

**SDDC celebrates
a decade
promoting good
governance**

**The Government
must put needs
of business first**

**IoD Scotland Conference:
Date and venue confirmed**

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Now is the time for us to ask you to vote for business, Mr Salmond

As Scotland's new political landscape starts to take shape, the IoD's executive director David Watt urges the Government to put the needs of business first

THE SCALE OF the SNP's historic victory came as a surprise to even the most seasoned political observers. Not least, I suspect, Alex Salmond himself.

The mandate given to the SNP by the Scottish electorate was overwhelming and the party's new MSPs have every right to feel justly proud and determined as they take their seats at Holyrood for the first time.

While nobody would deny Mr Salmond and his team the right to bask in the glory of their success at the ballot box, such celebrations must be tempered by the realisation that the new Government faces a huge challenge in revitalising an economy left battered and bruised by the recession. Our political leaders must now harness the tremendous entrepreneurial potential of Scotland's businesses to drive growth and deliver the economic prosperity on which this country depends.

The continuity provided by an incumbent SNP administration during these uncertain economic times should be welcomed. Mr Salmond has an experienced team that has shown itself to be effective in Government, albeit previously as a minority administration. The SNP's pre-election pledges to provide special assistance for small and medium-sized businesses and to accelerate the roll out of superfast broadband are laudable and were among a number of priorities identified in IoD Scotland's own pre-election manifesto.

Perhaps utmost among the challenges faced by the Scottish Government is balancing reduced budgets against

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'Celebrations must be tempered by the realisation that the new Government faces a huge challenge in revitalising an economy left battered and bruised by the recession'



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Cover picture: *Business needs a powerful voice to back it – will Alex Salmond deliver a Scotland in which enterprise can flourish?*

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“The new government must implement policies that will fuel the motor of the Scottish economy to drive the growth required to pay for public services...”

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 rising demand as a result of our ageing population. Painful choices will have to be made if it hopes to balance the books.

Mr Salmond and his ministerial team should focus on moderating or reducing spending rather than trying to fund unsustainable expenditure by raising money through new taxes on the businesses that are the powerhouses of our economy.

The new government must implement policies that will fuel the motor of the Scottish economy to drive the growth required to pay for vital public services. It should use all its existing and future tax-levying powers wisely to focus on encouraging growth. In addition, greater investment is required in economic development, a focus on training a highly skilled workforce, a reduction in the red tape that is hampering businesses and lighter regulation to allow companies to flourish.

The SNP's four-seat majority gives it the power to implement bold policies that could ease the challenges faced by Scottish businesses and transform the



Scottish economy. There is scope for Mr Salmond to argue for greater powers than those currently envisaged by the Scotland Bill, such as an increase in borrowing limits to fund improvement to Scotland's infrastructure and the introduction of a differential corporation tax to bolster the economy and create jobs by reducing the financial burden on businesses.

However, Mr Salmond must also exercise caution. If he was to try to use his historic majority to implement unpopular policies rejected during his past term, then that would be a big mistake. One such policy is the proposed additional business rate levy on larger retailers, the so-called 'Tesco Tax'. The implications of the

introduction of this hugely unpopular levy would be disastrous, frighten off big employers and significantly weaken the economy at a time when it is already vulnerable.

These companies not only provide jobs for the people of Scotland but are a vital source of business for smaller Scottish firms that rely on them as an outlet for their goods. The disappearance of landmark retailers from our town and city centres would also remove a crucial attraction for shoppers and visitors, with the potential knock-on effect of depriving smaller retailers of customers.

In addition to the damage such a tax would have on Business Improvement Districts, local initiatives designed to

What business needs...

Shortly before the Holyrood elections, IoD Scotland produced its own manifesto, setting out its priorities for the new administration. Copies of this publication are still available from head office. Alternatively, you can view the publication online at www.iodscotland.com. Here are a few of the main points we made. Now the dust has settled, IoD Scotland will press the new administration to act on these crucial matters.

What we said in the manifesto...

For the IoD the key considerations from Government are:

1. Moving resources into wealth creation and reducing barriers to business
2. Stimulating higher levels of business enterprise to create more sustainable jobs and produce tax revenues to support key public services
3. Committing more energy, thought, planning and resources to economic development
4. Examining different ways of delivering necessary public services

5. Improving corporate and organisational leadership to help drive the Scottish economy forward – economic growth must be the priority of any Scottish Government
6. Focusing on supporting the key industries of the present, such as oil and gas, and of the future, such as renewable energy.

The Institute of Directors supports Scotland's business leadership. Our emphasis is on encouraging dynamism and vision in the commercial sector. For businesses to do well, they need to operate in a public policy framework that shares that sense of ambition.

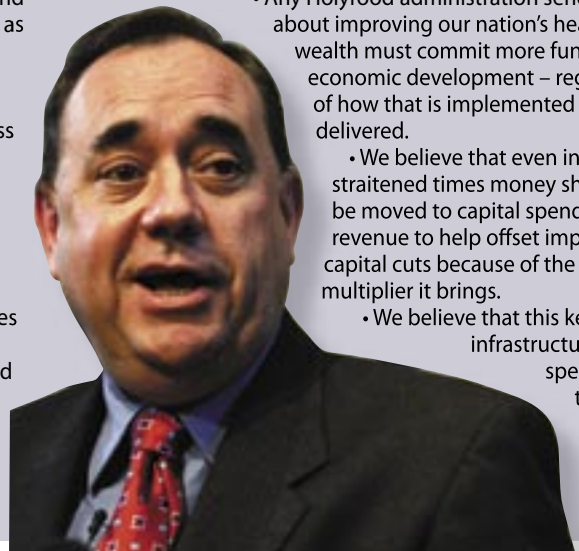
Our ambition for Scotland is for a high-growth economy in which business can flourish and spread wealth and prosperity to all

Scots. We believe that building a low-cost environment which allows business to flourish and engenders high growth is vital to our prosperity and that, right now, we have a unique opportunity to do that.

- Any Holyrood administration serious about improving our nation's health and wealth must commit more funds to economic development – regardless of how that is implemented and delivered.

- We believe that even in these straitened times money should be moved to capital spend from revenue to help offset implied UK capital cuts because of the fiscal multiplier it brings.

- We believe that this key infrastructure spend is the only area of public





strategically improve struggling areas which depend on key partners and larger retailers to succeed, the levy would also send out a damaging message to potential investors that Scotland is a country that penalises success.

Another such policy that is misguided and should not be resurrected is the SNP's local income tax proposal. Such a levy would put a heavy administrative burden on businesses, many of which are already wrestling with a mountain of red tape and, as far as individuals are concerned, could be seen as penalising hard-working Scots.

Our politicians must be focused on building a more dynamic and prosperous Scotland by supporting a culture that values and rewards enterprise.

Economic growth must be the new Government's number one priority and we will be engaged in robust but constructive dialogue with the Finance Secretary to ensure that this is the case.

spending which should be ring-fenced.

- There is little evidence that the recent legislative changes to the planning system have improved matters enough. It is important that, as we recover from the economic downturn, the system is further reformed to allow growth.

- Historical underinvestment in transport has been particularly damaging to areas further removed from markets. This trend must be reversed to allow areas like the Highlands and the North East to fully exploit their potential.

- The availability of high-speed internet connectivity is an essential element of Scotland's infrastructure. It should be viewed as the fifth infrastructure; equal in importance and impact to the road, rail, sea and air services.

Should Scotland follow Norway's lead and set quotas for the number of women who sit on the country's boards?

Quotas do work – and you can quote me on that

by Ros Taylor,

Professor at Strathclyde Business School and Managing Director, Ros Taylor Group

I WAS READING the *Sunday Times* Lifestyle supplement a few weeks ago when I came across an article on drug taking.

Beside the verbiage was a photograph of a young city executive looking pristine and successful. I read the article. My motivation to read might have been the title and the disparity of the picture but I have to admit, to my detriment, that it really was the power of similarity at work. He looked like someone I might work with in the city or some colleagues in my company, not some drug-crazed 'down and out'. Frankly, would I have read the article had it featured the latter? I hate to say I don't think so.

The power of similarity is huge. It is 'people like us' which is the major influencer in life, whether we are buying a car, an idea or recruiting a person for a senior role. There is comfort in similarity; predictability and ease. And this for me is a major reason why women have not reached high office in sufficient numbers.

Equal opportunities have been around for many years, with HR practices outlawing discrimination at interview. But despite this the statistics have not significantly changed.

There are now 16 FTSE 100 companies with women executive directors, whereas in 1999 there were 12, a net increase of only four over a decade.

- Boards of directors are only 10.3 per cent female

- 50 per cent of women at work earn less than men

- 90 per cent of women feel their potential is untapped

The other difficulty mentioned in research published by the Harvard Business Review is that 72 per cent of men think that women have equality now so nothing else requires to be done... and they go on hiring people like them.

So I have become a convert to the idea of quotas. The Government is suggesting a really low quota of 20 per cent of women in the boardroom, in

comparison to Norway's 40 per cent. And it has really worked in Norway.

Speigel Online quotes the following: *Six years after the introduction of the 40 per cent quota, the great debate the law unleashed has died down completely. The quota has been successful and has gained broad acceptance.*

"What is more, the calibre of women on company boards is just as high if not higher than their male counterparts. But this has only been achieved because, after a period of voluntary compliance that yielded few results, the Government introduced tough sanctions for companies that failed to implement the quota.

That is the conclusion of a study published earlier this week in Berlin by the Friedrich Ebert Stiftung, a research foundation with links to Germany's Social Democratic Party.

Left to their own devices, companies in Norway, like those here in the UK, did little to diversify the gender composition of their boards. Why should they? Men were happy recruiting people like themselves – other men. It is not that men are wilful women-haters but why hire the untried, the untested, the different?

Very important to the mix in Norway were tough sanctions for non-compliance – the most drastic of which was the dissolution of the company. Businesses got the message and soon began appointing women as board members. By 2009, the 40% target had been achieved and it has now been exceeded.

So the only influencer more powerful than similarity is the threat of sanctions. Let's go for quotas, I say, as nothing else has worked in the UK so far.

• Do you think quotas would work in Scotland? IoD Scotland is holding a unique event on September 15 called Keys to the Boardroom, at which we'll investigate the issues surrounding diversity – or lack of it – on the country's boards.

See page 16 for more details.

Glasgow office is boost for members

THE IoD membership offer has been boosted by the opening of a brand new centrally-located Glasgow premises.

The 2 West Regent Street building provides a modern and convenient base for members to use, and is within easy walking distance of the main railway stations and central shopping district.

Whether you are an IoD Scotland member or simply visiting Glasgow, this is an ideal meeting point for business leaders in the city.

The Director's Room, which is for the exclusive use of IoD members and their guests, is large and spacious, and contains tables and chairs for formal working and soft seating for those seeking a more relaxed environment.

Free tea, coffee and Wifi are also available.

"We're delighted to be offering these new premises in Glasgow to IoD members," says David Watt, IoD Scotland regional director. "Widening our reach in Scotland is good news all-round and is part of our quest to offer our members the best facilities possible throughout the Scotland and the rest of the UK.

"Our West Regent premises offer excellent, state-of-the-art facilities for members and is a great place for meetings or catching up on a bit of work while you're in the city," he adds.

Members can also take advantage of specially-negotiated rates on conference and meeting rooms, and serviced office facilities via our building partner, i2office.

The offices complement the existing IoD headquarters at 29 Abercromby Place in Edinburgh, which has recently opened a new director's lounge exclusively for IoD members.

IoD Scotland has also negotiated special rates for members looking to book meeting rooms and other services with Apex Hotels in Edinburgh and Dundee; the Blythswood Hotel in Glasgow; and with the Kingsclub Hotel & Spa in Inverness. Just mention you are an IoD member when booking.

Winners' gifts

WINNERS at this year's IoD Scotland awards took home a beautiful, specially commissioned trophy, designed and produced by Sarah Peterson of **Caithness Glass**, and a silk tartan scarf, produced and provided by **Kinloch Anderson**.

In addition, Isobel McEwan of the Global Innovation Management company **think** kindly donated a prize for all of this year's category award winners – free participation in a Power of 3 workshop (valued at £1,500).

See page 17 for more on IoD Scotland's new relationship with think.

IoD awards salute

IN MARCH, the Crowne Plaza Hotel, Glasgow played host to Scotland's finest business leaders as the IoD announced its Directors of the Year.

The overall award went to John Robertson, Managing Director of Burntisland Fabrications Ltd, in recognition of his services to industry in Scotland.

Based in Burntisland, Fife, the company focuses on the offshore energy sector. Through John's leadership and diversification

strategy Burntisland Fabrications Ltd has grown from £30m to £95m turnover in the past year.

