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## THE BIG QUESTION – IN OR OUT?

By Nik Askaroff

The most important question facing business and the nation over the next six months is whether we are in or out of the EU. There have been more predictions of the effects of staying in or exiting than weather forecasts – and most with about the same degree of accuracy!

Moody's, the international credit rating agency, forecasts that Brexit would bring short-term difficulties and a possible run on Sterling, but that longer-term benefits would follow. I think many would agree with that. The fear factor of exit is a strong one for many younger voters but those unlucky enough to be as old as me will remember pre-EU days as not being quite as scary as made out.

What is clear is that the vote is critical and possibly a once-in-a-lifetime opportunity for the UK to regain full independence. The naive refer to military peace forgetting that the old family unions of Europe did little to encourage peace and any fanatic can cause turmoil if they so choose. NATO must be our defensive future not the EU.

Looking at the Brexit case purely from a business viewpoint, other than some inevitable short-term uncertainty, I

cannot see why we will not be able to continue to do business with those that want and need to do business with us. It is no small point that we buy more from the EU than we sell to them and, as such, a formula for future business will be found.

We all know that global growth will come from the Far East as consumerism grows. Being outside can only enhance those trading opportunities for us. The one difficult question will be the ability of citizens to work across Europe. Again the numbers may provide the answer. While France suffers ongoing recession and 11% unemployment, over 500,000 French live and work in the UK. Sure, we do need them but they also need us, so it is unthinkable to contemplate anything but a sensible compromise being reached.

Coming from an Anglo-French-Austrian-Russian immigrant family, it might seem strange that I support Brexit. But with an English family and multiple business interests in the UK, I fear that this may be our last chance to say No to the failure that the EU has become. So I am willing to risk some short-term pain in favour of long-term gain and sustainability and vote to leave what is clearly a broken and bankrupt club.

## EMC HELPS ROBshaw KICK OFF HIS TESTIMONIAL YEAR



Nik Askaroff (second right) with (from left) Jamie Roberts (Harlequins and Wales), singer Camilla Kerslake, Chris Robshaw and Danny Care (Harlequins and England).

Our CEO Nik Askaroff was proud to commit EMC's support to Harlequins and England rugby star Chris Robshaw's testimonial launch event at Coutts Bank HQ in London.

"Very few players are more worthy of a testimonial than Chris. Throughout his career he has shown strength, determination, respect, loyalty and class, and we look forward to supporting him and his committee at many of the prestigious events that have been lined up for him over the rest of this year," Nik said.

Chris has chosen three charities to benefit from his testimonial year. They are Canine Partners, the Teenage Cancer Trust and Walking with the Wounded.

Full details of Chris's testimonial year events are available at <http://testimonial.chrisrobshaw.com>

# A GRAND CANYON WELCOME TO OUR NEW WEBSITE

America's Grand Canyon is one of the great sights of the world. So where better for us to celebrate the launch of another great site – our all-new website?

A party of EMC team members, clients, friends and contacts joined CEO Nik Askaroff (pictured standing rear) at Arizona's premier natural attraction to welcome our fully revamped website going live.

The address stays the same – [www.emcltd.co.uk](http://www.emcltd.co.uk) – but everything else about the site has been re-engineered to make it more accessible to the full range of mobile devices as well as easier to navigate around its various sections.

There's lots of useful information designed to provide business owners and senior managers with a source of material to help them run their businesses more successfully as well as several fascinating examples of how, over the last 25-plus years, we have helped scores of business owner-managers to achieve their ambitions to grow their companies and then exit successfully and extremely profitably when the time was right.

It's why we're now firmly established as the number one independent corporate finance and business management boutique in the South East.



## EURO 2016 LAUNCH PARTY HAS REAL PRESTIGE

Working with the rugby lads at Zeus Sports in 2015 and the Prestige Group, who were the Rugby World Cup ticket agents for the tournament, clearly has its benefits! This year Prestige are the exclusive sales agents for UK & Ireland for the Euro 2016 finals. You'll find them at [www.prestige-euro2016.com](http://www.prestige-euro2016.com). Prestige launched their Euro 2016 role with a party hosted by ex-England international Graham LeSaux, pictured here with EMC's Terry Rainback and the trophy.

