

CV

MAGAZINE

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Industry Benchmark for IT Success

*Transition Manager
from TDS helps
to run complex
IT transformations*
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TDS | TRANSITIONAL
DATA
SERVICES

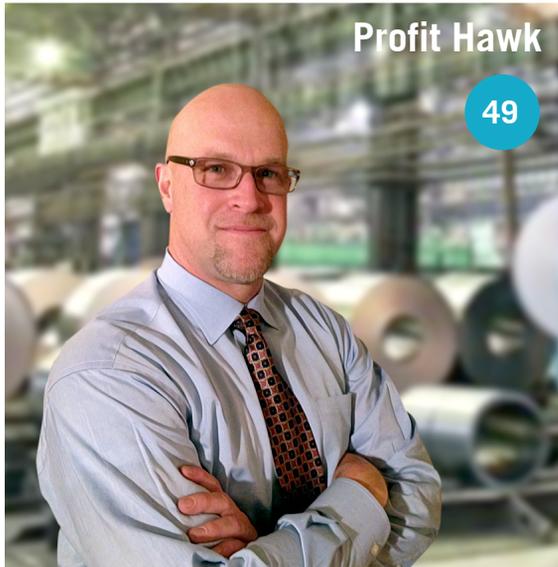
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Editor's Note

Welcome to the October edition of Corporate Vision Magazine.

In this issue, we speak to Craig Macfarlane about how he has transformed his business and the IT industry, through the introduction of TransitionManager. Also, we chat to other winners in Software and Technology Innovation including Profit Hawk, who explain what their Best Possible service offers to business leaders, and UPMC and Cheetah Medical who show how their medical services is beneficial to their clients.

Other health companies winning awards are SanaClis and Farrer Park Hospital. SanaClis, a leader in the CRO industry helps in the drug development process whilst the state of the art Farrer Park Hospital is the first, fully integrated healthcare and hospitality complex in Singapore.

Alongside this, we look at the latest corporate news and also examine relevant corporate issues such as ways to tackle fraud in the workplace. In September, Met Police arrested two officers in an anti-corruption operation. From this, we offer advice to companies on how they can prevent fraud in their business.

We hope you enjoy this issue.

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Cyberpol Solutions Partners with Apricorn for Secure Data Storage

Partnership provides leading edge, critical data storage to secure European government and law enforcement agencies.

Apricorn, a leading designer and manufacturer of data security products for business, military and government, has announced an exclusive technology partnership with Cyberpol Solutions (BVBA). The partnership enables Cyberpol Solutions to provide vital cyber risk management solutions to its clients, addressing the secure data storage needs of members of the European Government and law enforcement agencies. The integration with Apricorn allows public sector organisations to gather critical evidence during cyber investigations following an attack and to confidently store and share information on Apricorn - Cyberpol Solutions devices.

Apricorn's award-winning, FIPS-certified, hardware-encrypted storage devices include the Aegis Secure Key product range of USB flash drives and the Aegis Padlock product range of external hard drives and solid state drives that are affordable, robust, and easy to use.

Cyberpol Solutions distributes products sanctioned by CYBERPOL and that are recommended for government and law enforcement across the globe. The ever growing need for securing information and intelligence on cyber security threats is now met by the military-grade secure devices offered by Cyberpol Solutions, providing organisations, companies and government departments the capability to store and share data securely and to meet stringent government compliance legislation and regulations.

Jon Fielding, Managing Director, Apricorn EMEA said, "CYBERPOL's international security efforts are focused on a wide array of technical environments and require secure collaboration between multiple entities. Apricorn's family of cross-platform, PIN protected secure storage devices with unparalleled compatibility and data security was their ideal choice. Cyberpol Solutions distributes Apricorn products to enable organisations to seamlessly encrypt and store their data. Using combined technology from both Cyberpol Solutions and Apricorn, organisations can focus on reducing their most immediate security risks and, as a result, improve their overall security posture."

"This is a technical partnership where we can work together as separate companies to develop our products and ensure that they meet the highest standards internationally. This advanced secure device technology makes this partnership an indispensable tool to continue to meet the market needs in the rapidly changing world of data security," commented Wouter Van Beirendonck, Managing Director - Cyberpol Solutions (BVBA). "The partnership and integration provides customers with a new approach to understanding their risk," he added.

About Cyberpol Solutions

Cyberpol Solutions focuses on providing "Turnkey" solutions, deployable at anytime and anywhere, for all industries that need data protection and cyber management strategies. The company provides military-grade encrypted data storage solutions that focus on the need for secure data.

About Apricorn

Apricorn provides secure storage innovations to global companies and organisations particularly those faced with strict data security, compliance and regulation, such as finance, healthcare and government agencies. Founded in 1983, and headquartered in Poway, California, Apricorn provides the broadest family of secure USB storage products to secure data when it leaves the premises.

Apricorn's family of Aegis USB storage devices employ a 100% hardware-centric approach, with full hardware encryption and a software-free design for a completely cross-platform experience. All authentication and encryption functions take place fully within the devices, and no critical security parameters are ever shared with their host computer, and tested and validated by NIST to the Federal Information Processing Standards (FIPS 140-2).

This new international partnership was made possible with the support of CYBERPOL, The International Cyber Policing Organisation, which has been working with global law-enforcement and is presently coordinating with multiple agencies in the USA and abroad and acting as the global cyber "Watchdog" on cyber-crime.

Sapiens Launches a Consumer and Agent Portal for Life and Property and Casualty Insurers

Sapiens International Corporation, a leading global provider of software solutions for the insurance industry, with a growing presence in the financial services sector, today announced the introduction and general availability of its Sapiens PORTAL offering, which is pre-integrated with the Sapiens ALIS (life, pension and annuity) and Sapiens IDIT (property and casualty) software suites, offering clients a fully digital experience.

The PORTAL offering is targeted to two important segments. PORTAL for Consumers is a direct-to-consumer application that enables customers to obtain quotes, buy policies, view the statuses of their policies and accounts, and conduct transactions that save insurers time and reduce costs. With the PORTAL, insurers can offer customers a unique, real-time customer experience tailored to today's digital natives.

PORTAL for Agents empowers agents with full lifecycle enablement, including the ability to manage their pipeline, and provide top-level sales and services to customers. Agents are also able to obtain a holistic view of their overall business performance and benefit from full access to all their information.

"By offering customers and agents a faster, simpler and omni-channel experience via the PORTAL, insurers can attract the next generation of customers, while cutting costs via self-service," said Roni Al-Dor, president and CEO at Sapiens.

"The PORTAL, along with Sapiens INTELLIGENCE, our advanced analytics solution, offers a complete digital experience for customers."

Insurers will benefit from:

- A functionally rich and comprehensive portal solution supporting a variety of processes for business, sales and customer service, including out-of-the-box, comprehensive insurance practices and an easily customizable user interface (UI)
- Pre-integration to Sapiens ALIS and Sapiens IDIT, eliminating integration efforts between the front- and back-end systems
- Embedded and generic mobile support for all types of mobile devices, eliminating the need to build a mobile native application
- Cloud and managed services for deploying the PORTAL quickly and affordably in a cloud environment

About Sapiens

Sapiens International Corporation is a leading global provider of software solutions for the insurance industry, with a growing presence in the financial services sector. Sapiens offers core, end-to-end solutions to the global general insurance, property and casualty, life, pension and annuities, reinsurance and retirement markets, as well as business decision management software. The company has a track record of over 30 years in delivering superior software solutions to more than 200 financial services organizations. The Sapiens team of over 1,800 professionals operates through our fully-owned subsidiaries in North America, the United Kingdom, EMEA and Asia Pacific.

Web address: www.sapiens.com

Professional Hiring Remains Resilient Post-Brexit

- Permanent vacancies show 0.3% growth year-on-year
- Contract vacancies dip by 2%
- Contract vacancies within financial services jump 16%
- Engineering vacancies fall by 8%
- Average salaries rise by 1%

Professional recruitment firms reported that vacancy numbers remained stable in August with vacancies up by 0.3% year-on-year according to new survey data from the Association of Professional Staffing Companies (APSCo). This is in line with the latest data from the Office for National Statistics (ONS), which reported in September that the overall employment rate was 74.5% in the three months to July 2016 – the joint highest since comparable records began in 1971.

The latest data from APSCo reveals notable variations between the trade association's core sector groups in terms of hiring activity. While permanent vacancies across both financial services and marketing, for example, have increased (5% and 16% respectively), IT and engineering have both recorded dips (7% and 8% respectively).

Opportunities within financial services remain strong

Following a steady increase in demand pre-Brexit, temporary and contract vacancies dipped across the professional staffing market in August as they did in July, with opportunities softening by 2% year-on-year. The clear exception is the finance and accounting sector where vacancies increased by 16% in August. While this is most likely due to a reluctance to bring on board talent on a permanent basis until there is greater clarity around where Europe's financial hub will sit post Article 50, APSCo data also shows that permanent vacancies within financial services increased by 5% year-on-year which indicates long-term market confidence. This is in line with the latest report from specialist recruiter Morgan McKinley, which found the number of available jobs in London expanded 4% month-on-month in August.

Engineering vacancies dip

Permanent vacancies within the engineering sector dipped by 8% year-on-year in August. This is despite the fact that The Markit/Cips UK Manufacturing PMI rose to 53.3 in August from 48.3 in July - the joint greatest month-to-month jump in the survey's 25-year history.

This hesitancy to bring on board talent is likely to be attributed to sector-wide concern over the impact that leaving the single market will have on not only UK exports, but also the availability of talent.

According to a recent report on skills and demand from the Institution of Engineering and Technology (IET), 35% of employers believe that recruitment will be negatively impacted over the next four to five years due to Brexit as the pool of skilled workers in Europe would not be available to them.

A separate report, from the industry body for engineering and manufacturing employers, EEF, and global law firm, Squire Patton Boggs, warns that manufacturing companies must have ongoing access to the single market in goods and services and be able to employ and deploy staff from and across the European Union following Brexit.

Average salaries up

APSCo's figures also reveal that median salaries across all professional sectors increased by 1% year-on-year. This figure is characterised by notable fluctuations in terms of sector, with HR for example, recording an uplift of 3.6% while in banking average salaries were down 4% year on year. Average salaries within the professional sectors fall short of the national increase in pay as reported by the ONS which found that earnings grew at an annual rate of 2.1% in the three months to July 2016.

Ann Swain, Chief Executive of APSCo comments:

"While market sentiment remains volatile, an increasing number of economic indicators suggest that the UK economy is largely unfazed by Brexit. Unemployment is low, the housing market holding steady and the OECD has revised its forecast for UK growth up to 1.8%. Furthermore, surveys of the UK's services, construction and manufacturing sectors suggested all three enjoyed a rebound in August after post-referendum slides in output. Growth in the professionals' job market may not be strong, but the fact that vacancy numbers have stabilised year-on-year speaks volumes for the resilience of not only the recruitment sector but also the wider economy."

Adam Pode, Director of Research for Staffing Industry Analysts, which compiles the report for APSCo, comments:

"Employers are taking a pause for breath. Their immediate concerns about Brexit have not materialised but many employers especially those headquartered outside the UK are starting to consider their options. Concerns are also being raised in some quarters about HMRC's legislation due to come into force in April 2017 regulating freelancers. In general, we are also seeing a trend to look at other forms of employment including self-employment and statements of work. What impact this will have on the marketplace is not clear yet."



LightCyber Announces New UK Channel Partners, Delivering Behavioural Attack Detection to Stop Costly Data Breaches

Magna combines full network visibility with machine learning to detect active attackers.

LightCyber, a leading provider of Behavioural Attack Detection solutions, has announced that it has signed four value-added resellers – Cygnia, Pentesec, Satisnet and SJG Digital – to deliver its award-winning Magna products to the UK market, with scope to add a few more before the end of the year. LightCyber's technology combines full network visibility with machine learning, allowing organisations to detect an attacker that might otherwise be invisible to the security team.

"Our route to market is exclusively through the channel," said Alex Moyes, Regional Sales Director UK&I at LightCyber. "As a fresh vendor to the UK, we have been able to build a channel of genuinely value-added resellers who are looking for a real turnkey product to secure their customers' networks. These partners are led by industry veterans with proven experience and I'm delighted with the speed at which they have adopted our technology."

Finding active attackers in networks must be accomplished by identifying their operational activities as they methodically conduct reconnaissance in an unfamiliar network and move to expand their sphere of control. Having a complete vantage to network traffic is essential, as the primary attack activities occur on the network, between users and devices. Discerning these comes through behavioural profiling of all users and devices. Once a baseline of learned good behaviour is obtained, it is possible to detect anomalies. These anomalies need further refinement to find those that are truly indicative of an attack. LightCyber's Behavioural Attack Detection technology delivers on all of these aspects.

Moyes continued, "Trusted customer relationships are extremely valuable to our partners and I'm excited that they are, in turn, being entrusted to us, so we can achieve our ultimate aim - an industry where the tables are turned on cyber attackers and network dwell time is counted in minutes, not months."

LightCyber enhances revenue opportunities for channel partners by broadening partners' security solution set and associated services offerings via its LightCyber Technology Alliance Program (LTAP). With LTAP, channel partners can add greater value and increase the scope of deployments for completeness by integrating the LightCyber Magna™ platform with other leading security products, such as the HPE ArcSight ESM Security Information and Event Management (SIEM), the Check Point Next Generation Threat Prevention Solutions, Palo Alto Networks' Next Generation Firewalls and Gigamon GigaSECURE Security Delivery Platform. The resulting solution provides greater security intelligence and remediation options for channel partners' customers to protect their networks.

Comments from LightCyber's new UK channel partners:

"As a cyber security solution provider, Cygnia is always looking for technologies that are at the leading edge of the fight against cybercrime and enhance our customers' security posture by identifying weak areas in their existing infrastructure. LightCyber fills this gap in our portfolio and we have already had a positive response from our customer base to the benefits it will bring to increasing their security," said Jon Busfield, MD at Cygnia.



"As a technically founded business we are constantly reviewing emerging technologies to provide our customers with solutions to combat the ever evolving security landscape. With breaches on the increase, Pentesec were looking for a product that performed behavioural attack detection across the entire network. We were impressed with the sleek and elegant, user friendly design of LightCyber Magna. With the bonus of built-in remediation, it felt like an obvious choice," commented Ian Turnbull, MD at Pentesec.

"At Satisnet we are excited about the potential of our relationship with LightCyber, in no small part due to the reception we've had from our customers whilst discussing the technology with them. We've had a lot of vendors speak to us about their solutions and we've seen a rapid growth in vendors talking about monitoring command and control communications, monitoring the network for anomalies, identifying malicious insiders and raising an

alarm. LightCyber gives us the opportunity to perform all of those functions and not only solve a particular problem for our customers of finding malicious actors once they are inside the network, but also to prevent further attack, by integrating with some of our existing vendors," said David Gray, Sales Manager at Satisnet.

"LightCyber Magna rocks! We've seen many solutions that claim to plug this gap but none are as informative and easy to use as Magna. Often, when something looks good and is intuitive, there's a sacrifice to be made somewhere but in LightCyber's offering they've hit the nail on the head with a cracking product. Given that there's also the ability to "make safe" from within Magna, even the most isolated Network Defender is empowered to prevent an issue from becoming a crisis before the cavalry arrive. As if having a good product isn't enough, LightCyber are also a great bunch of people to deal with so doing business is a breeze," commented Stuart Green, MD at SJG Digital.

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Bridgepoint Aims to Fill Growth Gap for Clients

President and CEO of Bridgepoint Group, Frank Carnevale, describes how it has become an award winning firm and what it does to maintain success. Based in Ontario, Canada – it aims to fill a void by taking companies and projects to the next level.

Bridgepoint Group is a boutique consulting, advisory and merchant advisory firm focused on enabling business development in sustainability, energy and infrastructure. I started the firm over 18 years ago and we have enabled a broad array of projects and investments over the years. From working on large mergers and acquisitions in the utility space, to originating over \$100 million in energy retrofit projects, to securing development capital for Ontario, Canada's largest wind farm (230MW).

Bridgepoint has worked on such an array of projects that we have transformed into an asset manager. We took our knowledge of these industries, and started creating various asset management vehicles to grow clean and energy project sectors. Currently, we are building out content and distribution platforms for clean technology and energy industries to allow us to attract better investment opportunities for our investment platforms, ranging from commercial clean tech to early stage energy projects to longer hold alternate asset class investments.

A key reason in why Bridgepoint Group is an award winning business is timing. Timing is everything, and as a small business, we need to align with market conditions. The Great Recession has left a tremendous funding gap (even more so than pre-recession) of unfunded game changing clean tech, and unfunded energy development projects. There are more than enough exit vehicles to sell to, but there are so few strategic investors. We fill that void by being the least threatening source of capital and expertise to take the companies and projects to the next level. We de-risk and boost value.

I believe that having roots in consulting have meant that we always have a clear sense of our worth to clients, and for small and large companies, they tend to be disconnected from a value proposition that the customer wants, today. We don't lose sight of that, and we thrive off understanding it before the client does.

The need for change is rapidly increasing in this industry, and companies have not kept pace. It has left gaps to fill. We are only as good as our weakest link, and since all of the investment capital isn't ours, we need to be the smartest people in the room, to remain relevant to the transactions, or we just become commoditised. We are not a commodity.

There are always challenges in any industry. The biggest challenges have been dealing with managing liabilities such as paying off a former partner over years, to protect business, and rolling through a large, 10-year office lease that had no ability to fill. Ultimately, it's really about better understanding the risks and learning what you don't know at the time.

As a company, we have no choice but to be aware of proven leading technologies in the industry or we add no value to the next

opportunity. Curating global articles on clean tech, green investing and sustainability allow me to stay current, and with experiences, allows me to write and record blogs and podcasts to share. Knowledge and content creation is critical to success.

As a company, we are different enough that we see the real components of transactions unlike to investment bankers. We have a better ability to assess and correct fundamentals or factors. Compared to consultants and advisors, we put our money where our mouth is, thus taking risk aligns our interest with investees. Bridgepoint Group is different because we understand end to end what is required and how the investor, to the customer, need to succeed. The most important thing I have learnt whilst in this business is that far too often executives make decisions on incomplete inputs. We need to know what we don't know, or clients' decisions are doomed.

Global conditions of low cost of debt and low bond yield expectations will ensure that we have exit plans for our investees. I am unsure how long these conditions will last, but I do not see changing conditions for the next 3-5 years. The irony is that as global markets improve, the expected rise of oil prices and carbon regimes further sustain our game plan. In the future, we must continue to grow our Trusted Advisor status in the industries. Generating several investments in clean tech companies this year will demonstrate our success, and overseeing the investees will demonstrate our value.



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Future City Shapers

As a consulting think tank, Urban Foresight helps to develop and deploy innovative, sustainable solutions for cities and communities around the world, using strategy and research.



What does your business do?

Urban Foresight is a strategy and innovation consultancy focused on future cities. We undertake research, develop strategies and run projects to advance new solutions for smart and sustainable cities.

Who are your clients?

We develop strategies and projects that enable government and industry to work together to co-create solutions to make cities resilient and responsive to future needs and lifestyles. Our diverse client base includes national governments, local authorities, public agencies, international NGOs, universities, blue chip corporates and high-growth SMEs.