The evening's other big winner was Sir Moir Lockhead OBE who took the prestigious Chairman's Award. Sir Moir led FirstGroup plc to become the largest transport operator in Britain and America.

He has now decided to step down from his role as CEO and Deputy Chairman of FirstGroup plc to become Chairman of the

Right, Stevie Kidd of KDS Group receives the Director Award for Developing Young People from Jim Mather MSP



Far right, Mairi Mickel of the Mactaggart & Mickel Group won the Emerging Director award, presented by Ken Fraser



Far left, Murdo Macmillan of Harris Tweed receives the Scottish Enterprise Global Director award on behalf of its chairman, Brian Wilson, from Linda McDowall



Left, John Forster (right) of the Forster Group is presented with the Award for Enabling the Effective Use of Skills by Jim Mather MSP



Left, Fiona McBain, chief executive, Scottish Friendly Assurance, was named Female Director of the Year. Scottish Director Development Centre's Michael Fass made the presentation



Above right, the MCL Public Sector Director Award was won by Mike Galloway OBE of Dundee City Council. Viven Buchan of Insights accepted the award on his behalf from David Watt



Left, the PSYBT Director of the Year was Ryan Longmuir, Regis Banqueting, who received the award from PSYBT chief executive Mark Strudwick CBE

Scotland's finest directors

Scottish Rugby Union.

IoD Scotland Executive Director David Watt congratulated the evening's winners: "The Director of the Year Awards has again recognised the outstanding contribution made by many of our business leaders.

"It is extremely heartening, at a time when we need strong leadership, to see such high-calibre business people playing their part to herald the return of our country to economic prosperity."



Far left, Sir Moir Lockhead (right of picture) receives the Chairman's Award from Raymond O'Hare

Left, John Robertson with his Director of the Year award. John was also named the Regional Director of the Year for the IoD's Fife & Central branch

Regional Awards:

Below left: Aberdeen & Grampian winner Bob Keiller, Production Services Network (UK) Ltd

Below right: Edinburgh, Lothians and the Borders' top director, David Currie of FMC Technologies



Right, Jane Wood took home the SCVO Voluntary Sector Director award, with John Ferguson of SCVO doing the honours



Left, Michael Salter (right) receives the Non-Executive Director award from the SDDC's Michael Fass



The winner of the Young Enterprise Scotland Director of the Year award was Lucy McConville, pictured right with Raymond O'Hare.



Regional Awards:

Left, Fiona McBain backed up her Female Director award by taking the Glasgow & West of Scotland title

Below left, another double winner was Brian Wilson, who took the Highlands & Islands award in addition to the Global Director title

Below right, Tayside's award-winner was Simon Howie.



Nobody likes feeling ignored, and IoD Scotland's own Directorista thinks her natural-born efficiency has left her overlooked by the main political parties



GREETINGS fellow directors! Each issue I hope to take a wry and hopefully humorous look at issues that affect us or the general corporate landscape in Scotland.

As we move towards another sweltering summer in Scotland (probably not) thoughts of organisation and planning come to mind. The recent election campaign was an example, according to many political pundits, of some masterstrokes of strategic thinking and tactics by one party, in particular, and considerable blunders by others.

What struck me was a particular set of events that affected me, and I suspect others, during the run up to the elections.

For a variety of complex reasons that stretch back to the referendum on congestion charging in Edinburgh, those members of our family board who hold voting rights (ie, the adults) are registered for postal voting.

Postal voting holds two particular challenges, first, persuading the Financial Controller (AKA Mr Grumpy) that it is not junk mail and physically preventing him from disposing of it as such, and secondly, the fact that one almost requires a PHD in quantum physics to correctly fill the thing in! Personally, I use it as my five-yearly aptitude test.

The postal voting papers arrived just over three weeks before election day, and being slightly paranoid about not sending in my vote too late, I didn't dither – I am, after all, a director. I completed it and posted it within days of its arrival.

Interestingly, up to this point only one political party had sent me any material.

Of course, I had read newspapers and



You're all too late: I've already voted

watched the party leaders' debates as well as attending numerous political hustings – nevertheless I didn't personally start being bombarded with political literature from other parties until about a week before the election, by which point it was too late; I had voted weeks before.

In the week of the election, I made the mistake of walking through Glasgow's Buchanan Street. I was accosted every few steps by individuals urging me to vote for one party or another, or indeed for or against AV.

Yet their efforts were all in vain: I HAD VOTED WEEKS BEFORE!

In speaking to friends and colleagues, I have discovered that what I do is by no means unique – it seems people deal with their postal vote as soon as they get it.

The Electoral Commission gave me a broad estimate that 13.5 per cent of Scottish voters are registered for the postal vote. I wonder how many of these people felt they had been ignored until it was too late?

What private, public or third sector organisation could afford not to think about engaging 13.5 per cent of its stakeholders until it was too late?

A lesson for us all.

Let's open the doors to all Scotland's talented students

GENERATIONS of graduates from The Glasgow School of Art have helped change the world – and change the way we look it.

It is one of the UK's most prestigious higher education institutions for the development of creative talent in the fields of Fine Art, Design and Architecture, and many of our graduates are world leaders in these fields.

For some talented individuals however, undertaking study at the GSA can be a significant financial challenge, especially in the current climate. The GSA is seeking to address this by launching the **Access Scholarship Fund** to support the students who need it most.

The Glasgow School of Art Access Scholarship Fund

Our reputation and the record of success of our graduates means there is significant competition to secure a place at The Glasgow School of Art, and we are committed to ensuring that where individuals have the talent to

benefit from our educational experience, they do not feel unable to take their place here because of financial concerns.

We need help to do this! We need individuals and organisations who share our passion for creativity and our commitment to future generations of potentially great artists, designers and architects to make a financial contribution to our Access Scholarship Fund.

What the students say:

"I can say for certain that the scholarship has not only allowed me to take this course, but also to have the freedom to take risks whilst on it."

"I wholeheartedly recognise the importance of the scholarship on the quality of my time here, and I am excited to see what I will achieve in the future."

How you can help

It couldn't be easier to help. You can make a one-off gift or regular monthly or annual donations. You can commit to the value of a full Scholarship (£1,000 per year for undergraduates) or make a more modest contribution to the general fund. Whichever you choose, you will know that you have made a difference to students who in the fullness of time may make a difference for all of us.

To support us, please go online to www.gsa.ac.uk/donate or contact The Glasgow School of Art Development Office on 0141 566 1447 or e-mail h.wardle@gsa.ac.uk.



THE SCOTTISH DIRECTOR DEVELOPMENT CENTRE

EXECUTIVE COACHING AND MENTORING

Support from respected, senior, business practitioners

WHAT WE DO...

The Scottish Director Development Centre supports directors and senior managers in their work to enhance performance, business achievement and success. Our Executive Coaching and Mentoring Service is one of the tools we provide to support you in your role.

Individuals may wish to:

- Increase confidence
- Set clear personal outcomes
- Improve decision making
- Reduce stress
- Lift performance
- Gain creativity
- Increase credibility
- Solve a specific business issue

Organisations may wish to:

- Retain key people
- Improve staff management skills
- Reduce conflict
- Support high flyers
- Increase Director/senior manager commitment
- Challenge traditional thinking

WHAT WE WON'T DO...

But there are some things we won't do. You won't get an inexperienced coach/mentor and you won't get someone upon whom you become dependent in the longer term.

Our qualified coaches and mentors are all well respected business and corporate practitioners with a wide experience and knowledge across a variety of business sectors, industries and roles. Their task is to coach/mentor you with particular issues in mind, and then step back to let you get on with it!



“Coaching gave me a chance to speak my mind, voice my concerns and bounce ideas”

CEO, Fish Processing

“The coaching has shown me the value of talking to someone from outside the business on a confidential basis. I now feel more confident, with a more structured approach”

Managing Director, Aggregates

“Coaching has been useful in getting me to reflect on issues ... It makes me take time out to think about what I'm doing – and can flag up issues I may not be addressing. It's good to discuss with someone who understands business – and who comes up with some different ideas.”

CEO, Housing Association

SDDC celebrates a decade of driving home the good governance agenda

The Scottish Director Development Centre (SDDC) first opened its doors in 2001, and during the decade since it has helped directors from all sectors widen their knowledge base and increase their effectiveness. On a wider scale, it has helped enshrine a better understanding of good corporate governance among thousands of directors. To mark its 10th anniversary, we spoke to programme director **Michael Fass** about the SDDC's work and the role he sees for it in the future.

Michael, the SDDC first took on the role of helping Scotland's directors in 2001. How has the business landscape changed since? Are things a lot tougher than when you began?

MF: When we launched Scotland was emerging from a very dark period. We'd suffered badly from the recession of the '80s and lost a number of our traditional industries - the heavy engineering at the shipyards, the steel industries, the mines.

But the regeneration had taken effect and a new Scotland was emerging. We'd had a lot of investment, both domestically and internationally, and by 2001 the picture was looking brighter. We were a different country from that of the '80s: better led, better funded, more diverse. Unemployment had fallen and things were looking up.

The recent financial crisis changed the landscape totally in many respects but - and here's the paradox - we were in a better position to recover because of the work that had been put in before 2001. To me the result is that the economy has recovered well since the bad days of 2007-8.

I was up in the Highlands recently and this confidence really came home to me. One of the things we do in the SDDC is bring directors together to share experiences, pool their expertise and be a peer group for benchmarking ideas and projects. Talking to businesses at the most recent meeting, from across every sector, I found the mood bullish; people were excited by the possibilities facing them.

The irony is the biggest problem they face is getting the right staff in place. They struggle to convince people to move to the Highlands.

It's a positive sign but the directors there have worked hard to get their costs, marketing and distribution networks right, and they are reaping the benefits.

So how would you sum up the work of the SDDC?

MF: I like to think of it as in three strands - three ducks in a row, if you like.

Duck one, we try to improve the professionalism, confidence and performance of the director. We work on their strengths and iron out weaknesses, give them the skills to improve their work. The training programmes we put them through really bring out the best from candidates.

Duck two, we send the director back to their business and they use the skills they've learned to raise the bar on their performance and standards. Their new-found confidence and knowledge help improve the business, which is a boost to economic performance.

Duck three, we work with the individual director within his or her corporate setting, and the effect of the improvement that that brings impacts on the Scottish economy as a whole.

From day one we've proved there is a market within the ranks of Scotland's directors for training programmes such as this. The knowledge they pick up from our courses trickles down through their business, and then out into the wider society.

Do you think the SDDC has had a major impact on the professionalism of Scotland's directors?

MF: We would never say we have 'major' impacts; instead I like to think of us helping directors in a number of small ways which tip the balance for both them and their business, turning good directors into great ones, ordinary businesses into thriving ones.

Do you think the business community understood the rationale behind the SDDC when it launched? Has this opinion changed over the years?

MF: Scotland has had a rich tapestry of business support organisations over the years, and when we launched there were a number of other bodies claiming to provide a similar service. For instance, everyone looked to Scottish Enterprise for help, and it was difficult to find our niche in the market.

But I really feel that the landscape has changed now. We have a more prominent voice, people know what they can expect from

us and what we can deliver. There is still a real need for a business-to-business support organisation in the market but the form that organisation takes has changed. The SDDC is coming into its own as the political and economic framework we work in has changed. We're here to help directors improve, to hone their skills to become better business leaders. It's self-help, but it's self-help that works.

Do you think enough directors appreciate that they need to improve their skills sets and qualifications as directors?

MF: When we launched the IoD had a different image from today.

It was older, and perhaps at that stage fewer directors understood why the SDDC's role was necessary. Why should directors look to learn more, some thought, we're at the top of our profession already?

Today the IoD is different. The membership is younger, and the business culture has changed. Even the most senior director understands the need for continuing professional development (CPD), for example, and that's where the SDDC can come in.

The irony is that despite saying that the growth of the SDDC has been driven by a younger membership, one of our real success stories has been with older directors coming to the end of their 'full-time' careers but wanting to take on non-executive directorships.

We run a number of NED courses, which are very successful and popular, and give older directors the chance to see where their skills can be used by other organisations.

So what is the most popular course?

MF: The Role of the Company Director, by far. So many good business people are promoted to board level without really knowing what the role entails or the responsibilities it carries. This course opens their eyes to their role and is, in my opinion, vital for a new director.

Do you think it should be mandatory to undertake that course, or others you run?

MF: I don't like the word 'mandatory'. I can see why people could argue it should be - you have to be a chartered accountant, a chartered surveyor, so why not chartered director? - but forcing people is bureaucratic and unpopular.

I would rather see people understand the value of becoming a Chartered Director, for instance, and take it voluntarily. Perhaps the Government could stress the Chartered Director qualification more, or we could say that when companies get to a certain size they



Here to help: SDDC programme director Michael Fass with the SDDC's administrator Avril Gall

have to have at least one chartered director in the boardroom, but that's as far as I think compulsion should go.

