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London

Business Matters



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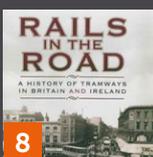
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Front cover photo of (l-r) Colin Stanbridge, Tony Pidgley and Jeffrey Adams by Cathy Scott

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Brexit hiatus – infrastructure and housing investment crucial

More than four in five London businesses say increased investment in infrastructure is important for the UK economy in the period between the referendum and the start of Brexit negotiations according to a new survey by ComRes for London Chamber of Commerce and Industry.

The poll of more than 500 business leaders found that those surveyed agreed that in the current political climate, with formal EU talks not expected to start before the end of the year, increased investment in housing and transport was important for the London economy (82 per cent each).

Increased devolution of tax and spending powers to London had the support of 56 per cent.

LCCI chief executive Colin Stanbridge said: “This survey confirms what we have been saying consistently – that we need to act now to safeguard the London, and the wider UK economy, by building now for a growing population.

“Major infrastructure projects such as airport expansion in the South-East, Crossrail, the night tube and new fixed river crossings for East London will bring employment and in turn more revenues.

“As well as acting with pace to



move major planning applications to the next stage, we urge government to take practical steps such as reviewing the status of poor quality land within the greenbelt to free it up for much needed development.

“The Brexit environment cannot be a period of excuses and inaction. It is a time to drive forward and capitalise on what is already a thriving economy.”

More Brexit news



Middle market business – Economist forum – page 9

Q&A – page 20

Exporters exposed by Brexit – page 21

Kinshasa calling

HE Robert Luzolanu Mavema led a delegation to London last month and visited the LCCI. The Minister of Planning, Budget and Infrastructure for the capital of the Democratic Republic of the Congo briefed Chamber personnel on transport developments in the fast growing city of Kinshasa where a tram system and ‘bendy buses’ are being considered to address the huge commuter traffic challenge.



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New chairman at LCCI

Jeffrey Adams, chairman of London housing developer United House Group, was elected chairman of the London Chamber of Commerce and Industry at last month's annual general meeting held at the Worshipful Company of Innholders in the City.

Adams previously headed up LCCI's property and construction committee and is well known in a booming sector for the capital – he has led United House to become one of the leading specialist developers, contractors, and investors in the London housing market.

Tony Pidgley CBE, the creator of the housing giant Berkeley, is also a star name in the industry and was re-elected as LCCI president for a further term at the same meeting. Geoffrey Riesel, who runs taxi holding company Mountview House Group, was elected deputy chairman while Subhash Thakrar of CBW Blackstone Franks was re-installed as deputy president.

Tributes were paid to outgoing



chairman Mark Adams of the Professional Lobbying Company who served a three-year term and deputy chairman Elliot Moss of Mishcon de Reya.

Momentous

In his summary of the Chamber's progress during the last year LCCI chief executive said that it had been a momentous year during which "we continued to grow in membership despite increasing competition and the background of a delicate economic environment.

"We continue to do all that we can to ensure that we remain relevant, that members continue to be able to make a wide range of connections through their membership and that we deliver the exceptional level of customer service rightly expected of us."

Stanbridge briefed members on the property deal that had been negotiated for the Chamber's city HQ which he said would help ensure that the LCCI was an organisation fit for purpose in the 21st century. "We are already transforming our digital infrastructure and, in the next few months, will have installed a new customer relationship management system, followed by a new website. This means our staff will have the latest digital tools to help make sure that we continue to improve our core function – our service to our members."

Brexit

Turning to Brexit the chief executive noted that it was clear that 2016 would go down as the year that the UK voted to leave the EU. "What is not clear is what verdict history will record on that decision. The Chamber has been vocal on

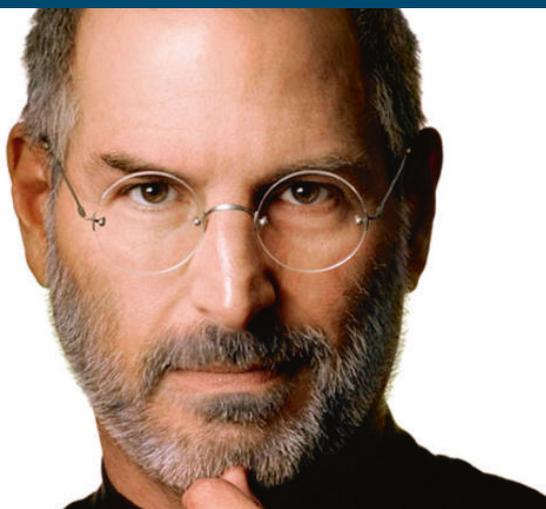
the matter to ensure that the outcome does not harm London and especially London business. And we hope to be more than just vocal in the coming months with some thought-out proposals for what a Brexit deal might look like. Over



the summer we have held roundtables with members trying to make sure that we reflect what you the members feel should be the priorities – we have also conducted some wider polling of the membership through ComRes. Our plan is to have a Brexit manifesto outlining what London companies need in a new relationship with Europe. Given that London voted decisively to remain it is important that government understands that London's needs post-Brexit could be different to those of the rest of the country. This vote has reemphasised the real if uncomfortable

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- property a key theme

“We continue to do all that we can to ensure that we remain relevant, that members continue to be able to make a wide range of connections through their membership and that we deliver the exceptional level of customer service rightly expected of us.”



difference between us and the rest of the country especially when it comes to immigration policy. Retaining and recruiting talent from outside these shores is the number one issue to come out of soundings of members. The vote to leave the EU has I believe strengthened the case for the capital to have greater control of its own finances.”

The Chamber was delighted

therefore, said Stanbridge, when Mayor Khan agreed for the need to revise the report of the London Finance Commission and its plans for tax devolution. Both he and the Chamber president (in his Berkeley capacity) had been invited to join the re-convened Commission.

Expanding our trade with the rest of the world will, he said, become of prime importance in the new circumstances and the Chamber was keen to use its expertise in this area.

concluded: “Brexit is bound to dominate politics for the foreseeable future but this will not stop us campaigning on other important issues. We have done much work on housing and we will continue to do so, as we will on skills and transport. There is a real danger that Brexit will become an excuse to prevaricate on issues such as air-

port capacity, Crossrail 2 and how we build 40-50,000 new homes for Londoners each year. The Chamber will be doing its level best to ensure that government both local and national are well aware of the consequences for the economy and business of not tackling a whole host of issues that are crucial to the continued success of London.”

Consequences

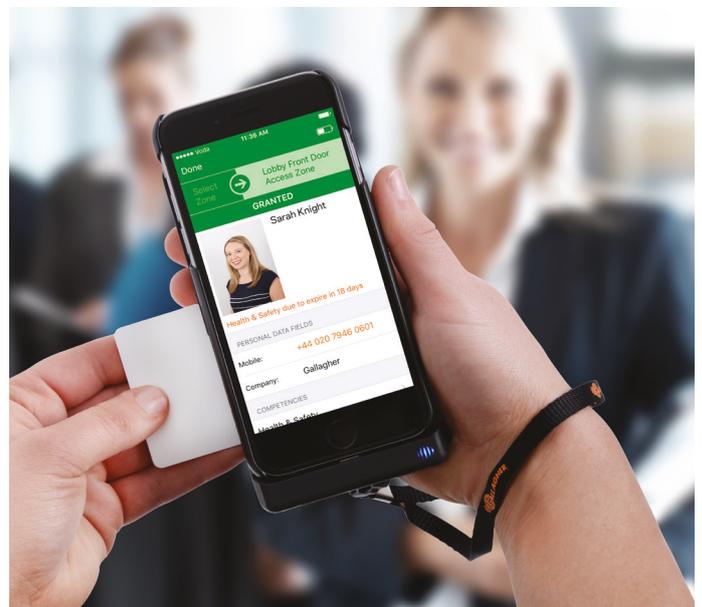
Before thanking the board, members and staff Stanbridge



Michigan motors

A trade delegation from Michigan State in the US, home of General Motors, Ford, Dow Chemical and Kellogg, visited LCCI last month.

Mission leader Lt. Governor Brian Calley (right) is seen here with LCCI chief executive Colin Stanbridge.



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Inside London's private jet airports



by Adam Twidell

London is Europe's private jet hotspot, seeing more private jet traffic than any other city. The combination of a world-leading financial centre, growing economy, and attractions for both tourists and wealthy second-home owners, creates a strong demand for the time-saving, comfort and privacy of air travel.

In 2015 there were over 90,000 private jet movements (a takeoff or landing), in or out of London's airports, two of which feature in Europe's Top 10 busiest: Luton and Farnborough.

But the choice of airports goes well beyond these. The city's sprawling size means there are multiple gateways to choose from - at least 14 which serve the London area - each offering something different to

the private aviation customer. And while the decision on which to use is sometimes swayed by location, the choice can come down to other factors too. Here is my take on London's airports.

London Heathrow

Even for passengers going through Heathrow's dedicated private jet FBO (terminal facilities), delays are often experienced on the ground and in the air. Unless you are transferring from an international airline flight in a hurry, I would not recommend Heathrow as a private jet airport.

London Gatwick

As with Heathrow, Gatwick's size does not make it the most efficient private jet airport. Navigating a large international hub will always take longer than at smaller airports. However it does offer excellent, stylish facilities to private jet users via its FBO.

London City



If a City or central location is your priority, London City is hard to

beat. It's also very fast and efficient - it even has a 90-second promise for departure and arrival. But this comes at a price, with higher landing and repositioning charges (as no aircraft are based there). The steep approach and runway length does make it off limits to some of the largest private aircraft.

London Luton

Fast, cost-effective, and open 24-hours, it's no wonder Luton is the UK's busiest private jet airport. Many aircraft are based there, there is a choice of private jet FBOs, and the airport's runway can handle private aircraft of all sizes, from small 4-seaters, to privately chartered VIP airliners. With good transport links to the city centre, it is the smart choice for many.

London RAF Northolt



Given its high-level security and excellent facilities, RAF Northolt in North West London is London's official gateway for Heads of States and other VVIPs. Limited availability for civilian flights used to be an issue, but more slots are now opening up.

Its location and service are excellent, but like London City, there are usually repositioning costs to factor in, which make it a more expensive option.

London Biggin Hill

Biggin Hill is a private jet airport on the up. In 2015 it saw annual growth of five per cent and is proving popular again in 2016, with increased opening hours. It offers a vintage RAF atmosphere in its private jet terminal plus low landing fees. Its location is useful for South London but can deliver traffic jams and long ground transfers for those looking to get across the city.

London Stansted



Stansted offers excellent FBO facilities and 24-access for private jets, with plenty of space to handle the largest of aircraft. But it lacks awareness as a private jet airport, and is often regarded as too far from London (when in fact it's a similar distance to Luton). It's a great choice for those looking to access East London.



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Who will deal with your business if you are incapacitated?

What happens if you are incapacitated either physically, mentally or maybe you are unable to run your business for some other reason. Who is going to handle your business affairs?

If you have nothing in place for such an eventuality, your representative will have to go through the expensive process of applying to the Court of Protection to allow them to deal with your banks, suppliers, employees etc on your behalf. This is time consuming and risks putting your business in jeopardy because of the delays.

The answer is to make a Lasting Power of Attorney (LPA), to give someone authority to act on your behalf.

There are two types of LPA, one to deal with your health and welfare, and one to deal with your assets and finances. It is the Assets and Finances LPA that will allow your attorney to deal with your business matters.

The first thing to do is to assess your business and the need for a power of attorney. It may not be needed for some businesses, but the vast majority of businesses owners will need one, for example, simply to access a bank account on your behalf.

If you are in partnership or a director of a company, check any agreements in place such as partnership or shareholder agreements, or the Memorandum and Articles of Association to make sure there are no restrictions on you appointing an Attorney.

Next you need to decide the best person to act as your Attorney. This may be a fellow partner or director, or a close relative or friend.

Finally, you will need to have the LPA drawn up and registered with the Office of the Public Guardian.

Once registered, the Power of attorney can be used almost immediately should you lose capacity preventing unnecessary delays and potential damage to your business.

If the worst should happen and you are unable to run your business for any reason, you know that your affairs will be dealt with, until you can get back to normality.

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Southend

Bought and upgraded by the Eddie Stobart Group prior to the London 2012 Olympics, Southend is a lower cost option than many of the other airports. It might be considered too far out for many, but its location makes it popular with Essex or East London-based clients looking to arrange private flights close to home.

London Farnborough



Farnborough Airport in Surrey, is one of the leading private jet airports in Europe and popular with those looking to make a big impression. For striking architecture, great facilities for all types of aircraft, and increasing aircraft slot capacity it's hard to beat. Its downsides are distance from the centre of London and more expensive landing fees.

London Blackbushe

Also to the South West of London, but offering a more cost-effective solution, is Blackbushe. A fleet of 4-seater Citation Mustang small jets are based there, so it is a convenient airport for small groups of passengers, looking to use light jets, for short European hops. Tucked away and discreet, it proves popular with high profile passengers looking to move under the radar.

Fairoaks

Jet aircraft are limited by the short runway at Fairoaks airport in Surrey. However it offers good facilities for those taking smaller journeys in small propeller aircraft or helicopters. Likely to be amongst the winners of the 'fastest driveway to runway' prize, at Fairoaks it is simply a case of driving up the aircraft steps, parking and spooling up the engines.

London Stapleford

Nestled inside the North East corner of the M25, Stapleford is another short runway option. Its 24-hour access make it a good option for passengers happy to use the popular King Air twin propeller aircraft.

London Oxford

London Oxford Airport in Kidlington is another airport on the up, seeing a 11 per cent increase in demand for business aviation in 2015. The airport can handle small

"In 2015 there were over 90,000 private jet movements in or out of London's airports."

and medium size jets and offers cost-effective handling fees. A good choice for the M40 corridor.

London Cranfield Airport

Very discreet, Cranfield offers airside access so passengers can drive right up to the aircraft steps. The airport is very busy during the British Grand Prix at nearby Silverstone. But its location, 49 miles to the north of London, limits its appeal over the rest of the year.

Adam Twidell is chief executive of PrivateFly www.privatefly.com



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A 3-step approach to being secure

I am frequently asked “how do I know when my information is secure?”. People usually expect an answer that combines a software checklist and some procedures to be followed. But as every business is unique, with different types of data stored in different places, the answer will be different every time. I always ask three questions.

WHAT information do you have? This defines the scope of what needs protecting. It is going to include client details and what you are doing for them, company financial details, business strategy, HR records and intellectual property.

WHERE is it stored? This question can be the hardest to answer as there may be copies in different locations, all for valid reasons. Think about paper records, your IT systems, the Cloud services you use (such as Dropbox and Salesforce), on laptops, tablets and phones, USB drives, websites and social media accounts.

HOW is access controlled? You need to ensure access is limited to the right people and key information would still be accessible, even if your office wasn't. As part of this process think about data protection requirements and risks posed by cyber criminals and insider threats. The UK Government's Cyber Essentials scheme covers the IT controls you need. Accompanying that with effective training to deal with the 'human factor' involved in the majority of security breaches, will put you on the path to being secure.

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Tramways – an ongoing story



by David Senior

In the early years of the 20th Century, the development of electric tramways was a major preoccupation of the London Chamber of Commerce and its Electrical Trades Section. Indeed the first electric tramways in London were introduced by a private company, the London United Tramways. However over the years, it fell primarily to the public sector, particularly the London County Council, to develop the major London network, which was absorbed by the London Passenger Transport Board in 1933 and finally abandoned in 1957.

In more recent years, the Docklands Light Railway demonstrated the potential of light railways in supporting new urban development in east London and Tramlink showed how a modern tramway, combining operation on former railway lines with street running in central Croydon, could stimulate growing demand for passenger services alongside buses and urban railways.

Demise

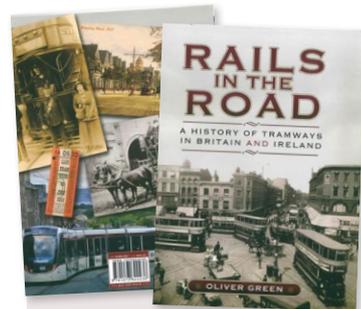
The story of the development of tramways in Britain and Ireland is the theme of a new book by Oliver

Green, research fellow and former head curator of the London Transport Museum. In *Rails in the Road*, Green reviews the history of the street tramway in Britain and Ireland, from its beginnings in South Wales to its peak in the 1920s, its disappearance from London streets in 1952 and its virtual demise in the 1960s. Only the seaside tramway in Blackpool survived.

Green then examines the gradual re-appearance of the tramway, commencing with the Manchester Metrolink in 1990, followed by new networks in Sheffield, Birmingham, Croydon and Nottingham and, most recently, Edinburgh. Even the surviving line in Blackpool has been completely renewed. Green sees the tramway as having the potential to play a useful role in urban development, but contrasts the piecemeal investment in the UK with the consistent renewal of tramway systems across Germany and their enthusiastic re-adoption in France.

Investment

While welcoming what has been achieved, he notes that each city which re-adopted tramways had its own reasons for its investment and that a number of proposals for tramway schemes in the UK failed



Rails in the Road by Oliver Green is published by Pen & Sword Books
www.pen-and-sword.co.uk

to reach fruition. He therefore expresses some scepticism about the degree of commitment to investment in new tramways in this country which could result in a nationwide network of new urban systems. This scepticism is further justified, perhaps, by the new Mayor's recent abandonment of plans for a cross-river tramway link in central London.

In *Rails in the Road*, the tramways have however found an able chronicler of their colourful history – and that of the working museums devoted to re-creating their golden days. His book is well illustrated in colour and black and white, drawing on a range of sources to illustrate a fascinating and on-going story.

David Senior OBE is a past director of LCCI and a former chairman of the National Tramway Museum

ifs University College becomes The London Institute of Banking & Finance

The London Institute of Banking & Finance



Leading financial education provider ifs University College last month become The London Institute of Banking & Finance.

Following approval of the new name by the Privy Council in June, the organisation has now officially changed its name to coincide with the start of the 2016/17 academic year.

The London Institute of Banking & Finance is an internationally recognised organisation delivering financial education at every level, including qualifications in personal finance for young people, full-time undergraduate degrees, specialist certificates and diplomas and Masters degrees for senior professionals. Its roots stretch back to 1879 when it was established as the Institute of Bankers.

To coincide with the organisation's new name and brand, a new website has also been launched.

Positive

Alex Fraser, Principal of The Lon-

don Institute of Banking & Finance, said: “The response to our new name from our students, members and industry employers has been extremely positive, with widespread agreement that it provides clarity on our purpose and speaks to our breadth of provision across academic and professional financial education.

“We aim to be a lifelong partner for the industry and for those who work within it, through the provision of outstanding education and thinking, tailored to the needs of business, individuals and society.”

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Middle market businesses – dealing with Brexit and driving the UK economy

In June Britons voted to leave the European Union, creating shockwaves across the world. The months ahead are rife with uncertainty, from the value of the pound and the future of trade with the continent to the timeline of Brexit and whether the United Kingdom itself will hold together.

How well equipped is the UK middle market to deal with the uncertain times ahead? A cheaper pound will make imports more expensive, but could be a boon for exporting firms. Will the UK enter a new recession? What is the Brexit timeframe and is it indeed inevitable? Can business carry on as usual until the activation of the Lisbon Treaty's article 50, which would officially launch Britain's divorce from the EU? What happens during the difficult negotiations over the separation?

Crucial

The ability of UK mid-sized businesses to weather the storm will be crucial not only for the firms and



their employees, but for the British economy as a whole. Indeed, middle-market companies, with a turnover between £25 million and £500 million, are the backbone of the UK economy, contributing over a third of private-sector GDP, revenues and employment while representing barely two per cent of all UK firms.

Yet business leaders must also overcome the daily challenges of securing growth capital, recruiting and retaining skilled workers, keeping abreast of latest technology changes, perfecting internal management structures and getting the tools to expand abroad.

The Economist's first Middle Market

Forum will gather policymakers and the UK's leading mid-market chief executive officers, managing directors, founders and owners to discuss what lies ahead for British businesses in the wake of the vote for Brexit.

Ingredients of success

Key man John Timpson points the way: "The day after the UK voted to leave the EU our shops were still cutting keys, repairing shoes and taking passports photos. While everyone seemed to be focussed on the problems caused by Brexit, in our shops nothing had changed, the basic ingredients of success remained the same.

"Whatever happens to the pound, interest rates and taxation, business success will continue to depend on being the best at what you do and for us that means turning out quality jobs and providing great customer service.

"I am ashamed to say that I had been running our business for 22 years before I discovered the secret behind great customer service. It is so simple and so obvious, the only way is to trust

the colleagues who serve your customers with the freedom to look after each customer in the best way they can.

We know it works, but only if you have the right people, you don't secure success by policing a process, our company performance depends on picking amazing people with a personality."

At the forum you can hear from John Timpson and other senior business leaders including Anthony Fletcher, chief executive of graze; Kenny Wilson, chief executive of Cath Kidston; Graham Cartledge CBE, chairman of Benoy; Mark Wilson of Aston Martin; Jon Reynolds, co-founder of SwiftKey; and Annette Doyle, UK managing director of Trumpf.

LCCI members can benefit from a 20 per cent discount on the standard ticket price using code LCCI/DC at checkout.
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Latest reforms risk more confusion for business rates

By David Ford, rating director at CVS, the business rent and rates specialists

Efforts to improve the business rates system risk backfiring as changes being ushered in will make appealing rates bills even more complicated.

From the Draft Rating List, all business occupiers will now know the new Rateable Value (RV) for their property, coming into effect from 1st April 2017. Massive increases in RVs across London and the South East will lead to higher bills. How can occupiers secure a fair rates bill where a valuation is inaccurate? The answer is to appeal the valuation.

From 1st April 2017, appealing your bill will involve a new 3 stage process:

- 1. Check:** The facts on which the rating list entry is based are confirmed or any missing or incorrect information is detailed. Maximum £500 penalties have been introduced for the careless or knowing provision of false information.
- 2. Challenge:** The rating list entry is challenged including the basis of valuation
- 3. Appeal:** An appeal can be made to the Valuation Tribunal (subject to a proposed fee)

Ratepayers will need to set up an online account to manage the process. Rental data and supporting documentation/information is then submitted. On behalf of businesses, CVS has recommended ways for the Valuation Office Agency to improve the proposed digital service, specifically in terms of format and process. As a result, the system is better but is still far from perfect.

Over the last 16 years, CVS has helped clients to save over £700 million. With the right professional advice, ratepayers can assess whether their rateable value is correct and they are paying the correct amount. Now that the Draft List is published, the sooner businesses act, the quicker they can be sure they are not overpaying on rates.

While the business rates system remains stubbornly complicated, professional advice can cut through the confusion and secure significant savings for businesses.

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LCCL in the news



by Katharine McGee

Summer might traditionally be seen as a slow time for news but this has been far from the case for LCCI in recent months. During that time the Chamber hit the front pages and generated editorial comment in the two most widely read business newspapers in the capital, and gave authoritative views on trade post-Brexit on international television.

Just over a month after Sadiq Khan settled into City Hall the Chamber's latest research report – *Living on the Edge* – was unveiled in London's Living Room with speakers from the FBU, London Ambulance Service and Metropolitan Police Federation and an audience that contained an impressive sprinkling of politicians.

