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JUNE 2021

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proven to accelerate
data center
modernization, drive
IT transformation,
and simplify the path
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Unlock innovation



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TURNING BACK THE CLOCK

The pandemic disrupted organisations and localised workers to their homes and other locations. In hindsight it accelerated the switchover to the home office that had already begun, well before the pandemic itself. In this month's cover feature we deep dive and excerpt findings from an exciting survey completed by Forrester Consulting and LogMeIn in March 2021.

The report, Build an Anywhere Work Strategy to Drive

Business Success, looks at how anywhere work, the upgraded term now applied to remote work, is here to stay.

The pandemic made the complete breadth of urban and semi urban human population experience the benefits and challenges of working remotely. With the onset of normalisation through continuous vaccination, testing, social distancing, lockdowns, and other on and off measures, organisations are expecting employees to flock back to offices and resume working similar to pre-pandemic times. In other words, turn back the clock. But something has changed and it is significant.

The survey points out that while employees will return to previous in-office work settings post-pandemic, a rapid movement towards flexible work has already begun. 26% of the workforce plans to shift from pure in-office work to a remote or hybrid work style within the next two years.

Nearly three-quarters of workers said that pandemic made them want to work more remotely in the future. 62% of employees said they are happier when working remotely. 56% of employees said they are more productive when working remotely. 61% said they can get more done in an 8-hour workday. More importantly, the survey points to a deeper concern that has emerged from anywhere working. There is a disconnect in trust between human resources and employees. Only 5% of remote-work decision-makers said they think remote workers are more productive. And 70% of remote-work decision-makers, said in-office workers are more trustworthy.

You cannot reap benefits of anywhere work without commitment. Anywhere work programmes require investment and are not something that happens overnight. How will this play out in the months ahead is anybody's guess! In our Executive section, gifted healer Ektaa Sibal dwells on the importance of connecting with the inner-self to bring about personal transformation. Today's mixed environment continues to drive human stress to high levels, while returning to the tranquility of inner self is a way forward explains Ektaa. Connecting to the inner-self is all about becoming aware, accepting yourself and being hopeful. When you are disconnected from yourself, some signs to look out for are constant self-doubt. It is this connection that brings out your confidence and self-esteem; which points you to the correct direction meant for your life.

By connecting to your inner-self, you will tune in to your own needs and fulfill it. Connecting to your inner-self will empower you to face any struggling or challenging situation.

Turn the pages for more thought leadership conversations.

Wishing you a continuous period of business recovery.

Arun Shankar
arun@gecmmediagroup.com



Image courtesy: Virgin Galactic



VIRGIN GALACTIC'S SPACEPORT OPENS FOR BUSINESS

Virgin Galactic completed its first spaceflight from Spaceport America, New Mexico on 22 May. VSS Unity achieved a speed of Mach 3 after being released from the mothership, VMS Eve, and reached space, at an altitude of 55 miles before gliding smoothly to a runway landing at Spaceport America. On VSS Unity's flight deck were CJ Sturckow and Dave Mackay, while Kelly Latimer and Michael Masucci piloted VMS Eve. The flight sees New Mexico become the third US state to launch humans into space.

FIVE TECHNOLOGICAL FORCES OF RETAIL DISRUPTION

Michael Forhez at Oracle, explains how the retail industry is being disrupted by five technological forces driven by relentless creation of data.



MICHAEL FORHEZ,
Global Managing Director, Consumer
Markets Industry Strategy Group, Oracle.

This past year presented significant disruptions in the retail industry as the shutdowns from the pandemic officially turn a year old. The retail revolution also continues from before the pandemic as brick-and-mortar stores, late to the digital revolution, continue to shutter stores as consumers flock online.

The changes that occurred were catalysts for adjustments in the back office and on the shop floor as retailers worked to adapt to shopper expectations and behavior changes due to Covid-19 and several other disruptive factors.

Both retailers and brands had no choice but to pivot to new models that collectively sought to understand and interact with customers in a new, fast-evolving and distinct environment.

As the world of brands and retailing evolves – with global eCommerce retail predicted to hit \$4.9T, 17.5% of the worldwide retail market, this year – realising its potential means that the industry

needs a strong autonomous data platform to collect different data types, including structured and unstructured, 1st party, and 2nd party anonymous data from various sources in real-time.

