia and India' in the Skytrax World Airline Awards for the last six consecutive years. Embraer is proud to be part of this outstanding success story, and the strong relationship between our companies and

AerCap, who are a major partner on the E2 program," said John Slattery, President and CEO, Embraer Commercial Aviation.

AerCap is the launch lessor customer of Embraer's E-Jets E2 second generation of this family of commercial aircraft, with a total of 50 Embraer E190-E2s and E195-E2s on order.



FROM THE HEART OF EURASIA

# WELCOME TO ECONOMY SLEEPER

Experience Air Astana's innovative Economy Sleeper Class on the only non-stop service from London to Astana.

Enjoy more personal space and privacy in this new and exclusive cabin. Occupying a full row of seats, your comfort is enhanced by the slumber mattress and a luxurious duvet and pillow set.

Stretch out all the way to the Heart of Eurasia.

[airastana.com](http://airastana.com)



## November 2017

07/11/17 Time: 18.00-20.00 ALL MEMBERS AND NON-MEMBERS

**Spice Up Your Networking****Venue:** Rich Mix, 35 - 47 Bethnal Green Road, London E1 6LA**Nearest station:** Shoreditch High Street**Patron Member, Premier Plus Member, Local Member and Member's Guest: £20.00****Non-Member: £30.00****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

07/11/17 Time: 18.00-20.00 ALL MEMBERS

**Changing Places Evening Networking****Venue:** London Capital Club, 15 Abchurch Lane, London EC4N 7BW**Nearest station:** Cannon Street**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

08/11/17 Time: 11.00-11.45 LOCAL MEMBERS AND NON-MEMBERS

**Maximise Your Membership****Venue:** Crowne Plaza London - Ealing, Western Avenue, Hanger Lane, London W5 1HG**Nearest station:** Hanger Lane**Local Member, Member's Guest and Non-members: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

08/11/17 Time: 12.00-14.00 ALL MEMBERS

**Connect 4 Lunch****Venue:** Crowne Plaza London - Ealing, Western Avenue, Hanger Lane, London W5 1HG**Nearest station:** Hanger Lane**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

14/11/17 Time: 09.30-12.30 ALL MEMBERS AND NON-MEMBERS

**Workshop: Is Your Business Ready for GDPR****Venue:** TMRW Hub, 75-77 High Street, Croydon CR0 1QQ**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

15/11/17 Time: 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

**Cereal Networking****Venue:** London Chamber of Commerce and Industry (LCCI), 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Local Member and Non-member: £7.50****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

16/11/17 Time: 09.30-16.30\* ALL MEMBERS AND NON-MEMBERS

**China: One-To-One Business Clinics****\*pre booked, 30 minute individual appointments only****Venue:** London Chamber of Commerce and Industry (LCCI), 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: Complimentary****Local Member and Non-member: £7.50****Contact:** Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

22/11/17 Time: 18.30-21.00 ALL MEMBERS AND NON-MEMBERS

**Prestige Reception with Harriett Baldwin MP****Venue:** Central London venue to be confirmed upon registration**Sponsored by: CH2M****Patron and Premier Plus Member: £99.60****Local Member: £138.00****Non-member: £174.00****Contact:** Events Team**Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

28/11/17 Time: 18.00-20.30 ALL MEMBERS AND NON-MEMBERS

**Annual Winter Reception****Venue:** Berry Bros. & Rudd, 3 St James's Street, London SW1A 1EG**Nearest station:** Green Park**Sponsored by: Defence Relationship Management (GL RFCA)****Patron and Premier Plus Member: £99.60****Local Member: £123.60****Non-member: £159.60****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

30/11/17 Time: 18.00-20.00 ALL MEMBERS

**The Grapevine Network****Venue:** Braithwaite Hall, Croydon Clocktower, Katherine Street, Croydon CR9 1ET**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

## 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 Croydon**Local 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 Road**Patron 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

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

**Festive Networking Event****Venue:** Ealing Park Tavern, 22 South Ealing Rd, London W5 4RL**Nearest station:** South Ealing**Patron Member, Premier Plus Member, Local Member and Member's Guest:** £20.00  
**Non-member:** £44.00**Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

06/12/17 Time: 12.30-14.30 ALL MEMBERS

**Time To Talk Business****Venue:** Loughborough University, 3 Lesney Avenue, The Broadcast Centre, Here East, Queen Elizabeth Olympic Park, London E15 2GZ**Nearest station:** Stratford International**Patron 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 Interiors**Patron and Premier Plus Member:** £99.60**Local Member:** £129.00**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

## January 2018

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 (LCCI), 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 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**How to book your place(s) at a London Chamber of Commerce event**Visit [londonchamber.co.uk/events](http://londonchamber.co.uk/events) to book your place/s on any of the above events following the instructions below.

- For ticket fee events use our online booking facility or download and complete a booking form and 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

# Changes in travel and hospitality industry – do they matter?



by **Veronica Morozova**

There's no denying that the travel and hospitality industry is rapidly changing. As technologies evolve and customers become more sophisticated in their globetrotting needs, it is up to the businesses and the markets to respond to the trends. But what are the most important changes one should pay close attention to, and why do they matter?

The most significant shift is reflected by the customer's heightened desire for customisation. In today's digital age, it's no surprise that an increasing number of travellers are looking for a more customised travel experience. Thanks to AI, you can effortlessly find virtually any product online – in fact, the products often find you. Ease of access, highly targeted marketing and personalisation are no longer little luxuries in the customer's ex-

perience – they're the norm. And yet, customisation is still in its relative infancy when it comes to the travel industry.

## Marketplace

"It really struck me that there were next to no online platforms that would let me hire, say, an airbed when I was travelling and working abroad," says Andrea Guzzoni, co-founder of Rentuu.com, an online marketplace for renting just about anything. "It was frustrating, because I didn't want to go out and buy something so bulky and expensive only to use it for a couple of days at a time."

The power of the internet really can't be overstated: internet travel booking revenue has grown by more than 73 per cent over the past five years, and up to 65 per cent of same day reservations are made on the smartphone. Whether you are a travel start-up or a long-established business, this is a trend you simply can't ignore.

Millennials are, by and large, responsible for these soaring stats: six out of ten millennials prefer to spend their money on experiences rather than material things. When planning their travels, millennials are attracted to three key factors: convenience, authenticity and empowerment. When comparing a highly customised service to an all-inclusive, packaged deal, you can see how customisation wins every time. It is far more convenient to experience a holiday or business trip that caters to your specific needs, it is more authentic to stay at a local Airbnb than a mass-targeted hotel and it is more empowering to have an exact say over how your money is spent. Customisation in travel can come in different variations, but it all comes down to one essential element: the ability to customize a holiday down to the smallest detail, while on the go.

## Millennials

If that's not enough to motivate businesses to take note of millenni-

al preferences, the fact that millennials spend more than \$65 billion each year and influence up to \$1 trillion in total consumer spending, should do the trick. Catering to millennials' needs will further influence and accelerate purchasing decision.

Anticipating customers' needs and tailoring to their preferences can help businesses make their mark in a highly competitive and crowded market. Customisation helps businesses, both large and small, be more relevant to travellers. And if you're in the travel and hospitality business – it's a trend to watch closely.

Veronica Morozova is press manager at Rentuu.com

Rentuu.com makes renting online easy and hassle-free. They work mostly with the hospitality industry, serviced apartments and Airbnb to allow clients to customise their stay.

## LCCI events highlights

### ■ Cereal Networking

The next breakfast will take place on **Wednesday 15 November** from 7.45am - 9.15am in the **LCCI Members Lounge**. This complimentary event is exclusively open to Patron and Premier Plus members only.

### ■ Annual Winter Reception

Celebrate the festive season in style at our prestigious Annual Winter Reception, being held exclusively in the wine cellars at **Berry Bros. & Rudd** on **Tuesday 28 November**. Sponsored by **Defence Relationship Management** the event is open to all members and non members with prices starting at £99.60 inclusive of VAT per person.

### ■ Property and Construction Winter Reception

**Elliot Lipton, Managing Director, First Base Limited** will speak at the Winter

Reception on **Thursday 7 December** from 6.00pm - 8.00pm. Sponsored **Bond Bryan Architects, CBRE** and **Willmott Dixon Interiors** the event is open to Patron and Premier Plus members only with tickets at £99.60 inclusive of VAT per person.

### ■ Asian Business Association Winter Reception

Hosted by **Tony Matharu, ABA Chairman and Managing Director, Grange Hotels** up to 80 guests will enjoy an evening of high level networking on **Wednesday 5 December** at **Bombay Brasserie**. Open to all members prices start at £66.00 inclusive of VAT per person.

## 2018 Events

### ■ New Year Networking at Swingers Crazy Golf Club

Join us for a unique networking experience at **Swingers Crazy Golf Club** on **Tuesday 23 January** from 6.00pm-8.30pm.

The evening of fun competition and 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.

### ■ 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 next breakfast 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.

## Diary dates

**Friday 16 March** – Spring Prestige Breakfast

**Friday 23 March** – Spring Raceday

**Friday 22 June** – Clay Pigeon Shooting Day

**Thursday 5 July** – Summer Party

**Thursday 6 September** – Annual Golf Day





# Popping up in Battersea

**B**attersea Power Station is giving back to London through a scheme whereby small local businesses are being given prime retail space for free. The first five small businesses in textiles, interiors and design are showcasing their wares every Thursday to Sunday until December 24th this year.

From hand-poured candles to fashion designers, visitors to Battersea Power Station are now able to enjoy the first in a series of retail and pop-up activations as part of a programme of purpose-designed retail spaces at the main entrance to Circus West Village.

The offer of free spaces to local businesses is part of a number of community initiatives created by the team at Battersea Power Station. The pop-ups will be housed in a series of purpose built units at the entrance to this new riverside location at Grosvenor Arch and the programme will see a variety of small businesses, designer makers, creative entrepreneurs and start-ups



both local and from across London.

The mix of creative start-up stars and cultural partners include:

Wax + Wick, a premium hand poured candle brand; Beatwoven, a textile technology studio that translates music into digital weave patterns; Warehouse Home, a fast-growing life-

style brand; Creative Entrepreneurs, the London based learning and networking platform that nurtures small independent businesses from across the creative industries; and Thames & Hudson, one of the leading illustrated publishers.

The studio spaces at Grosvenor

Arch will form part of the emerging community at Battersea Power Station alongside independent restaurants and a curated programme of activities that take place every weekend on the riverside in front of the Power Station. The development has a link directly along the river to Battersea Park, which attracts 20 – 30 million visitors annually, many of whom are local and young professionals and young families, as well as a large fitness community.

In addition, even more people are now able to visit via the River Bus as there is a new dedicated pier at Battersea Power Station.

Rob Tincknell, chief executive of Battersea Power Station Development Company, said: "We want to support a new generation of creative people and are seeking young, independent commercial businesses that are making products and stories across design, art, craft, fashion, publishing, new tech and beyond."

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

## 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](http://www.BusinessesForSale.com/sell)

Free trial available

# Supporting someone with cancer in the workplace

**B**reast and prostate cancers are the most common cancers in the UK, which means someone is likely to work with a person affected by the disease. With the breast cancer awareness month – Movember – upon us, Bupa UK shares advice on supporting a colleague.

According to Bupa's annual health and wellness index, which looks at over one million procedures over the last ten years, there has been a 41 per cent rise in the number of women using health insurance provided through their employer for surgical breast cancer treatments.

The same data also found an 18 per cent increase in the number of men getting surgical treatment relating to their prostate health over the past decade.

Dr Steve Iley, medical director at Bupa UK says "Thanks to campaigns such as Breast Cancer Awareness Month in October and Movember, people are more aware of the prevalence of both breast cancer and prostate cancer. A greater number of people now survive cancer due to early diagnosis and advances in medical treatment, and as a result return to work.

"We know that many businesses want to support employees who are



being treated for cancer. However line managers may find it difficult to broach the subject. We want to support businesses to create an environment where cancer can be discussed as openly as a common cold".

These are Bupa's top tips for employers wanting to foster a supportive workplace and ways they can encourage their teams to not shy away from getting a check-up.

## Using your existing communication channels

If an employee has been diagnosed with cancer, or if they are concerned they may have cancer, it's important to create an environment where they can talk to you openly. It is natural to shy away from talking about breasts and prostates, despite them being the

most common cancers among men and women.

Use existing communication channels such as the intranet or posters in communal areas to provide educational material on cancer and tips on how to talk about it in an open way. You could also create internal videos or podcasts with information on what support is available to your employees, and how they can access it.

## Encourage check-ups

Early detection significantly increases your chances of surviving cancer. If you offer employees access to regular tests or checkups, you can improve employee engagement by promoting these benefits. Consider putting up posters in highly-visible communal areas and toilets so that

employees are aware of how they can get a check-up.

Bupa has recently launched a new pathway in London for prostate and breast cancer checkups, diagnosis and treatment. These pathways have been designed to create a more efficient route to diagnosis and treatment.

## Supporting a colleague return back to work after cancer

It's not uncommon for someone who is returning to work after cancer to have mixed emotions, from relief and excitement to being worried about 'everyday life'; to being worried about whether or not they'll be able cope.

It's a good idea to get in contact with a colleague before they return to work to understand what, if any, support they may need. Discuss whether they'll be able to return to their usual hours, or if changes need to be to accommodate their return to work.

Empower and educate your employees on how they can best support the person returning to work, whether that's just a friendly chat, or providing them with more information about what that person has been through.

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

# Career enhancing

**O**ffice\*, the UK's largest event for the office professional is returning 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.

An established event in the PA industry's calendar, office\* has another exciting show prepared for its attendees. The 2018 edition will be catering to 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.

## Support

The educational programme covers a choice of over 50 topics, which strive to support attendees with the

varied tasks that they're increasingly responsible for. As job expectations extend beyond the traditional, the show's CPD accredited sessions will provide applicable knowledge that will benefit the day-to-day workings of its attendees. As always, sessions are aimed at development from a personal, career, and skill perspective.

Sessions available include:

- A report that achieves. Joanna Gutmann. Joanna Gutmann Training
- Emotional intelligence. Heather Dallas. Dallas Development Limited.
- Save 90 minutes a day using Outlook. Paul Pennant. Today's PA.
- The future of the PA role – a fast-track access to Management? Elizabeth Wakeling. International Management Assistants.
- The language of leadership. Lind-

say Taylor. Your Excellency.

- The PA as an Event Organiser. Expert panel lead by David Lovett-Hume. Asemblr.

## Training

Office\*'s training is accessible regardless of budgeting allocations. The Keynote Theatre is complimentary to attend, while the paid-for seminars are competitively priced, from as little as £15, up to £150 for a two-day bundle pass. The sessions are led by some of industry's leading PA trainers, providing the opportunity to receive each specialism's top training, all in one place.

For the VA audience, the VA Conference returns to the second day of office\*, brought to you by BeMyVA, it offers VA focused training relevant for those already a VA, as well as PAs considering a VA career. The VA Awards Presentation makes the day a must-attend for those within this sector of industry.

## Solutions

Further to the education sessions, visitors to the show benefit from meeting suppliers with more than 100 companies represented. Discover the latest in workplace solutions and, for cost saving opportunities, compare multiple office product suppliers. Plus, with exhibitors representing venues, merchandise, and business travel, attendees will be able to increase their contacts ready for any of their future event organising needs. Further to this, office\* is co-located with International Con- fex, and the Event Production Show, both of which align with, and support, the event organiser expectations of the PA role. The valuable access to leading suppliers and innovators from these sectors will ensure high quality for future meetings and events.

Complimentary visitor registration, as well as booking for the paid-for training sessions, launches mid-November.

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

# 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 ben-

efits 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](http://www.londonoffices.com)



## How do coaching skills improve performance?



Helping colleagues discover their own solutions is a powerful leadership skill, yet so many managers and leaders resort to telling or advising to get the task done quickly. But what happens when the next challenge arises... will you be required to come up with all the answers? Who is responsible for those decisions?

All the time we help others reach the conclusion by telling them the answer, we are limiting the power of the individual to explore their own resources. Have you ever just listened to someone unscramble their thoughts and allowed them to have that 'ah ha' moment? Believe me, it's fascinating to watch and so rewarding to hear them say 'I think I've just answered my own question!' It also builds accountability and puts passion behind the action.

Timothy Gallwey, author of *The Inner Game of Tennis*, defines coaching as "unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them". He suggested that a player's biggest obstacle is internal, not external, so by distracting the inner critic you can enable success. Whilst the *Inner Game* was originally developed in sport, Tim quickly realised that the principles can be applied to both business and life and he went on to revolutionise the coaching world with his inner game theory.

It doesn't matter whether coaching is used in sport, business or life, the fundamental principles empower people to learn from their own experience and knowledge within. If you want to discover the power of coaching and learn coaching skills to empower individuals or teams, join us at our next Free Open Day in London.

Thurs, 3 Nov 2017 - The Royal Society, London

Tues, 5 Nov 2017 - Connections at Trafalgar Square

Tues, 16 Jan 2018 - The National Gallery, London

<http://www.aoec.com/coaching-courses/>

[www.aoec.com](http://www.aoec.com) | 0207 127 5125 | [info@aoec.com](mailto:info@aoec.com)

# Two minute interview



**Dr George Druttman, CAP City Dental**



## Who are you?

I am a general dentist qualified at Bristol University and a registered prosthodontist (specialist in reconstructive dentistry) located for the last twenty years in Cap City Dental, a private practice in Cannon Street, EC4. Previously I spent twelve years in Sydney having completed my Master's degree and specialisation at Northwestern University, Chicago, USA.

My particular fields of interest and expertise are cosmetic dentistry/ smile enhancement and helping 'dentally anxious' patients.

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

A number of our patients are in organisations that belong, so we joined too. Having been located as a small business continuously in the heart of the City of London, we feel that it is very appropriate to have a connection with LCCI.

***"The least favourite is the traffic snarl-ups caused by unintelligent and ill-thought out planning of roadworks and traffic-slowing measures."***

## What was your first job in London?

I joined a busy practice in Putney as an associate dentist. That taught me more of what I should not do, than what I should do!

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

My practice has achieved and managed a healthy recovery from the challenges of the recession we all had from 2008 to 2013. It took a lot of hard work, discipline and perseverance.

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

... having the feeling that some people just don't care as much about their dental health and appearance as I do about theirs.... although I have been pretty successful at turning most of them around. Finally, the English are beginning to appreciate the importance of a healthy, good-looking smile."

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

Steve Jobs. He showed how believing in doing things better and differently can, and often does, result in a unique and successful outcome.

## How is your business reacting to Brexit?

I believe we are beginning to experience the same challenges as happened with the last recession. The City is extremely sensitive to economic insecurity which negatively affects decision making. I think Brexit is a disaster and we will pay the price for it. Our own saving grace may be that we are located in an area of the City that has had a lot of new commercial development building. The area will remain very vibrant. Nevertheless we are responding by increasing our marketing efforts.

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



Cycle super highways are great but they are far too wide. Traffic through-flow in London has slowed, causing worse pollution problems.

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

The Care Quality Commission requirements. Although many requirements are sensible and important, a lot is plain silly. That's what happens when bureaucracy overtakes common sense.

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

I love the cultural and racial diversity that constitutes this uniquely international and tolerant city. Until recently most people living and working in London from all over the world felt they belonged and were welcome here. Since Brexit, tragically, that is more in question.

The least favourite is the traffic snarl-ups caused by unintelligent and ill-thought out planning of

roadworks and traffic-slowing measures.

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

I would draw up as detailed a realistic prediction of the effect that Brexit will have on London, primarily the city and its flow on effect on the rest of the country.

## Three things you'd like the Mayor to do?

Firstly, be more vocal. London needs robust protection from the damage that Brexit would create. The majority of Londoners wanted to stay in ... they have no voice. Secondly, deal with the traffic chaos and the pollution that it causes; it can't be just the diesels!

And thirdly, fight the unsustainable massive hike in business rates that many smaller business in London will not survive.

**Dr George Druttman BDS, LDS, RCS (Eng), MS, Cert Pros (USA)**

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



**CAP CITY DENTAL**  
General and Aesthetic Dentistry

# Business and education transforming employability



by Tom Ravenscroft

**W**e know that there is a gap in education. I remember as a new teacher a decade ago, seeing the Sunday Times headline that 'schools are churning out the unemployable'.