Months of research and interviews with members of the emergency services found that more than half of London's workers in this critical community live outside the capital.



The report was lead item on *BBC London Breakfast* and a page lead in the *Evening Standard*. The BBC interviewed LCCI chief executive Colin Stanbridge and members

of the emergency services, while *London Live* ran live with follow-up coverage throughout the day of the launch. The story also ran in *Metro*

London Evening Standard
Established 1827
Fair rates for business
THE London Chamber of Commerce and Industry (LCCI) warns that nearly half of London companies are worried about the revaluation of business rates due to be announced in October. In the past six years, rates have been calculated using pre-recession values. A reappraisal against 2015 rent levels would help other parts of the country but has the potential to hit London hard because rental values here have continued to rise since the economic crash. In these challenging, post-Brexit times, it is the last thing London firms need to contend with. As Rohan Silva says on the page opposite, establishing a start-up or running a business is highly stressful. Perhaps as a result of that, entrepreneurs have an unrivalled ability to meet whatever obstacles are put in their way. That is why, amid some hysterical postulations of economic woe after the EU vote, most businessmen and women have simply rolled up their sleeves and got on with it. But that isn't to say they don't need a helping hand, and the impact of a hike in the business rates they pay must be considered very carefully. Colin Stanbridge, the LCCI's chairman, has called on the Government to ensure that the planned revaluation is conducted in a transparent manner, which is the least business-owners can expect. Rates must be fair, but also be seen to be fair, so London can remain the great centre it is for entrepreneurial excellence.

editions across the country, as well as in regional newspapers and trade publications.

Opportunity

Brexit has of course been the main story since the referendum result which came as a surprise to many, not least because London voted in a way that differed from the country as a whole.

LCCI was among the first to respond to the vote to leave the EU, calling for the government and the country to view it as an opportunity.

LCCI picked up on a PWC report which identified London as "the



world's greatest city for opportunity" and LCCI policy director Sean McKee was subsequently quoted on the front page of *City AM*.

McKee was also quoted in the *Evening Standard* warning new Prime Minister Theresa May not to "rush to turn off the tap of skilled workers." The referendum has cast the status of EU workers into the spotlight with several media outlets picking up on LCCI's concept of a London Visa. The idea was backed in an *Evening Standard* editorial and frequently referenced since in other media including *City AM*.

International trade

The looming impact of Brexit also gave the Chamber the chance to showcase its expertise on international trade in the media. Deputy chief executive Peter Bishop appeared live on *BBC World News* to talk about Britain's export needs post-Brexit and also gave his opinion in the *Evening Standard's* business pages.



CITY A.M. Almost half of London firms fear business rates being revalued

MARK SANDS
@MkSands

ALMOST half of London firms harbour fears about the upcoming revaluation of business rates, according to a new survey.

Research carried from the London Chamber of Commerce and Industry found that 44 per cent are worried about the new rates, which will come into effect on 1 April 2017.

In a survey of 508 London business decision makers ahead of the EU

referendum, almost one in three also said the cost of business rates was hampering their ability to invest.

And 20 per cent said they pay more in business rates than in rent.

LCCI chief executive Colin Stanbridge said: "The government must ensure that implementation is done transparently and in consultation with the capital's local businesses who are stumping up or we run a very real risk of businesses shutting up shop and moving out of London."

A huge amount of press interest was also generated by what was the Chamber's largest-ever overseas trade delegation which saw more than 50 companies from six countries visit the United Arab Emirates last month – see report on page 14. With 27 of the companies headed up by female entrepreneurs and business chiefs, the mission introduced them to trading partners in an area where the women in business community is playing an increasingly significant role.

Mission leader Peter Bishop was quoted extensively in both English and Arabic language newspapers and

CITY A.M.

Gatwick data spurs latest runway push

JAMES NICKERSON
AND WILLIAM TURVILL

@nickersonjw & @wturvill

BUSINESS groups have jumped on data showing Gatwick recorded its busiest ever month in its 80 year history to push for a decision on aviation capacity.

Some 4.6m passengers travelled through the airport in July, up 6.9 per cent year on year, while long-haul jumped 23 per cent.

London Chamber of Commerce and Industry chief executive Colin Stanbridge said: "It's great to see our main airports are busier than ever. London businesses have repeatedly called for a decision on a new London runway. The government has long had the information it needs to make a decision, yet continues to delay."

Meanwhile, a cross-party group of 11 London councils yesterday urged the Prime Minister to back Gatwick expansion over Heathrow. In a letter to Theresa May the

interviewed on local news television channels talking about the business opportunities that he expected to result from the trip.

Infrastructure

The Chamber continues to push hard for infrastructure investment, in terms of airport expansion, new east London fixed river crossings, the night tube and the need for careful implementation of pedestrianisation on Oxford Street.

There was widespread coverage of the LCCI reaction to the night tube including a front page in *City AM* with the headline "Night Fever". Colin Stanbridge was quoted in several outlets talking about the night time being essential to London as a 24 hour city.

LCCI policy manager Siwan Puw was in demand for comment on the plans for Oxford Street and was quoted in a page lead in *The Times* as well as *City AM* and the *Evening Standard*.

The Chamber also continued to be vocal on the need for airport expansion in the South-East with yet another editorial, this time in *City AM*, with the LCCI view that new runways are needed at both Heathrow and Gatwick. At the time of going to print, the government decision had not yet been made but the LCCI press desk was gearing up for the announcement.

Katharine McGee is press and media relations manager at LCCI

NIGHT FEVER

ECONOMISTS PIN £3BN HOPES ON LONDON BECOMING 24-HOUR CITY

JAKE CORDELL

@JakeCordell

UNLOCKING London's night-time economy will deliver a £3bn a year boost to the capital, create 115,000 jobs, and help protect London from the economic shock of Brexit, a new report argues.

The research, which was compiled by the Centre for Economics and Business Research for EY and business group London First, said the introduction of the Night Tube, along with a relaxation of licensing and planning laws, would increase the capital's attractiveness as a hub for overseas businesses.

The Night Tube is due to launch in a week's time after a year of delays.

Night-time industries in London already make up £41bn of direct and indirect economic output and support more than 1.25m jobs. According to the report, this is on track to hit £43bn and 1.37m jobs by 2030, but could be even more if London becomes "a truly 24-hour city".

The report cautions that the launch of the Night Tube must be part of a wider strategy to fully support the development of the 24-hour economy, particularly around the key sectors of logistics, delivery and healthcare.

London First's director of policy John Dickie wants to see the city's infrastructure and planning laws reformed, for example around

restrictions on night-time deliveries which result in London's roads being clogged up during rush hours.

"There's a sense of London being held back by restrictions which made sense in the 1950s but don't really make sense in the 21st century," he said.

He added: "In Singapore there are banks that trade on the same hours in

London. Maybe we could have a financial services sector that works longer and different shifts. To do that you need to provide 24-hour transport and you need to ensure licensing terms, not just for pubs and clubs, but sandwich bars and shops, allow them to be open then."

The report concluded: "London is

arguably only catching up to some international competitors in its support for the night-time economy. If it is to keep pace and, more importantly, if it is to see the full potential of a 24-hour economy, the Night Tube must be just the start of our journey."

Colin Stanbridge, chief executive of the London Chamber of Commerce, told *City A.M.*: "Post-Brexit we're going to have to fight as hard as possible to retain our position as the world's number one city."

"It's hard to say you're a world city when the Tube stops running at midnight or 1am. Your main, most famous form of transport not being 24 hours is a blow to your city's status."

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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 europe@londonchamber.co.uk or 020 7248 1992.

Serbia

One of the largest and most reputable distributors and importers of pharmaceutical products in Serbia wishes to import and distribute new products in the UK. Their products can already be found in over 30,000 retail facilities across Montenegro, Croatia, Albania, Bulgaria, Bosnia, Herzegovina and FYROM, as well as Serbia. The company has more than 20 years of experience and is already engaged in European trade, as well as in trade with the USA and Canada. They are looking for manufacturers of high-quality pharmaceutical products.
REF: BRRS20150914001



bread-making, confectionary and oven equipment. The company has a large network of clients all across Eastern Europe, South Caucasus and Russia. Products of interest include kneading machines, dough rounding machines, bread slicing machines, ovens and other baking equipment. They are willing to introduce and distribute such products to the Russian and neighbouring markets.
REF: BRRU20151120001

Italy

Producer of high-quality traditional Italian Limoncello liqueur is looking for distributors and agents who can introduce their products to new markets. They produce liqueurs with traditional recipes from the Amalfi coast and with high quality products from the region of Campania. They carefully mix



Russia

Distributor of bakery equipment is seeking to partner with manufacturers of



tradition, quality and technology and have managed to create aperitif liqueurs of extraordinary quality. Their drinks are made of pure citrus fruits and aromatic herbs. They are looking for agents in the HORECA sector and distributors with experience in the field.
REF: 20100113028 BR

Lithuania

Company experienced in trading of used construction, road machinery, crashing machinery and other relevant equipment seeks suppliers of such products. The company is already engaged in international trade with a large number of clients and partners and is looking for suppliers of used construction equipment and machines.
REF: BRLT20140926001



Poland

An electro-technical wholesaler, specialised in the distribution of electronics wishes to represent manufacturers and producers of electronic products in the Polish market. The company already distributes products, such as modular equipment, amenities, frequency converter contractors and other relevant products.
REF: BRPL20141215001



Estonia

Company which operates in the field of e-health, telemedicine, neuroscience and e-rehabilitation has developed an online speech therapy program on a cloud-based platform for cognitive assessment and rehabilitation purposes. The company is seeking a licensing agreement with companies experienced in dealing with research institutions and universities. They are interested in seeing their products being used in rehabilitation hospitals and clinics.
REF: BOEE20141223001



Republic of Ireland

Specialist in the production of agricultural equipment and wrought ironworks manufacturing is looking for a distributor in the UK. Their high-quality products include animal handling equipment, including equine installations. The company is keen to establish a commercial agency agreement or a distribution services agreement in order to sell its products into the UK. Their products' stronger asset is their quality and endurance, due to their high quality steel and recycled plastic.
REF: BOIE20160517001



Netherlands

A Dutch manufacturer of an innovative easy to use shelf presentation materials for the retail sector is looking for agents and distributors in Europe. This company had developed a plastic product, which uses intrusion and extrusion techniques and helps reduce shelf maintenance costs and amplify the shopping experience. The system is easy to use and simple to install and is customizable. Their products have met grand success in several EU countries and especially in the Netherlands.
REF: BONL20150702001



France

A French business from Brittany, is producing high quality jams and jellies saffron-based with a slight iodine taste, associated to variety of unique flavours (Champagne, Sauternes, Red pepper). This company is looking for sales representatives, agents and distributors, who will introduce their products in the UK market and will distribute their products to gourmet and delicatessen businesses.
REF: BOFR20150224001



Belgium

Belgian design business is looking for manufacturers and suppliers of leather. This company has developed their own design and produces their original leather slippers for kids, women and men. Their products are sold online but they are also distributed in Belgium, France and Israel. They are looking for producers of slippers or leather items for the production of their own designs.
REF: BRBE20151015001



Greece

Greek company with experience in the wholesale and distribution of accessories, sewing products, party accessories, as well as ornaments and home accessories, is looking for new suppliers of fabrics, trimmings, fasteners and other relevant products. They have already successfully collaborated with companies all over Europe, such as Cyprus, Bulgaria, Hungary, Romania and the Czech Republic. They are willing to expand their business by finding suppliers of high quality products from the UK, France, Italy and the Czech Republic.
REF: BRGR20160705001



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Gateway to South Asia

The British Sri Lankan Association is organizing a trade mission to Sri Lanka in January 2017.

The country is well established as a trading and a trans-shipment hub for south Asia. With a population of 21 million people and a geographical location in South Asia, Sri Lanka is a gateway to a market of over 1.6 billion. It has a growing middle class with a direct link with the UK through work, study and a sizeable diaspora.

UK companies with a base in Sri Lanka include Marks and Spencer Clothing, HSBC, De La Rue Currency, GlaxoSmithKline, Standard Chartered Bank and Rolls Royce. Overall there are over 100 companies in Sri Lanka with UK affiliation across a wide range of sectors.

There are particular opportunities in the following sectors: education and training, business process out-

“The country is well established as a trading and a trans-shipment hub for south Asia.”

sourcing, health, financial, tourism, energy, aviation and maritime, manufacturing, ceramics, seafood, coconut, spices, teas, garments, gems and rubber.

The mission is due to take place on 24-26 January 2017
www.brisla.org.uk



LCCI trade missions



India: Mumbai, Bangalore and New Delhi

Mon 21 – Fri 25 November 2016

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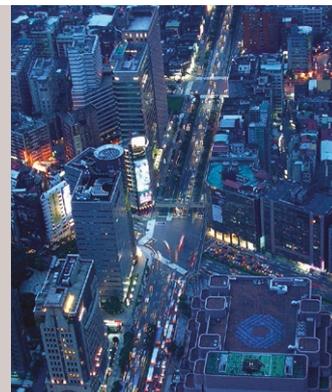
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Eagles ready to soar in Abu Dhabi,



Peter Bishop's
UAE Diary

Etihad: fly to the world from Abu Dhabi was the message as I drove to the drop-off area at Heathrow's Terminal 4 last month. With well over a hundred destinations worldwide you certainly can, but the UK cohort of a sizeable European mission was actually flying to Abu Dhabi, part of a six-country mission totaling seventy-plus delegates and support staff, easily the biggest LCCI-organised trade mission in recent times.



Photo: Lars Hentschel

A logic-defying Etihad A380 – how can a plane that big be so quiet? – covered the 3,500 miles in six and a half hours, and we were in



the Emirate's capital on schedule to meet up with colleagues from Belgium, Greece, Hungary, Italy and Lithuania. The group covered a wide range of sectors including big contingents from construction, fashion and design, food and drink, and ICT. Etihad was our travel partner, with Duke's Court Travel our agent, and the whole endeavour was supported by the

European Commission under a project called EAGLE – a tortuous but appropriate acronym.

Topical

Sport is bigger than ever in the Emirates and the object of massive investment. November's F1 Grand Prix in Abu Dhabi's stunning Yas Island circuit was being trailed during our visit while rising French tennis star Lucas Pouille, a recent conqueror of Rafa Nadal at the US Open, had joined Roger Federer in setting up a training camp in Dubai. Football though was especially topical. We arrived just after the national team had returned from Tokyo, having beaten Japan in the first round of qualifiers for the 2018 FIFA World Cup. Could this be the start of triumphant march towards qualification? If so it would be only the second time ever, the first being in Italy in 1990. A reality check came a few days later however when the visiting Australians beat their hosts by the only goal in the match.

Investment in cultural institutions is not neglected. Abu Dhabi's Saadiyat Island, a virtually routine mega-reclamation project for this part of the world, is

creating "the world's largest cultural district" with plans to have a branch of the Louvre as well as a Guggenheim museum. Dubai's opera house, run by Jasper Hope, formerly of the Albert Hall, opened in August with a performance by Plácido Domingo. Jose Carreras tops the bill this month. Indigenous culture features heavily too and is clearly exportable. It was announced during the visit that Emirati film director Ali Mustafa's much-praised, post-apocalyptic film *The Worthy* will premiere at this month's London Film Festival, a return for the director to the city of his birth.

Ecosystem

Trade and business though is the bedrock of the Emirates. Expo Dubai 2020 – which features projects valued at £4.7 billion – is just four years away and though centred on the commercial capital is an event for the whole region. Latest news on the fair is that the huge site, alongside Jebel Ali, the world's biggest freezone, will be transformed into an ecosystem connecting businesses in logistics, tourism, real estate and education after the event is over. The plan fits Dubai's strategy to create a knowledge-based econo-



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Dubai and Sharjah

my which contributes to the UAE's diversification plans. Earlier this year, Simon Clegg, British Olympic team manager in Beijing in 2008 and highly involved in London 2012, was appointed chief operating officer and will play a major role in helping to attract the expected 25 million visitors.

Clegg's boss is HE Reem Ebrahim Al-Hashimi who has been a UAE government minister since 2008 and now doubles up as director general for Expo. She is one of a significant number of women in top jobs and an indication of the great strides the Emirates have taken in championing equality in the workplace – as we learned from her in person in a special session for mission members run by the Links Group, highly-respected local partnership specialists in the region. The equality message was backed up by HE Raja Al Gurg, founder, 12 years ago, of the Dubai Business Women's Council whose doors are open both for Emirati and expatriate business women.

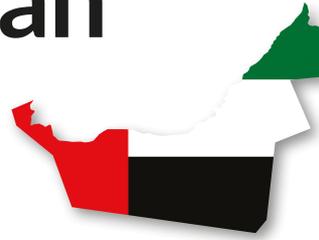
The Council was set up by the Dubai Chamber of Commerce in a typically forward-thinking initiative. Under Hamad Buamim's lead-

ership they have set standards for Chambers world-wide and play an active role in the World Chambers Federation programme. No less impressive on this mission were the Abu Dhabi and Sharjah Chambers of Commerce who also generously hosted the European group and set up well-attended business-to-business meetings.

In advance of Expo 2020 there are no shortage of other projects. Jumeira Central, off Dubai's arterial Sheik Zayed Road, is getting a makeover to become a "fully self-sufficient futuristic mini city". Palm 360 at neighbouring Palm Jumeira on reclaimed land has got the go-ahead and includes boutique hotels which feature a 135 metre pool ("longer than a football pitch"). Sharjah has given the green light to a two million square foot shopping mall, the Emirate's biggest, at Tilal City, to be completed by 2020.

Diversification

Diversification is a key theme in the Emirates – a response, in part at least, to the drop in the oil price – can take many forms. Valued Added Tax is being introduced in 2018, quite a statement in a country where taxes are few and far be-



tween and customs duties are minimal. The rate is expected to be five or six per cent, much lower than European equivalents, and the list of exemptions is long but it is a significant development. Dubai's exhibition season was launched last month with a self-proclaimed accent on diversification and an extended list of sectors covered. Most striking though was the fact that many people were still talking about (and, by and large, praising) the Dubai ruler's – Sheikh Mohammed bin Rashid al-Maktoum – recent impromptu visit to a government office at 7.30 a.m. after which he "retired" all the senior officials not at their desks.

Back in London a few days after returning from the mission, I walked through Waterloo station concourse ... and straight into *Dubai Tomorrow*, "an experiential marketing campaign" designed to boost the city's reputation as one of the UK's most popular holiday destinations. Interactive videos, virtual reality displays, and optical illusions did a good job of transporting me to the city that, indicative of the whole of the UAE, doesn't rest on its laurels, and certainly doesn't stand still.

The mission was the first in a series under the EAGLE project, supported by the European Commission, to enhance cooperation between European trade promotion organisations. Next destination is India, with pan-European visits also lined to Iran and Taiwan. Brexit may mean preclude joining forces with our European partners to explore trade opportunities in third countries now or in the future.

Alongside the LCCI the trade promoters managing their country's participation were the Brussels Chamber of Commerce, Federation of Industries of Northern Greece, Chamber of Commerce of Hajdu-Bihar, Sicindustria and the Lithuanian Innovation Centre.

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Banter that bites

Company culture is often created by the conversations in the office. In some firms silence is only broken by the furious tapping away of keyboards, in others there's plenty of friendly banter.

A shared giggle helps to boost the mood and build team spirit, however one person's joke can be offensive to another person.

A study from the University of Missouri found that 'bad' bosses should avoid using sarcasm. The success of a joke between management and the workforce all depends on the job satisfaction levels among employees.

If job satisfaction levels are high, employees are less likely to take offence from both positive and negative humour used by leaders. Being able to laugh with colleagues was one of the most desirable traits employees want in management according to a study by the Bell Leadership Institute.

What about when things go wrong? For example, in the *Minto v Wernick Event Hire Ltd (2011)* case a manager felt that comments made of a sexual nature in the style of "Carry On" films were friendly banter. Female employee, M, did not feel the same way. The tribunal ruled in her favour saying: "Banter" is a loose expression, covering what otherwise might be abusive behaviour on the basis that those participating do so willingly and on an equal level."

There is a school of thought that says humour can help businesses profit. A jovial environment encourages the exchanging of ideas. However, there are occasions where it's not appropriate and can be misinterpreted. To avoid this, set clear ground rules for everyone to help minimise misinterpretation and outline what is and isn't acceptable.

i If you'd like some help establishing clear rules around communication in your SME then please contact us on 0207 977 9200 or email enquiries@bradfield.co.uk

Caroline Griffiths MSc BA Chartered FCIPD is Managing Director of Bradfield Group, an HR Consultancy and a CIPD training provider.



UAE –facts and figures

There are seven emirates: Abu Dhabi – the capital, Dubai, Sharjah, Ra's al-Khaimah, Ajman, Umm al-Quwain and Fujairah

Population: 8.19 million including over 200 nationalities in resident population; expatriates account for about 85 per cent of the workforce

President: Sheikh Khalifa bin Zayed Al-Nahyan

Import partners:

- China 15.5 %
- India 12.7%
- US 9.6%
- Germany 6.8%
- UK 4.3%.

Sharjah targets investors in business and tourism

Sharjah is anticipating an investment and tourism boom following a sustained campaign from Shurooq, the government agency charged with making the business case for the emirate on the global stage.

Earlier this year Shurooq ran Sharjah Day in London at which over 200 British business leaders were briefed on the emirate's four main sectors: tourism and leisure; healthcare; the environment; and logistics. The party from the UAE included executives from the Sharjah Chamber of Commerce and Industry, Sharjah Health Authority and Sharjah Economic Development Department as well as representatives from two Sharjah-based British companies – Kingston Holding and Lamprell Plc.

During the forum, the Sharjah delegation was able to highlight the success of the emirate's business model to the British audience, citing credit agency Standard & Poor's A/A-



1 long- and short-term foreign and local currency sovereign credit ratings for Sharjah and its projection of a stable outlook for its economy. The agency's findings were based on the emirate's commitment to diversify and its allocation of funds across sectors that support global demand from investors and facilitate the shift from oil-related investments.

Strategic

"Sharjah is open for business and ready to sustain diversified and pioneering investments for all types of investors, business owners and SMEs from around the world. We began

our journey by identifying what constitutes a responsible and strategic investment and then built on this by visiting numerous countries across the seven continents to showcase our array of attractions to international investors," said HE Marwan Bin Jassim Al Sarkal, Shurooq's chief executive.

Since Shurooq was set up in 2009, it has organised many international business events, exchanging knowledge and insights about Sharjah to businesspeople across the globe. It has also hosted a series of international delegations, briefing them on Sharjah's unique business and tourism features. The authority has had a major presence at such important global business events that include the World Trade Organisation Forum, ITB Berlin and the GCC-British Economic Forum.

Hub

The emirate occupies a prime position as a logistics hub between east and west, with transport and freighting serviced by three seaports managed by an international operator and an international airport that covers the MENA region. In addition to promoting its advanced infrastructure, Shurooq has pointed to the emirate's strong legal system and its fully independent arbitration centre that resolves disputes expeditiously.

Sharjah is the UAE's industrial powerhouse, making it an ideal manufacturing centre. It offers competitive pricing and has a strong educational focus with Sharjah University City a pool for businesses to find talented workers. Providing premium business services for foreign nationals, the emirate also hosts the USA Regional Trade Center, and the Indian and German business councils.