Mind you, the image of the four heads of our leading banks sitting before the Treasury Select Committee at the height of the banking crises, with not a single serious banking or directorial qualification between them, will linger long in the memory. Perhaps their failings shows the worth of the SDDC's courses!

If not mandatory then, perhaps a higher profile and bigger take-up?

MF: Exactly. We've got thousands of directors in Scotland but we've talked to very few of them. We know that those we have worked with have seen real results; think what we could achieve if every director came to us.

What would you say has been your biggest success over the past decade?

MF: At the heart of the SDDC's work I think is its running up a flag to celebrate the worth of directors and their roles.

Good company directors are valuable assets, and need to be treated as such. They have reached a lofty platform - but must work hard to stay there and not rest on their laurels and think, I know enough, I can relax now.

They can't: I think our message has been that directors must always be looking to improve themselves, and the fact that so many directors now agree with this sentiment is our success.

Many people are concerned with how 'work-ready' today's students are. Do you have any links with higher education, to promote good governance to the next generation of directors?

MF: It's very important that the next generation understands its responsibilities but I think one of the really impressive things is the work of the various Business Schools in Scotland.

Good corporate governance and ethics are built-in to their syllabuses and the result

should be a new generation with the skills we need. It's really encouraging.

Away from the SDDC, how do you see the current picture for business?

MF: Here's the paradox: Times are obviously tough today but I can feel confidence returning. There's a more positive attitude. Scotland is definitely bullish about its future.

The oil price and extra taxation on it is a real concern and there is some uncertainty, but people aren't in despair - yet.

What do we need to do to make sure people stay positive and don't succumb to doubts?

MF: We need a business-friendly and focused Government that delivers the environment in which the private sector can flourish. So far the SNP hasn't done much wrong in this area.

But we need more: the days of Government employing people are over. It's the private sector's job. Therefore, the Government's job has to be to free-up business from red tape and let it get on with the job of doing business.

And a final rallying cry: why use the SDDC?

MF: The most important thing in business is to run your organisation well. You need good products/services, you need to market and sell them well, and make sure everyone involved is rewarded.

Where the SDDC comes in to that equation is simple, and as I stated earlier: we can make lots of small differences to the way you operate, the way you run your business, differences that can help tip the balance and turn you from a good business to a great one.

We're here to celebrate the role of the director, too. The vast majority of directors are hard-working committed people who devote their lives to their businesses. They are people of integrity. Being a director is an honourable profession: it's the SDDC's job to recognise that and enhance it.

The work of the SDDC: what we do, who it's for

The Role of the Non-Executive Director

This one-day course will help you to be an even more effective non-executive director of the board. It will outline the specific legal and corporate responsibilities of a non-executive director and ensure that you have a renewed appreciation of your fiduciary duties.

WHO SHOULD ATTEND?

The course is intended for individuals who are currently non-executive directors; those seeking an appointment as a non-executive director and those looking to appoint a non-executive director. The course will appeal to all those who wish to become high-performing non-executive directors contributing to meeting corporate goals.

COURSE CONTENT

- Clarification of how and why non-executive directors can strengthen a board
- Provision of a practical guide to how best to secure an appointment as a non-executive director
- Clarification of the contribution that non-executive directors can make to the board in different types of companies and situations
- An outline of the duties and responsibilities of a non-executive director
- Clarification of the qualities and experiences needed to fulfil a non-executive director appointment
- Provision of an overview of the Combined Code and Higgs Report
- An appreciation for appropriate methods for finding, selecting, appointing and rewarding non-executive directors.

Want to know more?

The course is set for autumn, and costs £355 + VAT for the day. Contact the SDDC on 0131 524 9890.

We also run the course syllabus to work towards Chartered Director status. The core components of the qualification are:

- **Role of the Company Director and the Law**
- **Finance for non-Financial Directors**
- **Strategic Business Direction**
- **Effective marketing**
- **People mean business**
- **Leading strategic change**
- **Developing Board Performance**

In addition, the SDDC brings directors together to create informal 'boards'. These sessions are used to share experiences, pool expertise and establish a peer group for benchmarking ideas and projects.

Want to know more

Contact the SDDC office on 0131 524 9890.

Never be slow in getting your story out – but don't be so rushed you get your facts wrong, says IoD columnist Ken McEwen



THE recent capture and shooting of Osama bin Laden has provided a reminder of one of the most important principles of supplying information under the full glare of the media spotlight.

The initial reports were that the 'world's most wanted man' had been armed and used his wife as a human shield while resisting capture.

This early account proved to be inaccurate in a number of ways and the White House media machine found itself having to make a number of corrections.

At a daily press briefing White House spokesman Jay Carney was forced to acknowledge there had been inaccuracies in the original accounts of the raid. Bin Laden had not been armed and he had not used his wife as a shield. His wife had not been killed, but had been shot in the leg. It was another woman in the compound who had died.

Explaining these inaccuracies, Mr Carney said they had given "a great deal of information in great haste".

As any crisis management practitioner knows, the pressure of providing information in great haste makes it all the more important to have a clear policy of dealing only in verified facts.

Inaccuracies in the official version of any news story are bound to raise questions about the reliability of the news source. If the initial information is wrong, inevitably it feeds the rumour mill and encourages conspiracy theories and conjecture.

But, at the same time, it is important to establish yourself as a credible source of news at the earliest possible stage.

The last thing you want is to lose complete control over the story, by staying silent. In that situation journalists, desperate for any comment, will seek out a third party who may be only too willing to give their version of the story – one that may be slanted to further their particular agenda.

Recognising this dilemma of needing to respond rapidly but not issuing any news until it is fully verified, prudent organisations have a well-honed crisis management procedure.

A good example are the oil and gas operators in Aberdeen. As early as possible they will issue



President Obama's usually slick press machine was badly caught out by issuing contradictory briefings in the immediate aftermath of the killing of Osama bin Laden, and was an object lesson in the need to gather your thoughts before addressing the media

Under pressure, stick to the facts

a statement to establish their credibility as a source of news.

That first statement may simply refer to an "incident" on a particular installation, giving the time, the location and the basic 'quick facts' about the installation. But it establishes them as a credible source of news.

No facts are given until verified. That sounds reasonably easy to achieve when written down on paper. But when you have journalists clamouring on the phone – or maybe even doorstepping your office or your home – it is

all too easy to find yourself straying into areas of conjecture.

One can imagine that the White House might, in retrospect, wish they had stuck to the known facts and released the news in stages only once it was verified.

• **Former chairman of IoD Aberdeen, Ken McEwen has his own PR consultancy business Ken McEwen Public Relations www.kenmcewen.com. You can follow Ken on Twitter at <http://twitter.com/KMPR>**

'Exclusive' 29 has special offer for IoD members

GLASGOW'S only Private Members Club is an environment where people can unwind, entertain, conduct business, network with the right people and relax in an exclusive venue with family and friends.

It has been working with IoD Scotland for some time, hosting events. And now 29 Glasgow is delighted to develop this relationship still further with a very special offer for IoD Scotland members.

IOD Members looking to join '29' can take advantage of the club's special Corporate

Discount Rate of £110 + VAT per annum. Membership benefits include invitations to exclusive events and breakfast seminars with networking opportunities, discounted room hire, mid-week discount in the award-winning Grill Room, access to Glasgow's only roof-top terrace as well as an additional programme of monthly events and member's offers.

The normal price for this package is £150 + VAT.

To take advantage of this offer or to

arrange a show around please contact ann.patterson@lynnnetleisure.com, or if you have any event enquiries please email 29's corporate sales and event manager, Michelle Mooney, at michelle.mooney@lynnnetleisure.com

29 can also be contacted at 29 Royal Exchange Square Glasgow G1 3AJ T: 0141 225 5615, or see www.29glasgow.com

IT industry shares a quiet optimism for the future

Scotland's IT industry is the perfect antidote to all the economic doom and gloom, says our IT columnist Bill Magee



SCOTS firms working across all the sectors seeking fresh technological expertise to underpin their post-recessionary efforts should look no further than a homegrown IT sector that is reporting newly found confidence, in terms of the contribution it can make to the overall economy.

ScotlandIS, the trade body of expert software, telecoms and tech services businesses, is on hand to help companies optimise their ICT investment, and its latest survey conducted along with 9-20recruitment indicates that 79 per cent expect to build additional sales during 2011.

In a strong indicator of the state of the economy the report cites market trends where key sectors – especially energy and utilities, financial services, professional services and IT and telecoms – are generally expected to increase in value during this year; although unsurprisingly the public sector is forecast to experience significant reduced demand.

Scotland's digital technology industries add more than £4 billion in GVA annually, and as a response to this upturn almost two-thirds of those

surveyed expect to increase their headcount, with 25 per cent maintaining current staffing levels rather than laying anyone off.

Polly Purvis, executive director of ScotlandIS, said companies providing software web and development and sales and marketing are the most in demand skill-sets. "It is great to see a continued appetite for growth among survey respondents to this year's Scottish Technology Industry Survey."

As a reflection of the entire Scottish economy in the months ahead, Purvis concludes: "Overall this year indicates quiet optimism across the industry and a continued focus on growth."

Within this upturn, advice to IT outfits on how best to respond to the marketplace is summed up by Mark Griffiths, the managing director of Aberdeen's Codify, stressing: "Specialise. It makes it easier to do a good job, train staff and earn referrals from happy customers!"

He attended a local get together staged by Virtual Stream IT consultancy, at which managing director Russell Robertson reported the findings of their own survey conducted along with the SCDI. That said, in essence, that the market continues to seek reduced costs in information technology while expecting new systems and new ways of doing things on the tech front.

"Cost reduction in IT is more important than ever. IT directors and managers are seeking to gain best value from their budgets while trying to reduce operational costs wherever possible."

Robertson stresses that, yes, by all means, like technology, but it's the application of clever tech that's most important. "The bottom line of any business can be positively impacted by making the correct decisions in information technology."

Rising to the top of clever tech usage has to be social networking and all that the practice means to marketing an organisation. Cisco UK's Scots-born boss Phil Smith says that if ever there was a case for the power of social networking, just think about it's ability to create and develop incredible connections and lasting business gains.

Ken Morse, the founding managing director of the MIT Entrepreneurship Center, now chairman of Entrepreneurship Ventures Inc., and appointed to the recently-created US National Advisory Council on Innovation & Entrepreneurship, regularly gives a masterclass at Edinburgh Informatics-staged events.

He claims that Scottish entrepreneurs are steadily increasing their ambition, "which means that we know we need to have a plan to sell globally sooner than we might have felt comfortable with before."

What comes through loud and clear from all of these comments is that Scotland PLC will score highly as long as it innovates, and it's no accident that a new magazine is about to be launched called *Innovator Scotland* to embrace, reflect and influence everything that is going on in this key field, to the lasting benefit of the Scottish economy.

Watch this space...

Edinburgh Napier graduate lands innovator prize

AN Edinburgh Napier University graduate has been named Young Innovator of Year at the 2011 John Logie Baird Awards.

Andy Murray, who runs an innovative product and furniture design business in Edinburgh, completed the Masters in Interdisciplinary Design (2009) and BDes (Hons) Consumer Product Design (2008) at Edinburgh

Napier University. Edinburgh Napier lecturer Jamie Graves was also on the shortlist for the same award for his pioneering cybercrime software.

The awards were sponsored by the Institute for Product Design and Innovation. Seven Institute clients were also finalists: Ice Robotics, UWI Technology, TJS Innovations, Spinsight,

Jim McConkey, Viopti and Daniel Sutherland Design Studio.

Ice Robotics won Early Stage Impact through Innovation and Viopti won the award for Entrepreneurial Spirit.

Andy is pictured receiving his award from Dr Sandra Cairncross of Edinburgh Napier University



Scotland: 'Land of miracles -

IoD Scotland Annual Conference and Dinner Old Course Hotel, St Andrew's • November 4, 2011

Event: **IoD Scotland Conference 2011**
Date: **Friday, November 4**
Time: **from 9.30am, to include the conference dinner in the evening**
Venue: **The Old Course Hotel, St Andrew's**
Cost: **Full pricing matrix available at www.iodscotland.com**

SCOTLAND'S finest sporting arena will be playing host to the country's leading business event this November when the IoD Scotland Annual Conference is held at the Old Course Hotel, St Andrew's, on November 4.

It's the second time in recent years that the Old Course has played host to this prestigious event, having staged it in 2009.

Then Scotland languished under the cloud of recession, and the conference took as its theme taking the country out of its economic woes.

This year, however, the conference will take place against a more positive backdrop, with signs of renewed confidence and vigour returning to Scotland's business community.

