

Published for members of the Northern Ireland Division of the Institute of Directors

IoD launches student membership

Page 7



INSIDE

02-03 Leadership Lecture - speaker confirmed

05 Chairman's message

11 Collaborative R&D

13 The Twinterview

16-18 What state is our economy in?

25 In defence of capitalism

26-27 Women's Conference report

30 New membership benefits



Diary Dates

April

- 30 **Lunch & Learn
Succession Planning (1.5)

May

- 10 Transforming Me,
Transforming You (7)
15 **Annual Members Meeting
15 The Leadership Lecture (1)
17 Young Leaders Conference (5)

June

- 04 Chartered Directors Seminar (4)
13 **New member lunch
25 **Director Insights: Directors' Health
& Safety exposure (1)

September

- 05 Annual Golf Outing
18 IoD Annual Convention (6)

October

- 03 **New member lunch
25 The IoD NI Annual Lunch

Events marked ** are free to IoD members

(CPD hours in brackets)

Book online at

www.iod.com/northernireland

If the event you are looking for does not
appear online, please telephone
Lorraine at 028 9068 3224.



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Ireland on Twitter @iodni

Upcoming events

Lunch & Learn – succession planning 30 April

Succession planning is about more than just identifying the right person for a role. There are legal and financial issues to think about too. Our Lunch & Learn session hosted by A&L Goodbody will address some of these issues over an informal lunch.

Transforming me, transforming you 10 May

This one day course facilitated by Anne Dargan of Rapid Change Consultancy is aimed at women leaders and managers wanting to consider where they are in their career, where they are going, and how to kick-start themselves and their teams.



Annual Members Meeting - 15 May

Held in the modern and creative surroundings of The MAC at St Anne's Square, the Annual Members Meeting is your chance to elect new members of the IoD NI Committee and to hear the plans for the Institute of our incoming Chairman, Paul Terrington.

IoD events count for CPD

Use IoD local events to contribute to your CPD hours for Chartered Director and other professional bodies. CPD hours are indicated in brackets.

Our events provide valuable opportunities to network with and learn from other business leaders.

The Leadership Lecture – 15 May

As is the case with many successful entrepreneurs, the career of our guest Lecturer Norman Crowley has had its highs and lows.

By 2008 and the age of 38, Norman had founded and sold the internet eCommerce company Trinity Commerce and the Inspired Gaming Group (in late 2007, Norman was famously two hours away from selling Inspired for \$1 billion to a large Icelandic hedge fund when the deal fell through!)

Along the way, he also co-founded "The Cloud", Europe's largest Wifi operator, which was sold recently to BSKYB for circa €80m.

His latest venture is Crowley Carbon, founded with the vision of becoming a major player in the \$1 trillion global energy efficiency market. Recently the company announced a deal worth around €64 million with one of the largest Facilities Management Companies in the Middle East.

In his Lecture, Norman will talk about the leadership challenges he has faced in creating and selling his companies, and will share his thoughts on what makes a good leader.



Norman Crowley

Marketing to IoD members

Contact Linda Brown on 07971 599 787 or email linda.brown@iod.com for details of sponsorship opportunities and rates for advertising in IoD Northern Ireland News.

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Young Leaders Conference – 17 May

Following on from the success of last year's event, the 2nd half day Young Leaders Conference, organised by the IoD Young Directors' Forum, Young Accountants Association, Young Solicitors NI and JCI Belfast will also be held at The MAC with a line up of excellent speakers including entrepreneur Alyson Hogg of Vita Liberata and the new CE of Titanic Quarter, David Gavaghan.



Alyson Hogg, Vita Liberata

Chartered Directors Seminar – 4 June

Aimed at providing CPD hours for holders of the Chartered Director qualification, this Seminar is also open to anyone with the IoD Diploma in Company Direction. A few places will be available for business leaders who do not hold the Diploma (contact Linda Brown at the IoD if interested).

IoD national Chairman Ian Dormer CDir will host the Seminar and he will be joined by speakers including Brian McErlain CDir of Genesis Breads, Stan Brown from Forensic Science NI and Richard McMullan CDir of Sliderobes on the topic of To Export or Not to Export. Sharon Constancon CDir will be joining



Ian Dormer,
IoD Chairman

us from London for a session on board evaluation. And at the end of the afternoon, Steve Orr from the NI Science Park Connect programme will give his views on growing business in Northern Ireland.

Don't let health & safety land you in jail
Director Insight - 25 June
(see column 3 on this page)

Director Insight events are held at the premises of Arthur Cox at Capital House, 3 Upper Queen Street, Belfast BT1 6PU. A light breakfast will be provided @ 8.15am with the seminar taking place at @8.30-9.30am.

Director Insight events

The role of a director in challenging economic environments

At the second in our Director Insight briefings in partnership with Arthur Cox, presenter Lynsey Mallon focused on the role and responsibilities of company directors during a time of economic recession and market distress.

Lynsey, who is a partner in the Corporate and Commercial Department in Arthur Cox Belfast, covered key areas including:

- The key legislation and principles
- What is a director? De facto, shadow, nominee, executive and non-executive
- A brief overview of directors' duties
- Compliance with Companies Act 2006 and enforcement
- Disqualification
- Key issues for directors of companies in financial difficulties and how to manage them
- When a director is personally liable
- Loans to directors and substantial property transactions
- and Directors' expenses

This is a highly topical issue when so many companies have succumbed to tough trading conditions and the economic outlook is still far from certain (see our centre pages for views from some local commentators).

If you would like to speak to Lynsey about any of these issues, you can contact her directly on 028 9026 2669 or at lynsey.mallon@arthurcox.com.



Lynsey Mallon

Lynsey Mallon advises both domestic and international, public and private clients, as well as public sector bodies, across the full range of company and commercial law areas. She has extensive experience of advising on both domestic and cross border mergers and acquisitions as well as MBOs and MBIs, joint ventures, private equity, and general commercial contract work. She also regularly advises clients on corporate governance and corporate restructuring. Other areas of focus include data protection and privacy law, intellectual property and information technology.

Coming next

Safety Management: Directors' exposure on Health and Safety – 25 June

It is well known that employers are subject to stringent legislation to take all 'reasonably practicable' steps to ensure the health and safety at work of employees and third parties that may be affected by the undertaking. Breach of the legislation is a criminal offence, attracting the potential for unlimited fines in the more serious of cases. There are also offences that can be committed by employees, managers and directors of companies that attract fines and, in appropriate cases, prison sentences.

All directors should note the substantial increase in enforcement action taken against individuals in recent years.

High standards of health and safety management are an essential part of any business. For an organisation to be successful, these high standards must be achieved and maintained, and board level involvement and commitment is vital for this to happen.

Directors must ensure that their organisation meets its legal obligations. Health and Safety Law places duties on organisations and employers, and directors can be personally liable when these duties are breached. Directors who do not display proactive attitudes and leadership in this area are failing in their duties and damaging their organisation as a result.

This seminar will be hosted by Chris Ritchie, a partner in the Dispute Resolution practice in Arthur Cox Belfast. The key areas Chris will address include:

- Core legislation and principles
- Benefit or Burden?
- Personal liability of Directors
- Life of an accident
- Investigation
- Inquest
- Criminal liability
- Disqualification
- Civil liability
- Case studies



Chris Ritchie

Chris Ritchie has specific expertise in relation to health and safety as well as criminal and civil liability. He regularly advises companies and individuals that are facing criminal investigations and proceedings by the Police, Health and Safety Executive and other regulatory bodies.

You can contact him directly on 028 9026 5542 or at chris.ritchie@arthurcox.com

ARTHUR COX

On your behalf

Management & Leadership

Later this year, the Department of Employment & Learning (DEL) will be publishing a consultation on its review of the current Management & Leadership Development Strategy for Northern Ireland (MLDSNI).

Tim Devine, Head of DEL's Management & Leadership Branch and his colleague Raymond McAuley joined the Developing Committee to discuss the review.



Tim Devine

Tim confirmed that the new strategy will be aligned with the Skills Strategy, which is closely linked to the Programme for Government and particularly to the Economic Strategy, emphasising that the economy is at the heart of Assembly policy.

In spite of closer liaison than ever before between DEL and Invest NI in promoting management and leadership development, the Committee was concerned to learn that the standards of leadership and management in Northern Ireland are still only average at best and particularly poor in smaller companies. Uptake by business leaders of DEL programmes in the Management & Leadership Programme

is affected by the current constraints on business which make it harder to release senior staff, and also due to the lack of spare funds for training.

NI productivity is the lowest in the UK and the message that investment in development of managers and leaders leads to clear improvement in productivity for the business is clearly not getting across.

The Institute will be responding when the consultation is produced. Any members wishing to contribute to this work, should contact the Director, Linda Brown at linda.brown@iod.com

Planning Bill

Members of the Influencing Committee responded to an Environment Committee consultation on the Planning Bill that is currently going through the Assembly. Our response welcomed the aim of the Bill in ensuring that improvements in the planning system - faster processing of applications; simpler and tougher enforcement of offences; enhancement of the environmental aspects; faster appeals; and enhanced community involvement in the planning process - are all fully embedded in the planning regime before the transfer of responsibility for planning matters to the new councils rather than a 'big bang' approach of reform and transfer at the same time.

We also welcomed the provision that planners should take account of economic factors in determining applications, which we have long campaigned for. The Bill does not suggest that economic factors should eclipse all others, such as protection of the environment. In our view, the key questions are how the proposed assessment will be made, who will make it and what form it will take, and we have offered to contribute to this process.

Good governance and the public sector

Good corporate governance is vital in any organisation, whether it is in the private, public or third sector so board members



John Keanie

must have the necessary skills and expertise to keep the company or public body operating within the rules. When it comes to appointing members to public boards, it is also important that the process for application and approval is transparent and understandable.

The IoD's Northern Ireland Committee were concerned that the current process may actually be deterring business leaders from applying and invited the Commissioner for Public Appointments, John Keanie, to meet them.

At this meeting, John discussed the efforts his office is making to improve the application process and to increase the diversity of representation on public boards - age, gender, ethnicity, background - as well as encouraging more business people to apply. As part of this effort, John gave a briefing to IoD members at his office on the public appointments process.

IoD members interested in applying for public appointments should keep an eye on the monthly e-News, which includes information on current vacancies or contact Linda Brown at the IoD office.

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Chairman's message

Send more Ministers and MLAs to export markets

Some commentators on the trip in March by the First Minister and deputy First Minister to Brazil and the USA were loudly critical of what they regard as a taxpayer funded 'jolly'. But you know what? I say send more Ministers and more MLAs to sell Northern Ireland abroad. Give them a taste of what it is like for business people to have to go out and make money by selling our goods and services to people who only know Northern Ireland for the 'troubles' that continue to appear on TV screens and social media around the world.

Peter and Martin were out there saying all the right things about what Northern Ireland has to offer investors – such as our investment in infrastructure, roads, rail, air, IT and one of the most advanced broadband networks in the UK.

They pointed to Belfast being among the top global destinations for financial services technology investments and blue chip companies such as Chicago Mercantile Exchange Group and CiTi. And they identified the opportunities for Brazilian

companies to trade with local firms, pointing out that our exports to Brazil have increased from £5.8million in 2006 to over £27million in 2012.

I'd say that's a productive use of their time. (Not every week of course!)

Get out and sell

Now that Cameron has wimped out of devolving corporation tax varying powers to the Executive using the excuse of the Scots independence vote, the reality is that there is very little by way of distinctive inducements for inward investors to come to Northern Ireland. So it is incumbent on all of us to get out there and sell. And we need politicians and public servants on our side.

I recently met Alastair Hamilton at Invest NI to talk about the need to support more businesses trying to break into new markets. Marketing support is one thing, but the real challenge for anyone entering a new market is to create the relationships on the ground that will lead to signed



*Mervyn McCall
Chairman IoD Northern Ireland*

contracts. And that is an expensive process. You have to invest in flying someone out on a regular basis with all the travel, accommodation and associated costs, or you put someone in the territory and support them there until the deals start to happen. A lot of short-term expenditure for, hopefully, long-term gain.

Alastair recognises that the costs of getting established in a new market are considerable before any payback, and pointed out that there are now 13 Invest NI offices around the world with local 'feet on the street' to help companies looking to sell into their territories. These local experts, along with their Belfast-based trade team, can provide advice and guidance on the full range of support, from initial market research through to help with translation of contracts, documents etc.

But checking out the Invest NI website, I'm not sure there is anything that helps offset the cost of getting established in a market. If there is such an Invest NI product then let's hear about it. And if there isn't, can we create one?

