

#ScotlandAtAquaNor

Tha Alba
fosgailte airson
gnìomhachais

Scottish Pavilion at
Aqua Nor 2023
Post-event Report



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



Scottish Government
Riaghaltas na h-Alba
gov.scot

SAIC



Aqua Nor is the world's largest aquaculture technology showcase and attracts an audience of 25,000 people from 76 countries. The last Scottish Pavilion at Aqua Nor was in 2017, so the 2023 Pavilion was much anticipated and very welcome.

The event took place in Trondheim, Norway, from 22 to 24 August. The Team Scotland presence at the event was organised and financed by a partnership involving **Highlands and Islands Enterprise (HIE)**, the **Sustainable Aquaculture Innovation Centre (SAIC)**, and the **Scottish Government (Marine Directorate)**.

The Scottish Pavilion included 18 exhibitors on 20 pods, made up of Scotland's aquaculture supply chain businesses and research institutions, providing an opportunity to showcase innovative products and services.

On the Scottish Pavilion, exhibitors shared access to facilities for presentations, networking and private business meetings.

A further 18 Scottish companies joined the wider delegation with their own stands or as visitors to the event. They were promoted in the 'Scotland at Aqua Nor' brochure and attended events and meetings on the Pavilion.

THE ORGANISERS

HIE and SAIC took on the lead organisational role, working with exhibitors and specialist suppliers for events management and stand building. The Scottish Government's Marine Directorate provided funding for the project and contributed to the pavilion programme, as well as coordinating the programme for Mairi Gougeon, Cabinet Secretary for Rural Affairs, Land Reform and Islands.

KEY MESSAGES AND OBJECTIVES

The Scottish pavilion was an unrivalled opportunity to showcase the ambition, capability and capacity of Scotland as an innovative technology-, product- and service-providing nation.

The key objectives were:

- To showcase Scotland as an innovation nation in marine knowledge and technologies.
- To demonstrate that aquaculture is a forward-looking sector in Scotland, which welcomes inward investment and new trade opportunities.
- To demonstrate breadth and depth in business and academic expertise.
- To expose businesses and research institutions to an international marketplace where they could create and build relationships with existing and new customers.
- To create and develop commercial opportunities in trade and investment.
- To enhance Scotland's strong reputation for partnership working and collaboration.
- To find and nurture new international innovation collaborations.

“Surpassed expectations – the size and footfall of the show was greater than I had expected. We secured the rental of a large marine crane to one of the world's largest aquaculture companies off the back of discussions we had at the show.”

Tom Murdoch, *Brimmond*

COSTS AND FUNDING

The event costs of £175,460 were funded by £56,561.87 from company stand rental charges, £84,936 from a Marine Fund Scotland grant, £18,608.31 from SAIC and £15,202.13 from HIE.

Each company pod cost £3,707.29, which was offered at a subsidised rate of £2,840 ex. VAT, entitling the pod holder to a range of benefits in addition to the space itself, such as promotional activities, use of meeting room and presentation facilities, access to hotel room bookings etc. Each company covered their own travel, accommodation, and T&S costs.

Project partners HIE, SAIC and Scottish Government contributed significant in-kind staff time to project manage the pavilion. Most notably, HIE managed all contractual and payment processes with companies and managed the stand design and build contract via its event management procurement framework, and SAIC committed marketing staff resource and lead engagement with the Norwegian event organisers. Separate to pavilion activities, SAIC hosted an international innovation dinner.

THE TIMELINE

Jun 2022

Planning for Aqua Nor began to ensure delivery partners had secured internal approval and funding to be in a position to meet project deadlines.

26 Sep 2022

Registration of interest for Aqua Nor stand booking.

Oct 2022

Business engagement commenced (see separate section).

9 Jan 2023

Formal commitment to stand space offered and payment of registration fee.

30 Jan 2023

Hotel booking portal opened.

30 Jan 2023

Tender issued for stand design and build.

13 Feb 2023

Deadline for tender submissions for stand build.

17 Feb 2023

Contract awarded for stand build.

27 Feb 2023

Inception meeting with stand build contractors.

15 Mar 2023

Deadline for hotel room booking via pavilion allocation.

27 Mar 2023

Payment of stand space balance.

7 Sep 2023

Feedback survey issued to companies. Follow up to collect actuals figures for increase in international sales planned for **Sep 2024**.

The project team met fortnightly between **31 Oct 2022** and **28 Aug 2023**. These meetings were chaired by HIE.

HIE and SAIC also held weekly meetings with the stand build contractor from **8 Mar 2023** to **9 Aug 2023**. These were chaired by the contractor.

EVENT CONTRACTORS

Event contractors were appointed to design, deliver, and manage the Scottish Pavilion. Contractors were selected via a competitive process using HIE's Event Management Framework, evidencing best value for money. Cameron Events won the contract and were supported by their supplier Collective Events. Both contractors were onsite during the show and provided valuable practical support.

THE PAVILION DESIGN

The pavilion design was open, inviting, and functional. The 20 exhibition pods had screens for showing videos and presentations, and two chairs for staff and visitors.

There was a central area with comfortable seating and a screen for presentations, a lectern, and locally sourced plants. A reception desk with a screen showing videos and seats for staff was at the front of the stand for welcoming guests, whilst at the rear of the stand was a storage area and a private meeting room.