That's why we've taken the positive words of a very distinguished visitor to these shores in 2010 as our conference title: **"Scotland: Home of Miracles - Land of the Brilliant"**

This fitting description was penned by the Vice Premier of the People's Republic of China, Li Keqiang, a man who knows a thing or two about economic miracles.

We're certain our distinguished panel of speakers will do justice to this most upbeat of titles.

Pulled from across the business spectrum, they have all shown what great leadership can



achieve and will both inform and inspire our delegates as we explore the possibilities that lie before Scotland as we look forward to a more dynamic future, one that will make the most of its biggest asset – its people.

Already confirmed to address the conference are:

- **Amanda Boyle**, founder and CEO, Bloom VC
- **Lesley Knox**, chairman, Alliance Trust
- **Lady Susan Rice CBE**, managing director, Lloyds Banking Group

More details on these three senior members of Scotland's business community can be found on these pages.

So join us for what should be a truly inspiring day. During the conference a series of engaging and interactive workshops will be organised, allowing delegates to get closer to issues which affect their business. The themes

of the workshops will be announced soon.

In addition, we will repeat what was an overwhelmingly popular part of the 2010 Conference, a showcase of young business owners who have worked with the Prince's Scottish Youth Business Trust – a session which we hope will similarly overflow with positivity and enthusiasm for the future.

This conference will be the most significant gathering of senior business leaders in Scotland in 2011: the place to be if you want to know what the future holds and how we as a country can focus our energies into creating the dynamic and forward-thinking economy that deserves a place at the top table.

This event is for people at all levels within Scottish business, whether you are running a company, fulfill a senior role, sit on a board or are one of Scotland's emerging directors, ready to lead the next generation of businesses. Attendance should be one of your key investments in 2011.

At the end of the conference we will celebrate with a black tie gala dinner prepared by the Old Course Hotel's world-class chefs, a fitting end to what we're sure will have been a truly memorable day.

During their stay delegates will be able to make use of the hotel's lavish leisure facilities.

Partners of IoD members are welcome, at non-member rates, and members can book extra nights' accommodation at special rates.

Places for this sought-after conference and prestigious dinner are always in high demand so we recommend that you reserve your place now to avoid missing out.

See below for booking details, or see

» » » www.iodscotland.com

Amanda Boyle, Bloom VC

AMANDA BOYLE describes her career as an "entrepreneurial adventure". After a few years spent in marketing and communications with large, corporate organisations – more often than not starting things up or closing things down – in 1992, she set up her first business, while working full-time

She earned her MBA in 1994 from the University of Dundee; and in 1997 co-founded Caledonia Contracts, a leading UK fit-out contractor with revenues in excess of £4million

Her business career has been recognised by a number of awards:

- Most Promising Newcomer, 2000, and finalist in CBI Growing business Awards - Innovative Company of the Year, 2002
- Ernst & Young Entrepreneur of the Year -

Finalist 2002 & 2003

- Association of Scottish Businesswomen - Outstanding Contribution to Business 2003
- Association of Scottish Businesswomen - Woman of Achievement 2005
- IoD Non Executive Director of the Year and Female Director of the Year 2006

Never afraid of a challenge or slow to test conventions, Amanda's track record speaks for itself: as the co-founder of one of the UK's most profitable shop-fitting contractors; one of only two female CEOs in that industry; the chairman of a Local Enterprise Company, the first and only woman to hold the post; and the founding chairman of Women Ahead, a local businesswomen's network, which has now been operating for a decade.



— home of the brilliant'*

* **Li Keqiang**

Vice Premier of the People's Republic of China

Lesley Knox, Alliance Trust

LESLEY KNOX graduated with an MA in Law from Cambridge, qualified as a lawyer and worked in the UK and US. Subsequently, she worked as a corporate finance adviser, first with Kleinwort Benson, where in 1996 she became a group director. She was also head of the company's institutional asset management operation, providing investment services to clients worldwide.

She has recently become the chairman of Dundee Design Limited (DDL), which aims to build a new centre in Dundee to provide a showcase for the best in international design.

DDL works in partnership with the council, the University of Dundee, Abertay University, Scottish Enterprise and the Victoria and Albert Museum.

Lesley is also a director of Hays Plc and the Grosvenor Group Limited, which recently appointed her as its non-executive chairman.

In addition, she is the chairman of the Investment Advisory Board (IAB) with Turcan Connell and was a member of the steering group for the Independent Review being carried by George Reid of the National Trust for Scotland.



Lady Susan Rice CBE, Lloyds Banking Group

LADY SUSAN RICE, a chartered banker, is managing director of Lloyds Banking Group Scotland. She was previously chairman and chief executive of Lloyds TSB Scotland, the first woman to head a UK clearing bank.

In her earlier career, Susan worked at NatWest Bancorp in New York and, before that, she was a dean at both Yale and Colgate universities in America.

She is senior independent director of Scottish and Southern Energy and sits on the Court of the Bank of England, where she chairs the Audit and Risk Committee. She also chairs the Edinburgh International Book Festival and Edinburgh's

Festivals Forum, as well as the board of a new UK-wide initiative to create professional standards for bankers.

A frequent speaker on the future of financial services, leadership and corporate responsibility, Susan sits, *inter alia*, on Scotland's Futures Forum, Scotland's 2020 Climate Leadership Group, the Advisory Board of Oxford University's Said Business School and has been engaged on numerous initiatives addressing financial inclusion.

She holds degrees from Wellesley and Aberdeen Universities, and many honorary doctorates.



Conference details

Event date: **November 4, 2011**

Venue: **Old Course Hotel, St Andrew's**

Cost: **The full pricing matrix can be found on www.iodscotland.com**

(A full conference package to include one day conference, lunch, workshops, conference dinner, overnight accommodation at the Old Course Hotel, plus breakfast on November 5). Please note that other packages are available, including attendance at the conference only.

How to reserve your place

» » » **Go online...**

www.iodscotland.com

» » » **Call...**

First City Events on
01577 865498

» » » **Or fill in the booking form with this issue ...**

Where do they hide the keys to the boardroom?

Date: **Thursday, September 15**
 Venue: **Hilton Grosvenor Hotel, Edinburgh (near Haymarket Station)**
 Time: **10am – 4pm**
 Cost: **£80 plus VAT members, £95 plus VAT non-members**

FOR the past four years IoD Scotland has held an annual 'Women into the Boardroom' Conference, with the aim of breaking down the barriers that prevent more female executives from taking their rightful place in the country's boardrooms.

However, women are not alone in feeling that promotion is denied them for reasons other than their ability to do the job. Many men have stated that they too feel that the door to the boardroom remains barred for a number of reasons.

That's why this year we are re-targeting the

conference to include everyone who wants to know how to make the final transition from senior manager to boardroom director.

On September 15 we will hold a day-long conference examining how to get hold of your own 'Key to the Boardroom'.

We will look at the make-up of boards and their backgrounds, barriers to promotion and suggest ways you can clear the obstacles and take your rightful place.

This will be no ordinary conference, however: IoD Scotland is always keen to sit at the cutting edge of thinking when it comes to matters relating to directors and boards and we will be looking to stir up some interesting and open debate during the day.

Keynote speakers confirmed so far include Elin Hurvenes, the well-known Norwegian businesswoman who was at the vanguard of her country's attempt to balance the gender of



Speaker: **Elin Hurvenes**

its boardrooms when a law was passed to ensure that at least 40 per cent of boards had to be female.

She will outline her experience in Norway in the run up to the quota law's implementation, and outline how the picture has changed since the Government forced businesses to act.

Elin will be joined by Karen Carlton, Commissioner for Public Appointments in Scotland, and Caroline Donaldson of Kynesis. Other speakers will be announced shortly – see www.iodscotland.com for more details.

Events Diary

Book via www.iodscotland.com
 or call 0131 557 5488

Lunch with Graeme Leach, Chief Economist

Date: **Monday, June 6**
 Venue: **The George Hotel, George Street, Edinburgh**
 Time: **from 12.15pm**
 Cost: **£30 + VAT members; £38 + VAT non-members**

Join IoD Scotland for lunch with Graeme Leach, the IoD's Chief Economist and Director of Policy.

Graeme will be giving his thoughts on the impact of the Scottish Election on Scotland's and the UK's economic prospects in 2011-12. Will economic recovery accelerate or are we looking at a double-dip or even a triple tumble recession over the next 12 months? Graeme will help you chart a path through the uncertainty, including time for a Q&A.

The reality of Managing Risk in association with Zurich Insurance

Date: **Tuesday, June 14**
 Venue: **Blytheswood Hotel, 11 Blytheswood Square, Glasgow**
 Time: **6pm-9.30pm**
 Cost: **FREE of charge to members, non-members, £10**
This event includes a buffet supper and refreshments

Running a business is both exciting and challenging. The balance between risk and reward is the very essence of business; one has

to take risks in order to generate returns.

However, in a world of increasing complexity and uncertainty, directors must manage risk more rigorously than ever, especially when the threats are identifiable and manageable. The IoD wants to guide members in their journey as directors to help companies develop practical risk management strategies based on case studies and facts.

Graeme Leach, Chief Economist and Director of Policy at the IoD will present an overview of "Risk - The Big Picture" and examine where we are heading with regards to economic, demographic, political, short term versus long term and domestic versus global risk factors.

Graeme will be joined by other professionals to inspire and inform companies on the very latest in managing risk:

- Regulation - what's happening - reality or myth, presented by Beachcroft LLP
- Directors' Responsibilities, presented by Weightmans LLP
- The Claims Cycle, presented by Berrymans Lace Mawer
- The Future, presented by our co-hosts, Zurich Insurance

Aberdeen event meets the man from the MPC

Date: **Monday, June 27**
 Venue: **RNUC, 9 Albyn Place, Aberdeen**
 Time: **from 12.15pm**
 Cost: **£30 (inc VAT members) £36 (inc VAT) non members**

Adam Posen, a member of the Bank of England's Monetary Policy Committee, will be joining IoD Scotland's Aberdeen Branch for lunch and will

talk about the Scottish and UK economies.

Adam Posen was born in Brookline, Massachusetts. An economist, he was senior fellow at the Peterson Institute for International Economics and sits on the panel of economic advisers to the United States Congressional Budget Office. He holds other senior positions: he is a member of the Council on Foreign Relations and the Trilateral Commission and a research associate of the Center for the Japanese Economy and Business at Columbia University.

His research focuses on macroeconomic policy in the industrial democracies, G3 economic relations, and central banking issues. He has been a consultant to the IMF and to several US government agencies, and a visiting scholar at central banks worldwide.

IoD Scotland Conference: "Scotland: Land of Miracles, Home of the Brilliant"

quote from Chinese Vice-Premier Li Keqiang

Date: **Friday, November 4**
 Venue: **The Old Course Hotel, St Andrews**
 Time: **from 9am**
Event to include annual dinner and overnight accommodation, if required
 Cost: **To be confirmed**
For more information on this prestigious event, see pages 14-15

To book on any of these events, see the booking form which came with this issue or call IoD Scotland head office on 0131 557 5488.

The Confidence Cocktail, with Ros Taylor followed by the IoD Summer BBQ

Date: **Thursday, July 14**
 Venue: **Hawke & Hunter, 12 Picardy Place, Edinburgh, EH1 3JT**
 Time: **6-8pm**
 Cost: **£19 + VAT members, £25 + VAT non-members**
Places are subsidised and priced at 3 for the price of 2 to encourage members to bring colleagues/clients/guests.

Confidence at work, in the boardroom and in networking situations is made up of key ingredients – much as cocktails are made of key ingredients. IoD warmly welcomes members and aspiring directors to hear Ros Taylor tell us how to pull this important cocktail together.

Ros is a leading UK psychologist, executive coach, successful businesswoman, an accomplished author and a TV and radio presenter. She travels the world developing the leadership potential of employees through the Just Leadership™ programme which she formulated.

A creative academic, Ros is a chartered clinical psychologist, coach, trainer and regular speaker on the conference circuit. Newspapers have described her variously as ‘the guru of personal development’ and ‘the best motivational speaker heard this year’.

Ros will explain the concepts of confidence while Hawke & Hunter’s professional bartenders prepare their own cocktails before the audience’s eyes

All participants will receive either an alcoholic or non-alcoholic cocktail and the session will be followed by our summer BBQ in the club’s ‘secret garden’.

Embrace the ‘Power of 3’

Leadership, Creativity and Philanthropy - a Powerful 3 in today’s economy

“THERE HAS never been a more appropriate time to collaborate in each of these areas”, says Isobel McEwan of the global innovation management company, think!

The world is changing and with change comes challenge. Being continually curious will help you to approach these new challenges. Curiosity and creativity are not only cousins but are the fuel of innovation. Businesses that innovate will prosper.

Yet in these challenging times financial constraints often result in two vital areas being cut from business budgets – the development of people and commitment to philanthropy.