What makes you unique?

Our unique approach is to combine expertise across the different sectors and services where progress is required to achieve a brighter future for future cities. This includes mobility, energy, environment, communities, economic development, data, infrastructure and innovation.

Our skill lies in recognising the links between often siloed systems, and the opportunities for integration in areas such as electric vehicles, renewable energy, smart grids, intelligent transport systems and big data platforms.

What's your biggest challenge facing you at present?

The challenges and opportunities facing cities are complex and rapidly shifting. At Urban Foresight we have set ourselves the challenge of tracking significant developments in technologies, business models and policy right around the world. This requires a breadth of knowledge that would typically span a range of professional disciplines and market sectors. It requires our team to be flexible, creative and highly motivated.

What's the aim for your business?

Urban Foresight is a mission-driven business that is working to shape a brighter future for cities and communities around the world. We are demonstrating that it is possible to grow a profitable business that accelerates the global transition to a more secure, citizen-focused, low carbon economy.

Our ultimate ambition is to scale up the number and size of projects that we undertake and to become the global go-to agency for smart city strategies.

What's your company's biggest challenge?

Our company is all about crafting creative solutions to big challenges. In many instances the challenges are well understood, but bringing new smart city solutions to market requires expertise in diverse areas. This includes the potential of data and technology to shape more efficient and intelligent cities, the policy drivers that underpin innovation and business cases and of course the funding and business models to implement financially sustainable solutions.



Tough New Tax Avoidance Rules Proposed: Six Ways to Prevent Tax Fraud in Your Workplace

- New rules, published for consultation, will place accountants and tax planners under greater pressure
- Leading lawyer urges business owners to step up their efforts to prevent tax avoidance
- Rahman Ravelli offers six key tips to ensure compliance under the tough new laws

Business owners need to be proactive in their attempts to prevent tax avoidance in the workplace, as tough new laws are set to be introduced. This is according to Aziz Rahman, Senior Partner at serious and corporate crime defence specialists Rahman Ravelli, who has warned that accountants, tax planners and other financial professionals will come under increased scrutiny.

Plans set out in a HMRC consultation document - which will run until October 12th - have stipulated that the enablers of tax avoidance could have to pay a fine of up to 100% of the tax that their clients avoided. Until now, it has usually been the tax avoiders themselves who have incurred penalties, but these regulations will target those who advised on, or facilitated, a tax avoidance scheme.

Mr Rahman said that the hard-hitting proposals require further clarification, as there are still too many "grey areas". He commented, "When does tax planning tip over into tax avoidance? Can fines be issued even if the guidance given by tax advisers is not strictly illegal? Will tax advisers face fines even if they warned clients about possible risks?"

"Some high-profile cases have involved schemes that were only deemed to be illegal years after they were established. This puts financial professionals in the firing line even though they may have genuinely believed that these schemes were lawful."

While the new rules will directly target financial professionals, the onus is still on business owners to ensure that their company is legally compliant. To make this task easier, Mr Rahman has shared six essential tips to prevent tax avoidance in the workplace.

Due Diligence

"If you are a small company with just the one accountant - who is either on the staff or hired from an accountancy firm - hold regular meetings with them and don't be afraid to ask questions. If you are a major company, make sure your finance department is regularly audited - and, ideally, subject to unannounced checks."

Check The Legality of Tax Schemes

"If a tax scheme is proposed by either a member of staff or an outside party, you have to check that it is legal. If it seems too good to be true, unnecessarily complex or those proposing it cannot produce evidence of how it works, it is best to steer clear - or at the very least seek legal advice about the proposal."

Develop an Anti-Fraud Culture

"Companies of all sizes must make it clear to staff and third parties who work with them that fraud will not be tolerated. Creating a company handbook that emphasises this and introducing anti-fraud training for staff can help develop the culture of honesty."

Assess Your Vulnerability

"Do your research. A company should examine the way its tax affairs are handled and consider whether it needs to tighten up the way financial matters are managed and scrutinised; whether it has just one accountant or a whole finance department."

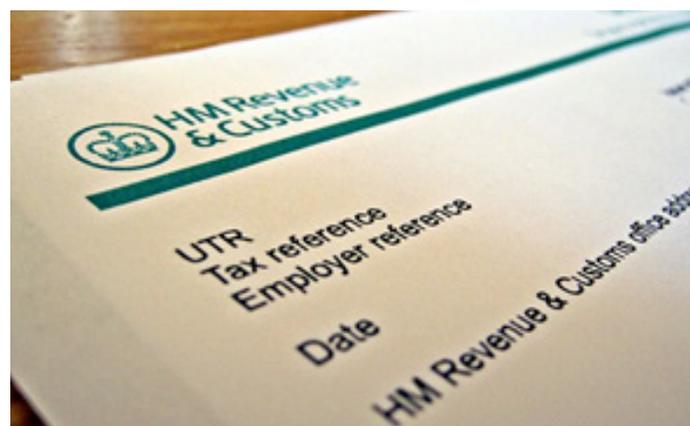
Introduce Anti-Fraud Procedures

"Procedures should be designed to prevent opportunities for individuals to be able to handle finances without being scrutinised by colleagues. If companies are unsure exactly what they should be introducing, they should seek legal advice."

Whistle Blowing

"If staff know or suspect that tax fraud is being committed by a colleague, it can often be difficult for them to speak up if they are not sure who they should be reporting it to. Every company, however small or large, needs to have a system in place for employees to report their suspicions confidentially - and for those suspicions to be investigated."

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Organisations Must Protect Themselves Against Fraud

In the wake of “embarrassing” Met Police arrests, organisations must improve their efforts to prevent fraud.

Organisations of all sizes have been urged to ramp up their efforts to prevent fraudulent practice in the workplace after reports emerged that two serving Metropolitan Police officers were arrested by anti-corruption detectives.

Aziz Rahman, founder of award-winning business crime lawyers Rahman Ravelli, said the high-profile arrests are “embarrassing” for the force and it demonstrates that internal fraud can happen almost anywhere.

Met Police confirmed that nine people were arrested in total. This included a 32-year-old Detective Constable attached to Met Intelligence, who is suspected of money laundering, fraud by false representation, perverting the course of justice and offences under the Computer Misuse Act, as well as a 22-year-old Police Constable attached to Redbridge Borough under suspicion of fraud by false representation. All nine have been bailed until January.

Mr Rahman said that this should act as a wake-up call for others. He commented, “The incident is embarrassing for the Metropolitan Police as, after all, it is their job to be preventing crime and enforcing the law. To have two of its own officers arrested in an anti-corruption operation certainly does not look good.

“But issues such as fraud and money laundering can be problems in any large company or organisation, whether it be the police, a financial institution such as a bank, charities, shops or other businesses.”

Mr Rahman added that it’s crucial that company bosses have robust policies and practices in place to prevent this kind of wrongdoing, as ignorance is no defence.

“It is vitally important that those at the top of the organisation put time, effort and resources into identifying the ways that business crime such as fraud and money laundering could be committed by their staff or third parties,” he continued.

“Only by identifying the potential for such problems can organisations hope to tackle it. Once they have assessed the potential for crime they can devise and introduce working procedures that can prevent it happening in the future.

“Such an exercise is especially important at present as the government is considering proposals to prosecute those at the top of organisations if their employees are found to have committed fraud or money laundering.”

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Value and Transparency to Investors

Dimitrios Apistoulas and Michael Nicoletos are founders of AppleTree Capital. The company is an independent financial advisor, serving clients in the international community.

A

AppleTree Capital is an award winning independent financial advisor, specialising in Emerging Markets and Absolute Return strategies. The firm's mission is to deliver exceptional value to investors, by strictly adhering to its philosophy of Transparency, Liquidity and Risk Management. This is ensured by the valued services of our top notch business partners as well as the liquid and transparent structure of AppleTree's fund which offers monthly liquidity and excellent transparency to investors.

The company focuses on Emerging Europe, a niche part of the Emerging Markets world, which is often overlooked by the traditional Emerging Markets funds. AppleTree's flagship, the Violet Emerging Markets Fund, is a long/short equities Emerging Europe fund with monthly liquidity and excellent transparency for investors.

The fund's objective is to achieve superior returns in a region with high economic growth potential, a population in excess of 400 million and growing, and Market Cap/GDP that stands as low as 16%. This is achieved by capitalizing on the expert regional knowledge of the founding members, careful stock-picking by the investment team that follows a detailed valuation work (both on the long and short side), effective hedging that aims at consistent returns with reduced correlation to equity markets, and utilization of the team's strong network in what we call 'The Violet Region'.

'The Violet Region', for us, is a group of countries with emerging outlooks, positive demographics, underdeveloped equity markets, resilient growth, and valuations that suggest an attractive entry point. They include: Russia, the largest continental developing country, with huge energy and commodity resources; Turkey, an EU candidate with strong growth dynamics and demographics; Poland and Hungary, two converging EU countries; Romania and Bulgaria, two emerging EU countries with FDI expected to increase substantially in the coming years; Serbia, a frontier European market with an appealing privatization agenda and long-term growth potential; Austria and Greece, two Eurozone countries with investments in South-Eastern Europe; Cyprus and Egypt, two opportunistic markets with assets at distressed valuations and potential upcoming privatizations. These blocks of countries enable us to adopt and actively manage our hedging strategy, as well as select our optimal risk/return space for investing.

A key driver of our strong outperformance is our client approach. We are a small, tightly-knit team at AppleTree. This has helped us communicate very well with each other, and has ensured there is a high level of consistency in everything that we do. We expect all team members to do rigorous work, adhere faithfully to the value of transparency vis-a-vis our investors, and follow our fund's systematic and thorough risk management principles. At the same time, we foster creative thinking and intense debate among the team, and encourage everyone to pitch in and explore any interesting ideas freely.

We have two in-house risk specialists, we track daily portfolio performance through multiple levels of detail, compile daily

consolidated risk reports, and utilize a host of quantitative analytics to map the different sets of relevant risk metrics, derived both from internal and external sources.

When it comes to our investing strategy, we have a unique approach, which sets our company apart from the crowd and ensures that our fund keeps achieving superior results. We constantly challenge ourselves and our convictions to ensure that all angles are covered. Financial markets are full of 'noise'. Therefore, our main effort is to distinguish the real market-moving news that have a real effect in our portfolio vs the usual noise which can only cause intra-day or very short term price fluctuations.

Every morning, before we begin with our daily routine in the office, the fund managers begin by debating a very radical and contrarian position in the form of a reduction ad absurdum argument: they assume that the existing portfolio is not optimal. They challenge and debate everything, from our macro/political view, to portfolio net exposure, individual positions and sizing.

This debate takes place every morning, and does not settle until the managers are convinced that the strategic investment decisions taken are on the right track. While unconventional, this investment mentality has proven to be an excellent modus operandi to revise our assumptions, identify behavioural biases, and affirm the strongest of our convictions. This profound process of daily re-affirmation of our fund's strategy through productive debate lies at the core of our investment philosophy.

If fund managers are good at what they do, illustrate a high level of commitment, vigour and transparency, then there is certainly a value to their role – a value that no passive fund can ever attain. At AppleTree, we believe that we have exemplified this to our investors - not only have we outperformed our benchmarks, but we have also demonstrated that we will always be thoroughly transparent in whatever we do, and fully reliable whenever they need us.

Our investors know that we will not sink, no matter how rough the sea is. They know that we care about them, and are not just focused on making money and getting returns. Of course, this is the true nature of the business we are in, but it is also much more than that. It is about trust, dedication, and perseverance. At such difficult times, with passive funds making important gains, we believe that it is these exact values that will set active managers apart across the industry.

The Alternative Investments industry is undergoing a significant transformation. Investment flexibility comes at a price. Regulatory changes across the globe and the emergence of 'competitive' investment products make the landscape challenging.

Companies must ensure that they have all the checking/monitoring mechanisms in place to reduce operational risk. Structure, risk management and transparency have become more important. We expect Alternative Investment managers to focus on compliance, and the attraction of new assets via differentiated strategies.

We believe that the strong flow of institutional money to alternative

investments will continue, especially in liquid, transparent long/short equity strategies. Customers will be pushing for liquidity, transparency and tailor made fee arrangements. Despite the changes, we have a positive outlook on the industry. Competition is very high but this is of great benefit to investors who have a wide pallet of great products to choose from.

The interests of clients are perfectly aligned with AppleTree Capital. This is a common line in our industry, but we believe that few companies truly adhere to this simple but extremely important rule. We believe in communication, transparency and addressing any requests that clients might have. We are not only their asset managers, but their eyes and ears in every aspect of markets and economic activity, assisting them with our experience in a region (Emerging Europe) that we know well. AppleTree Capital have built trust which is the pillar of any long standing and successful business relationship.

The investment team's experience in the region (Greece, Russia, CEE, Southeastern Europe and Turkey) is another valued asset and allows us to bridge the informational inefficiency/price action gap in this part of the world via: -

- Long established relationships with local professionals who provide direct feed on political and financial developments
- Out of the box investment idea generation through interacting with our local network in the real economy
- Frequent road shows and company visits
- In-house research to identify valuation mispricing

- Utilizing technology to get a lead view from local feeds. Following and interacting with local reliable sources via Bloomberg and Twitter. Following simultaneously local news feeds allows us to be ahead of the curve and swiftly transform news to strategy and investment positions.

Our size and strategy allows us to enter into specific trades based on catalysts/fundamentals irrespective of market capitalizations and index participation. However, this is implemented in a way that does not compromise the liquidity of the portfolio. Exposure sizes ensure that the whole portfolio can be liquidated within a maximum of three trading days.

Information from the ground generates ideas and allows us to enter into thematic trades with attractive risk/return characteristics, beating benchmark returns. Moreover, we are truly a hedge fund, in the sense that we use extensive protection at times of turmoil, while we are very flexible, changing the portfolio's net position from long to short swiftly according to our conviction.

Looking towards the future, AppleTree Capital is continuing its growth through a new premises based in the UK. Looking ahead, we are very excited to announce that the company is in the process of opening a new office in London and getting an FCA license, where we aim to add another fund to our portfolio. With this transition, we will be shifting our primary operations to London, retaining our Athens office as a supplementary base.

AppleTree Capital



Hedge 100

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Pioneer in Robotic Process Automation

Dr. Omar Adamou Arouna is head of Solabsen, one of the first private medical laboratories in Senegal. We profile the firm and how it has become an innovative company in the health care industry.

Solabsen is one of the first privately owned laboratories in Senegal, which specialises in medical testing and the head of the company is Dr. Omar Adamou Arouna. Solabsen provides a variety of specialist services from classic biology to complex analysis. One specialist service was setting up a new unit supporting sportspeople in improving their performance, managing their individual health profile and optimising their career expectations. The company is very proud of the excellent contribution it is making as a key stakeholder in the Senegalese public health sector.

At Solabsen, our main asset is the ongoing effort to satisfy our patients by delivering reliable results to help improve therapeutic care. Our team are always available to listen and help clients, and we process and maintain the files of each patient with the greatest level of professionalism, ethics and confidentiality. There are four points which Solabsen abides by: -

- Confidentiality is the basis on which we build the trust relationship between patients and the biologist.
- Compliance to fundamental human rights and access to quality health services.
- Professional duty of care to patients by providing them with all relevant information as recorded on their personal file, and to support them further when required.
- Professional duty of care to the environment, by maintaining an eco-friendly attitude.

Health needs are enormous in order to help create positive change to the African community. Therefore, innovation is critically important in the sector, as there are still health challenges in the world such as AIDS, cancer etc. It is important that the African continent works dynamically with talents around the world to develop remedies and better technologies that addresses these health challenges.

Solabsen has achieved many firsts in the industry in Africa. In the West-African region, Solabsen was the first company to provide excellent nutritional health checks to customers using the latest and best technique in the field called "bioimpedancemetry multifrequency". The firm is also very proud to be the only medical laboratory in Senegal performing blood grouping extended to the "phenotype Rhesus (C, c, E, e) and Kell (Kell1), to prevent "allo-immunisation anti-Kell" and to make blood transfusions safer for younger and middle-aged women.

Solabsen was also the first private laboratory in Senegal to do a scientific paper in the International Forum of Biology in Africa (FIBA), one spoke about a bacterium (Comamonas testosteroni) published in Africa for the first time.

Omar is proud of the award Solabsen has received, saying "It is an honour to myself and my team to know that our hard work for innovation and humanitarian efforts are being recognised and rewarded on an international platform. The next step for Solabsen would be to acquire the latest medical laboratory accreditation - ISO 15189."



African Growth: Rising Stars (Senegal)



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Hospital of the Future

Farrer Park Hospital, Singapore's newest private healthcare service provider is an acute tertiary institution that represents innovation in hospital administration, incorporating the latest technology to support better decision making for better patient outcomes and shorter hospital stays.

Opened in March 2016, Farrer Park Hospital is sited within Singapore's first, fully integrated healthcare and hospitality complex, called Connexion. Connexion houses the 220-bed Farrer Park Hospital which contains more than 400-accredited specialists, 18 operating rooms, a ten-floor specialist medical centre, along with a five-star hotel and spa.

Supported by approximately 600 hospital staff, specialists at Farrer Park Hospital provide a range of services, such as cardiology, oncology, orthopaedic surgery, gastroenterology and ophthalmology. A 24-hour emergency clinic provides for acute illnesses and the hospital has the most modern facilities for diagnostic imaging, nuclear medicine, radiotherapy and clinical laboratories.

A strong advocate for preventive care, the hospital also houses HealthConnexion, a new health screening and preventive medicine initiative which offers customisable comprehensive solutions beyond the usual health assessment where one can look forward to more in-depth health assessments, personalised dietary and fitness advice to wellness activities with link-minded individuals.

Farrer Park Hospital was designed and built to be a hospital of the future, combining innovation in medical care and medical education. Integrating healthcare and hospitality under a single building, the spatial planning is unique and could be considered one of the most innovative designed developments around the region. To remain competitive, we focus on our core values of providing comfort, fairness and value for our stakeholders. In terms of value, we want to ensure that patients are offered the best care and service at an affordable fee.

Farrer Park Hospital embraces technology and improves medical care through state-of-the-art equipment that facilitates telemedicine consulting services across the world. To create a conducive environment for medical professionals, the hospital's 18 operating rooms are linked via fibre-optic connections to various locations through the Connexion complex, including the hospital's education centre and lecture hall, teaching clinics and tutorial rooms as well as the hotel's function rooms. Additionally, the hospital has state-of-the-art information technology which enables seamless and rapid flow of information between the admission services, inpatient areas, operating theatres, diagnostic and therapeutic centres, clinical laboratories and medical clinics.

The campus has all the fibre-optic cables and Internet Protocol core built in during construction. There are 8,300 data points within the complex. In terms of wireless connectivity, there are 650 Wi-Fi access points. Hence the whole building is actually a digital complex, integrating the hotel, hospital and medical centre. This digital communication is important to ensure seamless patient care and customer service.

Proud of our exemplary display of Farrer Park's disruptive innovation we are the first and only hospital in Singapore to integrate its medical records with the electronic meal ordering system (EMOS).

Acknowledged for its improvement to overall quality, safety and efficiency for patient meal orders, EMOS empowers patients to take charge of their meal selection through an interactive tablet in their suites. This unique system actively changes the way doctors, nutritionists and hospital kitchen communicate through the use of Information Technology and this cannot be realised without the strong IT infrastructure and a culture of innovation across the organisation.