Arrangements have been made between by HIE and Cameron for storing the Pavilion components so that they can be reused at Aqua Nor 2025 or other events.



RECRUITING AND SUPPORTING POD HOLDERS

The opportunity for business to participate in the Scottish Pavilion was promoted in Q4 2022. Interested business and organisations were encouraged to complete a registration of interest form hosted on the HIE website from November 2022. An extended period of conversations with companies and organisations in the SAIC Consortium and wider network, as well as the HIE network followed, culminating in the onboarding of confirmed enterprises. See the back cover of this report to view all of the pod holders.

Two organisations requested double stands to increase their presence. Considerable SAIC staff time was devoted to recruiting pod customers, especially between Oct 2022 and March 2023. We expect this work would be less labour-intensive in case of a Scottish Pavilion in 2025, given the success and visibility of the 2023 event.

HIE's online client portal MyHIE was used to manage all contractual aspects. Companies were onboarded (set up with a free account) and then asked to complete an application form describing their reasons for attending Aqua Nor and quantifying the increase in international sales and turnover they expect as a result. The companies were sanctions-checked and their case for subsidy assistance approved by HIE's Head of Food and Drink and Life Sciences. Companies were then issued with invoices for payment and (following the event) subsidy letters confirming the support received.

With support from Cameron Events, HIE and SAIC hosted a pre-event webinar for the pod holders to give them all the information needed to prepare for a successful event. The webinar was recorded for those who couldn't attend. In the post-event feedback survey, 100% of the pod holders who attended the webinar found it 'very' or 'quite' helpful. A comprehensive exhibitor manual was also produced in advance and distributed after the webinar.

Many hotel rooms in Trondheim were pre-reserved by Aqua Nor organisers. Pavilion holders had an early access code to book these rooms, the number available relative to the pavilion size. Each exhibitor on the Scottish Pavilion could book at least two rooms the Scandic Lerendal Hotel, which was located approximately 2km from the event. Given the demand for hotel accommodation, hotel room access was carefully coordinated by SAIC.

“Aqua Nor exceeded our expectations and we found it very constructive... the most useful aspect was being able to discuss with all the relevant people under one roof and without any distractions from day-to-day work problems.”

Craig Young, I&C Process Solutions

WIDER TEAM SCOTLAND PRESENCE

A range of businesses formed part of the wider Scottish delegation through stands of their own, participating in Norwegian parent company or county stands, or simply walking the show to network, see new technologies, and assess the potential for engagement with a Scottish Pavilion in 2025. These included Aberdeen Web, Ace Aquatec, AKVA Group, AquaTerra, Gael Force Group, GroAqua, Inverlussa Marine Services, WJ Knox, Loch Long Salmon, MacDuff Ship Design, Ocean Ecology, PatoGen, PHARMAQ/Zoetis, Pulcea, Salar Pursuits, ScaleAQ, Tom Morrow Tarpaulins, Tradebe, WellFish Tech, and Xelect.

THE OPENING CEREMONY

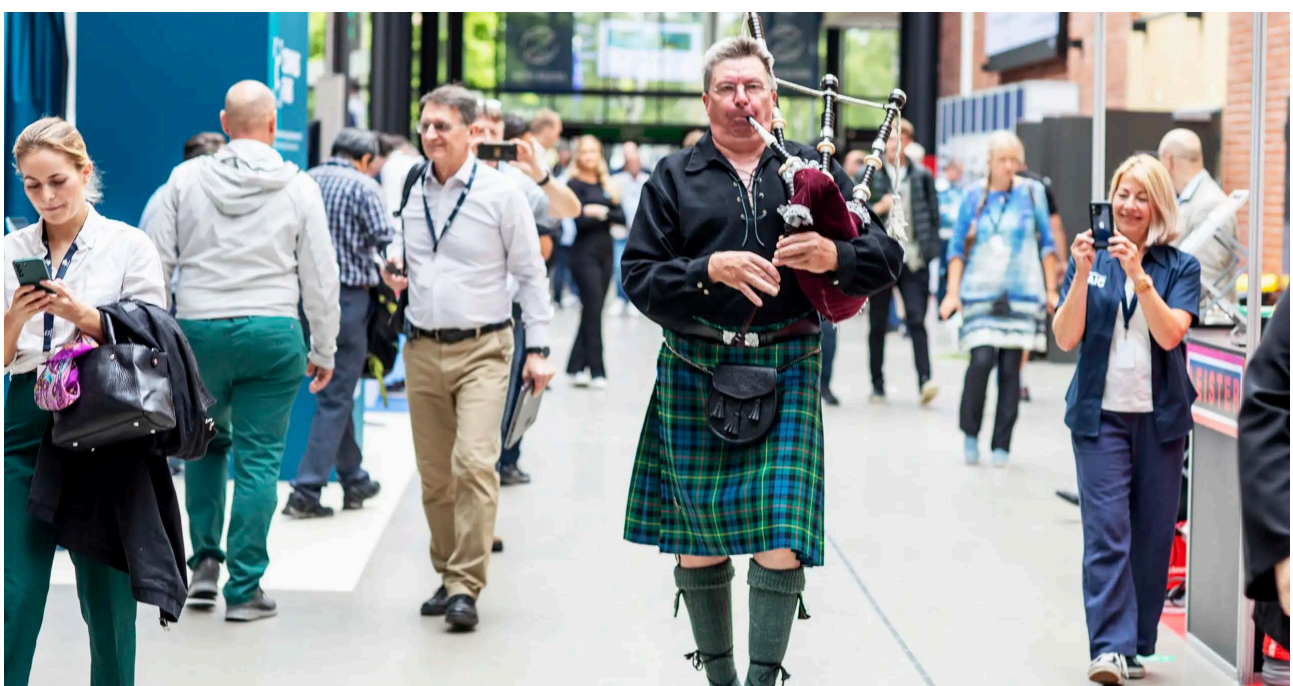
After a rousing display from a local bagpiper, Mairi Gougeon, Cabinet Secretary for Rural Affairs, Land Reform and Islands, gave a speech to declare the Pavilion open. She said:

“By working to together to really deliver our shared ambitions for Scotland’s supply chain, we’ve delivered a programme of events which would have been impossible to deliver as individual organisations. As you can tell from our entrance, we want to spread the word, we want to make an impact, and that’s why we want to invite you all to engage with Team Scotland over the coming days.”

The full speech was featured in Fish Farming Expert ([click to read online](#)).



The opening speech was followed by an Exhibitor Spotlight, where a representative from each pod holder delivered a 90-second introduction to their company or organisation.



THE SESSIONS

All exhibitors were encouraged to book a presentation slot, and many did. After the official opening of the Scottish Pavilion on day 1, presentations followed from DSM-firmenich, about their Sustell™ and Digital SalmoFan™ digital solutions; OTAQ, discussing their early warning system for algae blooms, LPAS (Live Plankton Analysis System); GenusWave's Targeted Acoustic Startle Technology and Sea Lice Defence Technology; and MiAlgae discussing eliminating reliance on wild-caught fish as a source of Omega-3.

Day 2 began with an 'Innovation Nations' session, exploring how different aquaculture-producing nations fund, drive, adopt and commercialise innovation. International panel members shared their experience, challenges and opportunities, and discussed how collaborative approaches towards innovation will drive forward sustainable growth in aquaculture. Chaired by HIE's Head of Food & Drink and Life Sciences, Elaine Jamieson, the panel included Stuart Black, Chief Executive of HIE; Dr Amanda Vang, Head of the Biotechnology Department at the Fiskaaling research institute, Faroes; Professor Simon MacKenzie, Head of the Institute of Aquaculture at the University of Stirling; Jayne Brookman, Chief Partnership Officer at EIT Food; Professor Brian Quinn, CEO of WellFish Tech; and Heather Jones, CEO of SAIC.

This was followed by a VIP reception with Cabinet Secretary Mairi Gougeon, exhibitors and guests, where refreshments were served, providing an excellent opportunity for networking.

Thereafter, the University of Stirling's Institute of Aquaculture provided information on the National Aquaculture Technology and Innovation Hub; Moredun Scientific discussed infectious disease models to support the development of fish health products; and Krucial explored digitising aquaculture operations.

The final day, as always, was 'student day' – when students have access to the exhibition free of charge, and they are invited to visit the exhibition area and speak to organisations about job and learning opportunities.

Presentations on the last day included an overview of the marine and freshwater facilities – nutrition analytical service (NAS) from the University of Stirling's Institute of Aquaculture; DSM firmenich with digital solutions to enhance the value of your salmon; why collaboration is key to making aquaculture innovation a reality – EIT Food; marine aquaculture innovation at Otter Ferry Seafish; and environmental modelling to support aquaculture productivity at SAMS Enterprise.

All sessions were well attended, with all seats occupied, and standing room only. The presenters were assisted by a PA system, however, the noise levels had to be kept at a considerate level so as not to disturb the surrounding exhibitors (and to adhere to the organiser's rules). So, this sometimes impacted on the quality of the presentations as those standing further away couldn't hear as well as those closer to the presenters.



COMMUNICATIONS, PRESS AND MEDIA

Extensive efforts went into executing a comprehensive communications plan both before and during the event. In the months leading up to the event, the objectives were to make as many people as possible aware of the opportunities afforded by the Scottish Pavilion, to spread the word about our busy knowledge-exchange and networking programme, and to introduce our co-exhibitors on the stand. During the event, our communications sought to drive footfall to the Pavilion and individual presentations.



Activities included:

- Collaborative **press releases** to the trade and mainstream press
- Print and digital display adverts in the Scottish and international trade press (Fish Farmer Magazine, Fish Farming Expert, Norsk Fiskeoppdrett and kyst.no)
- Regular newsletters to the 1,300+ receivers of SAIC Newsbites
- Professionally designed graphics for pod holders to display on their websites, social media content and email signatures
- Monthly updates on the **FFM events tab**
- A **#ScotlandAtAquaNor** cross-platform social media campaign
- Access to the Norwegian organisers' official website programme listings and event app, allowing us to publicise the Pavilion programme to a much wider audience
- Two live TV interviews on the Pavilion with the Cabinet Secretary and a SAIC representative
- **Blog posts** from the HIE team, including Chief Executive Stuart Black
- Content about the Scottish Pavilion in the Norwegian organisers' press releases and email updates to all delegates
- Production of a Team Scotland at Aqua Nor brochure (print and digital), introducing the organisers, the programme, the pod holders and the wider Scottish delegation.