Free zones

Among Sharjah's main draws for businesses are its array of free zones that enable companies to function

unencumbered. SAIF – Sharjah Airport International Free Zone – has grown from 55 tenants in 1995 to its current 6,500. Sharjah Media City was established earlier this year and brings together the services and activities required for publishing-related services. Also this year Shurooq launched the Sharjah Entrepreneurship Centre ('Sheraa') which aims to inspire young people to start their own enterprises and raises the emirate's profile as a preferred destination for startups.

Culture and leisure

Sharjah has become a main attraction for cultural and leisure activities with newly-developed destinations including Al Qasba, Al Majaz Waterfront, Al Noor Island, Al Montazah Amusement and Water Park, Heart of Sharjah and Kalba eco-tourism Project. Mleiha City, in the central region in Sharjah, is home to one of the region's most significant archaeological sites that date back to the dawn of time. Shurooq has been instrumental in excavating the area and developing it into one of the region's most symbolic archaeological attractions.

History

"Our journey in developing Sharjah economically and from a tourism perspective has only just begun. We take pride in what we have achieved so far and in sharing these achievements with our international business partners. For British citizens, opportunities for investing, living or visiting Sharjah for tourism purposes have never been better. Our diversification strategy's ultimate objective is to promote Sharjah's rich culture, heritage and traditions while structuring a modern business framework that meets their objectives. Sharjah and the UK have enjoyed a long history of exchanging expertise and resources and both have significantly influenced each other's economies in certain sectors. Our message to British investors is that we are here to do business. We welcome you to visit Sharjah, to find out about the array of investment opportunities we have to offer and to escape city life by discovering its newly-developed regions that boast our rich culture and history," Al Sarkal concluded.

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Japan – Tokyo 2020 is one opportunity among many



EU-Japan Centre
for Industrial Cooperation

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Japan and the UK enjoy strong economic and political ties and will continue to do so regardless of a 'hard' or 'soft' Brexit – though the latter could include long-term participation in the EU-Japan free trade agreement which is currently being negotiated. Antoine Parmentier, Jean-Christophe Victor and Rob Van Nylén of the EU-Japan Centre pick out some key opportunity areas for British business to consider.

2020 Olympic Games

The next few years will offer exciting opportunities for doing business in Japan with the lucrative market of the 2020 Olympic Games coming at a fast pace. Companies that worked with the London Games may find their experience gives them a head start when the Tokyo Organizing Committee of the Olympic Games and the Tokyo Metropolitan Government release tender opportunities.

Post Fukushima – towards a new energy model

The Fukushima disaster was a turning-point for Japan's energy strategy. There is now a new energy model with lower dependence on foreign energy sources, focussing instead on technology.

Japan has extracted methane hydrate from the sea bed at depths greater than 1km. In the long-term, this resource could replace oil and, according to Tokyo University, the Japanese territorial seabed has sufficient methane hydrate reserves for the country's gas needs for 100 years. Japan also wants to become a 'hydrogen society' and the government has encouraged vehicle manufacturers to develop vehicles – Japan pioneered the development of fuel cell vehicles with limited sales of the Toyota FCHV in 2002 and since 2015 some electric car models use hydrogen as their energy source. The next step could be hydrogen-powered batteries in Japanese homes.

UK companies can benefit by joining these megaprojects at an early stage.

Elderly care and health markets

With a life expectancy of an av-



erage of 83 years, Japan has one of the highest levels of longevity in the world – this creates both major challenges and substantial business opportunities.

Often referred to as the 'silver market', 30 million were aged over 65 in 2010 and studies reveal that the same age band will make up 45 per cent of the total Japanese population by 2050. This will impact on the essential fundamentals of the complete Japanese demographics and family life.

Regenerative medicine, medical devices, and welfare equipment are also sectors which offer huge opportunities to EU companies.

Bio and nanotechnology

The Japanese biotechnology market size was worth c. £184 billion in 2010. After a period in the doldrums the recent liberalisation measures and financial incentives implemented by Prime Minister Shinzō Abe's Cabinet are having a very positive impact on the market capitalisation of publicly-traded bioventures.

The Japanese nanotechnology market is forecast to be worth c. £100 billion in 2020 and could double in size by 2030. Latest technologies are on view at the annual Tokyo Nanotech Trade Fair which attracts 50,000 visitors.

Digital economy

Japan's digital economy market is large in annual volume and advanced in state-of-the-art and up-to-date technical applications. Furthermore it brings to fruition what is still wishful thinking in many other countries, and is subsequently full of opportunities for European enter-

prises with cutting-edge technology.

With a market value of more than £147 billion in the software and service sector, the market poses challenges and opportunities both for domestic and overseas vendors. The hardware market size is bigger at an estimated £202 billion, comprising consumer and industrial electronic equipment, components and devices.

EU-Japan Centre services

- **EU Business in Japan** – practical information on Japan
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- **Information desk** for business inquiries
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- **ICT, nanotech and biotech** matchmaking missions to Japan
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- **Step in Japan** – logistical support in Japan
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Pushing boundaries in Pittsburgh



Suzi Pegg, vice president, global

marketing, of the Pittsburgh Regional Alliance lays out what the region has to offer in advance of her visit later this month.

Much is being said during the US presidential election season about America's role in the global economy, but that role is nothing new for southwestern Pennsylvania. The Pittsburgh region has been actively engaged in the global economy – with inward and outward investments – since Henry Heinz first expanded his company to England in the 1890s.

UK leads in foreign investment

The Pittsburgh region is home to 400-plus foreign-owned firms employing over 53,000 people, and the UK currently leads in foreign direct investment when considering the number of foreign-owned firms making investments in the region. Eighty-five UK-based firms operate 183 establishments locally and employ nearly 8,000 people. Investments from notable UK companies include Carclo Technical Plastics with a 22,500 SF plastic injection molding facility expansion, London-headquartered Smith & Nephew which acquired Pittsburgh medical robotics company Blue Belt Technologies for \$275 million, and Karndean Design-Flooring, serving global markets – both commercial and residential – with luxury vinyl flooring.



Pittsburgh has a fleet of 100 self-driving test cars

“Pittsburgh 4.0”

On my global marketing missions to Europe this year – which were headlined with Hannover Messe, the world's largest industrial technology event in Germany in April – I've showcased Pittsburgh's assets at the intersection of manufacturing and technology. The region is capitalizing on local R&D to propel dramatic advances in robotics, artificial



Downtown Pittsburgh

intelligence and 3D printing to enable faster, better and less expensive production of materials, products and components. These, coupled with leading-edge developments in cyber security, are at the heart of Industry 4.0, the next industrial revolution, and the Pittsburgh region is right in step with it. We're bringing to bear assets tied to manufacturing prowess, energy, innovation and technology which I bundle as “Pittsburgh 4.0.”

Assets

Consider the array of assets that the Pittsburgh region has to offer companies abroad via FDI or other bilateral business partnerships – all with the potential for further revolutionizing manufacturing.

• **Robotics/artificial Intelligence:** The *Wall Street Journal* dubbed Pittsburgh ‘Roboburgh’ some years ago, and this moniker more than holds up today, with Pittsburgh leading in the commercialization of robotics from regional R&D laboratories to real-world applications. Top of list are Carnegie Mellon

University's (CMU) Robotics Institute and the National Robotics Engineering Center – the latter a part of CMU's Robotics Institute, the largest robotics R&D organization in the world. It's at the forefront in unmanned ground vehicle design, autonomy, sensing and perception, machine learning, machine vision and operator assistance.

• **Cyber security:** the Pittsburgh region has pushed boundaries and gained a reputation as one of the cyber security industry's most important locations globally. The Computer Emergency Response Team Coordination Center is the nationally recognized cyber security division of CMU's Software Engineering Institute and a partner with government, industry, law enforcement and academia to develop advance methods for detecting and countering cyber security threats. Adding strength is Pittsburgh's National Cyber Forensics & Training Alliance – bringing together federal officials with representatives from 100-plus national companies involved in finance,

energy, medicine, manufacturing and retail. In 2009 President Obama named it as one of three international organizations that are effective models in national cyber security.

• **Additive manufacturing:** the Pittsburgh region is becoming a corporate hub of rapid prototyping and on-demand fabrication. Alcoa recently invested \$60 million in an R&D center expansion in the region to deepen additive capabilities. Located at the Alcoa Technical Center, the world's largest light metals research center, the expanded R&D facility is focused on feedstock materials, processes, product design and qualification and advances development of proprietary metal powders engineered specifically for 3D printing. Another global player, GE, recently opened a \$40 million Center for Additive Technology Advancement (CATA) (below) in suburban Pittsburgh.

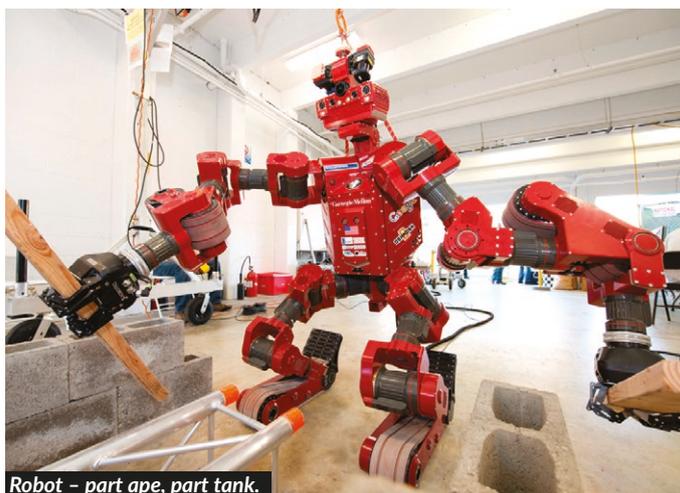


Engineering simulation software company ANSYS has recently announced partnerships with CMU and the University of Pittsburgh to help researchers and students solve challenges facing additive manufacturing. To usher additive technology into the mainstream, a NextManufacturing Consortium – comprising 11 major government, industry and nonprofit partners – has been created.

Open for business

The Pittsburgh region is a revolutionary, profitable place for international investment, and we are open for business. That is the message I will be taking to my native UK when I visit from Oct. 26 – 28. I look forward to talking with companies in or near London about how ‘Pittsburgh 4.0’ can benefit them.

To arrange a meeting with Suzi Pegg contact her at spegg@pittsburghregion.org or via LinkedIn. www.PittsburghRegion.org



Robot – part ape, part tank.

Don't make London a 'cash cow' warning on Business Rates rules

As the government consultation closed last month, London Chamber of Commerce and Industry has urged Ministers to be wary of 'unintended consequences' as Business Rates are overhauled across England.

"We need to be wary of potential pitfalls including business being viewed as a 'cash cow'."

LCCI has long advocated 100 per cent business rates retention as part of a greater devolution package. Recent polling found that nearly three quarters of business were in favour of businesses rates being retained by London government.

However, implementation must be done in a way that works for business. For example, LCCI is not convinced there should be an additional business rates infrastructure levy on London businesses – which already pay a levy to help fund Crossrail.

Recommendations

LCCI makes a number of recommendations on the proposals to make retention work for businesses and to mitigate the impact of the upcoming revaluation. These include:

- A proportion of retained business rates should be earmarked for economic growth (e.g. reliefs, support for micro/SMEs and essential infrastructure)
- There should be enhanced transitional relief to alleviate the expected, negative impact of the upcoming business rates revaluation in London

uation in London

- Government should assess the impact of office to residential conversions on the business rates tax base
- Government should consider proposals for London to be 'uncoupled' from the national, valuation system that gives London's businesses an unfair deal

Uncertainty

LCCI chief executive Colin Stanbridge said: "Government must take note that this consultation comes at a time of wider uncertainty with more than two in five of London businesses saying that they are worried about the impending revaluation of business rates next month, which is likely to see many in London paying far higher rates from April 2017. That may result in many negative impacts across the capital."

"It is important that businesses in London, in particular SMEs, that are being asked to pay higher rates than the rest of the country can see that in doing so they benefit from investment in helping them set on an ongoing investment in their surrounding environment.

We have been broadly supportive of 100% retention of business rates as we believe that London government can best understand how taxes should be collected and spent for the good of the capital.

"We should be quite clear that we are not asking for special treatment for London nor do we seek to implement changes that will see the rest of the country lose out, but at the same time not to pursue this path risks businesses shutting up shop or moving out of London altogether.

"We need to be wary of potential pitfalls including business being viewed as a 'cash cow'".

Have you been let down by a Professional Advisor?

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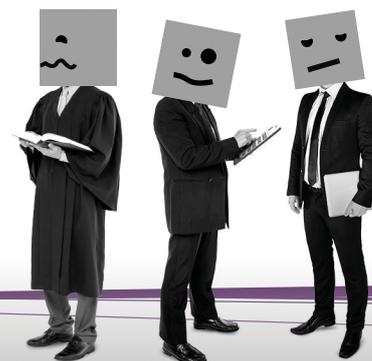
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Each issue of *London Business Matters* will attempt to answer – by referral to existing articles in most cases – the steady stream of questions on the UK's path to non-membership of the EU

Who is going to negotiate the UK's exit from the EU?

On becoming Prime Minister in July 2016, the Rt Hon Theresa May MP set up a new government department, the Department for Exiting the European Union, in response to the referendum vote.

Department for Exiting the European Union

■ www.gov.uk/government/organisations/department-for-exiting-the-european-union
Secretary of State: Rt Hon David Davis MP (*below*)



Minister of State: Rt Hon David Jones MP
Parliamentary Under Secretary of State: Lord Bridges of Headley MBE
Parliamentary Under Secretary of State: Robin Walker MP

The Department for Exiting the European Union is responsible for

overseeing the UK's negotiations to leave the EU and for establishing its future relationship with the EU. It works closely with Parliament, the UK's devolved administrations and many other interested parties to find the most effective approach to negotiations. The department will conduct the talks in support of the Prime Minister, including supporting bilateral discussions on EU exit with other European countries.

Essentially, the purpose of this department is twofold: to lead and co-ordinate cross-government work so that the UK can take full advantage of new post-Brexit opportunities; and to ensure that the UK exits the EU on the best possible terms.

The Department's immediate priorities are:

- to establish the department and prepare for it to succeed
- to ensure the government takes the initial decisions on UK withdrawal based on the best informed advice
- to strengthen capability across government to prepare for the work ahead
- to reach out to stakeholders to understand their views and take them into account during discussions.

What is the role of UKTI in exiting the EU?

United Kingdom Trade and Investment (UKTI) was replaced by the Department for International Trade in July 2016.

Department for International Trade

■ www.gov.uk/government/organisations/department-for-international-trade

international-trade
Secretary of State: Rt Hon. Liam Fox MP (*below*)



Minister of State for Trade and Investment: Rt Hon. Greg Hands MP
Minister of State for Trade Policy: Lord Price CVO
Parliamentary Under Secretary of State: Mark Garnier MP
The department will drive the government's policy of increasing the number of British exporters and inward investors to the UK and is responsible for promoting British trade across the world.

It will develop, put together and deliver a new trade and investment policy to promote UK business globally including the negotiation of trade agreements and market access deals.

What does Brexit mean for projects that receive EU funding?

Chancellor Philip Hammond has said that EU funding for agriculture, science and other projects will be replaced by UK Treasury funding once the UK leaves the EU. The Treasury has agreed to finance EU-funded projects that were signed before this year's Autumn Statement, at a cost of up to £6 billion.

The role of the EU in funding research

■ <https://royalsociety.org/~media/policy/projects/eu-uk-funding/uk-membership-of-eu.pdf>

Chancellor Philip Hammond guarantees EU funding beyond date UK leaves the EU

■ www.gov.uk/government/news/chancellor-philip-hammond-guarantees-eu-funding-beyond-date-uk-leaves-the-eu

Brexit: government guarantee for post-EU funds

■ www.bbc.co.uk/news/uk-politics-37060430

Could MPs block Brexit?

Over four million people signed a petition soon after 23 June calling for a second EU referendum and for this to be debated in Parliament. Since then, it appears to have become clear that Parliament will not block Brexit, even though it could do so in theory, given that constitutionally the will of Parliament is sovereign and the referendum is technically non-binding.



Morgan Stanley: there is no way Parliament will block Brexit

■ <http://uk.businessinsider.com/morgan-stanley-theres-no-way-parliament-will-block-brexit-2016-6>

Theresa May will trigger Brexit negotiations without Commons vote

■ www.telegraph.co.uk/news/2016/08/26/theresa-may-will-trigger-brexit-negotiations-without-commons-vot/

Brexit can be started without Parliament vote, government lawyers say

■ www.theguardian.com/politics/2016/jul/05/brexit-can-go-ahead-without-parliament-vote-article-50-government-lawyers-say

LBM readers are invited to submit their own questions for responses in future issues to Alexa Michael, LCCI's business information executive: amichael@londonchamber.co.uk

Exporters are more confident ... but Brexit leaves them exposed



Small firms that export are more confident, introduce new products, are more likely to seek investment and have significantly higher growth expectations than companies that don't, a new report has found.

While 68 per cent of the smallest firms polled said they expected to grow in the next six months, that figure rose to 74 per cent amongst long-term exporters and a dramatic 91 per cent among those that had started to export in the last six months.

"We think the export potential amongst the smallest firms is huge, but they need some significant help and subsidy to get them to where they need to be."

Exposed

But along with clear ambition and resilience, the Small Business Barometer, conducted by small business support group Enterprise Nation, found exporters were also much more exposed to the impact

of Brexit than those that did not.

While only 15 per cent of all firms polled said they had felt a negative financial impact post-Brexit, that number doubles to around 30 per cent among those that export. And the longer they have been exporting, the higher the impact, the survey found.

The research found one in five of the smallest firms are exporting products or services at some level.

Frustrating

Emma Jones, founder of Enterprise Nation, said: "Small businesses are far from being fat and lazy. They don't get the opportunities or the trade deals that big businesses benefit from and they still find a way to export, but the frustrating thing is that they would dearly like to do it much more.

"These figures show even the smallest firms are busy exporting, in fact to a larger extent than has hitherto been found in government statistics. It also shows that exporting brings confidence, ambition and strength – but with that comes more challenges from the external forces including the economy and Brexit.

"We think the export potential amongst the smallest firms is huge, but they need some significant help and subsidy to get them to where they need to be."

Save time & money by getting legal advice direct from a barrister

7BR is a leading barristers' chambers with a specialist team of employment law experts available for direct instruction by both individuals and businesses seeking support in legal matters.

With the Women and Equalities select committee report on Pregnancy and Maternity Discrimination highlighting negative treatment of working women whilst pregnant or returning from maternity leave this article looks at the workplace rights of pregnant women, new mothers and their partners to take maternity and shared parental leave.

At present any pregnant woman who is employed (within the meaning of ERA 1996) is entitled to take 26 weeks of Ordinary Maternity Leave (OML), to include two weeks compulsory maternity leave, and a further 26 weeks Additional Maternity Leave (AML), regardless of her length of service or her hours of work. The woman can choose to start her OML at anytime from the 11th week before the Expected Date of Confinement (EDC). During the protected period, any detrimental treatment for a reason relating to her pregnancy, if proved, will be pregnancy dismissal without the need for a comparator (see Equality Act 2010 section 18 and 39(2)). Any dismissal for a pregnancy related reason will be automatically unfair (see section 99 ERA 1996).

The Children and Families Act 2014 introduced the right to shared parental leave (SPL). Where both the mother and the

partner have 26 weeks continuous service by the 14th week before the EDC, the mother can decide to end her OML at any time after the compulsory two week period, and convert the balance of leave of up to 50 weeks to SPL. During SPL all contractual rights except for remuneration continue for BOTH parties, just as they do during OML and AML. In addition, the parents both have the right to return to the same or similar job on no less favourable terms and conditions of employment.

Both the parents taking leave are protected from suffering any detriment because of taking or planning on taking leave, and a dismissal where the principle or main reason is related to the leave will be automatically unfair under section 99 ERA 1996.

Of particular interest to parents is the right to request flexible working, which is now extended to any employee with 26 weeks continuous employment. The employer must reasonably consider all requests and respond in reasonable time. ACAS have issued a code of Guidance clarifying what will constitute reasonable consideration. (See <http://www.acas.org.uk/media/pdf/s/7/The-right-to-request-flexible-working-the-Acas-guide.pdf>)

Catherine Rayner is a barrister at 7Bedford Row. 7BR experts host breakfast debates and evening seminars covering topical cases and common issues faced in Employment law throughout the year. For more information or to sign up to receive updates on upcoming events please email dwilliams@7br.co.uk

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October 2016

03/10/16 Time 18.45-20.00

ALL MEMBERS

Conservative Party Fringe Event (outside the secure zone so no conference pass required)*Delivering for cities: meeting the challenges of a 24/7 economy*

A constant flow of goods and services is the lifeblood of our city economies. This session will examine how we maintain competitive whilst tackling the challenges of congestion, emissions and road safety.

Venue: Library of Birmingham, Broad Street, Birmingham B1 2ND**Nearest station:** Birmingham New Street**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Siwan Puw**Tel:** 020 7203 1911**Email:** spuw@londonchamber.co.uk

04/10/16 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.croydon@londonchamber.co.uk

04/10/16 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

FULLY BOOKED**Changing Places Lunchtime Networking****Venue:** Mint Leaf Restaurant and Bar, Suffolk Place, St James's, London SW1Y 4HX**Nearest station:** Piccadilly Circus**Sponsored by:** Defence Relationship Management (MoD)**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

05/10/16 Time 08.00-11.00

PAs AND EAs ONLY

LCCI PA Club Showcase Morning**Venue:** The Hippodrome Casino, Cranbourn Street, Leicester Square, London WC2H 7JH**Nearest station:** Leicester Square**Personal Assistants and Executive Assistants: Complimentary****Contact:** LCCI PA Club **Tel:** 020 7203 1880**Email:** lccipaclub@londonchamber.co.uk

05/10/16 Time 09.00-11.30

ALL MEMBERS AND NON-MEMBERS

Business Briefing with Cabinet Member, Cllr Peter Mason: Ealing's Future Economic Resilience**Venue:** DoubleTree by Hilton London Ealing, 2-8 Hanger Lane, Ealing, London W5 3HN**Nearest station:** Ealing Common**Patron Member, Premier Plus Member, Local Member, Member's Guest and Non-member: £15.00****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

05/10/16 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** Holiday Inn Express London - ExCeL, 1018 Dockside Road, London E16 2FQ**Nearest station:** Royal Albert (DLR)**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshepherd@londonchamber.co.uk

06/10/16 Time 08.15-09.30

ALL MEMBERS AND NON-MEMBERS

Capital 500 Quarterly Economic Survey Quarter 3**Venue:** The Clubhouse, 8 St James's Square, London SW1Y 4JU**Nearest station:** Piccadilly Circus**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

12/10/16 Time 11.00-11.45

LOCAL MEMBERS AND NON MEMBERS

Maximise Your Membership**Venue:** Metro Bank, 234 King's Road, Chelsea, London SW3 5UA**Nearest stations:** Sloane Square and South Kensington**Local Member, Member's Guest and Non-member: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

12/10/16 Time 12.00-14.00

ALL MEMBERS

Connect 4 Lunch**Venue:** Metro Bank, 234 King's Road, Chelsea, London SW3 5UA**Nearest stations:** Sloane Square and South Kensington**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

12/10/16 Time 14.00-17.00

ALL MEMBERS AND NON MEMBERS

Taiwan: your next business destination**Venue:** TAITRA offices, 3rd Floor, 29 Wilson Street, London EC2M 2SJ**Nearest station:** Moorgate**Patron Member, Premier Plus Member and Non-member: Complimentary****Contact:** Enea Desideri **Tel:** 020 7203 1822**Email:** edesideri@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**

Visit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.