Integrating patient's medical records, only meals that are suitable for the patient's diet will be available for selection. This also allows food portions to be personalised through adjustments by our in-house nutritionist, under doctor's instructions and specially prepared by five-star award winning hotel chefs. The system abolished the need for nurses to facilitate meal orders, saving three man hours each day (30 minutes per meal for six meals every day) and allowing them more time to care for patients.

Compared to manual meal ordering, the new electronic system reduces the meal order errors from average eight per month to zero. This award winning system is testimony to service and clinical excellence within the organisation. And since official opening, we have won seven international and national awards and are ever motivated to continue raising the bar of the Farrer Park Experience through continuous training and inculcating the 'Farrer Park Service Mind-set' into our employees.

Our vision is for Farrer Park Hospital to be an award winning five-star hospital and at the top of the list for private healthcare seekers. The hospital hopes to be recognised for offering treatment for complex cases in a fair and affordable manner. We aim to attract more private patients from emerging markets such as Myanmar, Cambodia, Vietnam and Bangladesh, who require specialised treatments.



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Full Range of CRO Services

SanaClis is a contract research organization (CRO) which offers a comprehensive range of services to support the drug development process in the CEE region. The company was founded in 2000 and also provides customs brokerage, warehousing and distribution of clinical trial materials in EU, Ukraine, Georgia and Russia.

SanaClis is a Slovakian-headquartered, privately owned company which provides the whole range of CRO services for clinical trials across Central and Eastern Europe. Its services include clinical monitoring, project management, regulatory services, data management, pharmacovigilance, medical writing, statistics, IMP and CTS management, and IT solutions. SanaClis focuses on designing optimal project-specific country splits and teams. Their aim is to offer the best possible “cost to quality” solution by using their own resources, own facilities and partnership synergies.

Managing Partner of the firm, Alexander Fetkovsky speaks to us about their clients and how SanaClis ensures they have the best possible service. “We are proud to have clients from the top ten big pharmaceutical companies as well as small and almost not known biotech companies. Our clients range in size and are based in Europe, the US, Asia, Israel and Japan.”

Alexander continues saying “Due to our proactive approach, we do our best to provide our clients with the services and solutions tailored to their needs. We truly believe that every client and project is unique and it requires the best project team, not only on the beginning of the project, but during the whole duration to manage it successfully. Our team acts promptly on clients’ requests according to proclaimed trial procedures along with observance of all effective international and local regulations.”

Technology can present an obstacle for the health industry as new products and services are released all the time. Alexander explains how SanaClis has adapted to this issue, and what innovation they are most proud of.

“The biggest challenge to SanaClis along with other contract research organisations (CROs) is the growing demand of IT and technology within various spheres of the clinical trials industry. Currently, SanaClis heavily invests in a development of its own IT solutions for internal and clients’ needs. It is an additional value offered to our clients. In regards to our own innovation, SanaClis has developed and used our own software to control all warehouse operations. Our clients have direct access to stocks, movements and storage conditions free of charge.”

SanaClis recognises that by keeping up to date with technology is beneficial to the company and to clients. Developing trends in the industry are always at the forefront of the staffs minds at SanaClis.

“The best driver is the industry itself – critical analysis of business needs, customer expectations and industry trends. Also, political developments do play a role – opening a warehouse in Slovakia enables us to manage IMP sent into EU from/by non-EU manufacturers.”

There are many CROs which provide the whole range of services from regulatory services and clinical monitoring to statistical

analysis. However, Alexander tells us what makes SanaClis stand out from the crowd.

“Almost all of CROs are incapable at managing IMP/CTS and as a result, they outsource it. SanaClis is a unique CRO with its own local warehouses. IMP/CTS management and classical CRO services are provided under one roof. This solution allows SanaClis to speed up the communication between the client and all involved CRO departments, which saves time and costs.”

In the future, Alexander believes that by continuing all their hard work, SanaClis can look forward to a bright and prosperous future.

“As a privately own company, SanaClis has no imperative to grow its business beyond potentially non-manageable rate or size. SanaClis is and would like to remain a reliable, professional and “easy-to-work-with” CRO. Due to this fact, SanaClis is carefully selecting its clients in the same way as the majority of sponsors do. Good communication between the sponsor and the CRO is crucial for continuous, successful collaborations.”

The Chief Executive of SanaClis - Dr. Natalia Fetkovska has joined the ranks of the winners of BW’s annual CEO Awards in recognition for her work in taking SanaClis to become the leading CRO in Central and Eastern Europe, and has recognised her for the company’s reliability and professionalism.

In 2012, SanaClis s.r.o. was rated positively by reputable business agency Creditreform and for 2013, 2014 was certified with the AA rating “High creditworthiness” by Bisnode rating agency. SanaClis has earned its place on Nice Insight’s survey of Top Ten lists of Clinical Research Organizations (CROs) for 2015, based on customer perceptions of quality.

This is the first time a Slovakian-headquartered CRO has finished among the leaders in CRO industry, reflecting intensive investments and quality assurance measures. In 2015, SanaClis was awarded with the CRO Leadership Award in the category Reliability. Moreover, in 2015 SanaClis was awarded for Excellence in Drug Development - Europe & Best for Clinical Trials 2015.



CONTRACT RESEARCH ORGANIZATION

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Marijuana Consulting Firm Rises to the Challenge

Quantum 9, Inc. is a Chicago, IL-based cannabis consulting firm. We spoke to CEO Michael Mayes to learn more about this fascinating company and the services it provides.

Quantum 9 specialize in supporting high net worth individuals, private equity, and investment firms to obtain business licenses to cultivate, manufacture and dispense marijuana. Michael describes the firm's work in more detail, focusing on the dedication of his staff, who are vital to the success of the firm.

"Here at Quantum 9, we have over 35 marijuana consultants that work for the company, and we have practiced in 10 countries. Our areas of expertise include permit acquisition, team building, employee training and process planning. We help clients fully maximize the potential of any cannabis cultivation, processing and dispensary business.

"Our group includes some of the most talented marijuana consultants in the world including award winning cannabis cultivators, scientists, and business owners. We have a team which holds advanced degrees in medicine, cannabinoid therapy, business, agriculture, horticulture and plant sciences. Our staff can make any application submission for licensing stronger."

Michael adds that the firm works with a wide variety of clients, and has moved into international consultancy recently.

"The firm works with a wide range of clients across many industries with a focus on helping clients acquire permits to dispense, cultivate and manufacture cannabis.

"Our international consulting work started with a project with the German Ministry to help shape the medical marijuana program. Since then we have practiced in ten countries. International Consulting had created some banking issues for us especially when we received international wire transfers from Canada, Holland, and Colombia. We have been through four bank accounts and counting since our firm started."

Currently, the marijuana industry is gaining momentum, and is expected to grow to \$36.8 B by 2020. The biggest issue today facing the industry is banking. Many of these companies operate on a 100% cash basis. Local credit unions are extorting companies with high account costs and cash processing fees. Michael talks us through how the firm works around the various industry challenges it faces in order to support clients and ensure that they get the very best service.

"Within the wider industry, it has been increasingly difficult to win licensing in newly emerging states and countries. The field is getting tougher. We have a 91.6 % success rate, 22 out of 24 is our current record. Everything submitted must be of the utmost excellence, from Standard Operating Procedures to the executive team that will run the company. The amount of time required for us to submit efficiently has increased three fold, and we need at least six months now to ensure success."

"Additionally, we have had to overcome many legislative changes during the last four years. We had to write the CBD paediatric bill

in Kentucky to help children access cannabis safely. It is almost always an uphill battle trying to change the minds of close minded people. The marijuana subject is certainly still taboo in most newly emerging territories. We think we are too far down the rabbit's hole to turn back now, so the rule makers need to come together and make sure that the legislation matches the needs."

As his final comment Michael talks us through the firm's aspirations going forward and how it will adapt around the latest industry developments to ensure an exciting future.

"Our future aspirations are to help aid in solving the banking issue. We have a team of consultants now that specialize in the field. We have aligned the right resources; we are just waiting for the opportunity, which we look forward to taking when it comes."



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The CrossEyes Concept

Optician group CrossEyes was created in 2009 in Denmark. The concept was brought to the UK in 2014 by Panos Nicolaou who, as well as being the UK Master Franchisee, also owns and runs the Clerkenwell and Marylebone stores. Owner and optometrist Panos Nicolaou briefly chats about his business challenges and objectives.

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What products and services does your firm provide?

We provide a range of products and services including eye tests, eye wear, contact lenses, fashion frames and sunglasses. CrossEyes has hundreds of different custom made frames, which ensures that everyone can

find glasses suitable for both their look and personality.

How would you describe your firm's client base?

Our client base is very diverse, from kids as young as two to people who are 100 years old. Because of our location, the majority of people who come and see us are between the ages of 20 and 60.

What factors make your firm unique?

All our eye wear is our own and we have everything in house. We don't use a lot of suppliers like the rest of the industry does. We are quite independent from the rest of the industry in that respect, even though we do the same business as they do.

What are the most significant challenges currently facing your business in the months and years ahead?

It is quite a competitive market. We need to get our message across and that can be difficult to do. The way we have set up the business the way that we have done is to overcome the challenges of the internet, and big companies that are heavily discounting. They control the supply of frames and they own all the brands so the biggest challenge is helping people understand that the products we offer are as good as our competitors, whilst also persuading them that the service we offer is second to none. What we are trying to do is give people everything that they want. Internet prices on the high street with exceptional customer service.

What is the main objectives for your business in the future?

The main objective of any business is to be successful. If we are to aim to be more than just being successful, profitable and viable, then the other thing we might do is to try to change the lives of optometrists. They are basically shackled to three massive companies who dictate to them how it's going to be. The main reason why I brought my brand to the UK was because I knew there was a lot of optometrists out there who just aren't happy with the status quo. I think in a lot of industries, big corporations have taken over and it can be difficult for the people who are delivering the work on the ground. As an optometrist myself, it's important to me that all of us take pride in our work. I want to give that back to my profession and the people who work really hard in the industry.

What business or business person do you most admire and why?

It's a bit of an unusual answer. Quakers (for example the Japanese Quakers who founded Sony) have always run an honest and good business. That way of doing business by being honest and straight forward is something I really admire. They have built a lot of businesses that have stood the test of time, a lot of household names were established by Quakers.

CrossEyes
eyewear & optometry



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Kelly Carnes President and CEO TechVision21

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including: clean tech, advanced manufacturing, defense S&T, cybersecurity, IT and telecommunications, STEM workforce development, science & technology policy, Federal budget and appropriations, and state and regional economic development.

TechVision21 experts are well connected across government and both ends of Pennsylvania Avenue.

TechVision21 conducts extensive research and analysis on clients' areas of interest, develops comprehensive funding and messaging strategies, and works with companies to build relationships and execute on their priorities.

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--Marc Cummings, Former Director, Policy & External Affairs, Pacific Northwest National Laboratories.



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IT Governance: Experts in Cyber Security Solutions

Alan Calder, founder and executive chairman of IT Governance describes how the organisation operates. As a leading global provider of IT governance, risk management and compliance solutions, the company is dedicated to delivering results and exceeding clients' expectations.

IT Governance has a special focus on cyber resilience, data protection, the PCI DSS, ISO 27001 and cyber security. The company has helped firms of all sizes, achieve their information security objectives through a mixture of tools, training, consultancy and penetration testing, with affordable bespoke and packaged solutions. IT Governance has the knowledge and insight to provide unparalleled support and advice, tailored to meet any organisation's specific needs or budget. Alan Calder explains the approach they take to their work and the clients they work with.

"We have worked with companies in a range of sectors, including major banks, telecommunications providers and healthcare organisations, right down to SMEs and micro-organisations all across the UK, Europe and the rest of the world.

"We are a one-stop shop for any organisation's IT governance, risk management and compliance (GRC) needs, and we take advantage of the benefits and economies Internet-enabled business systems has to offer in order to support our clients in a timely and economical manner. We maintain subject matter expertise across the entire IT GRC landscape, which means that we can be agile and intelligent in our offerings."

Alan still likes to work with clients directly himself, which builds up a healthy, working relationship between customers and IT Governance.

"I still deliver to a number of clients directly myself, together with a relatively flat management structure, this means I am relatively close to the customer on a wide number of fronts. The ability to communicate a clear strategy consistently, and integrate this with commercial insights from close work with clients, means that we can be quick to market with new initiatives - the EU GDPR Foundation course being a case in point. We were the first to market this course and every course we have scheduled since has been over-subscribed. Listening to customers is the most important aspect of running a successful business, we adapt to meet their requirements, but do not hang onto initiatives that aren't working."

IT Governance has invested in its staff which are an important aspect of the company. The knowledge and experience across the team and the dedication to apply them consistently is essential. The depth of their implementation experience, the breadth of their knowledge, and the adaptability of their client-engagement model is what sets them apart from others in the market.

"The competence shortfall has pushed the cost of good staff up. We've invested across the board in keeping hold of our staff at all levels, and our consultants in particular. The key change has been that the market is beginning to catch up with us - we've been working on cyber security and

information assurance for more than ten years and, in the last eighteen months, the press has realised how important this is, with the result that our agenda is now increasingly that of all our customers.

"Being in GRC, we advise staff on best practices to ensure consistency and to make sure that the outcome is fully aligned with their objectives. We have taken a dose of our own medicine and achieved ISO 27001 and ISO 9001 accredited certification. We are also certified to Cyber Essentials Plus and meet the PCI DSS requirements for payment card handling, among other criteria."

"Our challenges are those of growth: growing management and process capability to handle rapidly growing, client delivery requirements. In addition, we ensure that incoming managers learn and contribute to our existing culture, which is critical to our continued success."

IT Governance has a mature and comprehensive quality management programme that ensures all of their products and services meet the same high standards. Clients help them to achieve the highest quality.

"Everything we produce - from tools, white papers and pocket guides, right through to embedded consultancy, software, web applications and training courses - is informed and directed by our subject matter experts. We then have rigorous processes in place to polish and hone our offerings, and many are further refined by direct interaction with our clients.

"We pride ourselves on our ability to serve an international customer base and deliver a broad range of integrated, high-quality solutions globally, while meeting the real-world needs of today's organisations, directors and practitioners. We also encourage customer feedback, on our website and directly, and then we act on that feedback.

"We are represented on a number of committees and forums that develop best practice - this investment enables us to stay ahead of the curve."

Alan is maintaining a positive outlook when referring to the future of the industry as he describes. "In the cyber risk arena right now it's impossible not to be both motivated and positive. Every day there is a new headline, a new story that reminds me and our competitors that now is the time to act - any later is too late when criminals can act with such speed, anonymity and impunity."

Looking toward the future, the aims of IT Governance are to continue to build on their sound, client base by exceeding clients' needs in an economical manner. Recently, Brexit has brought challenges however the company will establish a business outside the UK in order to be sure they can continue to serve the fast-growing pan-EU business, along with the continued expansion in the UK and the US.

REDUCE THE COST OF CYBER CRIME WITH ISO 27001

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Practical, Commercial Advice with Cullens

As a patent and trade mark attorney firm, Cullens helps to protect clients' intellectual property, to manage risk, and to help clients secure a market advantage. Blake Knowles, one of many principals speaks to us about what makes Cullens so special.

C

ullens is an iconic Queensland patent and trade mark attorney firm. We have a distinguished 80-year history and a predominantly Australian client base. We specialise in patent, design and trade mark oppositions, prosecution, enforcement and due diligence.

Cullens has excelled in putting themselves in the clients' shoes to gain a stronger understanding to what their clients need. Blake Knowles, a Principal at Cullens, who specialises in trade mark law gives us an insight into the company and describes what makes Cullens stand out in their sector.

"Our focus is on providing practical, commercial advice in a cost effective manner. We are a lean firm, and operate without extravagance. We don't have a marble floor and fountain in our reception area, because at the end of the day, the client pays for it. Where possible we try to give the client actual guidance – that is, what we would do if we found ourselves in the client's position.

"Our approach is to learn as much about the client and their situation as possible to identify how best we can help. The key to this is listening more than talking. Sometimes what the client perceives to be their problem is not actually the biggest issue. Identifying where your client actually needs assistance and would benefit from your services, is a key to providing value.

Blake has found that by following some key principles, it has allowed him to succeed in his day to day professional life. "I personally follow three maxims. Firstly, you should aim to have a clear desk – even if it is unobtainable, it should be your goal. Matters need to be kept moving, and not allowed to stagnate. Secondly, get better at your job. This means to critically evaluate your past performance and identify areas where you could have been better. Lastly, your job doesn't own you – money isn't everything. Sometimes you will need to work very long hours but this should be the exception, not the norm."

Recruitment is always a big challenge. According to Blake, finding the right person for highly specialised roles can be difficult.

"We have no shortage of applicants. There are many well educated and enthusiastic graduates in Australia, and we are regularly inundated with CVs. However, picking the right person in whom to invest resources with a view to growing them into an effective IP professional is a big gamble. There is no perfect solution to this issue, and we haven't fully overcome the problem. However, we have become smarter about recruitment, and we look at a person's overall attributes, life situation and goals rather than just their academic qualifications."

The industry is seeing some big changes. Blake explains how IP systems in Asian countries currently appears to be an issue for the Asia Pacific region. "There is a recent trend towards coalescence of major IP firms into



corporate groups. The impetus for this is the need to be more resilient to changing market circumstances in future.

"An important issue for us with regards to the Asia Pacific is convincing our client's to engage with the IP systems in Asian countries where they are selling their goods or manufacturing their products. There is a perception in some countries that IP protection is not of any practical value. However, this is not the case. Countries such as China have made great advances in making their IP system more workable. The worst strategy for protecting IP in Asia is doing nothing at all."

Cullens main aim for the future is to increase our clients' engagement with overseas IP systems, as well as to grow at a sustainable rate.

"The Australian economy has been fragile since the GFC. This has led to many local businesses being reluctant to file applications in foreign countries. However, as business confidence continues to increase, we hope that many of our local clients will begin to explore more opportunities in export markets and protect their IP in key jurisdictions."

CULLENS 
Patent and Trade Mark Attorneys
Established 1936

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International Status for Westside Law

Westside Law are one of the few Russian law firm providing services in business law at the highest international level. Sergey V. Vodolagin, Managing Partner, talks us through how Westside Law has managed to fulfil clients wishes in more than forty jurisdictions.

Chinese
Investors
Looking to
Russia



Westside Law Firm has a basic area of focus in corporate and entrepreneurial law, legal support for foreign investment in Russia, M&A and real estate transactions, support for project financing and provision of legal services in the area of corporate finance. Sergey V. Vodolagin gives us an

outline of the law firm, which has gone on to achieve international status.

"Our lawyers have accumulated vast experience in resolving commercial disputes. We look after our clients' interests in court or at international arbitration tribunals in Russia, as well as overseas. Our team have witnessed all the changes Russian legislation has undergone throughout the years. Westside Advisors have extensive experience in the international M&A market and give legal advice to clients in various sectors of the economy including construction and development, high-end electronics manufacturing, chemical industry, R&D originating from all parts of the world: China, Russia, Slovenia, Switzerland, Hong Kong etc.