In the meantime, I would encourage anyone with a product or service that can be sold outside Northern Ireland to make the most of the services available from Invest Northern Ireland and to contact the IoD if you want to make contact with more experienced exporters.



First Minister Peter Robinson and deputy First Minister Martin McGuinness touring the urban waterfront regeneration project at Porto Maravilha in Rio de Janeiro with Alberto Silva President of the Port

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Member Profiles



Professor Sir Peter Gregson

Peter was born in Scotland in 1957 and secured his first job with GKN Rolled and Bright Steel Limited in South Wales in 1976. At that time, there was no indication of the life-changing experience in store for him at Queen's University Belfast nearly three decades later. After an enormously rewarding academic career at Imperial College London and University of Southampton, during which he enjoyed teaching and research in equal measure, Peter was appointed President and Vice-Chancellor of Queen's in 2004.

Peter says it has been an enormous privilege to work with so many talented and committed colleagues and students to establish Queen's as a global force in Higher Education and contributing so fully to the cultural, social and economic development of the society that the University is here to serve in Northern Ireland. "Queen's disproportionate contribution to economic development in Northern Ireland extends from our direct contribution to inward investment from global corporates such as Seagate Technology (US), Infosys (India) and Petronas (Malaysia) to development of spin-outs companies through QUBIS and support of Northern Ireland's SMEs through the UK's most successful Knowledge Transfer Partnership Scheme. We contribute some £700m per annum to the local economy and our capital programme creates more than 700 jobs for the construction sector.

"Accession to the Russell Group of leading UK Universities, the award of the fifth Queen's Anniversary Prize and five consecutive major Times Higher Education Awards are external recognition of Queen's remarkable journey of the past decade. As runner-up University of the Year, the Sunday Times said of Queen's: "Queen's plays a pivotal role in the economy and the life of Northern Ireland. It is about as far removed from ivory towered academia as it is possible to get. No university in the UK generates more money from companies spun out of its research work and this year's Queen's Anniversary Prize for its pioneering cancer research work acknowledges Queen's contribution in this field, which benefits the people of Northern Ireland on a daily basis and has implications for the wider world going forward. But the real winners are the students who study here in an environment both rich in history and exuding the dynamism they will all need to succeed in a challenging world environment."

It has been my good fortune to be part of this great journey and I pay tribute to the staff and students of the University who continue to shape the future of Queen's and of Northern Ireland."

Clare McCarty

As Group Chief Executive of Clanmil Housing Group, Clare is leading one of the biggest social housing providers in Northern Ireland and the Republic of Ireland. The organisation has a turnover in excess of £12 million.

Clanmil was first registered with the Department of the Environment in 1977 and aims to be a primary provider of high quality homes at the lowest possible economic rent for everyone in housing need. Its 3000 plus units of accommodation include homes for families, single and older people as well as independent and supported housing for older people and those with dementia, enduring mental health problems and learning disabilities. Clanmil hostels provide a temporary refuge for women and their children suffering abuse within the home. Group housing is also provided for Irish Travellers.

Clanmil projects have won numerous awards, including most recently an award from the NI Housing Council for a housing project in Downpatrick, and another for two of Clanmil's supported housing schemes, presented at the Innovation and Good Practice Awards run by erosh, the national consortium for older people's housing and support providers.

You can contact Clare at clare.mccarty@clanmil.org.uk



Mark Thompson

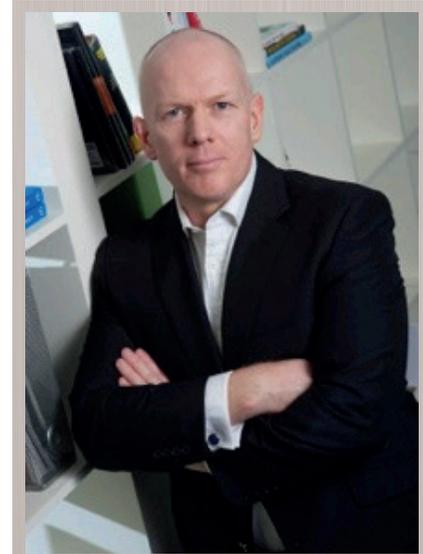
Mark is the Head of Belfast office of A&L Goodbody Northern Ireland. A partner with many key areas of strengths and responsibilities, Mark is a key member of the team driving the growth of the business.

Specialising in corporate and commercial law, he has extensive expertise, particularly in the sectoral areas of energy and natural resources, healthcare and media law. This combines with his corporate experience in which he addresses areas of law including corporate

finance, mergers and acquisitions and management buyouts, and strategic advice.

Mark has provided invaluable service to a diverse range of organisations from media companies such as UTV and Talk Sport, to health related firms such as 3fivetwo Healthcare, and energy companies like Bord Gais Eireann.

You can contact Mark at mthompson@algoodbody.com



Adrian Eagleson

Adrian – Director of TOWARD Ltd - originally trained in Sports Science and Elite Performance but has spent the last 15 years working with individuals and organisations helping them to operate with a greater sense of alignment and purpose.

He has a keen interest in developing resiliency and psychological capital within the workplace, and his company, TOWARD, specialises in building resilience through behavioural change, delivering a range of interventions at Senior Executive and Board level in large global corporations aiming to mitigate against the behaviours that can bring about the on-set of crisis.

Adrian has been involved in senior level coaching and organisational development assignments with clients such as Fujitsu, Citi, RBS, Lloyds, Caterpillar, Terex and Concentrix. He has an MSc in Organisational Behaviour & Psychology and is currently working with Birkbeck College London, looking at the impact of training interventions that off-set crisis within organisations.

Contact Adrian on 028 9065 2325 or follow him on twitter @adrianeagleson

Member News



Cover story: First IoD NI student members

For the first time since its founding in 1903, the Institute of Directors has opened up its membership to young directors of the future.

The Ulster Business School (UBS) becomes the first academic institution in Northern Ireland to avail of this unique opportunity with 200 of its under-graduate and post-graduate students receiving one year's membership.

The IoD/UBS partnership will enable the next generation of local business leaders to access

bespoke products for students and network at exclusive IoD-led local and national events.

The first event was a presentation on 'how to network' delivered by IoD Northern Ireland Chairman Mervyn McCall.

Pictured are Professor Marie McHugh, Dean of the Ulster Business School, and IoD NI Chairman Mervyn McCall launching IoD Student membership with students at the University of Ulster's Jordanstown campus.



Ellvena takes new Ulster Bank role

Ellvena Graham has been appointed to the new position of Head of Ulster Bank Northern Ireland.

Reporting to the Chief Executive, Jim Brown, Ellvena will be responsible for the leadership of Ulster Bank Group within Northern Ireland, representing the Bank with all key stakeholders including Government, industry bodies and consumer groups.

Ellvena has already assumed the new position while continuing her role as Chief Operating Officer for the Group as a whole.

New charity role for Ronnie

Long standing IoD member, Ronnie Foreman, has become Chairman of the Northern Ireland Cancer Fund for Children (NICFC).

Ronnie joins NICFC at an important time for the organisation, which provides services to children and families affected by cancer, with the construction of the Daisy Lodge centre in the Mourne and the establishment of a family facility within new offices in Belfast representing an enormous step forward in the services the charity currently provides.



Ronnie Foreman with NICFC Chief Executive Gillian Creevy, checking out plans for the charity's new Daisy Lodge respite centre in Newcastle

Ronnie has worked for and been a chairman of many major companies and is currently Chair of SiteServ NI. He is the founder and chairman of Foreman Consultants, which provides a business development service to organisations across the UK, Ireland and the USA.

New Members

Welcome to the latest business leaders to join the IoD Northern Ireland Division:

Paul Caves, Stephens Catering Equipment Co Ltd
Rose Kelly, Allstate NI Ltd
Kathleen Lavery-Boulouha, Holiday Inn Express
David Law, W J Law & Co
John McMullan, Bryson Charitable Group
Richard O'Lone, ROL Testing Ltd
Rajesh Rana, Andras House Ltd
Louise Smyth, Grafton Recruitment International
Keith Storey, ASM Financial Planning Ltd
William White, Lucidtalk Ltd
Mark Willis, Willis & Co Insurance Brokers Ltd
Richard Willis, Willis & Co Insurance Brokers Ltd
Alison Wilson, Ciena Ltd

New members are invited to attend one of our New Member Lunches, supported by Director Development Ireland.

Any other member who has not attended a New Member Lunches is also welcome to attend one. Check the Diary Dates page for forthcoming lunches and contact lorraine.corry@iod.com to reserve your place.

Annual Members Meeting

The closing date for nominations for the elections to the IoD Northern Ireland Committee is 1 May 2013. Anyone wishing to stand for the Committee should contact the Director, Linda Brown, for a nomination form.

The Annual Members Meeting will be held on 15 May at The MAC in Belfast at 4.30pm.



The IoD Northern Ireland Committee

Chairman

Mervyn McCall, MNV Limited

Vice Chairman

Paul Terrington, PwC

Treasurer

Geoff Henderson, Consilium Technologies

Committee chairmen/vice chairmen:

Connecting

Ian Jeffers, The Prince's Trust

Colin Coffey, Digital Venture Group

Neal Lucas, Neal Lucas Recruitment

Developing

John Knapton, Biznet Solutions

Influencing

Michael Murray, BT

Richard Hunter, R Robinson & Sons

Other members of the Committee:

Michael Corey, Lanyon Astor Buller

Ashleen Feeney, KPMG

Eleanor Gill, Erga Strategies

Marie-Thérèse McGivern, Belfast Metropolitan College

Richard Rodgers, Carillion plc

Ian Sheppard, Bank of Ireland

Rose Mary Stalker

Alan Taylor, Arthur Cox

Obituaries

Colin Anderson



The Institute was sorry to hear of the death in February of our long serving life member, Colin AJ Anderson. Colin was born in 1927 and joined the Institute in 1956, the year before the IoD Northern Ireland Branch (as it was then) was first established.

Colin worked in Anderson & McAuley, the Belfast family business which operated the famous city centre department store and the out of town supermarket known as Supermac. He retired as Chairman in the 1980's having started his working life with the Belfast accountants, Wright Fitzsimons & Cameron.

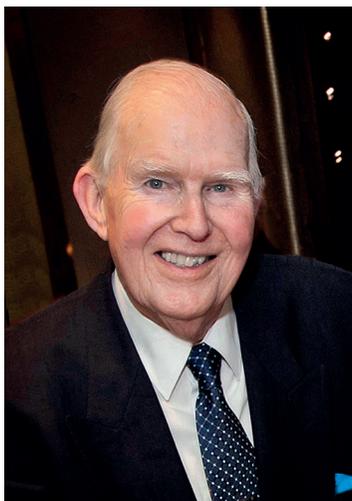
Along with his brother Allen, Colin was part of the change in retailing during the 60s and 70s which saw the growth of out of town shopping centres. Supermac's opening in 1964 brought this retail revolution to the British Isles, not just Northern Ireland. Since then the site has been known as

Forestside and continues to contribute successfully to the local economy as a major shopping centre in south Belfast.

Colin was active in retailing at a UK national level, in particular with the nationwide Associated Independent Stores where he was Chairman in the late 70s. In business related public service, he was a member of the Northern Ireland Tourist Board and became Chairman of the Local Enterprise Development Unit (LEDU), which was a channel for government support for entrepreneurship and small manufacturing businesses across Northern Ireland. Local charity activity included the Belfast Abbeyfield and RNLI.

In 1978 Colin received the OBE for his services to retailing. In 1984 he was appointed a Deputy Lieutenant for the County Borough of Belfast and in 1995 a Vice Lord Lieutenant completing his service in 2002.

Sir George Quigley



Another great loss in February was that of our former Chairman Sir George Quigley, who died suddenly at the age of 83. Sir George was Chairman of the IoD Northern Ireland Division from 1990-1994.

Sir George's career spanned the public and private sectors. He was a leading civil servant, reaching Permanent Secretary level in the Department of Finance & Personnel and retiring from the civil service in the late 1980s.

In 1989, he became chairman of Ulster Bank and subsequently also served as Chairman of Bombardier Aerospace Belfast.

Sir George was committed to creating peace and prosperity in Northern Ireland. Amongst many other roles, he chaired the NI Economic Council and Co-operation Ireland, carried out a review of the Parades Commission and was one of two independent witnesses who were called upon to verify the decommissioning of weapons by the UDA.

More recently he headed an industrial taskforce backing the reduction of corporation tax as a way of boosting the local economy and shortly before his death, he was encouraging the business community to engage to solve the unrest around the flags dispute.

Agile business planning

by Dr Alan Lennon, Chairman of Off The Wall Creations Ltd

Do the words “business plan” conjure up for you the 50 page document with 5 year cash flow projections, which you got a consultant to write for a bank loan or an INI grant? That’s the one which is gathering dust at the back of a filing cabinet.