OFF-SITE PROGRAMME

A pre-exhibition dinner was organised at the Scandic Lerkendal hotel for the Scottish delegation, including pod holders and those from the wider Team Scotland. This was paid for in advance by the attendees and was a welcome informal opportunity to meet with fellow delegates the night before the exhibition began.

SAIC hosted a dinner for Scottish Government/Marine Directorate and HIE representatives to network with guests from the Scottish and international research community on the first evening of the event. There was also a packed programme for Scottish Government, HIE and SAIC delegates with visits to other stands and pre-arranged meetings with companies, sites and contacts off the Pavilion.

DELEGATIONS

The Pavilion also attracted a visit from the official Chilean delegation, and was singled out by the Aqua Nor organisers for a visit by the VIP delegation.

The latter included Norway's Deputy Prime Minister and Minister of Foreign Affairs and Trade, the British Ambassador to Norway, the Chilean National Director of Fisheries and Aquaculture, the Deputy Prime Minister of Brazil, Canada's Senior Fisheries and Management Officer, the Senior Adviser to the Faroese Ministry of Foreign Affairs, Industry and Trade, among many other high-profile visitors.

ORGANISING TEAM



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Elaine Jamieson, Head of Food & Drink and Life Sciences, set up the collaboration of partners and reached out to other organisations that chose not to participate. She led the collaborative project team, set the meeting agendas and chaired the planning meetings. She secured investment from the Scottish Government's Marine Fund and **Iain Sutherland**, Senior Development, managed public sector investment obligations.

Andrea McColl, Senior Development Manager Life Sciences, managed the project budget and project files. She procured and project managed the stand design and build contractors (with support from HIE procurement and marketing teams). Andrea administered the company participation with admin support (e.g. issue of application forms and growth predictions form, assessment of fair work compliance, completion of sanctions checks, obtaining projects approvals, completion of subsidy assessments and issue of subsidy letters/notifications). She leads on the quantitative analysis of the event impact.

HIE's marketing team supported company recruitment by setting up an Expression of Interest form on the HIE website. They also reviewed press releases, marketing graphics and supported social media campaign by re-sharing SAIC's posts.

HIE's Research team led on the company feedback survey, including advice on survey design, design, set up and issue using HIE's online system and collation of responses.

Stuart Black, Chief Executive, joined the pavilion for two days and participated in the VIP panel discussion. He welcomed VIP guests to the pavilion and held business meetings with all pod holders and other businesses across the show, including Scottish businesses and inward investors.

In country support was leveraged and a member of the SDI Nordics team attended a number of project meetings and also the event in Trondheim, before producing an internal report.



Benedikte Ranum, Director of Communications and Knowledge Exchange, built and maintained a strong relationship with the Norwegian event organisers from the initial planning stages and throughout.

Benedikte also directed the communications plan for the event, liaising with Fish Farming Expert and kyst.no on advertising and organising press releases about the Scottish Pavilion with SAIC's PR agency.

In addition, Benedikte spent a great deal of time speaking to potential exhibitors, seeking other alternative exhibitor candidates, and helping to convert them into registered exhibitors.

In the run up to the event, Benedikte organised exhibitor passes and guest invitation codes for all the exhibitors, as well as coordinating the speaker presentations at the pavilion.

Hazel Peat, Events and Marketing Manager, was responsible for the social media aspect of the communications plan, ensuring all the exhibitors received ample coverage, as well as the planned activities on the pavilion, such as the opening ceremony and VIP reception.

Hazel liaised with the exhibitors on the information they wished to share on their pods, such as videos, links for QR codes and company descriptions for the brochure created for the Scottish Pavilion.

Hazel was responsible for the organisation of the VIP reception, ordering catering and ensuring that the invitation went out to relevant contacts. Hazel also managed the meeting room bookings and coordinated the presentation times.

Judy Livingstone, Marketing and Skills Administrator, organised the hotel bookings, allocating details to exhibitors and changing reservations as required. Judy was also responsible for organising the pre-exhibition dinner at the hotel, handling dietary requests and menu choices. The booking for the pre-exhibition dinner was handled via Eventbrite and guests paid in advance.

SAIC's project team and CEO provided active support throughout the process, while **David Macfarlane** created the graphic designs. **Heather Jones, Sarah Riddle, Daniel Carcajona** and **Lynsey Muir** also attended the event to participate in the pavilion programme and hold business meetings.

“We are delighted about the success of the Scottish Pavilion. It was great to see the constant buzz of visitors, and the overarching message that Scotland is innovative and open for business seems to have come across loud and clear.”

Benedikte Ranum, Sustainable Aquaculture Innovation Centre



Scottish Government
Riaghaltas na h-Alba
gov.scot

Scottish Government officials coordinated and supported Mairi Gougeon's programme, promoting and meeting with Scottish SMEs and the wider Scottish delegation, and undertaking international engagements with other Governments and businesses to discuss shared aquaculture opportunities and foster cooperation.

Close working with HIE and SAIC teams was required to ensure optimal impact on and off stand, including coordination around the developing Scottish Pavilion programme in the run up to the event.

Scottish Government communications shared engagements from the event on social media and cross promoted SAIC and HIE activities.

