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Suzanne Adnams, Gartner

CIOs NEED TO MANAGE ORGANISATIONAL CULTURE



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GREEN ENERGY, MOBILITY DISRUPTING TRANSPORTATION

Beasts of burden were once humankind's principle mode of transport. There was only innovation around the carriage used for transport. Then came along the engine with various forms of propulsion and there was innovation around the engine and the carriage.

Today, innovation still continues around the engine and the carriage, but the focus has moved to the passenger and delivery as a service. All of this has been made possible because the data around passenger as a service has become more integrated. Urbanisation and connectivity is the key to commercial success if your business is inside an urban location.

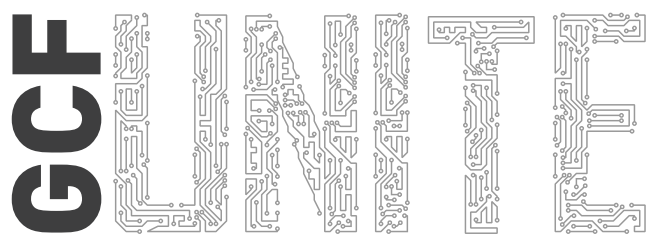
With the emphasis on green energy and sustainability, citizens of tomorrow will choose their mode of transport inside an urban location, that is the most emission free, that is the most renewable and the most sustainable, amongst other reasons. They may share transport or hire transport or use a rapid and mass transit system. The organisers of transport are increasingly moving away from a capital investment mode of entry to an integrated as a service model, offering urban travelers, an integrated choice of transport that is achievable and managed through a mobile application. Sometimes they even plan to deliver the service to you even before you know you will be needing it.

Alstom a global leader in energy solutions and rolling stock has completely transformed its portfolio of solutions due to these highly transformative disruptors. These include the growing need for an integrated form of urban transport, the changing nature of the customer, and the expectation to focus on the quality and value of the service, and finally sustainability. Turn to our market section to learn more about how Alstom is adapting to these global and regional challenges.

AVEVA concluded its regional event for customers and channel partners in Abu Dhabi at the end of January. There were eye openers and takeaways at this event. Digital twins probably mean different things for different industries. AVEVA's specialisation is in engineering and process industries. If you are able to build the 3D rendering of every component of an engineering or industrial project and further can track their operational data parameters and further integrate them into a visualisation layer, then you are pretty much on track and have reached the digital twin stage as delivered by AVEVA for its customers today. The digital twin is not one thing. It is the ability to look at digital data and navigate through the digital data about an asset in interesting ways: commented Craig Hayman, CEO AVEVA, during an exclusive discussion at the event. Turn the pages to read much more on this subject. Also catch what our experts have to say in this issue: Ektaa Sibal; Suzanne Adnams, Gartner; Philip van der Wilt, ServiceNow; Amel Gardner, Epicor; Jacob Chacko, Aruba HPE; Manishi Sanwal, Voiceback Technologies.

Happy reading, happy transformation.

Arun Shankar
arun@gecmmediagroup.com



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SELF-BELIEF LEADS TO EXCELLENCE

Meditation helps to build the right mindset that helps create a sense of self-belief and at higher level a feeling of excellence in our lives, explains Ektaa Sibal.



Ektaa Sibal is an International Inner Self, Transformation Specialist and an International Meditation Expert, Speaker and a Gifted Energy Healer with inborn intuitive abilities.

When you make excellence as a part of your life, you start leading a productive and successful life, have happy and fulfilling relationships and most importantly have inner satisfaction.

Achieving excellence is not limited to becoming perfect in the work you do, but it is much beyond that. Excellence is in the process and not outcome. It is a

continuous effort to improve your performance consistently so that you can enhance every dimension of your life such as family, work, education, relationships, finance.

Self-belief is paramount to success that leads to excellence. When you have self-belief then there is nothing that can stop you from achieving what you would have aimed for. Every time you achieve something – no matter big or small – give a pat on your back. Appreciating your achievements creates positive impression in your mind that leads to increasing your confidence which inherently builds your self-belief.

A very important pillar of excellence is creating the right mindset. If the mind is not in the right place, nothing can be achieved and when the mind is strong and positively driven – you can achieve everything and anything.

Meditation is a powerful tool to gain mastery over yourself, to be motivated and most importantly create a mindset that offers strength and power. Meditation is being vouched as a very effective technique by many global leaders who use this for sharpening their saw.

I recommend investing at least ten minutes a day towards meditation to manifest excellence. In fact, meditation has been proven to work wonders by increasing the cognitive performance of any individual practicing it on a regular basis. That

is why global leaders such as Ray Dalio, Oprah Winfrey, late Steve Jobs, Russell Brand, Ellen DeGeneres imbibe meditation as a part of their routine.

Fear is a major roadblock that can stop you from achieving excellence in life. This fear can be stemming from any dimension of your life but it's important to work on your fears and find solutions rather than focus on the problem.

Do not be afraid of trying new ideas that may help you in achieving your aim. Be on the lookout of all those possibilities as those can be fundamental building blocks in achieving success.

When you are constantly working on excellence, chances are that you will come across many situations that are new to you – adaptability is the key to manage those situations. Believing that change is the only solution and making it your friend is the best solution for all those challenging situations that you may face.

For instance, changing your plans – while it is important to have a strong planning structure, it is also important to not become overly attached to your plans – adapt yourself to sometimes improvise your plans or even drop it if it does not seem to be working. ■

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WHY CIOs NEED TO MANAGE ORGANISATIONAL CULTURE AS WELL

Like any senior executive CIOs need to be sensitive to the human side of employees in the IT organisation, explains Suzanne Adnams, Gartner.



SUZANNE ADNAMS,
Vice President Analyst,
Gartner.

At Imperial College London, the CIO was transitioning his team from waterfall to agile methodology when he discovered a serious workplace culture problem.

Employee engagement was low. He was having trouble getting his staff members to own their inclusion goals. Top-down messaging and bias education efforts were not doing enough. Clearly, success required more than emails from leadership

and mandatory training modules — the business needed broad, deep and sustained behavioral change.

When traditional ways of influencing company culture are not enough, what can a CIO do to inspire sustained behavioral change? The first step is understanding what culture means.

By 2021, CIOs will be as responsible for leading workplace culture as their peers in HR. But to do that, CIOs must understand how these values, mindsets and practices intersect. Leaders have direct influence over how these three facets affect behaviors to shape the culture. They must also put a tactical strategy into place so that positive behaviors are identified, modeled, encouraged and rewarded.

Organisational values must be consistent with organisational goals, and must be reflected in leaders' daily decisions and behaviors. Missing or inconsistent leadership modeling of values undermines workplace culture and can harm broader strategic objectives.

Organisations that have not established consistent and strategy-aligned values cannot expect to see consistent and positive workplace behaviors. CIOs looking to influence culture should be first concerned with the values of the IT organisation. If these group values are not clearly understood, then personal values will become the basis of individual decisions and actions.


With only 13% of HR leaders

reporting that employees believe strongly in an organisation's desired culture, it is fair to say that most CIOs do not really understand what their employees are thinking. And although it is true that most CIOs will not have time to get to know everyone in their IT organisation personally, they are still responsible for the culture within that organisation. Therefore, CIOs should model accepting, inclusive behavior at all times.

Creating a work environment that promotes personal acceptance and inclusion helps staff feel safe enough to share their mindsets and be open with each other, Adnams says.

Involving all stakeholders using an open source approach is one tactic to ensure authenticity and to promote engagement in culture shaping. Sharing lessons from failures and modeling self-awareness are some of the many critical behaviors you can adopt to make yourself more approachable.

Changing how organisations operate has a much greater positive impact on aligning the workforce to the organisation's desired culture. Any behavior, habit or routine will continue to persist as long as there is something in the environment that rewards and reinforces that continued action. ■



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WHY CIOs AND BUSINESS HEADS NEED TO BE A TEAM

For CIOs to successfully lead digital transformation, business heads need to be comfortable peers with them, writes Philip van der Wilt at ServiceNow.



PHILIP VAN DER WILT,
SVP and GM EMEA,
ServiceNow.

High-performing CIOs are changing the way they interact with their C-level peers, talking about business value rather than just technology. They are aligning with other leaders to unlock the benefits of digital transformation across the organisation.

CIOs are also increasingly becoming the orchestrators of the digital dream team, a concept. Led by the CIO, these are the new, key

decision-makers across finance, HR, customer experience, operations, and IT—and other business functions—that are driving the digital transformation agenda.

This all sounds well and good, but why have we only moved this far?

Based on recent conversations, it is clear that this comes down to four important points that need close attention if budgets, stakeholders, and technology are to fully align and execute on this transformation.

Somewhat ironically, the challenge is not technology itself. Technology also will not make things happen—people will. But people are often resistant to change and in many cases risk-averse.

CEOs are driving the digital agenda from the top, but if they voice any concerns or do not lend their support, it is unlikely any initiatives will succeed. Equally, it is important to build wider support by coaching and involving all key functions, such as HR, marketing, and CX.

Also, good communication skills coupled with speaking the language of other functions helps increase understanding and buy-in. This includes references to specific metrics or KPIs that, for example, HR, finance, or CX leaders use in their business areas. Inclusion is key.

It almost feels natural that the CIO should be the one the CEO puts in charge of digital transformation.

Indeed, in my conversations with our customers and partners, the feedback I most often hear, is that it is the CIOs and CDOs who are spearheading such initiatives.

But the CIO's mandate should not be taken for granted. Securing ownership of cross-functional change is extremely important and this also means acceptance from C-level peers to make decisions in the interests of the organisation.

It is particularly important when we consider that 62% of budgets invested to support digital transformation initiatives come from outside of IT, according to IDC.

Big projects often fail, but by implementing change in small steps—or sprints, if you like—you can maintain a sense of controlled evolution. A step-by-step approach will also keep the CEO on board, who is unlikely to put their career on the line for the sake of a big bang, wide-scale digital transformation.

You also come across projects and business cases that are inadequate, in the sense, they are either too detailed or too vague and are primarily based on gut feeling. Striking the right balance between detail and high-level priorities will ensure business cases can be used as dynamic, live documents in any part of the business. ■

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CHANGE MANAGEMENT CANNOT BE SHRUGGED OFF DURING IR4

Management styles in manufacturing may downplay the need for change management and reduce risk taking, highlights Amel Gardner at Epicor.



AMEL GARDNER,
Regional Vice President, Middle
East, Africa and India, Epicor.

The success of digital transformation is not just about investing in the right technology. As with any large-scale project—from a change in working location to a company merger—the impact on the people involved needs to be a key consideration when putting a strategy and implementation plan in place.