What is surprising over the last decade is how we have got used to this regular signals that our children and young people are not equipped for the rest of their lives. We're now used to the annual CBI survey of employers, which last year showed that half of employers had serious concerns about the problem-solving and self-management skills of school leavers.

That is increasingly accompanied by universities too. The University of Cambridge, for example, highlights that academic knowledge is not enough to thrive at university – citing other key 'study skills' like time management and analysis.

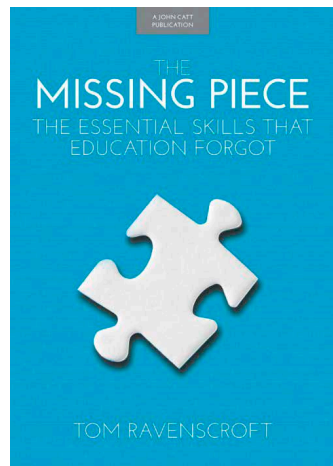
But teachers are not unconcerned. At Enabling Enterprise, we've recently worked with YouGov to poll teachers which showed that nearly 40 per cent of teachers felt that their students were not developing the wider essential skills to thrive: creativity, self-management, communication and interpersonal skills.

## Not an intractable problem

Critically though, we now know that this is not an intractable problem. As a teacher back in 2009 I was convinced that it must be pos-

sible to build these essential skills. If we can teach someone to drive a car, ride a bicycle, swim, read, write or add up then it didn't seem so wild a leap that they should just as well be able to build these other skills.

I set up Enabling Enterprise to work on building these skills with the same rigour as we approach any other academic learning. We did this by first isolating exactly which skills we wanted to focus on. Our work with employers and universities highlighted eight which we have used ever since: teamwork, leadership, problem-solving, creativity, listening, presenting, aiming high, and staying positive.



We then took each of these and, using academic research and our own experience as teachers, broke each into teachable chunks: So teamwork includes being able to take it in turns, allocate roles in a group, make decisions, and overcome conflicts. Once these chunks are put into a logical order then these skills can be taught in as effective a way as any other academic learning.

## Enabling enterprise

That has been the basis of our work at Enabling Enterprise. Over the last eight years, we have grown from a single classroom to work with over 85,000 children and young people in the last year alone. We have taken many of the principles that underpin how we teach literacy and numeracy to build these wider essential skills too.

That means that we start young – with children as young as three-years-old – and then we keep going until they are 18. We measure the skills against age-related expectations in the same way that we track reading ages or maths levels. Using this information we can then target effectively – teaching exactly the right chunk of the skill at the right time.

This all helps to build the essential skills in the classroom – but it is at least as important that our children and young people are adept at taking these skills out of the school environment and using them in the rest of their lives. And this transferability is best built from the outset.

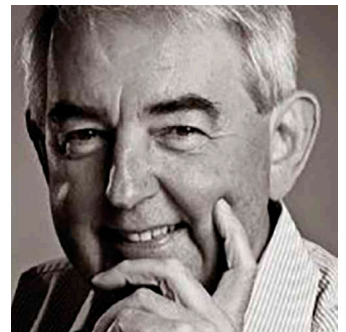
**“Essential skills are part of a mosaic of activities we will need to evolve to meet the ever-increasing challenges that the next 20 years will bring.”**

Over the last year, thousands of our students have left the classroom to spend a day at over 130 different employers across the country including many members of the London Chamber of Commerce: airports, law firms, shopping centres, banks, construction sites, engineering firms and a lot more besides. The thrill for students of entering a completely new environment is brilliant to witness every time – and just as rewarding for the volunteers from those employers who help students to understand the world of work.

## More to do

As exciting as the progress is to date, we know we have a lot more to do. That's why we've been working with the London Chamber of Commerce and Industry Commercial Education Trust

over the last two years to make our work more available to as many teachers and employers as possible. We've created practical guides and resources for primary and secondary school teachers, and brought together all of these materials in a new website: [www.TheEssentialSkills.org](http://www.TheEssentialSkills.org)



As David Coughtrie (above), chairman of the Commercial Education Trust put it, “essential skills are part of a mosaic of activities we will need to evolve to meet the ever-increasing challenges that the next 20 years will bring”.

What we've learnt over the last decade is that it is perfectly possible for every child and young person to build the essential skills to thrive. And that schools and employers working together to build the same skills with the same outcomes in mind is what will do it.

Tom Ravenscroft is founder and chief executive of Enabling Enterprise. His book *The Missing Piece: The Essential Skills that Education Forgot* is published by John Catt Educational Publishing.

**CET** / COMMERCIAL EDUCATION TRUST

The Commercial Education Trust was established in 1887 by the London Chamber of Commerce and Industry. It supports best practice and thought leadership in commercial education through grant support to charitable and research organisations which focus on enterprise, entrepreneurship and employability skills.

# Deliver transformational change to create a step-up in performance



by Miranda Wheatley Price

In 2016, Microsoft chief executive Satya Nadella, outlined his vision of technology as transformational and challenged business leaders to make a difference.

This is the sign of a great leader – continuously seeking to deliver transformational change and a step-up in performance. But there are three barriers that commonly make delivering a step change a tough reality for any leader.

Firstly, the ‘phenomenon of short-termism’ – a phrase coined by EY which describes the risk attached to focusing on short-term objectives and trading this off for against long term objectives.

Secondly, a failure to execute new growth strategies. Sixty three per cent of strategic goals set by leaders require them to lead a change to achieve the desired outcomes. Yet, the Economist reports that leaders find it difficult to lead these changes and bridge the gap between strategy creation and successful implementation. As a result, 70 per cent of strategies fail to

meet their stipulated objectives.

Finally, holding onto ‘legacy’ behaviours. These are often built on early learnt successes that reinforce subconscious beliefs and norms i.e. ‘if I do this, it will result in that’. This limits the adoption of new behaviours and results in short-term gains based on traditional ways of working at the cost of progressing new longer-term growth strategies.

The question is: how to overcome these barriers to deliver transformational change? There are three pragmatic steps that can be taken:

## Acknowledge the real long term trend in performance and honestly evaluate what’s preventing transformation and growth.

To understand underlying performance and/or its volatility, it is important to understand the levers that underpin performance, to do this:

- **Beware of the average** – measures that show an average of data can hide true underlying performance problems
- **Think systemically** – where is the measure that shows performance in process? Don’t assume that performance stagnation is occurring in one place, check what the true cause is
- **Identify lead indicators** – so many leaders use after-the-event (lag measures) to track performance. Think about the lead indicators that show the direction of travel for performance – this is the best way to leverage improvements in performance
- **Address poor visualisations** – visually striking dashboards often discount natural volatility in data, which can result in short-term ac-

**“Take a systematic view of the change required and assess the disruption it will have across the organisation.”**

tion that may not be required. To overcome this, use XmR or statistical control charts to understand true performance and when a response is needed

- **Honestly evaluate.** Take time to honestly review strengths and weaknesses in implementing the important performance drivers of a long-term growth strategy.

## Plan, focus and measure a change to achieve the difference you are seeking.

It’s critical that the fundamental changes needed to deliver a step-up in performance are addressed and measured. Such changes should be led as outcome focused change goals, not standard priorities where a ‘usual’ approach would suffice. To do this effectively:

- Use results maps to easily identify the strategic goals that will require change so a successful performance outcome can be delivered. Create outcome focused change goals, which managers have permission to pursue and the support to operationalise
- Take a systematic view of the change required and assess the disruption it will have across the organisation to ensure you adequately prepare and manage its impact

- Use a well evidenced methodology such as PuMP to put in place meaningful measures. This will help align people on what the step change in performance is and how to know when it is achieved.

## Recognise behaviours are the starting point.

So much of what we do becomes our subconscious, so it is hard for leaders to understand how their own behaviours positively impact or detract from progress. Behaviours that can help lead change include:

- Being approachable and supportive to the management team, and using feedback loops to identify barriers and opinions on how to overcome them together quickly.
- Being open to challenging personal assumptions and beliefs so that an openness to new solutions exists.
- Readily acknowledge and recognise shifts in performance, behaviour and best practice to help people understand what ‘good’ looks like. Pinpoint and encourage behaviours and mind-sets that will support a proposed change and encourage other team members to ‘step-up’, support and take accountability for the change that needs to happen.

## Challenging

The trait of a great leader is one who is constantly challenging their organisations underlying performance. When this mind-set exists, continuous improvement is achieved – closing the biggest performance gaps.

Miranda Wheatley Price is director of organisational change at Rubica [www.rubica.co.uk](http://www.rubica.co.uk)

# Personal emails at work

London businesses could be in big trouble for monitoring email and internet usages, after the European Court of Human Rights new court ruled that bosses can’t spy on the internet usage, phone logs and emails of employees – if they don’t tell them that they may be monitored in an employment contract.

The ruling came after a Romanian was fired after sending personal messages from a work account, but

he argued that he hadn’t been told his account would be monitored and this breached his human rights.

## Monitor

Businesses in London are encouraged to check their contracts to make sure that if they want to monitor communications, it’s done right and doesn’t fall foul of this ruling.

With the new data protection laws coming in next year, it’s an ideal

time to review all the data monitoring processes and make sure they’ll be compliant for May 2018.

Fintan O’Toole of the HR Dept London commented: “Getting contracts and monitoring policies right has never been more important and the costs of falling short have never been higher.

“It can often seem like an issue this might not impact you, but every employee has to have a contract and every IT monitoring policy needs to

match up and be compliant. With employment tribunal fees recently being abolished, it’s never been easier to employees to take their bosses to court.”

O’Toole concludes: “If London small business owners are worried about making sure they’re compliant and in a position to avoid a tribunal altogether, we’d suggest seeking expert advice.”

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

# Companies still unfamiliar with GDPR

Over half (55 per cent) of UK small businesses are still not familiar with the General Data Protection Regulation (GDPR) despite its introduction being now less than a year away, according to Collyer Bristow.

A survey by the leading law firm further reveals that the knowledge of GDPR is higher in larger businesses. However, 30 per cent of executives at companies with over 1,000 employees say they are still not familiar with GDPR.

Collyer Bristow's research also found that 18 per cent of businesses said they would be at risk of going insolvent if they were forced to pay the new, higher maximum fines allowable. Under the GDPR, organisations that breach it will be subject to fines of up to €20 million or four per cent of worldwide turnover, whichever is higher. Previously, fines were set at a maximum of £500,000.

## Significant

The new GDPR makes a signif-

***"It cannot be overstated just how far reaching a change the GDPR will be to the data protection landscape in the UK. It impacts any business that deals with personal data – no matter how small."***

icant tightening of data protection compliance regulation and comes into force on 25 May 2018. It harmonises data protection rules across the European Union and applies to all organisations collecting personal data.

Lack of knowledge of the GDPR across all businesses is still high, with over a quarter of senior decision-makers at all UK businesses not familiar with the upcoming changes.

The worst performing sectors include real estate and construction, where 35 per cent of senior decision-makers across all real estate businesses admit they are not familiar with GDPR.

## Ticking

Patrick Wheeler, partner and head of intellectual property and data protection at Collyer Bristow, comments: "Our survey shows that a lot of businesses – particularly SMEs – in the UK still have a long way to go to be GDPR-compliant by May, and the clock is ticking. This is despite all the recent publicity.

"It cannot be overstated just how far reaching a change the GDPR will be to the data protection landscape in the UK. It impacts any business that deals with personal data – no matter how small.

"The potentially-enormous penalties mean that no business can

afford to treat its data protection policies and procedures as a low priority.

"With nearly one in five businesses saying they would be at risk of going insolvent if they had to pay the maximum penalty, data regulation compliance can potentially have wide reaching consequences for the whole firm.

## Competitive

"The new regime comes at a time when data is becoming increasingly important to businesses. Owning and exploiting customer data is now a key part of a business' competitive strength – meaning the GDPR really is raising the stakes.

"The good news is that businesses still have time to get their data protection in order, so long as they act quickly. A business that starts working on this today can be a compliant business on day one of the GDPR."

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

ADVERTISEMENT

# 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

"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."

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](http://www.ringcentral.co.uk)

**RingCentral**

# Is there a skills shortage or are we creators of our own demise?



by Mubeen Shariff

'Skills shortage' is a regularly used phrase in recent times, even more so since the Brexit decision.

This opinion is voiced either in the newspapers, at networking events and while engaging with clients. What is really going on and are we doing enough about resolving the issue?

## Construction

The construction industry is one of the big players within the UK economy, generating around £90 billion year on year. It has 2.9 million people working within it, which accounts for 11 per cent of employment within the UK.

There is no doubt that since the crash of 2008 there have been fewer people joining the property and construction sector, as they are securing employment in more 'stable' industries.

Post-Brexit there is the potential loss of migrant workers and economic instability in the UK which would impact recruitment within construction. We also find ourselves with 27 per cent of construction workers over the age

of 50 and approaching the retirement age. With a shortening pipeline of people joining the industry and an ageing workforce, we will find that the skills gained by the older workers will retire with them, reinforcing the shortage.

## Paramount

Eight per cent (175,000) of workers in the industry are EU nationals. With Brexit creeping up on us, we need to look at how this is going to affect the industry. What are senior figures within the industry doing to ensure that migrant workers are protected? Will we be looking at the potential of an Australian -type points system to ensure that we have skilled migrants within the UK? Getting the right deal to protect the industry is paramount, otherwise we could see the UK's £500bn infrastructure project slowly coming to a standstill.

The issue is not just with the blue collar labour roles, but also the professional white collar side of the business. The need to actively headhunt and keep in touch with our network is more important than ever. The majority of vacancies our clients are looking to fill have become harder to satisfy, owing to the candidates lacking the correct skills, qualifications or experience.

With the demand for commercial space and housing across the country increasing, the requirement for staffing, skills and experience within the industry has never been greater.

## Apprentices

Are we doing enough about this? Irrespective of a poor pipeline of

workers into the industry, are employers doing enough to help the situation?

On average a larger proportion of construction companies do not provide training compared to other industries. They rely on apprenticeship providers to carry out the training, only to put apprentices back with other job seekers once trained. Apprentices are therefore facing a problem of not having the experience to match the training.

The construction industry needs to make a commitment to apprentices making the construction industry more desirable to younger people over other options. Highlighting a clear line of opportunity and earning potential once training has been completed is paramount.

Companies such as Berkeley Homes, Redrow and Kier have specific departments set up for apprentices and training. On the Thames Gateway Project, construction firms have been asked to commit to one in 50 places to be given to apprentices. CrossRail and other major organisations have set out similar plans.

A clear commitment from both the public and private sector on projects can help them identify skills gaps early enough to ensure suitable people are trained and are available, ready for when they are needed. Rather than just employing 'value for money' skilled workers when recruiting simply adding fuel to the fire.

Closer alliances between businesses and colleges can ensure that students are being educated on the career options available in construction and

taught the correct skills to ensure up-coming shortages alleviated.

## Exceptional

In addition, other options at grass roots level could be, taking candidates from across the property sector working in different functions such as customer services, administration and sales. We regularly meet exceptional candidates who are motivated to working in construction that could bridge this gap in the short to medium term, with a bit of development and training from the construction industry.

More experienced professionals, with project or contracts management experience from other industries making the transition over into construction, with the right support could make the transition into construction far more swiftly, helping with the issue from the top down

As an industry, we need to work together to make an effort to appeal to both ends of the spectrum. On one side, we guide people to choose an apprenticeship/training in construction with a clear pathway for personal and professional development in the industry.

On the other side, we convey to the construction industry the long term value in employing and training apprentices and other experienced professionals to assist with the skills shortage.

Mubeen Shariff is client relationships manager – construction at Cherry Pick People [www.cherrypickpeople.com](http://www.cherrypickpeople.com)

## Sakharov Prize 2017: the nominees

The Sakharov Prize for Freedom of Thought is awarded each year by the European Parliament. It was set up in 1988 to honour individuals and organisations defending human rights and fundamental freedoms. This year's nominees are:

■ **Asia Bibi (Aasiya Noreen)**, a Pakistani Christian woman sentenced to death in 2010 under the country's blasphemy law. Bibi has been on a death row for almost seven years and her appeal to the supreme court has been postponed to an undetermined date. "Her behaviour and dignity

in prison all these years is the best proof of her being able to present the dignity of a defender of human rights in the face of the worse fate."

■ **Aura Lolita Chavez Ixcaquic**, a human rights defender from Guatemala. She is a member from the Council of K'iche' Peoples (CPK), an organisation that fights to protect natural resources and human rights from the expansion of mining, logging, hydroelectric and agro-industry sectors in the territory and has been subject to threats.

■ **Selahattin Demirtas** and **Figen Yuksekdag**, co-chairs of the

pro-Kurdish People's Democratic Party (HDP) in Turkey arrested in November 2016 on terrorism charges after their parliamentary immunity was lifted.

■ **Democratic Opposition in Venezuela: National Assembly (Julio Borges)** and all political prisoners as listed by Foro Penal Venezolano. The situation in Venezuela has been seriously deteriorating regarding democracy, human rights and socio-economy in a climate of growing political and social instability.

■ **Dawit Isaak**, a Swedish-Eritrean playwright, journalist and writer,

who was arrested in 2001 by the Eritrean authorities during a political crackdown. He has been imprisoned without a trial since and was last seen in 2005.

■ **Pierre Claver Mbonimpa**, a Burundian human rights activist and founder of the Association for the Protection of Human Rights and Detained Persons. He was detained in 2014, escaped an assassination attempt in 2015 and is now living in Belgium.

In 2016 the prize was awarded to Nadia Murad and Lamiya Aji Bashar.



# Seven killer interview questions



by Sam Walters

While no two job interviews will follow the exact same format, there are some questions that are very popular among employers when screening potential candidates.

By preparing confident answers to some of the more common interview questions, you can give yourself the edge over other potential candidates.

Here we explore some of the more common interview questions, how best to answer them and how you can prepare your responses most effectively.

## #1. What are your goals? Where do you see yourself in five years' time?

An interviewer will be impressed if you have considered your short-term and long-term goals. Talk about the kind of job you'd eventually like to do and the various steps you will take to get there.

Show that you have the ambition and determination to make the most of every job you have held to get where you want to be.

Always relate this back to the position you're interviewing for and be realistic in terms of your aspirations. Avoid telling the interviewer that you want their job.

## #2. What are your strengths/weaknesses?

This question is often seen as challenging by many candidates, even those with significant experience. However, if approached correctly it is easily possible to avoid 'bragging' when discussing your strengths or seeming excessively negative when talking about your perceived weaknesses.

### Strengths

Based on the job description, choose three examples of traits the employer is looking for and give examples of how you have used these strengths in a work situation. Ideally, include a mix-

ture of tangible skills, such as technical or linguistic abilities, and intangible skills, such as management experience.

### Weaknesses

The best approach here is to pick a trait that you have already made positive steps to address.

Consider how you have approached your perceived weaknesses in the past and what you have done to address them.

If your IT ability is not at the level it could be, state this as a weakness before telling the interviewer about training courses or time spent outside work hours you have used to improve your skills.

## #3. Why should I hire you?

Focus on your assets - what makes you different and where do your major strengths lie? Outline what you can offer in terms of experience, personality and enthusiasm.

The job description should give you a good indication of what they are looking for.

Make sure you address the particular qualities the employer has stated they are looking for and provide specific examples of what you have done so far in your career that demonstrates how you are particularly suited for the role.

## #4. Tell me about yourself / your work experience

This is usually the opening question for most interviews and can be one of the most important. First impressions are key, so keep it brief - know your CV inside out and focus on delivering a one to two-minute advertisement for yourself, highlighting the key achieve-

ments in your employment history. Know what you want to say and how you are going to say it beforehand.

Begin your answer with an overview of your highest qualification then run through the jobs you've held so far in your career.

You can follow the same structure as your CV, giving examples of achievements and the skills you've picked up along the way. Don't go into too much detail - your interviewer will ask you to expand on any areas where they'd like more information.

## #5. Why do you want this job?

Do your research - this gives you the chance to discuss all you know about the job and the company and why you are a good match for them. The interviewer is listening for an answer that indicates you've given this some thought, so do your homework properly.