## MEET THE TEAM



Nik Askaroff



Natasha Askaroff



John Blackburn



Mark Chapple



Ross Christie



Julian Clay



Natalie Egelstone



Julie Foster



Michael Gibbs



Jon Green



Desmond High



Stephen Milton



Rod Muir



Andrew Munro



Michael Pay



Terry Rainback



Ryan Smith



Kevin Wheelhouse



Chris White

# DOUBLE TRIUMPH FOR EMC AT THE DEALMAKER 'OSCARS'

EMC Corporate Finance and our CEO Nik Askaroff were the big winners of this year's Insider South East Dealmaker of the Year Awards.

We walked away with the event's two top trophies. Our sale of Lewes-based Ivy Press to the world's leading illustrated books publisher Quarto Group Inc, was named Deal of the Year and Nik retained the Dealmaker of the Year title he won in 2015.

It's the third year running that we have triumphed at the Insider awards – widely considered to be the 'Oscars' of the corporate finance industry in the region.

In 2014 we won the Deal of the Year crown for our part in the sale of \$100m freight forwarding and logistics company Bellville International Ltd to OIA Global of Portland, Oregon. And last year Nik was named Dealmaker of the Year for the first time after judges praised his "shrewd eye for successful dealmaking" and his "ability to bring deals from London to the regional corporate advisory community."

This year the judges said that Nik's "ability to initiate deals and to see them through to completion, as well as his strength in attracting private equity and foreign investment, make him the outstanding dealmaker in the region."



*Nik Askaroff (right) and Michael Pay celebrate our double triumph*

More than 370 of the region's top professionals attended the awards ceremony at The Copthorne Hotel, Effingham Park, Gatwick.

Nik said: "To win just one of these prestigious awards in a single year is an achievement, but to be given two of the top prizes in the same year is quite remarkable and is a great reward for all the hard work that each

member of our highly experienced team put into getting deals over the line.

"The Ivy Press sale to Quarto was just one of several great transactions that we completed in 2015. I think it helps that we often have a long working relationship with many owner/managers helping them to build their businesses before the time comes for them to sell."

*Pictured after the completion documents had been signed are (from left):*

*Colin Cleminson (ESL chairman), Jeanette Winch (ESL company secretary), Mark Holland (Baker Tilly), Stuart Hall (ESL CEO), Dave Buxton (Baker Tilly), EMC Director Desmond High and Christopher Chidley (Dickins Hopgood Chidley Solicitors).*



## BAKER TILLY SNAPS UP EMPLOYER SERVICES LIMITED

Long-standing EMC client Employer Services Limited (ESL) was sold late last year to Baker Tilly (now RSM), the seventh largest accounting firm in the UK, for an undisclosed sum.

EMC Kent Director Desmond High, who advised ESL on the deal, said: "We had worked with ESL since 2007, initially providing advice on sales and business development. In 2008 the company had an unsolicited approach from a European bureau, and I first became involved then. Subsequently we helped the company with both sales and financial strategy and latterly the grooming for sale, so it's a great example of EMC's multi-disciplinary offering.

"In 2014 we advised on the sale of the company's cloud payroll product, PaySuite, to Intuit Inc, the US Fortune 500 company and that cleared the way for the sale of the core bureau business."

ESL CEO Stuart Hall, who has taken on a consulting role within the firm, commented: "We'd had a number of unsolicited approaches over the years but never felt the timing or the valuation was right. We asked EMC to approach the market formally and, having obtained several excellent offers, decided that Baker Tilly was the right home for the business."

## FOR HE'S A JOLLY GOOD FELLOW...

Chris White, one of our senior marketing consultants, has been made a Fellow of the Chartered Institute of Marketing in recognition of his years of experience and expertise in the profession.

Chris has held a number of Board-level marketing and business development roles with major national and global businesses including Grant Thornton, PwC, Dell, RBS and global property consultancy Turner & Townsend.

He has an excellent track record of developing and delivering business development strategies designed to fuel business growth.

Since joining EMC, Chris has worked with a number of small and medium sized businesses to help them plan and carry out improvements to their marketing strategies and business development programmes.

## EMC ADVISES BUSINESSMAN ON £400M LEISURE AND HOUSING SCHEME



The local businessman chosen to build a £400m leisure and housing scheme in Hove was advised on the deal by EMC Corporate Finance.

Rob Starr, co-founder of family-run charity The Starr Trust, worked with housebuilder Crest Nicholson to put forward a plan for the long-awaited redevelopment of the ageing King Alfred Centre.