EVENT OUTCOMES AND POST-EVENT FEEDBACK

A survey was issued to participating companies in September 2023 and their feedback evidences the success of the pavilion. All respondents rated the Scottish Pavilion excellent or very good.

Pod-holders rated how well certain aspects worked for them (location, layout, space allocated, programme) and all scored very well or quite well. All pod holders rated the support they received from the organisers as excellent. They also rated the clarity of arrangements we provided for our exhibitors very highly, with 85% saying the information was extremely clear.

It is worth noting a difference in response between pavilion pod holders and the wider Scottish delegation, who either had a stand of their own or just walked the floor. The only respondents who said the event fell short of their expectations were the non-pod-holders.

The very limited negative feedback was constructive, largely focussing on issues that were outside of the organisers' control, e.g. background noise making it difficult to hear certain presentations clearly. The PA system on the pavilion was at capacity, and any more volume would have impacted on neighbouring stands. A solution for future years may be individual headsets for audience members.

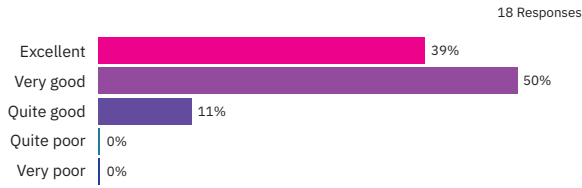
Although it was generally too early to ask companies for information on the quantitative impact of the show, e.g. sales or investment secured, responses indicated that companies were very optimistic about opportunities translating into new business for them: new contacts/leads (59%), new opportunities with existing contacts (59%), potential new customers (59%), and potential new markets (55%).

When asked to qualify the increase in turnover and international sales respondents expect over three years after attending Aqua Nor, they indicated significant increase of more than 50% (6% of respondents), moderate increase of 20-50% (29-35% of respondents), and slight increase (up to 20%) (35-44% of respondents).

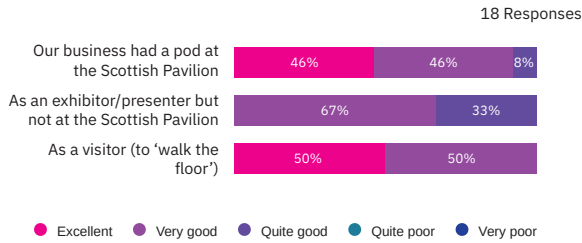
In addition, a range of leads and actions were followed up by the project team (HIE and SAIC). Due to commercial confidentiality, it is not possible to comment on the potential impact of these actions yet.

The following shows a selection of key questions from the initial post-event survey. A follow-up survey will be conducted by HIE within 12 months of this report to gather evidence of actual sales achieved.

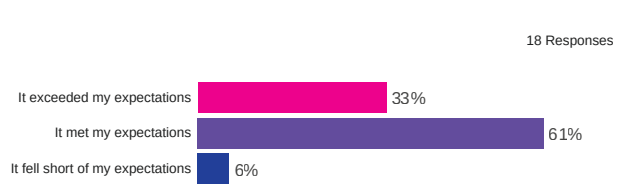
Q9 – Overall, how did you rate Aqua Nor 2023?



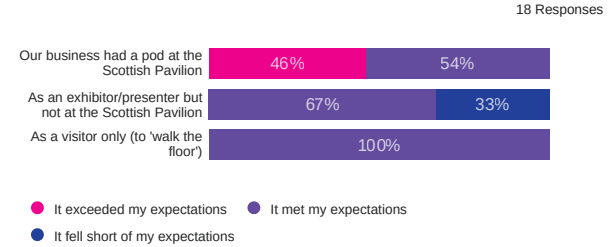
Rating by attendee type



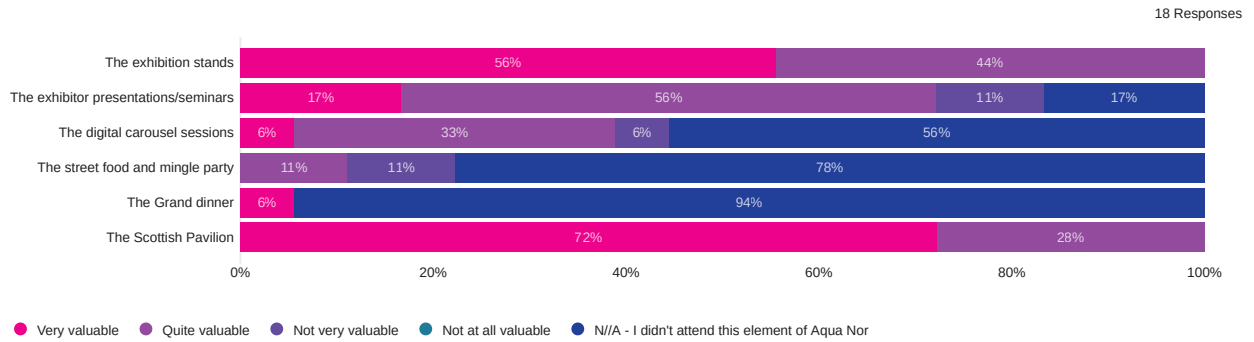
Q10 – How did the event meet with your expectations, if at all?