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

12/10/16 Time 17.45-20.30

ALL MEMBERS AND NON MEMBERS

FULLY BOOKED**Networking Training: How to Work a Room**

Venue: etc.venues, Fenchurch Street, 8 Fenchurch Place, London EC3M 4PB

Nearest station: Tower Hill

Patron Member and Premier Plus Member: £66.00

Local Member: £102.00

Non-member: £150.00

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

Email: events@londonchamber.co.uk

13/10/16 Time 08.15-10.00

PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Donagh O'Sullivan, Managing Director, Galliard Homes

Venue: CBRE, Henrietta Place, London W1G 0NB

Nearest station: Bond Street

Sponsored by: Bond Bryan Architects, CBRE, Middlesex University and Willis Towers Watson

Patron Member and Premier Plus Member: £45.00

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

Email: events@londonchamber.co.uk



Bond Bryan
Architects



13/10/16 Time 12.00-14.30

ALL MEMBERS AND NON-MEMBERS

Executive Club Lunch with guest speaker, Nigel Dias, Director and Co-Founder, Croydon Tech City

Venue: Hilton Hotel, 101 Waddon Way, Purley Way, Croydon CR9 4HH

Nearest station: Waddon

Patron Member, Premier Plus Member, Local Member and Members' Guest: £44.00

Non-member: £68.00

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

Email: lsaran.croydon@londonchamber.co.uk



18/10/16 Time tbc

ALL MEMBERS AND NON-MEMBERS

Is Your Business Prepared For Brexit?

Venue: Ernst & Young LLP, 1 More London Place, London SE1 2AF

Nearest station: London Bridge

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

Contact: Enea Desideri **Tel:** 020 7203 1822

Email: edesideri@londonchamber.co.uk



18-19/10/2016 Time All day

ALL MEMBERS AND NON-MEMBERS

The 4th Annual UK-Nigeria Investment Summit

Venue: Taj Hotel, 51 Buckingham Gate, London SW1E 6AF

Nearest station: St James Park

Patron Member and Premier Plus Member: £195.00

Non-member: £295.00

Contact: Ruma Deb **Tel:** 020 7203 1949

Email: rdeb@londonchamber.co.uk

19/10/16 Time 08.00-10.15

ALL MEMBERS

What Is Your Business Worth?

In collaboration with Hornblower Business Brokers and James Talbot Coaching

Venue: Coventry University London Campus, University House, 109 - 117 Middlesex Street, London E1 7JF

Nearest station: Liverpool Street

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

Contact: Samantha Shepherd **Tel:** 020 7203 1965

Email: sshpherd@londonchamber.co.uk



26/10/16 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Export Documents

Venue: ETC Venues, Garfield House, 86 Edgware Road, London W2 2EA

Nearest station: Marble Arch

Patron Member and Premier Plus Member: £354.00

Local Member: £414.00

Non-member: £414.00

Contact: Olivia Ronayne **Tel:** 020 7203 1823

Email: oronayne@londonchamber.co.uk

26/10/16 Time 09.30-11.00

LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership

Venue: Hilton London Canary Wharf, South Quay, London E14 9SH

Nearest station: South Quay (DLR)

Local Member and Non-Member: Complimentary

Contact: Samantha Shepherd **Tel:** 020 7203 1965

Email: sshpherd@londonchamber.co.uk



27/10/16 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network

Venue: Farleigh Golf Club, Old Farleigh Road, Farleigh CR6 9PE

Nearest station: Upper Warlingham

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

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

Email: lsaran.croydon@londonchamber.co.uk



November 2016

02/11/16 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business

Venue: Porsche Centre East London, Gallions Park, 101 Woolwich Manor Way, London E6 6EY

Nearest station: Gallions Reach (DLR)

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

Contact: Samantha Shepherd **Tel:** 020 7203 1965

Email: sshpherd@londonchamber.co.uk



02/11/16 Time 15.00 – 18.30 ALL MEMBERS AND NON MEMBERS

Defence and Security Procurement and Export Masterclass**Venue:** Central London venue to be confirmed**Patron Member, Premier Plus Member, Non Member:** Complimentary**Contact:** Ruma Deb **Tel:** 020 7203 1949**Email:** rdeb@londonchamber.co.uk

Business Support at Your Doorstep

02/11/16 Time 19.00-23.00 ALL MEMBERS AND NON-MEMBERS

Transport Dinner with guest of honour Rt Hon Chris Grayling MP, Secretary of State for Transport**Venue:** The Berkeley, Wilton Place, London SW1X 7RL**Nearest stations:** Hyde Park Corner and Knightsbridge**Sponsored by:** CH2M and Willis Towers Watson**Individual Places**

Patron Member and Premier Plus Member £222.00

Local Member and Affiliate Member: £240.00

Non-member: £276.00

Table of 12

Patron and Premier Plus Member: £2,664.00

Local Member and Affiliate Member: £2,880.00

Non-member: £3,312.00

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

08/11/16 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Angus Dodd, Chief Executive, Quintain**Venue:** CBRE, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Sponsored by:** Bond Bryan Architects, CBRE, Middlesex University and Willis Towers Watson**Patron Member and Premier Plus Member:** £45.00**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

Bond Bryan Architects



Middlesex University London



16/11/16 Time: 08.00-09.30 PATRON AND PREMIER PLUS MEMBERS

Cereal Networking**Venue:** The Mercer, 34 Threadneedle Street, London EC2R 8AY**Nearest station:** Bank**Patron Member, Premier Plus Member and Member's Guest:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

16/11/16 Time 09.30-12.00 ALL MEMBERS AND NON-MEMBERS

Meet The Experts - Round Table Event with Areas of Specialism in Accountancy, Legal, Marketing, Insurance and HR**Venue:** Hampton By Hilton, 30 Dingwall Road, Croydon CR02NB**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member, Member's Guest and Non-member:** £10.00**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

24/11/16 Time 08.00-10.15

ALL MEMBERS AND NON-MEMBERS

Prevention of Illegal Working: What Does the New Immigration Act Mean for You?

In collaboration with Davenport Solicitors and mi-HUB

Venue: mi-HUB, 6 Batty Street, London E1 1RH**Nearest station:** Aldgate East**Patron Member, Premier Plus Member, Local Member and Member's Guest:** Complimentary**Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshepherd@londonchamber.co.uk

(Incorporating Docklands Business Club)

24/11/16 Time 18.00-20.00

ALL MEMBERS

The Grapevine Network**Venue:** The Warren, Metropolitan Police Sports Club Hayes Ltd, Croydon Road, Hayes, Bromley BR2 7AL**Nearest station:** Hayes, Kent**Patron Member, Premier Plus Member, Local Member and Member's Guest:** Complimentary**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

29/11/16 Time: 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Letters of Credit**Venue:** ETC Venues, Garfield House, 86 Edgware Road, London W2 2EA**Nearest station:** Marble Arch**Patron Member and Premier Plus Member:** £354.00**Local Member:** £414.00**Non-member:** £414.00**Contact:** Olivia Ronayne **Tel:** 020 7203 1823**Email:** oronayne@londonchamber.co.uk

29/11/16 Time: 18.00-20.00

ALL MEMBERS

Property and Construction Winter Reception with guest speaker Toby Courtauld, Chief Executive, Great Portland Estates**Venue:** The Coffee Room at The In & Out (Naval and Military Club), No. 4 St James's Square, London SW1J 4JU**Nearest station:** Piccadilly Circus**Sponsored by:** Bond Bryan Architects, CBRE, Middlesex University and Willis Towers Watson**Patron Member and Premier Plus Member:** £99.60**Local Member:** £123.60**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

Bond Bryan Architects



Middlesex University London



30/11/16 Time 18.00-20.00

ALL MEMBERS

Changing Places Evening Networking**Venue:** Embassy of the Republic of Croatia to the UK, 21 Conway Street, London W1T 6BN**Nearest station:** Great Portland 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



LCCI events highlights

■ Property and Construction Breakfast Club

The final breakfast of the year will hear from **Angus Dodd**, Chief Executive, Quintain on **Tuesday 8 November** Sponsored by **Bond Bryan Architects, CBRE, Middlesex University – BIM Management and Willis Towers Watson**, the event is open to Patron and Premier Plus members only at £45.00 inclusive of VAT per person.

■ Changing Places Evening Networking

Our bi-monthly flagship networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. Our host venue on **Wednesday 20 September** is the **Embassy of the Republic of Croatia**. Sponsored by **RiskEye**, guests will enjoy drinks and snacks during the event. This complimentary event is open to members only.



Rt Hon Chris Grayling MP

■ Transport Dinner

Join leading representatives from the transport industry at this prestigious event to hear from **Rt Hon Chris Grayling MP, Secretary of State for Transport** on **Wednesday 2 November**. Sponsored by **CH2M and Willis Towers Watson** the event will be held at the iconic five star hotel, **The Berkeley**. Limited places available, tickets start at £222.00 inclusive VAT per person.

■ Annual Winter Reception

Celebrate the festive season on **Thursday 1 December** at **Fortnum & Mason**. Sponsored by **RiskEye**, guests will also have the opportunity to indulge in some in-store shopping prior to the reception. Tickets start at £99.60 inclusive of VAT for Patron and Premier Plus members. This event always sells out, early bookings are recommended.

■ Property and Construction Winter Reception

Guests will hear from and have an opportunity to put questions to our guest speaker **Toby Courtauld**, Chief Executive, **Great Portland Estates** at the Winter Reception on **Tuesday 29 November** from **6.00pm – 8.00pm** at **The In and Out**. Sponsored by **Bond Bryan Architects, CBRE, Middlesex University – BIM Management and Willis Towers Watson**, the event is open to Patron and Premier Plus members only with tickets at £99.60 inclusive of VAT per person.

■ Capital 500 Quarterly Economic Survey Q3 2016 Report Launch

Join us for a presentation of the Quarter 3 findings on **Thursday 6 October** at **The Clubhouse**. Panelists include **Simon French**, Chief Economist, **Panmure Gordon**, **Vicky Pryce**, Centre for Economics and Business Research (Cebr) and **Tom Mludzinski**, Director of Political Polling, **ComRes**, with discussion chaired by **Colin Stanbridge**, LCCI Chief Executive. This complimentary event is open to all members.

■ Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast networking event will take place on **Wednesday 16 November** from **8.00am – 10.00am** at **The Mercer**. Sponsored by the **RiskEye** this complimentary event is exclusively open to Patron and Premier Plus members only.

Workplace safety

WHEN you run a business, there are so many demands on your time that health and safety can sometimes lose priority. You probably have good intentions to review policies and procedures, but do other work pressures stop them from actually happening?

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Supporting the armed forces – positive action required



by Angela Reed

Did you know that over a quarter of the British Armed Forces – the Army, Royal Navy and Royal Air Force – are reservists who complement and support the 160,000 regulars, join them in the field, and could, additionally, be called up to help respond to major incidents?

There are 35,000 reservists and they include people whom we meet or sit alongside in our work spaces such as advertising executives, bankers, doctors, drivers, police, and teachers. Without them the effectiveness of our forces would be significantly reduced.

Challenging

The pros and cons of having reservists in your business must be carefully weighed up. Smaller businesses can face challenges if their reservist is mobilised though in practice this rarely happens. They do however need to be supported for

their training and the Ministry of Defence (MoD) provide various incentives. These consist of the payment of agency costs for sourcing support cover and up to £500 a month if a reservist is mobilised. Reservists are paid a wage whilst mobilised but this may not be in line with their existing salaries, so companies are asked to come to their own agreement with their employee. Pension contributions for reservists' time away are covered by the MoD and financial assistance is given to cover any costs of replacing and retraining them.

The overriding benefit of employing reservists though is that they become even more valuable to their employers through their experiences and the transferable skills they gain, from leadership courses and specific accredited skills training, deriving from their reservist roles. Companies are benefiting from trained individuals with accredited skills that they have not had to financially assist to get the qualifications. This enhances company profiles and career development.

“The overriding benefit of employing reservists is that they become even more valuable to their employers through their experiences”

I saw this at first hand last month when I joined regulars and reservists on a training exercise in Denmark – see box below.

Employers don't have to allow time off for training as employees as they can of course use their regular leave allocation, Training for reservists is usually made up of 27 days a year: one evening a week, several weekends throughout the year and a 15-day annual training course. Many companies of course seek to give additional leave for employees to complete their two-week annual camp. They may be losing someone

temporarily but upon their return they will be invariably more valuable to the firm with an enhanced ability to work under pressure.

Initiative

Getting involved in this initiative starts with employers signing up to the Armed Forces Covenant which binds them to a promise that no member of the Armed Forces should face disadvantage at work or in the community compared to other citizens. Since June 2013, over 900 companies have publicly pledged their support by signing the covenant however many more are needed.

The Defence Relationship Management team at the MoD offer advice and support to business on employing members of the Armed Forces community. Organisations who take positive action to make their workplace more reservist friendly may be eligible for Employer Recognition Scheme Awards.

www.gov.uk/government/groups/defence-relationship-management

On manoeuvres

Last month, courtesy of the MoD, I joined an escorted employer visit to Skive in Denmark to witness regulars and reservists deployed on Viking Star, a joint training exercise with American and Danish partner personnel. Other than LCCI, companies or organisations represented on the trip included JP Morgan, BNY Mellon, Gieves & Hawkes, RS French, Transport for London and the Metropolitan Police, all of whom employ reservists.

In our two-day visit we were hosted by Major David White, a reservist whose day job is at Goldman Sachs, and MoD engagement directors Trudy Mensa-Bonsu and Niall Ahern. A packed programme included IED (improvised explosive device) detection, sampling army ration packs, and participation in a live training exercise using search dogs to locate threats such as IEDs and undertaking



controlled explosions.

I sat in a tank wearing a special bomb disposal suit in temperatures rising above 30 degrees while the integrated units of regulars and reservists (in full kit and back packs) went through their paces. In the sweltering heat their professionalism was supreme and the employer group's respect for their valuable contribution knew no bounds.

Angela Reed



New business is hard to find

Attracting new customers in an increasingly competitive environment is the single biggest worry for today's small business owners, according to research from start-up specialist Company Formations Made Simple.

In 2010, around 389,000 new companies were formed in the UK through Companies House, but this figure soared to more than 598,000 in 2015. With the number of new companies forming annually rising by more than 50 per cent in just five years, and the vast choice available to consumers thanks to the growth of online business, the battle to attract customers has never been so intense.

Finance

In a survey of over 1,300 small enterprises, more than half said pulling in new business was one of the main factors keeping them up at night. The second most common concern was keeping track of the finance and cash-flow of the business, with 49 per cent citing this as a major worry.

Another common concern among small business owners was finding the time to do everything, with 44 per cent of those surveyed listing this among their biggest worries. The issue of time-management came up repeatedly in the study. When asked what single challenge of running a business

they wish they had known before launching, most cited 'time'. This refers both to the amount of time spent getting the business started and the time it took for the business to gain traction.

Some factors were of far less concern to business owners, for example managing employees, which just one in ten listed as a worry, and company administration which hampered just 15 per cent of respondents.

Nearly all of the businesses surveyed were 'micro-businesses', employing ten people or less. These enterprises make up 95 per cent of all businesses in the UK, accounting for 33 per cent of employment and 18 per cent of turnover, according to a House of Commons business statistics briefing paper.

Howard Graham, chief executive of Made Simple Group, said: "Consumers have more choice than ever before, thanks to the growth of online business, social media and general connectivity and accessibility.

"As such, consumers may be less inclined to show loyalty to one brand or service. That's why it's crucial for business owners to put customer attraction and retention at the forefront of any strategy."

www.companiesmadesimple.com

Women in IT

According to UK IT directors, the two biggest barriers faced by women working in IT are demonstrating their competence and challenging existing stereotypes finds recent research from specialist recruiters Robert Half. Other challenges faced by women include overcoming impersonal/cultural considerations, earning respect, and working in a male-dominated environment.

The findings suggest that misconceptions and stereotypes rather than concerns about technical competencies may be holding women back in the IT field. Only eight per cent of IT directors believe that there are no challenges for women in the sector.

Alarming

Sara Newman, operations director at UK technical consultancy Amido, agrees that changing perceptions about the role of women in IT is vital: "The shortage of women in IT is alarming. That's not to say there isn't a challenge for skilled IT professionals overall, but the number of

women is far lower than it should be. Challenging the perception of the IT industry earlier on will mean that as girls grow up, they will be more receptive to a continuing their education in science, technology, engineering and maths (STEM)."

Interwoven

Neil Owen, director, Robert Half Technology, commented: "It's an exciting time to be a working in the technology sector. Where once the technology or IT department was a distinct function to support the business, it has now become a function that enables the business to seek new opportunities, market share, clients and customers. We are currently working with clients in nearly every sector on digital transformation, e-commerce platforms and infrastructure upgrades. The way businesses operate today has become increasingly interwoven with their technology capabilities and skills, providing new opportunities for those in the field, as demand continues to outpace supply.

www.roberthalf.co.uk



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Two minute interview

Tom Hamnett of Wilson Perumal & Company



Who are you?

I am a case team leader at the boutique consultancy Wilson Perumal & Company. We are a strategy consultancy firm with unique depth in operations and the leading advisor on how to compete in today's complex world. While largely based in North America, we are growing our presence in the UK and Europe with some exciting blue chip clients. We have a great team and very entrepreneurial culture – a highly motivating combination.

Since joining at Christmas 2013, I have enjoyed helping companies make step-change improvements in their productivity and cut millions from their costs by stripping out 'complexity' that becomes embedded in operations. For example, I have recently advised a London-based technology company on improving its innovation cadence, and a global media company in successfully renegotiating its European distribution channels (not to mention a variety of interesting projects in North America).

What is your connection with the London Chamber of Commerce?

Wilson Perumal & Company joined the LCC as a great channel to extend our brand in London and the UK, and showcase some of our recent work. The LCCI's diverse and established member companies include many for whom our expertise, especially in complexity reduction, will be extremely valuable.

"I remember it took me a while to get used to the tube crush at rush-hour, but I caught the London bug."



Photo: Oli Scarff/Getty Images

What was your first job in London?

I did an internship in London with an economic and urban development consultancy working mainly for the London Mayor's office in 2005. I remember it took me a while to get used to the tube crush at rush-hour, but I caught the London bug and returned to work in a similar field the following year.

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

I am very proud of the feedback that our company has received from all of our recent London-based clients. Favourable comparison to the best in our business by blue-chip clients is always great, especially when it is backed up by contract renewals and extended business relationships!

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

...being away from home so much! But in this age of 'facetime' and Skype, it's easy to feel like you're not really disconnected from family and friends. We have a great team at WP&C, so being on the road is certainly one of the best bits too."

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

A young entrepreneur will find himself entering a competitive yet

economically cautious business environment. However, with increasingly rapid developments in all technologies, there are opportunities to disrupt entrenched business models at every turn. I suggest that embracing the competitive spirit, resilience and passion for adventure shown by Richard Branson should inspire a young pretender not to be overawed by the established giants.

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

Aside from being a wonderful sporting occasion showcasing London, its people and their enterprise, as well as the UK's sporting talent, the Olympics also represented a great opportunity for me to work with the Legacy Committee on a site development project. I undertook an economic feasibility assessment for the re-use of the world's largest McDonalds next to the QE2 stadium (originally designated a temporary structure). I'm pleased to say the building was successfully re-purposed and remains a great tribute to the success of the games.



Photo: Qast House Archive

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

Having worked for TfL and the DfT, and used metropolitan networks around the world, I'm very proud that London has such a comprehensive and well-maintained system. I know many are looking forward to the tube being operated 24 hours a day. As for the Uber debate, I hope the city finds a way to embrace,



rather than resist, the take-up of innovation in transport to the benefit of the consumer and the economy – ideally in a way that doesn't destroy the heritage of our city.

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

Being a smaller company affords Wilson Perumal the flexibility not to be tied down by too much red tape. That said, while clients do like our ability to fly our experts and consultants in from around the world, this can come with inevitable immigration administration.

What is your favourite and least favourite thing about London?

London's real edge is its history. Very few cities can boast such a developed and diverse culture, and this is one of the key reasons it will remain one of the economic centres of the world for a long, long time. A diverse, democratic culture can, however, be a double edged sword, leading to frustrating bureaucracy, cost and complexity in big investment decisions. Stand-offs over the location of a new runway or the business case for HS2, for example, risk holding the city back in the longer term as businesses head to emerging development hubs.

How is your business reacting to Brexit?

The Brexit decision has come as a shock to many business leaders, who now find themselves seeking clarity against a backdrop of huge uncertainty and speculation. WP&C see Brexit as an enormous opportunity for the UK as a whole to address its competitive position in the world (not just Europe). British firms should seek to capitalise on the uncertainty to ensure they maintain (or seize) competitive advantage.

WP&C is helping business leaders grasp the issues at stake and unpick the information that will be essential to tackling the big business questions post Brexit; questions of resilience, flexibility and sustained profitability. We are speaking at conferences, publishing articles and advising business leaders on building these attributes into their strategy and operations.



Making a positive impact



by Vicky Murfin

Whether you call it 'corporate social responsibility', 'sustainability' or 'responsible business', the fact is that more and more businesses now see the importance of looking at the positive impact their organisation can have on wider society.

It might be through reducing their environmental footprint, sharing their resources (such as time, expertise, donations, facilities) to support the local community, linking up with a charity or good cause or supporting initiatives to develop young people's employability skills.

Trust

Whilst the benefits to wider society are clear, businesses themselves also benefit. Earlier this year Unilever, who have made sustainability a core part of their business strategy, revealed that their 'sustainable living brands' such as Ben & Jerry's and Dove had grown 30 per cent faster than the rest of their business in 2015. According to Unilever, sustainability is helping them to deliver more growth and lower costs, as well as less risk and more trust.

Leadership from the most senior level within businesses on this agenda is critical and, in a call to action that features prominently on the company's website, Unilever's chief executive, Paul Polman says, "... systemic change cannot be realised without collective action. It is in the interests of business, government and civil society alike to accelerate progress... After all, there is no business case for enduring poverty and runaway climate change."

And 'responsible business' is not just the preserve of large organisations – small and medium sized businesses are also keen to play their part.

Challenge

This is where Heart of the City comes in. Although London's 400,000+ SMEs make up 99 per cent of London's businesses and provide 50 per cent of the employment in London, they can be



"For time-pressed small-to-mid sized businesses, knowing where to start and how to get a corporate social responsibility programme up and running on limited resources can be a real challenge."

overlooked in terms of practical support in this area. For time-pressed small-to-mid sized businesses, knowing where to start and how to get a corporate social responsibility programme up and running on limited resources can be a real challenge.