"Throughout the years Westside Law have been working as a boutique-type law firm. The major strength for our clients is that we cover all necessities of the foreign investor, including legal services, corporate finance and intellectual property issues. In this regard, Westside Law Firm is a one-stop shop for a foreign investor. Taking into account the development of relations between Russia and China, our ongoing strategy is to develop the cooperation with investors from the Eastern region. Westside Law Firm has all the necessary experience for this including partnership relations with large Chinese companies."

Asked about what attributes the law firm has that make them award winning, Sergey says it's the special attention they give to every client, the vast experience in many areas of law and the direct contact they have in the international market.

"Our main feature is an individual approach and special care to each client. Our understanding of the whole range of issues faced by the investor in Russia is a firm guarantee that our advice will be multi-fold and taking into account all possible aspects of an investment. Our approach in legal services can be compared to private banking in finance.

"Westside Law Firm is a member of The Law Firm Network (LFN) which is a collection of law firms with irreproachable reputations, specialising in the provision of legal services to the business. We have established direct contact with service providers in favourable tax jurisdictions and can consequently provide practical implementation and qualified support for the client's international business framework with respect to tax optimisation. Our firm's multiple years of experience in many different areas of law, highly qualified lawyers and upholding of professional and ethical standards guarantee reliable legal protection for our clients."

Whilst discussing the changes to the legal industry, Sergey explains that in Russia there have been amendments in legislation which have affected the way law firms operate. Moreover, the economic crisis and the interference of international law firms have presented Westside Law with challenges.

"The changes in the work of legal advisors are mostly connected with the amendments of legislation. Amongst the recent changes are the replacement of import and localization of production in Russia. These tendencies caused the majority of Russian suppliers to restructure their facilities so that they avoid the use of offshore and low-tax jurisdictions. Secondly, recent and on-going changes in corporate legislation relating to the status of corporations, shareholders' agreements, etc. In addition, changes in the structure of commercial legislation, some of them fundamentals of civil legislation.

"The financial crisis in Russia caused by the decrease of the price of oil in its turn, led to the dropdown of the rate of Russian Rouble. Currently, the situation is highly favourable for foreign investments into Russia. Westside Law Firm will assist in proper structuring and protection of investments.

"At present, the legal services market is heavily influenced by international law firms. This situation is unfavourable both for Russian-based legal firms and investors. When it comes to investments into Russia, Russian-based advisors knowing the specifics of the market and all the possible pitfalls would be a better choice."

As a final thought, Sergey has some advice for Chinese, and other potential investors that could learn from Westside Law's past experiences.

"Prior to making an investment one should take all possible care of the pre-investment check of the target, including legal and financial due diligence, and further structure the transaction in the best possible way. In the course of pre-investment negotiations on the structure of the transaction an investor can decrease the price as well as mitigate the risks of the investment.

"We look forward to assisting Eastern region businesses in line with the development of trade relations between Russian and Eastern countries."



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Specialised Legal Services in Brazil

Maristela Basso Lawyers has over 25 years' experience in the industry. With a PhD in International Law and Post Doctorate Studies in IP and International Law at University of São Paulo, Maristela Basso has brought her depth and experience to the role, and helped the firm to establish itself on the international stage.

P

roviding highly customized assistance, Maristela Basso Lawyers offers firms in Brazil and abroad, collaboration and expertise in non-ordinary fields in which law firms are often unable to rely on professionals with the necessary experience.

With over 25 years' law experience, the firm also offers clients, efficient and unique support, which is why our firm stands out as a boutique law firm.

Brazil's economic development has taken a new boost, expanding the business law practice, making human relations more complex. This requires a deeper knowledge of technical and academic fields from attorneys, and dedication to provide quick, practical and cost-effective solutions to litigations. Maristela Basso Lawyers follows in the footsteps of its founding lawyer and is guided by her commitment to quality and punctuality of the services, as well as her compliance with the clients' needs.

The firm aims at developing a deep understanding with the client, in order to efficiently attend to their needs, whilst considering the micro and macroeconomic contexts of the country. Our first step at the onset of the relationship with a client, is to listen attentively to understand the problem and propose the appropriate solution, or suggest alternative scenarios. Our objective is to provide each client with a special response, in an atmosphere which values their individuality, supports their choices and acknowledges their importance.

With more than 30 years' experience in the practice of law, Maristela Basso Lawyers offers clients efficient and unique assistance. We stand out in our sector through providing other law firms with consultancy whenever international law expertise is required.

Maristela Basso Lawyers has many practice areas which include the negotiation and closing of international contracts, international litigation and trade defence, international and comparative law, intellectual property and biodiversity, internet and information technology, dispute settlements and family law.

The drafting and negotiation of international contracts is an important activity performed by our office. National bodies of law do not keep up with the broad diffusion of clauses, terms and acronyms which are typical of the international trade. International conventions are often created to establish a complex of alternative rules that regulate trade relations more effectively.

Technologies such as fax, e-mail and videoconference have substantially changed the traditional modalities of contracts, generating new and revolutionary international formulas: purchase and sale, agency, representation, distribution, service supplying, technology transference, know-how, licensing, leasing, franchising, joint venture, etc.

We are pioneers in the study of these new contractual forms, as well as in the dealing with the juridical effect of preliminary negotiations and final agreements in the Brazilian Law System.

At Maristela Basso Lawyers, we have expertise in national, regional and international trade defence. We act in the defence of national companies at the three aforementioned levels, in cases of violation of international trade law in the hypotheses of dumping, subsidies and compensatory measures, as well as advising foreign companies in lawsuits on abusive trade practices in the administrative and judicial spheres in Brazil.

Nowadays, business activities occur in a globalized environment, where limits are not defined by national borders, but by a company's skill at responding to the challenges and opportunities created by events in the international arena. Our job is to help clients enjoy the benefits and avoid the concerns brought by trade liberalization. In order to achieve this goal, we offer specialized counsel on issues related to international trade agreements, with focus on the impact of the MERCOSUL and WTO regulations on business carried out in Brazil, as well as we concentrate on the activity of Brazilian companies in the international market. We are pioneers in the study of the MERCOSUL Law in Brazil, and we are able to give counsel on this area in both: national and in other MERCOSUL countries, through a network of partnering law firms.

We can also counsel our clients on all range of issues concerning foreign trade, such as defence measures, barriers to goods imports, tariff preferences, origin regime. With the collaboration of foreign partnering firms, we are able to assist our clients in cases regarding restrictions to the exportation of Brazilian goods, in situations where the restriction to Brazilian exports by a foreign country's legislation is questionable; or before the WTO's Dispute Settlement System. We provide associations, federations, and government departments with follow-up of negotiations of international trade agreements. Besides that, we act in the counselling and establishment of directives on global governance related to international trade.

Private international law is provided through expert opinion. We deal with issues which generate effects in Brazil and abroad including inheritance sharing, contracts, families and assets. The public international law is a field where we have also developed excellence, which comes from our tradition in the study of cases that involve disputes between national laws and international treaties, nationality issues, international protection of the human person, of the environment and of the cultural heritage, and damage liability and reparation.

We have acknowledged expertise in the area of intellectual property, especially in providing juridical expert opinion. In this field, our firm relies on broad experience and gives counsel

to our clients so that they can obtain consistent protection of their rights, based on the legal landmark set by WTO – TRIPS and based on the new Brazilian laws on intellectual property, technology, innovation, biodiversity, etc.

Maristela Basso Lawyers also advise our clients on the preparation and negotiation of national and international contracts regarding technology transference, licensing of trademarks and patents, copyright, software, biotechnology, besides our practice in administrative and judicial litigations on intellectual property.

We also have relevant contribution to offer in the area of cultural diffusion and entertainment, assisting companies, public institutions, cultural centres, museums and artists in relation to authors' and neighbouring rights, and right of access to knowledge and culture.

We also rely on our broad experience in the counselling of national and foreign companies, especially in the pharmaceutical and cosmetic areas, on issues regarding the exploitation of traditional knowledge and its legalization before the Council for the Management of the Genetic Patrimony (CGEN), as well as before other Latin-American countries.

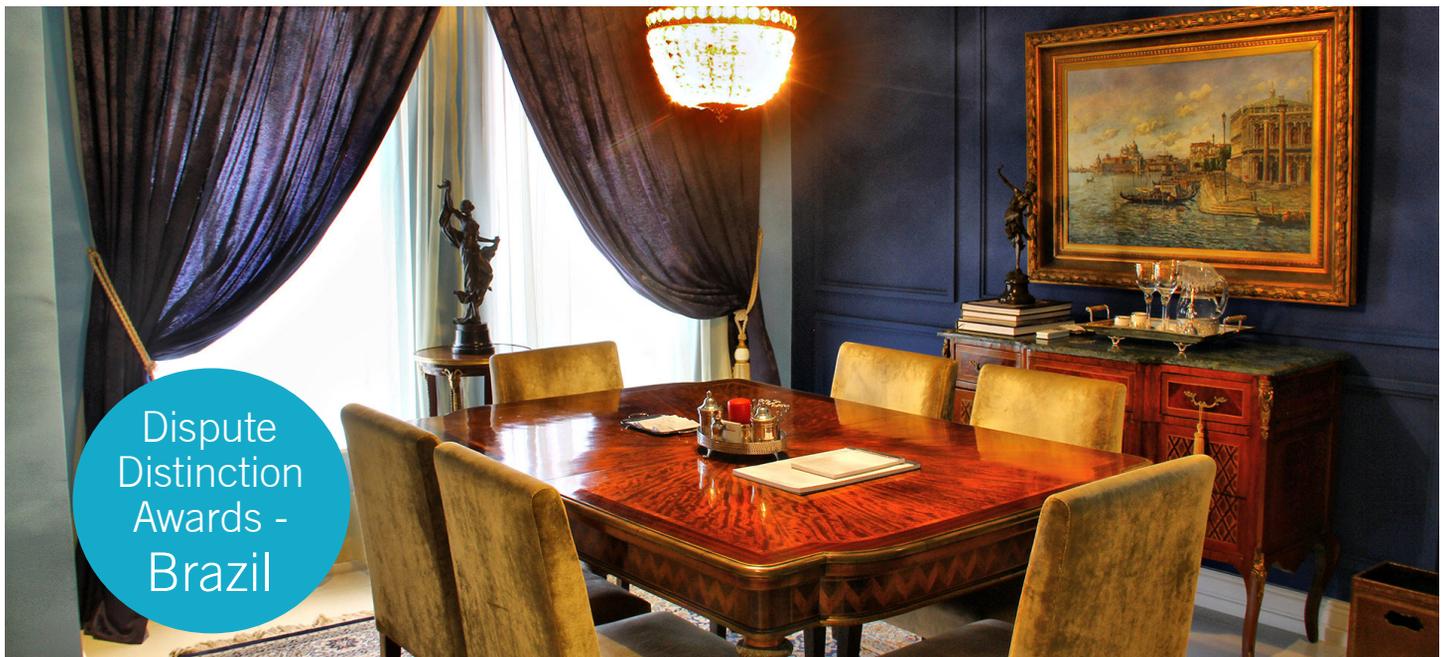
As well as intellectual property and biodiversity, we have experience in the drafting and negotiation of contracts involving IT services and assets, such as consultancy services, software licensing contracts, and contracts for the outsourcing of IT operations.

In addition, Maristela Basso Lawyers offers specialized juridical services on internet issues, among which we highlight legal audits of websites, contracts and expert opinion regarding e-commerce, privacy policies and settlement of disputes concerning copyright, trademarks and internet domain names, besides juridical assistance to educational institutions that seek to develop e-learning projects.

Prevention, negotiation arbitration and alternative dispute settlements are another area in which we specialise in. We offer our clients guidance on the prevention of controversies. However, if prevention is not possible, we represent the client's interests in all phases of the trade negotiations, as well as we have experience in national, regional and international arbitration, mediation and conciliation.

Having in view recent and deep legislative changes, private arbitration, as a means to settle disputes, is today an important alternative in dealing with legal affairs. We act as attorneys in arbitration and mediation procedures, as well as in the position of arbitrator designated by the litigating parties.

Finally, our last area of practice concerns family law, within national and international scope, as well as its' ramifications, including fertilization, surrogacy and adoption, prenuptial agreements, custody rights, divorces, separations and successions, and gay rights.



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International Legal Experience

Erriah Chambers was set up in 2002 in response to the demand for Mauritius-based lawyers with international exposure and specialised expertise. Head of Erriah Chambers, Dev Erriah gives us a brief insight into how they operate in such a competitive market.

Erriah Chambers acts as a legal adviser and legal consultant to various banks internationally. More than 80% of the chamber's practice involves advising international clients, multinational enterprises, international law firms, and the top ten accountant firms, and management companies, domestic and international banks. Their lawyers have experience in such fields as international finance, banking law, shipping law, project finance, corporate and commercial law, litigation and debts recovery.

Dev Erriah describes the company values that are part of Erriah Chambers, as well as the approach the company takes to making clients satisfied. "At Erriah Chambers, we have a wide client-base which includes individuals, companies and trusts. Our core values are integrity and trust, the encouragement of innovation, teamwork, and the continuing personal development of everyone at the firm.

"We adopt a systematic approach when undertaking a new project. Firstly, we define the goal of the project which eventually will enable us to devise a strategy and advise accordingly. Secondly, setting a deadline for the project and identifying factors or events that are calling for that date. Finally, we communicate regularly with our clients in a professional manner and welcome their feedback."

According to Dev, Erriah Chambers has had to adapt to changes in the industry in order to meet the demand of their international clients. "The forecast for the industry is extremely different today compared with how it looked just a couple of years ago, when the fundamentals of the oil industry were controlled by cartels," Dev explains. "Global economic weakness and more viable alternative forms of energy have all combined to dramatically curtail the need for oil."

"Mauritius is establishing itself as the main platform to do business in Africa. Our geographical position means that we are a link between Asia and Africa, and investors have not hesitated to use our platform by taking on board all the tax incentives that our laws provide to them. The considerable demand for the Mauritian jurisdiction means that law firms have had to partner with foreign law firms and join continental legal networks. Two years ago, we joined the network of LexAfrica, which is an alliance of leading law firms in around 20 African countries."

As a final thought, Dev outlines the firms plans to expand their business in the future. "Our main ambition is to continue expanding, and to stay

among the leading law firms of the country because we believe that competent law firms are essential to attract business and investment in a developing country like ours."

"Our philosophy is to put our clients in the absolute best position possible to achieve the result that they want," Dev says. "We believe that being thoroughly prepared is crucial."



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Culture of Collaboration and Creativity

Harriet Subramanian, director at PR agency, Flourish PR, gives us an insight into how the firm has assisted business owners and senior management leaders build and grow their credibility and reputation in their marketplace.



What products and services does your firm provide?

Flourish PR is a full service public relations agency and we offer PR, media relations, brand and communication services and consultancy. We champion engagement and influence to deliver commercial benefits for our clients by making their brands the most important in their market. From press releases and building relationships with journalists to thought leadership articles and digital PR we tailor our services to suit our clients' business goals.

How would you describe your firm's client base?

With a growing and varied client base, we represent business to business and business to consumer brands in the UK. As a firm we do not have a specific 'niche' which many of our consultants do including, tech, financial and outsourced services, recruitment, leadership and development, marine, engineering and communications. We now have a team in Australia where many of our clients are from consumer brands and the entertainment industry.

What factors make your firm unique?

At Flourish PR, we foster a culture of collaboration and creativity so that our clients benefit from a team approach with sector expertise. We employ sector specific experts as well as journalists and PR's with a generalist background. Increasingly we are looking to recruit from outside our sector in order to blend and diversify our skills base. This cocktail of expertise and experience means that we have a very special team and it's our team which makes us stand out from the crowd.

What are the most significant challenges currently facing your business in the months and years ahead?

Like the vast majority of industries, the key challenge is digitalisation. The PR industry has undergone a radical overhaul in recent years and there is a shortage of employees with a strong digital and tech skills set. Therefore, we are looking to different industries and sectors to recruit.

What is the main objectives for your business in the future?

In the future, we hope to strengthen our overseas offering, as we now have teams in Melbourne and San Francisco. We also want to grow our presence in the UK to create jobs and benefits for more people. Importantly, we have four new vertical streams evolving in our business and bringing those to market will be a focal point for the year ahead.

What business or business person do you most admire and why?

Two of the business people I most admire are clients. They include, Gwen Rhys the founder of Women in the City, and Steven Phillips the managing director of Bonasystems Europe. Why? Because they both have tenacity as well as being genuinely hard working people who have built successful businesses. Whilst being clients they have also taught me a thing or two about owning and running a business. The number one business person I most admire is my father, who at 76, is still consulting, lecturing and chairing. He's also always supported me throughout my whole career.



FLOURISH PR



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Initiative. Strategy. Hope.

Harriet Subramanian, director at PR agency, Flourish PR, gives us an insight into how the firm has assisted business owners and senior management leaders build and grow their credibility and reputation in their marketplace.

Studies have shown that to date, seventy percent (70%) of millions of people in Ivory Coast live below the poverty line. The housing conditions are precarious, and most families do not own land. As in most countries, improving the habitat is a priority expressed by the poorest families. The projects developed by Groupe Soverd help to contribute to improving housing issues in Ivory Coast and beyond.

As property developers, Groupe Soverd was set up to create dynamic, economic centres, connected by modern micro enterprises. Groupe Soverd is a corporation with a capital of 60 million CFA francs. The firm is based in Abidjan, Ivory Coast and has now grown into a multinational company with five commercial aspects of activity.

Groupe Soverd has approval from the ministry of housing and social housing, and has now expanded into a multinational company with five commercial aspects of activity. These aspects are our industrial activity, micro enterprise development agency (IDME), consultancy and major projects, service provider and creator in the development of towns and cities.

For half a decade, Groupe Soverd has developed specific goals for the benefit of people and the country. Set in different countries, the firm has employees worldwide and generates revenues for the benefit of all. Like any business, Groupe Soverd focuses on having: - an initiative, a strategy and a hope. Firstly, we take initiative as we are not just satisfied with what Groupe Soverd does, but also we dream of what it could be. We ensure we design and open a new, business space, whilst also assuring sustainability. Our strategy is based on a protocol and procedures system. Projects are developed using our ideas and environments. Our hope is based on the implementation of a strategy to ensure the survival and sustainability of the business. Therefore, it is a combination of imagination, organisation and belief that enables us to demonstrate what kind of company we are.

There are many characteristics which make up the vision for Groupe Soverd. Firstly, having confidence in our commitment and determination is key in achieving the company's goals. In the workplace, we aim to fully integrate all staff in our firms' ethics and policies. Communication, personal development and teamwork are vital for us as a company. Staff are expected to have the same vision as ourselves, have firm commitments and the desire to do better, high professional skills and have good discipline and principles. These factors contribute to our high reputation within the industry.

We ensure we work with employees, clients, shareholders and a community who share the same values as we do. By allowing openness and sharing, we can communicate and collaborate our ideas with enthusiasm and honesty.

Groupe Soverd's mission is to install and manage micro enterprises, to assist companies, and promote the shared resources in various fields of activities. The firm is intent on creating an environment which facilitates trust and also continues to fight against poverty. In addition, Groupe Soverd provides a modern business-oriented service to micro entrepreneurs, businesses and innovations for income generating projects.