Yet there has never been a time when these areas are more crucial. Ideas are Scotland’s new renewable energy. Each member of staff within every organisation has the capacity to be creative, to come up with new ideas that will benefit themselves and their organisation.

Are leaders encouraging their staff to be creative? If not then the best ideas could be walking out the door along with the employee and to the competition!

The concept of ‘paying it forward’ can also be over-looked in a downward economy and yet charities need to raise more funds now than ever before to benefit their cause.

Inspired by these ambitions and the recent



IoD Director of the Year nominations, Isobel decided to “pay it forward” by gifting each of the prize winners participation in one of think’s Power of 3 workshops at its wonderful offices of Ardoch near Loch Lomond.

Three companies come together on the day each with a challenge or issue that needs fresh thinking. One organisation must be a charity, which attends for free. All three companies get creative together, bringing new perspective to their challenges. A win, win for all.

Why Ardoch?

Ardoch is a modern day private initiative for public good that seeks to deliver a better quality of life for young people. Ardoch (www.ardochbylochlomond.co.uk) is a business that subsidises leadership courses for young people run by Columba 1400 (www.columba1400.com), one of Scotland’s leading charities.

Ardoch owns the impressive conference

facility on Loch Lomond which doubles as Columba 1400’s second home in Scotland. The estate is let on a commercial basis to corporate and other groups, with revenue generated pay for running the estate. Any surplus is used to subsidise the cost of the residential courses delivered by Columba 1400 at Ardoch.

The objective is to allow Columba 1400 to extend its reach in the confidence that its growth is not wholly dependent on grants and private donations. Many charities are experiencing significant challenges because of unpredictable funding but Columba 1400 can rely on Ardoch to make a sustainable contribution to its work with young people.

Ardoch has recently been donated to a foundation for charitable and social purposes so that its mission can continue in the long-term. The donor is the first to acknowledge that when life has been kind, it’s not too difficult to be philanthropic.

So, if you are a commercial organisation that needs some recession-busting ideas or a charity that would love to spend a day generating new ideas with some fantastic commercial organisations in a wonderful location, please contact Isobel@thinkso.co.uk.

This initiative will find creative solutions for complex business issues and at the same time promote the role of collaboration as a driver of sustainable innovation.

All members of think donate a % of their revenue to charity or micro finance.

IoD summer event celebrates link with Ardoch

Venue: **Ardoch, at Loch Lomond**
 Date: **Monday, July 4**
 Time: **6pm - 9pm**
 Cost: **£60 members, £70 non-members**
Price includes the return coach trip from Glasgow, barbecue and drinks

The West of Scotland IoD will be hosting a summer barbecue at Ardoch on 4 July to recognise the philanthropic collaboration between the two organisations.

This is an opportunity to experience the wonderful setting of Ardoch, network with

colleagues and hear our speaker and the founder of Columba 1400, Norman Drummond, talk about the importance of Leadership, Creativity and Philanthropy in the current economy.

Norman Drummond has often been described as “one of the most inspiring and talented Scots of his generation”. From the gangland areas of Glasgow and Edinburgh as a young Minister, to The Parachute Regiment and The Black Watch, to Fettes College as Chaplain and thence, at the early age of 32, as headmaster of Loretto, Norman’s life has

represented a personal commitment to leadership and to developing talent in others.

Norman’s most recent book is coincidentally entitled *The Power of 3 - how the three principles of Purpose, Service and Serenity will guide you as you engage constructively to change the world around you.*

Norman’s talk will focus on why leaders should be curious about these three areas in order for their businesses and their people to thrive and survive in today’s world.

Book your places at www.iodscotland.com or call 0131 557 5488.

Epilepsy in the workplace: The challenges – and opportunities

Lesslie A Young
Chief Executive, Epilepsy Scotland

FEELING VALUED, having a purpose in life and a reason to get up every morning is important for everyone.

There is an increased recognition of the importance of a positive relationship between being in work and good health, which applies to those with and without disabilities. Getting into and staying in the right type of work plays an important part in how we see ourselves and also how others see us. A positive work experience can lead to improved emotional function through increased self-esteem and self-fulfilment.

For those living and working with epilepsy, which may still be associated with a high level of stigma this is particularly important.

For anyone who is living with epilepsy and trying to gain employment the challenges in their daily life combined with those encountered or anticipated in the work place may seem insurmountable.

Equally, for someone already in work who is newly diagnosed with the condition there may be anxiety about how they will maintain their employment.

It was through many calls to Epilepsy Scotland's Helpline from people in exactly these situations, concerned about work and career,



Launch pad:
Representatives from Epilepsy Scotland with Government and third sector leaders at the launch of the guide

that I saw the need for more and better information about epilepsy in the workplace. This guide will be helpful to both employees and employers and addresses the complex relationship that exists between epilepsy and employment.

Employers face many challenges in the current economic environment. They may be concerned about the impact of employing people with disabilities.

The reality is that many people who have epilepsy enjoy a fulfilling work life, but on the occasions when the condition causes difficulties, this robust document offers information and advice from experts in the

fields of occupational health medicine and epilepsy. It sets out a framework which aims to support employers in employing people with epilepsy. It will assist employers and employees alike to ensure the best possible outcome(s) for people with epilepsy in the workplace. It will get the job done.

Copies of the document can be obtained by contacting Epilepsy Scotland or can be downloaded from our website on www.epilepsyscotland.org.uk.

Should you have any specific questions or would like to speak to someone please call us on our Freephone Helpline number 0800 800 2000.

it's all
about the
message

reddishpink

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We're going for **growth**, Stephen tells the IoD



"Are we there yet?" might be a phrase more commonly heard coming from younger passengers in the backseats of cars across the land. But as the journey towards the recovery of our economy continues, it is a question that RBS economist **Stephen Boyle** is used to hearing from Scotland's business community...

... and it was among several questions and topics Mr Boyle, RBS' Head of Group Economics, sought to address when he met with a representation of members from the Institute of Directors at a recent lunch briefing.

The gathering, in RBS's St Andrew Square office, gave IoD members the opportunity to hear Mr Boyle offer his outlook for the prospects of the Scottish economy, against the wider backdrop of the UK and world economies.

And as Mr Boyle advised throughout a lively address, the destination of recovery is one we are continuing to travel towards, albeit at a slow and gradual pace.



"There are bright and weak spots for business," he said. "Scotland's exporters should start to benefit more from the fall in Sterling over the past few years and also because our major export markets have recovered in advance of Scotland and the UK more quickly. There may also be more positives later in the year through business investment as the pace of the recovery continues.

"However, consumers are still vulnerable due to the extent of household indebtedness. Tax and benefit changes and Government spending cuts are starting to bite and later in the year, we expect interest rates to start rising which will be a further constraint.

"So the outlook depends on the race between stronger exports and – hopefully – stronger investments later in the year, and falling Government spending and a constrained consumer. Overall, the outcome is likely to be continued growth, but pretty slow growth."

His belief is consistent with evidence provided by the publication earlier in April of Scotland's latest GDP figures, which showed the Scottish economy grew by 0.8 per cent in 2010, compared with the UK economy which grew by 1.4 per cent.

A series of factors may yet have positive or detrimental effects on whether the Scottish figure improves by the time the next GDP figures are published. One major industry reacting to recent changes is the North Sea oil sector, which was subjected to a steep rise in taxation in the Chancellor's recent Budget.

However, while Mr Boyle accepts the rise in tax is not a measure which was welcomed by operators in the North Sea, he says Scotland is recognised as offering qualities that make it a great place to do business.

He said: "In the long run, oil companies have a reasonable amount

of latitude in where they decide to put their investment capital. They constantly seek a degree of stability and certainty in the operating environment.

"Clearly recent developments in taxation of profits will not and have not been interpreted positively by the oil companies. However, if you look around the world at places where oil is – the Middle East, Russia, West Africa and parts of South America – the UK remains a pretty stable place for oil companies to do business and I think the UK and the Aberdeen area have got huge advantages.

"The North Sea has been a place of great innovation over a long period of time. I don't see the changes to taxation as being a fundamental setback – my guess would be the oil and gas industry is going to be here for quite a long time to come."

Throughout his address, Mr Boyle stressed that businesses should monitor wider economic forecasts such as his – yet the most tangible indicators of current trends are evident in day-to-day business.

"Certainly, keep an eye on the wider external environment," he said. "If you are a consumer-facing business, then you need to keep a close eye on the strength of the household sector. For example, are consumers willing to take on more debt to finance consumption, or are they more concerned about paying debt down?"

"If you're a business that is traditionally selling to public sector clients you need to keep a close eye on how councils and other parts of the public sector are responding to spending cuts. And if you're an exporting business, do you need to think about hedging your exchange rate risk?"

"But the most valuable information for the future of your business will always come from talking regularly and directly to your suppliers and customers."

Slowly, but surely, the journey towards recovery goes on.

Want to know more?

Contact Stephen via economics@rbs.co.uk



So the outlook depends on the race between stronger export and – hopefully – stronger investments later in the year, and falling Government spending and a constrained consumer."

New fund targets SMEs looking to finance growth

The Scottish Investment Bank recently launched the Scottish Loan Fund to help boost investment for SMEs throughout the country. Andrew Craig, fund manager of the Scottish Loan Fund from Maven Capital Partners, explains how the new initiative will work.

ACCESS TO FINANCE remains one of the key challenges for Scottish SMEs to overcome in pursuing their business plans and maximising their potential. There continues to be a significant shortfall in the availability of credit, as highlighted in the recent SME Access to Finance 2010 report.

As a private equity house headquartered in Scotland, Maven Capital Partners (Maven) has seen at first-hand the difficulties SMEs are experiencing when seeking the funding that is vital in helping them exploit market opportunities.

The challenge has been made more acute due to the position of Scotland's major lending institutions, which historically have been the largest providers of debt-based finance to Scottish SMEs but have had to reduce the levels of finance available as they seek to repair their own balance sheets. This has led to a clear gap in the market for funding between the two extremes of high risk, high return equity finance and lower risk, lower return bank lending.

Set up by the Scottish Investment Bank, the Scottish Loan Fund (SLF or the Fund) is now open to applications for loans from eligible SMEs across Scotland.

Several institutions from the public and private sectors have collectively committed £94 million to the SLF, which seeks to support the Scottish economic recovery plan by backing growth and export firms with much-needed finance. In turn these businesses should help make a significant contribution to the overall success of the Scottish economy.

Access to the Fund

Maven Capital Partners has been selected as the sole fund manager of the SLF. As one of the most active SME investors in the UK, and with a demonstrable track record of investing in and supporting Scottish businesses, having invested in excess of £30 million in Scotland since 2007, Maven has the capability and resource required to deliver the objectives of the Fund.

Maven has two long-established

Scottish offices in Glasgow and Aberdeen, and since being selected to manage the SLF Maven has opened a third office in Edinburgh and has extended its coverage to Inverness and the Highlands & Islands. Maven has also recruited a number of experienced investment, portfolio and back-office staff to its Scottish based team to support the Fund, and is therefore able to provide the additional support and guidance that management teams are seeking to assist them to increase value for all stakeholders involved with the business.

The Fund is now open and actively looking to provide mezzanine loans of between £250,000 and £5 million to qualifying Scottish SMEs. The SLF will provide businesses with long-term committed capital with capital repayments structured over an appropriate term to match the cash flows of the business. The Fund will focus on supporting dynamic growth and export businesses in Scotland that have an annual turnover of at least £1 million and Maven is particularly keen to back experienced management teams which can demonstrate a proven track record of delivering sustainable operating profits and positive cash generation.

The Fund has no sector bias, but will not be able to finance certain recognised investor-sensitive sectors and entities and will focus on companies that can demonstrate a strong defensible position in their sector.

Businesses seeking funding through the SLF will also have to meet the EU

definition of an SME. For that reason eligible companies will have fewer than 250 employees and either an annual turnover of no more than €50 million and/or an annual balance sheet that is below €43 million in total.

Typical Deals

One of the most common criticisms made by SMEs seeking funding is the length of time that it takes to come to a decision. Maven's SLF investment team has the ability to make quicker decisions due to its size and structure.

This flexibility means the investment and due diligence process should be shorter and less expensive than when raising equity or venture debt. Mezzanine loans are a highly flexible debt instrument which can be used for a variety of different corporate scenarios such as the provision of working capital to support contract wins, facilitate operational expansion or create cashflow headroom. Alternatively it can also be used to finance capital expenditure for new plant and machinery.

Process

Qualifying companies seeking investment will be required to submit a detailed business plan containing both historic and projected financial information. Prior to any investment being made Maven will undertake and instruct third party due diligence on the applicant company, which will include financial, legal and such other diligence as deemed appropriate.

"Several institutions have collectively committed £94 million... the fund is now open and actively looking to provide mezzanine loans of between £250,000 and £5 million to qualifying Scottish SMEs..."