Industry watchers estimate that 1.7MB of data will be created every second for every person on earth by the end of 2020. Walmart is in the process of developing the world's most extensive private cloud system, which is supposed to have the capacity to manage 2.5PB of data every hour.

Currently, brands are reimagining their product portfolios. Traditional retailers are bolstering e-commerce efforts and creating new digital experiences. Digital natives are exploring ways to engage customers and drive growth. All parties are collaborating to reconfigure for a more resilient and reliable supply chain.

The role of technology in retail is essential for the evolution and the prosperity of the industry. Retail is expected to further evolve through the five Forces – a set of distinct yet highly correlated technologies that will support global brands and retailers in being local, with local brands and retailers better prepared to go global.

As they become connected and capable of speaking to each other, through Autonomous Data Platforms, they will utilise deep learning, natural language processing, image recognition, and neural network-driven decision-making in ways that will help them understand each other, and us, almost if not entirely in real-time. Advantage, consumer.

These five forces are:

DATA SCIENCE

A convergence of statistics, mathematics, and computer science

CLOUD, EDGE, AUTONOMOUS DATA

Real-time monitoring and analysis

5G

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ML, AI, AR

Machine Learning: computers access data and learn for themselves.

Artificial Intelligence: Machines carry out tasks in a way that humans would consider smart.

Augmented Reality: In augmented reality, virtual information is overlaid on the real world, both simplifying and enhancing the buying experience.

IOT, SMARTPHONES, AUTONOMOUS AUTOMOBILES, TVS, MEDICAL DEVICES, FITNESS TRACKERS, ROBOTS

By definition smart devices depend on only two criteria: The device has the capability to connect with the internet. The device is integrated with technology including sensors, functional software, and some inbuilt technology that supports network connections and actuators.

Considering that we will be witnessing growing importance and urgency across sustainability, product traceability, and transparency this year, these will combine and enable brands and retailers to optimize their customer relationships while operating more cost-effectively, and with better decisions, on inventory management and pricing optimization.

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TECHNOLOGY AND INNOVATION REIMAGINING THE EDUCATION SECTOR

Amol Vaidya of Global Indian International School writes how the pandemic has revolutionised the entire education system.



AMOL VAIDYA,
Senior Director Operations, Global Indian
International School, Dubai.

KEY TAKEAWAYS

- Continuous training will be required to ensure that the changes in practices are long term, economical, and viable.
- Technology is the leading carrier and will be critical to all knowledge delivery media henceforth.
- Schools will likely be more of skill centres and places for collaboration, and the learning will happen 24x7.
- Entrepreneurship and innovation will have to be encouraged as the nature of jobs will change from fixed and permanent to contractual and freelance.

2020 has dramatically changed the contours of education for all students from early years to college. This pandemic has revolutionised the entire education system globally and has compelled businesses to re-invent and innovate their processes. It has ensured that what was for many years just a flirtation with technology and different pedagogical techniques of knowledge delivery to the students is no longer just that.

Most of the teachers are responsive and ready to embrace new options and opportunities to scale up to the advantage of all students. However, continuous training will be required to ensure that the changes in practices are long term, economical, and viable. Technology is the leading carrier and will be critical to all knowledge delivery media henceforth. Because of the substantial use of social media and smartphones almost everywhere, the medium was ready and utilised effectively in all major markets.

In most societies, this will require systematic strengthening. Most schools are sincere in their approach to ensure that learning gaps are not created. Infrastructure will have to be strengthened going forward. Schools will likely be more of skill centres and places for collaboration, and the learning will happen 24x7.

The classes will be more flexible on timings and composition. There are more extensive opportunities to execute cross-campus, and cross geographical knowledge exchange should be encouraged rather than getting hooked on to local teachers. An extraordinary scope will have to

be created to use this experience to deliver a more focused and targeted education using technology and the right combination of online and face to face knowledge exchange.