Expectations by attendee type



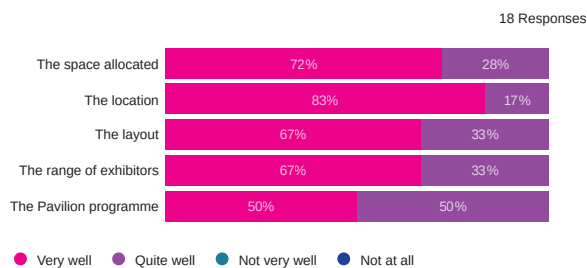
Q15 - How valuable, if at all, were the following elements of Aqua Nor?



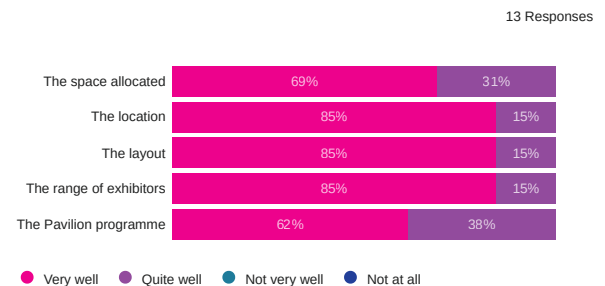
Q17 - Overall, how would you rate the Scottish Pavilion at Aqua Nor 2023?



Q18 - How well did the following aspects of the Scottish Pavilion work for you? - All attendees

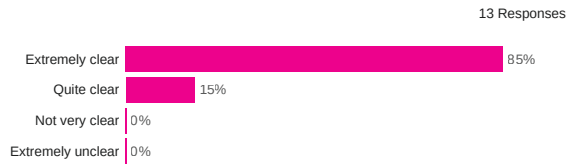


Q18 - Scottish Pavilion pod-holders only



The Scottish Pavilion - views from pod-holders

Q19 - In terms of arrangements for exhibiting at the Scottish Pavilion, how clear did you feel these were?

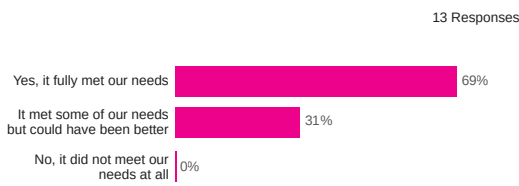


Q20 - How would you rate the support available from the organisers?



Q21 - In terms of the company pod assigned to you, did you feel it was fit-for-purpose?

4 Responses



Tell us more about how the company pod could have improved to better fit your needs.

Purely a design preference but the screens should have been at head height for better visibility. Since they were the primary tool for presenting information to attract passing footfall they needed to be visible. At the height they were set I felt that they were obscured by bodies on the stand.

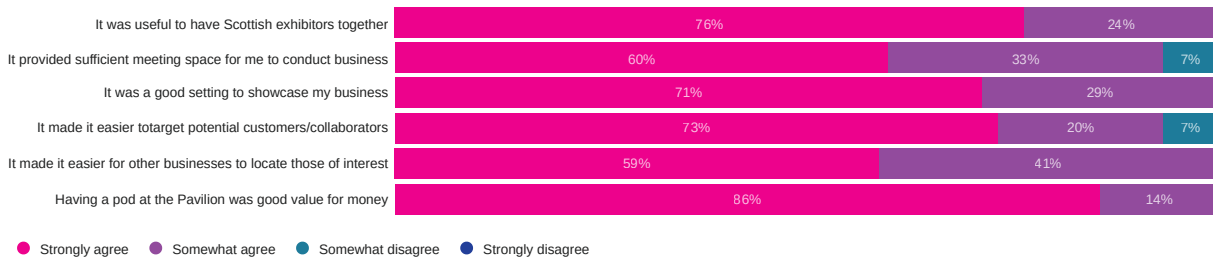
The company pod was very good, but I felt that we were pointing in the way and not out so people could easily see who we are and what we do.

I think it could have been larger, that is the only comment. But the screen worked well/ and the storage space worked well.

Maybe slightly more space in front of the screen as when you were showing visitors it became crowded for neighbouring booths. Not sure that seats were required so maybe a small redesign.

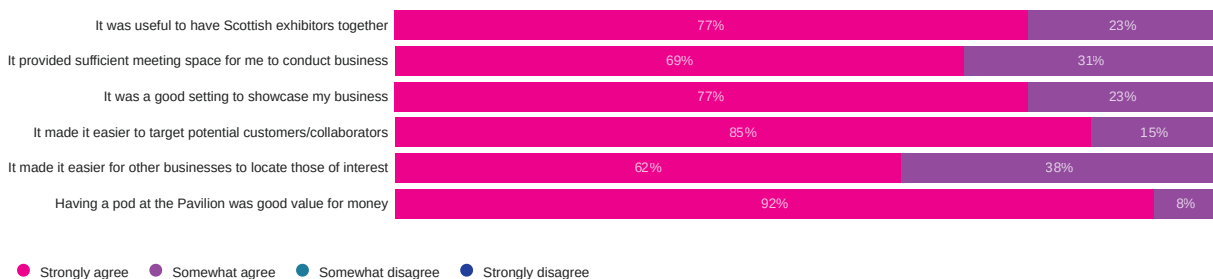
Q24 - To what extent do you agree or disagree with the following statements in relation to the Scottish Pavilion?