INTERESTED? HOW TO APPLY

To find out more about the Fund please visit our website at www.mavencp.com. Alternatively, you can call us on 0141 306 7400, or email enquiries@mavencp.com

MAVEN
CAPITAL PARTNERS

SIB Scottish Investment Bank

CHARLIE WOODS explains how mediation can help businesses to save enormous amounts of time and money - and to rebuild relationships for the future.

CONFLICT costs UK business more than £30 billion a year, takes up over 20 per cent of leadership time and results in the loss of 370 million working days. High though these costs are, they are only part of the story. Conflict also takes its toll via poorer service, reduced productivity, damaged reputations, staff demotivation and lost opportunities.

It is estimated that over £1.4 billion a year is saved by business in the UK as a result of using mediation, at a cost of around £15 million. In the public sector, the Ministry of Justice reports that in 2008/09, the Government saved more than £90 million alongside wider non-financial benefits through using mediation. While widespread benefits are already occurring through the use of mediation, given the scale of the costs there is scope to achieve much more.

In the last three years I have been involved in around 30 mediations with Core Solutions Group and the Edinburgh Sheriff Court (mainly commercial cases), been a member of the Core team working with the Scottish Government to explore the potential for using mediation in the planning system and coached on a number of Core's courses.

Mediation is a rich learning experience – and one key lesson is that preparation is critical. This includes identifying key questions to help focus minds, getting the room architecture right and understanding what 'full authority' actually means. Humanising the process is also vital. An informal breakfast at the start of the mediation can help build rapport and understanding of what makes someone tick – for example, that they have just become a dad. The point of connection can be unexpected – a particular breed of dog in one case.

One of the great values of the process is in helping parties assess risk, no matter how unpalatable. Tools like 'decision trees' can demonstrate how relatively small changes in assumptions can make significant changes in possible outcomes (and how close parties are to each other). It is a fine balance to judge the appropriate pace when moving from exploration and options generation to evaluation, risk assessment and negotiation.

Never underestimate the power of the process itself to help the parties to come to a settlement – the darkest hour is always before dawn. When mediation does reach a conclusion, it is really important to finish with a face-to-face meeting. Even if agreement hasn't been reached, the parties might remember some point of real rapport generated at the start of the day. You always have to expect the unexpected.

Reaching agreement can be exhilarating for the mediator, but it can often be more a feeling of relief or resignation for the parties. Even when the dispute is primarily about money and business risk, any settlement has got to feel right and parties might need some time and help to get to this point.

Mediation exemplifies the Heineken effect, in reaching parts that more formal dispute resolution processes rarely reach (as well as generally being faster and cheaper). If parties to a dispute find a mutually acceptable 'win-win' solution, it is much

Let's not fight: let's just talk about it



more likely to allow their relationship to continue and develop. This can be particularly important for two companies or public sector bodies relying on each other in a supply chain where both would benefit from continuing to do business. In some cases, mediation will be genuinely transformational to a relationship as well as addressing immediate transactional disputes.

It is important to nip conflict in the bud before it becomes too destructive and costly. This will become ever more important in all sectors as organisations struggle to reprioritise within tightening budgets: businesses can ill-afford to be distracted in an increasingly competitive world.

Mediation has application beyond conflict resolution. Collaboration between firms and organisations is likely to become ever more prevalent in the public and private sectors. Mediators can play a valuable role in improving the success rate of joint ventures by using their experience of why things go wrong to identify more effective alliances and avoid unnecessary conflict.

A lot of time and money goes into legal, financial and technical due diligence, yet in many cases if more attention was paid to human due diligence, stronger foundations for new ventures could be laid. In some cases, this human due diligence may lead to a decision not to proceed, but better this happens before something starts than after the investment has been made and reputations laid on the line.

We are likely to face increasing pressure on resources in the years ahead. This could range from the strain on public finances

already being felt as we struggle to cope with the fall-out from the credit crunch, to the impact on natural resources resulting from unsustainable development and the impact of climate change. This increased pressure will demand more effective and efficient ways of managing conflict and much better ways of working collaboratively to make the most of resources. By helping us focus on our shared interests and breaking down positional barriers, mediation offers a way of achieving this.

Mediation offers significant potential to manage conflict, strengthen organisations, improve collaboration, increase productivity, manage the allocation of resources, build valuable relationships, improve business performance, generate exports and attract investment. One of the real challenges for mediators in the next ten years is to help potential clients understand the value of mediation, both in conflict management and as a wider tool of leadership and management in all sectors.

• Charlie Woods is a mediator and coach with Core Solutions Group and a mediator at, Edinburgh Sheriff Court. He is a freelance consultant (economic development and strategy) and former Senior Director Strategy and Chief Economist, Scottish Enterprise. This article first appeared in *Thinking Differently: Making A Difference Using Mediation*, published in 2011 by Core, www.core-solutions.com

Fail Forward:

How failing by design can lead to a more innovative culture

FAILURE: we are not comfortable with it; in real life and in business we're afraid of it, avoid it and punish people for it.

However, we are experiencing a failure fashion among business leaders. The April edition of the *Harvard Business Review* is devoted to the F-word; failure is part of a leader's growth and development if managed well it can be a useful thing.

"Indeed, organisations can't possibly undertake the risks necessary for innovation and growth if they're not comfortable with the idea of failing"
– **Rita Gunter McGrath, Harvard Business Review, April 2011**

"We learn much more from failure than we do from success."
– **A.G. Lafley, former CEO, Procter & Gamble**

The development of a successful new product, service, or business is often the result of lots of learning from lots of failures. For example, Thomas Edison performed 9,000 experiments before coming up with a successful version of the light bulb.

However, the classic mindset is to try to get a

business plan or product 95 per cent right before taking action, then wondering why it doesn't always work or just keep churning out the same old products, which in long-term may spell your downfall.

While not all failure is good, business leaders need to learn how to create a culture that is comfortable, responsible with and can learn from failure.

"If your organisation can adopt the concept of 'intelligent failure', it will become more agile, better at risk taking, and more adept at organisational learning"
– **Rita Gunter McGrath, Harvard Business Review, April 2011**

Glasgow School of Art recently challenged the 'success fetish' with a design workshop called the marble run. This is designed to facilitate a 'prototyping mind-set' allowing you to begin to learn how to fail fast without wasting time, money or resource.

Prototyping can take many forms and therefore allows you to create variations of an idea to test before further development without wasting any expense or time but delivering great insights.

"We used to see the failure to complete or

develop a product as a bad thing, even if it was not commercially viable, we just couldn't fail! Through our collaboration with GSA we have learnt that it is better to realise faster that a product does not warrant continuation, allowing us to divert resource to another product that has a better chance of success.

"Failure is not negative as long as it is recognised quickly."

"Learning from 'fast failure' helps evaluate potential solutions before processing the final product, therefore have a better chance of developing faster and more successfully.

"We do not waste time and resource on projects with low success rates."
– **Marketing Manager, Scott & Fyfe**

The Glasgow School of Art & Scott & Fyfe, an independent, privately owned industrial textile manufacturer, is developing a series of design innovation workshops to enable and embed a design-led approach to new product innovation and development through the organisation; shaping a culture that celebrates intelligent failure and is ready to innovate.



Testing time: The Glasgow School of Art-led design workshop on 'the marble run' facilitated a prototyping mindset among participants

With Mercy Corps, your CSR can do so much more

Yes, your business can make money. But is it saving lives?

High-profile natural disasters over the last year, such as those in Haiti, Pakistan and Japan, have encouraged thousands of businesses to give to international causes and help people in need. But sadly, it's not just those in the disaster zones who need support.

Increasingly, businesses are looking for ways to ensure that their CSR spend is meaningful, sustainable and has real impact. Finding ways to help communities tackle long term challenges like chronic poverty – rather than just in the immediate aftermath of emergencies – can do just that.

International humanitarian organisation Mercy Corps has been working with businesses and local communities for more than 20 years to save and improve lives in some of the world's toughest places. Through decades of field experience they know that by

working together with corporate partners, they can create lasting change for those who need it most.

Businesses know that partnering with Mercy Corps means value for money and greater impact.

By combining donations from corporate partners with support from other sources (such as the European Commission), Mercy Corps can generate up to nine times the value of every pound donated from a company. This, combined with its presence in more than 35 countries around the world and its preference for finding innovative, effective ways to help people in need, makes Mercy Corps an excellent partner for companies looking to reach their CSR objectives and make a real difference.

“By combining donations from corporate partners with support from other sources... Mercy Corps can generate up to nine times the value of every pound donated from a company.”

Right now, Mercy Corps is helping its corporate partners save and change lives:

- in Central African Republic, helping abused women find justice and access the emotional, psychological and legal support they need;
- in Pakistan, giving thousands access to clean water to prevent deaths from water-borne disease;
- in the West Bank and Gaza, helping disabled young people learn the skills they need to find work through apprenticeships and training; and
- in Timor Leste helping farmers grow food and earn enough to feed their families.

Find out how Mercy Corps can help you, call Ruth Allan on 0131 662 5189 or email rallan@uk.mercycorps.org.



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Contact Ruth Allan
t: 0131 662 5189
e: rallan@uk.mercycorps.org

RBS helps entrepreneurs uncork the potential from Edinburgh's love of wine

EXPERT KNOWLEDGE and strong personal relationships have fuelled the expansion of an Edinburgh-based food and beverages business.

Gavin and Karen Ferguson saw an opportunity to expand their business in Edinburgh when around 40 premises became available following the demise of some well known off-licence brands. The couple has been in the restaurant trade since 1999 and they saw a chance to snap up some strongly performing sites that had real potential.

Joining forces with Andrew Lundy, a former area manager for First Quench Retailing (FQR) and Alan Biggar, retired head of Brewin Dolphin's Edinburgh office, the quartet set up Dunedin Wines and carefully selected three Edinburgh sites.

"We went for ex-Wine Rack shops – which were at the premium end of the former FQR's market anyway – which were in good areas not only in terms of turnover, but whose sales were predominantly wine, as opposed to beer or spirits, and where there was a high individual spend," says Gavin, director of newly-established

"I trust my RBS relationship manager, Bill Sommerville and have been with RBS since 2002"

Gavin Ferguson, Director, Vino Wines.

Dunedin Wines, which brands its shops Vino Wines.

The business took on around a dozen ex-Wine Rack staff and changed the 'feel' of its branches to give them a local touch. Staff were able to take time to hunt down customer requests and were no longer under instructions from a distant head office to promote certain lines.

Providing support in the background was an RBS team headed by relationship manager Bill Sommerville, much as it has done for more than a decade. "I've got a few different businesses, mainly in operating restaurants," explains Gavin. "That's where the relationship with RBS and in particular with Bill Sommerville stems from.

"We've been with RBS since around 2002. It was a time when we were purchasing our second restaurant and RBS came back with the most commercially attractive terms. Secondly, and perhaps as importantly, Bill Sommerville had a very good reputation within the Edinburgh licensed trade of looking after good, high-profile restaurants. He understood the trials and tribulations that affect restaurants, for example how finances are under pressure at

different times of the year, such as January-February."

Funding growth

Gavin and Karen took out an RBS loan and overdraft facilities, then added to the portfolio of RBS services by signing up with Mentor for advice on employment law and health and safety, as well as with Streamline for company credit cards.

Gavin is realistic about the current banking situation: "From any small business's point of view banking terms are a challenge at the moment, but the reason I've gone back to RBS was Bill Sommerville: I trust him.

"It's not a one-man show, however. Gavin says he's had good service from Bill's number two, Neil Hunter and the rest of his team. Next on the agenda is cautious expansion."

Growth on the restaurant side of the business is likely in the near term to be organic, but plans are afoot for a fourth wine shop in Edinburgh and to build an e-commerce facility into the company's website so people can order through it.

"One thing we'd particularly like to do this year is shipping our own wine from different countries, particularly South Africa," he enthuses. "We'll require foreign exchange facilities and we'll probably be using RBS for that to buy Rand."

To find out more please contact Bill Sommerville, Relationship Director, The Royal Bank of Scotland on 07884 386955 or visit www.rbs.co.uk

**Security may be required.
Product fees may apply.
Over 18s only.**

"When we purchased our second restaurant, RBS offered the most commercially attractive terms"

Gavin Ferguson, Director, Vino Wines (pictured below)



ANY PROPERTY USED AS SECURITY, WHICH MAY INCLUDE YOUR HOME, MAY BE REPOSSESSED IF YOU DO NOT KEEP UP REPAYMENTS ON A MORTGAGE OR OTHER DEBT SECURED ON IT

Qualifications are changing



THE Scottish Qualifications Authority (SQA) is the national accreditation and awarding body in Scotland.