If so, you are not alone. Indeed you are probably in the majority of managers of businesses, large and small, for whom a traditional business plan is a bureaucratic, static, once in a while exercise, mainly produced to impress others. It requires both the writer and the reader to suspend the reasonable disbelief that anybody can detail an action plan for a business 5 years out.

The truth is that business planning, particularly in start-up companies or larger companies entering new markets or planning new products has always, in practice, been more of a suck-it-and-see process than traditional business planning academics would care to admit. Well, at last, research and theory have caught up with the practice of how, in successful businesses, real people produce real business plans, which produce dynamic focussed actions.

You can’t know everything

The Business Model Canvas is a strategic management and entrepreneurial tool. It allows you to describe, design, challenge,

invent, and continuously revisit your business model. The approach relies on the reality that, at any point in a new venture or a strategic shift in direction, you can’t know everything about the future. But you can develop some basic strategic assumptions and then check them out, by getting out of the office and into the marketplace to address some fundamental questions.

All you need to start is a whiteboard divided into 9 sections covering strategic business areas from “value proposition” to “revenue models” and a bunch of stickies onto which you can paste what you know, what you think you know and what you don’t know. It’s easy to use and it involves your management team in a process, which uses their expertise.

A great proponent of this approach is Steve Blank - a seasoned Silicon Valley entrepreneur. The author of two famous books on entrepreneurship - *The Four Steps to the Epiphany*, and *The Startup Owner’s Manual* - Steve teaches entrepreneurship at Udacity, Stanford, Berkeley, Columbia and other major universities worldwide.

Dynamic change

In my experience, the process can be led by the business leader him or herself, or a business savvy facilitator. With a team of 5 or 6 managers around a white board and a



Dr Alan Lennon

half day session, it can produce a dynamic change agenda. When, for example, you ask your team the question: “from a customer perspective, what is the value proposition for this offering?” and you don’t get a clear answer, then you’ve all learned something important.

For more information drop me an email at alan@offthewallcreations.co.uk or try these web addresses <http://www.businessmodelgeneration.com/canvas> and <https://www.udacity.com>

Dr Alan Lennon is a local businessman, a Board Member of Invest Northern Ireland and a Visiting Professor at The Ulster Business School.

Simon Community NI thanks IoD

As we reach the end of a successful year of fundraising by IoD members for the Simon Community NI as charity of the year, we in Simon Community would like to sincerely thank the members of the Institute and the IoD NI Chairman, Mervyn McCall, for their help, support and enthusiasm in helping us raise funds to address homelessness in Northern Ireland. Your support has not only been life changing but life saving.

simon community
Northern Ireland
Addressing Homelessness

We are delighted to say the IoD has smashed its target of £15,000 which will go to provide essential services, including:

- 24/7 Freephone helpline
- Homeless prevention
- Harm reduction
- Community Support
- Services for families
- Services for individuals
- Rent and deposit bond scheme

The Simon Community urgently needs business support/charity partnerships for 2013/14. If you feel your business can help, contact Brian Shanks on 028 9023 2882 or email brianshanks@simoncommunity.org

Thanks to the Simon Community.

Sometimes all you need is a warm cup of coffee and someone to listen. Simon Community Northern Ireland not only help people who are homeless or at risk of becoming homeless, but they also offer help and support to get you back on your feet again and listen to what you need. If you are homeless or at risk of becoming homeless call 0800 171 2222.

simon community
Addressing homelessness.

To donate or volunteer call 028 9023 2882 or visit simoncommunity.org

IoD Annual Convention

American business magnate Jack Welch has joined the line up of guest speakers at the 2013 IoD Annual Convention on 18 September.

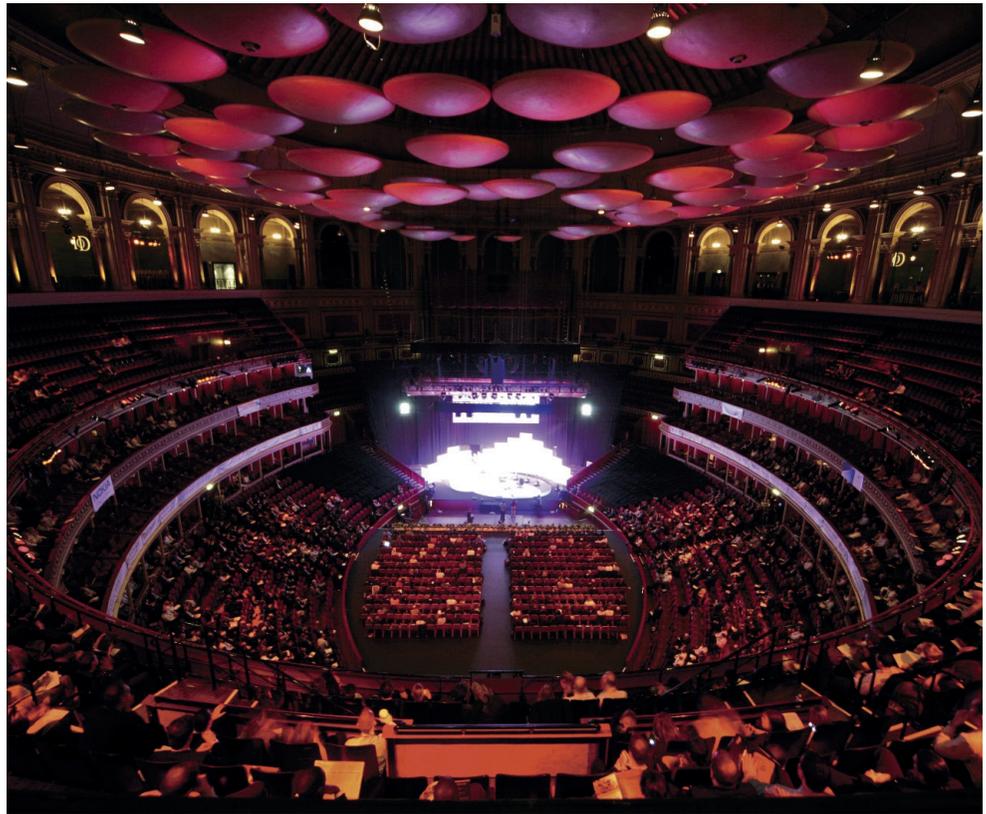
Other speakers confirmed so far include Boris Johnson, Richard Branson, Joanna Shields of Tech City, and Matt Brittin of Google.



Boris Johnson

The Convention returns to the Royal Albert Hall following a couple of years at the O2, and IoD Northern Ireland has booked a box for IoD members and their guests. If you would like to take one or more of the places in the NI box, email

linda.brown@iod.com for details. Northern Ireland members will be joining colleagues from Scotland and Wales the evening before the Convention for an informal dinner.



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Companies know that innovation and research & development are essential to business and economic growth. However, the prospect of undertaking an R&D project can still be daunting, particularly for small companies. That's why the option of collaborative R&D is worth considering.

Working with other companies across the UK and Europe on R&D projects can deliver a host of benefits. Firstly, and probably of most interest to businesses, are the attractive funding support rates available for collaborative R&D. There is also the opportunity to access top research institutions and develop a network of contacts in European markets.

Schemes

There are a number of schemes open to local companies. Eurostars, for example, is fine-tuned to focus on the needs of SMEs. It specifically targets the development of innovative new products, processes and services, and facilitates access to transnational and international markets. Eurostars offers grants of up to €300,000.

For manufacturing companies **MANUNET** is worth considering. R&D projects seeking assistance under MANUNET must have consortia consisting of at least two independent SMEs belonging to two participating regions from different European countries.

Closer to home Intertradelreland runs a north/south collaboration – **Innova** – which provides funding of up to £250,000 for innovation partnerships between businesses operating in the life and health sciences, polymers and plastics, environmental, agri-food, ICT and engineering sectors. In addition, Invest NI's **Grant for R&D** programme - which is part funded by the European Regional Development Fund - offers additional support in the form of a collaborative bonus for projects involving collaboration.



€70 billion budget

The implementation of the new EU Framework Programme for Research and Innovation, **Horizon 2020** Action Plan will bring together all EU research and innovation funding into one single programme, making it easier for companies to find out about funding opportunities. Horizon 2020 is the funding part of Innovation Union, a Europe 2020 initiative aimed at securing Europe's global competitiveness. Running from 2014 to 2020, it has an estimated €70 billion budget.

Businesses that are interested in finding out about appropriate funding schemes for their collaborative R&D project can get advice from Invest Northern Ireland. The agency can help with explaining EU funding rules, regulations and eligibility criteria and help businesses find the right partners. It can also provide financial support for preparing project proposals.

Contact: Joanne Coyle at Invest NI on 028 9069 8807

Companies that invest in R&D perform better

Invest Northern Ireland recently held three regional seminars to update businesses on the range of collaborative R&D support available. Attendees heard how Invest NI's Collaborative R&D advisors can help companies access a wide range of EU and UK research funding opportunities.

Three local companies also outlined how collaborative R&D has moved their businesses forward. Pictured are Joanne Coyle, Invest NI with (left) Julian McKeown of Abac Chartered Accountants in Omagh and IoD member Des Speed from Belfast based PathXL.



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IoD MBA awards

This year's IoD trophy for the best team at the University of Ulster's MBA Awards went Diane Christie and Jerome McAlinden. Diane and Jerome (centre) are pictured with Course Director Mark McCrory and Linda Brown, Director of IoD Northern Ireland.

New scheme to help SMEs get funding

Enterprise Minister Arlene Foster has announced a new initiative by Invest Northern Ireland to help small and medium enterprises (SMEs) access funding.

The Finance Voucher initiative will provide support to businesses to access professional help to prepare funding proposals.

The Minister said: "The Finance Voucher initiative will help SMEs ensure they have the right support to develop good funding proposals, giving them the best chance

possible to be successful in their application. Businesses will be able to use the voucher to cover up to 49% of costs incurred by using a professional to help them develop their funding proposal.

"In addition to the Finance Voucher, Invest NI is also running Raising Finance workshops across Northern Ireland over the next few months. I would encourage any business looking for funding to attend one of these workshops."

To be eligible for a Finance Voucher businesses must demonstrate they

are exporting, or planning to export, or alternatively have a turnover of £150,000 per annum, or will achieve this level within the next three years.

The first round of applications for the Finance Voucher will close on 30 April 2013. Full details on the eligibility criteria and an application form can be found at www.boostingbusinessni.com/jobs/access-to-finance

Details on the Raising Finance workshops can be found at www.boostingbusinessni.com/events

It's different but it's better



The gibbon hotel is modern yet comfortable, it's striking yet secure, it's different but it's better, it's large but it's friendly, it's a building but it is alive with great people from the moment you set foot until the moment you leave.

Open since June 2010 the gibbon hotel is located where North meets South on East Wall Road, Dublin. The easy part is finding us - we are directly beside the M1 and port tunnel, 15 minutes direct from Dublin Airport, and the Luas (red line) is right outside our door.

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In the latest of our 'Twinterview' series, we chat to David Robinson, Managing Director of @RobinsonServFM over the IoD Twitter account (@IoDNI.) The family business was established 45 years ago and now has a workforce of over 1,500 employees.

We took to Twitter to hear about how the company has grown to become the largest private UK support services business.

@IoDNI: We're joined by David Robinson, MD of @RobinsonServFM for our 'Twinterview'. Thanks for joining us! Can you tell us about the business?

@RobinsonServFM: Robinson Services have 4 divisions: cleaning, security, laundry & hygiene.

@IoDNI: And how did the business start, David?

@RobinsonServFM: In 1968 my father had the idea of cleaning windows in Antrim town. It was initially a part time job to support our family

@IoDNI: And it has expanded so much you now have offices in Edinburgh and London! What were the main challenges of #expanding?

@RobinsonServFM: The size - it's a big geographical area. It's very easy to waste your time on opportunities which have no real end result

@IoDNI: David, Robinson Services now has over 1,500 employees, what traits do you look for in the #recruitment process?

@RobinsonServFM: Good attitude and a willingness to learn. If you have these two qualities including hard work it is a good start

@IoDNI: We agree! You recently won the #IoD Award for Family #Business Director of the Year - how did that feel?

@RobinsonServFM: Fantastic, couldn't believe I won! I have to thank my colleagues Tony Devlin and Adrian McCourt - they put me forward for it.

@IoDNI: I'm sure you're glad they did! So, what sets you apart? What do you think you do differently compared to competitors?

@RobinsonServFM: We care about our customers and we go the extra mile. Also our service is key - we have a high retention of clients.