However, in a bid to keep up with the latest technology trends, manufacturers could be shooting

themselves in the foot by not addressing the change management and cultural aspects from the outset.

In fact, recent research has found that only a quarter 26% of businesses consider change management strategies to be an important part of the move towards Industry 4.0 and the connected enterprise. This suggests that a large proportion of manufacturers are not putting steps in place to manage the impact of such a change on corporate culture, which could affect the ultimate success of any digital transformation project.

Despite pressure on businesses and individuals to remain at the cutting edge, no one wants to be an early adopter and get it wrong. A recent report from Deloitte into Industry 4.0 readiness found that even in today's technology-driven world, senior executives are not as prepared as they think they are to reap rewards from digital transformation.

Faced with an ever-increasing array of new technologies, leaders acknowledged they have too many options from which to choose and, in some cases, they lack the strategic vision to help guide their efforts.

Organisational influences also challenge leaders as they seek to navigate Industry 4.0. Many leaders reported their companies do not follow clearly defined decision-making processes, and organisational silos limit their ability

to develop and share knowledge to determine effective strategies.

To make Industry 4.0 a success, no matter how big or small the change, manufacturers need to put key measures in place to manage the transition. This includes undertaking the necessary groundwork to ensure that whatever technology businesses invest in, they can get the best out of it.

#1 BE REALISTIC

Despite digital transformation being very much an industry buzzword, manufacturers do not need to take everything on at once. Assess what needs to be automated and why. If something is working and the process efficient, it might not need changing just yet. The key to getting it right is to prioritise adoption rather than change for changes sake. A phased approach will be beneficial for everyone in the long term.

#2 ON BOARD STAKEHOLDERS

Following an assessment of priorities, manufacturers need to map and plan out what needs to happen next—from procurement to implementation and beyond. This ensures that all stakeholders from every department affected are clear about what is happening, why and when. Only then can everyone involved be prepared and plan for the roll-out.

JUMPING ON THE BANDWAGON OF NEW TECHNOLOGY TOO QUICKLY COULD BE DETRIMENTAL IN THE LONG-TERM

#3 KEEP TALKING

Communication at every stage is essential—particularly before implementation. Users need to feel they are part of the process and can raise any concerns or questions before a new way of working is thrust upon them. Taking time to address any potential issues at the start of a project will ensure users are bought into the process, understand what is expected of them and avoid any pitfalls further down the line.

#4 TRAINING AND SUPPORT

For efficiency and productivity to be realised, users need to have good understanding of how technology impacts their working practices. This can only be done through training and support. While this could be an overwhelming prospect, breaking it down into bite-sized, digestible sessions will be invaluable rather than overloading people with too much information from the outset.

It is also worth considering that everyone learns in different ways, so whilst an online demo or training manual might be right for one person, someone else might prefer more visual tools like a video or a step-by-step animated guide, for example.

#5 TAKE YOUR TIME

The choice of new technologies can be overwhelming and daunting for even a seasoned professional. Never lose sight of why you are investing in

technology and keep your business objectives in mind—what your competitor is doing might not be the right approach for you.

Jumping on the bandwagon or adopting new technology too quickly could be detrimental in the long-term, if the process is not well thought through or fit for purpose.

#6 REGULAR REVIEWS

While following steps one to five will ensure the business has the best chance of successfully adopting new technology, it will all be in vain if you miss out step six. The hard work does not stop when you reach go-live—in fact, that is only just the start of the digital transformation process.

For a project to be a true success, any technology investment needs to be reviewed and assessed regularly. Is it being used to its full potential? Are there any gaps in training? What more could the business get from it? What is the data showing? Can it be analysed to improve future business growth?

Only by following these six steps will the manufacturing industry bring the whole business along for the digital transformation ride and ensure that Industry 4.0 is a success. Having a clear change management and implementation strategy will enable businesses to realise the full value of technology, whilst guaranteeing strong ROI and user acceptance. ■

KEY TAKEAWAYS

- No one wants to be an early adopter and get it wrong.
- Senior executives are not as prepared to reap rewards from digital transformation.
- Assess what needs to be automated and why.
- Only 26% of businesses consider change management strategies to be an important part.
- Key to getting it right is to prioritise adoption rather than change.
- Stakeholders from every department affected are clear about what is happening, why and when.



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3 STEPS TO ALIGN NETWORKS AND DIGITAL TRANSFORMATION

The network is the backbone for an organization's digital transformation and Jacob Chacko at Aruba HPE advises learning from three global examples.



JACOB CHACKO,
Regional Business Head Middle East,
Saudi and South Africa, Aruba HPE.

With every organisation at a different stage in their transformation journey, and technologies frequently moving faster than they can keep up with, it can be easy to lose sight of what they are trying to achieve in the long term in a rush to just get on with things and deliver immediate and tangible changes.

So, what networking lessons can be shared from some recent digital workplace transformation projects that might come in useful for those organisations who might need to stop and pause?

#1 DEFINITION OF WORKPLACE

With today's need for increased mobility, the demand for network support both inside and outside the workplace, be that an office, school, shop or hospital, is intense. However, though most organisations are already thinking about remote working requirements when planning their digital workplace transformations, many are still failing to consider all the coverage black spots within the building itself, and in doing so, are missing a trick.

A recently completed wireless network upgrade was for The Finnish Institute of Occupational Health, FIOH, which is an organisation that specialises in wellbeing at work. With such a remit, digital working is inevitably a major focus, and to be able to best advise its clients, the organisation has set itself the mandate of truly living digital working, not just researching it.

When the time came to refurbish its headquarters in Helsinki, FIOH decided it was the perfect opportunity to rethink its current network provisioning, and install a solution that would enable complete mobility for its staff, wherever they work. Importantly, FIOH did not just mean the places where employees might be stationary, in rooms, at desks or in shared lounge areas, but those they would potentially move

through while still on calls or using their digital applications.

Thinking holistically about the journeys that its staff took around the building, FIOH was challenged to implement a solution that would support VoIP calls as staff walked between floors, moved from one meeting room to another, and even when they travelled up and down in lifts – all with no interruption to signal.

Takeaway #1: When planning your digital workplace transformation, take the time to consider how your employees, guests, visitors and things currently move around your building. The more mobility you can drive, the more dynamic, flexible and adaptable your workplace will end up being.

#2 ADEQUATE NETWORK VISIBILITY

While all these new devices sound brilliant in practice, the reality of trying to keep track of them on the network can be less so – particularly when organisations find themselves scrambling to get a handle on the situation. The second lesson, therefore, is one of visibility.

Viessmann, one of the world's leading providers of holistic energy and climate solutions, needed a powerful new network to support the digitisation of its internal processes. As with FIOH, the organisation wanted to provide Wi-Fi connectivity in every corner of its sites, in order

BENEFITS THAT DIGITAL TRANSFORMATION OFFERS ORGANISATIONS ARE UNDENIABLE, BUT THEY CAN BE COMPLICATED.

to support both a move to flexible desks and a heavier focus on bringing IoT technologies into its manufacturing processes.

As part of its ongoing transformation, Viessmann is aiming to get 80% of its devices on the Wi-Fi network. And with over 12,100 employees, 23 production companies in 12 countries, and sales companies and representatives in 74 countries worldwide, and that is a lot of devices.

Before these devices connect to the network and start transmitting valuable data, Viessmann knew it needed to put in place a flexible management system that would enable it to control network access for all its devices in the future.

By bringing in a solution, which uses an integrated, context-based policy engine, to manage network administrator rights, Viessmann can rest assured that it has total control over the devices on its Wi-Fi network at all times.

Takeaway #2: Make sure that network access controls and network management form a key part of any decision you make to bring new devices into your organisation.

#3 FORGOTTEN THE WIRED NETWORK?

Göliska-IT is a service provider for six Swedish municipalities. The organisation first started working with Aruba in 2008 when it was looking to create a scalable solution for wireless access that would grow as its customer base of politicians,

teachers and students continued to expand.

Though wireless is the primary method of connecting to its network today, this summer the organisation began the next phase of its network upgrade – replacing the current wired switches to create a unified network management system that will drastically simplify how the network is managed.

Over the next five years, the organisation will migrate over 900 switches. With these combined solutions, Göliska-IT will be able to sit back and let the solution automatically enforce consistent access policies across both its wired and wireless networks – regardless of how devices connect – to keep traffic secure and separate.

Not only should this reduce the strain on network management, but the increased simplicity and efficiency of the network operations and delivery will also allow Göliska-IT to accelerate the provisioning of services to drive its digital transformation further and faster.

Takeaway #3: Do not stop at Wi-Fi deployment – instead, look for ways to harmonise your network architecture across both wired and wireless to truly digitally transform your organisation.

The benefits that digital transformation offers organisations today are undeniable, but they can be complicated to truly realise if everyone involved does not approach the project with their eyes fully open. Before diving into anything, make sure your project lead takes all the relevant disciplines through the overarching vision. ■

KEY TAKEAWAYS

- The more mobility you can drive, the more dynamic your workplace will end up being.
- Make sure that network access controls form a key part of any decision you make to bring new devices into your organisation.
- Look for ways to harmonise network architecture across both wired and wireless.

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HOW TO CREATE CUSTOMER DELIGHT BY USING ANALYTICS

Improvement in data collection, advanced analytics, are allowing brands to predict behavior accurately, describes Manishi Sanwal at Voiceback Technologies.



MANISHI SANWAL,
Managing Partner, Voiceback
Technologies.

Technology is shaping business today. It is causing disruption and shifting profitability and creating pressure to perform or perish. The advent of digital and e-commerce companies has changed the ground rules for most businesses today. It is a new world, very different and with very different rules of the game. In this theatre, companies would want to know how data analytics and insights can help them defend growth and profits.

The first and the most important variable is data. Organisations

need to streamline the collection, storage and usage of data. Many small companies collect data at multiple points – marketing, sales, operations, after sales service, amongst others. Most of this collection is being done without any specific end use in mind and is therefore at best haphazard. The approach seems to be bent on collecting whatever one could and figuring out the usage later.

MY DATA YOUR DATA

There also are cross department silos with each silo defending the data they have collected leading to overall an inefficient usage. Organisations should map the data being collected at all points and create a singular database across functions accessible to the organisation.

It is important for organisations to oversee the evolving legal framework and avoid a data backlash. Laws around various subjects are still evolving. Data being collected today can become unusable due to changes in the law in future.

It is important to implement controls at the beginning to take care of future concerns. One should therefore develop systems and marketing programs which are compliant not only with the current law, but also anticipate they will be in line with the direction in which law is evolving.