Groupe Soverd is developing a new way to build the economy of a country with nationals and domestic resources through realistic and professional investments. In addition to property development, the departments below help us to achieve our company mission and develop our business.

- Department of Building and Civil Engineering (DBGC)
- Department of Construction Works and Renovations (DTR)
- Department of Transport and Logistics (DTGC)
- Department of Distribution and General Trade (SDC)
- Department of Banking and Insurance (DBA)
- Department of Mines and Energy (DME)

Looking to the future, Groupe Soverd has various projects in the pipeline. One of them is 'The Floraisons 2016-2020' – a community housing project. Groupe Soverd intends to put its expertise at your service, by meeting the economic requirements and ensuring the most stringent quality of life.

The operation is based on a new concept called 'Housing Community in Middle Income (LCRM)'. This new concept has been developed and piloted by Groupe Soverd since 2012 and has been established to facilitate access to housing to income of any class. The concept has already received the support of thousands of people and continues to conquer the future in the motto 'The new spirit my whole career.'





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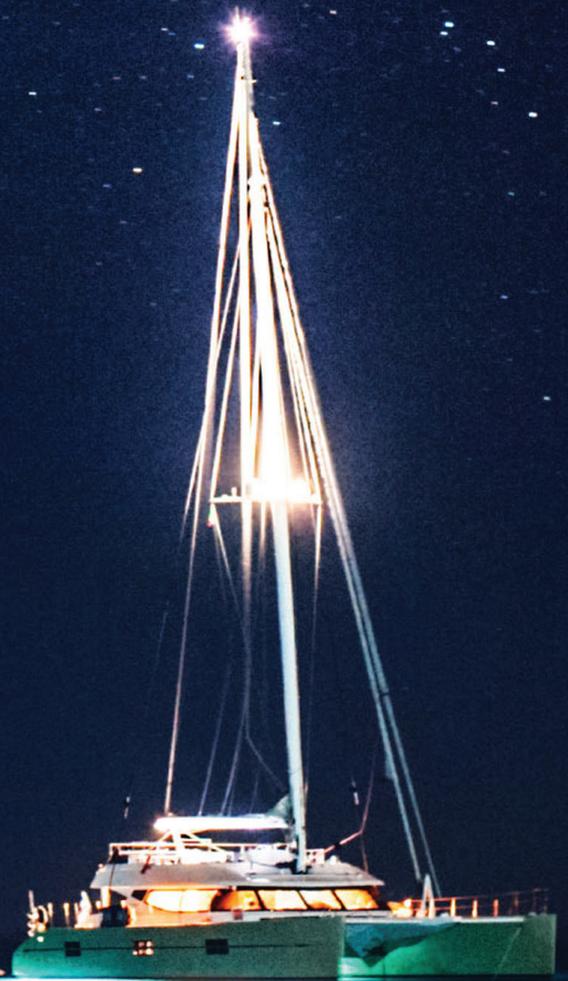
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Enjoyment plus Time Equals Skill

Since 2009, Austin James Recruitment have been the exclusive resourcing partner for a number of key gaming studios around the world. Senior Consultant at Austin James, Craig McHugh gives us an insight into this niche market.

Focusing entirely on the Games and Interactive Entertainment industry, Austin James Recruitment currently fill positions within mobile, social and console gaming. Rather than being viewed as a 'traditional' consultancy, Austin James has a truly integrated and fresh approach to talent management which bridges the gap between in-house and agency recruitment.

Craig chats to us about what the initial client approach at Austin James contains, saying "Ticking the boxes in terms of previous experience is only a small part of our selection process. Our number one priority is to gain a deep understanding of the people, culture and strategy in each studio and thereby ensure all candidates share a similar mind-set and career aspirations to that of the teams they are joining. From the initial approach to starting their new role, the communication to candidates is clear and consistent from both ourselves and the studio."

To help clients find a suitable career choice, Craig explains how Austin James sources the right talent from prospective job-seekers. Their process involves "Through open and consistent communication with each candidate our team of experienced recruiters provide support though every phase of the recruitment process, providing honest guidance on every stage of the process including interview preparation, work trials and relocations. Underpinning every part of the process is the knowledgeable, friendly and efficient approach from each member of our team in order to deliver the best possible service and help our candidates make the right career move."

"By working directly with our clients' internal teams to gain a complete understanding of their specific requirements for each role, we have an in-depth understanding of both the skills needed and type of person to fit best with each studios unique strategy and culture."

"Through a combination of headhunting, networking and/or reviewing direct applicants to the studio, we seek out the best talent to match the specific role requirements and provide our clients with a shortlist of suitable candidates that have been thoroughly assessed in terms of experience, skills, individual aspirations and motivations. Depending on the individual preferences of our clients, we provide the option for the studio to approach the candidate directly or approach agreed candidates on their behalf."

Having a sincere interest in the sector you are working in is important in any job. According to Craig, the most important quality in the gaming industry is enjoyment. "If you enjoy what you are doing you will continue to do it and in time, skill and success will follow. An authentic way of working coupled with a genuine interest and deep understanding of the current environment impacting the studio/company in which you are recruiting for needs to be the forefront of everything you do."

"We have spoken to many different people from a diverse range of backgrounds and skills in the games industry. From having observed close up a large number of career paths over the years, 'Enjoyment + Time = Skill' is the formula we follow. This applies to both the candidates we work with as well as our staff. When gaining an understanding of our candidates we keep enjoyment in mind throughout our approach."

"Our main challenge in the industry we work in is finding candidates who are the right cultural fit for the employers we work with. Matching skills and experience to available vacancies is the easy part. In gaining an understanding of our candidates' personality and aspirations, we are able to know which companies are right for them."

Craig explains how Austin James fits in with the wider picture of recruitment, and what the company's main goal is. "Austin James aims to bridge the gap between in-house and agency recruitment in order to get the right people in right place so that they can make a valuable contribution to the future of Games industry."

The future is a bright one for Austin James Recruitment and they are striving for continued success. "Moving forward we aim to continue to make a positive contribution to an exciting industry that is changing all the time. We want to help the companies we work with grow in the right way, with the right people and in turn, we will continue to grow as a business."

AUSTINJAMES | recruitment



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Enhancing Leadership Development with Pinsight

The Scala Group is proud to be a member of the Pinsight Global network, which brings together assessors and consultants from across the world. Pinsight™ is an immersive suite of online simulations that enhance leadership assessment and development. Janice Caplan and Carolyn Ponder explain how they use Pinsight™ to provide clients with an outstanding experience.

T

he Pinsight™ suite is our flagship tool, enabling us to design solutions for today's fast-paced, unpredictable organisational reality, where innovation is paramount, expectations are changing, and structures complex.

Pinsight™ immerses participants in a realistic, challenging and interactive virtual simulation. Each simulation is set around a manager's inbox and participants must plan, take decisions, initiate actions and perform other tasks, typical of junior, mid or senior leaders. Webcams are used for role-playing.

At Scala, we take a partnership approach to add value to your business. Understanding your needs is the starting point for us. The flexibility, cost-effectiveness and ease of use that Pinsight offers adapts to so many needs; but Pinsight is one part of a process that must be relevant and business-focussed. To design the process, we follow these four key criteria:

Firstly, The Scala Group believes passionately that self-awareness of how you perform, and your impact on others is key to developing your potential. We use coaching combined with Pinsight™ to focus on maximising strengths, and to developing areas of potential. We encourage understanding and compensating for weaknesses.

Lee Braham, Sales Director explains how Pinsight™ raised his self-awareness, "I met Scala/Pinsight™ as part of the selection process for the position at Europa Components. The live interaction during the simulation provided a real life scenario that tested and engaged me, and revealed aspects of my performance. The in-depth follow up review was enlightening, and given the quality of the opportunities for development it proposed, I found it truly inspirational."

Secondly, we are mindful that new leadership models for a changing business world are required everywhere. In helping our clients develop the right model for them, we take account of the changing organisational reality that is making different demands of leaders. We incorporate clients' leadership models within Pinsight™, or we use Pinsight's extensive library. The Pinsight™ experience helps delegates 'test-drive' a new role, and focus on the leadership capabilities to achieve success.

Thirdly, as organisations are flatter, and more matrixed, with technology enabling virtual working, few managers have direct sight over people's performance. Moreover, we can no longer rely on past performance to give an indication of job match. Roles are changing too fast for that and we must make decisions based on potential to learn a new competency. Evidence-based HR is required.

Pinsight generates corporate reports and data about people so you can rapidly answer key questions: - Who can work on this new business stream? Who can replace this person? Do we have the right people to move into this new market? Do we have successors

for this role? Who will benefit from our training budget? Supporting opinion with evidence enables better and faster business decisions.

This case study shows how PKC Group used objective assessments from Pinsight™ to build mid-level leadership bench strength.

PKC Group is a \$1.2 billion player in the commercial vehicle industry who strives to be the 'Preferred Supplier in Electrical Distribution Systems for Transportation Industry globally.' As the organisation has grown quickly through mergers and acquisitions, understanding and developing its leadership bench strength has been its key talent initiative.

PKC's first step was to measure the current level of leadership skills. Following nomination by their supervisors, participants completed Pinsight™ in either English or Spanish. The simulation put them at the helm of a virtual company, where they faced multiple leadership challenges. These included coaching a high-performing direct report, drawing up an implementation plan for a new strategy, appeasing an angry business partner, or addressing a conflict between co-workers.

Pinsight™ enabled PKC to clearly and quickly understand their mid-level leadership bench strength, make promotion and succession planning decisions, and launch training initiatives to develop key people.

A Pinsight™ certified coach led a debriefing workshop and coaching session for participants. Participants also received individual performance reports, which fed directly into their development plans.

Scala's fourth design criteria is to create experiences that are impactful and fun so people learn instantly. Using a combination of gaming techniques, technology and proven assessment methodology, Pinsight™ is a mirror for people to see how they appear to others. This instant self-awareness combined with insightful feedback and guidance accelerates development. This is how people and businesses keep ahead of change, and at the competitive edge in our fast-moving world.

Pinsight 

Best Behaviour-
Based Talent
Management Consultants
- UK & Most Innovative
Talent Assessment
Solutions

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CGS Business Solutions Breaking into New Markets

We invited Nick Chavis, the founder and CEO of CGS Business Solutions, to tell us what the company has been doing to become the successful recruitment firm it is today.



CGS Business Solutions is honored to be selected as one of the Best IT Recruitment Firms in California. After four consecutive fastest growing company titles, CGS continues to break into new markets across the USA. CGS is a Native American, certified minority owned company, with their roots tied to the North Carolina Lumbee Indian Tribe.

CGS specializes in IT business solutions, staffing and consulting services. With a strong focus in IT applications, network infrastructure, information security, and engineering. The demand for experienced IT and engineering professionals is highly competitive. Partnering with a firm who has 25 years of success in recruiting this niche talent is key. Companies are counting on CGS to attract and help retain these resource pools in order to gain a competitive advantage in these rapidly changing business environments.

The people are a corporation's intellectual property, the heart and soul and the driving force behind the success or failure of an organization. As the war for talent gets more aggressive, companies call upon CGS to help deliver the invaluable talent to stay competitive and win in today's employment market.

Most corporations have different talent acquisition procedures. CGS offers each customer their own customized experience that best matches their on boarding process. "Doing business doesn't need to be hard. The easier you are to work with, the quicker you can earn the right to be called a partner," according to CGS' founder and CEO Nick Chavis.

CGS Business Solutions has four delivery models that offer customers a flexible alternative to how they augment and build their workforce. For customers looking to add some more muscle to their existing team during peak workloads, CGS offers IT contract services. Many corporations utilize high level consultants but also have to increase internal head count with fulltime employees. For those customers, CGS offers IT direct placement services that help leaders find top talent to execute key business decisions. Often customers love our consultants so much they just have to have them for themselves. Those customers enjoy the flexibility of a contract to hire model. Lastly, when companies have a confidential and sometimes a high level executive need, CGS offers them a retained search option for those high level roles.

"Our delivery process to our customers is what gives us that additional edge in identifying, vetting and ultimately producing great solutions for our customers. Our seasoned team takes the time to gain invaluable customer knowledge which allows us to select the right sourcing strategy and screening program for delivered results."

Customers and consulting staff both benefit from QuikTime, our time and expense cloud-based tracking tool. This is just one way CGS continues to make doing business easier and smarter. Clients



are able to approve timecards and also conduct reporting of their project spend from a computer or mobile device.

Chavis explains, "Many recruiting firms have it backwards. Since their clients pay the bills, their sole focus remains on delivering for the client. We have a saying at CGS, with each engagement there are two customers - the company and the candidate. Both have individual interests and needs. The magic is finding the ones where those attributes align. That is what we do."

CGS Business Solutions has built out a Quality Engagement Process that outlines key areas in the hiring and on boarding process. Based upon six sigma principals of defining, measuring, analyzing, improving and controlling; CGS has architected their CRM and ATS systems to encourage and support a successful engagement for both candidates and customers.

"The experience a candidate or future employee of one of our customers has, is paramount to our success and representing our customers. We are in a lot of ways the first impression of our customer, so it has to be an excellent experience. We pride ourselves on being an extension of our customers and take ownership throughout the whole hiring process."

The future is bright at CGS. As they have moved from primarily a Southern California based solutions firm, they now are doing business in 30 different states. Chavis ends by saying, "As our client base has expanded and we have taken on more nationwide customers, business has us in many different markets. These are exciting times and the senior team we are building has high energy and focus on delivering for our amazing customers."

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Sellick Partnership Thriving Post-Brexit

Since forming in 2002, Sellick Partnership has gone from strength-to-strength as one of the most respected specialist recruitment agencies in the UK. We invited Jo Sellick, Managing Director to discuss what the company has done to strengthen its position in the market.

Jo Sellick is the Managing Director of national recruitment firm Sellick Partnership. The business provides financial and legal recruitment solutions in the private, public and not-for-profit sectors, specialising in placing professionals into a variety of positions for a wide range of companies and organisations.

Since 2002, the firm has grown significantly and now has offices in seven locations around the UK, including East Midlands, West Midlands, Manchester, Leeds, Newcastle and London, employing more than 75 members of staff. Jo tells us a little about his background and how this inspired the creation of Sellick Partnership.

"I have worked in recruitment for the majority of my career and I learned a lot from my previous employers, but around 15 years ago I realised that it was time to work for myself. I knew that I still wanted to work in recruitment, as it is an industry I have always enjoyed and thrived in, so it made sense for me to set up my own recruitment business. Sellick Partnership is the first and only business I have set up and I am extremely proud of how far it has come in a relatively short space of time."

The staff at Sellick Partnership are an important component of the business. Jo describes how their vital role has played a part in the success of the firm.

"The success of Sellick Partnership is based on the people that we employ, so for me it is about creating an environment that individuals thrive in and are able to work to the best of their ability. I love going into the office in the morning, and I want to ensure that all of my employees feel the same.

"It is also key to listen to the feedback from our employees. We do this through a variety of platforms including a quarterly staff forum, our annual engagement survey and through their one-on-one reviews. Through these channels we are able to implement new initiatives, introduce policies and provide a working environment that generates success and a sense of achievement for everyone."

"I am immensely proud of the entire team at Sellick Partnership. I have always focused on retention as I know all too well about the challenges associated with attracting and keeping the very best talent. Our staff turnover is low for our sector at 14%. This ensures that our clients and candidates are given a consistent service from experts that they can trust."

One of the biggest challenges for Sellick Partnership and many other business owners is the ever-changing employment landscape, which Jo describes. "Over the past ten years, we have witnessed the economy at its worst in a generation, which has posed a huge risk to the recruitment industry. But there will always be a market for the very best candidates, and recruiters that are able to source these individuals and maintain strong relationships with clients, will continue to thrive even during difficult times."

The firm has also adapted to more flexible employment. An increasing trend over the past few years is that working from home, or having flexible working hours has almost become the norm. Jo explains what Sellick Partnership has done to adapt to this change.

"The days of the traditional nine to five job are numbered, with employees preferring to fit their jobs around their own lives, and now that the technology exists to make this possible, we do not see a problem with it. We have continuously demonstrated to our clients, that we understand the ever-growing role it plays in the process of considering a job."

Another challenge to the industry is Brexit. Jo feels that the decision to leave the EU has left the recruitment sector uncertain about future growth. "The recruitment industry is constantly changing and is always presenting new and often unexpected. I am a little apprehensive about what will happen when the UK triggers Article 50 and although the business has not yet been directly affected, there is still a sense of uncertainty which the government needs to address.

Despite Brexit, Sellick Partnership has continued its plans for growth. This includes an ambitious internal recruitment plan over the next 18 months. The firm has also recently launched two new divisions, Housing & Property Services and a HR division.

"We know that we will never be the biggest recruitment business, but we can be the best – so for me it is about staying ahead of the game, being willing to invest resources and to listen to the feedback that we get from our stakeholders."



Sellick Partnership
 Recruitment Specialists



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Develop. Grow. Succeed.

NonStop Recruitment is an award winning, specialist recruitment company which covers a variety of sectors. The firm has offices across Europe and has become one of the fastest growing recruitment companies on the continent.



What products and services does your firm provide?

NonStop Recruitment matches employers and employees throughout Europe in the pharmaceutical, medical devices, chemical, care, technical, education and digital sectors.

But NonStop is not just a recruitment firm, it is also a recruitment training provider. Taking on 10-20 people a month, its Prague-based training academy teaches them all the skills they need to become great recruiters. These skills are solidified and backed up by continual coaching and development throughout their careers.

How would you describe your firm's client base?

It's very diverse – from small start-ups to multi-national corporations throughout Europe, and sometimes further afield.

What factors make your firm unique?

In addition to the focus on training and development, NonStop Recruitment has a dedicated 13-person in-house Quality Assurance team which is something unique within the recruitment industry. This team ensures our business genuinely provides nothing but the best, most ethical service while also helping our people identify and overcome developmental hurdles.

What are the most significant challenges currently facing your business in the months and years ahead?

Our most significant challenge last year was one laid down by the business owners: 100% growth in a year. We almost did that: 97% net fee income growth in 12 months. The challenge now is to build upon that success and continue to drive sustainable growth.

What is the main objectives for your business in the future?

Develop. Grow. Succeed. Developing and growing excellent people, leading to personal and business success. Success also for our clients. We do this through our training academy, coaching and mentoring and then measuring outputs with qualitative and quantifiable metrics. This approach led a 97% increase in our net fee income last year, a trajectory we are well on track to repeating this year and in subsequent years.

What business or business person do you most admire and why?

Mary Barra, CEO of General Motors. Firstly, she is a woman who started with General Motors as an intern at the age of 18, then progressed within. She later became the director of HR at GM and is now the CEO of the company. I like her because she was motivated, and managed to progress within the same company she has worked in all her life, especially in the male dominated car business. She is now pretty much the most powerful woman with \$28.6 million salary in 2015.





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TDS TransitionManager Revolutionary Software Accelerates IT Transformation Success

CTO of Transitional Data Services (TDS) Craig Macfarlane talks to us about how companies can increase the velocity of IT migrations through the use of TDS methodology, services and their exciting software TransitionManager, the industry benchmark for managing complex IT transitions and transformations.