We work with schools, colleges, universities and industry to provide flexible and relevant qualifications and assessments.

Curriculum for Excellence represents a different approach to learning and will help young people develop skills, knowledge and abilities they can apply to life outside the classroom.

We are one of four partner organisations leading the Scottish Government's Curriculum for Excellence programme to design, develop and quality assure the new National Qualifications.

New National Qualifications

New National Qualifications, called National 4 and National 5, will replace a number of current qualifications – Standard Grade at General and Credit level, Intermediate 1 and Intermediate 2. Standard Grade at Foundation level will be replaced by the updated Access 3.

Revisions will be made to the current Access 1, Access 2, Higher and Advanced Higher qualifications.

Final certification of Standard Grade will take place in August 2013 and the new Access, National 4 and National 5 qualifications will be introduced in 2013/14. The new Higher will follow in 2014/15 while the new Advanced Higher will be available from 2015/16 onwards.

The new National Qualifications will be implemented in schools in time for those who started S1 in August 2010. We will support schools and colleges in the build-up to and during this period.

Employability awards

A number of our qualifications already meet the requirements of the new curriculum and are making a difference to candidates about to take their first steps on their chosen career path and those already in work.

SQA qualifications cover both skills and knowledge. Traditional subjects such as languages, mathematics and the sciences are catered for, plus specialist areas such as accounting, manufacture and computing.

We have qualifications which suit specific learning requirements and sectors and we also



“For many young people, the chance to work on practical skills that relate directly to a particular job or career provides real benefits for the future”



Laboratory Science course, which introduces learners to the knowledge and skills required for employment in a wide range of industries.

Other Skills for Work courses include Uniformed and Emergency Services, Creative Digital Media, and Early Education and Childcare sectors.

For many young people, the chance to work on practical skills that relate directly to a particular job or career provides real benefits for the future.

offer qualifications that recognise wider skills.

Our Employability Awards help learners to get, and keep, a job. They act as an introduction to the workplace, helping learners to develop and understand what working involves.

Endorsed by the Chartered Management Institute, our Leadership Award develops knowledge of leadership skills, styles and qualities. The award also encourages learners to respect the cultures and beliefs of others working alongside them.

Skills for Work

Our Skills for Work Courses offer practical experiences, linked to particular careers and encourages young people to become familiar with the workplace. These courses also develop broader employability skills.

Our Skills for Work courses have been designed primarily for school learners from the third year of secondary education upwards and are mainly delivered through partnerships between schools and colleges, employers or training providers.

Good examples of these courses include our Health Sector course, which offers learners the chance to develop employability skills in the context of the health industry, and our

Scottish Baccalaureate

Scottish Baccalaureates have been designed to encourage more of our young people to study science and language courses in the later stages of secondary school.

Now in its third year, the Scottish Baccalaureate aims to raise the status of S6 and assist our young people making the transition from school to higher and further education and employment.

The qualifications are designed to increase the number of highly qualified people in science and languages and to help create a more successful Scotland.

Each baccalaureate comprises of a group of Higher and Advanced Higher qualifications, plus a unique Interdisciplinary Project (an Advanced Higher Unit in which the candidate carries out an investigation or practical assignment on a particular theme).

Want to know more?

For more information on SQA and how we're developing the new National Qualifications, visit www.sqa.org.uk/curriculumforexcellence

New curriculum boost for

Curriculum for Excellence (CfE), the 3-18 curriculum in Scotland introduced in August 2010, is energising learning and teaching in Scotland, making it more relevant to the modern world and giving young people the skills, knowledge and understanding they need to succeed in learning, life and work.

It has been introduced to raise standards and help improve our children and young people's life chances through making learning and teaching more relevant, exciting and engaging.

Curriculum for Excellence encourages teachers and other practitioners to use their professional expertise and creativity to show how curriculum subjects and areas can be linked, just as they are in life and work. They work to national guidance contained in the Building the Curriculum series of documents that sets out, among other things, rigorous standards for young people's progression through the different levels of the curriculum.

CfE focuses on the importance of learners developing knowledge, understanding and skills. It offers a broad and deep general education from early years through to end of S3, based on developing the four capacities – to enable all young people to become successful learners, confident individuals, responsible citizens and effective contributors, both to

their own learning and development and to society and the economy.

The Senior Phase (S4 - S6) means opportunities to develop further the four capacities and gain qualifications to help them move on to successful post-school destinations. CfE promotes the ability to learn and to reflect on their own learning – skills for life and skills for work that will help young people go on to further study, contribute to the society they live in, to secure work and to navigate their way through life.

A key element in providing a context for learning is the partnerships that exist between teachers and employers. These partnerships are central to delivery of CfE and to support their development the Employers and Young People website (www.employersandyoungpeople.org) was created to encourage the engagement of employers in supporting young people to understand and engage with the world of work.

Employer involvement can take many forms. It could be through the curriculum, helping bringing learning to life by creating real work-like scenarios in the classroom, or by providing young people with work placements. It may be through job creation via initiatives such as Modern Apprenticeships, or by providing development opportunities through mentoring a young person. Engagement does not only benefit the young person, it

also allows employers to develop their own team's leadership, mentoring, team building and presentation skills.

When launching the website, the then Cabinet Secretary for Education, Mike Russell, said: "Curriculum for Excellence is giving our young people the skills they need for learning, life and work. Involving employers in education can bring real inspiration and relevance to young people and help make sure they have the motivation, skills and drive to create a more dynamic and prosperous Scotland."

The Cabinet Secretary went on to say: "Partnership working is central to Curriculum for Excellence and links between employers and education is key to its success. Employers can help to make learning more relevant and engaging for young people – bringing real life into the learning environment and taking lessons out beyond the classroom and into the workplace and community."

The website contains a number of user-friendly resources tailored to the information needs of employers and businesses. These include short films of CfE in action in secondary schools plus a series of factfiles which explain in straightforward language what is new or different about CfE – topics include Assessment and Qualifications; Literacy across Learning; Numeracy across Learning; 3-18 Transitions; and the Secondary Experience.

As part of the changes being

BUSINESS AND EDUCATION 1

Mike inspires Scottish youth to be the best

MIKE STEVENSON, a highly sought after personal coach and motivation speaker, rebranded his award-winning Edinburgh based business Design Links to Thinktastic in 2009. His vision is to help make Scotland a more vital, prosperous country with a 'can-do' culture and ethos of combining good profitability with social improve-ment.

The idea for the new business came about following voluntary work at Edinburgh's Craigroyston High School, where he created a workshop-style think-tank for pupils to develop their own ideas to improve the school and its external brand. Mike realised the same concept could be applied to build strong energetic businesses and enterprising communities and the company is now



recognised as Scotland's first motivational communications agency, with an expected turnover of £1.5 million by 2013.

Mike has become chair of Common Purpose in Edinburgh and Lothians, a major contributor to their 'Generation Infinity' programme which creates real-life collaboration between young people

and business leaders. He leads motivation sessions for around 700 schoolchildren each year, inspiring them to take charge of their future, and has worked with pupils in West Lothian to create a community 'Do More: Drink Less' campaign.

This commitment to young people is a culture imbred deep into the company: all his staff are dedicated to the same ideals and work tirelessly, volunteering with local schools through Scottish Business in the Community's (SBC) 'Enterprising Schools' programme. Through participation in schools work, staff have been able to build confidence and broaden skills which in turn has had a positive impact on company performance.

Scotland's skills

implemented, a new set of qualifications is to be introduced, offering young people increased flexibility, a greater focus on skills and the opportunity to apply learning in real life situations.

New National Qualifications, called National 4 and National 5, will be introduced in 2013/14, replacing a number of current National Qualifications - Standard Grade General, Standard Grade Credit, Intermediate 1 and Intermediate 2. Standard Grade Foundation will be replaced by the updated Access 3 at the same time. Revisions will also be made to the current Access 1, Access 2, Higher and Advanced Higher qualifications in line with the new curriculum. The new Higher will follow in 2014/15 while the Advanced Higher will be available from 2015/16 onwards.

In response to employer feedback, learning and teaching will focus much more on developing numeracy and literacy skills in all subjects and curriculum areas, meaning that young people are able to develop and reinforce these important skills which unlock other learning and are better prepared for the workplace.

Developed by the Scottish Qualifications

Authority (SQA), the latest information on the qualifications, including an interactive timeline covering development of the full suite of new National Qualifications, can be found at: www.sqa.org.uk/curriculumforexcellence/.

Involving employers directly in learning has permeated all aspects of Determined to Succeed, the Scottish Government's policy on Enterprise in Education. Enterprise education remains core to the delivery of Curriculum for Excellence. By developing the enterprise, entrepreneurial and employability skills of our young people we are better preparing them for work and life in a globalised society. By embedding enterprise in education within the curriculum and ethos of every school in Scotland and engaging employers in learning, we are setting learning in context, making it more relevant to real life and the world beyond school.

For further information visit the employersandyoungpeople.org website.

Stevie Kidd:
Making a difference to the lives of young people



IoD honours entrepreneur with passion for youth

AN ENTREPRENEUR with a huge passion for youth work was crowned winner of this year's DtS sponsored Director Award for Developing Young People at the 2011 Institute of Directors' Director of the Year Awards.

Winning the award for his tireless work with young people, Stevie Kidd is founder of the KDS Group, which he began in 2004. Originally a logistics company, now with divisions in training and care, he runs training academies at the company which have helped over 100 young people between the ages of 16-24 into employment or further education.

Over 2010/2011 Stevie has increased the amount of activity he and his company are doing to improve the lives of young people. KDS Training has given over 1,000 people the self-belief, confidence and skills to get back into the workplace.

Focusing on individuals who are 16 or over with multiple barriers to employment, including mental health issues and low self-esteem, KDS Training has successfully completed over 30 courses with over 80% success rate, in areas all over Scotland across 12 local authorities.

Ruth Cooper, external funding manager at Renfrewshire Council, commented: "Stevie's passion to see young people develop to their full potential and overcome their confidence and self-belief issues is clear for all to see. His strong belief in personal enhancement is also reflected in his business, with all staff receiving mentorship and opportunities for development. His success rate is evident, with over 80% of young people completing the training courses."

The DtS Director Award for Developing Young People aims to recognise an individual working in the public, private or voluntary sector who has contributed significantly in helping to develop and prepare young people for work and life beyond the classroom.

BUSINESS AND EDUCATION 2

Pamela's 'buddies' are a real force in education

A SCHOOL in Aberdeen has benefitted from a team of 'reading buddies' in the form of staff from the city's John Lewis store, thanks to the vision, commitment and enthusiasm of the store's community liaison officer Pamela Calder.

Volunteers from the store visit Kittybrewster Primary School on their way to work in the morning and encourage the pupils to read books and articles and generally help improve their self-confidence in their reading skills. This is just one example of the many initiatives John Lewis is involved with in schools in Aberdeen, a reflection of their robust CSR policy. It's the passion of Pamela and staff that makes it happen.

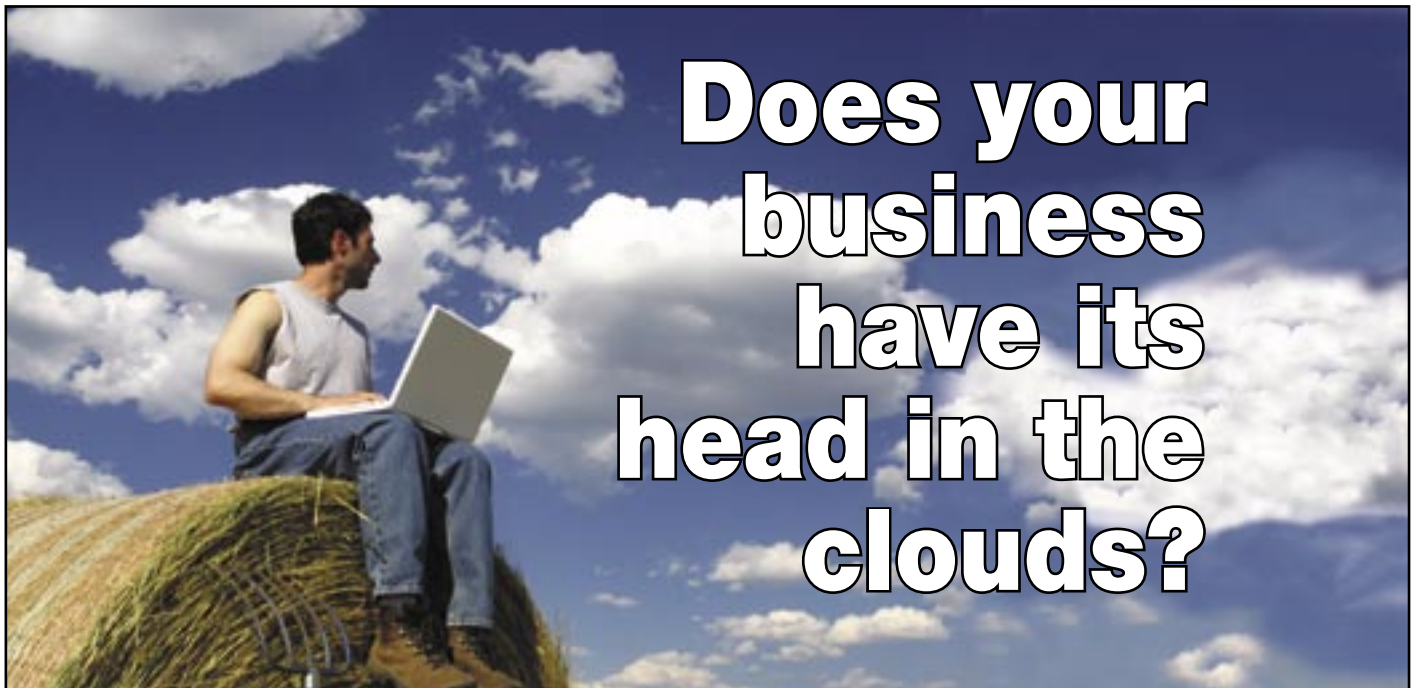
Pamela attends curriculum improvement conferences so she knows how John Lewis can best support schools, and the company has a great understanding of the education and training of prospective employees in retail.