RISE OF COHORTS

For corporates who have individual level customer data available, they can do a lot of work in profiling customers. The data is worked with mathematical algorithms to extract identifiable groups with different characteristics. This is referred to as cohorts. Once you have identified these cohorts, it is possible to predict the cohorts with larger growth opportunity.

For example, it is possible to identify those who shop on weekends only or those who visit once a month or those who visit on sale periods or those who buy whenever a new launch happens.

Once you have identified these cohorts, you can very easily run different marketing programs for these cohorts. You can selectively contact them and run focused campaigns.

SOCIAL AROUND COHORTS

Using customer analytics for planning digital marketing campaigns is a great idea and not being used by many organisations. A lot of social media and digital marketing campaigns are being planned without your own customer analytics.

Once you have identifiable cohorts and a plan for each of them, you can use social media to deliver these campaigns. You can run retargeting

AUTOMATIC ALGORITHMS AT BACKEND GENERATE SPECIFIC OFFERS FOR A CUSTOMER GOING BY HISTORY AND DELIVERS ON SMS.

campaigns on your customers through social and digital media channels.

Social media companies also allow you to create additional audiences which are similar to your cohorts. If you have a list of people which are your best performing customers, any digital media platform can help you reach other people in your geography but with habits and disposition very similar to your customers.

AT THE STORE

Leading e-commerce channels surprise us with their shopping suggestions. They have a unique ability to know a when you are on their website? What was your past shopping behavior? How to reach you? The same ability can be created for downtown stores by using technology to your advantage.

We can use technology for on-ground stores by inviting customer to give a missed call or click a QR code inside the store and get a promotional offer. The missed call helps us in informing that a particular customer is inside the store. It also helps in identifying the particular customer as well as his past purchases and his profile.

The automatic algorithms at the backend generates specific offers for a customer as per their past history and delivers those on SMS. The engine manages to surprise the customer and suggest products and promotions leading to an immediate growth in sales for the participating stores.

FORECASTING

Forecasting is another area where technology can be used to improve efficiencies. Most companies do have historical timeseries data at a granular level. There are advanced algorithms on platforms like R and Python which can be used for increasing the efficiency of forecasts. The modelling is easy today as these algorithms can pick up multiple trends and generate better forecasts.

For any industry a good forecast can help increase efficiencies or reduce the costs. One can use these to generate daily sales forecasts and use those for planning inventories, planning manpower or even planning promotions.

MODELLING BEHAVIOR

Regression and correlation models can be created based on historical data to test the impact of promotion on volume and sales growth. A lot of businesses use promotions to drive sales. Overtime most businesses however drive promotions as a habit without a deep understanding of the direct impact of promotions.

Correlations and regressions models can actually pinpoint, if promotions result in sales growth; which product promotions lead to sales growth; extent of sales growth to decide how much promotion; does a promotion in one cannibalise something else. Most of these are advanced mathematics problems and a study is to be conducted to find directions where analytics can be used to improve profitability. ■

KEY TAKEAWAYS

- Organisations need to streamline the collection, storage and usage of data.
- Once you have identified these cohorts, you can run different marketing programs for cohorts.
- Regression models can be created based on historical data to test the impact of promotion on sales.

Workforce transformation: Dell, Ingram Micro, Intel round table

With VMware's Workspace One and its HCI solutions, Dell Technologies and Ingram Micro are going to market with solutions for virtualised desktop infrastructure.

GEC Media Group, Dell Technologies, Ingram Micro, and Intel successfully completed a high profile executive round table, around the theme of Transformation of Workforce using Virtual Desktop Infrastructure, VDI. The executive roundtable event was completed at the Rixos, JBR Dubai on 29 January 2020.

Over fifteen top executives, from end user organisations, responsible for managing systems and infrastructure in enterprises, across multiple market segments including hospitality, healthcare, diversified business, operations, services took part in the roundtable discussion. The discussion was moderated by GEC Media Group's Editor, Arun Shankar.

The top end user executives were from Abu Dhabi National Exhibition Company, Al Habtoor Group, Canadian Specialist Hospital, Ceasers Bluewater Dubai, Cure Medical Centres, Gargash Hospital, Habtoor Hospitality, Holiday Factory, Landmark Hospitality, Neuro Spinal Hospitals, RDK Group Abu Dhabi, Rotana Hotel, and Saudi German Hospital.

The presentations and discussions were led by Katia Merheb, Field

Marketing Manager for Client Solutions at Dell Technologies; Arjun Singh, Technical Consultant, Dell Technologies Ingram Micro; and Ashraf Helmy, Regional Channel Sales, Dell Technologies.

Katia Merheb explained that there is a transformation happening in how workers have access to devices. In the traditional way of using clients and applications, where the control is at the client, it can take as much as 7 workdays to deploy 1,000 devices on an enterprise network. IT decision makers spend up to 25% of their time monitoring and troubleshooting, while 53% of IT leaders are struggling to keep up with the increasing diversity of devices.

Dell Technologies and VMware offer a solution for unified end point management called Workspace One. Workspace One can manage and administer a heterogeneous client environment including Windows, MacOS, Chrome OS, Android, iOS, amongst others. SecureWorks takes care of the security associated around the client administration.

Singh talked extensively on the technology and architecture of hyper convergence and how it supports the use case of VDI. VDI, is defined as the hosting of desktop environments

on a central server. It is a form of desktop virtualisation, as the specific desktop images run within virtual machines and are delivered to end clients over a network.

Singh explained the types of hyper converged systems available from Dell Technologies and how they can be applied to various VDI uses cases. He also pointed out the inbuilt Nvidia GPU infrastructure inside Dell HCI allowing high end graphics to be displayed at the end point devices. Ashraf Helmy's presentation was about data protection at the server system through backup and recovery solutions.

During the round table there were extensive discussions between the top end user executives and the presenters from Dell Technologies and Ingram Micro. This covered the road map of migration from existing hardware clients to VDI type clients, the long-term benefits of using Workspace One as an administrative console, and how to calculate the total cost of ownership.

The roundtable discussion was concluded and the end user executives and the team from Dell Technologies and Ingram Micro continued their informal networking over dinner. ■



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BUILDING ORACLE'S SECOND-GENERATION PUBLIC CLOUD

Oracle has built its second-generation cloud using a flat network model, encrypted data journey, bare metal hosting, and multi cloud interoperability.



(Left to right) Ashish Mohindroo, Vice President Oracle Cloud, Oracle; Andrew Sutherland, Senior Vice President Technology, EMEA and APAC, Oracle; and Juergen Linder, Senior Vice President, Cloud Business Group, Oracle.

BY: ARUN SHANKAR

The adoption of public cloud started with applications at the edge of the enterprise – by first moving non-mission critical applications from on-premises to a public cloud platform. Customers shied away from moving their most critical enterprise applications and the database to a public cloud platform. Network latency, data integrity, security of the platform, and cost of managing application interoperability, were the dominant inhibitors till some time back.

Says Ashish Mohindroo, Vice President Oracle Cloud, Oracle, “When people started using the public cloud, customers started

with cloud edge applications for speed, storage and servers, and to develop applications at a much faster pace. That is not core enterprise applications.”

The challenge for cloud vendors looking at mainstream adoption has always been, how do you overcome these fundamental challenges when heavy duty enterprise applications, that drive much of the global business today, are moved to a public cloud platform. Such applications would need to be available with consistent performance, minimum latency, and bullet proof security integrity.

“If you run mission critical applications, performance and

latency becomes a bottleneck and an issue, leading to customer churn. Access to information cannot be frustrating,” points out Mohindroo.

Considering the limitations that public cloud presented for enterprise end users and their mission critical applications, Oracle has since then developed its generation-two cloud platform. Oracle Cloud Infrastructure is Oracle’s answer to overcoming the limitations that public cloud has presented in the past. Tackling the issues of network latency, security, and interoperability has led to the development of Oracle’s generation-two cloud, called Oracle Cloud Infrastructure.

Today Oracle states that the

performance and security of its generation-two cloud beats the performance of even on-premises applications. Oracle Cloud Infrastructure, Oracle's generation-two cloud, allows on-premises, mission critical applications to run in the cloud with better performance.

"At a minimum you are getting better performance than what customers are getting on-premises. Running a database on Oracle is 10X faster than our nearest competitor in the market. We are much faster and superior in the cloud than what customers are used to on-premises and definitely light years ahead of other public cloud vendors in terms of performance," states Mohindroo.

The limitations of the public cloud platform that existed in the past are now being addressed by Oracle Cloud Infrastructure. So being late to the market, and releasing Oracle Cloud

Infrastructure, a platform meant to enable mission critical applications, is actually working to the advantage of the vendor.

"Now we have an enterprise capable cloud, and the demand has been waiting. We are actually pushing an open door, and customers are waiting and wanting and asking to get to the cloud, which is very exciting for us in the field," says Andrew Sutherland, Senior Vice President Technology, EMEA and APAC, Oracle.

Rewriting the code for a new suite of Oracle cloud applications from the ground up, is fundamentally different from what other cloud vendors have done," adds Juergen Linder, Senior Vice President, Cloud Business Group, Oracle. There are five key areas that have gone through significant innovation to create Oracle's generation-two cloud:

#1 CODE

Oracle has not just adapted its on-premises applications to a cloud platform, but has rewritten a new suite of applications for the cloud, for all lines of business from the ground up. "We did not take the easy way out. We did not just lift on-premises assets into the cloud. We fundamentally felt the need for applications to be rearchitected and how data consistency needs to be ensured across all the applications," explains Linder.

#2 NETWORK

Latency or access delays are caused when the end user has to go through multiple datacentre hops to reach the final destination of the data and the application. Oracle has built its generation-two public cloud platform in such a way that the end user has to navigate at most only one hop to get to their instance of the application and the database. With any architecture, Oracle guarantees

a flat network, and at most you get one hop to the server where the application is running.

Mohindroo indicates, "Architecturally we did a lot of work on the network layer, so that you can get access to the core servers that are actually doing the processing, at a much faster rate. You do not have to go through multiple hops to get to that particular server. We call it flat network."

He continues, "That was very important for us to build. Regardless of where you access the service, you are only one hop away from actually accessing the core server that is doing the processing for you."

#3 NOISE

Another factor that creates latency of response is the noisy neighbour problem in multi-tenant hosting. In first generation cloud platforms, multiple applications share the same compute resources on a server. This causes latency in accessing data and applications. As a solution, Oracle uses a bare metal environment to make sure there are, "No noisy neighbours to get the performance that you are really seeking out of these applications," says Mohindroo.