Heart of the City is a charity, supported by the City of London Corporation and the City Bridge Trust, which helps London's businesses jump-start their respon-

sible business activities. This is done primarily through an annual free Newcomers programme in which new businesses, primarily SMEs, can take part in a series of workshops, get linked up with an expert CSR mentor from another business and make use of Heart of the City's wealth of online resources.

In previous years, 70 per cent of businesses undertaking the programme have set up a CSR ini-

ative without dedicated resource and 80 per cent have set up employee volunteering programmes for the first time – engaging employees, client, suppliers as well as their wider community. Heart of the City also helps businesses take practical environmental steps – 83 per cent of last year's Newcomers reduced their carbon footprint. Of these businesses, 89 per cent felt that setting up a responsible business programme improved employee morale and 72 per cent felt it improved customer relations.

To date over 600 London businesses have taken part in the Newcomers programme.

Join the programme

The focus until recently has been on businesses in the City of London and its neighbouring boroughs but this year Heart of the City's free Newcomers programme is now open to businesses from any London boroughs thanks to support from City Bridge Trust.

There are 60 places available on the Newcomers Programme for 2017 and it is hoped that businesses from all across London will be represented. If you are interested in applying get in contact via the website. The closing date for applications for the 2017 programme is 30 November 2016.

Vicky Mirfin is director and chief executive of Heart of the City <http://theheartofthecity.com>

Making their mark

Beck Greener, a London-based firm of patent attorneys, trademark attorneys and IP litigators joined Heart of the City's free Newcomer Programme in 2015. They made ambitious progress in just one year – winning the 'Going Green' award from the Camden Climate Change Alliance as well as introducing volunteer leave for employees and offering work experience to local students. Joining the Heart of the City Newcomers

Programme enabled them to crystalize their 'responsible business' strategy and helped them to identify and develop an effective community project to support. As a result of the programme they also introduced initiatives which led to a 50 per cent reduction in waste to landfill and a 16 per cent reduction in waste collection costs, as well as energy saving initiatives which led to a three per cent reduction in the annual cost of utilities.

Resolving conflict in the workplace

Avoiding gossip, remembering to count to ten before retaliating and minding your language are all simple strategies to avoid conflict in the workplace.

A happy workplace is a productive workplace, according to author and self-help guru Kul Mahay – who has shared his top tips on how to avoid arguments and tension when at work.

The former senior police officer says that resolving workplace conflict can take up time for both the employees and managers – but that most cases can easily be fixed at early stages by adopting certain strategies.

Workplace conflict is a natural consequence of working towards a certain set of goals with a group of people – not everyone will have the same approach. It is also easy to find yourself at the centre of a disagreement with a colleague due to the amount of time spent in the office.

“Workplace conflict is a natural consequence of working towards a certain set of goals with a group of people.”

While confrontation is never nice, by choosing the right time and place to talk, understanding other people’s opinions and learning to compromise, issues can easily be resolved.

Kul Mahay is a life coach, trainer and motivational speaker and works with clients from across the globe. He is the author of *Smash the habit* which aims to help readers banish bad behaviour and toxic habits.

Mahay said: “When we hear the word conflict, we can’t help but feel some level of trepidation or apprehension. After all, none of us enjoy any kind of confrontation. But to expect to go through life without any kind of conflict is simply not realistic.

“Some level of conflict has to be expected in all areas of our lives. It is through these disagreements and misunderstandings that we grow and learn.

“Conflict in the workplace is not a rare occurrence, but the sad thing



is that the vast majority of conflict could easily be resolved if all parties were to adopt certain strategies from the outset.

“The strategies are not rocket science but very often, in ‘the heat of battle,’ we can allow our emotions to drive our thinking and behaviour rather than a clear, logical mind.”

Kul Mahay’s ten strategies to resolve conflict at work:

Learn to breathe

When you suddenly find yourself in a situation that fills you with emotion, get yourself into the practice of taking some deep breaths and counting to ten slowly. This will allow your conscious mind to kick in and think through the situation and respond more objectively.

Everyone has something to say

Some people use aggression as a method to silence their ‘opponents’ during conflict. While it might silence one party, they will more likely harbour resentment or lose respect for the other. During every conflict, it is important to remember that everyone is allowed an equal opportunity to voice his or her opinions. This ensures a balanced discussion takes place, before you can start looking for a resolution.

Choose the time and place

If there is tension between you and a colleague, choose a certain time and place where you can have a conversation with them about the issue that has upset you. This will ensure that when it comes to seeking a

resolution, it is not tarnished by built up resentment on both sides.

Gossip – the killer issue

Gossip is one of the most common and yet destructive pastimes in office environments. It can lead to mistrust, bad feelings and very often anger among colleagues. If you are invited into gossiping by a colleague, try to change the subject, let them know that is of no interest to you or politely remove yourself from that group.

Mind your language

In the heat of the moment it is all too easy to use language that attacks the other person on a personal level. By doing this, recognise that it cannot lead to a healthy debate and is much more likely to put the other person in a defensive state. It can also lead to further confrontation. Instead, use professional, objective language to put forward your views. This will ensure that you come across as calm and there is more a chance of compromise as you move forward.

Don’t make it personal

It is important to be open to constructive criticism or feedback. It might not feel very nice but it is professional feedback at the end of the day. Don’t take everything so personally. See it for what it is and stop imagining that it is how people see you as a person.

Make sure you understand the other person’s perspective

Pay real attention to what the other person is saying. You may hear

something that gives you a different take on the situation yourself and it might resolve the conflict much quicker. At the very least, your colleague will note that you are genuinely listening to what they have to say.

Compromise

Compromise is not about giving up on your ideas but adjusting them so that there is greater likelihood of achieving them in partnership with others. It can also build and improve your own ideas by including another person’s perspective. If you do not compromise the chances of reaching any resolution are weak at best.

Workplace mediators

Mediators can help both parties talk through the situation in an objective manner. Mediation is not about blame but about enlightenment. A trained third party hearing the discussion can cut through a lot of the emotional issues that are clouding it and add an impartial perspective to the situation. It helps to bring the conflict to an objective, level playing field.

Conflict is natural

Don’t put your head in the sand and pretend that conflict will never happen to you – it will. At some point or another you will have a difference of opinion.

Do not let that fester or gather momentum. Deal with the other person in a professional, relaxed and objective manner and you will enjoy healthy relationships with your colleagues.

Simple steps to boost SME data security



by Chris Pollard

According to the government's latest Cyber Security Breaches survey, a quarter of UK businesses have experienced one or more cyber security breaches in the last 12 months. For larger firms that figure leaps up to 65 per cent.

Statistics like these can sometimes tempt SMEs to think of data security as something only big business needs to worry about. But as larger firms take their security ever more seriously, smaller organisations are being identified as a softer target. In addition, even if a business is lucky enough to have avoided a malicious attack so far, for many, organising adequate data protection is fast becoming a necessity in order to ensure legal and regulatory compliance. SMEs tendering for contracts with larger organisations are also finding their own approach to security increasingly under the scrutiny of procurement managers.

My company works with many SMEs across the country, managing print and document solutions which streamline their operations and helping them save money. Protecting our clients' data is becoming an increasingly important part of our overall approach to helping them ensure business resilience. The good news is that a few simple steps can have a big impact on reducing risk and boosting compliance. A good place to start is with document security – a key part of any data security strategy.

Document security – a few basics

The average MFD (multi-function device) automatically stores an image on its hard drive of every single document it copies or scans. It's also connected to the company network. All too often overlooked when considering data security, unless properly protected, MFDs can provide relatively easy access to business information to anyone motivated to look for it.

Printed documents also pose a security risk. With printouts left un-

collected, or waiting in print queues only to appear when someone refills the paper tray, sensitive information can all too easily get into the wrong hands.

“As larger firms take their security ever more seriously, smaller organisations are being identified as a softer target.”

Document security tips

- 1. Automatic MFD hard disc encryption** – new and existing documents held on devices' hard drives can be encrypted, rendering them impossible to decipher, even if the hard disk is removed.
- 2. Secure print release or 'follow me' printing** – secure print functionality means print jobs are only released from the

server when the author authenticates him or herself with their password, finger print, IC card or other at their chosen print point.

- 3. Automatic MFD hard drive deletion** – devices can be configured to auto-delete or overwrite all saved documents and unopened secure print jobs within specific timescales.
- 4. Network security** – devices can be configured to comply with network security so that communication traffic to and from them is effectively encrypted, as well as the data contained within the documents they handle.
- 5. End-of-life deletion** – when a device needs replacing, the data on its hard drive can be wiped completely. Alternatively, organisations can retain the hard drive and a new drive fitted into the old machines before resale or recycling.

Chris Pollard is a director at Workflow Group
www.workflow-group.co.uk

ADVERTORIAL

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Only half of London firms prioritising better online security

Around half of London's SMEs are not prioritising better online security in the next 12 months, despite the impending impact of the EU's new data protection legislation, General Data Protection Regulation (GDPR) – see article above. Notwithstanding the EU referendum result, the Information Commissioner's Office has confirmed that, "if the UK wants to trade with the single market on equal terms we would have to prove 'adequacy' – in other words, UK data protection standards would have to be equivalent to the EU's GDPR framework starting in 2018".

The findings, which form part of Close Brothers' quarterly survey of UK SME owners and senior management from a range of sectors, found that 49 per cent of London companies surveyed have made the decision not to invest in better online security. Nationally, that figure rose to 63 per cent.

"Businesses of all sizes should be aware of their responsibility when it comes to protecting customer data," said Ian McVicar, chief executive of Close Brothers Technology Services. "Keeping customers' details safe are at the core of the EU's new data protection legislation, General Data Protection Regulation (GDPR), which was adopted in April 2016 and takes effect within two years.

"It is intended to strengthen and unify data protection for individuals within the EU and the penalty for non-compliance, which is up to four per cent of annual revenue or €20 million, whichever is the higher."

Cybercrime

A mixed picture has also emerged about firms' readiness for the impact of cybercrime on their businesses. While the majority of the London's SMEs are concerned about cybercrime and the impact it might

"Businesses of all sizes should be aware of their responsibility when it comes to protecting customer data."

have on their business (62 per cent), nearly a quarter are not.

Further analysis of the results reveal that only 44 per cent of London's businesses feel 'adequately protected'; 16 per cent are unsure of their levels of protection; 24 per cent know it is an important issue but 'haven't had time to look into it', while a further 16 per cent don't think 'it is an issue for our business'.

When asked the question 'do you have data breach / security policies

in place around the use of email, internet and mobile devices?', 44 per cent of London respondents answered 'yes', 39 per cent 'no' with 17 per cent 'unsure'.

Uncertainty

McVicar believes that this picture of uncertainty may be driven by the feeling that many SMEs, particularly in sectors like construction, feel that they don't rely on IT as much as companies in more technology-focused industries. "Even if this is the case, companies must remember that GDPR requires all personal data collected to be gathered lawfully, and for specific purposes only. In addition, it must be used for the purposes for which it was collected, and must be accurate and up-to-date."

To download a GDPR vendor spotlight, visit www.closebrotherstechnology.co.uk

GDPR – procrastination is not an option



by Andrew Taylor

The risk of cyber crime keeps executives and legislators awake at night. In May 2018 the EU General Data Protection Regulation (GDPR) will be adopted and, Brexit or no, it will affect you. The sting in the tail is the non-compliance fines – up to four per cent of global annual turnover with a cap of €20 million.

Whatever happens, on that date the UK will still be a member of the EU. Even after we leave, if we want to do business in Europe – our biggest market – we will still need to comply with this law. So, it makes sense that GDPR or a virtual replica will stay on our statute book post-Brexit. The UK Information Commissioner has confirmed that it will be enforced, and that directors must be held personally responsible for data breaches involving negligence under their watch – and that they should be prosecuted for such breaches.

Disclosure

The GDPR is more than a data protection law. It also dips into governance, including third party responsibilities, as well as processes and procedures. It requires companies to know their data footprint and that data-holders have explicit permissions for what they hold and what they are doing with it, and that they have effective purging and destruction procedures. Companies must also be able to respond to disclosure requests from individuals and regulators. This is not an exhaustive list. Most businesses are a million miles from being close to doing any of this right now – and will struggle to comply by May 2018 if they don't get going very soon. It is critical to grasp that GDPR is not a tick list to be checked off. Everyone has lots to do, most of which cannot be outsourced.

Many UK companies are blissfully unaware even that this regulatory tsunami is heading their way. As tempting as it might be, this is not something that should be parked in the IT department. Cyber secu-

urity is part of information security which is part of risk management which should be supervised from the boardroom. It is estimated that 95 per cent of data breaches have their genesis in internal human errors or actions. Basic cyber hygiene, good management and a trained and aware workforce must be the first solutions to reach for because without them additional technology is simply a waste of money.

Catastrophic

SMEs often think that they are of little interest to cyber criminals. They are wrong. Cyber criminals don't care about size, they care about outcome. Statistically, SMEs are just as likely to be attacked as larger companies – and more likely to suffer catastrophic damage as a result. Less aware, less sophisticated, less well resourced, they are frequently poorly served by traditional cyber security vendors because they lack scale and deep pockets. All of this makes them vulnerable and, therefore, easier targets.

GDPR will force companies to

take their data protection responsibilities seriously and comes with a nasty bite for those who fail to get there. The old joke – if you think that compliance is expensive, try non-compliance – is about to get seriously true. You don't need to have a data breach to fall foul of this law, you just need to be complacent. Most companies will be sensible and get themselves sorted out, which will make it all the riskier for those who don't, because they will stand out. On top of the fines, imagine getting a criminal conviction because someone in your company, who you didn't know, was doing something they shouldn't have been and you didn't know they were doing? That's now a very real risk; if they weren't trained because you didn't think it was important.

Procrastination is not an option. All companies should now be preparing for GDPR.

Andrew Taylor is chief executive of Bronze|e|BRM/BeCyberSure
www.becybersure.com

Get security serious



by Sarb Sembh

The second annual Security Serious Week, sponsored by Mimecast, Netskope and NETconsent, will take place during European Cyber Security Month in October.

“Cyber security has never been more important and has a huge part to play in the continuity and resiliency of our country as a whole,” said Yvonne Eskenzi, director of Eskenzi PR and lead organiser of Security Serious Week. “We want the event to help make the UK plc more security savvy and to recognise the people who work tirelessly in the background day after day in our critical infrastructure, transport, banks, shops, universities and public services to provide an incredible service to our national safety, yet often go unnoticed.”

Threats

“There are incredible individuals striving to keep the services we rely on safe from cyber criminals, but there simply are not enough of them

and those that we have need the aptitude to maintain their capabilities in an environment where there are constant and rapid changes to threats,” said Ian Glover, president of CREST, the not-for profit accreditation and certification body for the technical information security industry. “As an industry, we need to tackle the skills shortage head on and encourage the very best people to choose cyber security as a career path – an extremely, challenging, exciting and rewarding one. This is why initiatives such as Security Serious Week are so important in raising awareness of cyber security issues and also to promote the opportunities available.”

Heroes

The Security Serious Unsung Heroes Awards are designed to give the professionals in IT security the recognition that they deserve for (often) going above and beyond the call of duty and saving their organisations from the likes of hackers, malware and virus infections. While most awards in the IT sector tend to focus on technology, these will honour the individuals and teams behind the technology. With

categories such as Godfather of Security, CISO Supremo, Security Leader, Mobile Mogul and Cloud Security Superhero, around 20 awards will be given on the night. The awards have been backed by industry leaders including: Mimecast, Netskope, AlienVault, gsk, Publicis Groupe, CrowdStrike, Lastline, Proofpoint, whiteCryption, Imperva, Acumin, Canon, Smile on Fridays and Eskenzi PR.

Security Serious Week also features free webinars hosted by cyber-security experts to encourage others to become more security savvy. If you miss the live broadcasts of the webinars,

they are available on demand for retrospective viewing indefinitely on the website.

www.securityserious.com/Events.aspx.

Sarb Sembhi is a consultant at STORM Guidance and a member of the LCCI Cyber Security Working Group which increases awareness of cyber threats and encourages the use of best practices to help businesses improve their cyber resilience.

www.stormguidance.co.uk

Cyber woman



Jane Cannon MBE, director for security engagement at the Home Office was guest speaker at last month's LCCI Security private lunch which took place at Corrigan's Mayfair.

Based in the Office for Security and Counter Terrorism the engineering graduate from University College London addressed Chamber members on the government's security strategy and priorities, and the strong desire to work with the private sector. Her own private sector credentials are impressive and she has held senior positions at Amadeus Capital Partners, EY, Lockheed Martin, QinetiQ and BT.

Reputational risk is real ... and rising



by Sarah Holland

Reputational risk has been ranked as the top threat facing businesses today and the potential for such risk originating online is particularly high. How many of us subconsciously worry about the potential risks? Sometimes it's like an itch you can't scratch. You know online threats and risks are real and you don't know how they will affect you, where they are going to come from or when they will happen. The only thing you know for sure is that you are not immune and you could be next.

Protection

It has been reported that 41 per cent of businesses that experienced a negative reputation event reported loss of brand value and revenue. Conversely those that lead the field in reputation see their businesses grow twice as fast as their competitors. If a business is going to ensure that their reputation and brand are risk free a proactive approach must

be taken. Businesses consist of several components each with their own risks that should be protected accordingly. Their technology, employees and online presence require individual attention and protection.

The technology that a business uses is the front door to its online business. Burglar alarms, guard dogs, security and CCTV are routinely employed by businesses to protect its physical assets – this approach should be adopted as actively with its technology. The latest firewalls and anti-virus software should be installed and updated. Any data that is vital or sensitive should be backed up either on a backup hard drive or the cloud. Passwords should be very strong in their integrity and changed regularly.

Catastrophic

Employees should be trained to represent a business ensuring that the professionalism and message required is conveyed and delivered. If employees are not trained the implications could be catastrophic to a business. They should understand how to use the technology within a business

avoiding mistakes that might for example let in a virus or a hacker. They should also understand how to represent the business on social media, employing the right etiquette and security methods. Limiting the number of employees that have administrative access to social media accounts and having a clear social media policy will help keep your data safe.

Online is unregulated and unedited, there is so much out of your control with regard to the potential risks. Everyone is online 24/7, business is accessible on a global level and access to technology outside of the office, via smartphones for example, reinforces this. You cannot possibly keep your business secure any more on a 9-5 basis. If you want to be alert to the threats and opportunities facing your business, you need to have eyes on everything that is mentioned about you all the time. Unless you are monitoring your business 24/7 this isn't possible. What happens when a campaign that you have run online during the day is picked up by an American twitter account during their day, but in the middle of the

night in your time zone, and negative references are made? By the time you are aware of the damage it is normally too late. Part of your ongoing de-risking should be to monitor your online presence 24/7. There are automated versions like Google alerts that can take care of this for you, but only to a limited extent.

Crucial

These types of automated alert systems cannot determine sentiment and will therefore miss potentially crucial information that will hurt your brand or business, for instance: “Well done, thanks for getting my delivery to me on time!” An automated alert system would let this post through, not detecting the sarcasm. For 100 per cent protection through monitoring, your only option is a business that uses agents and analysts to view all the information and make the decision as to whether it is a risk or not.

Sarah Holland is head of information security at RiskEye www.riskeye.com

Colour therapy can help with Brexit blues



by Valérie Corcias and Dominique Kelly

Brexit has opened up a lot of unknowns and as the situation changes, there are certain levels of uncertainty in respect to the transition period that triggers stress and anxiety. Data has shown that people lost sleep after the referendum. The news cycle can affect people in different ways from overwhelmed, powerless and despondent feelings.

In ancient times and in different cultures such as in Egypt, India, and China, colour was used for healing.

Colour is a property of light and a form of energy; each shade has a specific rhythm and wavelength giving it a unique vibration. Each colour stimulates different emotions. When light falls upon the photoreceptor cells of the retina, it is converted into electrical impulses.

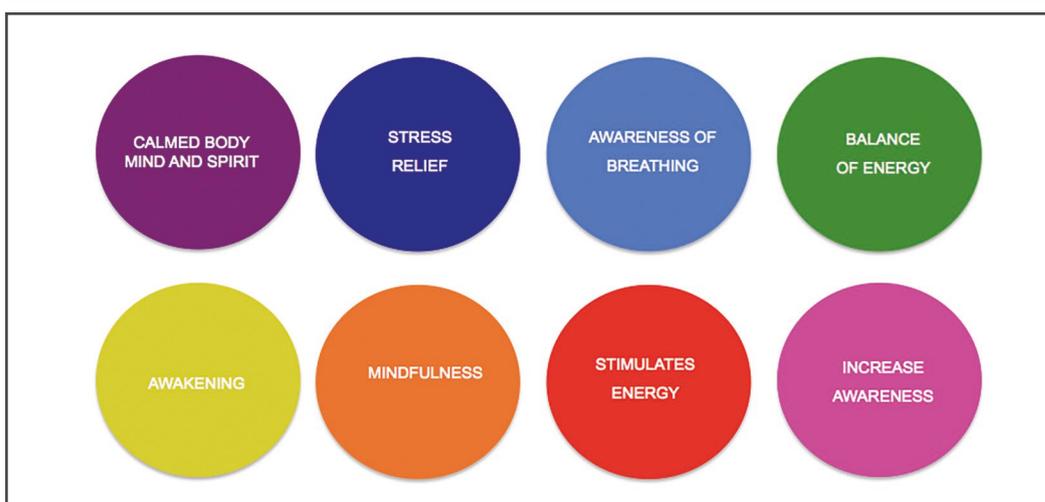
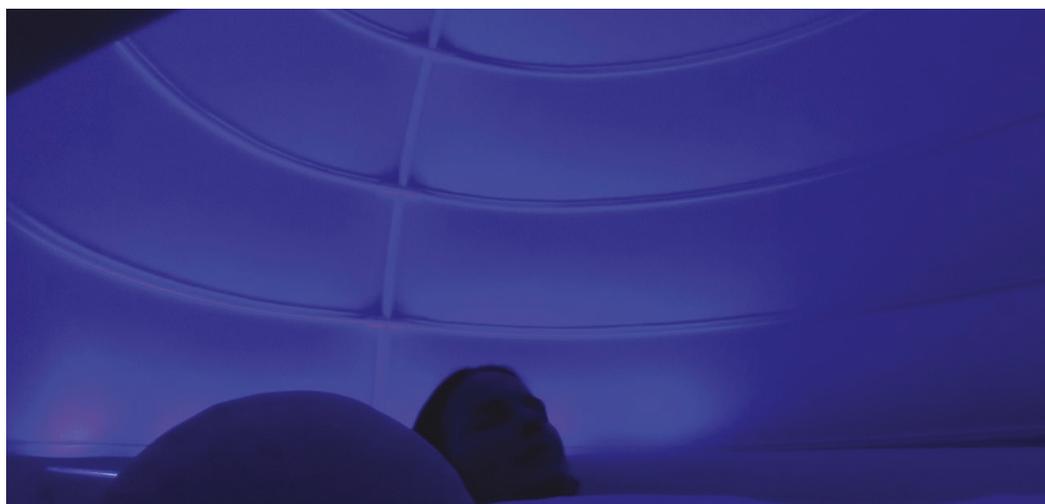
The colour of light influences the way the brain processes emotional stimuli. Magenta helps boost energy and confidence while blue is calming and helps for jet lag, green relieves migraine pain.