IOs face tremendous challenges. They are trying to become more agile in supporting the business while under constant pressure to contain costs. To achieve long term flexibility, Enterprises have come to realize that a hybrid computing approach is optimal – one

that balances the benefits and trade-offs of conventional data centre, cloud and SaaS services. We have selected TransitionManager for our annual Software and Technology Award for 2016 based on its unique capabilities in accelerating successful IT migrations in this complex hybrid environment.

Founded in 2002, TDS has deep technical experience in all facets of IT, including application software life cycle management (development, deployment and operations), hybrid computing environments (conventional, virtual, cloud and SaaS), dev ops and business resiliency. This broad experience is crucial in developing a methodology for executing complex IT migrations that are on-time, on budget and ultimately support the business goals of the organization.

At TDS, there are two key parts of the business that feed each other. Firstly, TDS provides comprehensive services to help companies deploy, transform and manage hybrid IT environments (including a mixture of conventional data centre, cloud and SaaS services). And more importantly, TDS has created an enabling software tool TransitionManager, to better manage the end to end migration process - including discovery, analysis, planning and execution. TransitionManager is unique in the industry as the only IT planning and orchestration system that spans all operating silos (server, storage, network, applications).

TransitionManager was developed specifically to fill a void so organizations could complete migration projects faster, with less disruption to users and with a tremendous success rate. TDS software tackles head on many of the challenges that contribute to a typical failure rate of 80-90% as cited by Gartner. TransitionManager has been deployed by many well-known Fortune 500 companies in financial services, manufacturing, health care, energy and web/internet. It has also been deployed in the US government and has been selected by some of the largest integrators in the world to help them improve the velocity of projects with their clients.

“We definitely see benefits in aligning with the business and allowing IT to better support digital business transformation initiatives,” said Craig Macfarlane, TDS CTO. “IT transformation does not occur in a vacuum - change management must be done in a way that aligns with the business needs and controls whether it be the need to increase revenue, reduce cost or mitigate risk,” Macfarlane continued.

Additional factors such as compliance, security and business resiliency must be tracked and managed throughout the process. For example, you cannot migrate a hospital IT workload or facility without considering HIPAA and protecting ePHI, just as you cannot move a consumer facing

business without addressing PCI or personal data concerns. This is another example of how companies need to look beyond the physical facility and devices when planning transitions and transformations. So as you transform your data centre and IT operations, you must always keep in mind the bigger picture which certainly includes security and compliance, as well as other business risk factors such as business continuity and disaster recovery.

TransitionManager from TDS is unique in how it addresses these business challenges. This software tool integrates the collective knowledge of teams and systems, provides a framework for planning and orchestration, and manages the transition process through dashboards, and task lists all controlled by auto-generated runbooks specific to the client environment.

TDS recommends their clients begin transformation initiatives with an accurate inventory of all assets and cross-silo interdependencies that

will have an impact on the transformation. It is not possible to predict and account for the full impact of each change in IT / data centre without a full understanding of the interdependencies among applications and infrastructure – servers, database, storage and network. Companies can leverage available sources of information to accelerate the inventory and dependency mapping which would generally be validated with a physical inventory and short interviews with the subject matter experts (SMEs) of infrastructure and applications.

Transition planning must be broken down into realistic sub-groups based on complex interdependent relationships. As you go through the planning process, you need to address any interdependencies that will be affected, broken or interrupted through the process of change. The visual dependency map in TransitionManager is instrumental to this planning process. TransitionManager can then be used to automatically generate a detailed step by step execution plan (known as a runbook) to move from your current state to your future state. The runbook is generated automatically by applying transition scripts (recipes) to the inventory and applications to be migrated to result in an integrated plan to execute the migration. This can be incrementally refined and improved along the way until it is time to execute the plan.

All this leads up to an execution plan that is refined, adaptive and orchestrated in real time. The migration team manages their discrete activities in the proper sequence. Command and control is exception based since most activities are automated. Full visibility and transparency is available to the team so everyone can see the collective progress through dashboards and detailed drill-down if necessary.

And of course, things will change along the way. It is a fact of life with IT – change is inevitable. TransitionManager is built with this in mind. Late changes or disruptions to the plan can be addressed on the fly without major concerns. Record the changes, regenerate your runbook and move on. This balancing of structure with adaptability and flexibility is why TransitionManager is vital to transition and transformation success.

TransitionManager was built to solve very specific transition and transformation problems that are not addressed by general purpose operational tools or silo management tools. TransitionManager is used directly by TDS end customers, TDS migration consultants and by large partners like IBM and EMC who use TransitionManager with their own delivery teams.

The primary attributes that make TDS successful are in balancing flexibility with repeatable best practices, which is vital for successful transitions and migrations. This agile and application oriented approach built into TransitionManager is essential to achieve transformation success. Many companies attempt to address these complex challenges by assuming the environment is static, and will remain so for the foreseeable future. Such approaches are doomed and contribute to a high project failure rate as cited by Gartner.

The fact is that all IT organisations face constant change and project execution planning must accept this dynamic reality. Most failures in transformations are caused by break downs in planning, methodology and tools. The longer the project takes to complete, the greater the likelihood of failure. This is precisely what TransitionManager solves, allowing transitions to occur at a faster pace, with less risk and while being more flexible and adaptive to a constantly changing environment.

The requirement for orchestration, visibility and control offered by TransitionManager is an ongoing and perpetual need within the organisation. "With broadened acceptance of hybrid computing and the need for constant alignment with ongoing digital business transformation initiatives, the work is really never finished," said Macfarlane. The starting point to all transition and transformation projects is the same – to begin with a cross-silo view of the entire environment, including infrastructure and application availability as it evolves over time. In addition, every change also has an impact to the disaster recovery approach are how the goals of business resiliency are maintained.

From this, there is the need to better orchestrate change across all IT silos of operation. TDS has found that taking an application-centric view is essential in accounting for the critical relationships between infrastructure components and for assuring application availability while implementing changes and for ongoing, steady state operations. Since companies have become more aware of these challenges and

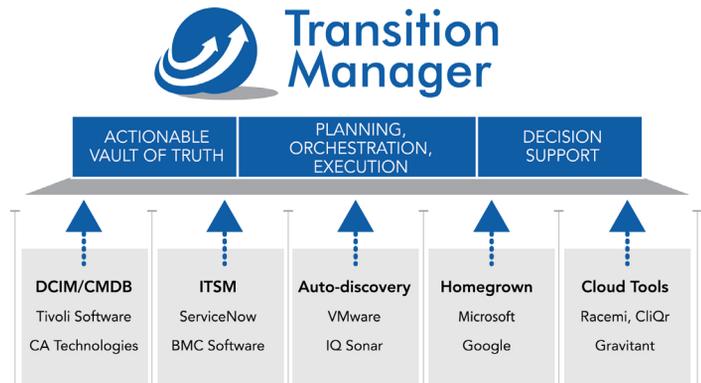
needs, TDS has seen increased interest in using the TransitionManager platform to manage perpetual change in their environment.

Since TransitionManager transcends silos, stacks and hosting environments, it provides additional value to organisations. Any IT operations that demand cross silo cooperation will gain similar benefits from TransitionManager regarding inventory assessment, orchestration and execution, whether it be data centre migrations, cloud migrations, application migrations, business resiliency and dev ops.

TransitionManager was originally developed so that TDS could compete, win and thrive against some of the largest tech companies in the world. It has been further optimised and honed over the years as TDS continue to release new features and enhancements every quarter. "We continue to extend TransitionManager in two dimensions," said Macfarlane. "First, we gain direct feedback from practitioners including our employees, partners and end customers, this is what purpose built is all about. Secondly, we always consider how to implement features so they cover multiple use cases in IT transformation, dev ops and resiliency," Macfarlane concluded.

It is very important to TDS that their products are enhanced based on real world feedback by their own migration experts/practitioners, their customers and the strategic partners who have standardised on TDS methodology and TransitionManager functionality. It is this direct involvement with leading partners and innovative customers that allows TDS to continue to differentiate and extend their solution portfolio. "We are proud to receive this this recognition from Corporate Vision," said Macfarlane. "Our goal is simple – we will continue to be the leading collaboration tool for planning and executing IT transitions and transformations and perpetual use in dev ops and business resiliency," he concluded.

Transformation Orchestration | Business Resiliency



TransitionManager sits above silo tools to make the collective knowledge consistent and actionable.

In doing so, TransitionManager ensures constant alignment between IT and business operations in today's complex and ever changing, hybrid IT environments.



COMPANY DETAILS

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Non-Invasive Technology

Cheetah Medical is a commercial-stage medical device company which offers a solution to volume management challenges across the hospital continuum of care. Shane Cooke, Vice President of Marketing & Strategy and Baruch Levy, Chief Technology Officer at Cheetah Medical briefly explain what they offer to clients.



Cheetah Medical focuses on empowering clinicians to make their decisions better by offering a complete hemodynamic profile of a patient. Every day, clinicians are making vital fluid and drug decisions, often with limited and inconclusive information, and Cheetah

believes that with their accurate, precise and non-invasive technology, they can help to optimise a patient's fluid and perfusion status, ultimately leading to better outcomes.

Shane Cooke describes Cheetah's main goals which include helping to broaden the awareness of the need for hemodynamic monitoring and its positive impact on the care and lives of patients across the globe.

"A key differentiator in the market is Cheetah Medical's commitment to 100% non-invasive services, as well as the speed at which the company can respond to changes in the market, which reflect changing customer needs. Cheetah's cutting edge technology for assessing a patient's fluid status is 100% non-invasive and provides key parameters such as stroke volume and cardiac output to clinicians in the critical care, operating room and emergency department settings worldwide."

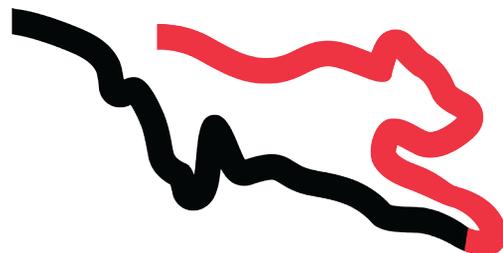
Shane explains how Cheetah Medical is well suited to succeed in the market given its advantages in non-invasive technologies, which is becoming increasingly more common in the healthcare industry. "Having a product that is 100% non-invasive, and can travel with a patient as they move through the hospital continuum of care is a major advantage that Cheetah has in the market."

The industry in which Cheetah operates has seen a major drive in software in medical devices. Baruch Levy explains the changes that they have adapted to and the steps they have taken to emerging trends.

"Throughout the years, software has become a key infrastructure in medical devices, and it is being much more regulated by the CE and FDA because of its potential to cause a critical failure in the medical environment, if not developed in a structure manner. As software is much more dominant in medical devices, the development cycle is much more controlled, structured and verified to ensure a critical failure free device.

"Cheetah Medical is aware of trends in the industry through reading about technology, attending technology conferences and staying up-to-date on hi-tech fields such as consumer markets, aviation and security."

In the future, Cheetah plans to continue to broaden awareness of the need for proper volume management in numerous disease states across multiple clinical setting throughout the world.



cheetah medical™



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UPMC on the Up

UPMC is a \$13 billion integrated global health enterprise headquartered in Pittsburgh, Pennsylvania. Ed McCallister, Senior Vice President and Chief Information Officer talks to us about how the company has become one of the leaders for healthcare in the US.

UPMC is committed to developing and delivering life changing medicine, and is one of the leading health systems in the United States. With over 60,000 employees, UPMC is also the largest non-governmental employer in Pennsylvania. UPMC is also one of the largest Integrated Delivery and Financial Systems in the United States. UPMC's health system operates more than 20 academic, community, and specialty hospitals with 500 outpatient sites. UPMC's insurance division has over 3 million total members with a network of over 125 hospitals and over 11,500 physicians. The company also has an international presence and is currently in more than a dozen countries outside of the US with a variety of engagements including hospitals, telehealth, and consulting to name a few.

With over 1,500 IT professionals, UPMC's IT organisation is called the Information Services Division (ISD). Ed tells us how UPMC's IT division has achieved success with new technology. "ISD provides the foundation that enables UPMC to lead the future of health care through smart technology services. ISD provides centralised IT services to support and enable all UPMC departments and facilities with a very diverse customer base."

ISD maintains robust metrics to measure successes, progress, and challenges amongst the four areas of their business strategy:

- Organisational excellence to engage and improve the ISD workforces' skills, abilities and focus.
- Operational excellence to maintain and run production systems that are highly dependable.
- Transformational excellence to readily implement new and innovative technologies that are positioned for commercialisation.
- Financial excellence to maximize the value of information technology while gaining efficiencies.

According to UPMC, there has been a continued shift towards using Cloud based technology products and services, as Ed describes, "The Cloud can play a large role in the consumer experience because it enables secure sharing and accessibility of health data. With the rapid emergence of SAAS offerings, we see this as a large area of growth over the next few years. At UPMC, we are defining our cloud strategy to set us up for success as we make this transition."

"As a leader in transforming the health care industry, what sets UPMC apart from its competitors is UPMC's approach to the consumer experience. UPMC recognises that it has many clients and has thus made a commitment to develop a connected, coordinated, and personalised experience for all of its unique consumers. ISD is partnering with our business experts in

leading this Consumer Experience Initiative and is dedicated to implementing next generation technologies and solutions to respond to UPMC's consumer needs."

Ed tells us that UPMC has a focus on running a resilient technology operation to support UPMC's data and technology dependent businesses. "Teams have most recently been dedicated towards transforming UPMC's IT offerings to deliver a next generation UPMC consumer experience. In the next 10 years, ISD strives to continue to be a leader in delivering strategic and innovative technologies to its customers."

UPMC LIFE CHANGING MEDICINE



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Innovators in Event Management

For over 25 years, Centium Software has been producing state-of-the-art meeting technology. Director of Technology, Alec Sonenthal, speaks to us about how the Centium Software has been an industry leader in event management technology committed to client success.

Technology from Centium Software is used by meeting planners and organisers in all event industries, including corporate events, incentive events, association events, world government events and global sporting events. Alec tells us about their industry-leading meeting management platform and what they deliver to clients.

“Our clients include professional conference organisers (PCOs), corporate planners, non-profit planners, government planners and travel organisations. Our flagship product, EventsAIR provides organisers a comprehensive, cloud-based platform for managing all aspects of events and meetings. This includes the management of travel, accommodation, registration, functions, exhibitions, speakers, onsite check-in, mobile apps, accounting, budgeting and much more.”

“Every client has unique needs and requirements, and our team assists each new client with customised training and implementation. We offer web-based and live instructor led training for all clients. Being cloud-based we are constantly updating the platform and creating new functionality.”

“Centium Software is committed to our clients’ success, as evidenced by the hundreds of clients who have been with us for over a dozen years. As an employee owned company, we focus on providing leading edge technology, designed for the needs and requirements of today’s meeting planners. Our team consists of meeting experts who walk-the-walk and fully understand the challenges and needs of today’s rapidly changing meetings industry.”

Alec describes how a shift to cloud-based design has affected the software and technology industry and how Centium Software has coped with this evolving technology landscape.

“Other providers of event management solutions rely on web-based designs that are more than ten years old and are not nearly as secure or robust as current, cloud-based technology. This shift to the cloud has opened up numerous new approaches to how we can design technology and deploy it to our clients.”

“Cloud-based technology has allowed Centium Software to completely re-think and re-engineer how event planners can manage their events. Our technology is app-based, providing a far superior level of security and ease of installation. This new architecture has allowed Centium Software to create a new paradigm in how meetings technology is deployed and licensed. For the first time, meeting planners can license a comprehensive and powerful technology for a flat monthly fee as opposed to the overpriced approach of charging per-person registration fees that are exorbitantly priced to license.”

The entire development team is constantly evaluating trends and technology in the meetings industry. Centium Software constantly holds Innovation Lab sessions with clients, speaks to industry

groups around the globe and is focused on providing cutting-edge solutions. Company size and structure allows them to constantly innovate new solutions and bring them to clients in months, rather than years. Alec tells us about EventsAIR, a leading cloud-based event management system.

“EventsAIR’s collection of advanced services and tools allows our clients to provide specialised and powerful tools to expand traditional event services. Our App Store includes dozens of apps, including tools for self-check in, onsite management, exhibitor appointments, audience live polling, exhibitor management, group management, speaker/abstract management and much more. Most of these advanced apps are included at no additional charge to our clients, including our mobile attendee apps and mobile organiser apps.”

Along with 25 years of experience, Centium Software’s method to licensing makes them stand out in the sector. Alec explains, “Our approach to licensing is also ground-breaking, where we offer licenses with unlimited registrations for a flat monthly fee. This is different from most of our competitors that charge per-person registration fees, lock clients into multi-year contracts and use technology that is decades old and highly insecure in design.”

Centium Software is committed to continue innovating and leading the industry well into the future. Alec explains how helping students through an education program is vital to the future of the industry.

“We support our future event organisers by sponsoring thousands of students studying event management at over 35 universities and institutions around the globe with the Rising Star education program. This cutting-edge education program allows students to learn how real-world event technology works, and we extend certification to all students who complete the Rising Star program. We also provide thousands of dollars in scholarships each year to students all around the globe.”

As a final thought, Alec declares that the company is proud of what they have achieved since their inception. “We are proud to specialise in event management. And we’re pleased that our products are proven and trusted all over the world.”



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Improving Healthcare Through Innovations in Technology

The mission of ACEA Biosciences is to provide innovative, high performance technologies that advance scientific discovery and improve outcomes in healthcare. In this interview ACEA's Chief Technology Officer, Dr. Xiaobo Wang, shares his vision for their technologies and describes how they are already benefiting cell biology laboratories around the world.

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ounded in 2002, ACEA Biosciences Inc. is a privately held biotech company headquartered in San Diego, CA, with a subsidiary in Hangzhou, China. ACEA develops and produces innovative high performance instruments and consumables that advance life science research, drug discovery, and clinical diagnostics.

Positioned between molecular analyses and live animal studies, cell-based assays have become an indispensable tool in both basic and applied biological research. However, a challenge with traditional cell-based assays, explained Dr. Wang, is that they are typically only capable of evaluating a single molecular target, and at just one specific time point. As such, these "end-point" assays provide limited information about cell health and behavior, making it difficult to monitor dynamic responses to small molecules, biomolecules, or other cells in culture. "To overcome these deficiencies, a big part of our mission has always been to transform cell-based assays by improving the accuracy, reliability, and scope of cell measurements," stated Dr. Wang. Towards this end, ACEA currently produces two product lines, the xCELLigence® Real-Time Cell Analyzer (RTCA) instruments and NovoCyte® flow cytometers.

Designed to operate within standard tissue culture incubators that are ubiquitous in cell biology laboratories, when it was introduced in 2004 xCELLigence® RTCA was the first real-time cell analysis instrument capable of monitoring cells over durations spanning anywhere from minutes to weeks. Explaining how this technology works, Dr. Wang described gold micro-electrode biosensors that are integrated within the microtiter plates used by xCELLigence® RTCA instruments. "As they adhere to these gold surfaces cells act as insulators, impeding the flow of a microampere electric current between electrodes. When these cells are subjected to biological, chemical, or environmental stimuli, the cellular impedance signal provides unique time-dependent information in a format that is easy to understand and interpret. The fact that cells do not need to be labelled prevents confounding artifacts and maximizes the physiological relevance of RTCA data – which is also typically more reproducible than the data generated by traditional in vitro cellular assays."