#4 SECURITY

Inside Oracle Cloud Infrastructure, security is built into every layer of the cloud. Whether the data is at rest or in motion, it is always encrypted. Hence even if access to Oracle Cloud Infrastructure is gained, the data is encrypted and cannot be accessed. Says Sutherland, "The first three design criteria for our enterprise cloud was security, security, security."

In the past, end users have been wary of migrating their enterprise grade applications to the public cloud because of lack of prevailing security standards from public cloud vendors. All that is changing with Oracle Cloud Infrastructure. "From a

KEY TAKEAWAYS

- A lot of customers like to mix and match technologies for their cloud environment.
- Inside Oracle Cloud Infrastructure, security is built into every layer of the cloud.
- The first three design criteria for our enterprise cloud was security, security, security.
- Another factor creating latency of response is the noisy neighbour problem in multi-tenant hosting.
- Oracle guarantees a flat network, and at most you get one hop to the server where the application is running.
- We fundamentally felt the need for applications to be rearchitected and data consistency ensured.

ORACLE IS FASTER THAN AWS

AWS versus Oracle Cloud Comparison

The cloud isn't just about flexibility and ease of deployment; it's also about performance.

	AWS IOPS Performance	Oracle Cloud IOPS Performance	Oracle Performance Advantage
Oracle Database workload using remote block storage	51,261	253,000	5x
Oracle Database workload using local SSD storage	458,675	1,043,104	2x
MS SQL	840,731	1,684,669	2x
4K random write workload	1,439,928	3,232,215	2x
VDI LC initial login workload	93,485	242,778	2x

Based on independent benchmarks conducted by StorageReview in March and August 2018.

Oracle's highly scalable, flat network design limits the number of network hops between compute and storage to a maximum of two. Combined with no network or CPU over-subscription, and locally attached NVMe storage, this means users can get a low-latency network with predictable performance and fast cloud storage.

Oracle demonstrated up to 5X the performance when running on remote block storage, and double the performance when running workloads on local SSD storage. Every workload tested, including Oracle Database, Microsoft SQL Server, 4k random read and random write, 64k sequential read and sequential write, and a variety of virtual desktop workloads, showed a similar performance advantage for Oracle Cloud Infrastructure in comparison with the results for AWS. Additionally, the latency recorded at peak performance was far lower on Oracle, and the percentage of recorded performance with latency below 1ms, the common threshold for application usability, was far higher. Latency has a powerful impact on variability of performance.

Customers running performance-sensitive systems of record need performance consistency, one of the key design points of Oracle Cloud Infrastructure, and these results show that Oracle can deliver a higher level of consistency than AWS in addition to the higher level of performance.

When Oracle Cloud Infrastructure was designed, it was known the primary use case for customers would be Oracle Database and the critical business applications that run on top of the database. For performance-intensive database workloads, Oracle Cloud Infrastructure offers performance results that are above the capabilities offered by AWS.

The results with a configuration that uses remote block storage, network connected to bare metal instances on both clouds, shows the most advantage for Oracle. Oracle provides 5X the performance.

Source: Oracle Tests Better in Performance than Amazon Web Services.

security perspective these are some of the basic principles that Oracle has been working with, that makes it enterprise class. This makes it very secure for our customer to rely on us to run their business, which has not been happening on other public clouds," stresses Mohindroo.

#5 OPENNESS

Cloud is a platform that enables applications and databases to scale at ease with end user demand. It is also a platform that is meant to interoperate with other cloud

platforms, and interoperability and openness are a key functionality of multi-cloud adoption. Many Oracle enterprise customers not only use Oracle Cloud Infrastructure but also use Microsoft Azure, VMware and other public cloud platforms. Oracle recognises this and has built openness and interoperability into its Oracle Cloud Infrastructure.

"A lot of customers like to mix and match technologies for their cloud applications and environments. You can run any kind of technology in the cloud, whether open source, third party software,

Oracle. We are adding more partnerships, so that you can work with other vendors in the cloud," explains Mohindroo.

With the development, release, stabilisation and continuous innovation around Oracle Cloud Infrastructure since 2018-19, the vendor has entered the strategic club of global cloud application vendors. Recent indications from Gartner's Magic Quadrant analysis indicates that Oracle is further pulling away from the pack in cloud applications and is dominating the leader's quadrant. ■



Glimpses of Oracle Open World, Middle East 2020



AVEVA

TARGETING LARGE SCALE INDUSTRIES WITH DIGITAL SOLUTIONS

With industrial projects running into millions and often billions of dollars, digitally tracking asset performance can significantly add to profitability.

BY: ARUN SHANKAR

AVEVA as a business started in 3D engineering design of capital intensive, large scale industrial projects. AVEVA would typically be involved in the engineering tools required to design an industrial refinery or vessel of some sort. The focus was on reducing the time and cost and risk in the design of the project.

Two years ago, Schneider Electric and AVEVA came together with the vision of tracking the operational lifecycle of an industrial or engineering asset.

"We pooled heritage AVEVA software and heritage Schneider Electric software that when combined for the first time gave us a view of the entire asset life cycle from design all the way through to hand over to operation, running and optimisation of a plant," says Craig Hayman, CEO AVEVA.

AVEVA can now look at the data from the operation of the facility and use that to influence future designs. The ability to capture the full 360 view of the asset is the basis of a digital twin.

"The digital twin is not one thing. It is the ability to look at the digital data and navigate through the digital data about an asset in all different, interesting ways," says Hayman.

The digital twin is especially

useful in the industrial world, where extreme conditions, remote locations, high operational costs, prevent getting physical access to the asset. When a piece of equipment fails it is easier to examine the digital twin and look at the engineering drawing and identify the point of failure. "That is the promise of a digital twin," explains Hayman.

"End user organisations now realise they have the data to build the digital twin model. What they really need from vendors are the tools to help them navigate the digital twin and that is really what we do," adds Hayman.

INDUSTRIAL GATEWAYS

As the industrial world and the digital world converge there is a requirement for digital applications to gain access to industrial systems, or at least where the industrial data is being generated and stored.

Wonderware, which is now part of the AVEVA system platform, has thousands of adapters and connectors that can talk to different systems from all of the different industrial hardware manufacturers. AVEVA can snap into these environments and immediately capture data from different systems.

Most of the industrial systems have API's to allow you to collect

data. They are based on digital software and were built over at least 10 years. They use standard industrial protocols like OPC, OPC 2, MQTT. "We have built the adapters and connectors over many years to collect and connect the data and then we are able to visualise it in a very compelling way," says Hayman.

"Wonderware was the first IoT platform before IoT," continues Hayman. "Wonderware is our product. It is actually about a third of our business."

What AVEVA has done, it has taken Wonderware and included the capability into the visualisation dashboard, for example the screen at ADNOC. The secret of the visualisation success is, it includes all the adapters and connectors, so you can visualise data rapidly.

Other than its own product Wonderware, AVEVA also includes edge controller products from other solution partners like Schneider Electric, Stratus and Dell. "We do not sell hardware. We use hardware from others. There is a slew of these edge controllers out there," points out Hayman.

MARKET DYNAMICS

The oil and gas market are the largest contributor, 45% to AVEVA's revenue. Food and beverage,

CRAIG HAYMAN,
CEO AVEVA.

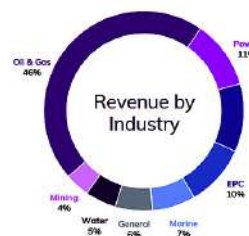
KEY TAKEAWAYS

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- Schneider Electric and AVEVA came together with the vision of tracking the operational lifecycle of an industrial asset.
- AVEVA can look at data from the facility and use that to influence future designs.
- The ability to capture the full 360 view of the asset is the basis of a digital twin.
- There exists a situation of how AVEVA's customer were, how they are today, how they will be in the future.
- Wonderware was the first IoT platform before IoT
- Amongst the growth areas for AVEVA in the region is the food and beverage market segments.
- AVEVA's customers are on a digital journey and the vendor would like to be on that journey with them.



AVEVA is a leader in industrial digital transformation

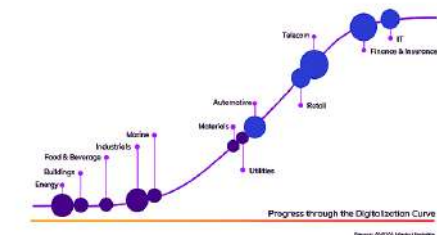
- FTSE 100 listed on the London Stock Exchange
- Combined with Schneider Electric software business on 1 March 2018
- Schneider Electric is a Strategic Partner and 60% shareholder of AVEVA
- Growing recurring revenue and margins
- Market capitalization >£7bn
- Revenue >£800m



AVEVA

Driving the digitalization of the industrial world

- Digitalization is driving growing demand for industrial software
- AVEVA is optimally placed to capture this demand due to its unique product portfolio, which runs end-to-end from Simulation through to Operations



“A dominant majority of industry decision makers now believe that digital technologies will significantly reshape their organizations and competitive landscape in the next five years.”

Source: Smart Industry: Digital Transformation State of the Initiative survey, 2015

The oil and gas market are the largest contributor, 45% to AVEVA's revenue.

As the industrial world and digital world converge there is a requirement for digital applications to gain access to industrial systems.

Pharmaceuticals, Marine, Chemicals, Infrastructure, market segments contribute between 5% to 10% of AVEVA's revenue.

Out of the 45% revenue generated from the oil and gas market, 10% is generated from Capex linked to manufacturing of plants and refineries; and 35% is generated from Opex linked to operational improvements.

“Our business historically came with oil and gas, but we are comfortable with the mix, and are doing well in all of those industries,” reflects Hayman.

Globally the turnover of the oil and gas industry has been steadily declining due to macroeconomic conditions. A few years ago, the total capital spending on projects by this market segment was \$450B per annum. Since then it has fallen to \$250B, but remains steady at \$250B. By comparison, the total global spending on the relevant software is a fraction of \$250B.

“So, there is very little digital. Even though there is some digital and we all talk about it, it is a relatively small amount of digital penetration,” points out Hayman.

Amongst the growth areas for AVEVA in the region is the food and beverage market segments. Almarai is a regional example of the implementation of AVEVA solutions.

Almarai recently completed the world's largest food and beverage installation at a single site. This was a huge project, worth \$8.1M. The team chose AVEVA MES for filling and packaging, and they achieved numerous efficiencies.