Their joint proposal was chosen by Brighton & Hove Council ahead of another scheme submitted by French firm Bouygues and is expected to include a leisure centre comprising three swimming pools, a sports hall with space for eight badminton courts, a 120-station gym, a crèche, a gymnastics centre, three-rink indoor bowls, dedicated martial arts dojo, a quiet studio, a sauna and a café.

There will also be 565 flats built in four main blocks, the highest of which would be 18 storeys.

Nik Askaroff, who led EMC's team advising Rob Starr, said: "This will be one of the most significant and eagerly awaited developments to take place in Brighton & Hove over the next few years and we are delighted to be playing a part in it.

"Being selected by Brighton and Hove City Council as the successful bidder is just the start of the process for our client, Rob Starr, and his joint venture partners Crest Nicholson. Over the next 12 months they will be working closely with the council and the local community to bring their proposals to life.

"If all goes to plan, the development will not only offer the local community a brand new luxury leisure centre but also more than 560 much needed new apartments."

Detailed plans are expected to be submitted to the local authority within the next 12 months with building work set to begin in the summer of 2017. The sports and leisure complex could be completed within three years with the flats finished by 2022.

## EMC TO THE RESCUE!

EMC Kent Director Desmond High was approached out of the blue in February 2016 to help sort out the financial affairs of a fast-growing residential property developer based in Margate with a number of trading companies.

The challenge was that the director and controlling shareholder had a long-running personal dispute with its former accountants who had not only prepared year-end figures for the companies but also maintained the day-to-day accounts. They were holding the records (in the north of England) and, although the dispute was not with the companies, they were not prepared to release them.

Desmond continues the story. "It was not a conventional job, but one that needed some commercial experience to get accounts filed and to keep Companies House and the tax man happy. Which is why we were approached rather than an accounting firm.

"Two months on (as I write) we have made significant progress, to the extent that John Harriss, the director, felt able to say that 'your involvement, experience and advice has been a breath of fresh air to myself and the companies'.

"As for the properties, these are quite agreeable and playing a part in the regeneration of East Kent. For my part I have an eye on one of the Beach Houses just being completed – two storey homes looking straight on to Westbrook Bay and with unobstructed views of the sea."

## FIND OUT HOW TO MAXIMISE THE VALUE IN YOUR BUSINESS

Business owners who are wondering how they can maximise the value of their companies when the time comes for them to sell will have their questions answered at a breakfast seminar in Crawley.

The free event, on 1 June, is being organised jointly by EMC and top corporate law firm DMH Stallard.

Over the course of two hours, experts from both firms will explain how companies can:

- Get operationally fit by gearing up their production, operations and back office;
- Crank up their sales engine so that it is working at top speed;
- Negotiate their way successfully through the minefield of due diligence without losing value; and

- Establish the bullet proof terms that will lead to a successful transaction

In addition, EMC consultant Kevin Wheelhouse will give a first-hand account of how he prepared and sold his manufacturing business for \$30m in 2012.

The seminar, which is being held at DMH Stallard's Gainsborough House offices in Pegler Way, Crawley, starting at 8.30am, will be led by Insider South East's 2015 and 2016 Dealmaker of the Year Nik Askaroff, our CEO.

This will be the third seminar we have hosted this year designed to help business owners to get maximum value when selling. The two previous events, in February and March, proved extremely popular and places are once again sure to be in strong demand.

**Places can be reserved by emailing [nat.eggstone@emc ltd.co.uk](mailto:nat.eggstone@emc ltd.co.uk) or calling us on 01273 945984.**



## WE'RE GOING UP IN THE WORLD!

EMC is going up in the world...450 feet up in fact! We have already booked our places on Brighton's major new attraction, the British Airways i360 which opens this summer, and EMC team members, clients and contacts will be among the first people to enjoy the remarkable views from the world's tallest moving observation tower when we voyage to the skies on 8 September. We're told that we'll be able to see a 26-mile stretch of coastline from Bexhill-on-Sea in the east to Chichester in the west once we've glided up to the top of the tower in the futuristic glass viewing pod. So don't forget to give us a wave!

## LOOKING AT A PROBLEM WITH A FRESH PAIR OF EYES

Fulfilment operations – supply chain, warehousing and shipping – is at the unglamorous end of most businesses. Yet its role is super-important.