17 Responses



Q24 - Views of Scottish Pavilion pod-holders only

13 Responses



Q25 - Tell us about what worked particularly well, in terms of the Scottish Pavilion at Aqua Nor? What did you derive greatest benefit from?

“Grouping small businesses together which would otherwise not have a presence there worked very well. The MSP being present gave it real clout.”

“The professionally designed pavillion with the open format encouraged visitors and provided a larger footfall in comparison to a small separate stand for our company. The showcase events on the pavillion were useful to highlight our company's offerings and increased the number of visitors.”

“Good set up for business, simple but good designed to make it easy to talk.”

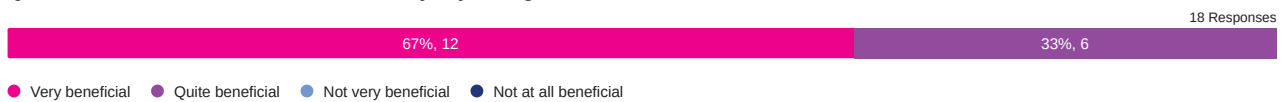
“In my opinion it was one of the stronger stands and compared well with other national or regional pavillions.”

Q26 - What could have been done differently, if anything, to improve the Scottish Pavilion for you?

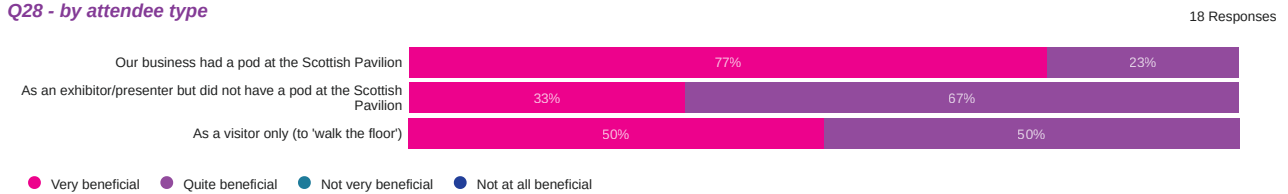
“Several comments were received re the sound system used for presentations at the pavillion. There were limitations set by the organisers which made it difficult to find a satisfactory solution.”

Benefits

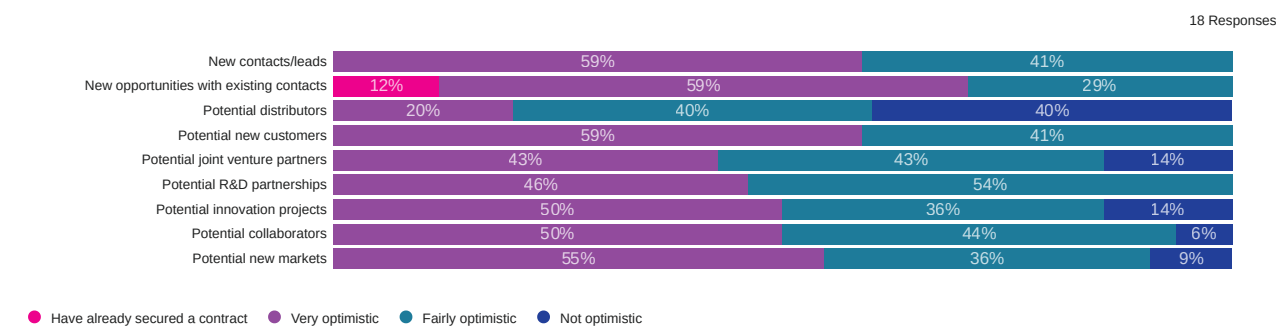
Q28 - Overall, how beneficial was the event to you/your organisation?



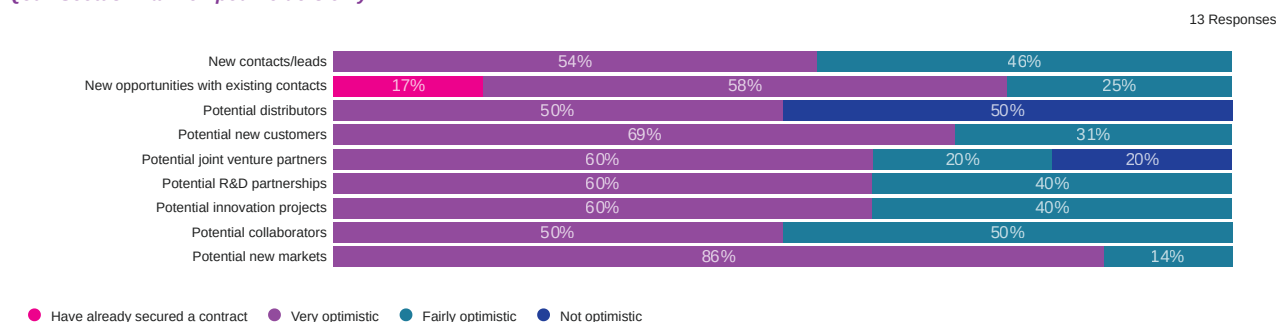
Q28 - by attendee type



Q30 - Broadly speaking, how optimistic are you that at least some of the opportunities you identified will translate into new or additional business?