You should have a good inside knowledge of the company's values, mission statement, development plans and products. Describe how your goals and ambition match the company ethos and how you would relish the opportunity to work for them.

## #6. What are your salary expectations?

While you should never mention salary unless asked or prompted, it's important to understand the value of someone with your skills. Be flexible - indicate that you are willing to negotiate for the right opportunity and confirm that you value the position strongly.

All too often, problems arise from pricing yourself out of the position or

stating a figure less than the company is willing to pay. If a guideline salary has been provided with the job description, you could mention this and say it's around the amount you're looking for.

## #7. What skills or experience do you offer that will help you succeed in this role?

You should use the interview as an opportunity to say something interesting about your skills and experiences that relate back to the role at hand. Remember that interviewers will be looking for you to demonstrate key skills, so prepare examples in advance that you can call on when required.

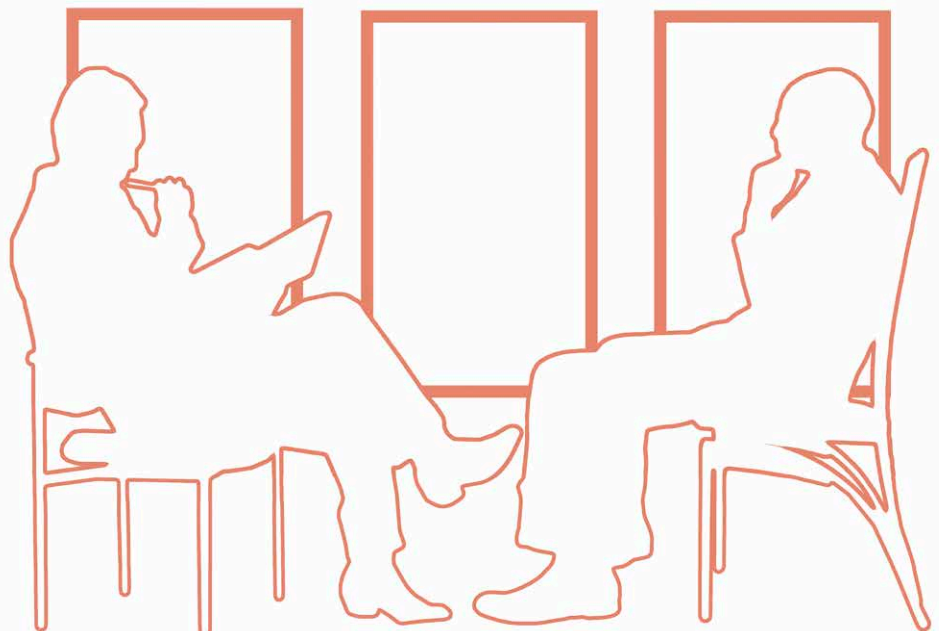
Examples of the key attributes employers look for include:

- Project management skills
- Problem solving
- Managing stakeholders
- Demonstrating sound technical knowledge, backed up by good business understanding
- Delivering on targets or goals

## Do your research

Above all, it is vital that you do your research. Make sure you have a look at the company website and understand as much as you can about their business and how they operate, as well as the products or services they provide. It is also important to go prepared with questions to ask them - after all, the interview is a two-way process. Don't be afraid to write questions down ahead and take them with you.

Sam Walters is a director of Robert Walters, the global, specialist professional recruitment consultancy [www.robertwalters.co.uk](http://www.robertwalters.co.uk)



# How to avoid being next on HMRC's hit-list



by Maya Paunrana

**H**M Revenue & Customs (HMRC) has pledged to clamp down on criminal tax evaders and, as of 30 September 2017, corporate bodies which fail to prevent the facilitation of criminal tax evasion.

Given recent criticisms that HMRC has thus far targeted mostly the smaller, surer, 'easy wins', it is expected they will launch this new corporate offence with a real determination to demonstrate its potency.

The failure to prevent the facilitation of tax evasion is an extremely wide offence that is codified in section 45 of the Criminal Finances Act 2017. It has been drafted to capture even the most tenuous cases of criminal tax evasion, targeting any corporate body or partnership which has been incorporated, or carries on business, in the UK ("relevant body").

That said, the offence is most likely to affect regulated businesses and especially those in financial services, legal and accounting sectors.

If relevant bodies have not already considered the impact of this new offence, it is crucial that they do so now. Briefly, this is as follows:

Two new corporate offences have been introduced:

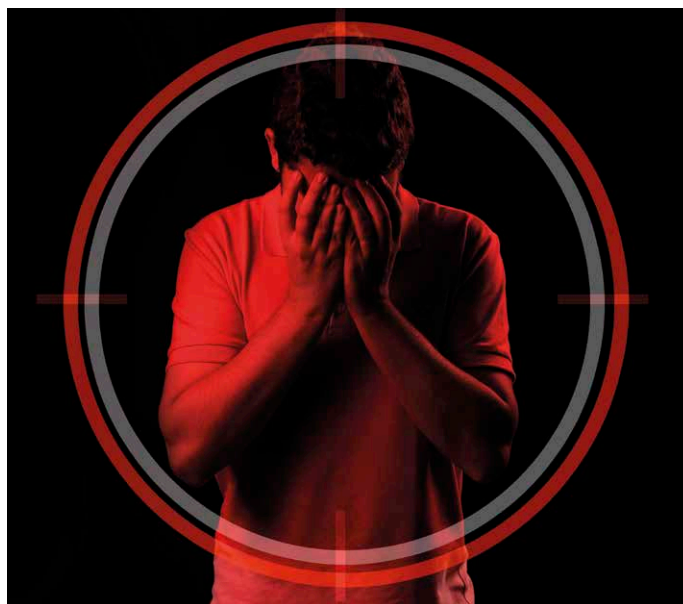
- The failure to prevent the facilitation of UK criminal tax evasion
- The failure to prevent the facilitation of foreign criminal tax evasion.

## Elements of the new offences

For both offences, the following stages apply:

- Fraudulent evasion of UK tax by a taxpayer
- Criminal facilitation of the evasion of that tax by an associated person acting on behalf of the relevant body
- A failure by the relevant body to have prevented the associated person from criminally facilitating the fraudulent evasion of tax.

If foreign tax is fraudulently



evaded, there is an additional requirement of 'dual criminality'. The evasion must be a criminal offence in that country, and also considered to be fraudulent evasion by a UK court.

## Penalties

Although a Deferred Prosecution Agreement may be available for the offence, if prosecuted, a relevant body could face the following:

- Unlimited fines
- Possible sanctions such as serious crime prevention orders or barring from participation in public tenders
- Severe reputational damage which can be difficult to overcome.

The offences are both strict liability offences. That means that if stages one and two are satisfied above, the relevant body will have committed an offence.

The only defence available to the relevant body is that it had 'reasonable prevention procedures' in place, discussed further below.

## Reasonable Prevention Procedures

These procedures should be part of the blueprint of every relevant body likely to be affected by the offence. The government has

published six guiding principles to follow in the implementation of these procedures:

**1. Risk assessment:** Identification of the nature and extent of the relevant body's exposure to risk. Practically, this will involve engaging with all employees and agents to establish whether there is opportunity to facilitate criminal tax evasion in their day-to-day roles. Once the level of risk is identified, the body will be able to prioritise areas that require immediate attention. The assessment and its results should be carefully documented.

**2. Proportionality of risk-based prevention procedures:** After establishing the level of risk, the relevant body must consider how 'heavyweight' their preventative procedures must be. For example, should there be a specific tax policy for employees and agents to follow, or should a tax policy be integrated to existing internal controls? Once again, any procedures that are to be implemented should be clearly documented.

**3. Top level commitment:** A culture of responsibility from the board level down should be developed. This will alter according to the size of the relevant body, but senior managers will be tasked

with the assessment of risk and ongoing communication of the preventative procedures to employees and agents.

**4. Due diligence:** A review of existing due diligence policies, and contracts with suppliers going forward, is the starting point. Due diligence measures must be proportionate however, so if a particular situation is assessed to be low-risk, this would justify there being no due diligence procedure in place.

**5. Communication:** Proportionate prevention procedures should become engrained into the relevant body's day-to-day business. A relevant body should seek to effectively communicate a zero-tolerance policy for the facilitation of criminal tax evasion through measures led by senior managers which filter down through all levels. It is important that all those providing services on behalf of the relevant body are fully aware of the procedures and understand how to carry them out.

**6. Training:** Based on the level of risk that is identified, employees and agents should be provided with proportionate prevention training. This can range from an internal session that forms part of more general financial crime prevention training, to external tax-evasion specific training. Importantly, training must be practical, relevant to the services provided, and effective.

Taking the above principles into consideration, it is essential that a risk assessment is carried out thoroughly before implementing procedures that can be onerous and costly.

For SMEs in particular, it may be that an assessment reveals a very low risk of facilitating tax evasion, and overhauling existing financial crime prevention procedures may not even be necessary.

Maya Paunrana is a solicitor at Mackrell Turner Garrett  
[www.mackrell.com](http://www.mackrell.com)

# Seven ways to get a better work-life balance

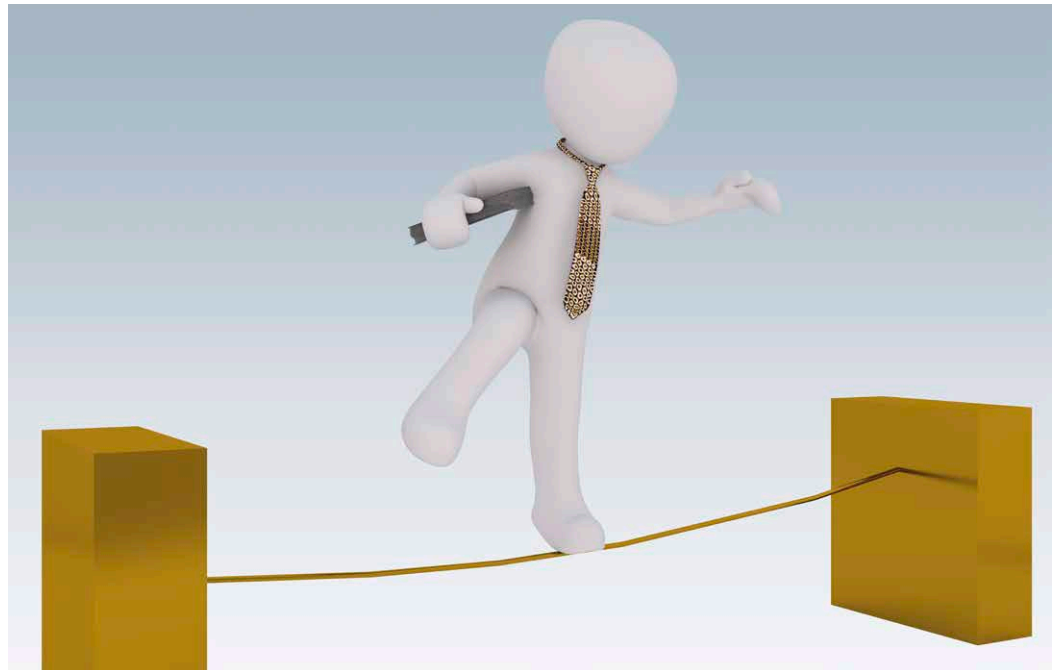
The expectation for staff to stay at their desks after their working hours has increased significantly over the years, so it's no surprise that there's been a surge in mental health related problems in the workplace. With people working longer, stress and anxiety are becoming more prevalent work and related stress is costing Britain 10.4 million working days each year. But it doesn't have to be that way. National Work-Life Week, which is taking place from 6th – 11th October 2017. Now is a good time to learn the secrets behind achieving the perfect work-life balance

## #1. Make that change and stick to it

The perfect work-life balance will be different for everyone. Management coach Margo Manning says that you need to give something up in order to take something on, and the crucial part is committing to this change. Wanting more money often means less time away from the office, and wanting more down-time often results in less money. Achieving a work-life balance is all about knowing you need to give something up, but it's what you give up (and sticking to it) that's the hard part. Margo says that it's also about understanding and managing when things get in the way. The emergency at work that means you have to stay late, or the early morning meeting that you have to rearrange due to child care, having a work-life balance is about compromising and being flexible for both yourself and for the company.

## #2. Find your rhythm

Healthy routines are key to being efficient and productive. Routines such as meal plans, and planning ahead what you are going to wear for work mean you have more time and energy to focus on the important tasks, whilst giving you rhythm to your day. Karen Meager and John McLachlan, co-authors of *Time Mastery* suggest that having specific times of the day to sort your emails and file your paperwork can prove to be a huge time saver and means you avoid getting stuck at your desk doing meaningless jobs. However, they also highlight that sometimes variety



and choice can bring joy to your day, in which case keep it, and plan the aspects of the day you find monotonous and dull. It's about finding your own rhythm.

## #3. Switch on, then switch off

One of the biggest struggles for employees when working from home is their ability to switch off after 5pm. A lot of people may keep their laptops switched on to reply to emails as and when they come through, but this is fatal. Stephen Fortune at The Oxford Group suggests that members of a virtual workforce need to have high levels of productivity during the working day, to allow them to switch off when their families come home. In order to do this, Stephen believes you should keep a clear head and focus only on the task at hand. Not getting distracted by household tasks during the day, or by emails in the evenings when you are relaxing with family or friends.

## #4. Leave the hangover at home

Don't lose valuable time and concentration on Monday mornings after a heavy weekend of drinking or partying. By drinking less or switching to a non-alcohol alternative on nights out means you can wake up feeling fresh and ready to start the week with a clear head. Non-alcohol-

ic drink Botonique contains special nutrients which actually replenish your body and replace those that alcohol depletes, ensuring you're not left feeling worse for wear on Monday mornings. Hilary Marsh, Botonique founder and former wine merchant recommends mocktails as a great way of getting in the party mood without having the dreaded hangover the next day allowing you to feel productive and not waste time in the office.

## #5. Take your leave

Recent years have seen a sharp rise in the number of UK Staycations, because of the flexibility and lower cost. "Part of having a good work-life balance is about giving yourself time to rest and recuperate. Being on the go all the time and not taking holiday, even its just a long weekend every now and then, is a guaranteed route to emotional and physical burnout," explains Sally Burrell from Belle Aire Holiday Park in Norfolk, who has noticed a sharp increase in the number of enquiries from people looking to switch their summer sun holidays abroad to shorter, more frequent UK staycations instead.

## #6. Mind over matter

Although this may come as a surprise to many, working harder than

everyone else doesn't always mean you'll get the most money! In his recent whitepaper, Nathan Fuller from Kite Consulting Group suggests that it is actually your attitude that makes the biggest contribution to your salary level. "Your ability to earn more money is largely defined simply by your willingness to be assertive, authoritative and strong willed," he says. So no matter how late you stay in the office or how many lunch breaks you work through, it is your attitude that will get you further.

## #7. Don't sacrifice relationships and emotional wellbeing

In the fast paced working environment of the 21st century it can be easy to become stressed, overwhelmed and overworked and technology means many people can and do work 24/7. What's more worrying is some organisations now expect their employees to be available at any time. That is why it is even more important than ever to consider your emotional wellbeing and the impact your work life pattern is having on any personal relationships. Rick Sharpe, author of *The Price of Heart Break*, urges that despite external pressures, it is vital to keep a clear division between work time and family time in order to preserve relationships and a healthy home life.

# Sustainability can improve the environment and your business



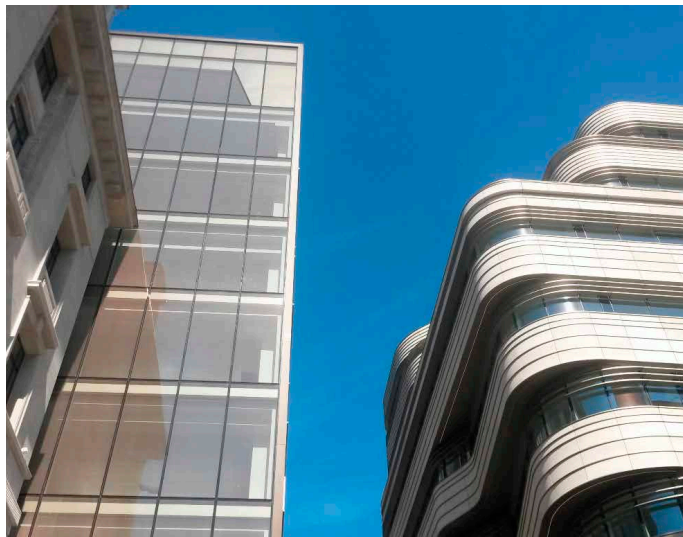
by Abby Crisostomo

When businesses think about sustainability, they often think of corporate social responsibility, which may include staff volunteer days or recycling at the office. But sustainability is of course much bigger. It can meet the needs of the present without compromising the ability of those in the future to do so. This is usually seen as the triple-bottom line: balancing people-plan-et-profit.

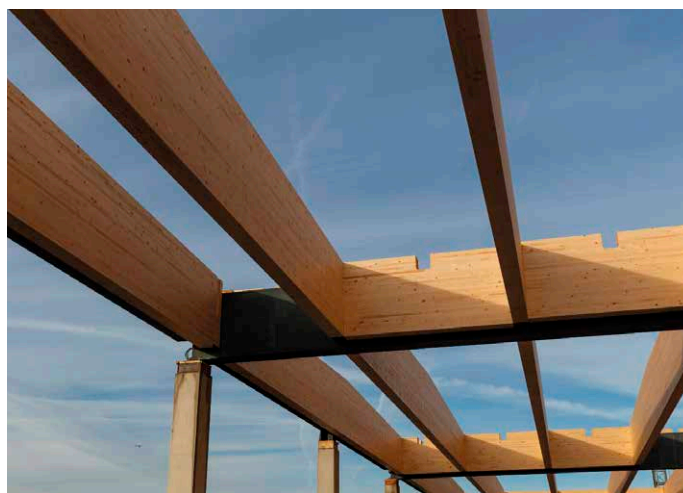
Working with companies in the building and construction sector to enhance how they do business to improve social and environmental impact, I have identified tips on how to make the most of integrating sustainability beyond tick box exercises into something beneficial to the triple-bottom line.

## Engage early and often

Sustainability is more than just putting up extra solar panels. Some of the best sustainability strategies are through material efficiency, energy and water efficiency, waste reduction and climate adaption, all of which must be done early in design. Developers and architecture practices can optimise business approaches, masterplans and designs for sustainability. You can use a mixture of design fundamentals, like building form, and innovative materials to create visually appealing buildings that are also resource efficient, and often lower cost. It's important for those involved early in master planning and conceptual design to set a sustainability framework, checking the impact of decisions frequently to ensure projects stay on track.



Old meets new on The Crown Estate's St. James's Market development using retained facades and 'closed-loop' stone and timber



Timber construction for the low-carbon Believe in Better Building on the Sky campus

## Collect data to see where there's room for improvement

It's difficult to know how to improve without understanding how you're performing now. Large asset owners are in a good position to be able to get information on building performance and contractors can collate a wealth of information about construction site impacts. Understanding how buildings perform and how construction sites operate enables design, procurement and construction processes to be optimised. Analysis of the collected data can be used to develop tools and management processes to improve design and delivery of future projects. Learning the good and the bad from past

projects not only saves money, but positions you as a leader.

## Set the bar high ... and work hard to achieve it

Whether imposed by planning or driven by corporate goals, targets for sustainability should set the bar high. The more ambitious they are, the more they will spur changes to processes, supply chains and other fundamentals that can improve both the sustainability of final products and businesses. Major new low-carbon developments require a step-change in the way the built environment is delivered. Alternative construction methods and materials, frequent and truly collaborative design meetings and early

supply chain involvement are crucial to delivering a ground-breaking product.

## Think strategically, but remember the details

With the broad nature of sustainability, it can be tempting to only engage at a high level. But to translate big thinking into reality, it is also important to look at the details. Many UK-based contractors are re-vamping their approach to sustainability on projects, looking strategically at internal targets, data collection software and upskilling. But they are also considering the basics, like making sure someone on the construction site is assigned and qualified to collect metering data or waste tickets. What often prevents sustainability on site is not a lack of goals, but simple logistics, communication and training oversights.