Even in a highly successful, fast-growing company, the physical capacity of a warehouse, for example, to keep on top of demand and deliver products to customers on time and to ever-decreasing lead times, can threaten to constrain further growth.

So what is the answer? EMC's Mark Chapple, an operations professional with experience both as consultant and board executive, was called in recently by one client who was facing exactly this dilemma.

He takes up the story. "As any operations professional will tell you, there are always ways to improve. In the case of warehousing capacity, one could look to suppliers to help reduce inventory, at least internally, and apply various best practice techniques, such as lean thinking, to streamline internal processes and thus increase throughput within the same space. This is all grist to the consultant's mill.

"However, it always helps to step back and look with a fresh pair of eyes, and that is where depth of experience can help.

"In this case, two things soon became clear. First, such improvements, worthwhile as they are, could not keep pace with the business growth rate and, secondly, there was no absolute imperative for the company to keep all fulfilment activity under its own roof. While logistics and distribution form an essential part of the business, it is not a warehousing company."

Mark's recommendation was for the company to partner with a third party logistics company. "This has negated the distraction of a major warehousing project and liberated the company to maintain focus on innovation and marketing to sustain its impressive growth," he said.

If you are having an operational or logistics problem that you feel could benefit from a fresh pair of eyes, give us a call on 01273 945984.

## DRYAD MARITIME WINS QUEEN'S AWARD FOR ENTERPRISE

Huge congratulations to our client Dryad Maritime, based in Portsmouth, which has been awarded a coveted Queen's Award for Enterprise in Innovation. The award is the highest business accolade a UK company can receive and is recognised globally. Nik Askaroff has been working with Dryad for the last three years.

## CHARLIE SHARES THE SECRETS OF FAMILY BUSINESS SUCCESS



Charlie Field, director of Sussex-based funeral services company CPJ Field & Co, was the keynote speaker at our latest Entrepreneurs' Question Time event held at Pub du Vin, Brighton.

The family-owned business, which operates more than 30 funeral homes throughout the Home Counties, celebrated its 325th anniversary last year, making it one of the UK's oldest family firms. Over the years, it has provided the funeral arrangements for countless thousands of ordinary bereaved families as well as the highest in the land, including monarchs and national heroes.

Five members of the Field family are still actively involved in managing the business, and Charlie Field shared his thoughts on why and how it has been so successful.

The free event was the sixth Entrepreneurs' Evening organised jointly by EMC and Close Brothers Asset Management to highlight and celebrate the important role that family businesses play in the UK economy. Watch our website for details of our next one.

# WHY YOU SHOULD SERIOUSLY CONSIDER PE

By Michael Pay

Private Equity (PE) is an often misunderstood concept. As a result, many business owners don't regard it as an option or resource for them.

Whether starting, growing or even selling a business, owners really should consider it as one of the many streams to help them achieve their goals. According to the BVCA (British Venture Capital Association) over £30bn has been invested in 4,000 British businesses in the last five years. And, more importantly, according to Bain and Co, it is sitting on \$1.3 trillion of un-invested capital!

So what is PE? Fundamentally it is about an investment company taking an ownership position in a business either as a majority or minority stakeholder. Put simply, the PE firm provides the capital you need to support your growth plans while you supply the management expertise.

It is often thought that when a PE firm invests in a business, it wants to run it. This is almost always wrong. They want you (or a management team if you are selling) to run your business. Indeed, if strong management are not included, then, apart from the turnaround specialists, they will not invest. Usually as a minimum they will want to see double digit annual growth and their investment grow by two to three times in three to five years.

The three main types of investment they provide for lower and mid-market businesses (£0.5m to £10m of value) are:

- Buyout
- Buy and build
- Growth capital

In 2015, investments for buy-and-build companies, where PE firms provided acquisition capital, nearly matched that of buyout capital at \$267bn v. \$282bn - showing the desire for PE firms to back acquisition strategies and not just financially engineer returns for their investors.

At the same time multiples paid at just a fraction below 10 times EBITDA are as high as they have ever been and match what a trade buyer will pay, reflecting the need for them to invest their capital and their willingness to take risk.

Behind the capital are proven performers who have helped multiple businesses grow and add significant value which will often benefit you as much as the cash.

So should you seriously consider PE?