@IoDNI: What has been the best piece of #career advice you have received to date?

@RobinsonServFM: Learn from your mistakes and don't dwell on it, move on and keep learning every day.

@IoDNI: Sound advice! You are very active on



Twitter, has the increase in social media had any impact on your day-to-day work?

@RobinsonServFM: Yes, but in a positive way. It is so powerful and it's where I get all my news (my new newspaper!)

@IoDNI: We think it's a fantastic tool! So, your charity of the year is @CLIC_Sargent. How important is CSR to Robinson Services?

@RobinsonServFM: CSR is vital - our employees live and work in their communities and we must support them. Good to put something back.

@IoDNI: Can we touch on something topical? What was your opinion on the news re delaying the #corporationtax decision?

@RobinsonServFM: Very disappointing but I agree we have to keep battling at No 10's door. ROI have such a big advantage with their 12%.

@IoDNI: We were very disappointed too. OK, a few personal ques to end (if you don't mind!). What do you enjoy doing outside of work?

@RobinsonServFM: I have two young children who keep me busy. I enjoy keeping

fit, running and cycling. Also love the north coast.

@IoDNI: You have your hands full with 2 young children! What are the personal rewards of being a member of the #IoD?

@RobinsonServFM: Networking with members and sharing business issues which effect each of us (It's good to talk).

@IoDNI: And finally David, what was your dream job as a child and would you still want to do it today?!

@RobinsonServFM: Tour guide! Showing people round our beautiful coast line and of course at the helm of the boat. I do that now for free!

@IoDNI: A great job. Well David, thank you for your time. It's been an interesting chat! See you at an IoD event soon.

@RobinsonServFM: Thank you IoD NI.

The above interview was conducted over the IoD NI Twitter account so Q&As must be 140 characters or less.

The interview can be viewed on Twitter @IoDNI

Member Company News

Lufthansa agreement for B/E Aerospace

Kilkeel based aircraft seating manufacturing, B/E Aerospace, run by IoD member Neil Cairns has secured an agreement with Lufthansa German Airlines to produce its business class seating for its wide-body A330 and A340 fleet.

Pictured right: Enterprise Minister Arlene Foster MLA is pictured with Dr Joachim Schneider (left), Vice President Product Management at Lufthansa German Airlines and Mr Tom Plant, Vice President & General Manager, B/E Aerospace Inc.



Brookvent enter Chinese Market

Dunmurry based ventilation specialists, Brookvent has expanded its business into China. In a contract that commenced in February, Brookvent is supplying window vents to stylish new high rise apartments in Shanghai.

Declan Gormley, Brookvent Managing Director, says that this success comes at a very exciting time for the company, which recently announced business worth over £500,000 in Poland.

Declan says that what helped Brookvent secure a platform for growth in China was the company's commitment to innovation, which now at forefront of all Brookvent's business processes.



Invest NI's Dr Vicky Kell with Declan Gormley

"We have invested heavily to develop new manufacturing processes and specialist products that improve air quality and the energy efficiency of dwellings whilst continually developing our relationships with clients.

"With the current market conditions, we believe that it is vital that manufacturers continuously innovate and look to diversify their export markets. The award of this contract demonstrates the international recognition of the quality and efficiency of our products."

Brookvent has also gained national industry recognition after being shortlisted for 'Manufacturer of the Year' in the UK Building Awards 2013, which recognise the industry's top performers by rewarding innovation throughout the construction sector.

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Member Company News



Celebrating their success are George Storey, Group Chairman Prestige Insurance Holdings Ltd, with Trevor Shaw MD of Prestige Underwriting Services Ltd, and Property Underwriting Director Gillian King

£150m deal for Prestige

Local company, Prestige Underwriting Services Ltd led by MD Trevor Shaw, has agreed an exclusive five year deal worth £150 million with AXA Insurance Commercial Lines & Personal Intermediary.

The arrangement will see AXA provide Prestige with increased capacity to underwrite non-standard motor and home insurance products across the Northern Ireland and GB marketplace.

The agreement is an expansion of AXA's existing partnership with Prestige, who already provide a range of non-standard insurance products to over 500 insurance brokers.

According to Trevor, the announcement ties in with AXA's aim of broadening its footprint in the consumer insurance market and emphasises the importance of Prestige's local experience. "AXA appreciate that our knowledge and expertise allows them to offer a much wider range of products to customers.

"One of the reasons that our relationship with AXA works so well is that it is based on mutual benefits with neither party holding the upper hand and this is exactly the type of relationship that AXA want to establish with all their partners.

New customers

"Prestige is well positioned to continue growing in this particular market, and we will support AXA in being able to offer brokers an extended range of insurance products, and expand their reach into niche markets."

Trevor added, "We have always enjoyed a strong business relationship with AXA so are delighted with this agreement. The extended capacity deal reflects the tremendous commitment and energy of the people in our respective business teams. The move will allow Prestige to provide continued support to our existing panel of insurance brokers, as well as attracting new customers throughout the United Kingdom."

Bryson wins Welsh contract

Bryson Recycling, part of the Bryson Charitable Group run by IoD member John McMullan, has won a 4 year recycling contract worth £2.4 million with Conwy County Borough Council in Wales.

This contract demonstrates how a charitable organisation can become not just a social enterprise but a competitive business operating outside Northern Ireland. Bryson recently opened a new office in London and is now actively seeking opportunities for waste and recycling contracts across Great Britain. The Group is the third largest social enterprise in the UK.

In Northern Ireland, Bryson is currently processing almost 60% of household recyclables collected from homes. The organisation makes a concerted effort to find markets locally for the recycled material and to date are selling 35% of these materials to companies such as Huhtamaki, Quinn Glass, Cherry Pipes and CTR, supporting around 1000 jobs.

For more information on Bryson Recycling go to www.brysonrecycling.org



Claire McCallum from Bryson Recycling and Cllr Mike Priestly of Conwy County Borough Council viewing the new plans for the Recycling Centre in Conwy

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How does our economy grow?



So the Prime Minister has put our request for the power to vary corporation tax on the back burner of Scottish independence (or not). Does it matter? Is/was a corporation tax rate competitive with our Irish neighbours a real game changer? Or does the onus still lie with the business community and our political leaders to make the best of what we've got whether that includes a low tax rate or not?

The IoD NI Chairman, Mervyn McCall, clearly thinks that business needs to get out of Northern Ireland and sell (see page 5), and the First Minister and deputy First Minister as well as the Enterprise Minister have been travelling the world trying to change global perspectives about our small but beautiful land, which is all to the good.

Economically however, PwC's Chief Economist Esmond Birnie says here that we are experiencing that old (reputedly Chinese curse) of living in "interesting times". Interesting and a bit disturbing for Northern Ireland, and also quite

interesting south of the border according to Esmond.

Neil Gibson has recently taken on a new role at the University of Ulster and his take on the state of our economy is also somewhat interesting (or gloomy) with some stark statistics on jobs and GVA. Northern Ireland's economy is forever changed but, like Mervyn, he too believes we have the power to effect change ourselves.

A large part of the burden of meeting the challenges of our changed economy lie with Invest NI Chief Executive Alastair Hamilton. In his article here, Alastair is picking out some positive messages and he too believes that exporting lies at the heart of future growth.

If you would like to share your thoughts on the Northern Ireland economy, your own sector or any business issues with readers of IoD Northern Ireland News, then please email linda.brown@iod.com

Interesting times

by Esmond Birnie, Chief Economist with PwC in Northern Ireland

We live in interesting times and some perspective on just how interesting they are comes from recent data from the Office for National Statistics (ONS).

According to ONS, the UK economy shrank 0.3% in Q4 2012; at one level that was largely unchanged from ONS' previous estimate but it concealed the biggest quarterly fall in industrial production since Q1 2009.

ONS revising 2011 GDP has had the effect of pushing 2011 growth up from 0.9% to 1.0% and that, in turn, pushed average growth in 2012 up from 0.2% to 0.3%. Nevertheless, these changes will have a minimal impact on likely growth in 2013 where we're still expecting average UK growth of just under 1% with the services sector leading what modest recovery there might be.

However, with UK growth being largely driven from London and the South-east of England, for Northern Ireland, growth for 2013, will remain marginal at best.

Disturbing

Equally disturbing, ONS also revised up the 2011 level of exports and revised down the

level of consumer demand and reversed that trend altogether for 2012, to give overall GDP growth of 0.3%.

That means hopes of an export-led recovery in 2012 haven't happened and that may continue into 2013, leaving the main driver of growth as domestic demand.

That too, will be worrying for Northern Ireland where unemployment continues to rise and consumer confidence remains low as the region continues to slip behind the rest of the UK in just about every measure of employment, growth and productivity.

As for the Republic of Ireland, it really is a tale of two economies. Exports and inward investment continue to boom, making that element of the Irish economy the poster child of the EU austerity programme. On paper, Irish GDP growth in 2013 will probably exceed the UK and certainly will shame Northern Ireland, but it probably won't feel like recovery in terms of household budgets and domestic consumption.

One interesting fact is that in 2011, according to ONS and OECD data, levels of GDP per hour worked in the ROI economy were about 75% higher than those in Northern Ireland. True, some of that reflects



Photograph courtesy of agendaNI

Esmond Birnie

transfer pricing associated with the relatively low rate of Corporation Tax but the differential is more than mere transfer pricing and says a lot about the relative competitiveness of the two economies.

Interesting times indeed.

Improving our economy – we all have a part to play

Professor Neil Gibson, NI Centre for Economic Policy

The economy entered 2013 with little momentum and sadly the forecast remains disappointingly weak. The Northern Ireland economy is approximately 60,000 jobs below its 2008 peak and GVA is roughly £6.5bn¹, or almost a fifth, below the level predicted for 2013 if growth had continued at the 1997-2007 average.

GVA growth is not predicted to top 2% before 2015 at the earliest and significant downside risks remain, including a renewed Eurozone crisis, oil price spikes emanating from Iranian actions and imported inflation.

Muted recovery

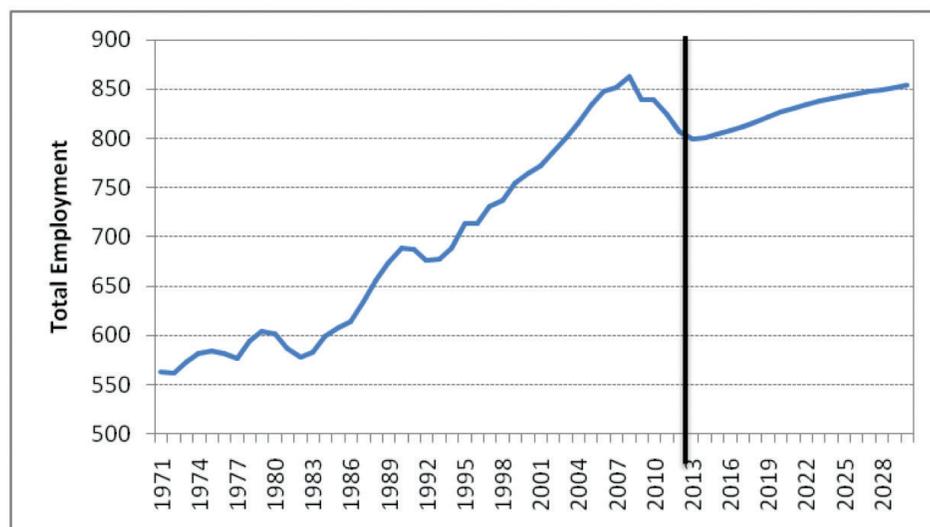
The economic recovery will be muted, as neither consumers nor governments have the money to spend and large corporate - who do - are in short supply in Northern Ireland and are cautious given the prevailing global uncertainty.

The debate as to whether the UK government should be cutting spending has become more heated and, encouragingly, more economic rather than just political. Certainly a strong case can be made for investing at a time of such weak demand with the concept of 'money multipliers' appearing to have been lost in much of the coverage of the issue.

Any such investment needs to be targeted at

	2010	2011	2012	2013	2014	2015
Northern Ireland	2.0	1.6	-1.0	-0.1	1.8	2.3
United Kingdom	1.8	1.4	0.2	0.9	2.4	2.8

GVA forecast, Northern Ireland and UK



Source: Oxford Economics, March 2013

Total employment, long term forecast, Northern Ireland

capital projects that will improve Northern Ireland's competitiveness, and as such advocating investment should not be seen as precisely the same thing as dismissing the need for savings in public expenditure. With the most severe of the UK Government's proposed cuts conveniently timed for after the next general election the headwinds for recovery will remain strong in the years ahead.