## Use your great work to stand out from the crowd

In a crowded market, it may be difficult to find a USP to differentiate your business. Architectural and engineering firms can incorporate regular sustainability project reviews into their practices. By engaging regularly on sustainability, internal teams get energised to develop new innovations. New tools and services can be offered to clients and tangible sustainability benefits can be quantified. This can be used to add value to a client offer and help position the business as a recognised leader in sustainable design. Once sustainability is integrated into practice, it is easy to let current and future clients know what is different about what you offer, which is especially important when tendering for new work.

Abby Crisostomo is senior sustainability advisor at KLH Sustainability  
[www.klhsustainability.com](http://www.klhsustainability.com)



## Members' noticeboard

### ■ CRASH



CRASH is the construction industry's charity. We are a unique, practical charity that assists homeless and hospice charities with construction related projects. The Christmas period can be one of the toughest times for those who are homeless or receiving end of life care and that is why this December we are launching Jingle Build and encouraging you and your colleagues to take part in Christmas fundraising activities. Whether you decide to run dressed as Santa, bake like Mary Berry or do your own festive fundraiser, every penny you raise will go towards supporting CRASH Charity. For further information visit [www.crash.org.uk](http://www.crash.org.uk)

### ■ John Cullen Lighting



#### John Cullen Lighting Lights Up India

As part of our strategy for continued growth, we are excited to announce the extension of John Cullen Lighting operations to the Indian sub-continent. After more than 35 years of bringing luxury lighting to the high-end UK residential and hospitality markets, we are now able to provide our unique high quality lighting products and design services across the country. Our aim is to personally deliver excellent service and support to designers seeking quality lighting fittings in the luxury residential, hospitality and marine markets. John Cullen Lighting are here to serve the market with luxury lighting, aiming to 'Inspire with Light'!

### ■ Royal Society of Biology



#### External Membership Services

The Royal Society of Biology can offer professional membership organisations a cost-effective way to enhance and streamline their membership offer, freeing up staff and committees to focus on strategic development work. Our services include managing day-to-day administration of committees, finance, grants, membership and events as well as carrying out membership recruitment campaigns on your behalf.

Find out more by visiting <http://www.rsb.org.uk/>

### ■ Ace Travel Management



#### ACE Travel Triumphs at Industry Awards

ACE Travel is a member of the Advantage Travel Partnership, which is the UK'S largest independent travel agent consortium. ACE Travel was honoured at a recent travel industry awards ceremony, The Advantage Big Celebration Lunch, picking up the award for Business Travel Agent of the Year.

In its second year, Advantage hosted The Big Celebration Lunch, celebrating members and their success. The event was attended by 240 delegates from across the travel industry, celebrating the achievements of travel agents and business partners. Sarah Wilson, Director, who collected the award on Friday 6th October says "We are thrilled to have won this award and are delighted that our commitment to providing quality corporate travel services has been recognised. We would like to thank all panel members that voted for us and congratulate our team for their continued dedication and achievement in winning this award"

Details of the event can be found at <http://www.acetravel.co.uk/blog/ace-travel-award>

### ■ Present Communications



We are very excited to announce our acquisition of



Present Communications are quickly becoming the 'go-to' technical supplier in the UK for quality webcasting services. Our highly skilled engineers work with our trade partners around the UK, Europe and the world to provide live streaming video production for end clients in a number of exciting sectors.

As a part of our expansion in this sector, we are very pleased to announce our acquisition of Alpha Media Events Ltd. Managing Director of Alpha Media Events Ltd, Dan Dexter will join Present Communications Ltd as Director of Webcasting.

Dan brings with him a decade of experience in live events and webcasting including 360 and has a particular interest in public sector events and accessible webcasting. We're really looking forward to working with Dan and his team in exploring and merging our various technologies to bring clients a better experience.

Present Communications Ltd aims to be the most respected and trusted technical support business for live events, providing a superior service to its trade customers. We look forward to Dan continuing to exceed client expectations for years to come.

### ■ Interactive Theatre International



#### Want a fun Christmas party?

Look no further: we have two 5-star shows in Covent Garden and they're

both hilarious. Public performances for The Wedding Reception are on 24-25 Nov and 16 Dec before returning next spring; it's 'riotous immersive theatre' (The Stage). And in the internationally acclaimed Faulty Towers The Dining Experience, Basil, Sybil and Manuel dish the chaos in six performances every week, all the time 'outrageously funny' (BroadwayBaby). Both shows include a 3-course meal. Group

rates and private parties available.

Contact: [customerservice@imagination-workshop.com](mailto:customerservice@imagination-workshop.com)

Visit: [torquaysuitetheatre.com](http://torquaysuitetheatre.com)

| [interactivetheatre.com.au/](http://interactivetheatre.com.au/)

[theweddingreception.com](http://theweddingreception.com)

Contact for editorial queries:

Geraldine Hill - 07932 783768 |

[geri@imagination-workshop.com](mailto:geri@imagination-workshop.com)

### ■ Clearview Homes



Clearview Homes secures resolution to grant planning permission on 149 new Homes in Acton. Clearview Homes has secured a resolution to grant planning permission from Ealing Borough Council to build 149 apartments on land at Gypsy Corner on the A40 Western Avenue, Acton W3. This represents Clearview Homes' largest development yet and is an iteration of, not only their total commitment to the vibrant economic region of West London, but also their much favoured policy of "Brownfield Site Regeneration". Previously vacant for two decades, it will create a stunning landmark development of 149 new homes in four linked buildings ranging over three to nine storeys high. Importantly, the plans will also sympathetically enhance the Green Corridor with its significant landscaping and green wall features.

### ■ The Mandeville



The Mandeville Hotel is delighted to be on the shortlist for the Condé Nast Johansens Awards for Excellence 2018 in the category: Best Luxury Value. Sophisticated, homely and elegant, this luxurious boutique hotel in Marylebone goes above and beyond for guests in its service and comfort. An ideal 'home away from home' in the heart of London.

## Time for India-EU trade deal

EU and India leaders promised to take their trade relationship 'to the next level' as they met during a summit in New Delhi last month.

"It is high time for a Free Trade Agreement between India and the EU," said European Commission President Jean-Claude Juncker. But he insisted: "Once the conditions are right – and only once the conditions are right – we will resume."

India and the EU have been negotiating a bilateral free trade and investment agreement (BTIA) since June 2007 and have missed several deadlines to conclude the talks, due to unresolved issues mostly related to market access.

The EU is India's largest trading

partner with bilateral exchanges amounting to over €100 billion, accounting for 13.7 per cent of India's overall trade, ahead of China (11 per cent) and the United States (9.6 per cent). Major EU exports to India include engineering goods, gems and jewellery and chemical and allied products. The primary EU imports include textiles and clothing, chemical and allied products and engineering goods. Bilateral trade in commercial services – mostly business, ICT and travel services – has almost tripled over the past decade, increasing from €10.5 billion in 2005 to €28.4 billion in 2016.

"When it comes to trade, we are not starting from scratch – far from

it," added Juncker. "The trading of goods is almost perfectly balanced with exports and imports almost equal on both sides," he stressed, underlying that this will remain true also beyond 2019, when the UK is supposed to leave the European Union.

Intellectual property and public procurement were the two stumbling blocks which have repeatedly slowed the talks. To move beyond the blockages, the two partners set up bilateral discussions through enhanced cooperation and exchange of experience and best practices.

A trade agreement would create one of the world's largest free-trade zones in terms of population

– covering 1.8 billion, or nearly a quarter of the world's people.

European Council President Donald Tusk, who also attended the summit, said that "free and fair trade agreements are not only important for our companies and citizens to prosper, but above all they strengthen the rules based international order and our way of life."

"We are the world's two largest democracies. We are two of the world's biggest economies. We share the same values and the belief that freedom, equality, tolerance and the rule of law. Working together with a like-minded partner like India simply makes sense. It is natural," said Juncker.

## EU-Canada free trade deal enters into force

The Comprehensive Economic and Trade Agreement (CETA) between the EU and Canada entered into force on 21 September 2017.

CETA will be fully implemented once all EU Member States ratify the deal according to their respective constitutional requirements. At the time CETA will take full effect, a new and improved Investment Court System will replace the current investor-state dispute settlement (ISDS) mechanism that exists in many bilateral trade agreements negotiated in the past by EU Member States' governments.

The UK will continue to reap the benefits of free trade between the EU and Canada while it remains a member of the European Union.

British producers of machinery, electrical equipment, automobiles,

and pharmaceuticals will see import tariffs of up to 9.5 per cent on their trade with Canada slashed. In addition to eliminating 99 per cent of duties on imported British goods, the agreement eases the export of services and the access of British professionals to work in Canada.

Britain exports goods worth £4.5 billion (2015) to Canada. With 10,570 companies already exporting a wide variety of products from baby wipes to aircraft parts and supporting over 240,000 jobs, the UK economy is in the best position to benefit from the free trade deal. The UK is ahead of both Germany and France which have 10,464 and 9,732 companies respectively selling goods and services to Canada and significantly fewer jobs benefitting from that trade –

141,000 for Germany and 77,000 for France, according to data from a web tool on CETA published by the European Commission.

European Commission President Jean-Claude Juncker said: "This agreement encapsulates what we want our trade policy to be – an instrument for growth that benefits European companies and citizens, but also a tool to project our values, harness globalisation and shape global trade rules. Now it's time for our companies and citizens to make the most out of this opportunity and for everyone to see how our trade policy can produce tangible benefits for everyone"

The agreement especially benefits smaller companies who make up 79% of EU exporters to Canada and can least afford the

cost of red tape. Small businesses will save time and money, for example, by avoiding duplicative product testing requirements, lengthy customs procedures and costly legal fees.

CETA creates new opportunities for European farmers and food producers, while fully protecting the EU's sensitive sectors. The EU has further opened its market for certain competing Canadian products in a limited and calibrated way, while securing improved access to the Canadian market for important European export products. Those include cheese, wine and spirits, fruit and vegetables, and processed products. CETA will also protect 143 EU "geographical indications" in Canada, high quality regional food and drink products.

## International conference on data protection to focus on digital ethics

The European Data Protection Supervisor (EDPS), Giovanni Buttarelli, and the Chairman of the Commission for Personal Data Protection of the Republic of Bulgaria (CPDP), Ventislav Karadjov, would like to extend their warmest congratulations to the Privacy Commissioner for Personal Data in Hong Kong, who hosted this year's thought provoking edition of the International Conference of Data Protection and Privacy Commissioners (ICDPPC).

Preparations for the next International Conference, to be hosted by the EDPS and the CPDP in October 2018,

will now proceed in earnest.

Giovanni Buttarelli, EDPS, said: "One of our biggest challenges as data protection and privacy regulators today is how to respond to the way in which the digital arena is changing our mission in relation to data protection and privacy. The 2018 International Conference will address this challenge by asking whether an ethical approach is needed to regulate the digital world and, if so, how this approach might be developed and implemented. This is a pivotal moment and we must act to ensure that technology is designed and developed to serve humankind

and not the other way around."

Companies and governments are beginning to take advantage of technological developments related to the internet of things, big data, robotics and artificial intelligence. Though these developments can bring many benefits for individuals and society, these benefits depend on ensuring that our values, based on a common respect for the individual and human dignity, remain a core component of innovation. The 2018 International Conference will aim to address these issues by facilitating an open and transparent conversation at global

level, and across many different disciplines, on Digital Ethics.

Ventislav Karadjov, Chairman of the CPDP, said: "The International Conference brings together representatives from more than one hundred privacy and data protection authorities around the world. In this era of unprecedented change, where the political and social importance of privacy and data protection in the international arena are higher than they have ever been, it will provide the ideal forum to kick-start the movement towards ensuring respect and dignity for the individual in the digital environment."

## Same brand, lower quality: MEPs tackle unfair food practices

Food companies are alleged to be selling lower quality food products in some EU countries so the European Parliament's internal market committee looked into the issue.

Studies have shown that food marketed in some central and eastern EU countries, although safe, are of a lower quality than the same products in the same packaging in Western Europe. This varies from less meat in meat products, to less cocoa in chocolate, no oranges in orange juice and syrup or artificial sweeteners instead of sugar.

Tests have been conducted for sodas, meat, fish or dairy products, teas and confectionery. Fish sticks contained less fish in Slovakia than in Austria (58 per cent vs 65 per cent). No oranges had been used for orange drinks in Slovakia and

the Czech Republic, while those sold in Germany contained three per cent orange concentrate. In Hungary 71 out of 96 products were different compared to the same products sold in Italy and Austria. Differences were also found for cosmetics, detergents and pet food.

Adjusting products to local tastes, preferences and prices is standard practice and can also be legal. The difference in taste might also stem from using local ingredients in local factories or cheaper ones to adjust to local purchase power. But in this case, the prices were the same or higher with no mentions on the package, which was misleading.

The European Commission therefore recently issued guidelines on how to apply EU law in case of lower quality products being

sold. These guidelines were presented to Parliament's internal market committee on 11 October. "Companies can legally differentiate their products, but this needs to be understandable for consumers," said Commission representative Francisco Fonseca Morillo. "They should not be misled."

He also said that companies should not give consumers the impression that products wrapped in the same packaging and sold under the same brand are of the same quality and composition if this was not the case.

The Commission intends to spend €2 million on further studies. During the hearing MEPs welcomed EU action on this issue, but said the guidelines were insufficient as they did not cover other products such as cosmetics and detergents.

Slovakian ECR member Richard Sulík said it was not about the product having to taste and cost the same, but that consumers need to be informed. German Green member Julia Reda called the practice "insulting to consumers".

Croat S&D member Bijana Borzan, who sponsored food tests in her own country, said: "The existing legal framework is not enough, otherwise we would not have this problem." Polish EPP member Adam Szejnfeld said he considered the practice "criminal offence, fraud".

German EPP member Andreas Schwab said: "If the list of ingredients was correctly indicated, the product can be legally on the market." However, Czech ALDE member Dita Charanzova said: "Telling people to just read the fine print is not enough."

## EVENTS

### Moldova Eco-Energetica

7 December 2017 - Chisinau, Republic of Moldova



Moldova Eco-Energetica is an annual event, taking place this year on 7 December, which aims to bolster the development of renewable energy technologies and increased energy efficiency through knowledge-sharing and the showcase of new ideas and projects.

The Moldova Eco-Energy Week is organised by the Energy Efficiency Agency, Ministry of Economy and Energy, the Biomass Project, funded by the European Union and implemented by the United Nations Development Programme.

**Registration Deadline: Thursday 30 November 2017**

### Paris Region Business Meeting

6 December 2017 - Paris, France

The Chamber of Commerce Paris Ile de France and Paris Region

Entreprise, members of the Enterprise Europe Network, launch the 6th edition of the Paris Region Business Meeting and invite European companies to participate. This brokerage event gives the opportunity to companies to identify potential partners.

**Registration Deadline: Friday 24 November 2018**



### AgriFoodTech - Meet & Match

13-14 December 2017 -

's-Hertogenbosch, Netherlands



Sensors, drones, autonomous robots, smart farming, big data, vision technology, smart LEDs ...innovations within the agri and food sector are developing rapidly.

In collaboration with Mikrocentrum and RVO.nl, Enterprise Europe Network organizes a free international B2B matchmaking event during the AgriFoodTech trade fair and congress.

**Registration Deadline: Tuesday 12 December 2017**

### CES Vegas

7-11 January 2018 - Las Vegas, NV

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 organised and structured process, during five days before and during the International Consumer Electronics Show.

These startups and SMEs will meet with distributors, and retailers from the consumer electronics industry, as well as with corporate open innovation and corporate funds executives and institutional (venture capital) and private investors who are actively looking to partner with or invest in global innovators and disruptors based in the USA, Europe and Asia.

**Registration Deadline: Saturday 6 January 2018**



### ecobuild

6 - 8 March 2018 - London, UK

A chance to meet potential business partners in one day.

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

**ecobuild**  
The future of the built environment is here

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 and energy efficiency sectors.

**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](mailto:enterprise.europe@londonchamber.co.uk)**

**2ON Ltd**

4th Floor, 15 New Bridge Street,  
London EC4V 6AU  
T: 020 7936 3177  
info@2ndopinionnow.co.uk  
www.2ndopinionnow.co.uk  
*Legal services*

**Aim Skills Development Ltd**

170 Harold Road, London E13 0SE  
T: 020 8552 5684  
imran@aimskills.org  
www.aimskills.org  
*Training provider*

**Anders Electronics Plc**

Kings Studios, 43-45 Kings Terrace,  
Camden, London NW1 0JR  
T: 020 7388 7171  
www.andersdx.com  
*Electronics*

**Aretalk**

House of Phoenix, 25 Wharf Street,  
London SE8 3GG  
T: 07436 280088  
hq@aretalk.com  
www.aretalk.com  
*Online education*

**BCRemit**

103 Burgoyne House, Ealing Road,  
London TW8 0GB  
T: 020 3287 7103  
info@bcremit.com  
www.bcremit.com  
*Financial technology*

**Bunga Bunga Covent Garden**

167 Dury Lane, London WC2B 5PG  
T: 020 7590 3602  
coventgarden@bungabunga-london.com  
www.covent-garden.bungabunga-london.com  
*Restaurant bar pizzeria*

**Clancarty Coaching & Consulting Ltd**

54 Clancarty Road, Fulham,  
London SW6 3AA  
T: 07796 687029  
kielan@clancarty.net  
www.clancarty.net  
*Change management consultancy*

**Click Enterprise Services Limited**

22 Park Street, Unit 410, Park House  
Central, Croydon, CR0 1YE  
T: 07795 195430  
info@clickenterprise.co.uk  
www.clickenterprise.co.uk  
*IT support*

**Connect CRM Ltd**

Knowledge Dock Business Centre,  
University Way, London E16 2RD  
T: 020 3651 1195  
info@connectcrm.co.uk  
www.connectcrm.co.uk  
*Information technology*

**Cyberint**

167-169 Great Portland Street,  
London W1W 5PF  
T: 020 3514 1515  
office@cyberint.com  
www.cyberint.com  
*Cyber security*

**Cybrosys Ltd**

Gainsborough House, 2 Sheen Road,  
Richmond, TW9 1AE  
T: 07481 127287  
sainu@sybrosys.com  
www.cybrosys.com  
*Software development*

**Dec-Assess Ltd**

20-22 Wenlock Road,  
London N1 7GU  
T: 020 7686 0182  
info@dec-assess.com  
www.dec-assess.com  
*Training and education*

**DM Synergies UK Limited**

4.04b 15 Old Bailey, London EC4M 7EF  
T: 020 3709 2865  
info@dmsynergies.com  
*Professional advice to startups*

**Gen Essence Limited**

Crown House, 72 Hammersmith Road,  
London W14 8TH  
T: 07724 544092  
vikram@genessence.com  
www.genessence.com  
*Food supplement and skincare*

**Government of South Australia**

The Australia Centre, Strand,  
London WC2B 4LG  
*London Government of South Australia*

**Green Wealth Planning**

5 Oaks Court, Warwick Road,  
Borehamwood, WD6 1GS  
T: 020 8207 4000  
makala.green@sjpp.co.uk  
www.greenwealthplanning.co.uk  
*Financial advisors*

**Jack Oughton**

29 Howley Road, Croydon, CR0 1AY  
T: 07804 844362  
*Communications*

**KGT (UK) Ltd**

107 Fleet Street, London EC4A 2AB  
T: 020 7936 9050  
info@kgtsecurity.com  
www.kgtsecurity.com  
*Security equipment*

**KIVS International Ltd**

65 Bedford Avenue, Hayes, UB4 0DS  
T: 07541 829983  
info@kivs.co.uk  
www.kivs.co.uk  
*Freight forwarding*

**LATTICE80**

Office 32, 19-21 Crawford Street,  
London W1H 1PJ  
T: 020 3289 9337  
nic@lattice80.com  
www.lattice80.com  
*Investment services*

**Liebfrog Limited**

707A Fulham Road, London SW6 5UL  
T: 07860 485438  
karin@liebfrog.uk  
www.liebfrog.uk/  
*Coaching*

**Little's Chauffeur Drive**

36 Marcus Street, London, SW18 2JT  
T: 020 3282 1056  
reservations@littles.co.uk  
www.littles.co.uk  
*Chauffeur drive services*