If you are selling, they should certainly be on your target list as they may be your highest bidder or already be invested in businesses in your sector who will buy you with PE support.

If you want to grow, then calculate what the business would be worth by taking and using their money and compare it to what it is worth without it. If the answer is that your remaining shares will be worth more with them on board, then you should be exploring further.

If you want to explore an MBO it is unusual for them to have the cash to pay what the company is worth, but PE can help them get there.

So really, the bigger question is why wouldn't you be considering PE in any growth or exit strategy?



## YOUR CHANCE TO WIN A BOTTLE OF LAURENT PERRIER CHAMPAGNE

Our much-missed caption competition is back! Those of you who have been regular Business Focus readers over the years will recall that we often used to publish funny photographs and invite you to suggest a caption. The one that tickled us the most would win a prize.

So when we saw this picture of Posturite CEO Ian Fletcher-Price (above) letting his hair – and everything else! – down on a visit to Las Vegas, we couldn't resist the opportunity to give the caption competition another spin.

All you have to do to be in with a chance of winning a gorgeous bottle of Laurent Perrier Rose champagne is tell us what you think Fletch is saying to the KISS lookalikes he encountered on the Vegas strip or, indeed, what they may have been saying to him.

Email your suggestions to [natasha.askaroff@emcltd.co.uk](mailto:natasha.askaroff@emcltd.co.uk) or send them to us at Rochester House, 48 Rochester Gardens, Hove BN3 3AW.

We'll let Fletch choose the one he considers the funniest and the winner will be announced in our next issue.

**Good luck!**



*EMC staff, clients and contacts got together for an Austrian evening in aid of charity at the Kensington Hotel, London.*

# ALL SMILES FOR CALIFORNIA TRADE MISSION

EMC CEO Nik Askaroff (far left) recently led a trade/finance mission to California. While in Los Angeles the group visited the historic and prestigious Jonathan Club where former Eastbournian, Matthew Allnatt, is the General Manager. The Jonathan Club dates back to 1894 and many of its past members have helped to shape the destiny of Southern California. As their broad smiles show, Nik's group were also delighted to bump into Miss California at the club.



## CAN YOU GIVE YOUR BUSINESS A SALES BOOST?



Directors of Eastbourne based Zoonou Ltd, a national leader in software testing, commissioned Chris White, EMC's strategy and business development specialist to carry out a high level business strategy review.

They sought the review after recognising that their day-to-day work servicing clients and running the business wasn't

allowing them time for future planning.

Chris explained: "It's a common problem with fast-growing businesses. The directors are so busy with the here and now that they don't get an opportunity to plan ahead.

"Zoonou's management team recognised that and realised that they would need some support to plan a strategic direction for the business through to 2020.

"I worked closely with the team over several structured sessions at the end of which the team had a clear vision of where the business is headed. They now have a roadmap that can be challenged and reviewed over time, along with some ambitious targets and deliverables."

Jonathan Rogers, Zoonou's Finance and Strategy Director, said: "We have been so busy since we started the business we rarely had time for deep discussions about where we need to be in 2020. Working with Chris gave us that time but in a structured format that meant we could agree solid strategies and actions.

## YOUR CHANCE TO DISCOVER THE SECRETS OF PRIVATE EQUITY

Book your places now for our 8 June seminar

Whether you are thinking of a management buy-out, aggressive growth strategy, succession planning, or simply how to sell your business for maximum value, Private Equity should be among your options.

PE firms invest billions of pounds in UK businesses every year and form a cornerstone of the M&A market. They invest in all industry sectors – high technology, industrial, healthcare, consumer services, financial, manufacturing and so on – and in start-ups to large, well established companies. Yet many business people still view PE with suspicion and confusion.

To help dispel some of the myths around Private Equity, EMC is hosting a free breakfast seminar at the Sussex County Cricket Ground, Hove, on 8 June when our director, Michael Pay, will be joined by three leading PE directors from H.I.G. Capital, YFM Equity Partners and Rockpool Investments who between them have over £10 billion of capital to deploy. They will provide an insight into what they look for when investing, what the long-term benefits to the entrepreneur are and how a final exit is achieved.

To reserve your place(s), email [nat.egglestone@emcltd.co.uk](mailto:nat.egglestone@emcltd.co.uk) or call the Hove office on 01273 945984.