Job growth failure

Northern Ireland has sadly failed to match recent job growth in the UK, though it has fared favourably compared to the Republic of Ireland (ROI). More aggressive cuts in ROI public expenditure coupled with a more severe property downturn explain this divergence in labour market performance.

Better GB job creation is partly due to a larger private sector and a less severe domestic housing contraction. Northern Ireland's large dependence on the public sector is well known, though the experience of the Scandinavian economies is testament to the fact that scale of the public sector is in and of itself not sufficient reason to suggest a weaker performance.

The economic recovery will be slower in NI than either GB or ROI, with Oxford Economics suggesting that even in 10 years' time (2023); the labour market will still be smaller than it was in 2008 (see chart).



Professor Neil Gibson

The damage caused by the recession will be permanent for many individuals; the net job loss of somewhere in the region of 60,000 will have caused significant hardship that high inflation and limited opportunities for re-employment are only exacerbating.

NI forever changed

The broadly gloomy outlook should be tempered by the strength of many exporting firms for whom a depreciating Sterling will help boost competitiveness. The agri-food, tourism and ICT sectors, and a range of manufacturing sub-sectors, are all enjoying strong demand. The unresolved problems in the Eurozone slightly temper any optimism resulting from the (apparently gathering pace) US recovery and strong UK labour market. Sadly the sectors enjoying strong demand are not employing sufficient labour to offset problems in the 'employment hungry' public, retailing and construction sectors, all of which remain in the doldrums and are likely to do so for some time yet.

In summary, Northern Ireland is forever changed; the recovery will be hard fought, slow and for many underwhelming. But the region has a local Executive who have powers over a range of crucial economic factors, including: investment decisions, education policy and selected local taxation rates.

These powers could be enhanced with the devolution of corporation tax powers (and what a fitting tribute to the much missed Sir George Quigley it would be if the powers were to be granted).

One thing is for certain, we all have our part to play in improving NI's fortunes. Economic recoveries are founded on investment, on activity, on action, not on debate and certainly not on blaming others for the position we collectively find ourselves in.

¹ 2009 prices

Professor Neil Gibson is the Director of the Northern Ireland Centre for Economic Policy at the Ulster Business School

Responding to the economic challenges

by Alastair Hamilton, Invest Northern Ireland

The Northern Ireland economy has worked through the most significant economic challenges in its history over the last five years as the global recession, banking crisis and property price correction have all unfolded simultaneously. Whilst the driving factors were external to Northern Ireland, we are all acutely aware of just how significant the impact has been on the local economy, business and everyday life as consumption patterns have changed in response to economic uncertainty and rising prices.

To illustrate the scale of the challenge for NI, the total level of activity within the economy is now comparable to levels last seen in 2003¹ and certain sectors, such as construction and property related business services have experienced significant declines in activity. Whilst exports had been growing steadily over the past decade, early figures for 2012/13 now indicate that growth is slowing as a result of conditions in key export markets.

Positive indicators

However, it is all too easy to get caught up in the negatives and there is good news in that the local economy grew in three out of the last four quarters. There are also positive indicators outside of Northern Ireland in terms of a return to global growth, an increasingly competitive exchange rate

and the relative economic stability of our largest trading partner, the Republic of Ireland. That said; we are keeping a close watch on the Eurozone, market conditions in key export markets and the strategies employed by their respective Governments to deal with structural debt issues and boost growth.

Exporting is central

We know that diverse, export oriented economies are better able to surmount recessions and downturns, which is why achieving faster growth in exports is central to the Northern Ireland Executive's Programme for Government and Invest Northern Ireland's Corporate Plan.

Our Boosting Business campaign has been successful in helping companies navigate through the economic challenges, providing advice and support for jobs, R&D, exports, finance and skills and we continue to look for ways to support businesses and help drive economic recovery. Just recently we introduced a new skills programme, launched a new loan fund and introduced new support for accessing finance.

My hope for the next year is that the responses of policy makers and Central Banks around the world will be able to engender stability and confidence, which will encourage individuals and



Alastair Hamilton

businesses alike to spend and invest with more certainty of what the future holds. Economic stability and the confidence that brings are the essential ingredients for a return to growth.

For our part, we will continue to monitor the performance of our sectors closely, listen to the needs of businesses and will respond by continually developing and modifying our products to ensure that we have the right tools in place to help rebuild and rebalance the Northern Ireland economy.

For details on how Invest NI can help, visit investni.com

¹DETI NI Composite Economic Index

Alastair Hamilton is Chief Executive of Invest Northern Ireland

Another win for Keys

The team at Keys Commercial Finance Limited have been recognised at the Insider Dealmakers Awards for a second year running. Despite the company only being launched in June 2011, the all-woman team at Keys have been voted by peers and professional advisers as Asset Based Lenders of the Year 2013.



IoD member and MD Judith Totten (right) is pictured with her fellow Directors Kelly Toner (left) and Diane Woodside with David Smalley from Insider



CDir for Brendan

Brendan McGurgan, MD of CDE Global Limited, is the latest Northern Ireland member to achieve Chartered Director status, having completed the IoD Chartered Director Programme in September 2012.

Science & technology as economic drivers

by Dr Bryan Keating, Chair of MATRIX

Having strong profitable exporting companies is essential to the economy of Northern Ireland. If such companies don't prosper, the whole well-being of life here will be impacted negatively. Social inclusion and an increasing quality of life for all will be more difficult to achieve.

This is why MATRIX – the Northern Ireland Science Industry Panel – is important; it champions the role of science and technology as the key drivers of economic growth in Northern Ireland. Our expert panel is looking at the market opportunities that can be exploited over the next five to ten years and beyond, based on strengths in science and technology.

Vibrancy

There is a real vibrancy in the technology base in Northern Ireland that is being invested in and built on as never before by the private sector, academia and government.

Science and technology based companies form the backbone of exports from Northern Ireland and we are genuine world leaders in key areas – for example, 35% of all computer read/write heads are made in the UK's largest nanotechnology site based in the North West, 30% of the world's business class seats in aeroplanes are made in County Down, and portable defibrillators, an essential piece of emergency medical kit, are designed and manufactured here in Northern Ireland.



And while many of our technology companies are trading successfully on the world stage, they are acutely aware of the continuous and, in many cases, growing threat from overseas competitors. There is an imperative for our local companies and academia to not only continue to innovate in all aspects of their business but to become more specialised, more expert, to prioritise and collaborate to even greater levels in order to remain unique, competitive, relevant and sustainably profitable.

Expert input

MATRIX supports the exploitation of Science and Technology with business

Enterprise and Energy Minister Arlene Foster launches the MATRIX Horizon Panel report into Sustainable Energy with David Surplus (left) of B9 Energy and the chair of the Sustainable Energy Horizon panel and Iain Gray, CEO Technology Strategy Board

taking a leading role while partnering with academia and supported by government. The panel comprises 14 experts from industry and academia, and our role is to advise Northern Ireland government, relevant non-departmental Public Bodies, third party organisations and other agencies on a strategic approach to maximise the economic impact of R&D and Science.

The panel, supported by a number of Horizon sub panels, has identified a number of key market opportunities where Northern Ireland can compete on a global basis – ICT, Advanced Engineering, Advanced Materials, Life & Health Sciences and Agri-Food.

Sustainable energy

In April the MATRIX Sustainable Energy Horizon Panel, chaired by David Surplus of B9Energy, published its study into future market opportunities in Sustainable Energy Technologies. The report has identified the commercial demonstration of the grid integration of renewable and sustainable

CONTINUED ON PAGE 21

Bryan Keating meets staff from Seagate at a 'Show and Tell' event, an event organised by MATRIX to encourage young people to choose science as a career



Serious Long-Term Investment Returns

by Jonathan Cunningham, Cunningham Coates Stockbrokers

Would you like an investment that would turn £100 into, say, more than £24,000?

I can think of few who would be able to justifiably answer “NO”.

The power of compounding

A good argument for rejecting such a return would be that to generate it would require taking undue risk, and this would be a credible caveat to such a proposal. However to generate such a return has not been as a result of taking excessive risk, but rather through the application of time. The figures in the Barclays Equity Gilt Study published earlier this year show that £100 invested at the end of 1899 in equities, with income reinvested, would now be worth £24,184 in real terms.

Such a return clearly indicates that over the time period in question equity investments have consistently outpaced inflation. Other asset classes have also performed

ahead of inflation but the comparisons are illuminating, with Government stocks (gilts) returning just £434 in real terms and cash an even more disappointing £267.

The counter-argument many would make in explanation is that the returns for these latter two asset classes have been much more consistent and they are much “safer”. The security of your investment may in nominal terms be significantly enhanced in Gilts and deposit accounts (as long as the financial institution and political environment in which they operate are reliable). The attached chart shows however that in real terms, and looking over a timescale of significantly longer than the past few decades, even over long investment periods, significant losses in

real value can be suffered in these asset classes.

The “availability heuristic”

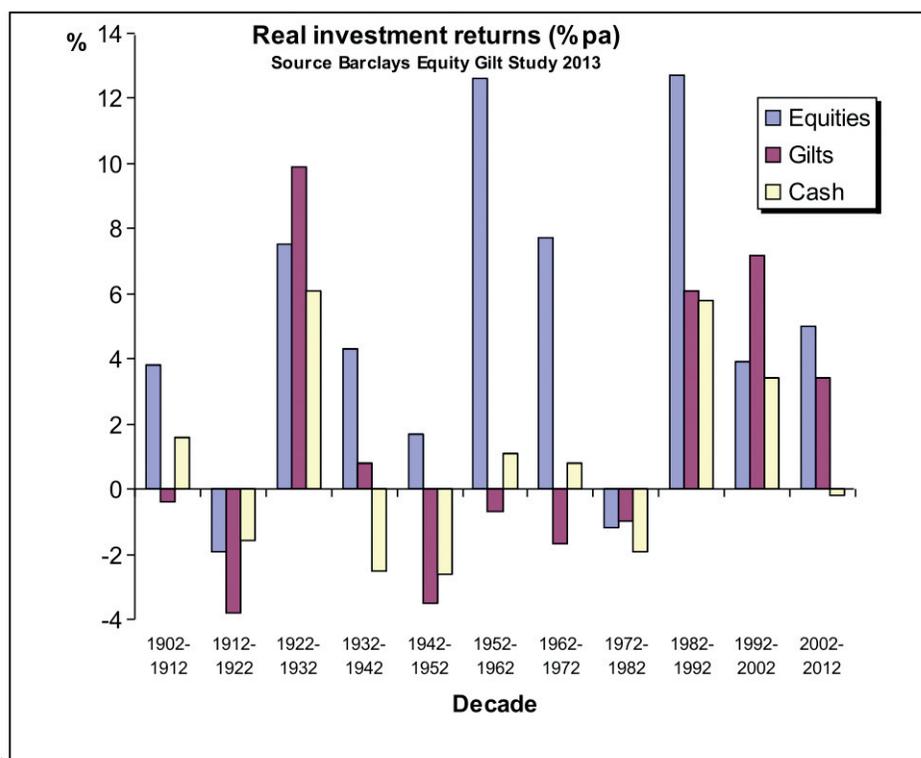
The risk of what psychologists refer to as the “availability heuristic” results in most of us considering investment returns in the context of the relatively recent past – say the last three or four decades shown in the chart. This is because people make judgments about the probability of events by how easy it is to think of examples. In other words their own experiences in the relatively recent past colour their views.

Care must be taken

Cash has provided a positive real return for much of the past few decades. The current ‘financial crisis’ has changed this and the real return has been sharply negative as inflation has eroded purchasing power over the past few years. This has been to the extent that it has cancelled out the positive returns over the first few years of the past decade. Being aware that cash has provided negative returns over five of the past eleven decades highlights the fact that a return to what many readers will think of as the ‘norm’ is far from a given.

The same can be said for Gilts – again six positive decades, but five negative!

We currently view interest rates as being abnormally low and talk is of the great rotation out of equities into bonds beginning to reverse. Looking at an even longer timescale than the Barclays Equity Gilt Study and considering interest rates over a multi-century timescale, with the exception of periods of significant conflict (Napoleonic Wars, First World War etc) government stocks have only yielded



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www.ccstockbrokers.com

above 5% in recent decades. As always different views abound and the argument exists that the UK could enter a period such as has taken place in Japan, where government bond yields have fallen lower than current UK rates and remained at sub 2% levels for decades. Equity returns however reflect a combination of dividends and, more importantly, growth, both in dividends and consequently in capital, as successful companies exploit opportunities and capital is allocated with at least a degree of efficiency.