Too much of one colour can literally make us feel 'off colour', and we need to redress the balance.

What is my colour mood?

Our company app – the mycoocoon colour institute app – allows you to create your own colour profile based on your natural instinct.

The colour test determines your colour of the moment, your energy balance and your colour needs. The app sends your profile information to the mycoocoon devices (lounge seat and immersion wall) and acts as the remote control for the lights. mycoo-



“The colour of light influences the way the brain processes emotional stimuli. Magenta helps boost energy and confidence while blue is calming and helps for jet lag, green relieves migraine pain.”

coon chromatest has been conceived by the chroma therapist Pierre Van Obberghen, the test has been presented at Cambridge University during the the symposium Light, Colour and Sound for Health in the 21st Century.

How do I immerse myself into colour?

People stressed out by uncertainty and changes can turn to 'colour therapy pods' to lift their moods and reconnect.

The pods and mycoocoon immer-

sion walls which we have developed are, based on the principles of chromotherapy to improve well-being.

Each person is drawn to the colour that best balances energy levels and stimulates the senses coming together to create a full sensorial relaxation experience with lights, sounds and aromas. “We wanted to create an experience colour journey to rebalance your mind & body. mycoocoon is a full offer combining products, cares and services based on ancestral beliefs and

new technology” comment mycoocoon founders Valérie Corcias and Dominique Kelly.

We have gathered a multi-disciplinary team with chromotherapist, aromatherapist, gong masters, and nutritionist. The fluorescent lights that are commercially available generate radio frequency radiation and flickering. They are harmful and unnatural stimuli that seriously impact our health. The lamps used for mycoocoon are biocompatible, which means they are harmless to living tissue.

With their background in art, interior design and fashion, Valérie Corcias and Dominique Kelly grew to understand the importance and the effect of colour in people's lives and this sparked the birth of mycoocoon.

www.mycoocoon.com

Buying new software for your business



by John Donoghue

Senior management are bombarded with requests from employees and third party suppliers to add new applications or upgrade existing systems. How should they respond?

Firstly, remember that buying software is a strategic, business-wide decision which should not be taken in isolation or seen as a quick fix.

All businesses should have a strategic plan on how the business is going to develop over the next five years and software must play a fundamental role in any policy decisions.

All organisations should regularly consider latest developments and business trends and the impact they will have on the company's current software and strategy. Inevitably software will need to be reviewed but there are a number of alternatives when looking at potential new software options.

Does your business really need a new application or can you just add functionality? This could be an upgrade of an existing solution or additional bespoke development which can be integrated into the incumbent solution.

Upgrade

This could be the quickest and easiest solution. Whilst there might be an element of retraining it is likely that the core application will remain relatively similar and therefore quicker for your employees to learn new features with less resistance to new processes and procedures. But consider these points.

- Whilst the easiest, it may not be the cheapest. Depending on suppliers' licensing modules there may be one-off upfront fees or significant increases with ongoing licenses
- Can the new version run on the current infrastructure or does this have to be upgraded? There is a potential cost here whether your infrastructure is on site or is now cloud-based
- Investing in the upgrade might overcome a particular issue or al-



“Remember that buying software is a strategic, business-wide decision which should not be taken in isolation or seen as a quick fix.”

low you to develop a new opportunity but will the upgrade satisfy the medium to long term business strategy of the firm? Are there plans to develop different markets or products and will the upgrade be the best solution to maximise these new opportunities.

- Are other parts of the business suffering competitive disadvantages because of the incumbent solution; will the upgrade solve these issues?

If upgrading the incumbent solution is not the right decision then consider additional bespoke functionality.

Additional bespoke functionality

In simple terms you get the functionality and features that you require.

Developing bespoke functionality and integrating it with the existing system might allow you to react quickly to market conditions without forcing you to make a rushed major investment decision.

Additional bespoke development

can allow for the integration of existing and new solutions thereby increasing the life span of present systems. But consider the following.

- Can you link additional applications or functionality to the current solution? Some software companies are wary of allowing access to their proprietary systems. Even if access is granted will this invalidate or increase support for existing solution?
- How will the software be supported and is the hardware infrastructure capable of supporting additional applications?
- Bespoke comes at a price – this is one off development.

If neither of the above options are viable then you need to consider purchasing a new solution. Once again you must consider whether you purchase off the shelf or a bespoke solution.

Off the shelf

This is the cheaper option as the cost of development is shared between the multiple companies that purchase the solution. These solutions offer various degrees of support, routine updates and periodic and ongoing platform upgrades. Factors to consider:

- these solutions are generic to meet the needs of a multitude of different companies
- most businesses have specific unique selling points which differentiate them from the competition and, depending on the type and number of these unique qualities,

the fit of off the shelf software decreases

- over time as your business evolves the percentage fit will continue to drop, so you must always consider future plans
- accepting a poor overall fit can result in organisations actually re-aligning their business to fit with the software and therefore becoming more generic and less unique.
- a new solution will require your staff to undertake a phase of training which is not only disruptive to staff but will inevitable result in a fall in productivity whilst new processes and procedures are embedded within the business.

If your business is unique or has unique elements in terms of process and procedures, then an off the shelf solution may not be the right decision and you could consider:

Fully-bespoke solution

The solution meets the current and planned needs of the business and matches the unique features of the organisation. Staff are more likely to engage with the application as it reflects their job role. Training should be quicker meaning that productivity losses in transition from old to new will be lower.

Points to consider:

- **cost** – bespoke software is much more expensive as development costs must be met by your business alone
- **support** – will the developer support the solution? Costs will be higher and there may be limits on the type of support available
- **ongoing development** – ensure that the solution is developed in a manner which can be replicated if your existing developers cease trading and ensure you have the source code and intellectual property rights.

This is by no means a definitive list but should give you some guidelines when considering new software.

John Donoghue is UK business development manager for the Software Planet Group
www.softwareplanetgroup.co.uk

European Commission launches EU Prize for Women Innovators 2017

The EU Prize for Women Innovators 2017 competition, which recognizes and rewards female entrepreneurs who have successfully brought an innovation to market, is now open.

This year's edition is open to women of any nationality living in a European country that have founded or co-founded a company with a turnover of at least €100,000. To put the spotlight on a new generation, the 2017 edition will also feature a Rising Innovator category for female entrepreneurs under 35 years old.

European Commissioner

for Research and Innovation, Carlos Moedas, said: "The EU Prize for Women Innovators highlights just some of the many remarkable women contributing to the European knowledge economy. Previous winners have had significant achievements in areas as diverse as immunology, telecommunications and software development. We hope these prizes help winners to continue on the path of innovation and encourage others to follow in the footsteps of these outstanding entrepreneurs."

There are four prizes:

- 1st prize €100,000

- 2nd prize €50,000
- 3rd prize €30,000
- Rising Innovator prize €20,000

The four winners will be announced around International Women's Day, Wednesday 8 March 2017. To enter, apply via the competition website before the closing date of 3 November 2016.

Women represent only 30 per cent of all entrepreneurs in Europe. With this prize, funded under the EU research and innovation funding programme of Horizon 2020 (2014 – 2020), the EU seeks to showcase the achievements of women who overcome barriers to

entrepreneurship, such as access to finances and networks, and draw attention to the need to increase female participation in the area.

More than 260 women have entered the competition since it started in 2011. The winners of the 2016 prizes were Susana Sargento (Portugal), who turns vehicles into wifi hotspots, Sirpa Jalkanen (Finland) whose innovations lead to novel drug compounds for breast and prostate cancer, and Sarah Bourke from Ireland, for her pioneering space technology that is used by International Space station, NASA.

MEPs back trade deal with six African countries

The European Parliament approved in September an agreement granting duty-free access to the EU for products from Namibia, Mozambique, Botswana, Swaziland and Lesotho, and improved market access for South Africa.

"This agreement will help our African partner states to reduce poverty and can also facilitate their smooth and gradual integration into the world economy. There are also many safeguards in the deal to ensure that local people truly benefit from this cooperation. The language on human rights and sustainable development is one of the strongest that you will find in any EU agreement",

said rapporteur Alexander Graf Lambsdorff (ALDE, DE), before the vote. MEPs approved the deal by 417 votes to 216, with 66 abstentions.

The Economic Partnership Agreement (EPA) with six member states of the South African Development Community (SADC) establishes a "positive discrimination", ensuring immediate duty- and quota-free access for their exports to the EU market. It also creates new regional opportunities through more flexible use of rules of origin.

The African countries will liberalise 86 per cent of their trade with the EU over ten years with the exception of agricultural

and fishery products. The deal replaces the previous interim agreements based on unilateral trade preferences and complies with World Trade Organisation (WTO) rules.

While the agreement covers only trade and development cooperation, it leaves the door open for services, investment, intellectual property and public procurement. To mitigate potential negative impacts on the SADC countries, several safeguards were added to the deal. The EU undertook not to subsidize its agricultural exports to these countries.

The deal also lists trade-related areas that could benefit from

EU development cooperation funding, but none is pledged at this stage.

In a July resolution, international trade MEPs advocated strengthening the monitoring of the agreement to ensure that "its benefits for the people are maximized". The committee also tabled an oral question to the Commission for this plenary on parliamentary oversight and civil society monitoring.

The deal will enter into force once the Council formally approves it and the national parliaments of the six African states ratify the text.

EU requests WTO panel over Colombia's discrimination against imported spirits

The EU and Colombia held consultations earlier in the year (8-9 March 2016), however consultations failed to reach a solution to the dispute. While the EU recognizes Colombia's efforts to bring about reform in the spirits' regime since the initiation of the dispute, EU spirits continue to be discriminated in the Colombian market.

The EU's concerns about discrimination of EU spirits in the Colombian market are longstanding. EU spirits are subject to higher taxes and local charges than those applied to local brands. In addition, market restrictions apply in the departments or

local subdivisions of Colombia. The departments impose market-access restrictions that distort the competitive conditions in the market to the detriment of EU spirits. This is in contravention of Colombia's non-discrimination obligations under WTO rules.

Under the bilateral Trade Agreement with the European Union, Colombia committed itself to ending the discrimination by 1 August last year. The EU has raised the issue with Colombia on numerous occasions, including in bilateral meetings, WTO meetings and OECD membership discussions. The European Union continues to support Colombia's efforts

to bring about reform in this sector.

The EU is the number one exporter of spirits to the Colombian market and, as a result, the trading partner most affected by these measures (followed by Mexico, Costa Rica and the United States). In 2014, EU exports of spirits to Colombia – valued at €43 million – represented approximately 14 per cent of total agricultural exports to Colombia and 77 per cent of total Colombian imports of spirits. Within the different spirits exported by the EU to Colombia, whiskies represent the highest share (€36 million) followed by liqueurs and cordials (€4 million). Colombia produces

mainly rums and aguardientes, which account for 83 per cent of spirits consumption in Colombia.

Moreover, in Colombia a number of departments exercise the so-called fiscal monopoly over the introduction and commercialisation of spirits. As a result, the entry of imported spirits is subject to the conclusion of 'introduction contracts' with the department that contain trade restrictive clauses, impose maximum values and minimum selling prices, and requiring traders to secure the payment of the amount of a future fiscal debt, etc. In addition, the departments enjoy great discretion to arbitrarily deny access to imported brands.

EVENTS



Food Matters Live is a cross-sector event bringing together the food and drink industry and those working in nutrition. Taking place at ExCel London, Food Matters Live will include the chance to attend free conferences and seminars for thought-provoking, cross-sector debate.

The matchmaking event will be an opportunity for producers, manufacturers, research centres to hold pre-arranged, one-to-one meetings with potential international partners and to find out more about innovative developments in the world of food, health and nutrition.

Location: ExCel London

Registration deadline: Friday 18 November 2016



Enterprise Europe Network will be organising Innovate 2016 Match, a free B2B matchmaking event for all visitors and exhibitors at Innovate 2016.

Innovate 2016, brought to you by the Department for International Trade and Innovate UK, will showcase the UK's most exciting technology innovations and will host a thought leadership conference alongside an innovation exhibition.

Bringing together over 2,500 innovators, investors and experts, the event will shine a global spotlight on innovation from across the UK, particularly the Northern Powerhouse region.

The B2B matchmaking event, Innovate 2016 Match, will offer the opportunity for Innovate 2016 ticket holders to pre-arrange meetings with innovators, research centres, universities, resellers, retailers and investors from the UK and overseas to identify and forge potential international partnerships, foster collaboration and secure potential investment.

Location: Manchester Central

Registration deadline: Friday 21 October 2016



Food4Life is a free day-long Matchmaking event taking place at the Inter Expo Center in Bulgaria, where producers and wholesalers from all over the Balkans and Europe will come together for bilateral business meetings. This event will be an excellent opportunity for producers, distributors and wholesalers of food and drinks to share innovative technologies, initiate cross-border trade and co-operations and to find new business partners. Pre-arranged one to one meetings will be taking place, which will aim to help businesses, producers and wholesales to approach new markets and form new tailor-made partnerships.

Members and representatives from different sectors of the food and drinks industry will be attending. Emphasis will be given not only to business, but also to technology, health and innovation, as representatives from both business and scientific fields will be attracted. Attendants will also vary from small and medium sized producers, to larger organisations and companies from the food and drink sector, who are interested in finding a plethora of

technological, research and business partners.

Attendants will be able to meet with up to 10 ambitious business partners in the same day with the help of the Enterprise Europe Network, the Bulgarian Industrial Association (BIA) and the Inter Expo Center -IEC. The official language of the event will be English.

Location: Sofia, Bulgaria

Registration deadline: Monday 17 October 2016



The largest International Exhibition of Environmental and Energy equipment's, technologies and services pollutec is a great opportunity to boost international contracts and technical/commercial partnership agreements.

A highly successful event Pollutec has previously held events with over 2,000 exhibitors, 65,000 visitors from over 105 countries attending. Main themes:

- Waste
- Water and wastewater
- Energy
- Air
- Risks
- Sites and soils
- Sustainable procurement.

Everyone from SMEs to research centres, distributors, groups and research agents are welcome to attend. In attending this fair, you will be able to participate in a number of pre-validated meetings to promote your knowledge in this sector, to identify innovations, and create new partnerships. All that is required is to register online, browse the catalogue of participants and profile, select and validate your meetings. Having done so, you will then be able to receive your personal agenda one week before the event.

Location: Lyon, France

Registration deadline: Wednesday 16 November 2016



Focused on research, innovation and business cooperation, the Energy Networking4 Innovation event will target a wide spectrum of companies, universities and researchers in the field of energy from all over Europe and beyond. If you are interested in sharing new project ideas and finding collaboration with the upcoming calls in Horizon 2020, finding new business partners, consulting your project ideas with the experts, then this opportunity is not one to be missed. Main topics in this networking event will include:

- smart energy and energy efficiency,
- renewable energy,
- R&D policy making, governance and energy.

Funded by the European Commission, this event is free of charge and a great way to improve your business innovation and grow. The Energy Networking4Innovation is a part of energy-related events organised during the Slovak EU Presidency.

Location: Bratislava, Slovakia

Registration deadline: Sunday 20 November 2016.



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

Members' noticeboard



■ Cloisters (EVENT)

Cloisters Employment Law Conference

An essential one day conference for Legal and HR professionals to discover what they need to know in 2017. Taking place on Thursday 3 November at Middle Temple. See www.cloisters.com for full details.



■ Victory Services Club

The Victory Services Club (VSC) has reopened its El Alamein and Trafalgar Suite following a £1.5 million refurbishment. The space, with a capacity to host up to 250 guests, will be supported by a high specification kitchen and has been fitted out with contemporary flooring and energy saving LED lighting as well as the latest audio visual equipment which includes two displays that connect to AV wall plates and a Crestron control panel.



■ Adjustment Bureau

The Adjustment Bureau – experts in Business Improvement – are pleased to announce its new product for the successful business. Our Business Profitability Model is a 1 on 1 questioning process which allows you to ascertain the strengths and weaknesses of your business no matter your size. It then gives you the ability to pre-empt any potential problems as well as problem solving existing ones. This consultation, which lasts approximately an hour is being made available exclusively to COC members for the next three months for free, yes free, and is valued at £1200.

■ RingCentral UK Ltd

RingCentral Named a Leader in Gartner's 2016 Magic Quadrant for Unified Communications as a Service Worldwide* Based

on its Ability to Execute and Completeness of Vision. "We are honored to receive this recognition once again from Gartner and to be placed in the leader's quadrant and furthest to the right on vision. We believe this position validates our focus on innovation and the investments we've made in professional services and customer success." – Vlad Shmunis, founder, chairman, and CEO of RingCentral.

■ Bennington Green

As from 1st August 2016 Bennington Green is pleased to announce a new management structure. Ryan Greening and Harriet Butterfield take over as joint Managing Directors. Vikki Swann will assume responsibility as the Director for all internal business management, administration and business development. Nigel Soloman takes over as Chief Executive and Keith Kirkwood will become the Chairman. This restructuring of the business will relieve Keith and Nigel of the day to day management of staff and enable the business to meet its currently planned expansion.

■ ACE Travel Management

ACE Travel Management are pleased to announce that long standing employee Sarah Wilson has been appointed a Director and shareholder of the company. Sarah, who is currently General Manager, first started working with ACE in 1992. Sarah has progressed from Business Development to General Manager and Director and is responsible for the company's delivery of a personal and professional Business Travel Service. We manage the travel policies, traveller safety and budgets for clients in London and Essex. The business has been built on exemplary service and a flexible approach to specific client requirements rather than one glove fits all.

■ Heart of the City

Heart of the City supports London's businesses jump start their Responsible Business activities. Our membership programmes helps businesses define what being a Responsible Business means for your company, design a structure and strategy for your Responsible Business activities and build your networks to ensure your business thrives by creating long term value for its stakeholders and society. To develop a long term culture of Responsible Business, join our FREE one year Newcomer membership. Contact us: 020 7332 3848, info_heartofthecity@cityoflondon.gov.uk, www.theheartofthecity.com



■ Groundwork London

Funded by Big Lottery ESF Building Better Opportunities programme in London, the ACE project helps people with disabilities and health conditions into work. ACE offers advice to hundreds of individuals, preparing them for employment. We provide in-work support to help the individuals settle into new roles. We provide support to businesses, helping adapt vacancies, resource HR/line management consultation and suitable adjustments in workplaces. Our grant supports wage costs of our participants in the first few months. If you are an employer interested in supported employment, contact Denise Hales at: ACE@groundwork.org.uk



■ Strongfield Technologies

Strongfield Technologies is proud to announce the launch of their latest offering in the form of custom software design and development services. Strongfield Technologies have entered the software design and development industry in partnership with Matello, a US based software development company. Strongfield Technologies have set the stage to launch this collaboration into the UK market at the ExCel London Apps World event (stand

B18) scheduled for 19th & 20th October 2016, which showcases the latest developments in the world of software apps. For more information, please contact Dasha Thammaiah +44 (0)20 8799 8918 matello@strongfieldtech.com www.strongfield.com



■ Hyatt Regency London - The Churchill

Hyatt Regency London – The Churchill has announced the appointment of Arnaud de Saint-Exupéry to the position of their General Manager and Area Vice President for Hyatt Hotels in the UK. Arnaud looks forward to developing the long-standing relationships that the hotel has with the community and partners and simultaneously introducing new guests to the hotels developing rich and engaging experiences. He will also oversee Andaz London Liverpool Street, Hyatt Regency Birmingham and Hyatt Place London Heathrow/Hayes.

■ Pinnacle Consulting Engineers

Pinnacle Consulting Engineers has appointed Stephen Grindley as London Regional Director for his vast experience in central London residential and medium-high rise developments. With over 25 years' experience Stephen's specialisms include the bidding, design and supervision of major opportunities and interdisciplinary projects and a proven track record for developing positive client relationships. Pinnacle is a leading provider of construction consulting services with a comprehensive background in Structural and Civil Engineering. Our highly skilled team tailors client specific solutions, using cutting edge technology and innovative methods which can lead to cost and programme savings. Please contact charlotte.j@ukpinnacle.com for further information.



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Business crime and security

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HSF health plan is the trading company of the charity The Hospital Saturday Fund. The charity provides grants to medical charities, hospices and hospitals, as well as to individuals where ill health or disability has caused financial difficulties. By joining HSF health plan, employees not only get a great benefit which will save them money, they help the important work of the charity – not something which usually happens when an insurance policy is taken out!

I For more information contact HSF health plan on 0800 917 2208



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NORMALLY FEATURES, functions and benefits are used by businesses to convince customers to buy their products and services. This logic can extract a 'yes', but it may not lead the customer to taking actions to buy. A more human connection between offerings and the person is far more effective. It engages customers in multiple and deeper levels. It builds recall, cooperation, empathy and ultimately action. The human connection can go where statics and trends are denied admission: our hearts. Data and logic can

persuade people, but it does not inspire them to act. We human beings are social creatures. We relate to values, empathy, meaning and relationships. We have been working with these for the last 20,000 years, when cave walls were our flat screen TVs. Objects and stories that make cultural and emotional connections also create empathy, optimism and focus in human minds. Don't take our word for it, neurological studies revealed this at the John Hopkins University. For example after an emotionally charged story, researchers found that people were more

likely to give to charity. Many advertisers and other firms use the trust-inducing power of this human centred design. It has the power to change behaviours and attitudes. So are your offerings making a human connection?

I Sikander Shaukat is a partner in Value Dynamics LLP that helps clients grow their top-line. They pre-fabricate success with business development and offerings design, and they resolve limiting problems. Contact sikander@valuedynamics.uk.com



**GLOBAL
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Cybersecurity and your business

Tackling systemic cyber risk one by one

ALL BUSINESS need to manage their risk. Most successful businesses have become excellent at managing risk – from understanding, prioritizing, safeguarding against and having a plan to mitigate all manner of risk. Cybersecurity is a risk that all business struggle to manage. The risks are difficult to quantify and the threats can be difficult to recognize. Keeping systems up to date, deploying security software and protocols, managing network access and vulnerabilities is a huge challenge.

How do you quantify cyber risks for your business? It's a difficult question to answer and the answer largely depends on your business. What losses would your organization sustain if there was a major data breach? What type of financial hit would happen if your email or website went down for a day or longer?

The Global Cyber Alliance is committed to addressing systemic cyber risk. We believe that through taking concrete action we can create positive change. We encourage business to do the same. By taking the time to

understand the risks and what you, as a business owner can do to defend against the threats and manage your risks, you will be more agile and able to respond when the threats appear.

Year after year cybersecurity risks increase. The breaches occur more often and the losses increase. There is not an industry or size of business that is safe from the threats. According to the PwC Information Security Breaches Survey 2015 (<http://www.pwc.co.uk/assets/pdf/2015-isbs-executive-summary-digital.pdf>) 90% of large organisation's

suffered a breach in 2015 and 74% small businesses suffered a breach. The average cost of a breach to a large business is £1.46 million – £3.14 million and to a small business £75 thousand – £311 thousand. And most businesses suffer from more than one breach – on average 14 for a large organization and 4 for a small. The losses suffered add up quickly.