## TERRY HELPS PROPERTY OWNERS GET THE RIGHT FINANCING DEAL

Successful business and property owners Tim and Jamie Dawson have worked with EMC and our consultant Terry Rainback for over 10 years across a number of business ventures. Looking to reinvest proceeds from their latest business sale, they wanted to leverage their available investment with additional bank lending to acquire a small portfolio of predominantly retail properties.

Having successfully arranged property finance with Terry's support a couple of years ago, harnessing EMC's knowledge and expertise again was an obvious decision second time round. A number of key lenders showed interest in supporting the investment but the Dawsons eventually chose to work with proposals offered by Barclays Bank.

Terry commented: "Tim and Jamie know a good deal when they see it, and the property portfolio, combined with Barclays Commercial Mortgage terms, were a great fit. The properties were bought at auction so the speed with which the deal could be completed was also important."

Tim added: "Jamie and I know our way around the market, but working with Terry and harnessing EMC's experience gives us the extra confidence to know when we are getting the right deal. The guys at Barclays were also great to work with and we know we have found a good team to whom we can look to support us in the future."

# DESMOND STRIDES OUT TO RAISE £25,000

EMC's Kent Director Desmond High raised more than £25,000 for charity by completing a gruelling 150-mile walk from Birmingham to London.

Desmond teamed up with businessman and friend David Bracey, co-founder of Kent company The Fountain Workshop, to undertake the five-day walk along the towpaths of the Grand Union Canal.

David was diagnosed with testicular cancer four years ago. During his treatment and recovery, he pledged to give something back by helping to raise both awareness of the disease and much needed funds for five small charities.

Desmond agreed to join him and together they hatched the plan for their Big Stride Out marathon.

The five charities to benefit from Desmond and David's fantastic efforts are: Orchid, the UK's leading male cancer charity; The Primary Club, a cricketers' charity which raises money to provide sports and recreational facilities for the visually impaired; The Quest School, based in Paddock Wood, which provides excellent care for children with autism; LUPUS UK, a charity which supports research into this currently incurable illness of the immune system; and Fields of Life, a charity with a focus on clean water, education and health care in post-conflict East Africa.



Desmond (left) and David before their epic walk.

## CHRIS HELPS TO PLAN THE FUTURE FOR DIP MOULDING SPECIALIST

For the best part of 40 years, Runfold Plastics has been providing UK industry with knowledge, expertise and quality in dip moulding and is the country's leading custom dip moulding specialist.

However, when Charlie Avens took over as the Liphook, Hampshire-based company's CEO, he recognised that, despite the business's strong client base and core product range, change was needed in order to secure its long-term success.

EMC business development and marketing expert Chris White was brought in to work with Charlie Avens to develop the CEO's vision of the future into a workable strategy and engage the management team in its subsequent delivery.

Extensive research, planning sessions with the CEO and competitor and market analysis was followed by three half-day planning sessions with the team in which Chris challenged them with questions about the changes needed to deliver the vision and, critically, what their role would be in those changes.

Chris said: "I was delighted by the enthusiasm with which they grasped the plan and committed their ideas and departmental support to it.

"As a result I was able to deliver an action plan which offered the business a new strategic direction by refocussing its sector approach, placed more emphasis on its international markets and added a critical strategy for new manufacturing processes to develop multipart value-add products."

Charlie Avens said: "It was immediately obvious that, because of Chris's experience in engineering, he immediately 'got' the business and what I was trying to do. He gave us a logical framework in which to plan, and his approach with the team united us all and helped create a positive backdrop to quite a lot of potentially challenging change."



## CURLING CHALLENGE

After several years of taking to the seas around the Solent for our annual sporting challenge, we've decided to return to dry land this year.

Not that it's going to be a great deal easier. Indeed, there's every chance of a few slip-ups when we take to the ice at England's only purpose built curling rink, Fentons, near Tunbridge Wells, on 12 October.

What we can guarantee though is that it's going to be a lot of fun. Teams of four will battle it out over several 'ends' to see who can slide the 20 kg granite curling stones nearest to the centre of a target marked on the ice 40 metres away.

**If you're up for the challenge and fancy getting up a team to join us please email [natasha.askaroff@emcltd.co.uk](mailto:natasha.askaroff@emcltd.co.uk)**



EMC is the South East's leading independent provider of business management, corporate finance and operations support to SMEs across all business sectors.

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