"Because it monitors cell number, morphology, and attachment quality, xCELLigence® RTCA is useful for a broad range of applications" stated Dr. Wang, "including cell proliferation/apoptosis, cell migration and invasion, cell-mediated (NK cells, T cells) cytotoxicity, antibody-dependent cell-mediated cytotoxicity (ADCC), T-Cell activation, predictive toxicology, cardio safety, and much more". In fact, there are now over 1,250 scientific publications employing RTCA for dozens of applications.

Dr. Wang went on to say, "Amongst all the ways RTCA is being utilized, the fastest growing application is, without question, cancer immunotherapy. This is a consequence of RTCA being able to monitor, with extreme sensitivity and a streamlined workflow, the

killing of cancer cells by effectors such as chimeric antigen receptor T cells (CAR-T cells). The quantitative killing kinetics captured by RTCA enable facile comparison of different effector cells, antibodies, and combination therapies." Importantly, this technology is also readily scalable, which means that it may ultimately be used for patient screening and monitoring, or for quality control testing of engineered cells prior to infusing them into patients.

Eliminating the time and labour intensive steps of traditional methods, xCELLigence® RTCA provides walk-away, fully automated data acquisition – which leads to improved operating efficiency and overall productivity for cell biologists. With nearly 1,800 instruments installed around the globe, xCELLigence® RTCA is beginning to represent a new standard for cell-based assays.

Over the past few years, ACEA has also been developing and producing the NovoCyte® line of high performance, customizable benchtop flow cytometers. By including features such as fifteen detection channels with 3 lasers and 7 log dynamic range, direct volumetric cell counting, and a versatile high throughput auto-sampler, NovoCyte® flow cytometers are setting the bar for the next generation of benchtop cytometry machines.

Dr. Wang explained how, in its quest to create innovative products for its customers, ACEA benefits from being a small company. "The technologies, products, and solutions that we develop here at ACEA are all designed to improve work flow and productivity, with data quality being paramount. ACEA's size enables us to rapidly and continually innovate in each of these areas. We are nimble, able to quickly meet customer's requirements, regardless of whether that is a new hardware feature, software functionality, or a novel experimental assay protocol."

"We believe that being customer-centric is one of the most important attributes of a successful business. By providing solutions to our customer's needs in an expedient manner we quickly optimize our products and maintain a competitive edge in the marketplace."

When discussing plans for the future, Dr. Wang stated that the company and its people are committed to innovation. "We have a long track record of being an innovative company, and this will continue. We are actively developing new lines of products that we fully expect will catalyze life science discovery and improve healthcare far into the future."

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“Data Is the Lifeblood of a Modern Business” Says Digital Guardian

Digital Guardian is a data loss prevention company, headquartered in Massachusetts, United States. Ken Levine, the CEO of the company, chats to us about how the firm continues to provide a vital service in a challenging sector.

Digital Guardian's mission is to provide ubiquitous data protection to organizations and corporations independent of the threat actor, data type, the system, application, device type or the point of access. Our unique data awareness and transformative endpoint visibility, combined with behavioural threat detection and response, provide a comprehensive security posture. We carry this data centric security posture across the network and into the cloud thus adapting to today's borderless networks. Our customers use Digital Guardian's Data Protection Platform to secure both structured and unstructured data, everything from executive emails, to chemical formulas, to customer data.

For more than ten years, Digital Guardian has enabled data-rich organizations to protect their most valuable assets with an on premises deployment or an outsourced managed security program (MSP). The company operates in more than 60 countries. Seven of the top ten global patent holders and seven of the ten largest global automobile manufacturers are our clients.

Tell me about your business and your ongoing strategy? Do you have any key principles you adhere to?

At Digital Guardian, we adhere to the saying “We're focused on doing just one thing, protecting data” and that is something that is built into everything we do. Data is the lifeblood of a modern business and cybercriminals or other threat actors have made it their mission to steal it. Our goal is to stop them in their tracks.

I believe in hiring top-talent, starting at the executive level and extending to all levels of the business. I also believe in always striving for new innovation while preserving core competencies, and keeping realistic expectations while measuring incremental improvements. We try to adhere to a “no credit/no blame” principle whereby we try to minimize the blame game and the “self-congratulations” while still maintaining a culture of accountability.

How do you keep yourself motivated and positive in order to be successful?

I always tell my team that you can be “intense without being tense.” Striving to improve and approaching the day with a certain tenacity can be a good thing as long as they're balanced with achievable goals, a positive outcome and a strong team that supports each other. Our executive team feeds off each other and I find my motivation in each of them – and all our people for that matter. Having an opportunity to have a second successful result in the security space gives me extra motivation as well.

What challenges have you had to overcome in order to be a successful CEO?

Not unique among some CEOs I have met, I am not the best at the details so there are areas of the business I have really forced myself to know. Also, I am not an engineer, so the other challenge has been to get as comfortable talking about product development as I am talking



about sales. In both cases, hiring the best people is the single best way to overcome these challenges.

What are your thoughts on the state of your industry currently? Are there any particular issues/changes that are affecting it?

We have seen a significant resurgence in the demand for data loss prevention over the past two years, and this appetite continues to grow. There are a few factors that we believe are driving this.

Firstly, the broad acceptance by most companies that their systems have already been breached. Companies are finding “bad stuff” on their network and they understand that without meaningful protections around their most sensitive data, exfiltration is almost inevitable. In the past, they may have tried technical alternatives to avoid the perceived hassle of traditional network and/or endpoint DLP solutions, but

security buyers are now realizing the core tenets of DLP are the only real way to ensure sensitive data is truly protected. They now accept they need to identify their sensitive data, classify it as such, form a sensitive data usage policy, and put technology in place that can enforce those policies.

Another issue is the steady drumbeat of data breaches in the news. The Sony Pictures incident shone a new light on the business impact of a data breach and the C-suite is now paying close attention. Specific to Digital Guardian, and likely attributable to our leadership position in the protection of all data types including structured and unstructured data (like digital movie files), we saw a noticeable uptick in inbound interest post Sony Pictures. Security buyers understand there is no threat detection solution on the market, at the network or endpoint level, that can detect everything, so they are battering down the data hatches to ensure they are not the next Sony.

The third driver of change in the industry may be unique to Digital Guardian because of our Managed Security Program for Data Protection. Many in the market seem unaware that "outsourcing DLP" is even an option. When we make them aware that it's available, they often prefer that option. We're learning one of the key drivers preventing DLP adoption in many companies is the scarcity of security talent to

manage the technology and the ongoing care and feeding required to have a successful data security program. Once they know we can manage that on their behalf, it becomes a viable option.

As a CEO, what industry trends do you follow to ensure your success, and how do you see these changes over the next 5 years?

We expect to see a rapid increase in IoT in the workplace, a steady increase of device proliferation, increased adoption of big data analytics and continued progression toward cloud-based services and computing. This will impact the security market in a few ways, including sensitive data living in complex IT environments and larger data sets that need protection. We will continue to scale and enhance our product to meet heterogeneous IT environment demands while providing the highest level of data protection.

Where do you see yourself in 5 years' time?

I still want to play left field for the Boston Red Sox but absent that possibility, I see myself either still at Digital Guardian or doing some Board of Director work. Right now, I am so focused on helping Digital Guardian become the most successful company it can be, that I haven't thought too much beyond the current quarter!



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Exceeding Expectations

With offices in the UK, US and Australia, Exceedra has rapidly expanded to bring integrated business solutions to companies around the globe. We caught up with co-founder, Richard Nicholas to talk about the company's success.

Exceedra is a global provider of Integrated Business Planning and Insight solutions to consumer goods companies. By simplifying commercial, financial and supply chain processes, Exceedra enable clients to improve their performance in Trade Promotion Management, Customer Business Planning, Joint Business planning and Sales and Operational Planning.

The end to end solution increases visibility and empowers cross-functional teams to maximise revenue and margin opportunities while actively managing risks. Exceedra customers include: ACH Foods, Bayer, Birds Eye, Cloetta, Dyson, McKee Foods, Omega Pharma (Perrigo), Pladis, Seventh Generation, Valeo Foods and Weetabix.

Exceedra's strategy is to be the leader in their chosen markets (EMEA and USA). They are highly customer focused and major on the complete team delivering value to all of their clients. Richard Nicholas, co-founder chats to us about how they work with clients to get the best results.

"Our approach is centred on delivering business value through the implementation of our software solutions. Our clients are from the consumer goods industry. These companies typically spend between 10% and 30% of revenue on promotions delivered via the retailers. Therefore, a company with £100M revenue could be spending £20M on promotions. Improving the return on investment of this spend by just 5%, will result in a possible return of £1M/year. In addition to financial gains there will also be greater visibility within the enterprise and improved forecast accuracy. This allows management to make better decisions - reducing supply costs and increasing market share.

"Each client has unique needs. We invest in understanding those needs and help them implement best practice. Our clients are looking to optimise the use of their budgets, improve forecast accuracy, reduce supply chain costs and increase the level of integration across teams.

At the same time they have to recognise that all of their customers are unique and different. Exceedra takes a consultative approach to fully understand the current level of maturity, identify where the biggest opportunities for improvement are and then work closely with the client to create a way forward that is achievable, sustainable and effective."

When asked about the changes to the software and technology industry Richard referenced the adoption of newer and alternative approaches.

"Over the past twelve months we have seen IT functions move increasingly towards hosted/cloud based solutions that can also support mobile technology. Exceedra's solutions support these developments and we are very well placed to provide the high service levels expected. We continually evaluate how we can balance ease of use with a functionally rich platform.

"Organisations expect high levels of integration and increasingly require the ability to deploy on a global basis - both of which are supported by the Exceedra platform. The key challenge is that each market will be at different levels of maturity in terms of their relationship with the retail partners and internal capability.

Exceedra has to support multiple languages/currencies and be able to interface with all the major ERP systems and data sources. Additionally it has to support local variation to a global framework so that specific market requirements can be met. Exceedra's ability to deploy different modules in each market ensures that the system can be aligned to the requirements and capabilities of the Client organisation."

Richard explains how Exceedra has learnt that growing an effective team with plenty of experience has been the key to becoming a successful business.

"In addition to developing a very broad and functionally rich Integrated Business Planning (IBP) solution, we have assembled a team with extensive industry knowledge and experience. Exceedra's approach continues to be to keep processes as simple as possible and our powerful combination of software and people enables us to effectively challenge unnecessary complexity."

Exceedra is able to serve all of our Clients to a high standard but recognize there is no room for complacency. They will continue to grow organically but plan to expand their global reach through an alliance of suitably qualified and relevant partners.

"Our size and corporate structure enables us to be both flexible and customer focused which is highly regarded by our clients and industry experts alike. Our ability to fully understand the challenges Clients are facing and then support them with a platform that offers full integration and market leading breadth of functionality, is unique in the market.

"Exceedra is fully focused on becoming recognised globally as the leading provider of systems to support Integrated Business Planning and Revenue Management - we are well on our way to delivering that goal."



Most Innovative
Integrated
Business Planning
Company



COMPANY DETAILS

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Achieving your BestPossible

Profit Hawk is an enterprise optimisation system that provides a unique perspective to expose new profit opportunities and enables you to achieve your BestPossible. Andrew Bielat, the founder of Profit Hawk, explains what BestPossible offers to business leaders.

Profit Hawk provides a unique, invaluable perspective for any leader. The system utilises the extensive financial and operational data sets most companies have developed, but in new powerful ways. The result is to expose the best profit the company can produce. The company identifies their BestPossible® profits.

Profit Hawk has partnered with Dr. Eugene Bryan, the founding father of Enterprise Optimization, and his firm BestPossible Solutions Inc. With the five decades of success brought to the team through this partnership, Profit Hawk provides the most advanced system available for its purpose of helping leaders and team members achieve their 'BestPossible'. Profit Hawk offers the knowledge, resources and technology necessary to reliably generate growth and optimize profits. This proven concept applies to companies of all sizes and any industry.

Andrew gives us an insight into what makes Profit Hawk so unique in the software and technology industry. "We have more than 60 years of decision-support modelling experience. We are a leadership decision support company described as having one of the first "Prescriptive Analytics" systems available. Profit Hawk is able to address multiple predictive outcomes so the business leader always has the optimal solution to achieve their BestPossible profit," Andrew says.

"We have also been willing to take on the human factors involved in accepting this new perspective we provide. As a company, we would rather work hard to find the enlightened and motivated leaders than make a simple product that will never facilitate reaching for BestPossible performance."

Profit Hawk abides by a rigorous client process which follows three phases. Andrew explains, "Our clients are primarily manufacturing and production companies such as metals and forest products. When dealing with clients, there are 30 days of data collection and model building, mostly from off-site. The second phase is a 30-day profit Opportunity Analysis using the system to analyse and identify the immediate growth opportunities and working with company leaders to validate input data supplied, along with the constraints or limiting factors identified in the process. Finally, deployment and hand-off of the system over the following four months helps institute best practices and achieve profit growth."

The software and technology industry is a rapidly moving environment in which companies must ensure they are adapting to changes, as Andrew recognises.

"The software industry is continuing through a cycle of data production. There is a never-ending appetite for data which will continue for the near future. What is beginning to change is the realisation that data implosion is the opportunity, not data explosion. Leaders need meaning from the information that prescribes the best decisions, not more data and more effort put into trying to analyse it.

"The design of our analytics allows for incomplete or "soft" data while providing far better guidance than most leaders have ever had. Decisions are made every hour of every day. Without consideration of the full context and capabilities, BestPossible profits cannot be achieved. Within the first few weeks of understanding the absolute potential of their companies, our clients are paying for the cost of the system with the enlightened decisions they are able to make."

According to Andrew, Profit Hawk has learnt that business leaders are still being caught in a quandary when they are given a large amount of data. The problem is the isolation of decisions. With too much data, it can be difficult to fully comprehend a project. Decisions are made at each step or stage, in a "siloes" manner, without an understanding of or regard to how these individualized decisions affect the optimum outcome. BestPossible helps to identify unique, clear goals and track performance of profit growth.

"There is an expectation of leaders by stakeholders such as market analysts, boards, and staff to have some magic ability to determine the right course of action. However, the complexity and sheer volume of data make it increasingly difficult to find the true potential of any operation. Unfortunately, this is only going to get worse as the data mass continues to grow exponentially.

"In order to be truly successful, today's leaders have to accept that the human brain is simply incapable of analysing the complexity of their business decisions. BestPossible starts with the realisation that if we keep trying to solve our problems with the same approach we used to get here, we will never break through to our BestPossible potential. We recognise the human factors involved in technologies that operate at the strategic and tactical levels like Profit Hawk. Leaders have to be aware of their human limitations to accept the power of new perspectives to run their business."

Profit Hawk always stays on top of the latest technology in the industry in order to stay ahead of their competitors. Andrew describes what the biggest technological challenge is for the company.

"We are constantly on the look-out for better visualisation tools to make the use of information even more intuitive. Our biggest challenge is to identify and present the complexity of how the system generates the solution in a simple and clear way so that business leaders can be confident in the plan it provides."

Currently, Profit Hawk is in the process of forming a user's group and setting up conferences to help their clients network and grow. They will be recognising the leaders that are breaking through the traditional decision making approaches and achieving new levels of success.



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More Than a Sum of Its Parts

Cube Controls Ltd creates building control systems that can balance healthy environmental control against significant energy savings. Founder Tony Williams started the company in 2008 and Cube has been going from strength to strength ever since.



What products and services does your firm provide?

Cube provides well-designed and intuitive building control systems.

How would you describe your firm's client base?

Varied! We work with any building or organisation that has a need for HVAC control, critical monitoring or energy management, from offices to hospitals to domestic houses and luxury apartments.

What factors make your firm unique?

Our controls experts provide extensive design and consultancy services to ensure the right fit for your building and to guarantee energy efficiency. In addition to providing solutions based on equipment from leading systems manufacturers (Honeywell, Trend, Priva, Distech, Open System Solutions etc.), we also believe in the benefits of 'hybrid systems' to achieve the best overall solution. We seamlessly marry together the best elements from various equipment ranges and manufacturers to provide a bespoke design that is more than the sum of its parts.

What are the most significant challenges currently facing your business in the months and years ahead?

Security is a big concern, managing the new threat of cyber-physical attacks on automated building systems. We have even started a sister company Cube2 which is developing new techniques, practises and hardware solutions to provide clients with the protection they need from this type of cyber threat.

What is the main objectives for your business in the future?

We will continue to investigate new technologies and solutions to ensure we offer our clients the best solution with the most up to date equipment. The research being undertaken by Cube2 on protecting against cyber-physical threats will be filtered back into Cube Controls to ensure the systems we design for clients are safe and they are made aware of the constantly changing threats.

What business or business person do you most admire and why?

Richard Branson. He has achieved great success by concentrating equally on the needs of his clients and the well-being of his employees.



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CJC Aim to Be the Top Provider of Managed Support Services

Established in 1999, CJC are a capital markets focused technical and commercial managed services and consultancy provider. Their 24/7, 365 days a year services are delivered from offices in London, New York, Hong Kong and Singapore by industry leading experts and experienced practitioners. Senior Technical Director, Peter Williams at CJC discusses the company's objectives and culture which has been key to their success.



JC provides a variety of services include 24/7 remote monitoring and management of real time market data platforms, commercial vendor management, audit support, data analytics SaaS, PC over IP managed desktops and bespoke consultancy for both technical and commercial requirements. The company works with a global client base as well as market data vendors, exchanges and technology providers.

Peter, and the rest of the CJC staff guarantee that clients receive the best possible outcome through an organised process and they speak to other experts in the industry to see what CJC can do to improve their own services.

"We take a structured approach and set up a delivery team formed of the relevant SME's to ensure optimal results. The delivery team strike a balance between bringing our experience to the table and listening to a client's individual requirements. By doing this we are able to provide solutions that are tailored to clients whilst still benefiting from our expertise."

"It's our goal to be the number one provider of managed services in capital markets IT. To achieve this, we are constantly looking at ways to improve what we do but more importantly we regularly speak to people in our industry to see what their issues are so that we can develop solutions. It's a never ending, iterative process but absolutely necessary. Ideally, we end up in a position where we are ready with a solution almost before the client realises they have a problem."

CJC are focused on capital markets technology and commercial management. This is the core reason why CJC stands out from their competitors, as Peter explains. "We do not dilute our services and prefer to work with strategic partners who are the best crop of SME's when asked to provide services outside of our scope. We believe in doing what we do better than anyone else and to do that we must maintain this focus. CJC also believes the ability for our technical and commercial practices to work in tandem gives us a unique offering as most of our competitors do one or other."

Like in any other industry, there are challenges in the technology sector which are making business difficult for companies. Peter tells us that the impact of Brexit and pressure from regulators are a test for CJC.

"The ramifications of Brexit are not yet fully understood and in time, this could have a number of wide ranging effects. Beyond that, the increasing role regulators are playing in the industry represents the number one challenge. How will firms cope with the additional demands being put upon them from regulators?"

Another challenge for technology companies is staying on top of new and emerging trends in the industry. However, some of CJC's top engineers and developers have set up their own, dedicated 'Innovations

Lab' to make sure the firm are working well in a fast moving area. Peter tells us, "their role is to investigate new technologies and techniques and look at the viability of adopting them in our work. We challenge them to push our services and technology stack forward and deliver technical and operational benefits both internally and most importantly for clients."