For a large business the losses can skyrocket into the millions. While the losses for a small business may not reach those number, the damages can be just as, if not more, devastating. For

Cyber-Security

Focusing only on technical solutions is equivalent to leaving home without your trousers on. Governance is equally important

NINETY PERCENT of smokers will die or become ill because of their habit. They all know this. Yet many will convince themselves that they will be part of the 10% who don't.

When it comes to cyber-security, the question is not whether a company will be attacked but when. Those who ignore this simple fact are probably crazy, stupid or incompetent. There is no patch for any of these. Adopting the ostrich approach will only prevent you seeing it coming – and give the hacker a more interesting view as he approaches.

The kernel of any good cyber defence is a simple, well-crafted governance regime. Identify the threat, quantify the risk and array defences accordingly. The magic ingredient is always

The kernel of any good cyber defence is a simple, well-crafted governance regime. Identify the threat, quantify the risk and array defences accordingly.

proactive engagement on the part of management. Below that, cyber-security must be an, "everyone all of the time", situation. Drop your guard and a hacker will spot and exploit the vulnerability in a moment.

Governance – rules, processes

and procedures – must be clear, concise, written in plain language, effectively promulgated and effectively applied. No exceptions. Training and education must take place, which might be a drag and seem expensive but neither of those consequences are worse than the company going to the wall because you didn't do the simple things. Even the smallest enterprise needs to ensure that their people know what they need to know and do what they need to do.

Unsporting hackers spoof email addresses/links to make them look innocuous. If you are busy, tired, or both, how easy is it to make that mistake of opening one of these? Some estimate that as many as 95% of all hacks begin with a phishing attack.

Well maintained cyber-security tools and a structured update and patching programme are vital. But this will only help as part of a concatenated plan that has, at its heart, good governance. That plan, is what will save you from a heap of misery on the day that the hackers visit.

Management must be clear about what they will do in the event of a cyber breach and they will need to have practised it. A potential problem will quickly become a full-blown crisis if the response is inadequate. No plan? You have an 80% chance that you will soon be just a statistic.

1 For more information or to discuss, please contact info@BeCyberSure.com or www.BeCyberSure.com

In this dangerous digital world, SME's can find it difficult to access high quality cyber-security services. This is a problem. Virtually no company can now operate without using the internet, with all of the dangers inherent in doing that.

Mainstream solution providers can be reluctant to engage with smaller companies who lack scale and deep pockets – which appears to be the primary driver for vendor engagement.

BronzeyeIBRM's service addresses this market deficiency. We offer, essentially, an outsourced and comprehensive CISO service which provides subscribers* with access, through a dedicated account manager, to experienced, high calibre, Information Security specialists who would normally be accessible only to much larger companies.



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- Cyber legal support

* Minimum subscription period is 4 months

** Extensive or onsite education & training subject to separate contract

“The criminals behind phishing have become cunning. Now it can be difficult for users to determine legitimacy of email messages.”

Continued from page 44

many small businesses these types of losses can mean the end of business.

One of the most common, prolific threats is phishing. Phishing is a social engineering

attack in which a fraudulent email message is sent and appears to be coming from a legitimate organization or user. The goal of this attack is to either steal personal identifiable information

(i.e. usernames, passwords, bank or credit card information), to commit fraud (false wire transfer requests) or to infect systems with malware, such as ransomware or a keylogger. Everyone with an email

address has seen a phishing email – they appear to come from a trusted source such as your bank and use urgency and fear to get you to give up credentials. In days gone by they were relatively easy to identify due gross spelling errors and bad grammar but in recent years have become much more sophisticated and more difficult to spot.

Everyone, every business is at risk of being phished. According to the 2016 Verizon Data Breach Investigations report (http://www.verizonenterprise.com/resources/reports/rp_DBIR_2016_Report_en_xg.pdf), phishing continues to be one of the primary ways in which organizations are breached.

The criminals behind phishing have become cunning. Now it can be difficult for users to determine legitimacy of email messages. Gone are the misspellings and poor grammar. Spammers now do an impeccable job of recreating legitimate looking and

Security Drivers – Secure Asset Transportation

Tell us about the company and how it was set up

Security Drivers International, founded in 1995, is a British owned and managed family business. The original founder, John English, is still active in the daily operations of the company.

All of our Security Drivers are former Police Royalty Protection Drivers. They each hold the Home Office approved, National Certificate in VIP Anti-Hijack Driving.

What type of security services do you provide?

Our core business is transporting high value assets by road. This includes jewellery, diamonds, gold,

“Our core business is transporting high value assets by road. This includes jewellery, diamonds, gold, digital data and fine art.”

digital data and fine art. We also transport, dignitaries and other VIPs.

In a typical year how many escorts does the company do?

We carried out over 500 Security Escorts & over 3000 VIP transfers in 2015. This makes us the UK leader in high value asset protection.

Who are your current clients?

Due to the nature of the work we do, we can't tell you who we work for – our clients require our absolute discretion.

We can tell you that our clients come from a wide range of corporate backgrounds and include Mayfair Jewellers, Fine Art Auction Houses, Banking, Insurance, TV, Radio, Medical, Aerospace and Ultra High Net Worth VIPs.

Tell us more about the vehicles you use.

We own two Range Rovers armoured to Level BR6, as well as high-end saloon cars. This allows us to convey our precious cargo with it's owners, or members of staff, to any address or airport without delay.

Each and every one of our vehicles involved in asset protection has military grade tracking and high definition video cameras fitted. Both systems record everything to each vehicle. The live video and our exact location is streamed to a purpose built, high security control room.

What makes Security Drivers International stand out from other firms in this field?

People come to us because we're ISO9001 accredited and by using our services, our clients save significant amounts on their insurance premiums.

We have the technology and expertise to ensure we provide the ultimate safety for your assets.

Security is no accident – it has to be practiced.

For more information, visit www.securitydrivers.co.uk



SECURITY DRIVERS INTERNATIONAL LTD



sounding messages. Everything from the graphics, email address and relationship between the apparent sender and the intended recipient are recreated to appear genuine.

The damage from phishing can be twofold. First there is the damage to the victims – those who fall prey to the fraudulent email. Second, brands being used to commit the fraud are also damaged. Trust in the brand being spoofed is diminished.

All this begs the question: what can be done? One answer: DMARC.

What is DMARC? DMARC (Domain-based Message Authentication, Reporting & Conformance) is an email authentication protocol that protects brands against spoofing and also protects the inbox against receiving fraudulent email. Depending on how the policies are set, spam and phishing messages will be quarantined

or deleted before ever reaching their destination. It is free. Any organization can set it up and use it to protect their brand and email against phishing.

DMARC provides brand protection against spoofed emails which can lead to increased customer confidence and trust. Inboxes are protected against receiving fraudulent and potentially dangerous email. In addition to protection, DMARC provides a reporting mechanism to allow organizations to review legitimate and questionable email, those that originate from an unauthorized source. All of this and it is free. No license or fee is required to use DMARC.

Many trusted organizations are already using DMARC. By joining the ensemble of organizations already deploy DMARC it you are opting in to a higher level of protection for your business by protecting both your brand and

your business against harmful email.

To enable DMARC you must go through process to implement the appropriate policies. Many large organizations use solution providers to manage this process and collect the reports. We applaud and support these efforts – use of DMARC protects brand, inboxes and the more organisations who use it, the better the entire ecosystem will be.

Global Cyber Alliance recognizes that some of the barriers to DMARC implementation are that use of a solution provider isn't a financially viable option for many small to medium sized business and that it can be confusing to set it up on your own. We have strived to make the process easy by developing a tool that any business, government or organisation can use to implement the process. Along with the DMARC tool, more information is available to learn how DMARC

can protect your business. Visit www.globalcyberalliance.org to set up DMARC for your organization today.

About the Global Cyber Alliance

Established in September 2015 by the New York County District Attorney's Office, City of London Police, and the Center for Internet Security, the Global Cyber Alliance (GCA) is an international, cross-sector, non-profit dedicated to confronting cyber risk and improving our connected world. We are a catalyst to bring communities of interest and affiliations together in an environment that sparks innovation with concrete measureable achievements.

All are welcome to join forces in our mission to mitigate and eradicate cybercrime. Visit www.globalcyberalliance.org to learn more.

The Inside Job – Protecting your business from the threat within

IN TODAY'S business world, one of the biggest security threats comes from inside the organisation. A report from the U.S. Department of Justice identified nearly one third of all staff commit some form of employee theft. The U.S. Chamber of Commerce estimates employee theft to cost businesses approximately US \$40 billion each year.

With the increasing risk of theft or embezzlement coming from within, businesses are now looking to identity management security solutions for prevention and protection.

Steve Bell, Chief Technology Officer for security developer, Gallagher says, "Identity is crucial to security. Technology has moved from traditional keys: untraceable, unmonitored and easy to copy, to smart cards, PIN pads, and now biometrics. Access is now determined by a unique identifier, something that cannot be used by another person."

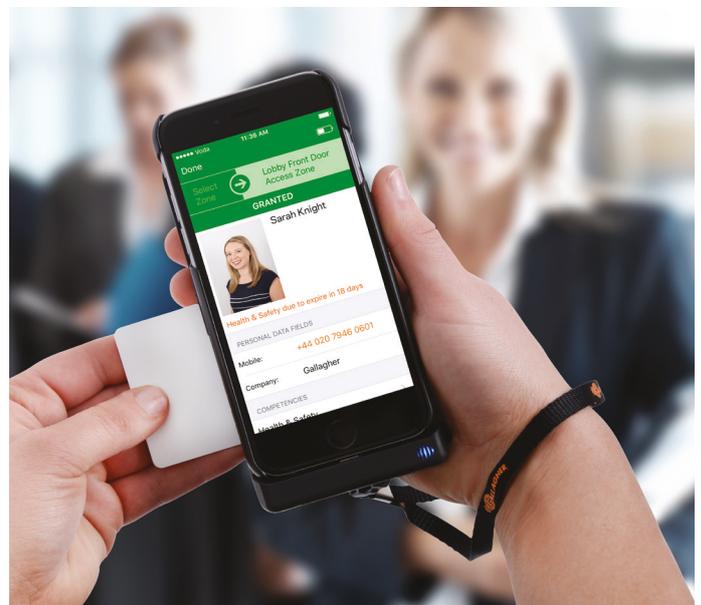
Successful business security is two-fold; managing access by identity and monitoring it. Gallagher's

"Identity is crucial to security. Technology has moved from traditional keys: untraceable, unmonitored and easy to copy..."

Personal Identity Verification (PIV) solution uses strong authentication and ensures smart cards cannot be cloned. It provides detailed visibility and traceability which act as a strong deterrent, as most people won't commit a crime if they're aware of the high risk of being caught.

Layers of security are also important and whether it be cost effective wireless access control or a fully-wired and monitored system, Gallagher can work with you to identify areas of risk and recommend a security solution that meets your specific needs and protects your business.

i For more information on Gallagher security solutions, visit security.gallagher.com



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PR and communications

A £12.9 billion industry that serves a vital need



By Francis Ingham Director General, Public Relations and Communications Association

I AM often asked about the importance of PR and communications and why organisations should invest in it.

The value of PR can be summed up into two words: trust and reputation. A properly-run PR and communications campaign can significantly improve an organisation's reputation which is intrinsically linked to its bottom line.

In today's age, consumers want to purchase products from companies they trust. Similarly, employees want to work at an organisation they trust and finally investors want to continue investing in a company they trust.

Our Economics of Reputation survey in 2015 revealed that many in the industry believed that a good reputation is linked to ability to retain and recruit staff, positive

media coverage, and stakeholder benefit of doubt.

Trust has become even more important with the rise of social media and real-time news, which can tarnish a company's reputation in 140 characters and 1000 retweets. Which is why PR and communications has never been more crucial for an organisation's business strategy.

PR and communications campaigns often involve various moving parts such as media relations, digital and social media communications, lobbying, conferences, and more. PR and communications are equally effective at producing short-term and viral campaigns as it is at managing long-term campaigns which build brand reputation.

So why do companies need to invest in PR and communications?

Not only can it drive product sales but moreover it can also give companies access to new markets, access to funding and investors, protect a business' reputation in times of crisis, and attract high quality talent.

PR and communications professionals can navigate time-sensitive crises which is crucial because a delayed response or the wrong response can exacerbate any crisis.

We have seen that over the years, organisations have taken note of the importance of communications, with 79% of respondents in our In-house Benchmarking 2015 report claiming that the communications team was represented at senior management or board level.

This has translated into growth in the industry. In our PR Census

No marketing manager or director? You need Market Advantage

MARKET ADVANTAGE LLP provides a full marketing and advertising management service, harnessing the combined talents of a select group of highly experienced independent small business owners. All at director level in the marketing industry, we have worked independently for many years in a wide range of individual marketing and communications disciplines, covering planning & management, research, design, production, advertising, social

media, PR, content management, exhibitions, print etc.

Success relies on the professional coordination and management of marketing services. As markets change and your business grows, marketing itself develops in complexity - the budget increases and the cost effective management of all the elements contributing to success becomes even more crucial. Our team works as a single corporate entity, applying diverse qualifications

and expertise to your situations. Highly experienced, we have successfully delivered campaigns and projects across internal and external marketing, advertising management and creative design to blue chip accounts in banking and finance, electronics goods, publishing, travel, food and many other industries.

A team designed to complement your own

We form a tailored, skilful and proficient team, able to work

closely with your existing management and suppliers. We are passionate about gaining good results from well-judged and planned marketing strategies and campaigns, backed up by our creative marketing services. Please contact us for an initial meeting to explore market developments and possibilities.

Contact Bill Graham, our Client Account Director at b.graham@market-advantage.co.uk or by phone on + 44 (0)20 8 291 6234

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2016 we estimated the industry to be worth £12.9bn - up from £9.62bn in 2013. The industry's headcount also increased from 62,000 to 83,000 during this same period.

With such growth in the industry, it is important for communications experts to adhere to strict ethical standards and best practice - because clients and the general public will be looking for professionals they can trust. Practitioners have to do their own reputational damage control in order to win new business.

That's where the PRCA comes in. We are the membership association for the PR and communications industry. All of our members sign up to our Professional Charter and Codes of Conduct when they join as members. The Code of Conduct

commits members to behave ethically, to not act dishonestly towards the media, public, or their colleagues, and to declare their lobbying activity. This mark of best practice distinguishes professionals who are committed to ethics and transparency from those who are not. As a professional body, we have the power to expel members who breach the code of conduct.

It is also important to note that PR and communications is an industry that is constantly evolving. The PR Census 2016 revealed that our leading duties include general media relations and media relations strategy planning. No surprise there. But digital and social media have now gained an equal footing. We now have a foot in both the online and offline worlds.

40% of PR and communications people state that 80% of their time is spent on traditional PR and communications activities - that's a 17% decrease from 2013. And respondents claiming that PR and communications represented 60-80% of their job has increased from 15% to 19%. That's a complex way of saying that PR and communications practitioners are increasingly diversifying their roles, as they become more integrated with other services.

That is why it is important that agencies and in-house teams keep up with the times and invest in their skills wherever possible to remain relevant. In order for public relations professionals to be effective at communications, they must constantly invest in their skills. The PRCA offers quality, flexible and practical training

courses to help professionals develop the skills they need at any point in their career. Our trainers are approved professionals with a wealth of experience both as practitioners and training providers.

The PRCA is also launching its own cross-industry CPD programme. CPD is a recognised part of good professional practice. It helps individuals maintain their edge, build their careers, and develop their expertise, and it improves practice and raises standards across the industry.

The bottom line is that PR is a resilient industry, which will continue to grow from strength to strength in the coming years.

i If you would like to discuss any of these issues I've raised here, please contact me on francis.ingham@prca.org.uk.

Would like to meet...?

GOOD COMMUNICATIONS are essential for any successful business. By being clear about what you are offering, who you are offering it to and why customers should choose your products or services, your communications can result in a significant surge in sales.

You might be the biggest, the best, the latest, the cheapest or the first within your sector, but that counts for nothing if your markets don't understand why it should matter to them.

Which is where Black Sheep PR comes in. Our business communications speak to your target audiences, develop support for your brand and urge potential buyers to take the action you need them to take.

In other words, Black Sheep PR builds relationships.

By designing business communications programmes that deliver measurable results, and by aligning them closely with our clients' strategic objectives, we have successfully supported them to engage with new customers, sell more products and services, enter new markets,

"Our business communications speak to your target audiences, develop support for your brand and urge potential buyers to take the action you need them to take."

protect their reputations and manage crises.

We use any communications platform that connects with your target markets, from print to social media, websites to industry events, mailshots to face-to-face meetings. And we co-ordinate with your in-house teams to ensure that we maximise our impact and they can make the most of the leads that are produced.

So if you are looking for a meaningful and lasting relationship with people who will love your brand, let Black Sheep PR be your matchmaker.

i Call us now on 020 3436 0080, or email info@blacksheeppr.com.

Stand out from the flock

Build and protect your brand
Promote your products and services
Connect with potential customers
Increase sales

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Communicating for business

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Ignore the importance of marketing and you're ignoring your customer



Chris Daly, Chief Executive of CIM (The Chartered Institute of Marketing), highlights the importance of marketing for small businesses, and provides advice on how they can make the most of it.

EVERY SMALL business should be taking marketing seriously, irrespective of their size. There is a common misconception that successful marketing means big budgets, but this really isn't the case. Marketing is about understanding customers and communicating brand messages to them in a way that will motivate them, and there are lots of resources and guidance available to help small firms do this effectively.

Here are my top tips for small businesses that want to make the most of their marketing efforts:

■ Understand your audience

Knowing and understanding your audience is a key element for a business of any size, but particularly small businesses who want to ensure they are reaching the right people through the right channels. Spend time researching who your customers are and at what points you can reach and interact with them. For example, if young people are your target audience, then social media will be an effective tool to reach them.

■ Live your brand across your organisation

It's important that all employees, whatever their role, know what your brand stands for. Your brand – the identity and values of your company – should be reflected to customers at every level. Putting brand at the heart of HR processes is a good way

of doing this; for example, making brand values part of employee recruitment, inductions and reviews.

■ Don't let marketing slip down the priority list

When small businesses are thinking about costs, wages and day-to-day operations, marketing often falls to the bottom of the list. Marketing is the cornerstone of the customer relationship, which is central to any business. Therefore, small businesses should always have a marketing plan in place. You don't need a large-scale marketing programme. If costs and resources are tight, focus on realistic targets and have a clear plan for how you'll achieve them.

■ Have a strategy

To ensure marketing is approached in the right way, set time aside

to plan a strategy. Often, small businesses apply a scattergun approach to their marketing, which costs more time and money in the long run. Think about your business objectives, then think about the marketing activity you need to implement to help you achieve them.

■ Consider low and no cost options

There are elements of marketing that can be executed quickly and at a low cost. Marketing doesn't mean costly advertising. Think about how you can use channels such as social media, which can be cheap to set up and manage. Also, think about your existing customer base, and how you can use them to refer new customers and spread the word about your business.

Reputation Risk is now the **#1 risk** in the world according to AON Global Risk Management Report

While cyber threats happen following a breach in systems, reputational threats can be harder to catch and manage. You can lose everything in the time it takes for you to even become aware of an online attack.

UNTRUE REVIEWS, employee threats and defamation are only some of the threats that occur to your business reputation online. You protect your premises, now protect your business online.

RiskEye offers a complete solution to online reputational threats. Our service provides you with £50,000 of insured protection which provides the experts in PR and Legal 24/7. From suggested responses to the legal take down of harmful content, we have you covered.

Protecting your business one online post at a time.

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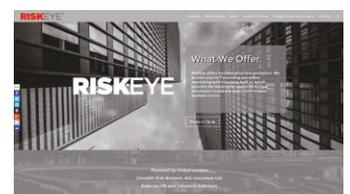
Yesterday at 23:19

Disgusting owner and a disgusting business if you can call it that.

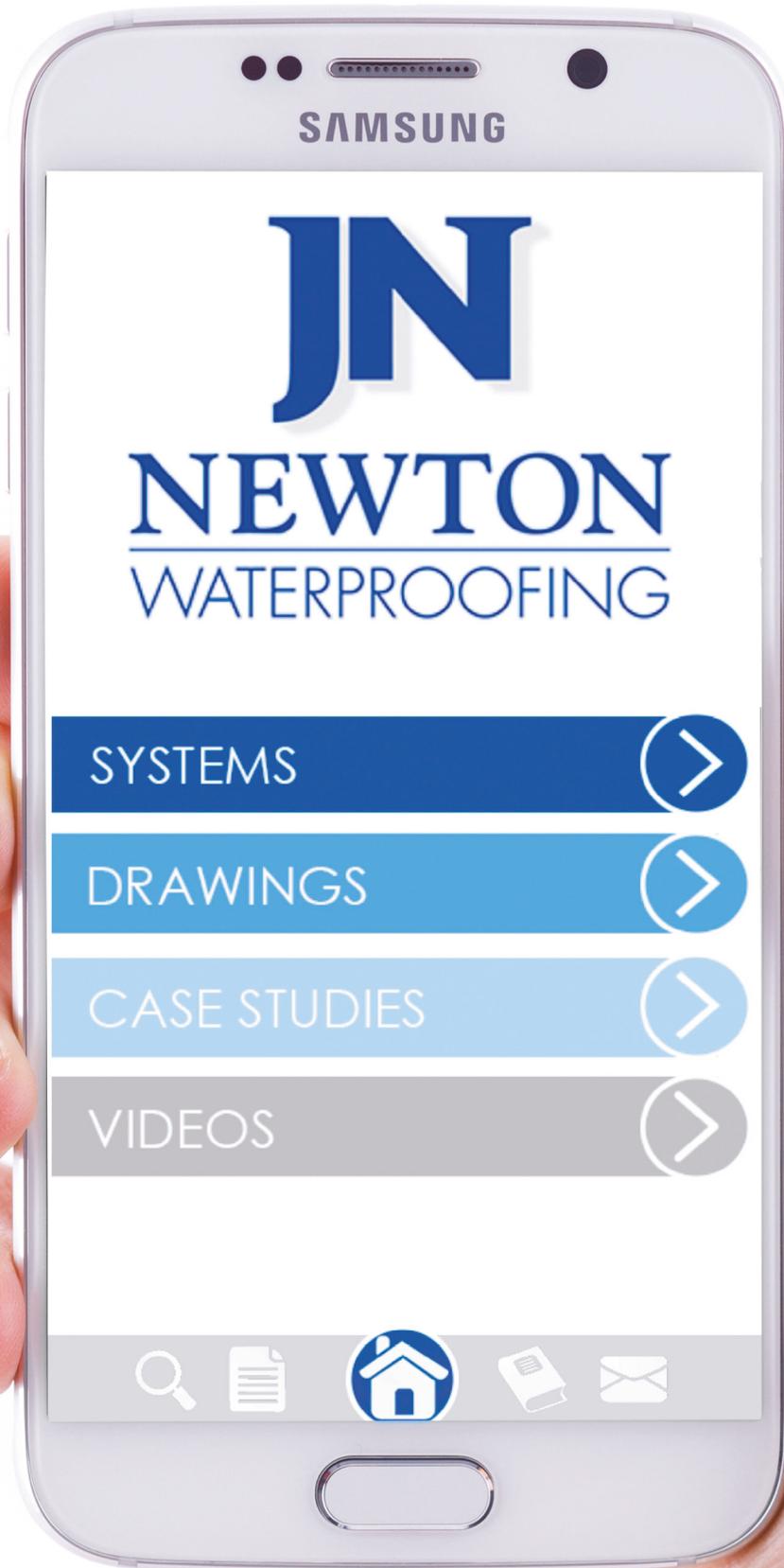
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The 36th Business Show

The Great British Business Show is back for its 36th edition, providing the biggest and most complete business exhibition available in Europe. On the 17th and 18th of November 2016, the greatest business brains from across the globe will descend upon Olympia London to play their part in one of the most exciting dates on the business calendar.