Implications

If you are unable to consider investments in timescales covered by the Barclays Equity Gilt Study, the chart at least shows that, with equity exposure, you would have achieved a positive real return in nine of the past eleven decades. This of course is a theoretical analysis. Importantly, it does not incorporate the cost of investing or tax implications at the individual level. The impact of charges on returns also compounds with time. The arguments for and against passive or active investment and the strategic asset allocation of investments, etc, are beyond the space available here.

The charging structure of the investment industry is becoming more transparent in a post Retail Distribution Review (RDR) environment. (RDR was implemented on 1st Jan 2013 and requires financial advisers to display their charges more transparently and discontinues ongoing commission from funds to advisors – trail commission). The management fee charged by discretionary fund managers must not be compounded by excessive additional charges within, for example, collective funds. This transparency should be to the benefit of the investing public.

This does not constitute a recommendation to buy or sell investments and the value of any shares may fall as well as rise. Investments carry risk and investors may not receive back the amount invested. Past performance is not a guide to future performance. The views expressed are those of the author and not necessarily of Cunningham Coates Stockbrokers.

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CONTINUED FROM PAGE 19

energy technologies using Intelligent Energy Systems (IES) as a key opportunity for Northern Ireland companies to exploit.

The report suggests that the development of these sustainable energy technologies can not only provide significant export opportunities for Northern Ireland businesses but they can simultaneously address the issues of the existing Northern Ireland electricity infrastructure and improve the sustainability, security and affordability of the regional energy supply.

Innovate and adapt

Over the next 12 months, MATRIX will be publishing updated versions of previous reports – ICT and Health and Life Sciences. With the rapidity of changes in these two sectors, these new reports will highlight areas where Northern Ireland can differentiate itself and exploit new markets.

In recognising that Northern Ireland is a small region with limited resources, it is extremely important we maximise our ability to compete with much larger regions by focusing on our regional innovation strengths and adapting our policies and skills correspondingly. Since MATRIX was established, there has been a marked increase in collaboration between industry, academia and the Northern Ireland Executive, and subsequently new programmes have emerged which support businesses to exploit existing and new market opportunities.

We must continually strive to develop our skills and capabilities in order to build on

Speaking at a 'Show and Tell' event in Belfast's W5, Bryan tells young people about high-paying careers in science and technology

the growth we have achieved over the past number of years. However it needs to be emphasised that sustainable exploitation of markets by tech companies is far from being just about great technology. True service innovation in leadership, management sales and marketing and operations are just as important.

IoD member Dr Bryan Keating is the current Chair of MATRIX, the Northern Ireland Science Industry Panel. The MATRIX panel was established in 2006 with the remit of advising Northern Ireland on how best to commercialise our science, research and technology capabilities.

Bryan has more than 30 years experience of driving technology and ICT related businesses - he co-founded CEM Computers and is currently Chair of Mail Distiller and James Leckey Design. He is a past Vice Chairman of Invest NI as well as being involved with QUBIS, the University Challenge Fund, NICENT (the NI Centre for Entrepreneurship), Investment Belfast, Halo the NI Business Angel Network and Momentum.



Collaboration to help leadership development

by Tim Devine, Dept for Employment & Learning
and Niall Casey, Invest NI

The Department for Employment and Learning (DEL) and Invest NI are increasingly working together to help NI businesses improve their management and leadership capability.

Research continues to show that the management capability of Northern Ireland companies falls significantly behind that of much of the UK and Europe. However, funded support is available to businesses and social economy enterprises that need it.

Despite the tough economic environment, Northern Ireland businesses continue to take up a number of funded management and leadership initiatives available to develop their staff and ultimately the functional capability of their businesses.

More productive

In simple terms, Government across the UK has recognised for some time that a well managed business is likely to be more productive. While many companies in Northern Ireland do understand the benefit of up-skilling, it is however often senior staff who neglect their own development as they focus on keeping the business going.

Over the last few years, DEL have had several successful funded management development programmes available in Northern Ireland. Uptake across first line management has always been steady, but we do find middle managers and senior leaders tend to “put off” participation due to the pressing demands of the business.

Blended learning

The new DEL Management and Leadership Development Programme (MLDP) now offers more of a “blended learning” approach since its launch in January this year.

MLDP offers approximately 26 interventions across several “themes” aimed at first line, middle and senior managers. Alongside the MLDP programme, DEL also offers:

- the Management Analysis and Planning Programme (MAP) aimed at company wide needs, initiated by an easy to access, fully funded business diagnostic carried out over a three day period by a qualified business adviser.

- **INTRO Graduate Management Development** programme delivered by local provider, Parity Professionals.

We are really pleased that retention rates for the INTRO programme are over 90%. This is good news for any graduate in Northern Ireland who is interested in gaining a position in management, while at the same time achieving an Advanced Diploma in Management Practice accredited by University of Ulster. The business that places them benefits from a graduate who is tasked with taking forward a significant business improvement project aimed at impacting on the bottom line of the business.

New Management & Leadership Strategy

DEL is preparing to seek inputs for a new Leadership and Management Strategy for Northern Ireland during 2013 to build on recent measures to introduce joint online business diagnostic solutions with Invest NI.

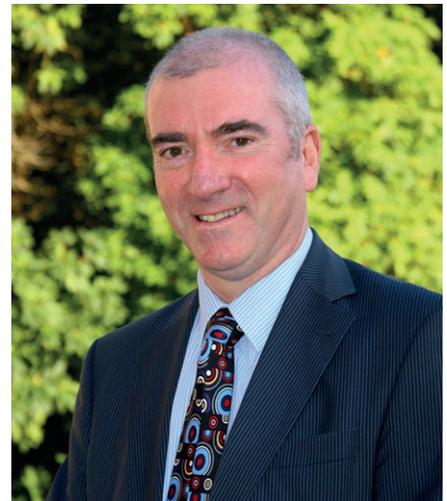
Invest NI is in agreement on the positive aspects of the joint approach now offered by Invest NI and DEL in partnership. Invest NI’s ultimate aim is to increase the productivity of the companies it engages with. In recognising the impact of leadership and management on company performance, Invest NI also directly supports the development of knowledge and skills.

Invest NI now offers the **Skills Growth Programme** (formerly the Business Improvement Training Programme), which provides financial support to companies engaged in company wide strategic training investments, many of which have a leadership and management development element. In addition, Invest NI provides support to enable companies access expertise through a **Non-Executive Director, Interim Manager or Business Direction consultancy**.

Invest NI, like DEL, have noted how increasingly owner managers and business leaders find themselves operating *in* the business rather than *on* the business. In our view, leadership development is critical and in recognition of these management and leadership issues, Invest NI also offers;



Niall Casey



Tim Devine

- **Awareness raising and improved accessibility** through best practice events, alongside DEL.
- **A Leadership and Management Support Framework** which includes mentoring, executive leadership coaching and peer networks.

The DEL Management Development programmes can be found at www.nibusinessinfo.com/static/html/detail-427.html while the Invest NI support programmes can be found at www.boostingbusinessni.com/skills

Tim Devine is Head of DEL's Management Development Branch and Niall Casey is Director of Skills & Strategy at Invest NI.

Reducing the risk of theft

Can you do more to protect your business?

By Vincent Bradley, Harbinson Mulholland

Too often we hear the same comments from businesses that have suffered loss at the hands of an employee or director. Some classic examples recur:

- Everyone knows the password
- We all log in using that name
- The office is never locked, we all have access
- Bank accounts are only reconciled once a year
- Key staff look after their own company credit card
- The safe is unlocked during the day

If any of these apply to your business then your internal controls and procedures may be deficient and your business could be at risk from theft or loss through error.

Audit trail

Investigating allegations of employee theft is a costly and time consuming business. The disruption and blame culture that may arise can have far reaching consequences in a working environment. What if a long serving employee or even a family friend is implicated? Do your controls and procedures provide you with an appropriate audit trail to correctly identify the wrongdoer?

Controls and procedures should not be viewed as burdensome and their use should not be viewed as an implication that staff cannot be trusted. Proper controls and procedures in a business “keep everyone right” and can help to quickly identify and distinguish instances of theft from innocent errors. In the long run they may even save the need for an expensive investigation.

You may wish to consider some of the following:

- Identify your key areas of weakness and prepare a list of controls and procedures to address. Ensure that written controls and procedures are carried out.
- Instil a culture of checks and controls and promote their use as a means to enhance business efficiency.
- Know your staff. Are they under undue pressure?
- Rotate responsibilities between staff where appropriate and never rely on one member of staff to perform the checks.
- Review credit card statements for unusual spending; don't wait for the auditor's review at the year end.
- Perform cash counts on a regular basis AND perform spot checks. Record the results.
- Check the control checks! If a document is supposed to be signed but isn't, then ask why not!



Vincent Bradley

Contact

If you have any comments or queries about protecting your business from theft, you can contact Vincent on 028 9044 5100 or visit the website www.harbinson-mulholland.com

Vincent is a forensic accountant and manager in the criminal and commercial forensic department in Harbinson Mulholland and has experience in both criminal investigations and criminal defence work including employee theft cases.

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Member Company News

R&D-driven jobs boost at Glen Dimplex

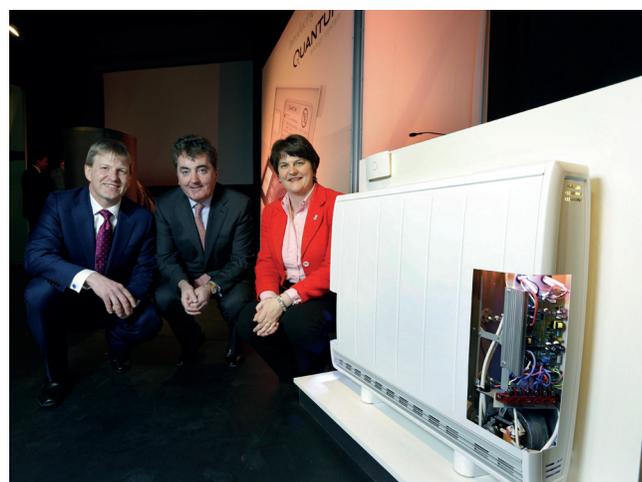
A £2m R&D investment by the Glen Dimplex Group in its new Quantum Energy System has created 37 jobs. The investment was supported by Invest NI and the ERDF.

IoD member Neil Stewart, Managing Director of Glen Dimplex in Northern Ireland, said: “Quantum is a ground-breaking technology that we've been working on for two years. We are incredibly proud that this unique technology was driven by the R&D department here in Northern Ireland, with the help of our colleagues in Dunleer. We see it as a real game-changer in the future of Glen Dimplex as we, and society in general, strive to create a more sustainable future.

“Quantum offers consumers up to 25% cost savings through accurate comfort temperature control and efficient heat storage.”

Glen Dimplex is a world leader in the development of electrical heating products.

The Quantum Energy System is a unique and efficient heat storage system that can be programmed to fit the lifestyles of end-users thanks to intelligent controls. It also offers the potential for energy savings and associated reduction in home heating bills.



Enterprise Minister Arlene Foster joins Glen Dimplex Group MD Neil Stewart (left) and Chairman and CEO Sean O'Driscoll at the launch of the company's 'Quantum' system

Business Financial Planning – what you really need

by Jason Holmes, Lumen Financial Planning

When you are starting a business or taking on a leadership or ownership role in a company, you don't immediately think about what might happen if one of the other owners or a key member of the team suffers a long-term illness or worse. We all know the two things that are certain in life!

Planning for the future - whatever it might hold - is something you do need to consider. Here are five things I look for where there are two or more owners in a business.

A partnership / shareholder Agreement

It is essential to ensure that you have agreed what will happen in certain situations in the business and to make sure it is recorded in writing. Take time at the start of a business to sort out what the procedure will be if, for example, one owner is off long term due to illness, or if one dies, or if one owner wants to leave the business. What will happen to their equity - can they sell to anyone? Think of scenarios to discuss with your solicitor to ensure it is right for you.

Life cover

The aim is to protect the surviving owners if one owner dies. The deceased owner's equity will probably go to their spouse. It's unlikely that you will want them turning up at

the next board meeting (and they probably don't want to be there either). Having life cover gives you the means to buy the equity from the surviving spouse and so protect your business.

Cross Option Agreement (COA)

A COA gives a business owner the mechanism to buy the equity.

Every business with more than one owner should have one - they are that important. It is a legal agreement that is brought into play after the death of a business owner. The equity passes to the spouse and the COA gives the surviving spouse the option to say to the business "I want to sell my equity" and the remaining owner the option to say "I want to buy the equity".

Once this option has been exercised by either side, the other side is legally bound to buy/sell the equity. It protects the business owner from a surviving spouse who doesn't want to sell or who may sell the equity to someone else.