According to Peter, the key tenets of CJC culture are cooperation and knowledge sharing, support of individuals by the group and support of the group by the individual, and also not being afraid to challenge the status quo. CJC ensure their staff understand the work culture of the company.

"Our global engineering team is among the best in the world with literally hundreds of man-years experience across a wide variety of technologies. One of the main roles that this team performs is escalation support and cross training for our global operations team. Beyond individual training, we operate clear processes and procedures to ensure that staff perform tasks in a consistent way. All staff feed into the creation and evolution of these processes as any efficiencies we gain can be fed back into improving service."

CJC have grown to over 120 staff worldwide, and they are currently looking at further expansion to new offices and territories next year. In addition, they are launching a private cloud service where they can deliver a number of capital markets focused SaaS, PaaS, IaaS and ITaaS products backed by their global managed services team.



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Global Specialist in Natural Language Interaction

Artificial Solutions is the leading expert in Natural Language Interaction (NLI). CMO Andy Peart discusses Teneo, the company's successful software development platform and how other companies are coming round to their way of thinking.

The patented NLI technology that Artificial Solutions creates, enables people to converse with applications and services running on computers, mobiles, wearables and other electronic devices in a humanlike, intelligent manner. Their clients are typically large global enterprises across a wide range of industries including finance, retail, telecommunications and travel and leisure.

This technology - Teneo - is the first complete platform to enable enterprises to rapidly develop, manage and analyse artificially intelligent, conversational applications. Teneo allows business users and developers to collaborate on creating sophisticated natural language applications in record time that run on any operating system, across multiple channels and in 35 languages, using sophisticated implicit personalisation and machine learning techniques. Teneo also unlocks the knowledge held in immense volumes of natural language conversations, delivering unprecedented levels of data insight. Andy Peart discusses why Artificial Solutions has become successful in such a competitive industry.

"Our vision is to make technology think. The key to success of artificially intelligent applications is a seamless interface between the user and the application. Ensuring the application understands the user's natural language input is fundamental to delivering this experience. Understanding is only half the story; today consumers expect technology to do more, to meet their needs and get things done. Artificial Solutions enables enterprises to deliver this experience faster and using fewer resources than any other product in the market."

Innovation is the reason why Artificial Solutions has become an award winning company. Teneo is a prime example of the company's strides in innovative products, as Andy explains. "Innovation is at the core of our business. Teneo is designed expressly to develop and deploy advanced AI solutions. It applies the principles of Artificial Intelligence in the development of applications, shortening design time and eliminating the need for extensive and expensive technical resources.

"It is a single integrated platform that covers every aspect required to create applications for business, taking the human/machine interaction far beyond responding to simple speech commands. The platform can even act as an interface to the deep thinking of cognitive computing, all on a cross-platform, cross-device and multi-lingual basis."

Changes in the industry have not fazed Artificial Solutions. Andy gives us an insight into how the firm has adapted to the challenges that have faced the industry over the last few years. "Most organisations start their natural language journey to solve a specific problem. In the past this would typically be a digital employee to answer online customer queries, resolve issues, help find information, process transactions, cross-sell complementary products and services.

"However, during this time the computing landscape has changed. Low-cost semi-conductors that are constantly decreasing in size have enabled manufacturers to add computing capability to almost anything. At the same time, the exponential take up of 4G mobile broadband has meant that users now spend nearly twice as long online with their smartphones than with personal computers to laptops.

"Natural language is also impacting on other areas of an organisation's businesses. Digital employees can help improve productivity by allowing users to carry out a multitude of tasks simply by asking their 'virtual PA'. Deep integration to back-end systems and an understanding of the organisation, along with a close working relationship, means real-life colleagues can transform the internal workings of an enterprise.

Recently, huge companies have all invested heavily in natural language software. Andy explains how beneficial this technology can be to large firms. "Companies such as Apple, Google and Microsoft are all investing heavily in natural language. These companies have realised that the information people provide when speaking naturally to technology, provides them with a wealth of information that they could previously only dream about.

"Natural language and conversational systems offer businesses a huge potential in reconnecting with their customers on an extremely personalised level. If businesses are already using NLI in their conversations, then they will know exactly what their customer will be looking for and how to sell it to them."

Following the success of Teneo, Artificial Solutions believe the way forward is to independently develop enterprise strength, artificially intelligent applications with a platform that delivers the flexibility to allow it to be ported to any service or device. This is one way that the company will accelerate its success in the near future.

ARTIFICIAL
SOLUTIONS
Teneo

Finest in
Business – CMO
of the Year

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The Ultimate Mobile Recruitment Solution

Megan Colins, Global Head of Operations of Loop, the company responsible for creating the leading mobile recruitment platform, chats to us about how they have adapted to industry changes in a fast paced environment.



Loop is the leading mobile recruitment and employee engagement platform allowing for companies to engage with their candidates and employees direct to their mobile device of choice. Megan Colins gives us an insight into how Loop operates, starting with an outline

of their company and leading to their ongoing business strategy.

“We made the strategic business decision to develop a full suite of mobile products that can be configured to support all aspects of mobile recruiting and related candidate processes to replace online recruiting processes; this includes: careers sites, Talent Community registration, mobile application and pre-screen processes, employee referral and event pages.

“In conjunction with the platform’s ability to recognise the device type and render the mobile experience, it fully leverages the immediacy of mobile to drive your recruiting efficiency. Organisations leverage our platform to drive recruiter productivity to support their own initiatives in mobilising candidate marketing, ongoing candidate communication, associate redeployment, candidate availability and status management, assignment updates, interview feedback, pre-screening and referral programs.”

The core element to the Loop platform is the establishment of candidate preferences and associating the candidate record with their mobile number. The Loop team is focused on building cost efficient, highly saleable tools to “opt-in” and engage candidates via the mobile channel, supporting both smart phone and feature phone users. The platform is designed to give clients a single vendor to support operational goals across multiple business lines and to optimise the candidates experience on mobile phones and tablets. This approach is designed to allow clients to interact and engage the candidate directly on their primary device of choice.

“We work with a wide breadth of clients across multiple industry verticals. These include franchise, healthcare, hospitality, manufacturing, retail, staffing and RPO. Our approach focuses a large amount of effort in developing toolsets to drive recruiter productivity and connect candidates to the brand using text and mobile web. When undertaking new clients, we consult with the organisation to understand their overall objectives. Having an understanding of what they hope to achieve, gives our team a clear view as to how the Loop platform can be leveraged to alleviate the issues.

In a rapidly moving industry, the cycle time for software products and services is much quicker, with innovation happening at a faster rate with Loop’s vendors than larger technology firms.

“After a long period of discussing how to engage candidates and employees more effectively, we are seeing firms releasing budgets and actively investing in our type of mobile based technology to actually make it happen. Nowadays, the cycle time to effect change is

far faster now, we can add features and services that operate globally in weeks rather than months which can sometimes be a challenge.”

According to Megan, Loop has learnt to use feedback from clients to improve their customer experience. “Turning feedback into action. Putting customer and employee/candidate input into every stage of product development or release cycle is the most important part of your business if you want to scale.

“Other significant aspects of business that Loop has followed is to learn from your mistakes, closely follow adoption rates and ensure you have open lines of communication for blue sky discussions with client and tech partners.”

Loop provides a dynamic, two-way SMS messaging tool to initiate dialogue and to gather candidate data and preferences. This messaging service can support a wide variety of candidate engagement and recruiter productivity tools, including job alerts, Talent Community registration, automatic status management and shift availability and reminders.

“Our SMS capability makes our mobile apply processes unique by delivering messages to candidates if they need to ‘save [an application] for later’ or if they drop off the process for any reason. These SMS messages serve a unique link to the candidate to bring them back into the process, where they left off. We are currently integrated with over 900 mobile carriers, worldwide, with client services in over 180 countries – allowing organisations to reach candidates virtually anywhere, anytime.”

In the near future, Megan explains how Loop plans to shift their focus to more on developing their platform. These solutions will be taken directly to the market in the coming months.

“We have spent years in the industry offering customised solutions to our clients. Loop has invested significant time and resources into taking elements of these solutions, and consolidated them into what we believe to be a turn-key solution to ensuring organisations can build and maintain talent by engaging candidates with relevant content, direct to their mobile device of choice.”



Authentication techniques based on fixed targets can be compromised from threats such as privileged insiders, infected malware and phishing attacks.



Any compromise may remain undetected and difficult to recover, creating significant vulnerabilities.

CASQUE SNR

With CASQUE SNR, keys are changed dynamically and invisibly, removing fixed targets and hence becoming immune to insider attacks, token clones and manufacturer compromise. CASQUE SNR is fully self-contained with US and EU Patent Protection.

It has both Optical and Wireless Contactless tokens allowing it to cope with any client infrastructure. CASQUE SNR works on any Client Operating System.

Certification at source code level by UK's CESG (part of GCHQ). NATO Approved. Deployed and relied upon 24/7 by UK's Ministry of Defence.

Military Strength Security at Commercial Prices

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Frontrunner in Athlete Performance

Jason Cooner is president and CEO of Archetype, a software company which is responsible for creating two award winning products - TerraTrace™ and PlayerMD.

Archetype, Inc. was founded in 2002 to develop and market mission-critical embedded hardware and Internet enabled services, under a Strategic Alliance agreement with Siemens AG. President and CEO of Archetype, Jason Cooner discusses the two award winning products PlayerMD and TerraTrace™ and how they benefit clients.

"We were able to capitalise on our global GPS network and secure a wireless platform to develop a new family of products designed to remotely monitor and store key health indicators for individuals participating in contact sports and other physical activities. Archetype worked closely with Dr. Jeff Dugas as well as several leading biometric experts to further design and development of sensor based headgear to monitor for G-force impact and overheating.

"The company worked with Siemens AG in 2005 to develop "M2M One", the premier marketing platform of the M2M space and precursor to the "Internet of Things" ("IoT"). Three years later, Archetype Inc. was chosen by Siemens as "the best-of breed" provider to deliver M2M platforms for Siemens' Tier one customers. Since 2010, Archetype's focus has been on TerraTrace™, emerging as the IoT industry's "best-of-breed" solution platform.

"Patent approval of 150 claims predating all competitors in wearables, and covering the application of more than one sensor types on the body to capture biometric data and the wireless transmission to the cloud; with hundreds of additional claims related to all OpenWare™ hardware designs, the OpenWare™ wireless protocol and network infrastructure pending."

Archetype provides the TerraTrace™ IoT Edge Platform to securely produce and capture sensor data from all IoT environments to Microsoft's Azure™ Platform, while solving the four biggest problems facing IoT; security, interoperability, mid-range wireless transmission and power management. Core to the TerraTrace™ architecture is the OpenWare™ Edge Hardware Series, which provides dramatic improvements in overall IoT Edge equipment performance, form factor and networking capabilities in an exclusive IoT delivery model.

TerraTrace™

TerraTrace™ is a standardised, wireless IoT Edge Platform extending from the sensor through the Azure™ Cloud to the Enterprise. TerraTrace's™ exclusive OpenWare™ four-phase commit mid-range (1000 feet to ¼ mile line-of-sight with internal antenna) wireless protocol guarantees delivery and goes well beyond the stability of other platforms; making it ideal for mission critical, healthcare and industrial applications. The platform includes an extensive line of power efficient OpenWare™ sensor devices which are customisable for a variety of applications, and support the integration of over 10,000 types of sensors into the TerraTrace™ Platform. Long-range backhauling is provided using either cellular (GSM, CDMA, etc.), satellite (Orbcomm, Iridium, GlobalStar), or the Internet. Frequency and/or Exception-Based Reporting and our online portal enables companies to control and monitor sensor data in real-time.

PlayerMD

The PlayerMD™ Biometric Platform is the most technologically advanced Athlete Performance Management Platform currently available. PlayerMD™ PM (Performance Management), monitors an athlete's vital

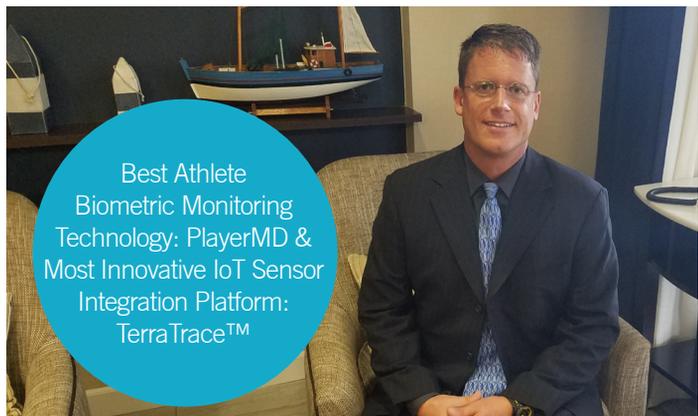
sign whilst PlayerMD™ GM (Gear Management), ensures proper helmet fit and performance of safety equipment.

The platform is designed to enable athletes to perform at peak levels throughout the season while allowing them to maximise performance and longevity in sports. A small sensor pack weighing less than 15 grams is inserted into a skull cap, head band or fitted into Russell Athletics CarbonTek™ shoulder pads, currently in use at the NFL and the NCAA, to measure individual performance and biometric readings. PlayerMD™ sensor packs run for 400 hours on a single battery which means no recharging throughout the season.

PlayerMD™ PM captures an athlete's heart rate, burned calories, blood oxygenation levels, body temperature, speed, acceleration/deceleration and total distance travelled during play. Additional features such as breathing rate and other metrics are also available. Coaches and athletic trainers receive performance alerts in real-time, via email and text messages, when certain performance thresholds are reached or vitals change so an athlete's overall performance can be monitored. Performance data can be used to help guard against overheating, fatigue and other related injuries.

PlayerMD™ GM monitors helmet fit using a combination of sensors packs with one in a skull cap and one mounted to the helmet. This allows impact data to be compared between the point-of-contact (i.e. helmet) and the head itself to ensure proper helmet fit and overall performance throughout the season. PlayerMD™ GM monitors shoulder pads by fitting one sensor pack in the shoulder pad and another underneath the pads to measure overall pad absorption and performance.

PlayerMD™ was developed under the guidance of leading sports medicine experts including Dr. James Andrews and Dr. Jeffrey Dugas of the Andrews Sports Medicine and Orthopedic Center and technical experts from Siemens AG and ST Microelectronics.



Label-free Cellular Analysis in Controlled Environments

Physiologically Relevant Cells and Conditions

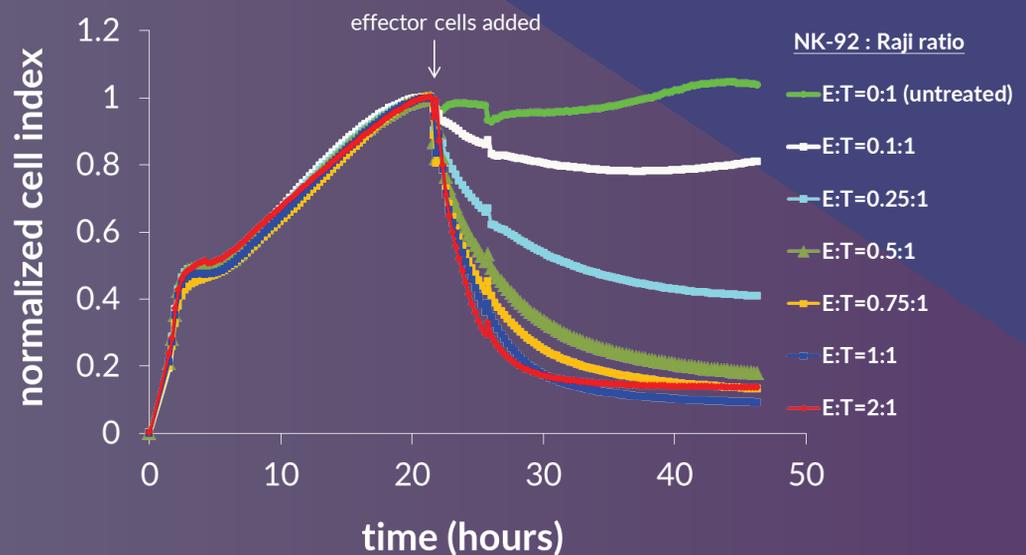
Real-time Dynamic Monitoring

Kinetic and MOA Information

Applicable to a Wide Range of Cell Types

Primary Cells, Stem Cells, Frozen Cells, Recombinant/Engineered Cells

Monitoring
NK-92
cell-induced
cytolysis of
Raji cells
using
xCELLigence



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Great Value Insurance

Founded in 2005, Insurance2go was launched to provide great value insurance products for mobile phones. Since then they have expanded their services to offer iPhone insurance as well as cover for laptops, tablets, business mobile phones and smartphones.



What products and services does your firm provide?

Insurance2go offers great value insurance for mobiles, iPhones, tablets and laptops; comprehensive cover that is far cheaper than high street stores.

How would you describe your firm's client base?

Our customers consist of a 50/50 male and female split, based all around the country, from the ages of 18 – 45. They tend to be very tech aware and use a lot of apps and social media.

What factors make your firm unique?

We were the first company anywhere to offer protection against fraudulent use of a customer's mobile wallet, and others soon followed. We have just launched another first for the UK, which is a product that offers customers theft and loss at a really good price. Fewer people need accidental damage as handsets become more and more water proof and the screens get tougher and tougher. This is a unique product. We only launched this product mid-September and it's already selling well.

What are the most significant challenges currently facing your business in the months and years ahead?

Without doubt, the increasing prices of iPhones is a challenge. The new iPhone 7 256GB is over £900 to replace without a contract and keeping our offering competitive is tough.

However, we're pleased that all our research shows that Insurance2go is still the cheapest and better still we've managed to avoid (unlike many of our competitors) nasty clauses. For example, banning claims for the first few weeks of taking out a policy. We believe if you take out insurance you should have immediate cover.

What is the main objectives for your business in the future?

We want to continue to grow the business whilst remaining profitable. The business was started over 11 years ago and we've managed to return a profit every year of trading whilst continuing to grow. We also have some potential partnerships in others countries which we're exploring.

What business or business person do you most admire and why?

I used to report directly to David Ross, who was a co-founder of Carphone Warehouse. He was a hard task master but I learnt a lot from him.



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FINEST IN BUSINESS

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LARGE CAP TOP 50

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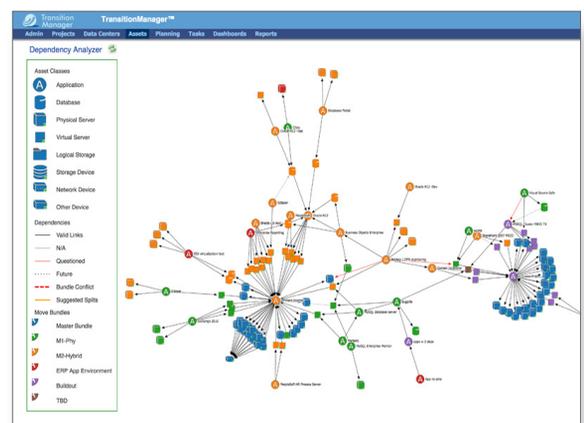
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