The system gives their team visibility across the full span of overall equipment efficiency. The plant managers now have insight into line performance and analytics on ramping up lines, with live data based on utilisation rates and actual performance

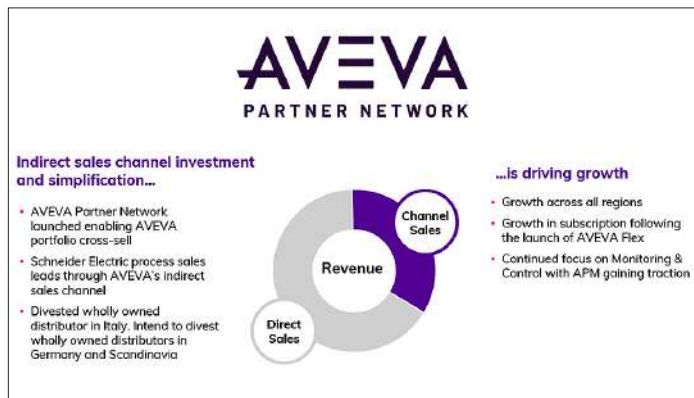
This data has been integrated with

the business, to allow for real time monitoring. There is also greater mobility, because Almarai is using a web-based centralised system to connect five plants in three different locations. Using edge to enterprise capabilities, Almarai's engineers can see information from all three plants, anywhere on the site.

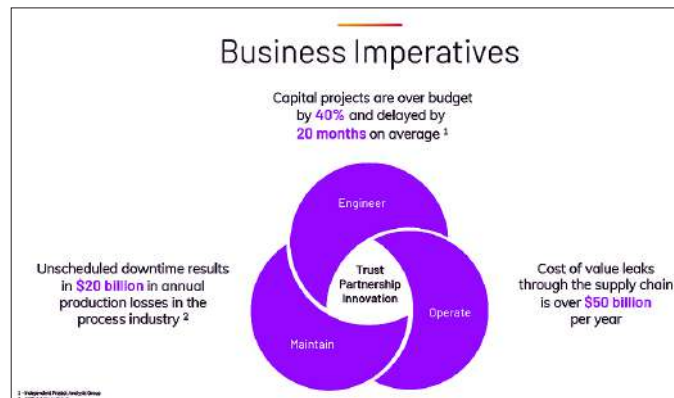
This installation has transformed Almarai's ability to understand their operations and spot opportunities for optimisation.

“The areas where we are growing is food and beverage. That is an area where we have been focusing on. With Almarai, we have a very successful project and visibility across multiple manufacturing facilities,” cites Hayman.

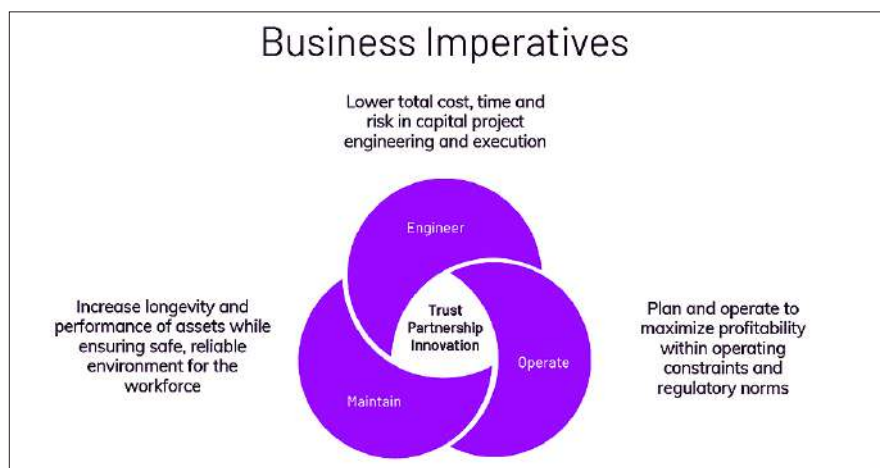
He lists the benefits provided by AVEVA solutions. “It is part of the same story, different industries preventing unplanned downtime, providing visibility to operational data, putting in the hands of the people that need it and allowing



AVEVA is approaching customers through direct and indirect channels.



Cost overruns, delays, downtimes are typical of capital engineering projects.



Engineer, operate, maintain, lifecycle of engineering projects.

them to understand their consistency of metrics. It is the same as you heard from ADNOC, but now we apply the idea to a different industry. It is just a bit ahead of oil and gas in terms of penetration.”

INNOVATION

To drive product development around digital transformation, AVEVA has reorganised its innovation, research and development teams. The team sizes are now about eight to ten people and AVEVA is spending \$130M annually in this area. These teams are reshuffled and reorganised every 90 days. AVEVA is also applying its success stories to other use cases. For example, the ADNOC control panel solution is being applied to building management, cities, airports.

AVEVA has also been migrating its applications to the cloud, namely Microsoft Azure. 1% of its revenue is from the cloud and 3% of its bookings include the cloud. 60% of its revenue is recurring, which is growing faster than expected.

AVEVA's innovation is being influenced by various major technology trends including cloud, artificial intelligence, big data, machine learning, extended reality and visualisation

WINNING MODEL

Technology vendors, especially those that build mission critical, enterprise grade applications, prefer to consolidate data in a centralised database and build scale using hyperconverged infrastructure. AVEVA's approach is to thread together the data as it exists in

multiple locations and multiple lakes.

Explains Hayman, “Our approach is different. Historically, people said to integrate the data you need to put it all in one place and vendors said put it with me. That is not our approach.”

“Our approach has built a knowledge graph of the data that sits in different data stores, data lakes now in the cloud. And this will help you navigate through the knowledge graph of the data as it sits in different places. Once you have that approach, for us, it is a very big moment. It is very straightforward how to solve that problem.”

AVEVA's customers are on a digital journey and the vendor would like to be on that digital journey with its customers. Technology is only valuable when the customer is applying it. What AVEVA has learnt is to show customers in a very short period of time, what digital transformation means in their terms.

There exists a situation of how AVEVA's customer were, how they are today, and how they will be in the future. Similarly, there exists a situation of where AVEVA was two years ago, how it is today, and how it will be two years from now. “Depending on who you talk to, you get different versions of that,” muses Hayman.

Hayman continues to spend his time and focus on the culture of the AVEVA organisation. At the end of it all, the purpose of AVEVA's business is to serve customers, serve employees and to serve shareholders. On any given day, AVEVA serves each one in different ways. ■

AVEVA World Conference Middle East, Africa and Pakistan 2020



AVEVA World Conference Middle East, Africa and Pakistan 2020 took place on 21 and 22 January at the Grand Hyatt Abu Dhabi Hotel and Residences in UAE. Close to 500 delegates registered to attend the key note and breakout sessions. The delegates including Aveva customers, channel partners and team members were welcomed by Mohamad Awad, Vice President Middle East and Africa, AVEVA.

Craig Hayman, CEO AVEVA delivered the opening keynote. He pointed out that Aveva is a software company listed on the London Stock exchange, with a revenue short of \$1 Billion, and focused on the industrial sector. It is the largest technology company listed on the London Stock Exchange.

Aveva has been in the business of developing software for the industrial sector for the last 50 years. It employs 70 PhDs, 4,000 employees, operates in 70 countries, has 16,000 customers, and 4,000 business partners. Schneider Electric is a 60% shareholder in Aveva and is also a business partner.

Aveva focuses on the industrial sector, that produces the staples of our life, and delivers things that we use to run our life. This focus on customers and digitalization of the industrial sector is one of the reasons for its success. Aveva produces software to help design manufacturing facilities, software to help operate manufacturing facilities, and software to help maintain those manufacturing facilities. This is its business. In the keynote session by Tariq Qureishy, Futurist and Technology Expert, he pointed out the contradiction in human thinking. Human beings think linearly, whereas market adoption sometimes moves in an exponential fashion. Qureishy gave the example that Kodak was in the business of memories and moments, but was disrupted by Instagram, when the cost of production dropped to zero. By the year 2030, people will remember Apple for its innovation in healthcare rather than its devices, he pointed out.

Qureishy pointed out, in the 20th century, when digital technologies did not exist and scale, businesses were built on the premise of managing risk, creating efficiencies, and to allow control. In the 21st century, businesses are being designed to take risk, they are being designed to be open, and to be comfortable with uncertainty.

Amish Sabharwal, SVP Engineering, AVEVA; Joris Verlinden, APM Portfolio Strategy Manager, AVEVA; Nobert Jung, Vice President Product Management, Process and Simulation, Aveva, also talked extensively about the latest trend in building digital twins and asset product management.

Any industrial operation needs to balance itself between performance, cost, and risk to improve profitability while playing the balancing act based on business objectives and imperatives. It is hard to cut costs and be sustainable at the same time and this is based on the risk appetite and balance. You need access to process information to really know what is going on. Collaboration between departments is accelerated with data and technology.



VINCENT PROU,
ALSTOM MANAGING DIRECTOR MIDDLE EAST.

ALSTOM

DISRUPTION IN URBAN TRANSPORTATION

Green energy, pay per use, new ownership models, are driving global turnkey players like Alstom to rebuild their strategies on shorter time frames.

BY: ARUN SHANKAR

Alstom has a global portfolio that gives it a unique positioning in the market. Alstom is a rolling stock manufacturer, it engineers and delivers power supply solutions, electronic solutions, hardware, maintenance, systems engineering capabilities, and systems integration.

It is positioned successfully in this market and this cluster is naturally oriented towards turnkey systems and

solutions. "We are in a growing market and the trend we see is an increase in urbanisation," says Vincent Prou, Alstom Managing Director Middle East.

"This region is no different from any other part of the world in terms of needs for the transport sector," continues Prou. And neither is urbanisation in this region any different. Urbanisation means the need for transport from home to work, to enjoy leisure, and support the economic

growth of the city. Dubai, Riyadh, Doha, are amongst Alstom's top project locations in the Middle East.

In the last few years, Alstom has completely renewed its portfolio of products and solutions. "The world is changing really fast in our business and there is a real need to adapt our strategy to what is happening in the market," says Prou. The Alstom portfolio in the last year has been completely renewed. The

company continues to innovate, with the ambition to deliver smart digital solutions and be part of the digital revolution.

Amongst the drivers of digital transformation for Alstom is the change in who is its customer. “In the past we used to engage with traditional customers like the government, operators, and transport authority. We see more and more new customers, and this requires a number of other stakeholders to be involved,” explains Prou. As an example, the traditional owners of urban transportation are being displaced by providers of shared and integrated, multi-modal transportation.

Urban transportation is getting more complex and operators need to have a complete view and understanding of what is happening in the city. Big cities have lots of transport modes including rapid mass transportation, community transportation, shared transportation, and eco-friendly options.