Exit Strategy

It's great to build up a good business but how do you realise its value at a point in the future especially if you are reliant on that value to provide your 'retirement' income? Can you develop someone else 5-10 years



Jason Holmes

before you want to 'retire' so they can take over and purchase your equity? Are fellow owners leaving at the same time? You really need to think what your exit strategy will be and develop it well in advance of it needing to be put into action.

Relevant Life Plan

This is a very tax efficient method to provide your family with money to continue their lifestyle after your death. It is put in place through the business and, due to its structure, the cost can be set against profits. Also it is not deemed to be a benefit in kind.

Strict rules apply and it must be for personal rather than business benefit, such as a business loan protection or shareholder protection. This can lead to the tax exemptions not being allowed.

Jason Holmes is a Chartered Financial Planner and a Certified Financial Planner and owns Lumen Financial Planning. He can be contacted on 028 3831 2995. Helping business owners enjoy life, now and in the future.

Most dynamic subcontractor



Mark Hutchinson and Richard Hutchinson receive their award from Adrian Bailey MP (left), Chairman of the Business Select Committee, and Charlotte Hawkins, co-presenter of Sunrise on Sky

IoD member Mark Hutchinson reports that his company SJC Hutchinson Engineering have won the title of 'Most Dynamic Subcontractor' at the annual Manufacturing Technologies Association awards held in the ICC Birmingham.

The company is a high quality supplier of laser cutting, folding, fabrication, kitting and design services, using state of the art 3D design software, the most modern laser technology available, and a flexible dynamic approach to provide the complete metal manufacturing solution.

A strong customer focus, dedicated staff and a sound business plan have contributed to 51% growth in the last 2 years despite the challenging economic conditions.

Welsh visit NI

Alun Hughes and Clare Protheroe who run the IoD Chartered Director Programme for the University of Glamorgan in Cardiff visited IoD Belfast to see how the programme is organised here.

Local programme director Peter Martin pointed out what he sees as the great advantages of having cohorts - where everyone works through the whole programme together over a nine month period, with all sitting the exams, rather than the practice in some areas where those working towards the exams are mixed in with one-off attendees, taking the modules over a period of up to two years.

This is the third time a GB regional franchise for the programme has come to Belfast on a fact-finding visit.

Challenge to capitalism

by Simon Walker,
Director General of the IoD

In a recent speech to members of the Chartered Institute of Public Relations, Simon addressed the crisis of public confidence facing capitalism.

“The Institute of Directors has a constant job to do in the media and in Westminster to combat bad ideas and to promote good public policies intended to create a more beneficial business environment in the UK.

But it would be irresponsible to think that successfully representing business simply involves a closed conversation between those with legislative power and the business community. Indeed, the biggest challenge for business that this century has offered so far is one of public confidence.

We all know what a battering the free market, and the principle of for-profit business has come in for in the last few years. There have always been critics of capitalism, and there always will be, but the discontent has clearly spread well beyond the professional anticapitalists in their Occupy tent cities and into the wider population.

Perceived failings

That is a serious cause for concern. The wider population are starting to become concerned, incensed even, by the perceived failings of private business. These are the people who make up our work force, our consumer base and often our investors through their pension funds and other routes.

Capitalism’s strength is that it is a system based on consent, not compulsion. Every minute of every day the people have the power to reform and refine it by the mass referendums of their purchasing decisions. Every basket of goods at the supermarket checkout is a collection of votes cast for different products, brands and trends. Each day sees new data flow back into companies about what people want and what they don’t want.



Simon Walker

Those voters are now starting to question the system itself. And that is understandable.

Do the right thing

Most companies do the right thing, work hard for decent but not excessive rewards, serve their customers and end the year with sustainable growth in return for a job well done.

But those are not the firms who are hitting the headlines. Reports of scandals and huge salaries – even in companies that have had a far from successful year – give capitalism a bad name.

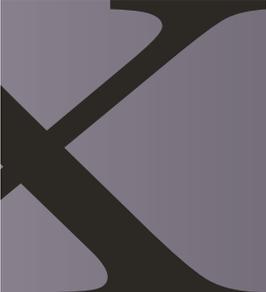
That is why I think it is understandable that many people are concerned about the state of rewards for failure, and the disastrous effects of short-termism in some businesses. Many IoD members are concerned about exactly the same things.

The IoD’s role is to promote good business, not simply defend everything that any business does. To defend the reputations

of the millions of businesses who do the right thing, we must call out those who do wrong. To represent good business, we must set right the failings which have allowed some to go bad.

If we do not do those things, then the justified public revulsion will end up spilling over into cack-handed and hugely damaging government action. That would devastate good and bad businesses alike, which none of us wants. Just look at the EU’s bonus cap – wrong-headed and counter-productive as it is, the behaviour of some of our banks makes it difficult for anyone to stand at their side to credibly fight against it. They are harming the whole of British business by focusing only on their own short-term self-interest.

That has to change, and it is the IoD’s responsibility to make the case for reforming capitalism and capitalism’s reward structures in order to make it happen – and to communicate to the public what genuinely good businesses look like. That is key to the delivery of better business in the UK.”



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Record turnout for Women's Conference



Catherine Bell DEL, Roisin McDonough Arts Council, Pauline Quigley Vodafone and Sacha Romanovitch Grant Thornton

Over 275 delegates attended the 6th Women's Leadership Conference, sponsored by Vodafone and organised by the Institute of Directors and the Chief Executives' Forum at the Ramada Plaza Hotel on International Women's Day. A record 5 men joined the delegates at the Conference, which was also supported by the Department for Employment & Learning.

A vote on quotas for the percentage of women on boards held during the day showed that over 70% of delegates were opposed to quotas; most delegates said women should be appointed on merit and not because organisations have been told they must have more women on the board.

The business case for having a diversity of perspectives and backgrounds in the leadership of an organisation is becoming recognised globally as reflected in the 2013 Grant Thornton International Business Report launched at the Conference by Grant Thornton Partner, Sacha Romanovitch. You can download this paper at www.iodni.com.

Women improve business

The report points to a study tracking results from Fortune 500 companies from 2004 to 2008, showing that those companies with the most women board directors outperformed those with the fewest by at

least 16% in terms of return on sales and 26% in terms of return on invested capital.

Other speakers at the Conference included Nigel Robbins of UTV Media, Rotha Johnston of Wildflower Property, Sinead Devlin from Emergenetics, Karen Barr of Pentland Training, Catherine Mason from Translink, Jennifer Donald & Maria Ward from the CEF Women's Leadership Initiative, and Lindsey Fenwick of the International Dermal Institute.

A fascinating presentation was given by Helen Marriage of Artichoke, the company that produced the famous Trafalgar Square performances in 2012 when thousands of individuals took their turn to pose and perform on the empty 4th plinth.

The event was chaired by Nuala McKeever. Next year's Conference is scheduled for 7 March.

A DVD of vox pops and interviews played throughout the day and was produced

by Belfast Metropolitan College broadcast journalism students Lucie McBride, Rosie Barrett, Kerry Rooney and Rachael Maguinness.

The Conference was rounded off with a relaxed evening at the Ramada's Omni Spa where things got very girly and delegates enjoyed some style tips from Rebecca McKinney, the Victoria Square personal stylist, plus nail, hair and massage treatments, and fitness tips from LA Fitness.



Charity fund raising

A prize draw was held at the Conference in aid of the Simon Community NI and the Financing Independence Through Enterprise (FITE) campaign. The IoD and CEF are grateful for the support of Vodafone, the gibson hotel Dublin, British Airways, Clarins at House of Fraser Belfast, Translink, Vita Liberata, Ulster Rugby, Helping Hand Tutoring, Barbara Allen Artist, Over the Moon and Finlay Property.



Lindsey Fenwick Dermalogica, Nigel Robbins UTV Media, Karen Barr Pentland Training, Nuala McKeever and Roisin McDonough Arts Council



Linda Manning, Katherine James and Amber Law from Danske Bank



Louise Hardman from Wove in Hove – one of the 14 stallholders in the Conference marketplace



Vanessa Elder and Siobhan Hanley from NI Chest Heart & Stroke with IoD NI Chairman Mervyn McCall



Nuala McKeever chairing the Conference



Judith Totten and Diane Woodside of Keys Commercial Finance Emma Hunt Mills Selig



Claire Moore and Eileen Montgomery of Crane



Alice Bailie and Shirley Blair A&L Goodbody with Siubhan O'Connor PwC

Technology firsts for Volvo

Every year is a safety year at Volvo Cars. The company is working towards the vision that by 2020, nobody should be killed or seriously injured in a new Volvo - and data from independent rating institutes all over the world emphasise and reinforce this life-saving philosophy.

At the recent 2013 Geneva Motor Show, Volvo Cars presented another new world first in safety. Pedestrian and Cyclist Detection is an enhancement of the present detection and auto brake technology. The added functionality detects and automatically brakes for cyclists swerving out in front of the car. The benefits of the groundbreaking City Safety technology - featuring automatic braking in low speed situations - have been documented in several international reports showing a significant reduction in insurance claim frequencies.

Voice activated music system

Whilst safety is central to Volvo design, the technological world-firsts extend to all aspects of the driver and passenger

interaction with the latest vehicles. Volvo Cars have launched an integrated, voice activated music system through a partnership with digital music service, Spotify. The solution is fully integrated into the dash through Volvo's Sensus Connected Touch.

The new system allows drivers to be able to stream music with a 3G/4G dongle or via the driver's mobile phone connection through their dashboard. Drivers will be able to play any Spotify track they want just by just saying its name, allowing car owners the ability to remain connected when driving. Sensus Connected Touch turns the 7-inch display into a state-of-the-art infrared, beam-scanned touch screen you can use even when wearing gloves - a world first in cars.

As well as Spotify, the technology also includes access to thousands of radio stations from all over the world. The system is based on Android technology, which allows it to be regularly upgraded. Other apps accessible via Sensus

Connected Touch include Google maps, Tuneln, iGO navigation and an app store for new functions and updates. Internet data can also be transferred via Wi-Fi between the mobile phone and Sensus Connected Touch and the Wi-Fi network can be shared with everyone in the car when using a dongle.

To find out more about the new world of Volvo, either at the SMW showroom or a place of your convenience, contact SMW Belfast at 19 Boucher Road, Belfast BT12 6HU by telephoning 028 9068 6000 or go online at www.volvocarsbelfast.co.uk or www.twitter.com/volvobusiness



Local artist/international reach

Deepa Mann-Kler is an award winning artist, renowned for her installations, paintings and photographic work that reflect upon issues in Northern Irish society today from the viewpoint of the outsider.

Her projects for 2013 include a neon commission for the Culture Company and Derry City of Culture and an exhibition with the Contemporary Centre for Creative Practice in Dublin as part of their programme to celebrate the Irish Presidency of the EU.

Deepa is artist-in-residence with the Belfast playwright Martin Lynch.

In 2012 her international exhibitions included the Berlin Biennale "Art Wiki" and a show in New York. Her work is held in corporate and private collections across the world, including the Aschaffenburg Municipal Museum Collection, Germany. Back in 2011, she was awarded a notable commission by the UCI, the world governing body for road cycle racing in Switzerland. She is the winner of the



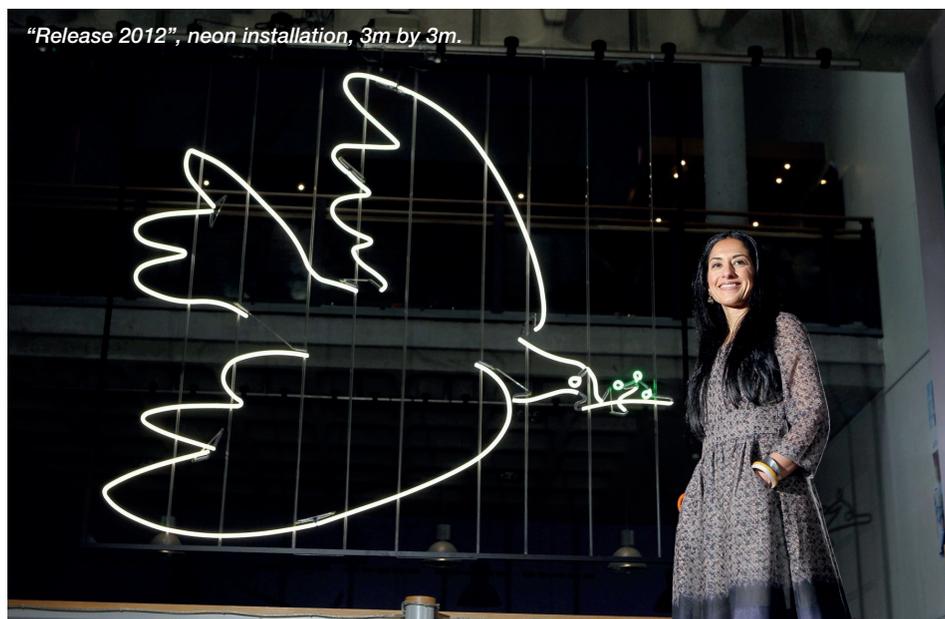
Deepa Mann-Kler

Olympus/Daily Mirror Young Photographer of the Year.