**London Pilsner Ltd**

Argyle House, Third Floor, Joel Street,  
Northwood, HA6 1NW  
T: 01923 836850  
sales@londonpilsner.com  
www.londonpilsner.co.uk  
*Export of beers, wine and spirits*

**Maxfield Search**

Floor 5, 25-26 Lime Street, London  
EC3M 7HR  
T: 020 3772 4567  
info@maxfieldsearch.co.uk  
www.maxfieldsearch.co.uk  
*Recruitment*

**Naiise Limited**

41 Corsham Street, London N1 6DR  
T: 07378 837649  
jamil@naiise.com  
www.naiise.com  
*Design centric e-commerce and retail sales*

**Near Future Labs Ltd**

33 St James Square, London SW1Y 4JS  
T: 07497 113610  
arnab@nearfuturelabs.com  
www.nearfuturelabs.com  
*Interactive technologies*

**Nettl.com**

72 Clerkenwell Road, London EC1M 5QA  
T: 020 7490 0011  
ahmed@nettl.com  
www.nettl.com  
*Web studio*

**New Road Hotel**

103-107 New Road, Whitechapel,  
London E1 1HJ  
T: 020 3019 8710  
enquires@newroadhotel.com  
www.newroadhotel.com  
*Hotel*

**Newland Chase**

One Canada Square, London E14 5AA  
T: 020 7001 2121  
enquires@newlandchase.com  
www.newlandchase.com  
*Immigration provider*

**Neyber Ltd**

First Floor (East), Tabernacle Court,  
16-28 Tabernacle Street,  
London EC2A 4DD  
T: 020 3744 0552  
hello@neyber.co.uk  
www.neyber.co.uk  
*Finance*

**Not Just Travel**

10 Bayeux Court, Halford Place,  
London W7 3DH  
T: 07405421199  
emiliana@notjusttravel.com  
www.notjusttravel.com/emiliana  
*Travel consultant*

**Numata Business IT**

18 King William Street,  
London EC4N 7BP  
T: 020 3890 5455  
matthew.selby@numata.com  
www.numata.com  
*IT services*

**Open London**

Mermaid House, 2 Puddledock,  
Blackfriars, London EC4V 3DB  
T: 020 7332 2888  
mail@openlondon.uk.com  
www.openlondon.uk.com  
*Architects*

**Philippine Airlines**

16 Ingestre Place, London W1F 0JJ  
T: 020 7734 9355  
www.philippineairlines.com  
*Airline*

**PL International Limited**

3, 4, 5 Fulham Business Exchange,  
Boulevard, Imperial Wharf, London  
SW6 2GL  
T: 020 7384 8300  
jolanta@patossion.com  
*Jewellery*

**Qi Financial Solutions**

42a Tamworth Road, Croydon, CR0 1XU  
T: 020 8655 3322  
paul@qifinancialsolutions.co.uk  
www.qifinancialsolutions.co.uk  
*Financial planners*

**Rileys**

80 Haymarket, London SW1Y 4TE  
T: 020 7930 0393  
enquires@rileys.co.uk  
www.rileys.co.uk  
*Sports bar*

**Saffery Champness**

71 Queen Victoria Street,  
London EC4V 4BE  
T: 020 7841 4000  
www.saffery.com  
*Chartered accountants*

**SME Bidder**

Three Tuns House, 109 Borough High  
Street, London SE1 1NL  
T: 020 7096 1284  
hello@smebidder.com  
www.smebidder.com  
*Bid writing consultancy*

**SPPARC**

10 Bayley Street, Bedford Square,  
London WC1B 3HB  
T: 020 7734 4100  
www.spparcstudio.com  
*Architects*

**The Currency Account**

160 Fleet Street, London EC4A 2DQ  
T: 020 7014 3344  
support@thecurrencyaccount.com  
www.thecurrencyaccount.com  
*Multi-currency banking*

**The Energy Checking Company**

4 Waverley Place, Waverley Business  
Park, South Shields, NE33 1LE  
T: 01916 911802  
www.theenergycheck.co.uk  
*Energy efficiency measures*

**The Mandrake Hotel**

20-21 Newman Street, London W1T 1PG  
T: 020 3146 7770  
pressandevents@themandrake.com  
www.themandrake.com  
*Hotel*

**Transworld Business Advisors**

52-53 Saunders House, Ealing,  
London W5 3TA  
T: 07475 555008  
ssyed@tworld.com  
*Business broker*

**Urban**

75 Cowcross Street, London EC1M 6EL  
T: 020 3757 5432  
me@alexandrasteedurban.com  
www.alexandrasteedurban.com  
*Landscape architecture*

**Victoria Hall Management Limited**

Carrington House, 126 Regent Street,  
London W1B 5SE  
T: 07825 578496  
info@host-students.com  
www.host-students.com  
*Student accommodation*



Issue 140 | November 2017

# Capital matters

**COVER STORY**

## Spotlight on Japan

Pages 44-48





**DTX Solutions** aims to offer your organisation the highest levels of expertise, innovation, experience and value for all our solutions.

We have a wealth of experience and best practice expertise

in design, integration, installation, project management, maintenance and support for all our solutions and we take pride in our knowledge, understanding and conformance to the relevant standards that apply to our industry.

**Our services**

- **Infrastructure Cabling** Category 5e, Category 6, Category 6a and Category 7 Copper Cabling Systems and Fibre Optic Systems
- **Electrical Installation** Commercial and Residential
- **Security Systems** Access Control Systems, CCTV Systems
- **Wireless Systems** Wireless Site Surveys, Wireless Networks, Wireless Network Security Testing

- **Data Centre Services** Initial design, cost modelling and justification, Assistance in vendor selection, Pre-termination – purpose-built Logistics Centre for both copper and fibre.
- **Audio Visual** Video walls, Smart interactive boards, Digital displays, Room booking systems



Airport House, Purley Way, Croydon, CR0 0XZ ■ Phone 020 8288 3591 ■ Email [info@dtx-solutions.com](mailto:info@dtx-solutions.com)

[www.dtx-solutions.com](http://www.dtx-solutions.com)



With extensive knowledge and experience, all our electricians are qualified to BS 7671:2008 (2011) + A3:2015 IEE Seventeenth Edition Wiring Regulations. Each individual project is carefully surveyed and then designed taking into account the specific details of the environment to ensure that our Health and Safety and Quality policies are

stringently adhered to for the wellbeing of both customer and employee alike.

**DTX Electrical** is dedicated through its skilled workforce to supplying, installing and supporting a wide range of electrical systems to accommodate your exact requirements.

**Our services**

- **Design & Build**
- **Commercial, Industrial and Residential**
- **Small power**
- **LV Switchgear**
- **Busbar Systems**
- **Lighting design & installation**
- **Emergency Lighting**
- **UPS Installation**
- **Periodic Inspection and Test (EICR)**
- **PAT Testing**
- **Maintenance**
- **Infrastructure Cabling**



Airport House, Purley Way, Croydon, CR0 0XZ ■ Phone 020 8288 3591 ■ Email [info@dtx-electrical.com](mailto:info@dtx-electrical.com)

[www.dtx-electrical.com](http://www.dtx-electrical.com)

# Capital matters

## Contents



### COVER STORY

#### Spotlight on Japan

Pages 44 - 48

#### Investing in South Korea

Pages 49 - 51

#### Liverpool in London

Pages 52 - 53

#### Focus on the Royal Borough of Greenwich

Pages 54 - 57

#### Business Travel

Pages 60 - 63

#### News

Pages 43 and 64

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

Gina Forshaw – 0161 274 9329  
E: [gina.forshaw@crobyassociates.co.uk](mailto:gina.forshaw@crobyassociates.co.uk)

Published by:

**CROSBY ASSOCIATES**  
M E D I A

Crosby Associates Media Limited  
Liverpool (Head Office):  
Burlington House, Crosby Road North  
Liverpool L22 0PJ  
Tel: 0330 124 3780  
[www.crosbyassociates.co.uk](http://www.crosbyassociates.co.uk)

# HSF health plan – a benefit to save you money, every day!

**LCCI Member company employees can now benefit from a health cash plan that saves even more.**

At HSF health plan, we provide schemes that help people with their everyday healthcare which is more important now than ever before. With HSF health plan, you get an extensive range of benefits to help with everyday health care costs, access to a real Doctor 24 hours a day and exclusive discounts and offers on everyday shopping, fitness and days out plus much more.

Getting money back for visits to the dentist, optician, physiotherapist, chiropodist and many more helps with the household budget, but HSF health plan's saving ethos doesn't stop there. There are other ways to save! HSF health plan now includes HSF Perkbox, which provides a vast selection of discounts and special offers. For

example, our health cash plans start at £52 a year. With every plan, you get HSF Perkbox, which gives you 5% discount at Sainsbury's. With an average weekly grocery bill at £100 you would get £5 off a week, giving a saving of £260 a year. Minus the £52 for the plan, you would still save £208 a year!

When it comes to things like accessing a GP, there can be a long wait: we hear every day that GPs are under huge pressure to provide services against an impossible budget. Worryingly, the average projected time to see a GP is going to lengthen over the next 12 months. Within a HSF health plan, you can also access elements of healthcare such as a GP advice line, giving you an immediate point of contact to get medical advice. And this is available 24 hours a day, all your round.

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

# Protecting your business during divorce

**If you divorce, your business will usually be considered a matrimonial asset and a value ascribed to it. This value will be taken into account by a judge when they order a financial settlement. The more valuable your business, the greater the divorce settlement your spouse is likely to receive.**

Whilst a judge is very unlikely to order the sale of a business as part of a divorce settlement – and will therefore want the business to be able to continue trading after the divorce – the value of your business and how much money you can raise through the business (liquidity) will be important factors.

The best way to protect your business during divorce is for you and your fiancé/fiancée to sign a prenuptial agreement before you marry. Having a prenuptial agreement can significantly reduce the financial settlement that your spouse receives if you divorce. If you are already married and do not have a prenuptial agreement you and your spouse can enter into a post nuptial agreement.

If there is no pre or post nuptial agreement you can still potentially reduce your spouse's claims by instructing a divorce lawyer who regularly deals with businesses on divorce. For example an independent accountant will be instructed to value your business and to look at liquidity. Valuing a business is an art not a science and therefore some accountants are more conservative than others in their approach. You therefore need a divorce lawyer who knows which expert to instruct.



**Hannah Cornish**  
Slater and Gordon  
0800 916 9055  
[slatgordon.co.uk](http://slatgordon.co.uk)

**Slater Gordon**  
Lawyers



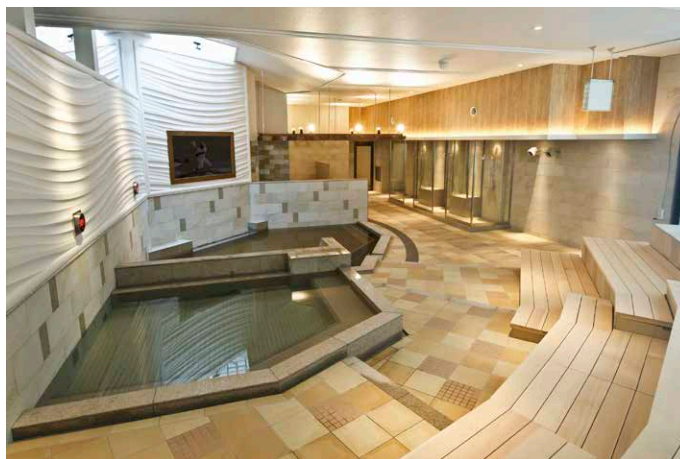
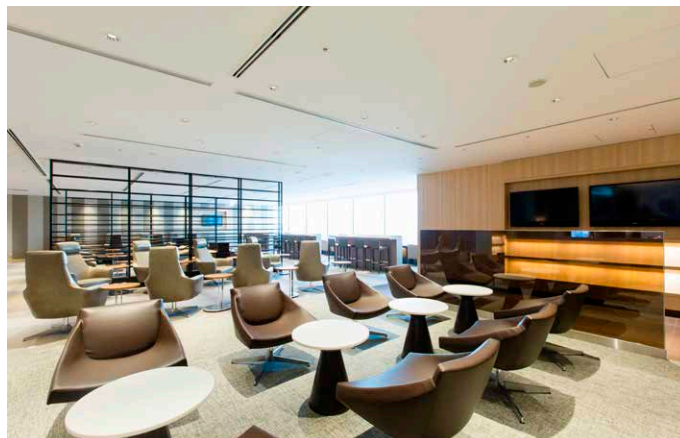
# JAL doubles daily flights amid soaring demand for Japan travel

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.com](http://www.uk.jal.com)).**



**JAPAN AIRLINES**

# JAL MOMENTS

You asked. We Listened.  
New Morning Flight from London to Tokyo.  
Now offering Double Daily non-stop flights.  
Visit [www.uk.jal.com](http://www.uk.jal.com) for more information.

Fly into tomorrow.



**JAPAN AIRLINES**



Your own private space. Fully-flat and direct aisle access for all. JAL International Business Class, JAL SKY SUITE



# Japan - rising opportunities

**There is no better time to be looking to expand your business in Japan. The spotlight has been shining on Japan thanks to some positive changes such as re-evaluation of the Japanese market and expanded business opportunities as well as the government's effort toward attracting foreign investments in Japan.**

## Allures of Japan;

The Japanese economy is growing more than ever with consecutive GDP growth rate for 6 quarters for the first time in the last decade. In fact, over 40% of the foreign-affiliated companies in Japan are feeling improvement in the business climate, and around 77% of them answered that they would expand their business in Japan in the next 5 years according to the JETRO survey.

For foreign companies, the greatest appeal in doing business in Japan has been its "huge sophisticated market" with consumers and clients demanding high quality products and services. Japan is now being recognised as a "trend setter" in the sense that success in Japan leads to success in Asian and global markets. Japan also has a great appeal as an innovation hub. In addition to "Made in Japan", we are seeing the idea of "Developed in Japan".



Japan enjoys its stable and convenient business infrastructure and Japan's business environment is regarded as the most sophisticated in the world. No one doubts that Japan provides a safe and comfortable community infrastructure. Global companies praise Japan's security, hospitality, beautiful nature and delicious & healthy cuisine.

## Structural Reforms;

The government of Japan is trying to make Japan the most business-friendly country in the world, and the improvement of several economic indices has proven it.

The effective corporate tax rate has been reduced to the 20% level, and "earning power" of companies has increased through the corporate governance reforms. Significant progress can be seen in some key sectors where UK companies can expect huge business potential. The introduction of speedy and efficient approval review of advanced medical

products and full liberalisation of the retail market of electricity and gas, for instance, are consistently expanding business opportunities in Japan.

## Key figures;

"High business cost" used to be the biggest obstacle in Japan, but foreign business executives claimed these days that it is no longer a big problem. In addition to business costs coming down in comparison with other large cities in Asia, Japan's reputation as a product development and R&D centre is also rising through collaboration with Japanese companies and research institutions in recognition of the research and technology capabilities and reliable IPR protection in the country.

Japan is becoming a popular destination for tourists as well. The number of foreign visitors to Japan in 2016 reached over 24 million, an all-time high.

Aside from these figures, Japan is the location of choices for high profile global events that are coming up. The Rugby World Cup in 2019 and the Olympic and Paralympic Games in 2020 will create more opportunities than ever for companies across all sectors.

## What JETRO can offer

The Japan External Trade Organisation (JETRO) is a Japanese government agency which is working with British companies across a wide range of sectors, from SME's to globally listed companies,

to assist them in entering the Japanese market.

JETRO, together with the central and local governments, is offering free business services including market information, business matching opportunities, temporary office space as well as consultations with legal experts who can make the setting up process as quick and smooth as possible.



Japan and the UK enjoy strong historical ties in business and culture. Japan is viewed as a key business partner in Asia and contributed over 140,000 employments to the UK economy. The UK also has a large standing in the Japanese market, with over 450 British companies presently operating there.

The relationship between these two countries is only expected to become more robust. We firmly believe that now is a very exciting time to be considering the Japanese market.

# TALK TO JETRO FIRST.

## JETRO London Office

Thomas Taylor

TEL: (44) 20 7421 8315

Email: [LDN\\_Invest@jetro.go.jp](mailto:LDN_Invest@jetro.go.jp)

Web: [www.jetro.go.jp/en/invest/](http://www.jetro.go.jp/en/invest/)

When it comes to doing business in  
Japan, please "Talk to JETRO first!"

# Investing in Japan

As the third-largest economy in the world, Japan presents enormous opportunities to British businesses. The country is currently the UK's fourth largest non-European trading partner, with the UK benefitting more from Japanese investment than any other country in the world apart from the US. In 2015, the UK exported £6 billion of services to Japan.

In 2016, UK exports to Japan were approximately 40% goods and 60% services. Recent data shows that UK exports of goods to Japan increased by 21.4% in the year to July 2017 compared to same period a year ago, including major UK exports such as machinery and mechanical appliances; motor vehicles; pharmaceuticals, optical equipment and medical instruments and electrical machinery and equipment. But we're also seeing UK cultural exports such as books, film and TV, and products like fashion and Scotch whisky becoming extremely popular on the Japanese market.

There are many incentives for UK businesses looking to export to Japan; a cutting-edge business culture, strong intellectual property protection, a hunger for new trends and technologies and strong political, trade and social ties between the two countries.

Over 450 British companies currently operate in Japan. From major FTSE 100 companies to small businesses, visible high street names including Ted Baker, Burberry and Fortnum & Mason and BrewDog sit alongside larger multinationals such as Barclays HSBC, GlaxoSmithKline and Rolls-Royce.

Helping UK businesses take advantage of these opportunities and cement existing trade and investment relations is why



Japan's Kobe port

Secretary of State for International Trade Dr Liam Fox accompanied the Prime Minister on her visit to Japan in August 2017. A delegation of senior British business leaders from a diverse range of companies also joined, from sectors as broad as financial services, life sciences, defence and cyber. Dr Fox hailed the visit as a vital opportunity for British businesses to further engage with Japanese buyers and investors and encourage inward investment back into the UK.

As part of the business delegation, Aston Martin Chief Executive Dr Andy Palmer announced a £500 million UK-Japan trade and investment deal whilst on the visit. The five-year deal will see Aston Martin dramatically increase exports to Japan, open several new offices within the year and expand its dealer network. The deal will benefit its plants in St Athan in Vale of Glamorgan and Gaydon in Warwickshire.

DIT and the Japan External Trade Organisation signed a Memorandum of Cooperation in 2017, outlining practical ways to support UK and Japanese

businesses. This includes running joint events and promotion in sectors where the UK is looking to attract Japanese investment, such as renewable energy and pharmaceuticals, and where the UK is looking to trade with Japan, such as defence and security and fintech.

Companies from across the UK are taking advantage of the opportunities offered by the dynamic Japanese market. Forest Gin, a Macclesfield-based gin manufacturer, won its first export deal following a trade mission to Japan with DIT. The deal is, estimated as bringing in up to £140,000 in revenues over the next five years was secured with support from DIT to help them gain a better understanding of international markets and form links with importers.

In October 2017, DIT helped Japanese robotics firm tmsuk set up its first facility in the UK at the University of the West of England's Future Space hub in Bristol. The move will promote ongoing research and development collaboration between the UK and Japan, create local jobs and generate £500,000 in

capital expenditure investment.

The UK continues to be an attractive place for Japanese companies to invest, with more than £40 billion flowing into the UK and around 1,000 Japanese companies including Honda, Hitachi and Mitsubishi employing tens of thousands of people across the country. Since April 2012, there have been over 550 Japanese inward investment projects in the UK, 116 of these in 2016/17. These projects created over 15,000 new jobs and safeguarded a further 18,000 across the country.

Numerous Japanese companies have committed to a long-term presence in the UK with Nissan, Toyota and Softbank in particular having made commitments to the UK since the EU referendum.

As an international economic department, DIT is committed to showcasing the best of British business and building upon our already strong trade relationships with key markets, like Japan.

**To find out more about how DIT could help your business, visit [gov.uk/dit](http://gov.uk/dit).**





# Seoul trader

**The United Kingdom has a long established and successful trading relationship with South Korea, with a trade surplus in place since 2010. South Korea presents an enormous opportunity for British businesses, in export and investment opportunities.**

More than 325 Korean companies have set up their business in the UK, many of which are household names, including Samsung, Hyundai and Doosan Heavy Industries, who were awarded preferred bidder status for the £220m contract for new nuclear power plant at Hinkley Point C.