When you plan your trip today you do not only use one mode of transport. Inside the urban city, vehicles are connected with the environment and infrastructure, whether buildings, older cars, bicycles, pedestrians. They are

embedded and surrounded through communications.

In the previous value chain involving Alstom, the customer used to specify the rolling stock, the time frame for delivery, the capacity required, and the financing model. That appears to be changing fast. Customer want to become partners; they are demanding increasingly complex solutions; they are looking at the total cost of ownership; and finally want to move to pay per use.

“Now it is transport as a service, and they do not care whether it is blue or red. They will not invest into projects, and expect to be providing mobility as a service,” says Prou. The unit of fees is also changing to the amount paid per km per passenger.

Technology is rapidly changing the landscape of transportation. Other than sustainability and green energy, another significant disruptor is the connected and autonomous vehicle. Prou points out that Alstom is now in partnership with Easy Mile as a shareholder in the company.

After the metro and the tram, Alstom is looking at the autonomous shuttle. The autonomous shuttle will be more secure and greener, carrying 8-10 people to their closet point of entry and exit. “You will soon see autonomous trains and pilot solutions are being developed

operating in airports,” says Prou.

ALSTOM IN MOTION

“The market changes, which are drastic, are pushing us to enter into a new strategy called Alstom in Motion,” remarks Prou. Alstom’s forward-looking vision, Alstom in Motion, is focused on a sustained growth, green and digital innovation, operational efficiency, and an agile, inclusive and responsible corporate culture.

From the period 2018 to 2023, it is targeting an average annual growth rate of sales of around 5%. The estimated market growth between 2018 and 2023 should be around 3.0% per year, driven by urbanisation trends, environmental concerns, reduction of CO2 emissions, as well as the continued growth of the global economy.

Green and smart mobility, encouraged by customer and passenger expectations, is leading to a transformation of the market. The ambition is to be a global innovative player for sustainable and smart mobility, leader in green and smart mobility solutions.

With its 2020 strategy, Alstom is presently a global leader in the rail manufacturing sector. The basis of Alstom’s growth in the period 2018 to 2023 is expected to be around



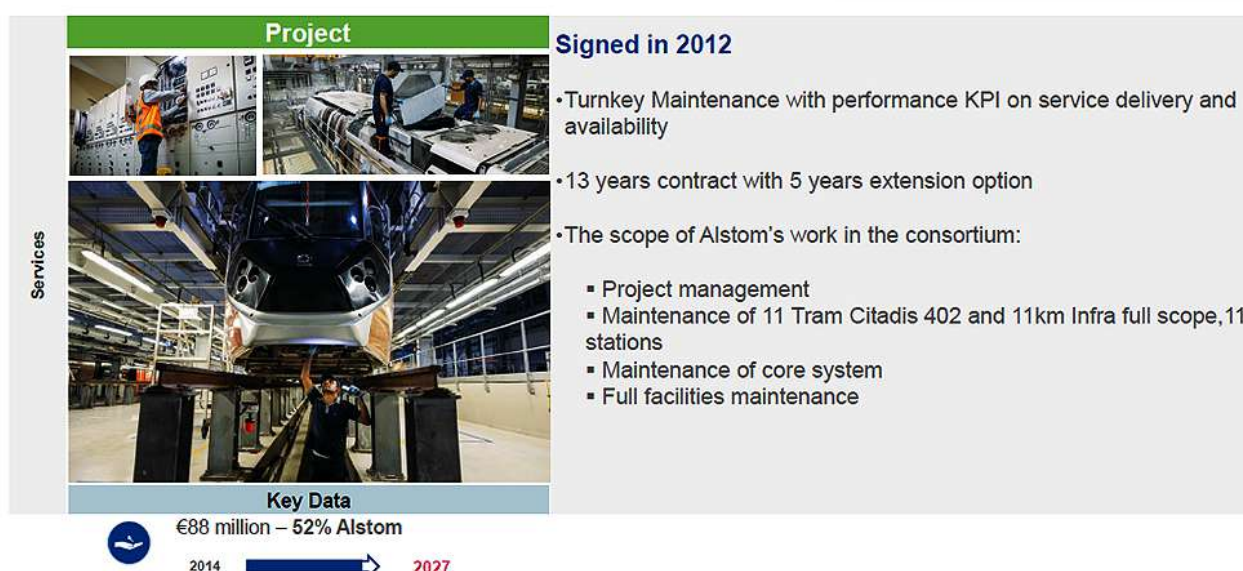
Aptis e-bus.

Dubai metro

Dubai tramway



Dubai tramway maintenance



systems and rolling stock, signaling, and services. Alstom aims at becoming number one or two in each of its markets. Services and signalling is expected to represent 40% of its sales by 2023, compared to 35% in 2018.

Alstom has set six priority areas to confirm its leadership: green traction and energy performance; road electromobility; eco-design and manufacturing; autonomous train; data driven rail mobility for more connected products and services; multimodality and flow management.

Alstom will rely on sustained investments in research and constant in percentage of sales. Innovation is at the heart of Alstom's

entrepreneurial culture with more than 6,500 patents issued and multiple key partnerships.

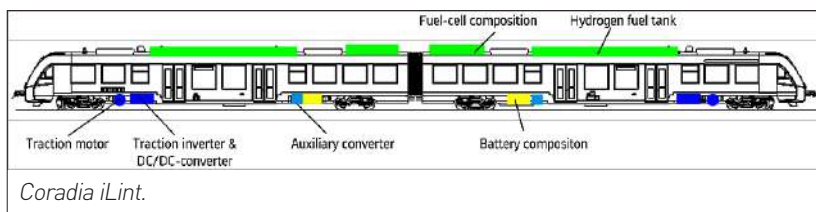
Alstom will capitalise on its worldwide presence and its industrial and engineering capacities in emerging markets, as well as on the gain in competitiveness of its new generation of products and services. Alstom will also implement additional levers, in particular the digital transformation of all its value chain, optimising sites and projects.

In order to support the railway sector transformation, Alstom will pursue its environmental and social responsibility commitments at a mid-term horizon. Among the objectives targeted for 2025, energy

consumption of solutions offered to its clients should be reduced by 25%.

100% of the group electricity supply should come from renewables. 100% of its suppliers should be monitored or assessed on CSR and E&C standards. Following a consultation of all its employees, Alstom will change its brand signature, to become: mobility by nature, in order to reaffirm its leadership in mobility.

One of the most recent innovations from Alstom is its anti-collision solution. Unlike the legacy approach, the system does not rely on trackside equipment. Trackside equipment with failsafe capability tends to be expensive and carries



Riyadh Operation & Maintenance

Project

Signed in 2018

- Alstom part of the FLOW Consortium with other partners
- Comprehensive range of O&M services for lines 3, 4, 5 & 6 and Line 3 (BBT Rolling Stock)
- Total length of 113 Km and 50 stations including 2 main station and 5 interchange stations, 3 depots and 3 OCCs
- Fixed installations such as tracks, signalling, communication, passenger information systems and power supply

Key Data

10.9 billion SAR – 30.7% Alstom

2018 2030

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with it certain degree of failure.

In the train centric signaling system, trains are communicating with themselves rather than trackside. This reduces capex due to less equipment trackside and also offers faster communication for improved responsiveness.

RECENT PROJECTS

Riyadh Metro

The building of Riyadh metro was commissioned from a period of 2013 to 2020–21 with a project outlay of €7.1 billion. 21.3% of the project was awarded to Alstom as part of the Fast Consortium. The project covers design and building of driverless integrated metro system. It is the

largest metro system project ever launched covering 170 km and 87 stations.

The Fast Consortium of which Alstom is a member will build 65 km of track and 26 stations. The delivery of the project includes 69 two car Metropolis Trains, Urbalis CBTC signaling system, Hesop energy recovery substations and Appitrac.

The Fast Consortium are one of three consortia contracted by Arriyadh Development Authority to design and build the Riyadh Metro Project. The Fast Consortium of companies is led by Spanish construction group FCC and includes partners Samsung C&T, Alstom, Strukton, Freyssinet Saudi Arabia,

Atkins, Typsa and Setec. The Fast Consortium is committed to successfully deliver Yellow, Green and Purple lines of the Riyadh Metro Project.

According to Prou, the Riyadh Metro project is a huge project and features the introduction of a new generation of smart metro system and automated track laying engineering process. All the three participating consortiums faced the same challenges across their respective projects, one of them being access to the land for construction. All the three are expected to finish their projects at the same time.

Dubai Metro, 2020 Expo Dubai

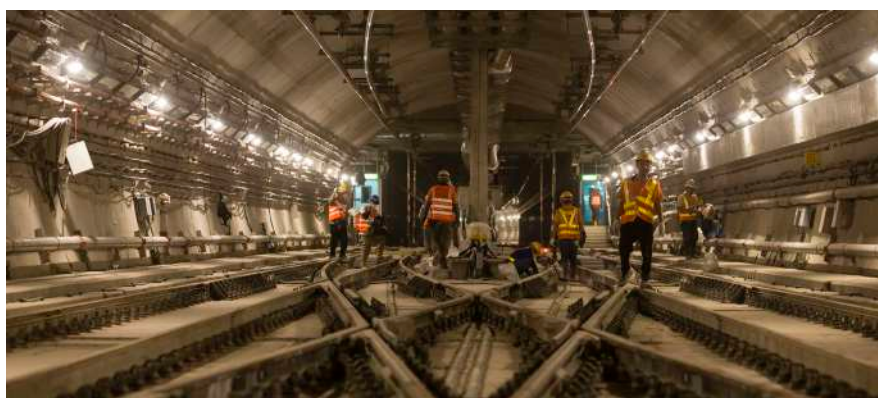
The extension of Dubai's Red metro line and upgrading of the existing line was commissioned from a period of 2016 to 2020 with a project outlay of €2.6 billion. 50% of the project was awarded to Alstom. The project covers 15.0 km and 7 stations. This also includes upgrade of the power supply, signaling systems, communication and track works in preparation of the World Expo.

The rolling stock includes Metropolis trainsets, which is 85.5 meters long and of five cars each, driverless signaling, communication and security, automatic fare control, track works, platform screen doors and a three-year warranty on the whole system.

"The ongoing Dubai Metro activity is a very complex project," says Prou. There are three parts to the project that need to interconnect, including extension of certain lines, upgrade of equipment, and increase of rolling stock capacity. Moreover, the new rolling stock fleet needs to be able to run on the previous generation track and the old rolling stock fleet needs to be able to run on the new generation tracks.

Dubai Tramway

The Dubai Tramway project was commissioned from a period of 2008 to 2014 with a project outlay of



€700 million. 50% of the project was awarded to Alstom. The scope of the project was to design and build 11km, 11 stations, and 11 trains to interconnect with metro.