Director roles

As well as her artistic work, Deepa is a Non-Executive Director with the South Eastern Health & Social Care Trust and a Trustee of the Crescent Arts Centre. She has previously been a member of the OFMdfM Race Funding Selection Committee; Co-Chair of Women Into Politics; Chair of Killyleagh Community Association; a Non-Executive Director of Victim Support NI and a former Management Committee member of Wheelworks.

Deepa's website is www.deepamannkler.com and she can be contacted by email on deepamannkler@gmail.com or by mobile 07882 344 993.



"Release 2012", neon installation, 3m by 3m.

Get creatively connected?

by Mary Trainor-Nagele, Arts & Business NI

Many businesses are engaged with culture because it makes good business sense and because the arts can offer creative business solutions at a time when innovative approaches to business thinking have never been more critical.

Arts & Business NI kicked off Creativity Month in March by hosting a series of best practice events, showcasing the very best of what the arts has to offer to business and featuring winners and shortlisted partnerships from the Allianz Arts & Business NI Awards.

The shortlisted partnership of Herbert Smith Freehills LLP and National Trust shared their animated story of how their Minnowburn project helped deliver on staff engagement for the business and its employees. An Arts & Business NI investment enabled the National Trust to create a competition for young people to design an outdoor sculpture for their Minnowburn property and the winning entry was sculpted into a true work of art from a reclaimed Minnowburn tree. Herbert Smith Freehills staff prepared the Minnowburn property for the arrival of the sculpture which was placed along the new accessible paths that circle Minnowburn pond and Terrace Hill garden which the National Trust have been restoring for a number of years.

Edwards & Co and Happenstance Theatre Company showcased their staff engagement project that helped this major law firm motivate and develop its team. With Arts & Business NI support, the partners developed an innovative new sales training package that addressed not only the skills base within Edwards & Co, but also the organisational attitudes to sales training. It included a short film for marketing purposes, training for their solicitors in networking, and neuro-linguistic programming for sales and cross-selling.

See for yourself what's it all about?

Find out more about this activity at the

Positioning your Brand event on 30 April 2013 at 12.30-2pm at Cahoots NI, Unit 70, Castle Court, Royal Avenue (formerly TK Maxx), where Allianz Arts & Business NI Cultural Branding Award winner Osborne King will talk about their successful partnership with children's theatre company Cahoots NI.

Find out more about Arts & Business NI at www.artsandbusinessni.org.uk



Arts & Business
Northern Ireland



Mick Walls, National Trust; Dorcas Crawford, Edwards & Company Solicitors; Heather Carr, Arts & Business NI; Libby Jackson, Herbert Smith Freehills; Philip Crawford, Happenstance Theatre Company and Craig Somerville, National Trust share their creative partnership success stories

Government and business work together to support the unemployed

Business in the Community's Citywide Employers' Forum is designed to help people in some of the most deprived areas of Belfast find work and start changing their lives for good.

The Forum is sponsored by Belfast City

Council, Bombardier Aerospace, the Department for Employment & Learning and Lagan Construction Group. It works alongside community employability bodies to develop business-led initiatives which help those who are unemployed to develop new skills and assist them into sustained employment.

IoD member Michael Ryan of Bombardier Aerospace, who champions the initiative explains: "Changing people's lives through employment is a key driver for the Northern Ireland economy as a whole and the support from Belfast City Council and the Department for Employment and Learning means the Forum has the ability to reach out to more economically inactive people from across Greater Belfast really need our help.

"I would urge all business leaders to get involved with the Citywide Employers' Forum and work with us to make a real difference on the ground."

For more information on the Citywide Employers' Forum, please email deirdre.timoney@bitcni.org.uk or call 028 9046 0606.



Launching the Citywide Employers' Forum are: (from left) Nigel Gray, Henderson Group; Bombardier Chief, Michael Ryan; Employment Minister Dr Stephen Farry; Rt Hon Lord Mayor, Alderman Gavin Robinson; Kevin Anthony Lagan, Lagan Construction and Debbie Brotherson, who has been helped by the work of the Forum

IoD member benefits

New for IoD members: IoD Financial Protection Insurances

Do you ever worry about what might happen to your business if one of your key staff falls ill?

Previous research carried out by Director magazine and in association with Legal & General showed that 39% of businesses could not survive more than 18 months following the death or critical illness of a key person.

We have a new member benefit to ease your fears.



The IoD have teamed up with award winning Chartered Financial Planners, Torquil Clark, to provide **IoD Financial Protection Insurances** for business owners and directors. As an Independent group, Torquil Clark is able to recommend products from the whole market.

Key Person Insurance could provide you with proceeds that can be used for continuity purposes; to enable your company to continue trading and to replace key individuals or repay corporate debt. Alternatively, the proceeds could be used to buy out a shareholder, following a specified critical illness, or their family, on death.

Relevant Life Insurance provides a death in service benefit to your employees.

Life and Critical Illness Insurance protects your home, family and lifestyle by paying a lump sum of money if you die or are diagnosed with a specified critical illness.

Terms and conditions apply.

For further information, call 0800 294 7143 or visit www.iod.com/kp, www.iod.com/rl, www.iod.com/lci

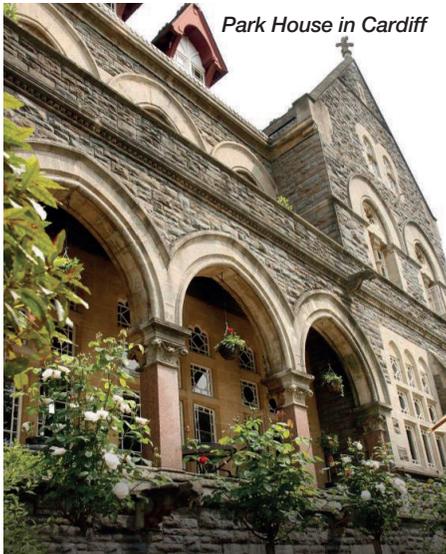
torquil clark

Specially negotiated for you...

Upon request, IoD members are entitled to complimentary comprehensive reviews for protection, investments and pensions – saving you up to £1,500.



Have you taken advantage of your IoD premises?



Park House in Cardiff

When travelling around the UK, don't forget that you can access the facilities of our network of premises, which usually include at least a working area and private rooms that can be hired.

IoD premises are located in London's West End and City, Manchester, Birmingham, Nottingham, Leeds, Reading, Bristol, Norwich, Edinburgh, Glasgow, Cardiff and Bangor (Wales). Check for information about these and other IoD premises at www.iod.com

Northern Ireland premises

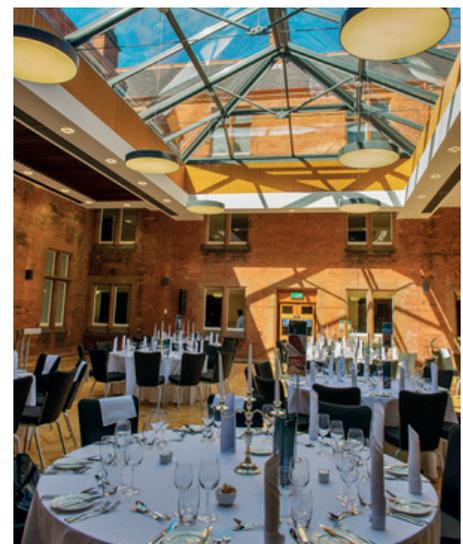
Members based in or visiting Northern Ireland have access to working, meeting and entertaining facilities at two different locations: our main premises at Queen's University's Riddel Hall at 185 Stranmillis Road and the Ulster Reform Club at 4 Royal Avenue.

The **Riddel Hall** facilities are proving very popular with members, particularly because of the free parking close to the building. Members have access to two Executive Lounge areas on the ground and first floors, free wifi, and a variety of rooms that can be hired, all equipped with the latest IT technology.

A snack and light refreshments menu is available for members visiting Riddel Hall. Menu cards can be found in the Executive Lounge areas and you can order from the catering staff.

At the **Ulster Reform Club**, you will find a quiet meeting area, business room, dining room and private meeting rooms for hire. A dress code requiring jacket and tie operates at the Club.

For room bookings and information about our Belfast premises, phone us on 028 9068 3224 or email lorraine.corry@iod.com



The Isdell Courtyard at Riddel Hall

Disclaimer

Articles are published as a contribution to discussions about business issues. They represent the personal views of their authors and do not necessarily reflect Institute of Directors' policy.

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IoD member benefits

IoD – Supporting you, supporting your business

The Institute of Directors exists to support our members – the business leaders - as they grow and develop their organisations.

We have created a portfolio of membership benefits which are designed to provide members with the knowledge, tools and advice to help them be more productive, competitive and profitable.

Take advantage of IoD membership by using these benefits whether you are at your desk or on the move. Details of all member benefits can be found on our website www.iod.com

Benefits included as part of the annual membership fee:

- Meeting space at 13 locations around the UK and in Paris
- 25 business research sessions each year
- 4 one-to-one sessions with a business expert each year
- 25 calls to our business legal advice line each year
- Access to our extensive online business support resource
- Access to the IoD exclusive LinkedIn group with over 7000 IoD members
- Access to the IoD Northern Ireland LinkedIn group
- Access to airport lounges across the UK
- Monthly online newsletters from London and your local region
- Advert on our business directory
- Subscription to Director magazine
- A copy of the bi-monthly IoD NI News



- Your profile can be included in an issue of IoD NI News
- Access to register on our NXD Directory

And More...

- **Representation** at the highest levels of national and regional government and the opportunity to participate in surveys and receive copies of our policy publications Big Picture and Pulse
- **Networking across the UK** through our regions and branches who run a whole range of events from black-tie dinners to breakfast briefings
- **Discounts off our respected range of director-level training** and development programmes including our Chartered Director qualification which is recognised internationally as the gold-standard in director level training
- **Discounts off our conferences and events** with their high profile speakers

• Access to specially negotiated products and services:

- IoD Directors Liability Insurance www.iod.com/dli
- IoD Professional Indemnity Insurance www.iod.com/pi
- IoD Office Insurance www.iod.com/officeinsurance
- IoD Home & Contents Insurance www.iod.com/homeinsurance
- IoD Procurement Services www.iod.com/procurement
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Join the IoD

You can apply to join the Institute online at www.iod.com/join or telephone our Membership Department on 020 7766 8888.

Chartered Director Programme 2013-14

Participants on the current IoD Chartered Director Programme in Northern Ireland have already sat their Certificate examination. This Programme, which started last September, was oversubscribed reflecting the increasing interest in good governance and the need for existing and aspiring directors to understand their role and responsibilities as business leaders.

Recruitment has recently opened for the 2013-14 Programme that will run from September 2013 until June 2014 on the dates below with the two-day modules being held in hotels throughout the east of the province, and the shorter sessions and examinations in Belfast.

If the dates for a particular session do suit candidates, then alternatives are usually available during the same month in Dublin (except for the opening module).

2013

25/26 Sep	Role of the Director and the Board
24/25 Oct	The Director's Role in Strategy and Marketing – Part I – Analysis & Formulation
25/26 Nov	Finance for Non-Financial Directors
10 Dec	The Director's Role in Strategy and Marketing – Part II – Implementation

2014

16/17 Jan	The Director's Role in Leading the Organisation
13 Feb	Certificate Examination Preparation Day
12 Mar (am)	Certificate Examination (multiple choice)
8/9 May	Developing Board Performance
29 May (am)	Diploma Examination Preparation Session
25 Jun (pm)	Diploma Examination (scenario-based)

Contact Peter Martin, Director Development Ireland, at 028 9064 1131, 07779 835 026 or directordevireland@yahoo.com



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* Business users only. Similar hire offers available for non-business users. Examples exclude VAT based on non-maintained contract hire with an initial payment of 6 monthly rentals, followed by 35 monthly rentals, with a mileage of 10,000 miles per annum. Excess Mileage Charges apply. Subject to availability at participating dealers for vehicles registered between 25th February 2013 and 30th June 2013, or while stocks last. Not available with other promotions. Volvo Car Leasing Contract Hire is provided by Lex Autolease Ltd, trading as Volvo Car Leasing.

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