Over 25,000 visitors are expected to attend the Olympia to take advantage of the exclusive schedule of seminars, interactive features, networking opportunities, and exhibitors - All of which are absolutely free

Visit www.gbbs.co.uk to register for your tickets now

SINCE ITS inception in 2000, The Business Show has grown exponentially to become Europe's biggest business conference and exhibition, delivering the optimum level of education, expert opinion, and expansive insight into the business world. The event's 36th edition will continue this proud tradition.

The Business Show's commitment to SMEs sets it aside from other exhibitions of a similar nature; over the course of two days, the event is home to the products and services vital to SMEs and new SME supplies and suppliers, and continues to serve small and medium-sized enterprises through its outstanding and comprehensive content and ability to draw in business' most influential and inspirational leaders.

You'll find a level of information, guidance, and advice that can't be matched by any other event. Thousands upon thousands of visitors are drawn through the doors to benefit from the optimum delivery of education and insight into what makes a business fly.

As ever, The Business Show comes with some of the most successful and influential business figures to form the most incredible line-up of speakers. They will pass on their knowledge and experience to inspire and guide you on your own business adventure. Amongst the line-up of experts, leaders, and innovators essential for



entrepreneurs and business owners to see are:

Hilary Devey CBE, who has grown Pall-Ex, the award winning provider of palletised freight distribution services into an internationally renowned network with a combined turnover of over £100m, inspiring millions along the way with her achievements both inside and outside the world of business. Hilary will describe how she battled against all the odds from her childhood onwards to found the multi-million pound logistics company.

Touker Suleyman, the fashion retail entrepreneur and investor, owner of fashion brands Hawes & Curtis, Ghost, and Low Profile Holdings, and current star of the BBC's *Dragons' Den*. Touker will be taking part in an exclusive question and answer session, where he will provide details on his fascinating rise to become one of the UK's most recognisable and admired business magnets.

Serial entrepreneur and investor Steve Parish, the former owner of TAG Worldwide, the world's leading advertising production company, and current chairman of Premier League football club Crystal Palace

will join us. As well as running the South London club for the past six years, Steve has also been growing his property portfolio, along with investing in and advising companies and mentoring young businessmen and women.

Steve will be taking part in an exclusive Q&A session on his career, providing essential tips, guidance, and insight for fellow entrepreneurs.

Raja Saggi, head of marketing at Google and leading customer acquisitions and B2B marketing for Google in the UK and Ireland. Raja is responsible for sales, marketing, and customer on-boarding teams, as well as the Google SMB brand. He'll provide an expert look into how you can optimise your digital marketing in five steps.

The UK's number one motivational speaker, founder of 4Networking - the UK's largest joined up business network, the highest rated and reviewed business author on Amazon, and a perennial Business Show favourite, Brad Burton will return to mesmerise audiences with his unique take on business. He'll share the ups, the downs, and the key decisions in his life and business which will help you in yours.

There's also Joseph Valente, 2015 winner of the BBC's *'The Apprentice'* and managing director of ImprGas. Joseph will share his journey to becoming Lord Sugar's business partner, using examples of where his three stage philosophy has helped him get where he is today, comparing this against life and business lessons.

As well as these speakers, there's a further 100 experts across myriad business sectors for you to enjoy, including Steve Bartlett, founder of Social Chain, and the man with the power to make #1 trending topic on Twitter within 30 minutes; Edward Relf, the Founder of Laundrapp and a renowned digital disruptor; and Sarah Wood, co-founder of social video tech company, Unruly, and one of the most inspirational women in business today.

Google's Digital Garage is back; a specially crafted zone focusing on teaching essential digital skills. The Garage's digital experts will provide free training to SMEs and individuals looking to grow their business, careers, or confidence online. This will be a great opportunity to gain confidence, learn how to make your website stand out and improve your digital presence through social media, online video, and Google My Business. Visit www.gbbs.co.uk to register for your free place today.

As well as Google, for two days The Business Show will be home to a multitude of other blue chip companies, including KPMG, E.ON, Yell Business, Sage, Exact, Aetna, SAP, Microsoft, Dell, BUPA, Xero, Virgin Trains, Guardian, and Real Business.

The event's exclusive seminar schedule of over 250 sessions provide a rich stream of education and insight into a variety of industries. Each session is delivered by an expert speaker with a distinguished background in their field, providing the latest technology, information, and solutions which can assist on



a multitude of levels. The scale of topics their schedule covers is fantastic; every facet of each industry is analysed and brings with it a mass of detail, from the marketing and funding of different ventures to the changing role of technology in business.

The line-up of masterclasses will enlighten visitors on the hottest topics that all SME owners and entrepreneurs need to know from branding, maximising your cash flow, digital marketing and scaling your business and 170 fantastic others on offer. Each one is presented by an industry leading expert, including KPMG and Google, delivering an abundance of advice that will assist businesses to achieve a greater level of success. The schedule provides something for everyone, bringing with it a profusion of information that cross a number of issues and challenges faced by the contemporary business owner.

There are numerous live and interactive features to engross, entertain, and educate visitors, including the always popular Angels Den, a Dragons' Den style feature where aspiring entrepreneurs compete to win vital investment from a wealthy business angel; Speed Networking, a series of intensive sessions of two-minute mini-meetings where you could meet your next supplier, investor, or business partner; Business Connections, which presents an easy and efficient way for you to reach out to tens of thousands of visitors who are every bit as serious about their business as you are about yours; plus much more.

The event's networking opportunities are second to none. When you consider that thousands of budding entrepreneurs and business leaders are meeting under one roof, the chances of meeting a new contact are sky high. Features such as Speed Networking and

4Networking are amongst the interactive workshops designed to give you the best opportunity to bolster your contact list.

There's also The Migrant Business Show, London's leading business event supporting migrant entrepreneurs, and YBC Street (Your Business Community), the fastest growing business community in the UK.

Business Startup, The Business Show's long-running sister show, will attract around 10,000 of its own visitors who are looking to launch their own business or have been running an enterprise for less than 24 months. Having a world class selection of speakers, seminars, interactive workshops, 1-2-1 advice sessions, and networking opportunities all under one roof is an unmissable prospect for any owner of a fledgling business.

Once again, The Business Show will run alongside Going Global, the event specifically

designed for companies looking towards overseas expansion; and the Foreign Direct Investment Expo, a brand new event which connects the world's most dynamic and prosperous investment opportunities with the most ambitious and innovative investors and business owners.

i The Business Show and all its sister events takes place on the 17th and 18th of November 2016 at Olympia London. Tickets are completely free and allow visitors to gain access to each of the aforementioned shows. For more information on the show, visit www.greatbritishbusinessshow.co.uk.

If you're interested in exhibiting at Europe's premier business event, phone Event Director Nick Woore on 0117 929 6083, or you can email him at nick.woore@prysmgroup.co.uk.

Welcome to the world's largest marketplace of businesses for sale – Find yours...

BORN OUT of one man's need to sell a business, **BusinessesForSale.com** started in the mid-1990s as an online bulletin board.

Since those early days **BusinessesForSale.com** has grown into a truly global service that connects over a million business buyers and sellers each and every month.

For 20 years the site has been helping business brokers and private sellers market their listings. From cafes to construction businesses, some of the most exciting business opportunities have included the makers of Big Ben's clock, a Chinese toll road, a crocodile farm in Thailand and even a tropical island!

Natalie Greenfield bought an online gardening business after finding it listed in 2008 and then used **BusinessesForSale.com** to sell it in 2010.

She says, "Because we found Plantabox on **BusinessesForSale.com** that was our reason to go back to it. As far as I can recall it was easy to use, easy to enter all the information."

"BusinessesForSale.com has grown into a truly global service that connects over a million business buyers and sellers each and every month."

Tim Warner sold one of the branches of his education business Educ8 and liked the site so much he went back to list a second business for sale.

"It took approximately 3-4 months before we had a buyer and in that time we had around 10-15 email enquiries via the site."

He added, "we used it again, because we had another business for sale. I did dip my toe in the water and try an alternative site and we had very few enquiries come back from it."

The site lists over 68,000 business opportunities in 130 countries.

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



James Holden
Former owner of luxury toddler shoe brand business

"Within days of posting I had lots of interest from real buyers and within a few weeks I had sold the business. Incredible!"

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BUNDLE

BROADBAND 200 BUNDLE
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BUNDLE

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W

ith speeds of up to 300Mbps it seeks to deal with everything you throw at it. Multi-task between apps and video streams while copying massive files and securing updates and backups.

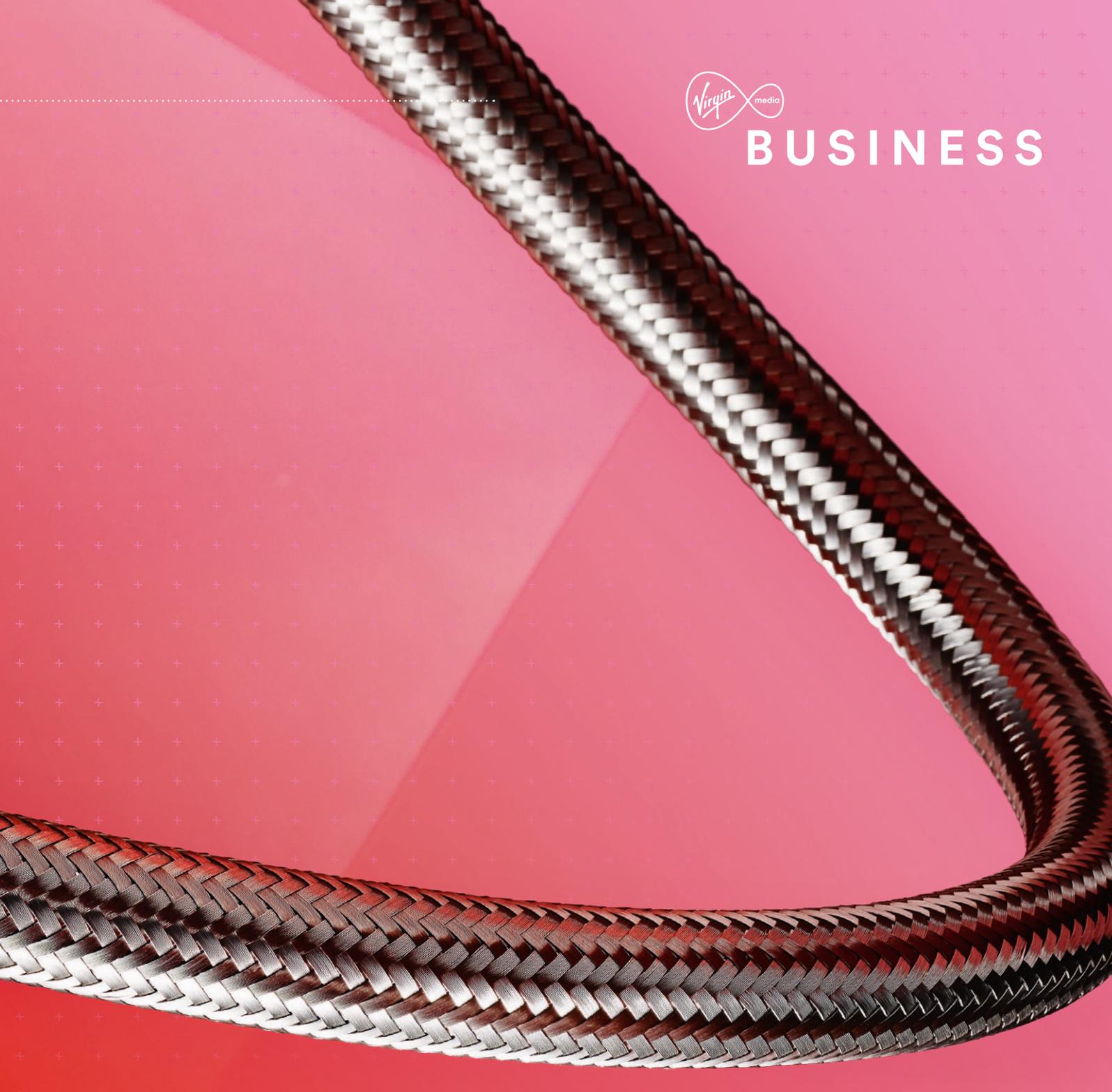
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BUSINESS



But there's no point having all that speed if you haven't got a real-world use for it. So should it be on this year's shopping list?

'It's an essential part of what we do,' says Matthew Hill, IT Administrator of Gardinia Windows. And Gardinia isn't a young, digitally-born startup in London. It's a UPVC windows, spares and parts company in Huddersfield.

What ultrafast means to them is the ability to exploit a catalogue so large that it's in demand the world over via ecommerce. And it's enabling them to double in size each year.

'We upgraded to ultrafast broadband a year ago,' says Matthew. 'And it's not gone down since.'

And making sure bandwidth poverty doesn't strangle growth is exactly why award-winning sales training outfit Natural Training decided to go ultrafast.

'We only had five megabits per second with our old provider,' says Feena Coleman, Finance and Operations Director.

'It was a disaster. We hit a period of rapid growth and suddenly systems were hanging

and crashing. People started going out to a local cafe to get work done. As a founder, it felt like I was failing my team. As soon as we went ultrafast all that stress was lifted.'

Each bundle comes with up to 15Mbps upload speeds, unlimited internet, phone line, unlimited calls and monthly costs that might be surprisingly close to your current broadband package.

Which only leaves one question – are you ready to #VOOM?

Business travel

Business trips aren't just an excuse to try out the local tippie. We look at how business owners can get the most out of such trips.

SIXTY-SEVEN per cent of those who travel for business have said that they often work while in their hotel rooms, so it comes as no surprise that 77 per cent think that free internet is important when booking accommodation.

Flight delays are cited as the top grievance about business travel, closely followed by security-related delays at airports.

Travelling for business is often not as exotic as it sounds though, especially for those affected by jet lag on long haul trips. And of course, it's not an excuse for a knees-up, although if you are on a business trip to China, a visit to a karaoke bar will almost definitely be on the cards. The pastime plays a central part in interactions when establishing good business relationships. It supposedly helps to bridge language barriers and puts everyone in a relaxing mood, although this might not be the case if you are tone deaf and is probably the reason why copious amounts of alcohol is consumed.

Seeing double

If you regularly travel for business then you might want to buy two suitcases and duplicate the contents. Packing and unpacking can be quite time consuming, especially if you are rushing from one continent to another. It will minimise the risk of you forgetting something. We've all done it haven't we, arrived at our final destination and realised we have left our contact lens solution at home, or shock horror, our phone charger.

However, if you do buy two cases, two sets of clothes and

two sets of toiletries, it still won't mean that they are tax deductible. Although you can argue that you have bought the items solely for business purposes, the costs would not be incurred wholly and exclusively for the business. Clothes are not allowable business costs, except protective clothing and uniforms, as clothes "are needed for warmth and decency".

Pack it in

Always remember to put your phone and laptop charger in your hand luggage too, so if your case happens to go missing, you won't come unstuck and have to try and find suitable chargers. Better still, if you can fit all of your belongings into one case/bag that fits the cabin dimensions (as a general rule the dimensions of your hand luggage must be no larger than; 56cm long x 45cm wide x 25cm deep, although you should check with individual

airlines) this will save you some valuable time as you won't have to hang around the carousel waiting for your case to appear. You will be able to hop in a taxi and head straight to your meeting or hotel instead.

However, if you are on a lengthy trip and have no choice to take a case that will have to go into the hold then you might want to seek out a courier. The old cliché, time is money is certainly true among the world of business. If you have tight schedules to stick to and have

"If you are flying business class you should make the most of the bed and the pyjamas too so you will be able to get a few hours of shuteye."

meetings to attend shortly after landing at your destination, then it might be worth getting your luggage sent to the hotel where you are staying using a courier. Obviously there is a cost in this, but it is worth considering as you have to pay to put luggage in the hold anyway.

Sitting comfortably

Back in the day free upgrades to business class were possible. All you had to do, so we have been told, was dress smartly and be polite when checking in, but that is no longer the case. Free upgrades are few and far between nowadays. But travelling business class is not necessarily a luxury, as it means you can work while flying and of course, get a decent sleep so you arrive refreshed and ready to do business.

If you fly regularly then it is worth joining frequent flyer schemes, as some offer upgrades when you get to a certain points limit.

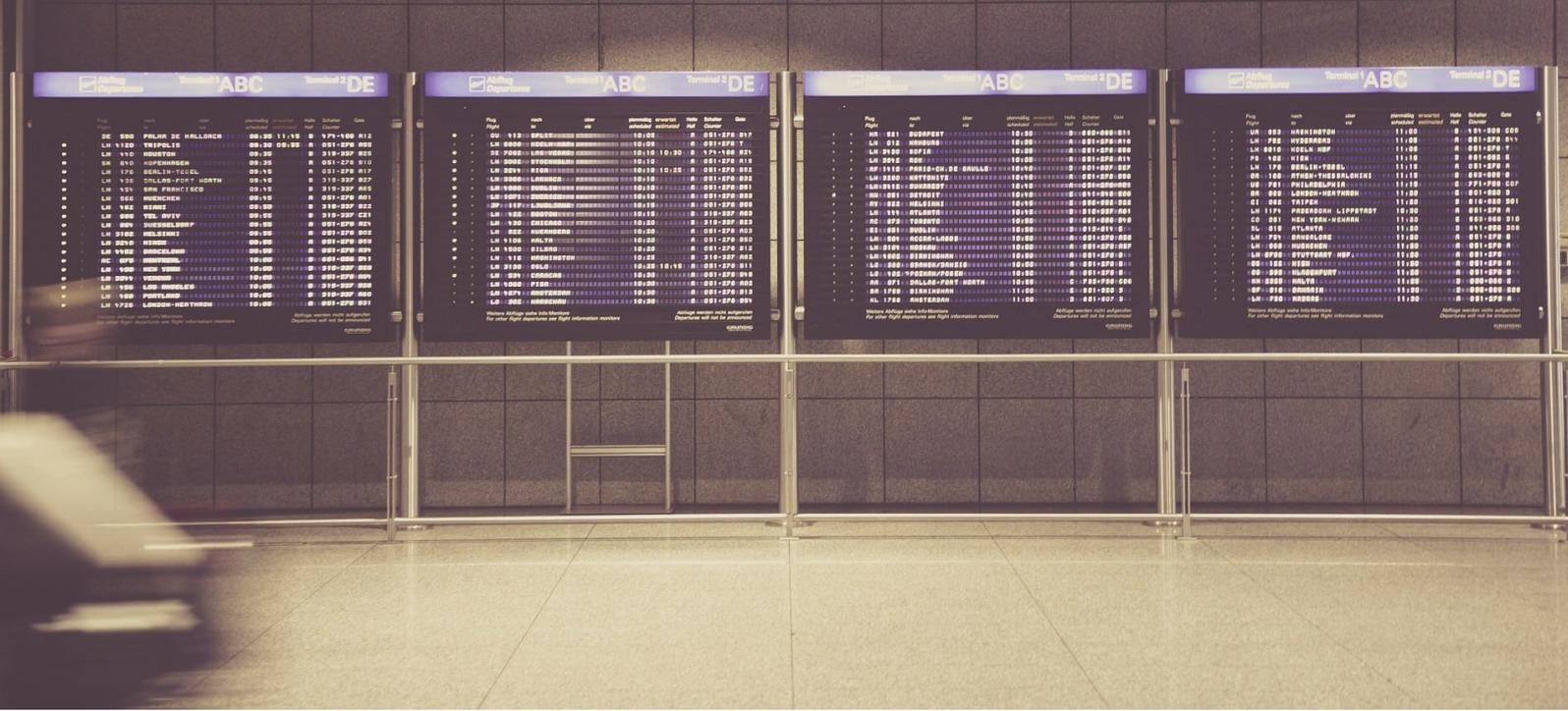
Also if the flight is overbooked, which can happen a lot if you fly to popular destinations, then the computer will search for passengers with a hefty number of points and offer them the upgrade as they want to retain customer loyalty.

If you are planning on flying economy you should always pick a seat on a row of three that has one seat already reserved.

It is unlikely that they will have selected the middle and if you avoid that too, that middle seat will be one of the least likely to be occupied if the plane is not full, so you will have more room."

If you are flying business class you should make the most of the





bed and the pyjamas too so you will be able to get a few hours of shuteye.

Private eye

If you are travelling with several members of your team then it might be more cost effective to charter a private jet.

The cost depends on a number of factors including the distance, location, timing and what type of aircraft you would like to fly in.

A two-day return flight on a small jet to Europe will usually set you back anything between £4,000 and £12,000.

One of the main benefits of travelling via private jet is the fact that you can be up in the air with just ten hours notice.

“You can be in the air within 20 minutes of arriving at the airport and have the privacy and comfort to continue working en-route, making stops at locations often inaccessible by commercial airlines,” he explains.

What expenses qualify for relief?

The most important thing to remember when travelling for business reasons, whether it is you, or one of your employees, is to keep all receipts. You can get tax relief on the necessary costs of business travel such as public transport fares, hotel accommodation, parking fees and business phone calls. You won't be able to claim tax relief for anything that is not directly related to a business journey though, such as private phone calls or newspapers.

Location, location, location

When you are in an unfamiliar country it can be difficult to try and work out how long it will take you to get from the hotel to where you need to be, and no one likes a latecomer do they?

Ensure that your hotel is located closest to where you need to be for the majority of time during your stay.

Check that your hotel meets your individual requirements and offers

“If you are travelling with several members of your team then it might be more cost effective to charter a private jet.”

all the facilities that you might need during your stay. Business hotels are classed as business hotels for a reason.

Take into account hidden costs such as travelling time and taxis which can soon mount up if your hotel isn't located close to where you are needed for business.

Try staying in the same hotels if you visit somewhere on a regular basis. If you always tip, be polite and show a genuine interest in the staff they will eventually upgrade you from a junior to a full suite.

Open to offers

If you stay in the same hotel several times a year then it is worth getting in touch with the sales team to see if you can negotiate a better rate.

Explain what you will need and how frequently you are likely to stay and negotiate a preferential rate with them. Hotel groups employ many sales people tasked with finding new business guests for them. Your call will be greatly appreciated.”

Some hotels still charge for Wi-Fi and at average costs of around £10 per day, it can end up costing a small fortune, especially if you are on a lengthy trip. You can try and choose hotels that offer free Wi-Fi, but if you need to stay near to a certain location and there is a charge for Wi-Fi, it is worth speaking to the duty manager to see if you can come to a compromise about the cost. After all, if you don't ask then you don't get.





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