It was the first tramway system in the Gulf; first tramway to have automated track installation; first tramway system to have tropicalised next-generation equipment adapted to extreme weather conditions of the Gulf; the first tramway system in the world with 100% catenary-free. More than 830,000 passengers used the tramway in the first 100 days of operation increasing to over 6 million per year.

RECENT INNOVATIONS

A look at some of the innovations from Alstom, which are of regional relevance:

Hesop, advanced power solution

Alstom created Hesop, an advanced power solution, to improve energy performances and optimise the power required for traction. With recovery of braking energy, which leads to high line receptivity, Hesop limits train

heat dissipation. This leads to less tunnel and in-station ventilation or air-conditioning; and to the removal of on-board brake resistors.

The train's weight is reduced which contributes to further traction energy savings. Hesop's novelty lies in its specific single converter with dynamic regulation which optimises the power required for traction and captures more than 99% of recoverable energy during braking mode.

With dynamic voltage regulation, Hesop captures more than 99% of the energy usually lost during braking mode. The energy recovered can be re-injected into the electricity network or re-used through the station equipment: escalators, lighting and ventilation. This results in traction energy savings up to 40% depending on the network's operational specificities.

Hesop permits high energy quality and thereby avoids penalties or allows cheaper subscription from power supplier. The recovered energy can also be easily re-sold, if not completely used within the network. Hesop

guarantees reliable train operation via dynamic adjustment to fluctuations and allows evolution: voltage modification, traffic increase; while preserving the same equipment.

According to Prou, the Riyadh Metro is using Hesop on 70 lines, while Dubai Metro is using Hesop on 15 lines. "Hesop converts electrical braking of the rolling stock in motion into energy. It avoids the mechanical wear and tear and fine particles. And it regenerates energy."

For the operators of the metro it transfers energy back to the subsystems along the track and at stations. 99% energy is recovered and reinjected into the network, which is huge energy saving for the stakeholders, Prou points out.

Hesop converter is the only all-in-one solution that offers both traction and recovery functions within the same equipment. Hesop increases the distance between substations and thereby reduces their number.

5 to 7 classic substations can be replaced by only 4 to 6 Hesop substations, depending on the line layout and operating data. This results in less infrastructure investment. Hesop is a power-supply substation designed to deliver energy efficiency and reduced infrastructure cost.

Coradia iLint

Coradia iLint is an emission-free train solution using fuel cells which produce electricity by combining hydrogen and oxygen to water. Alstom is one of the first manufacturers worldwide to develop a passenger train based on such a technology. Rail operators mostly use diesel to operate passenger service on non-electrified networks.



The accompanying CO₂ emissions and noise levels from trains with combustion engines are hampering the otherwise green impact of rail systems compared to other motorised transport systems. Now, Alstom offers an emission free regional train and a silent alternative.

Coradia iLint is an emission-free train solution using Hydrogen as the alternative energy source. Powered by fuel cells, its only emission is steam and condensed water while it operates with low noise level. The installed traction system facilitates reduced energy consumption with energy storage and intelligent energy

management. Coradia iLint is based on the service proven diesel train Coradia Lint.

Replacing the diesel traction by the fuel cell technology enables sustainable train operation while its performance matches that of regular regional trains. With a flexible energy storage system, and intelligent energy management, the Coradia iLint has lower energy consumption as well as higher energy efficiency than a conventional diesel multiple unit in relation to the distance covered.

According to Prou, the first roll out of Coradia iLint is in Germany with 25+ trains. "These are zero

free emission trains now under manufacturing, and provide the same performance as normal trains."

Decades of research have gone into hydrogen technology, and its safety has been established. According to the German Hydrogen and Fuel Cell Association, high-pressure reservoirs with hydrogen are actually safer than petrol tanks in comparable hazard situations.

Alstom offers the complete package consisting of the train itself, its maintenance, and the hydrogen infrastructure. This way, the operator can focus on its core competence while Alstom and its partners take care of the rolling stock and hydrogen-related matters

Aptis, e-bus

Aptis is the latest electric 12-meter long bus designed from scratch, to improve the limitations of standard buses concerning interior mobility, ease of boarding and accessibility, insertion in city centers and lifetime duration, thus setting a new standard in urban e-mobility. Based on Alstom's expertise in electric traction, rolling stock on tyres and transport systems, Aptis enables up to 95 passengers to travel on this 12-meter long bus. According to Prou, "The Aptis bus has been derived from the railway and tramway."

Aptis can be provided either with depot charging at night or with fast opportunistic charging during daily operations. 25% more capacity, 20% bigger windows, perfect alignment at stop with gap of 40 mm, 20 sqm of flat floor, 3 extra wide double doors on either side; 4 steerable wheels for perfect street insertion; designed to last over 20 years.

Alstom is investing 4-5% of its revenue into research and development. As an indication of the confidence that the market has in Alstom's innovation capability, Prou points to the pipelines of orders that are in the books: €45 Billion, out of which €12B was in the last year itself. Alstom's capacity for production is €8B per year, giving it a five year plus order booking lead. ■

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DAMAC PROPERTIES

BLENDING INNOVATION AND TECHNOLOGY INTO CULTURE

Ali Sajwani has been responsible for combining technology, need for change, need to improve, in the organisation culture of DAMAC Properties.

As the General Manager of Operations, Ali Sajwani oversees several functions that are critical to the company's growth and long-term strategy. From customer relationship management and digital transformation to developing the organisation's management information systems.

Ali Sajwani also oversees the hospitality division of DAMAC Properties, DAMAC Hotels and Resorts, and leads the design and development of international projects.

With people looking for wholesome and active communities to thrive in, the real estate sector is evolving into a service industry that focuses on creating experiences, rather than just houses. Technology is also playing a role in bringing more transparency to the industry, with the Dubai Land Department becoming the first government entity to adopt blockchain for all transactions.

The real estate sector is dependent on various external factors such as market conditions, supply and demand, and currency fluctuations, among others. Currently, one of the primary inhibitors for the sector is the unhealthy balance between supply and demand, which has led to softer market conditions.

However, the establishment of the Higher Committee for Real Estate

by the country's leadership is a significant step towards managing the oversupply and creating a long-term plan for the industry's growth.

As a leading real estate developer in the region, DAMAC Properties has focused its strategy on delivering projects that are in the pipeline, while curtailing new launches in the market.

INNOVATION CULTURE

DAMAC Properties is an intuitive organisation, on a constant search for new ways to do things, and its innovative approach to business is helping realise a technology transformation strategy.

As an innovative and agile organisation, DAMAC Properties is looking at new ways to improve processes on all fronts. Having optimised and humanised data sets, DAMAC Properties is looking for new ways to utilise these data sets using advanced analytics and AI.

Ali Sajwani leads a dedicated department that focuses on business planning and innovation. At DAMAC, there is encouragement for cross-functional dependencies to ensure efficiency in a constantly evolving business environment.

Ali Sajwani emphasises that change is the driving force behind the transformation and has enabled the workforce by up-skilling them to stay aligned with emerging trends

and technology. Ali Sajwani is also leading development of DAMAC's Management Information Systems to streamline internal processes within the organisation.

At present, the industry is catching up to emerging technologies. As one of the principal change agents at DAMAC Properties, it is Ali Sajwani's responsibility to ensure the organisation is at the forefront of the sector's transformation by building on agility and driving innovation.

DAMAC Properties believes that people are at the centre of business transformation, and hires the best minds that demonstrate the ability to adapt and innovate.

BUSINESS TRANSFORMATION

Business transformation is an ongoing process that never stops. The digitisation of data has given DAMAC Properties a unique view of the customer and helped understand their needs better. Having this clarity helps all functions of the business.

However, what is most important is that, these initiatives have given an impetus to a long-term strategy of digital transformation. The positive outcome of its transformation initiatives has inspired team members to look for new and innovative ways to solve problems and get creative in their approach.

Traditionally, the real



ALI SAJWANI,
General Manager of Operations,
DAMAC Properties.

estate sector has been slow in adopting technology. However, that is changing, and with this transformation, come new challenges. One of the critical obstacles to transformation is to assess which area or function we should address first.

DAMAC Properties, has adopted a customer-first approach, which gave quick and effective results, inspiring

others to follow suit. Another big challenge is moving from old systems to new ones as it requires teams to unlearn habits and learn new ways.

TECHNOLOGY STRATEGY

Spearheading the IT and data transformation initiative at DAMAC, Ali Sajwani is personally responsible for driving innovation to allow

for deeper business insights and operating efficiencies. It is important to remember that technology is just a functional aspect of innovation and that real innovation is about people and their ability to think beyond mere possibilities.

In that respect, Ali Sajwani believes every single member of the DAMAC family is responsible for carrying forward the innovation



culture within their respective domains.

Technology is and has always been a tool for businesses to enhance their performance, productivity, processes, systems and services. With technology evolving faster than ever before, it is becoming increasingly essential for companies to adapt and reinvent themselves with agility.

However, to effectively utilise the power of innovation, a business should focus on its vision and create a dynamic transformation strategy

that is aligned to its short- and long-term goals. Technology is a great enabler, and if used efficiently, it can help businesses expand quickly and sustainably.

BUSINESS APPLICATIONS

DAMAC Properties has leveraged new technologies across multiple functions such as design, construction, health safety and environment, marketing, sales, and customer relationship management. A significant initiative taken up at DAMAC Properties is the migration

of all customer data to Salesforce, an integrated CRM platform that enables all the departments to get a single and holistic view of the customers.

This digital optimisation of its data has helped to create Hello DAMAC, a one-stop customer service portal that allows investors, residents and tenants to access essential property services 24X7. DAMAC Properties is focusing on capturing the Voice of the Customer to help improve continuously and provide proactive services to our end users.

DAMAC Properties has also implemented productivity tools for lead management such as predictive diallers and a fully automated lead-to-agent workflow. DAMAC Properties is one of the few developers in the market to offer an online booking platform for agents that simplifies the generation of sales-related documentation. It is also exploring advanced visitor management systems that automatically informs residents about their visitors.

While DAMAC Properties has taken a customer-first approach in its digital transformation journey, it has also implemented solutions in other functions such as worker-safety and construction. Earlier this year, it integrated virtual reality pods in the health and safety training of construction workers.

BUSINESS AND TECHNOLOGY HEADS

Business heads have a critical role to play in instilling a culture of innovation and change within their teams, and as a result, the entire organisation. Being deeply involved in building and executing business strategy, business heads are the most crucial change managers in an organisation's transformation strategy.