Last year, UK mobile banking company, Monese, secured a major investment deal from the largest Korean venture capitalist company, Korean Investment Partners. Having launched the first 100 percent mobile current account in the UK in September 2015, they are now one of the leading Fintech players in the market.

In December last year, at the 3rd UK-Korea Joint Economic Trade Committee (JETCO) meeting, the Secretary of State for International

Trade Dr Liam Fox and Korean Trade Minister Joo Hyung-hwan established a UK-Korea Trade Working Group. The working group will tackle barriers to trade and investment, wider global trade issues and ensure continuity for businesses, as well as exploring future trade opportunities following the UK's exit from the EU.

Behind China and Hong Kong, South Korea comes in as the UK's third largest goods export market in Asia. The total of goods and services exports to Korea amounted to £6.3bn in 2015<sup>1</sup>.

The UK's largest and fastest growing non-oil exports to South Korea include: general machinery, road vehicles, aircraft, spacecraft and parts as well as optical and medical instruments.

The UK's strong automotive trading links with South Korea has seen the number of cars exported to the country continue to increase, making it the UK's eighth largest export market outside of Europe – up from 16th in 2009.

Earlier this year, Kingswinford-based company Westfield Sports Cars, became the first firm in the world to strike a deal to export driverless cars. The £30 million project deal, supported

and signed by DIT, will see the UK company supply South Korea with "autonomous electric pods" which are set to be showcased at next year's Winter Olympics in Pyeongchang.

The South Korean market presents a plethora of outward direct investment (ODI) opportunities for British businesses, with over 300 British companies currently operating in the region. In 2015, outward direct investment from the UK to South Korea totalled £3.3bn. UK labels including Burberry, Barbour, the Body Shop and SuperDry are all experiencing growth in this ever-growing marketplace.

Other notable ODI success includes Fintech company Level39, who decided to open one of their first offices outside the UK in Seoul's Yeoido financial district. The decision came as a direct result of a business win worth £4.5 million, secured at the UK-Korea Financial Forum in 2015.

Merlin Entertainments is investing £59 million to expand their famed British amusement park Legoland, in South Korea. The new park is set to open in Chuncheon, Gangwon Province (to the east of Seoul), in 2017.

There is much to celebrate with recent UK business successes in South Korea showing the range of sector diversity within this burgeoning marketplace. As an international economic department, DIT is committed to showcasing the best of British business and building upon our already strong trade relationships with key markets.

From 7 to 11 March 2018, DIT will be hosting a trade mission to South Korea. We're inviting British home and kitchen brands to join the mission, for the British Lifestyle Showcase event at Seoul Living Design Fair 2018, and if you think your business is right, we want to showcase your innovative UK design to local buyers.

**For more information, or to register visit:** <https://www.events.trade.gov.uk/event/british-lifestyle-showcase-trade-mission-to-south-korea-1/>.

**To find out more about how DIT could help your business, visit** [gov.uk/dit](http://gov.uk/dit).

1. ONS Pink Book, 2016



# Korean Air – Excellence in Flight

**Korean Air operates a daily service from London Heathrow non-stop to Seoul Incheon International Airport in South Korea. Our modern aircraft offer a three class configuration cabin service with First Class, Prestige Class (Business Class) and Economy being available offering award winning cuisine and one of the biggest seat pitches in economy class. All premium cabins offer flat beds and wide screen TV monitors with audio visual on demand.**

From our Incheon base we offer onward connections to all major Asian capitals and business centres as well as flights to Australia, New Zealand and Fiji. All routes are operated by state of the art aircraft offering award winning service and food and wines. As well as a full western menu we also offer some award winning Korean dishes as part of our service across the board.

The Korean Air network covers one hundred and twenty five cities in forty three countries around the globe. This network includes extensive networks in China and Japan along with all Asian capitals. Korean Air also has one of the largest networks across the North Pacific of any Asian carrier serving 15 gateways

in the United States and Canada from their Seoul hub. In Europe, as well as London Heathrow, flights to Seoul depart from Paris Charles de Gaulle, Frankfurt, Amsterdam, Prague, Vienna, Zurich, Milan, Rome, Madrid, Barcelona, Istanbul, Tel Aviv, Moscow and Saint Petersburg.

We also serve Pacific Russia and Mongolia offering through-carriage to these not widely served destinations in East Asia.

Korean Air has recently been voted the Best Airline to Korea and one of the world's Top Ten airlines in the TripAdvisor Travellers Choice Awards for 2017. This is the first time that they have run a travellers

poll on airlines and Korean Air is delighted to have been viewed so highly by our paying customers.

As founder members of SkyTeam Korean Air is an active member of this airline alliance and frequent flyer redemption benefits apply across all member carriers. All premium class passengers departing from London Heathrow Terminal Four on Korean Air are offered access to the SkyTeam Lounge prior to departure. Korean Air looks forward to welcoming passengers aboard our modern fleet and offering full Korean and Asian hospitality as part of the "Excellence in Flight" they strive for.

Korean Air looks forward to welcoming passengers aboard our modern fleet and offering full Korean and Asian hospitality as part of the "Excellence in Flight" they strive for





## Our global network is all about you

Our network includes 133 cities in over 46 countries. You'll be connected to more places in the world for all your business needs. Fly anywhere and everywhere with the convenience you deserve.

### Disclaimer

Prestige Suite available on new aircraft, to be progressively rolled-out on new long haul fleet deliveries. Korean Air reserves the right to substitute aircraft, product variant does not form part of any contract.

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



Reservation 0800 413 000 (UK)  
00800-0656-2001 (UK & Ireland)  
Ticketing 020 7851 1557 (UK)

Excellence in Flight  
**KOREAN AIR** 

# Liverpool City Region

**Liverpool City Region is at the centre of the UK's second largest regional economy with access to six million customers. Our regional economy is worth more than £156.8 billion with 294,200 businesses. We're connected to global markets. Multinationals invest in our business friendly and cost competitive environment. Entrepreneurs are drawn by market opportunities, business benefits and an outstanding quality of life.**

Our financial services sector employs over 35,000 people; Jaguar Land Rover's round-the-clock production line is producing the world's most in-demand cars; home to the largest concentration of biopharmaceuticals in Europe, and our creative and digital sector is powering the next generation of entrepreneurs.

**Choose** the right people for the job – there are 6.2 million people within an hours drive.

**Connect** to an enormous market – we've 15 million people within a two hour drive and entire UK in one day's legal driver hours.

**Select** the best – draw from a talent pool of over 213,000 students from our 13 universities.

**Collaborate** with research – 81% of University of Liverpool research is rated 4\* (world-class) and 3\* (internationally excellent).

**Commute** to meetings easily – hourly trains to London with a journey time of two hours, and two international airports.

**Achieve** cost efficiencies with average salaries – Liverpool only 50% of average salaries in central London.

**Invest** in better value commercial

premises – Liverpool offers a great range of Grade A office space.

**Attract** senior staff – drawn to our city's cultural offer, property options, and its easy access to coast and country.

**Benefit** from loans, grant funding and incentives for start-up costs, new projects and training.

**Harness** the support from Invest Liverpool – here to help with every aspect of expanding your business into the city.

Industry strengths are:

- Advanced Manufacturing & Engineering
- Creative, Digital & Tech
- Energy & Environment
- Financial, Professional and Business Services
- Life Sciences
- Maritime & Logistics



Alongside the redevelopment of the Royal Liverpool Teaching Hospital additional investment in the city includes the £400m expansion of the Port of Liverpool, a major bridge project (£600m) creating a second crossing of the Mersey; and the significant £10bn mixed-use regeneration proposals by Peel – transforming Liverpool's northern

docks into the ambitious new Liverpool Waters and Wirral Waters development. There has never been a better time to move business into Liverpool. The city is vibrant, dynamic and alive with opportunity.

Wherever your customers, or the rest of your operation is based, Liverpool is easy to reach. London is just two hours away by train – with services every hour.

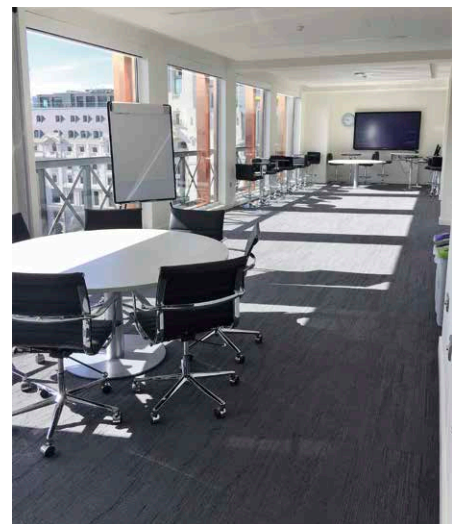
Liverpool is connected by direct rail services to Manchester, Birmingham, Leeds, Sheffield, Nottingham and others – and by motorway to the central belt of Scotland, Newcastle, Bristol are all within 4 hours' drive time.

For international connections there is a choice of both Liverpool and Manchester airports which are both within 45 minute drive time.

Liverpool John Lennon Airport

and skyscrapers, we're proud of our beautiful city. The city's life and style is rooted in the warmth of its people and an unmistakable personality.

Liverpool can offer city centre



living or a selection of coastal, suburban or countryside residential locations. House prices offer tremendous value – average house prices are half the price of the average for the South East of England.

The city has several theatres, two Premier League football teams and the City Region is unique in England as an area with two Open Championship golf courses.

Alongside Liverpool's UNSECO World Heritage site/ UNESCO Maritime Mercantile City, we are also England's only UNESCO City of Music within the global UNSECO Creative Cities network.

Furthermore, Liverpool is one of the world's best-loved visitor destinations, winning awards such as friendliest UK city from Conde Nast Traveller and one of the top three locations on Rough Guides' global travel bucket list.

## Invest Liverpool

**Our aim is to support and accelerate the city's growth to build a sustainable economy.**

Our Invest Liverpool team work on growing the local economy in two ways; through attracting inward

investment into the city from all over the world, and through helping existing local businesses to grow and develop.

We work with a wide range of partners which enables us to deliver a coordinated and comprehensive Investment service.

**INVEST LIVERPOOL**  
ADVANCING THE CITY REGION

**LIVERPOOL**  
IN LONDON

We're also well connected, working closely with existing business networks in the city and beyond.

Our team of experts help guide businesses through the process of relocating in the city region, from initial contact through to project delivery and also support once

you've landed.

If you need advice on how to grow your business here in the city, we can help. We offer a wide range of services, which can be tailored to suit your needs.

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



# Liverpool in London

**To attract new investment to Liverpool City Region, the case for us to be in London is compelling. Liverpool in London gives the city a foundation in the heart of the nation's capital where we can promote our business offer, attract investors and recruit partners.**

Since the launch of the Liverpool in London office in 2011, thousands of organisations have heard about our city region's determination to welcome trade and investment; ready for business; a place with a bright future.

The hub isn't just about selling Liverpool, however. It is a base for Liverpool City Region businesses looking for a London location to network and secure their own investment. As part of our

commitment to supporting local business growth we want to give Liverpool firms as much help as we can.

Liverpool in London host a dynamic programme of events, briefings, seminars and one-to-one meetings designed to secure business, develop relationships and build contacts between the Liverpool in London community and the wider business world.

The Liverpool in London office is situated right in the heart of Central London at 33 Finsbury Square, and is a short walk from Moorgate, Old Street and Liverpool Street Stations.

**Member comment:**

*"Liverpool in London opened doors for me by having networking events. It's been an ongoing process and in*



*recent years I've secured a number of London clients. "Being a member of Liverpool in London has been a way of saying 'I'm in London'. Clients see a card with Liverpool on and aren't sure why you're contacting them, but when they see you also have a*

*London address it is amazing how many doors open."*  
**Evoke Solutions UK**  
**Ian Robinson, director of project management**

[www.investliverpool.com/services/liverpoollondon](http://www.investliverpool.com/services/liverpoollondon)

## 2018 International Business Festival

**The International Business Festival is the biggest event of its kind in the world. Held across nine days over three weeks, the Festival will give ambitious businesses access to the space, support and expertise they need to take the next step – whether that's scaling up, building better supply chains or exploring new export markets.**

Hosted every two years within the state-of-the-art facilities of the Exhibition Centre Liverpool, to date the International Business Festival has attracted tens of thousands of attendees and enabled more than half a billion pounds in trade and investment.

The 2018 Festival is set to be the biggest and boldest yet, welcoming a global audience of influencers, innovators and industry leaders and

delivering a dynamic programme of expert panels, practical workshops and high-profile keynote addresses.

The International Business Festival is supported by a range of partners from government and industry partners including Department for International Trade, HSBC, British Airways and the Confederation of British Industry. The event is also supported by Festival patron, His Royal Highness

The Duke of Cambridge and media partner BBC Worldwide.

**International Business Festival will be held 12-28 June 2018 – for tickets and information visit [internationalbusinessfestival.com](http://internationalbusinessfestival.com)**



# Regeneration and business in Greenwich



**Strategy for growth: sustainable regeneration & growth, by Cllr Sizwe James, Cabinet Member for Transport, Economy and Smart Cities**

**The Royal Borough of Greenwich has been transformed in recent years with an unprecedented level of investment and regeneration leading to new developments and new opportunities.**

With the forthcoming arrival of two new Elizabeth line stations in the borough due to open by 2018 as part of the Crossrail project, major new house-building projects, including the 'three estates' redevelopment in Woolwich by Lovell, the Housing Zone project delivering new homes

in Abbey Wood and Thamesmead, and the extensive regeneration of the old Royal Arsenal site by Berkeley Homes, all shows Royal Greenwich is continuing to grow and to change.

The Council has been working in partnership with residents, businesses and developers to ensure that this regeneration leads to sustainable economic growth, and has been greatly encouraged by the results so far. In 2012 there were 7,600 businesses in the Borough, by 2017 that figure had increased by 3,835 to 11,435.

Successful regeneration can only be achieved by working in partnership with a wide range of individuals and organisations, whether they be public, private or third sector bodies, to coordinate aims and priorities to deliver the best for local communities. This approach has been at the heart of the regeneration strategy in Royal Greenwich, and the economic development that has followed the regeneration boom has led to new jobs and employment opportunities.

New enterprises know that Royal Greenwich is not only open for business, but is a thriving hub that offers first class facilities, transport connections, and, importantly, an eager work force that has the right skills to meet businesses demands.

The Council's regeneration strategy is giving a new lease of life to this part of south east London, and, although there is still much more to be done, there are signs all across the Borough that



Eltham cinema



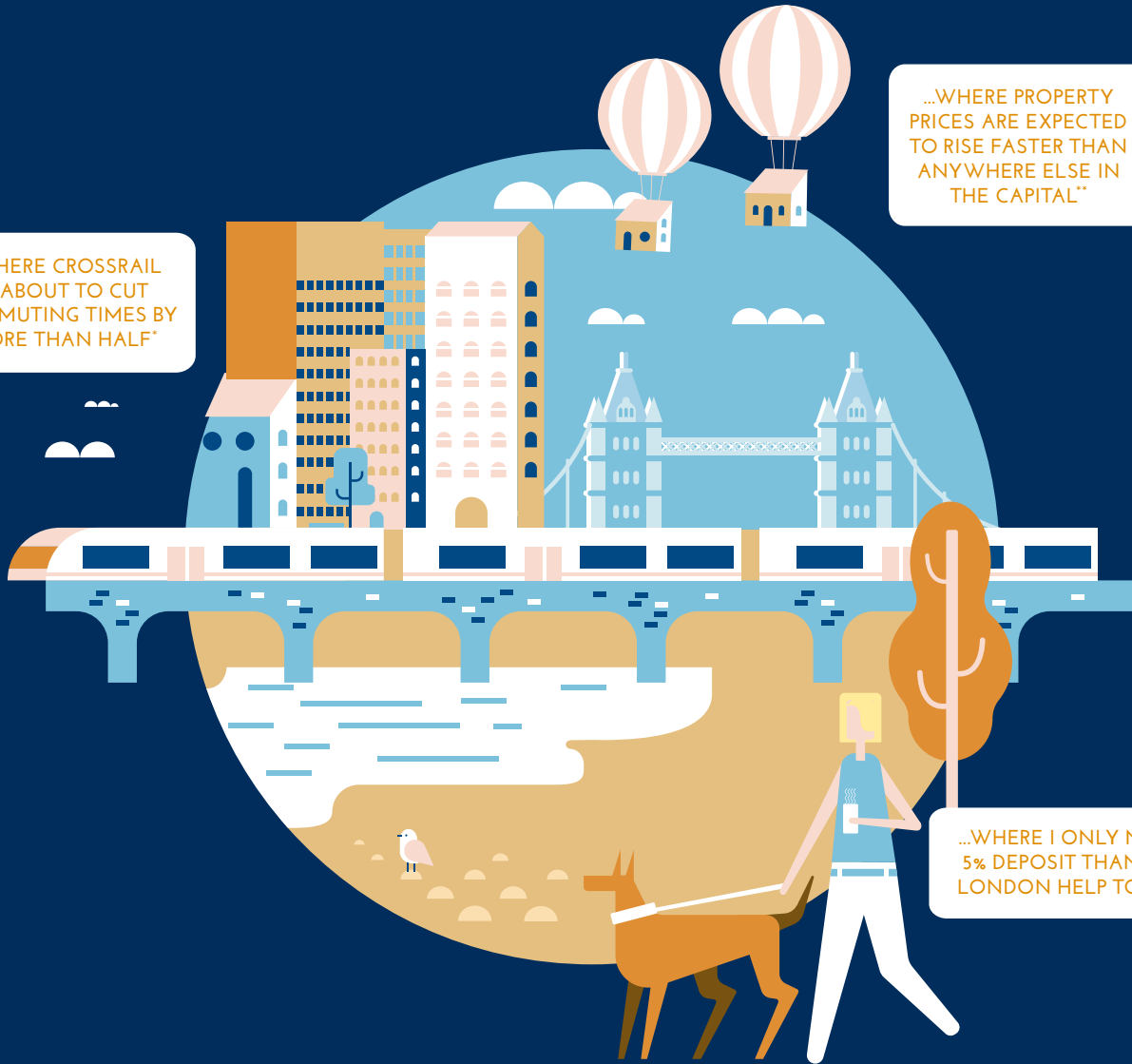
Spray Street Quarter

*Continued on page 54*

LOOKING TO BUY A NEW HOME...