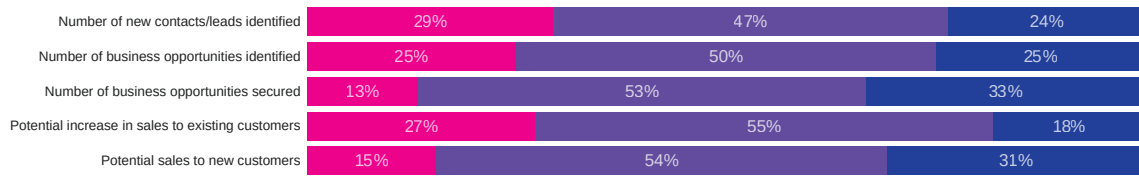


Q30 - Scottish Pavilion pod-holders only



Q31 - How do the following compare with your expectations for the event?

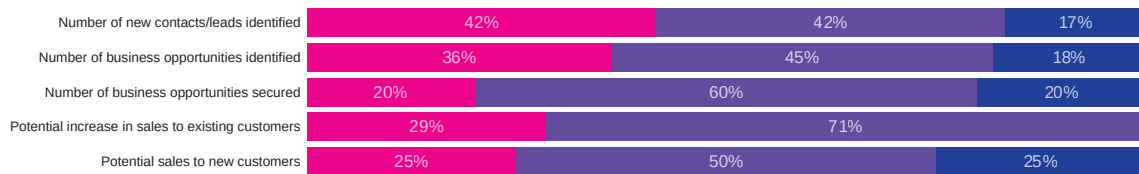
17 Responses



● Exceeded my expectations ● In line with my expectations ● Lower than I expected

Q31 - Scottish Pavilion pod-holders only

12 Responses



● Exceeded my expectations ● In line with my expectations ● Lower than I expected

Q32 - To what extent, if at all, do you expect your business turnover and level of international sales to increase over the next three years as a result of attending Aqua Nor?

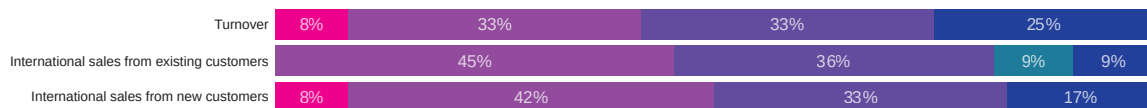
17 Responses



● Significantly (increase more than 50%) ● Moderately (increase between 20% and 50%) ● Slightly (increase up to 20%) ● Not at all ● Don't know - it is too soon to say

Q32 - Scottish Pavilion pod-holders only

12 Responses

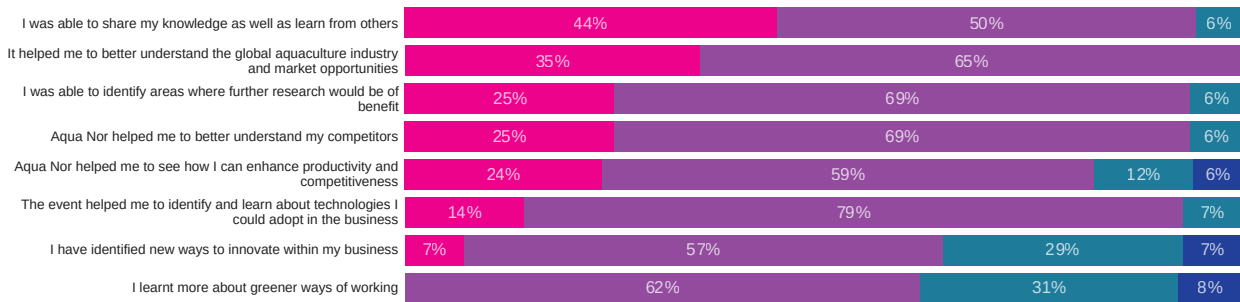


● Significantly (increase more than 50%) ● Moderately (increase between 20% and 50%) ● Slightly (increase up to 20%) ● Not at all ● Don't know - it is too soon to say



Q33 - To what extent do you agree or disagree with the following statements in relation to your attendance at Aqua Nor?

18 Responses



● Strongly agree ● Somewhat agree ● Somewhat disagree ● Strongly disagree

Q35 - What was the stand out aspect of the Aqua Nor event for you? Please detail below.

“Senior level R&D staff from animal health and feed companies were in attendance which was important for our company.”

“Meeting and discussing with the decision makers of companies that we work with and would like to work with.”

Q36 - What could have been done differently to improve the event for you? Please detail below.

“Appreciate there were considerations around the sound provision but maybe a timed slot on the pavilion where a presentation runs on the big screen and all relevant people are available to discuss with visitors as a prearranged slot.”

Q37 - How likely are you to attend future Aqua Nor events?

18 Responses



● Extremely likely ● Fairly likely ● Fairly unlikely ● Extremely unlikely ● Not sure/Don't know

SCOTTISH PAVILION EXHIBITORS

Aqualife

BRIMMOND

dsm-firmenich ●●●

Fish Farmer

GENUSWAVE

i&c

KelpRing

KRUCIAL
CONNECTED SEAFARM

MiAlgae

Moredun
Scientific

OT
AQ

OTTER FERRY
SEAFISH

SAMS
ENTERPRISE

Tritech

Tritonia
scientific

UCO

UNIVERSITY of
STIRLING

veramaris