By understanding the new Curriculum better, Pamela has been able to encourage the development of the various curriculum strands within her staff, such as creating successful learners, effective contributors and confident individuals; this in turn has had an impact on the young people staff are involved with.

A talent bank has been created at the store where staff can register their strengths, interests and skills and are then matched with an appropriate schools project to support training experiences for pupils, parents, teachers and support staff in schools.

Pamela's work has given pupils a huge boost – but at the same time promoted real and relevant CSR involvement with her staff in store.



Does your business have its head in the clouds?

A RECENT SCOTTISH survey discovered that cloud computing was ranked one of the least popular trends in IT for 2011 in a radical move away from the industry hype surrounding it over the last 12 months.

Mobile applications and media tablets were instead chosen as the top trend by Scottish directors.

Aberdeen-based IT specialists Virtual Stream partnered with the Scottish Council for Development and Industry (SCDI) to examine IT frustrations commonly experienced by Scottish directors. Over 70% of respondents were based in the central belt, Highlands, Islands and Grampian. Various sectors were represented including manufacturing, oil and gas, leisure and tourism, transport, finance, retail, legal and construction. 40% of responses came from senior directors of companies employing from fifty to over five thousand members of staff.

Tracy Robertson, director of Virtual Stream, explains: "Our initial aim was to examine the IT frustrations most commonly experienced by Scottish directors but we discovered a number of themes that have wider repercussions.

"IT budgets, as a percentage of turnover, remain relatively low, with 66% of respondents spending 2% or less on IT. While aiming to reduce costs, directors feel pressure to keep up with the latest technology.

"A fully integrated system worldwide was chosen as the top objective in the next five years, yet financial consideration and reduce costs weigh heavily as business drivers and objectives. Directors should be aware it is possible to see a tangible return on investment. 52% of respondents had increased their IT spend in the last five years and as a

result, 65% witnessed an increase in productivity. The secret is making the right investment.

"Unfortunately directors may struggle to do this when making IT decisions. We asked directors to rank current IT trends and mobile applications and media tablets were the top choice. Cloud computing received the second least amount of votes. Maybe cloud hype is generated by sales teams and technology journalists? It seems directors aren't sharing the excitement."

Tracy continues: "As an IT provider, I was surprised by the lack of interest over cloud computing as it has definitely been a buzz topic with vendors and the IT industry. However, as a director myself I understand the hesitation. Our research reveals the gap between the sales teams driving IT trends and what businesses actually need.

"Although cloud computing can be a fantastic solution to certain issues in business, it's not for everyone. Perhaps instead of asking are you ready for cloud computing, we should ask, is cloud computing ready for your business?"

"The infrastructure surrounding it needs to be right. From personal experience, we have found that one size definitely doesn't fit all. For larger companies it can be a massive upheaval and by no means will it solve all the problems.

"The majority of our survey results came from companies with over 200 employees and they are bound to experience a certain level of uncertainty and this is proven in the results.

"IT is an industry that can suffer

from a negative reputation for escalating costs, never-ending upgrades and the mind-boggling jargon. The obsession with the latest trend is what makes IT exciting and product manufacturers' profitable but this means that the focus is on technology rather than business. We must step back and reassess what it is our clients and their business actually need. My business, Virtual Stream aims to do just that. We go back to basics;

"As an IT provider, I was surprised by the lack of interest over cloud computing as it has definitely been a buzz topic with vendors and the IT industry. However, as a director myself I understand the hesitation"

technological efficiency, business productivity and proven results."

Yvonne MacArthur, Business Information Manager from the SCDI said: "The SCDI's purpose is to encourage sustainable Scottish economic prosperity and a competitive edge.

"We carry out our own research but also work in conjunction with members, such as Virtual Stream, to investigate issues affecting businesses nationwide."

Yvonne continues: "IT forms an integral part of an organisation of any size and the findings of this survey should be of interest to IT directors but equally organisations as a whole. In the current challenging economic environment, the need to stay ahead in the fast changing field of IT is more critical than ever so businesses can capitalise on every opportunity."

About the report's author Tracy Robertson

co-founded Virtual Stream in 2007. She has 15 years of industry experience and specialises in IT support. For more on Virtual Stream, see www.virtualstream.co.uk

Smart Exporting is the key to business growth



ENCOURAGING international trade and developing the global profile of dynamic Scottish companies is paramount to the country's long-term economic growth.

Key public and private agencies are working together to drive forward this message in line with the Scottish Government's new five-year International Trade and Investment Strategy.

While the international trade arena offers significant development opportunities for Scottish businesses, there is no one-size-fits-all approach, and businesses looking to invest in overseas markets must have a strategy in place to help maximise success.

Smart Exporter is a service available for Scottish companies and individuals looking to develop their exporting knowledge.

Created through investment by Scottish Development International, a collaboration of Scotland's Chambers of Commerce represented by Scottish Chambers International (SCI) and the European Social Fund, it provides a range of free and heavily subsidised services designed to help companies meet the challenges of expanding overseas – from market awareness advice to strategy development assistance and technical support.

Case study:

Harviestoun Brewery

After 25 years of successful trading in the UK, Clackmannanshire company Harviestoun Brewery was



*Chris Miller,
Harviestoun
Brewery*

“We spent two full days with a specialist looking at where we wanted Harviestoun to be. We explored new markets in detail, looking at per capita spend and willingness to try new products.”

struggling to manage its overseas operations until it obtained expert advice through the Smart Exporter initiative.

Advice was delivered to the company's management team in the form of a two-day Strategy Workshop.

That was three years ago, and now the brewery is successfully trading in 15 international markets, and has tripled its export business.

Managing director, Chris Miller explained: “My co-director and I were very experienced in the domestic drinks business, and although we recognised the potential in foreign markets, we lacked the necessary expertise.

“We spent two full days with a specialist looking at where we wanted Harviestoun to be. We explored new markets in detail, looking at per capita spend and willingness to try new products.

“We found that new products were an integral part of the

strategy with regard to our export business, and the Smart Exporter Strategy Workshop helped us with the design of the brand as well as with marketing, PR and e-commerce advice.

“The Strategy Workshop gave us access to first-class resources which as a small company we don't have, and would be too costly to bring in.

“The Workshop lasted two full days and because of the doors it has opened up to us since, I'm not exaggerating when I say it's the most worthwhile two days we have had in the last five years.”

Businesses taking advantage of the Smart Exporter programme can access expert advice at every

stage of their international trade development process.

Whether a business is looking to explore new opportunities overseas, or already has considerable experience in international markets, Smart Exporter offers tailored products and services to suit the requirements of the individual enterprise.

Free or heavily subsidised support is available in the form of interactive workshops, seminars, one-to-one sessions, in-house training and online support and diagnostics.

For further information about Smart Exporter, please telephone 0800 019 1953, email enquiries@smartexporter.co.uk or visit www.smartexporter.co.uk

“The Strategy Workshop gave us access to first-class resources which as a small company we don't have, and would be too costly to bring in ...”

Edinburgh Napier University invests £12m to help businesses grow

EDNBURGH Napier University has established nine Institutes of Research and Innovation in sectors identified as key growth areas by the Scottish government. The Institutes give businesses an easy access point to the wide range of expertise within the University.

They can offer your business direct technical support, grants, specialist skills, training, CPD, facilities and equipment.

The University is particularly keen to engage with small and medium-sized enterprises which account for the majority of Scotland's business community.

> > Want to find out more?

For more on Edinburgh Napier University, see www.napier.ac.uk/business

Institutes of Research and Innovation

Institute	Director
Edinburgh Institute for Leadership & Management Practice	Professor Charles Edwards
Employment Research Institute	Professor Ron McQuaid
Institute for Science & Health Innovation	Professor Keith Nicholson
Institute for Creative Industries	Professor Robin MacPherson
Institute for Informatics & Digital Innovation	Professor Jessie Kennedy
Institute for Product Design & Manufacture	Professor Ian Hunt
Institute for Sustainable Construction	Professor Sean Smith
Forest Products Research Institute	Professor Philip Turner
Transport Research Institute	Professor Kevin Cullinane

Putting the brakes on motorcycle emissions

A MOTORCYCLE testing lab has been launched by Edinburgh Napier University scientists as part of a project that's looking to improve the environmental performance of motorbikes.

There are currently around 1.3 million motorcycles on UK roads, and there has been a huge effort in recent years to reduce their emissions.

Now a new Environmental Engineering Lab has been unveiled by researchers at Edinburgh Napier University. The unique, purpose-built facility allows scientists to test motorcycles' performance and emissions under a variety of engine, speed and weather conditions.

The researchers aim to work with leading companies in the manufacturing industry to shape the future of bike and fuel production.

The lab will also test alternative biofuels made from waste materials, such as oil from fast food restaurants.

Want to know more? See www.tri-napier.org



On test: Scientists put a motorbike through its paces in the university's new testing facility

Business innovation gets a boost

SCOTTISH SMES can now access a range of expertise, facilities and funding to boost innovation and profitability, though a £2.3 million initiative led by Edinburgh Napier University.

The initiative is one of the first of its kind and offers SMEs unique access to a network of nine University and College partners from across the East of Scotland, providing a gateway to a range of support designed to assist in the development of innovative products, processes and services.

Support provided by the initiative will focus on priority sectors including creative industries, energy & renewables, food & drink, informatics, life sciences & healthcare, manufacturing, sustainable construction, tourism and rural business.

To help develop projects between SMEs and academic

partners, the initiative has access to an innovation fund. The initiative can also assist SMEs to access additional sources of funding support such as Innovation Vouchers, Knowledge Transfer Partnerships, SMART awards and R&D Grants.

Partners in this initiative include: Queen Margaret University, University of St Andrews, Carnegie College, Elmwood College, Jewel and Esk College, Oatridge College, Edinburgh's Telford College and Stevenson College Edinburgh.

The initiative is part-funded by the European Regional Development Fund (ERDF) and the Scottish Funding Council's SEEKIT fund.

Want to know more?

For further information contact Samantha Penn on: 0131 455 6311, email: s.penn@napier.ac.uk

Oscar-winning techniques brought to boardroom

ONE of the world's leading voice coaches is bringing his tricks of the trade to Edinburgh Napier students on the MSc in Advanced Leadership.

Poll Moussoulides has helped thousands of people improve their vocal habits and has worked on around 50 feature and TV films with the likes of Mia Farrow, Whoopi Goldberg, Robbie Coltrane, Joss Stone, Elijah Wood and Pierce Brosnan.

And now the voice coach is teaching Scotland's next leaders how to use the skills of Hollywood's elite to make

an impact in the boardroom.

The course, which is used by the likes of Scottish & Southern Energy and Spire Hospitals to develop their future leaders, involves 18 months of coaching in all aspects of leadership, including communication, negotiation, influence and change.

» » » Want to know more?

See www.napier.ac.uk/ei



Star techniques: Poll Moussoulides is now bringing his array of talents to Edinburgh Napier University's Advanced Leadership course

Impact through innovation



Institutes
for
Research
& Innovation



Dr Robert Speight,
Ingenza Bio-company

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Helping you find viable solutions to real world challenges by sharing our specialist skills, training, facilities, technical support and grants.

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Last year we lent over £30 billion to UK businesses

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the best lending solutions for
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Figures relate to RBS Group.
Business customers up to a
turnover of £25m.



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MAY BE REPOSSESSED IF YOU DO NOT KEEP UP REPAYMENTS
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