...WHERE CROSSRAIL IS ABOUT TO CUT COMMUTING TIMES BY MORE THAN HALF\*

...WHERE PROPERTY PRICES ARE EXPECTED TO RISE FASTER THAN ANYWHERE ELSE IN THE CAPITAL\*\*



...WHERE I ONLY NEED A 5% DEPOSIT THANKS TO LONDON HELP TO BUY\*\*\*

  
TRINITY  
WALK

MAKING HOME OWNERSHIP A REALITY

1,2&3 BEDROOM APARTMENTS FROM £355,000,  
ONLY £213,000 WITH LONDON HELP TO BUY\*\*\*  
WOOLWICH SE18 6UU

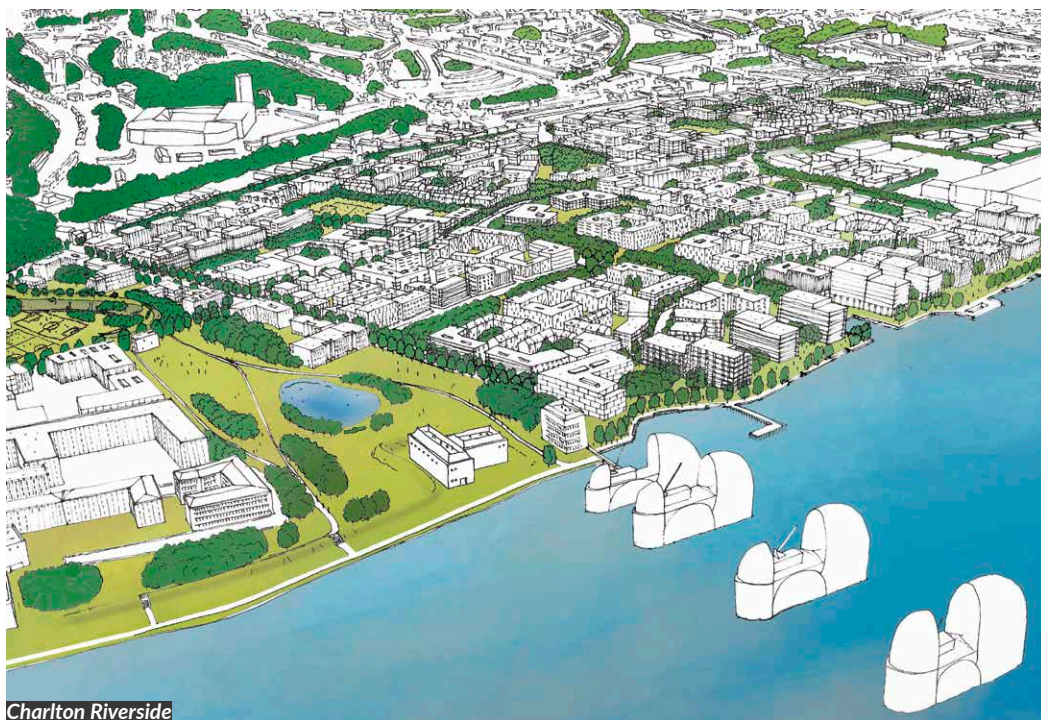
**LOVELL**  
HOMES

SHOW APARTMENT NOW OPEN. CALL TO BOOK YOUR VIEWING

020 3733 4470 | [trinitywalk-woolwich.com](http://trinitywalk-woolwich.com)



\*Crossrail.co.uk\*\*Source Jones Lang LaSalle \*\*\*Prices based on £355,000 for a one bedroom apartment, with a £17,750 deposit using 40% London Help to Buy. Prices correct at time of publishing. Those looking to buy with Help to Buy require a 5% deposit as the government will provide up to 40% of the value of the property in an equity loan, allowing buyers to access mortgages of up to the remaining 55%. The equity loan is interest free for the first five years, and can be repaid at any time or when you sell your home. Subject to terms and conditions. Please ask for further details. Information correct at time of print, October 2017



Charlton Riverside

show just how much progress has already been made.

**Eltham** is benefitting from a £6m public realm project, designed to improve the high street, increase footfall to its town centre and improve accessibility and public transport. Central to this is a brand new cinema complex, which is being built on the site of

an old Co-op department store. In addition to screening all the latest film releases, the complex will also host a number of well-known high street restaurant chains and will help reinvigorate the local economy.

**Woolwich** is to get a new leisure centre. It will replace the existing Waterfront Leisure

Centre and will be another new facility that will benefit the local community. The redevelopment of what is now known as the **Spray Street Quarter** will create a new landmark destination and gateway to Woolwich town centre. When completed it is likely to include a cinema, shops, cafes and restaurants, flexible office space

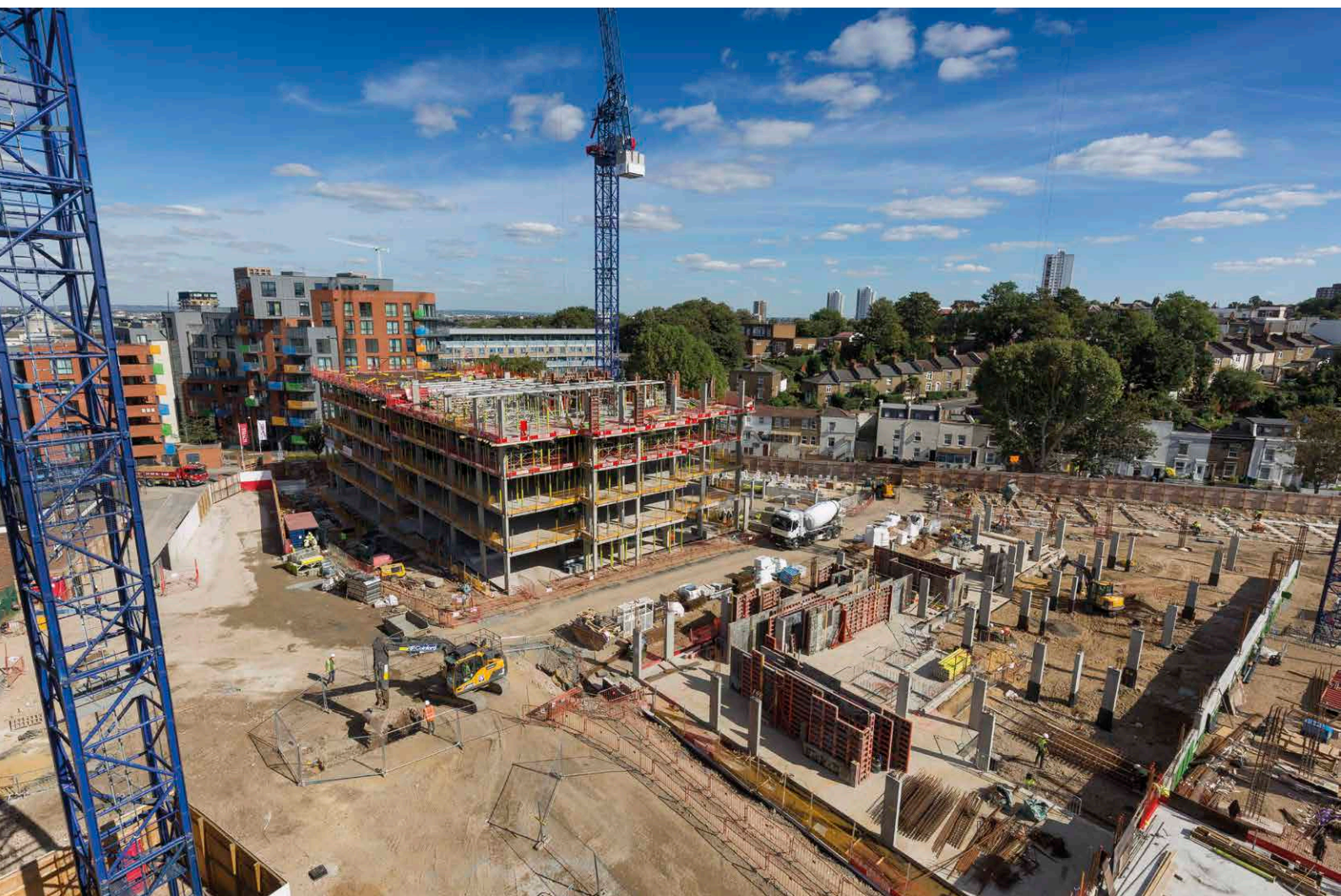
“Tourism plays a huge part in our local economy with more than 18 million tourists visiting Greenwich each year.”

and residential units.

Key to the Borough’s success in the future will be its transport infrastructure. Already the Borough offers excellent transport links, but journey times across London will be reduced even further with the arrival of Crossrail in 2018 at Woolwich and Abbey Wood stations.

Residents and businesses in **Plumstead** are also benefiting from the regeneration, with a new state of the art combined library, leisure and cultural facility proposed. Works around the major transport hub are helping to modernise the flow of traffic, and make the public realm more inviting and safer for members of the public who need to use the old underpass to cross.

The Borough has within its borders one of the capital’s







most important business hubs. **The Greenwich Peninsula** is identified in the London Plan as an opportunity area capable of delivering considerable numbers of new homes and jobs. In just a few years the Peninsula has been transformed from a decommissioned gas works to one of London's most exciting new destinations. It now houses one of the world's most successful entertainment venues, The O2 Arena, the InterContinental Hotel and is increasingly becoming home to many hundreds of people as new houses and flats area built.

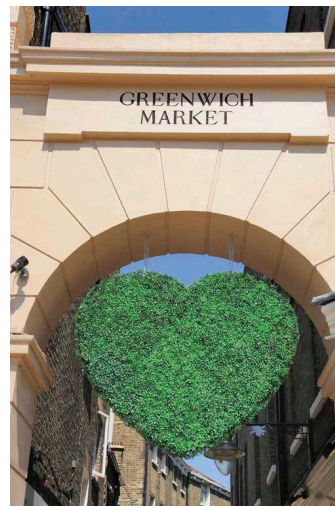
The Peninsula is also home to Digital Greenwich that is delivering on its smart city aims. Already this work has helped attract a number of tech start-ups, along with its close proximity to the city and City of London airport. Greenwich is also the only city in the UK taking part in a unique partnership with several cities across Europe called Sharing Cities, which is a five year programme using technology and advances in data analytics to address challenges faced by major cities. In September, in conjunction with a Sharing Cities consortium meeting, the Royal Borough launched a new clean air initiative with a new Zero Emission Deliveries (ZEN) programme which will help local businesses offer local residents a professional last-mile delivery service through E-bikes, a hybrid of battery and pedal power, to cut emissions.

**Charlton Riverside** is another area undergoing significant regeneration. The newly



adopted masterplan ensures the importance of the area for employment, with the capacity to increase jobs by a further 5,000 as well as up to 7,500 new homes and new infrastructure – schools, open space and community health facilities.

In Royal Greenwich we are supporters of business in as many different ways as we can. We have just launched our first **Best of Royal Greenwich Business Awards** in association with Lovell Construction and the South East London Chamber of Commerce. The awards will acknowledge the achievements of local business and is a way for the Council to celebrate the contribution business is making in the Borough. The awards ceremony will take place at the InterContinental O2 Hotel in January 2018, with TV's Nick Hower from The Apprentice hosting and over 200 guests in attendance.



**Tourism** of course plays a huge part in our local economy with more than 18 million tourists visiting Greenwich each year, and is worth around £774 million to the local economy. Visitors are drawn to attractions like the traditional historic favourites of the Old Royal Naval College, Royal Observatory, and the Cutty Sark, as well as the O2 Arena.

This year over 800,000 people attended the free 4-day **Tall Ships Festival**. The thousands of extra visitors that travelled into the Royal Borough brought a positive boost for local businesses, with many saying they extended opening hours throughout the event to cater for demand.

The Council spends months in advance of events like this working with local businesses to make sure they get the very best out of the opportunity. We worked tirelessly to offer marketing and bespoke sponsorship packages for

businesses big and small, as well as encouraging them to sponsor our Sail Trainees, who were either students, unemployed or on low incomes, who were able to join the race from Greenwich to Portugal for a once in a lifetime experience.

The Royal Borough is working with a range of partners to deliver its regeneration programme. It has a £269m construction deal with developer Lovell to regenerate 3 housing estates in Woolwich. Our own employment support team, GLLaB (Greenwich Local Labour and Business) has helped more than 20,000 residents find jobs, apprenticeships and training opportunities. The service plays a key role in ensuring that local people, including residents from the regenerated estates, benefit from the regeneration that is taking place throughout the Borough. Indeed, on the Lovell construction site, more than 80 people live in the borough.

The Royal Borough is pursuing one of the most ambitious programmes of regeneration in London. The aim now is to capitalise on the opportunities arising from the growth areas, and combine it with its existing strengths in tourism, creative, and cultural and digital industries.

Regeneration takes time, but the investment in new homes, businesses and social infrastructure is already creating the conditions for new opportunities and business growth that will transform this historic part of south east London for many years to come.

# Doing business in Hong Kong

The Hong Kong Government encourages free enterprise. The formalities and requirements for establishing a business are simple and straightforward. Generally there are no regulations concerning a company's minimum capital, the degree of local/overseas participation in the ownership or capital structure, or the relative proportion of local to overseas staff.

There are no exchange control or money market restrictions inhibiting the free flow of capital into or out of Hong Kong, dealings in foreign exchange may be freely carried out and capital can be held in any currency. Efficient local banks and branches of most multi-national banks provide highly competitive banking services. Every investor has a wide range of business vehicles to choose from when wishing to set up business in Hong Kong. All enterprises are subject to the same rules.

The most common forms of business vehicles foreign investors choose are:

- Private limited companies
- Branch offices of overseas companies
- Representative offices

## Private Limited Company

Incorporating a new company is the most common and preferred method of establishing a business presence in Hong Kong.

To establish a Hong Kong company, a minimum of one



Big Buddha on Lantau Island, Hong Kong

shareholder, one director and a secretary is all that is required. Neither the shareholder(s) nor the director(s) need to be resident in Hong Kong. Shareholders and directors can be either individuals or companies. However, at least one director must be a natural person. There is no prescribed minimum amount for share capital.



Chi Lin Nunnery in Kowloon, Hong Kong

A limited liability company in Hong Kong is not required to file its accounts with the Registrar of Companies in Hong Kong (although it must do so with the Inland Revenue Department for tax assessment purposes) and therefore such information remains confidential.

## Branch Office

Where a company incorporated outside Hong Kong establishes a place of business or branch office in Hong Kong as an extension of the investing company, it is referred to as a "non-Hong Kong company".

Such branch offices are generally subject to the same legal and tax consequences as limited liability companies incorporated in Hong Kong. Non-Hong Kong companies must register their branch with the Registrar of Companies within one month from commencement of business in Hong Kong. Branches are legally required to file returns and, if required in their home jurisdiction, audited accounts, on an ongoing basis.

The non-Hong Kong company remains fully liable for all the obligations of the Hong Kong branch office.

## Representative Office

Like a branch, this is a means by which a company incorporated outside Hong Kong establishes a place of business in Hong Kong.

A representative office however can only fulfil a limited range of functions. "Representative offices" are particularly useful for foreign companies that wish to analyse the Hong Kong market prior to committing itself to making a bigger investment in the city.

Whereas a branch and Hong Kong company can conduct full operations, a representative office may only collect information or maintain contacts with customers, so-called promotional and liaison work. A representative office cannot enter into contracts, except for employing staff and contracts necessary for running the office (for instance renting office space and for utilities). Since a representative office cannot undertake business in Hong Kong, it should not generate any profits.

## Taxation

The Inland Revenue Department is responsible for tax matters in Hong Kong. Hong Kong has a different tax regime and is treated as completely separate to the People's Republic of China (PRC).

Hong Kong operates a territorial basis of taxation under which taxes are only imposed on profits or income with a Hong Kong source. Foreign-sourced income generally is not taxable.

Hong Kong has a simple, predictable and low tax system. The principal direct taxes are profits tax on business profits, salaries tax on salaries and property tax on income from property (apart from miscellaneous duties such as stamp duty).



Hong Kong high rise buildings from below

## About Tanner De Witt



Tanner De Witt is an established and recommended independent law firm in Hong Kong. Our firm and lawyers, many of whom have international law firm backgrounds, receive top ratings from industry publications such as **Chambers and Partners** and **Legal 500**.

Our primary focus is business law in Asia. We provide legal advice and representation in the following areas: **Corporate and Commercial; Litigation and Dispute Resolution; Insolvency and Restructuring; Employment; Immigration; Family and Private Client; Wills and Trusts; Financial Services Regulatory; Hospitality including Liquor Licensing; White Collar Crime and Criminal.**

Our clients include public and private companies, multinationals, partnerships and individuals involved in a wide range of activities, both within Hong Kong and internationally. As an established Hong Kong law firm, we operate in many industry sectors. These vary from Hospitality to Aviation; from Banking and Insurance to Fashion; and Food and Beverage to Private Equity.

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

# Tanner DeWitt

solicitors

Established. Independent. Hong Kong Law.



We know Hong Kong best.

*They provide very hands-on, practical advice, they're swift, and provide very reliable services.*

*-Chambers Asia Pacific*



1806, Tower Two, Lippo Centre, 89 Queensway Hong Kong  
T +852 2573 5000 F +852 2802 3553

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

# Clarity Hub transforms the SME sector's business travel needs

**The top challenges faced by SMEs are managing time and money, however, many small businesses still book their travel independently and have never considered using a specialist company such as Clarity to handle their travel needs.**

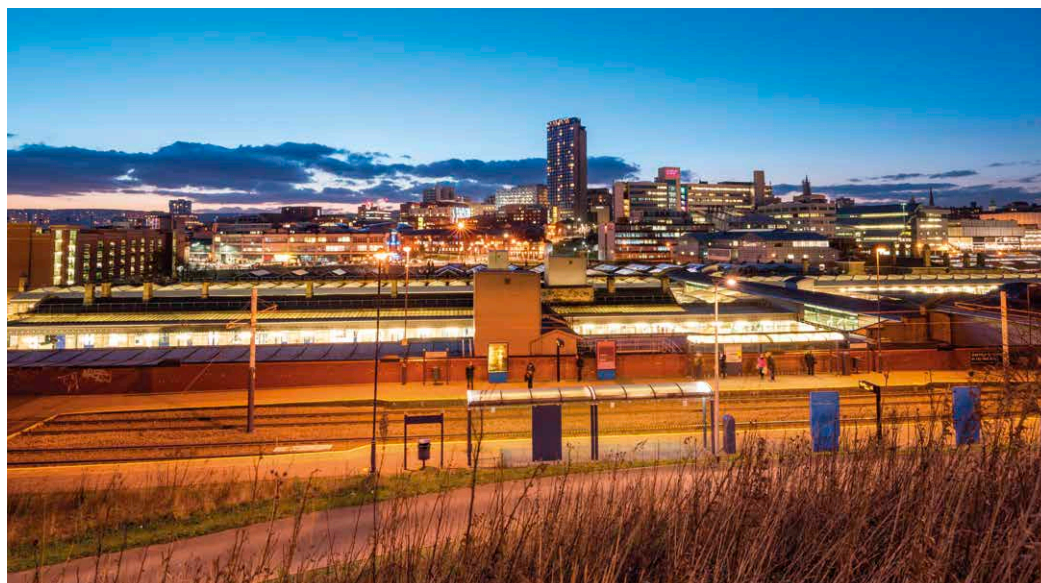
Without a dedicated staff member who can take care of the meticulous planning and research that business travel management requires, employees are often required to book travel themselves. This can result not only in increased fares, but also reduced productivity from the time spent researching and booking travel.

In response to this growing need, Clarity, the UK's eighth largest travel management company, has developed Clarity Hub - a bespoke business travel consultancy aimed exclusively at SMEs. Simply put, it means that you can now save money on travel, with the added bonus of making life easier.

A totally unique service, Clarity Hub is designed for companies with a travel spend of under £300,000. While it helps save on time and money, it also frees you up to concentrate on the job in hand, rather than the logistics. It also ensures quality, efficiency and security every time you travel.

Hub members are given a personal account manager, who will provide you with a tailored service and great savings, whether you prefer to book on the phone or online. What's more, thanks to Clarity's superior buying power and excellent supplier relationships, you'll have access to the most competitive prices in the marketplace.

All of this ensures that you are provided with travel planning that delivers the maximum value to your business.



## So what can you expect from Clarity Hub?

### Personalised service

- A dedicated account manager, who will be your main point of contact: a travel expert who understands your needs and with whom you have a personal, business relationship.
- Access to a wider, designated team of consultants who know the SME sector inside out and who have the skills to tap into the business' wider knowledge base. The tools available at their fingertips mean they're better equipped to assist you with trip planning, local resources and cultural differences - wherever you're going.
- A quarterly review so that any issues can be addressed and changes to the service implemented swiftly if need be.

### A 360 degree suite of tools, including

- Go2Book, an easy to use online tool to help you book travel and accommodation in the UK.
- Clarity One, a dedicated online booking service for all international travel. It offers access to fares at exceptional value, while providing crucial

**"In a market and industry that talks incessantly about online booking tools, Clarity provides a service backed by cutting edge technology, outstanding content and true flexibility"**

added-value information to ensure all aspects of your visit are seamless and safe.

- Go2Assist, a range of duty of care products that includes traveller tracking, traveller alerts and Clarity TwentyFour, Clarity's round the clock support, providing 24/7 advice and global crisis management.
- Clarity Trip Planner, a tool that allows you to manage your trips straight from your email itinerary.
- Go2Mobile, an app providing a central place for all your travel plans. It includes push notifications, flight status and helpful information such as weather reports, currency converter, airport guides, car park reminders - and even the best places to visit and explore while away.

### Added-value content

- A bespoke website, featuring products, promotions and fares negotiated specifically for the SME sector.
- A monthly newsletter providing deals, loyalty offers and SME industry updates.