While they may not always own the change, they can create an environment that promotes it by getting team members on board and getting buy-ins from various



stakeholders. Business heads must understand the latest trends in their domain, apply relevant changes to their portfolio, and enable efficiencies by either consulting with the innovation team or promoting a culture of innovation within their departments.

Technology heads are the ones who own the digital transformation of an organisation. While business heads help in creating a culture of innovation and getting team members on board, technology heads drive change across the organisation through their transformation programmes.

They see beyond short-term business goals and think of the bigger picture when it comes to long-term technology

transformation. This makes them trusted advisors for business heads on finding a match between emerging technologies and business strategy.

FUTURE DIRECTION

Business transformation is an ongoing process that never stops. So far, with its transformation initiatives, DAMAC Properties has been able to achieve what it has set out to and beyond. The digitisation of data has given them a unique view of the customer and helped understand their needs better. Having this clarity helps all functions of the business.

However, what is most important is that initiatives have given an impetus to a long-term strategy of digital transformation. The positive

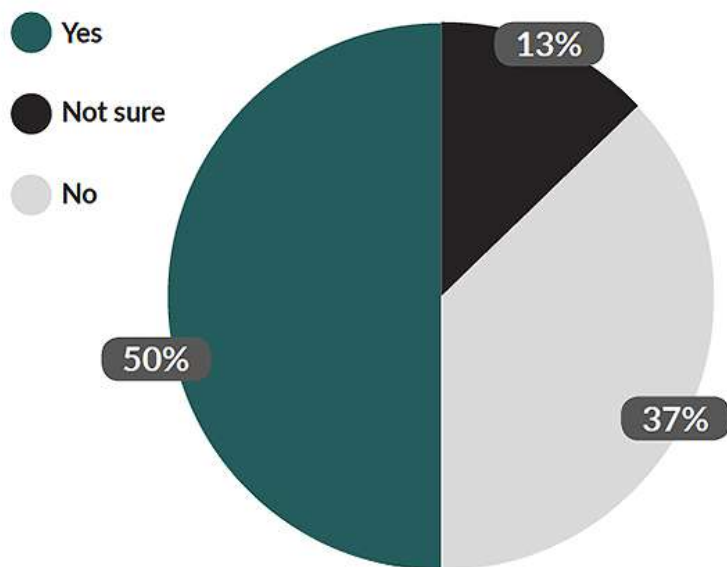
outcome of the transformation initiatives has inspired team members to look for new and innovative ways to solve problems and get creative in their approach.

Traditionally, the real estate sector has been slow in adopting technology. However, that is changing, and with this transformation, come new challenges. One of the critical obstacles to transformation is to assess which area or function to should address first.

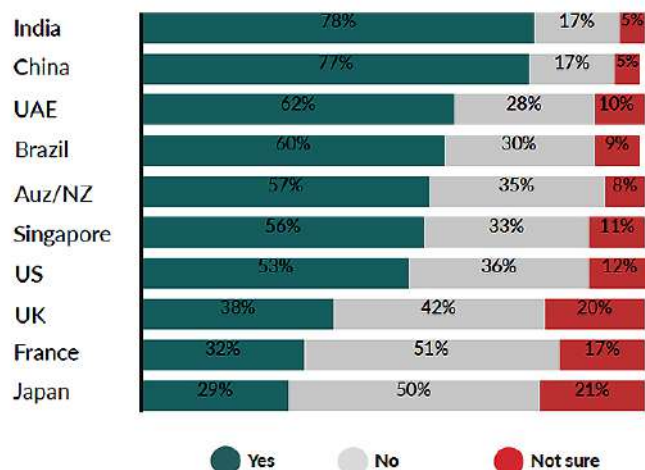
DAMAC Properties, has adopted a customer-first approach, which gave quick and effective results, inspiring others to follow suit. Another big challenge is moving from old systems to new ones as it requires teams to unlearn habits and learn new ways. ■

HOW AI IS LIKELY TO IMPACT WORKPLACE

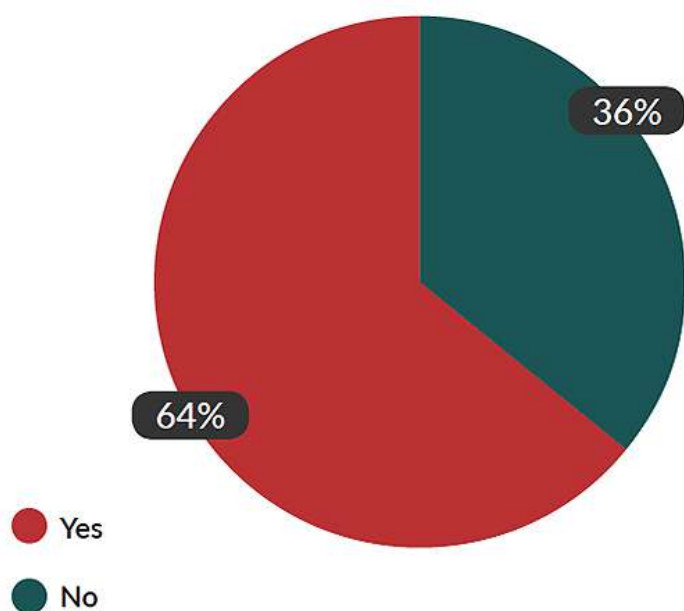
Are you currently using some form of artificial intelligence in your workplace?



Are you currently using some form of artificial intelligence in your workplace? (Global)



Would you trust a robot more than your manager?



What opportunities do you think will be created for you through using AI?



What can a robot do better than your manager?

Provide unbiased information	36%
Maintain work schedules	34%
Problem solve	29%
Manage a budget	26%
Answer confidential questions without causing fear of scrutiny	21%
Evaluate team performance	20%

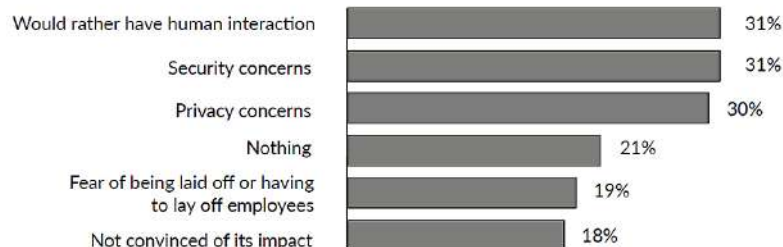
What can your manager do better than a robot?

Understanding my feelings	45%
Coach me	33%
Create (or promote) a work culture	29%
Evaluate team performance	26%
Problem solve	25%
Provide oversight/direction	24%

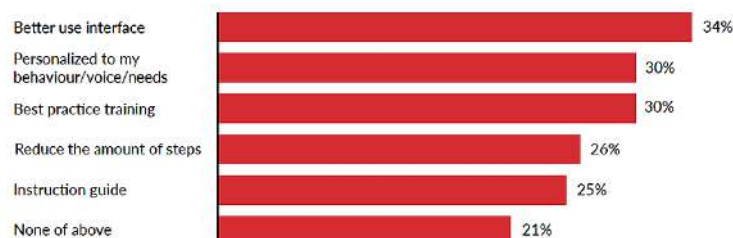
Source: Second Annual AI at Work study, conducted by Oracle and Future Workplace.

HOW AI IS LIKELY TO IMPACT WORKPLACE

What is preventing you from using AI at work?



How can AI be simplified so you use it more?



31%

Collecting data
on employees and
customers

28%

Developing software
for training

24%

Managing customer-
support replies

22%

Operating digital
assistants/chatbots

21%

Processing job
applications using
computer algorithms

17%

Predicting hiring
success rate and
employee retention

UAE SNAPSHOT

- 72% of UAE respondents either excited or optimistic about having robot co-workers.
- 27% of respondents felt that AI can help them drive better organizational change and have healthier work relationship.
- 26% of workers believe AI will help them achieve faster promotions, while 18% hoped to secure a higher salary.
- 52% of UAE respondents said that AI has had positive impact on relationship with other employees
- 36% said engagement with their manager improved due to introduction of AI at workplace.
- 12% of UAE respondents would also like AI to deliver career coaching.
- 43% of UAE respondents chose learning new skills if delegated to AI robot.
- 38% of UAE respondents chose opportunities to expand their role to be more strategic, if delegated to AI robot.
- 39% of UAE respondents chose more free time to pursue interests, if delegated to AI robot.
- 7% of UAE respondents are comfortable allowing AI to conduct job interviews.

Source: Second Annual AI at Work study, conducted by Oracle and Future Workplace.

INNOVATION ACHIEVEMENT GAP



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Technology Leaders perform better financially

Companies that are more strategic in their approach to technology are doing better financially—achieving more than twice the average revenue growth of Laggards.

Figure 1: Leaders—those that are evolving to Future Systems—are growing revenue at more than double the rate of Laggards. Based on average self-reported annual growth rates for 2015-2018.

INNOVATION ACHIEVEMENT GAP

What Leaders do differently

Leaders consistently address these four barriers:

➤ **01 Technology Adoption**
Mastering new technology frontiers at speed and at scale.

➤ **03 Systems Trust**
Safeguarding trust in systems with constantly evolving approaches to security and data.

On average
Leaders are

2.5X

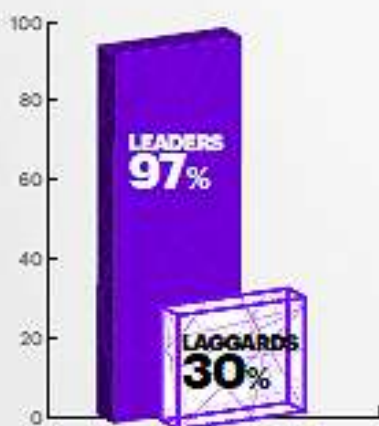
more likely
to have adopted
new technologies
than Laggards



94% of Leaders trust that the data at their disposal is reliable enough to drive business change, compared with 64% of Laggards.

➤ **02 Architecture Flexibility**
Building flexible, uniform and scalable architectures capable of responding to market demands.

➤ **04 Organizational Transaction Costs**
Reducing interaction impediments, both organizational and technological.



Leaders' adoption of critical technologies that allow for architectural decoupling outpaces that of Laggards by a massive margin: 97% to 30%.

Leaders apply
technology
across

3X

more business
processes than
Laggards

HIGHLIGHTS

The research, which analysed adoption of mature and emerging technologies, found that just 10% of companies are making optimal technology investment and adoption decisions and realising the full value of those investments. By adopting new technologies more aggressively and breaking down barriers to effectively scale innovation across their organisations, leading companies are generating more than twice the rate of revenue growth than those on the lower end of the spectrum.

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