Clarity Hub provides your businesses with full ownership of a failsafe and cohesive business travel policy, regardless of company size, staff count or turnover.

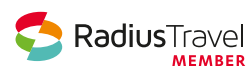
In a market and industry that talks incessantly about online booking tools, Clarity provides a service backed by cutting edge technology, outstanding content and true flexibility - with all the benefits of procuring the services of a large travel management company.

**For more information, visit [www.claritytm.co.uk/clarity-hub](http://www.claritytm.co.uk/clarity-hub) or call 0800 731 1627.**





# A bright new TMC



Clarity Travel Management and Portman Travel have now come together, as Clarity - The Business Travel Experts.

See what bright ideas we have for your travel:

Combining our expertise, award winning technology and global buying power, to offer a bright new approach to business travel.

Call 0800 731 1627  
Visit [claritytm.co.uk](http://claritytm.co.uk)

QUALITY

EFFICIENCY

SECURITY

# Ten practical tips to make business travel less miserable

Between increased security and reduced airline services, there isn't much thrill left in business travel, but you can reduce the agony if you plan appropriately. Here are some practical tips, as well as some apps and websites, to make business travel run more smoothly.

## Before You Go

### 1. Pack for today's overhead locker reality.

Since airlines started charging for checked baggage, travellers have resorted to extreme measures

"Almost everyone has a big roller bag and a briefcase. But one roller bag can fill an entire overhead locker"

to ensure their bags make it on the plane. But most people get it wrong. Look around the boarding area. Almost everyone has a big roller bag and a briefcase. But one roller bag can fill an entire overhead locker. If your flight is full and you aren't among the first on the plane, you will have to gate check that bag. A better strategy is to **take two more equal-sized bags**. One should be the maximum size that will fit under the seat and the other should be flexible so it can fit into any odd space available between roller bags in the overhead locker. Using this strategy, as an added bonus – you can save the extra fees airlines charge you to board early in order to cram your huge bag on first, which is just a rip-off. For a list of what this luxury and other "premium" services will cost you, take a look at airline services fees on Kayak and SmarterTravel.

**2. Select the right clothes (for men).** Pack only one colour of pants and one (matching) jacket. This way you can optimize the accessories you need to take. The same shirts and socks will match, so you can reuse some of the items if you come up short. This vastly reduces the amount of stuff you need to pack. Also, if you want to exercise, take some of the new lightweight sneakers that take up zero room in your luggage. Wear the heaviest things you are taking (if weather permits) to minimize the amount of stuff you need to drag around with you.

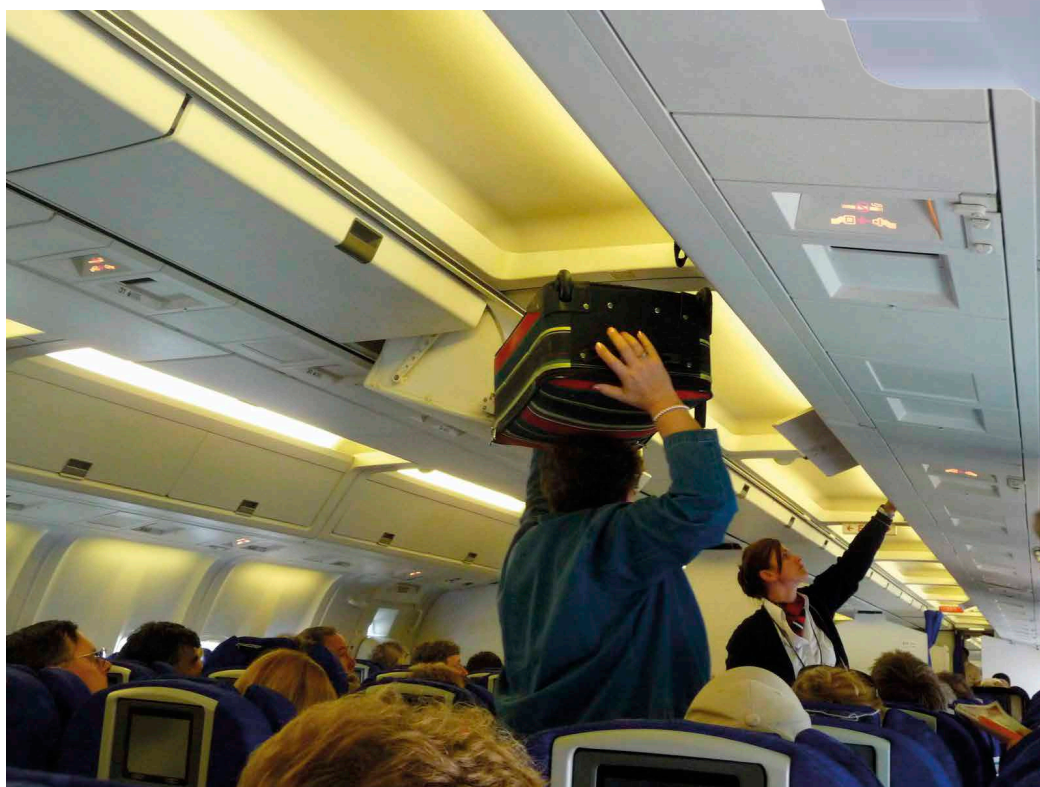
**3. Store items in a designated location.** Organize your luggage and especially your computer bag/carry-on so that items have a designated place. This makes it easy to locate gear like cables and connectors, which are prone to get lost. A quick "pat down" inventory check will suffice to make sure you didn't leave something behind.



Anyone who has felt the panic of realizing they brought the wrong plug convertor just as their computer battery dies, won't make this mistake twice

### 4. Take appropriate electrical plug adapters.

Anyone who has felt the panic of realizing they brought the wrong plug convertor just as their computer battery dies, won't make this mistake twice. Avoid the panic by consulting websites like Countryplug, which show you what you need to bring...before you leave home.





"Buying an international data plan for your mobile device may be cheaper than paying daily local rates."

**5. Arrange for voice and Internet access before you go.** Depending on where you travel, Internet access can be great or it can be pathetic. And having to pay £30 a day for an Internet connection in a £300-a-night hotel is not unusual. So buying an international data plan for your mobile device may be cheaper than paying daily local rates. Then, use your mobile device as a hotspot for data. Check with your carrier or with an international telecom service before you go.

**6. Recharge gadgets using USB ports.** Almost all devices have some sort of USB connection cable through which they can be recharged. Rather than drag along a spaghetti of cables, you could get by with just one plug when I charge my gadgets using my PC's USB ports. This comes in particularly handy in the many international hotels that think that electrical outlets are an extravagance.

## At The Airport

**7. Pick the "right" security line.** This is more of an art than a science. The best line is usually not the shortest one. Two things to check are the efficiency of the personnel manning the line and the mix of travellers ahead of you. Several things to watch out for include families with small children, unconventional luggage which will likely be inspected, and anyone who looks like they haven't

been in an airport security line in the last 10 years. Picking right can save you literally hours if you travel often.

**8. Create an on-boarding routine.** This is particularly important for long-distance flights. For example, organize all your reading material in a separate bag (within your carry-on) before you get on the plane. When you reach your seat, take the bag out and put

the carry-on away. You'll be amazed by the amount of time wasted by people who arrive at their seat and start rummaging through their bags to find all the things they want for the flight, while fellow passengers steam in the aisle waiting for this ritual to end.

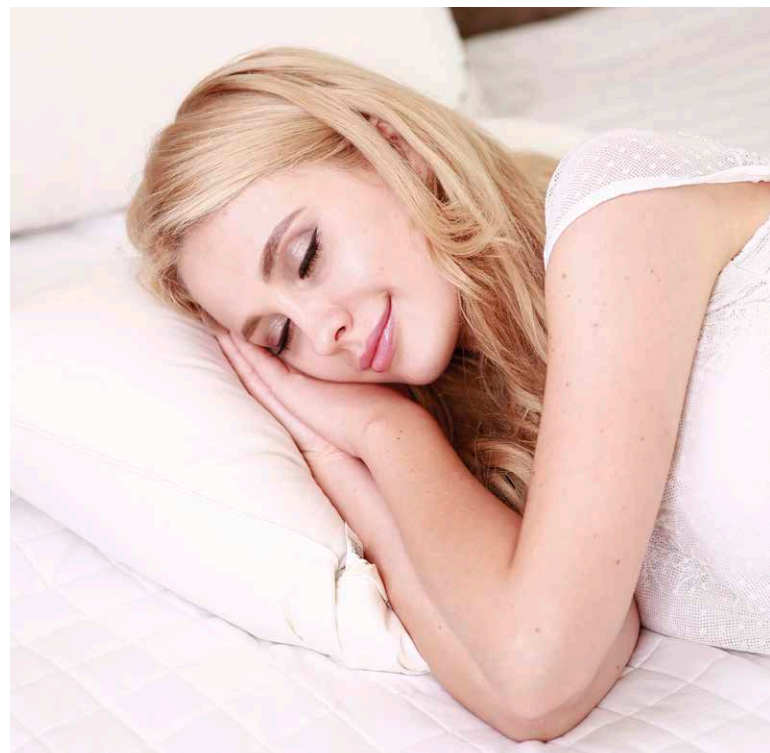
## On The Trip

**9. Develop a routine for sleep and eating.** Eat before you get on the plane to maximize the amount of time you can sleep, particularly for red-eye flights. Transcontinental and transatlantic flights are often too short for a full night's sleep. So maximize your Z's by "preparing for bed"—brushing your teeth and getting into comfortable clothes—before the flight. Go to sleep as soon as you hit the seat. Scoring a window seat avoids being disturbed by fellow passengers during the flight.

**10. Eat and sleep right.** Eating properly and getting at least a minimum amount of sleep makes travel much more bearable. Staying away from alcohol and heavy foods on trips, especially on airplanes, also helps.

Bon voyage...

"Getting at least a minimum amount of sleep makes travel much more bearable."





# 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.

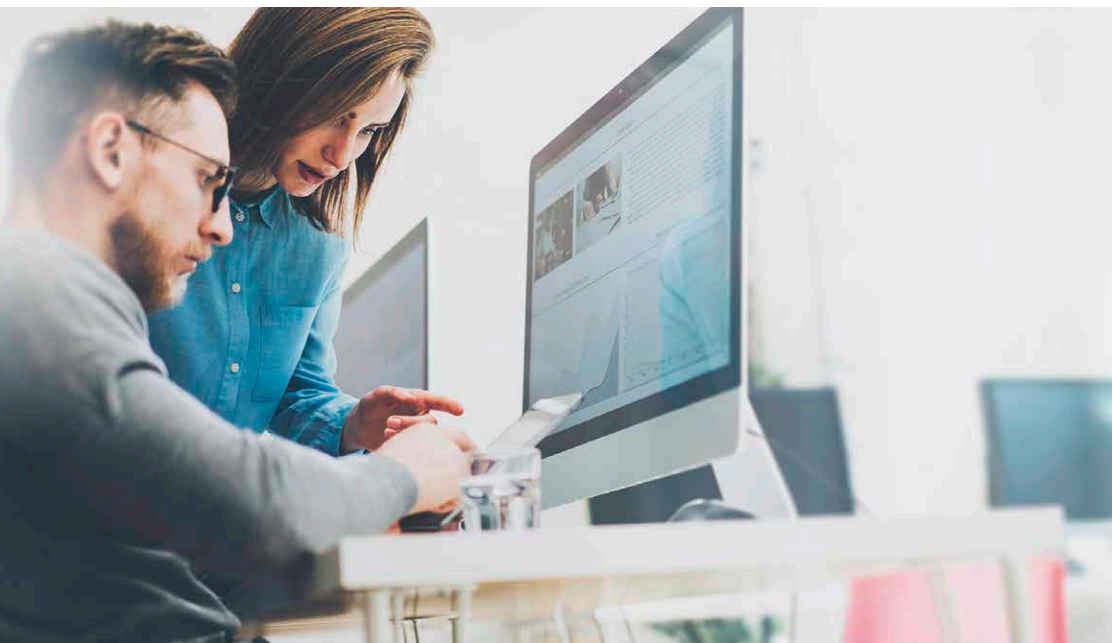
## Which one is right for my business?

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.







SEO

SEARCH ENGINE  
OPTIMISATION

PPC

PAY PER CLICK

ASO

APP STORE  
OPTIMISATION

PR

PUBLIC  
RELATIONS

Stand out from the crowd online



 **HFS London**



**Regional**  
SERVICES



REGENCY CREATIVE



**Get in touch today**

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

[services@optusdigital.co.uk](mailto:services@optusdigital.co.uk)



## ROBERT WALTERS

Robert Walters is a specialist professional recruitment consultancy, working with small and medium sized businesses as a trusted recruitment partner. We can help you find the very best skilled professionals, whether it be on a permanent, contract or interim basis, in the following areas:

- accountancy & finance
- banking & financial services
- executive search
- human resources
- information technology
- legal
- procurement & supply chain
- projects
- secretarial & business support
- tax • treasury.

### Offer to members

Our Guide to Recruiting Professionals for Small and Medium Sized Businesses outlines clear guidelines for how to effectively manage your recruitment process and how to build a robust and successful talent management plan that will support your business objectives both today and in the future.

### Contact

To receive your copy of the guide, or to discuss your recruitment needs, email [contact@robertwalters.com](mailto:contact@robertwalters.com) or phone 020 7379 3333. [www.robertwalters.co.uk](http://www.robertwalters.co.uk)

## MULTIFARIOUS EXPERIENCE

If your business has a genuine desire to be better at what matters to your customers, we can help. At Multifarious we are passionate about helping ambitious organisations grow and be ahead of their competition by transforming their customer experience and by building a truly customer-centric culture. Our CX assessment will give you the opportunity to:

- See your company from your customers perspective
- Reveal key areas to enhance the experience
- Identify the gaps between process, channels or departments that cause frustration and lead to negative experiences
- Utilise insights to prioritise improvements that have the biggest impact on your customers

### Offer to members

We are offering a FREE Customer Experience (CX) Assessment (usually worth £3000) to the first 5 LCCI members to reply to this advert. To redeem send an email to [amy@multifarious.co](mailto:amy@multifarious.co) quoting LCCI offer.

### Contact

Amy Brustia  
[amy@multifarious.co](mailto:amy@multifarious.co)  
020 7096 0546  
[experience.multifarious.co](http://experience.multifarious.co)



In today's world your business is at risk from Cyber Crime, data legislation laws and theft. Everyone's data is unique so we treat each customer as an individual and choose the best technology to fit your business needs and provide ongoing monitoring and management of your data backup. Mr Backup provides robust, cost effective data backup and archive solutions no matter where your data resides from PCs to Servers, in the cloud or mobile data.

### Offer to members

Most businesses assume they are protected when using cloud storage or still using tried and trusted backup systems. Think again, when did you last test a restore? No obligation assessments includes detailed report of your current vulnerabilities, best practise guidelines.

### Contact

Call us now on 0333 121 1041 or email [Markd@mrbackup.biz](mailto:Markd@mrbackup.biz) [www.mrbackup.biz](http://www.mrbackup.biz)



Clariss Coaching provides, organizational and individual coaching to small and medium sized businesses. Specialists in family businesses. Working with Board Level, CEO, 2nd generation leaders, and managers enhancing flow, resulting in motivated teams, employee retention, peace of mind and a happier workforce. An assessment will bring things to the surface, coaching will craft smooth direction, leadership management will inspire a vibrant rhythm. These successes will come from a deeper understanding of yourself and others, neuroscience knowledge, the use of emotional & conversational intelligence as leaders.

### Offer to members

Define your culture and develop your teams using tools including the Birkman Profile. All other Services 20% discount. Please quote your LCCI number.

### Contact

[services@clariscoaching.com](mailto:services@clariscoaching.com)  
Telephone: 02084329886  
[www.clariscoaching.com](http://www.clariscoaching.com)

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



Faulty Towers The Dining Experience and The Wedding Reception are two shows you really don't want to miss, especially in the run-up to Christmas. They're both immersive and interactive, which means the action goes on around you and with you – great fun for parties. Both have a 3-course meal included in the 2-hour show, and both are in Covent Garden – The Wedding Reception has public shows on 24-25 Nov and 15 Dec, and Faulty Towers The Dining Experience at least six times a week until 16 Dec. Or you can book a private show on a date to suit you!

### Offer to members

On all performances from now until 16 Dec, we're offering LCCI members 10% off all published prices on groups of 10 or more at all public performances. And if you'd like a private show, we can do that too – you just need a minimum of 30 people in your group.

### Contact

[jared@imagination-workshop.com](mailto:jared@imagination-workshop.com)  
07474 041488  
Websites for info:  
[torquaysuitetheatre.com](http://torquaysuitetheatre.com)  
[interactivetheatre.com.au/](http://interactivetheatre.com.au/)  
[theweddingreception](http://theweddingreception)



Healthcare provider Bupa is giving new Bupa Fundamental Health Insurance customers one month free insurance when they take out a policy starting between 2 October 2017 and 30 November 2017. Bupa Fundamental Health Insurance - which is only available through intermediaries - provides customers with cover for eligible treatment of acute medical conditions including surgery, hospital accommodation, test and scans. With Bupa Fundamental Health Insurance cancer treatment costs are paid in full. However, customers can adapt their policy to suit their budget.

### Offer to members

The discount means new customers receive 8% off this annual policy, on top of the high street rewards that already come with a policy. Bupa's one month free health insurance offer can be used with its current 10% family discount and 5% couples discount.

### Contact

For more information advisers can call visit <https://intermediaries.bupa.co.uk/Login.aspx>



Ascot's Christmas Racing Weekend (Friday 22nd & Saturday 23rd December) The festive finale. Join us on Friday 22nd December for a race card that includes two Grade 2 races: The Sky Bet Supreme Trial Novices' Hurdle and The Mitie Novices' Steeple Chase. Saturday's Family Day features Ascot's most valuable day of Jumps racing, including the two-mile £150,000 Wessex Youth Trust Handicap Hurdle.

### Offer to members

Make an exciting occasion unforgettable with Fine Dining or a Private Box at our racecourse. If you're planning an event with family, friends or colleagues, then this will make it even more special. Packages for the Christmas Racing Weekend start from £148.50 pp + vat.

### Contact

Please contact Sam Baring at [Sam.Baring@ascot.co.uk](mailto:Sam.Baring@ascot.co.uk)



We're experienced business coaches who energise teams through facilitated sessions:

- How to achieve your vision with clear actions and ways of working
- How to ask for the business in the right way - your 'signature presence'
- How to close the say/doing gap with the right targets and performance measures

### Offer to members

We're offering a free meeting to tailor a more from your business session, plus a 30% reduction on our normal rates to LCCI members. (Reduced rate of £300 per session, £700 per day for all 3 sessions).

### Contact

Rowena Wild  
+44 7944 898943  
[rowena@businessvaluespartnership.co.uk](mailto:rowena@businessvaluespartnership.co.uk)

Maia Rushby  
+44 7500 765733  
[maia@businessvaluespartnership.co.uk](mailto:maia@businessvaluespartnership.co.uk)

# BE THERE FOR WHAT MATTERS.

☉ Canary Wharf: 14 mins   ☉ Bank: 22 mins   ☉ Westminster: 25 mins.

- Only 20 mins from terminal entrance to departure lounge
- On return, just 15 minutes from plane to train
- Best UK airport for punctuality\*

\*Civil Aviation Authority Punctuality Statistics - July 2017

Fast, punctual and actually in London.

London City Airport  
Get closer.

londoncityairport.com   

# Worried divorce will affect your business?

## Hannah will protect your interests.

### Hannah Cornish should be your new business partner.

It takes years of hard work to build up a business, so during a divorce you need an expert that understands its complexities.

Hannah Cornish is a skilled family lawyer handling all types of cases surrounding separation and divorce, including acting for business owners. Praised for her calm and sensible approach, she'll make protecting your business, her business.

Get Hannah on your side – it could be the best business decision you ever make.

**Call us on 0808 175 7909**

slatnergordon.co.uk  
Offices in Milton Keynes,  
Watford, Cambridge, London  
and throughout the UK



**Slater  
Gordon**  
Lawyers

Family | Employment | Estate Planning, Wills and Probate  
Property | Crime | Dispute Resolution | Personal Injury