Along with the academic knowledge exchange, soft social and emotional skills will also have to be taught. There is a likely danger of individuals feeling lonely and isolated with increasing reliance on distance learning. Mentoring and counselling systems will have to be developed and continuously strengthened. Global citizenship, collaboration skills and global mindedness will get the prominence it has rarely acquired. That cannot be lip service anymore.

Children will be taking a lot of online courses beyond what the school can deliver, and they will have the freedom to fix their learning schedule and pace. Now the student will drive the pace of her learning while doing many other activities like sports, internships and more. Entrepreneurship and innovation will have to be encouraged as the nature of jobs will change from fixed and permanent to contractual and freelance.

It will be Jack of all trades and Master of few. This will bring a massive change in the way societies have looked at as far as education is concerned. Instead of one expert now, it will be a group of experts for almost all tasks. The skill sets will be transcending the subject boundaries. For example, engineering tech will become indistinguishable from medical science. So, the expert group will consist of several people as equal partners. ■



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ARRIVAL OF ROBOTS IN THE FIELD OF EDUCATION

Pavel Makarevich of Proven Solutions writes how artificial intelligence and robotics can revolutionise the education sector across the globe.



PAVEL MAKAREVICH,
Product manager Proven Solutions.

KEY TAKEAWAYS

- Robots are increasingly becoming part of the classroom environment.
- Future growth in the education sector is achievable through the collaboration of humans and robots.
- The education sector presents an excellent potential for robotics.
- Over 13,000 humanoid robots have already been deployed in various schools and universities.

Our educational methods are evolving, as are our tools; robots are increasingly becoming part of the classroom environment. Advanced technologies and globalisation are pushing the education sector towards a sustainable and equitable future. Future growth in the education

sector is achievable through the collaboration of humans and robots.

A classic example is an international school in India that introduced humanoid robots to teach students and work alongside teachers. Under this collaborative learning model, the robot took over the responsibility of providing knowledge-based content, which teachers used to achieve by spending 90% of their time on Google. This gave teachers plenty of time to concentrate on mentoring the students, offering emotional support and care that a machine cannot provide.

The collaboration between humans and robots helped bridge the gap between efficient learning and comprehensive guidance. Several schools across the world have already started to test these robots in a classroom setting. Some experts have predicted that within ten years, encountering robots in schools would be a common phenomenon worldwide.

The education sector presents an excellent potential for robotics and its implementation to make the most positive impact. Working with robots can improve educational programmes' quality, act as an effective tool for STEAM education, Science, Technology, Engineering, Art, Math, encourage special education, and improve educational outcomes.

It can also help enhance cognitive skills like critical thinking and problem-solving at a very early stage. Robots can be programmed to assess students' growth against personal goals and measure their success by tracking annual progress

reports and targeted benchmarks.

One such famous humanoid robot is NAO, which caters to the needs of students and teachers in over 6,000 academic institutes in more than 70 countries across the globe. It is employed as a teaching assistant where the teacher-student ratio is small. Its visual and intuitive interface simplifies content development, allowing personalized teaching activities on a one-to-one basis or a small group.

NAO can easily create an empathetic link with the students and teachers with its human-like appearance and humanoid behaviours. The versatile nature of NAO allows academic institutions to expand their basic curriculum by introducing STEAM education and language learning to children at a very early stage.

Pepper robot is another example. Both Pepper and NAO can also be effective tools in promoting IEP, Individualised Education Programme for students with determination. NAO's neutral expression can be therapeutic for special needs children and help boost their confidence and social skills.

Over 13,000 humanoid robots have already been deployed in various schools and universities around the world. This number is projected to grow further in the coming years. The next step will be assessing how far robotics can be integrated into our educational system to ensure that it operates in sync with humans. As the technological world unveils innovations daily, it would be fair to conclude that the education sector will continue to benefit from robotics and AI. ■

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Abu Dhabi Maritime launches portal for online booking of slipways

Abu Dhabi Maritime announced launch of a new digital service to streamline the management of Abu Dhabi's slipways, ramps for moving boats and other watercrafts to and from the water while also easing congestion at peak times.

Abu Dhabi Maritime's introduction of its online booking portal, publicly available at admaritime.ae, will allow users of pleasure boats and personal watercraft, such as jet skis, to easily locate and access key information on how public services are accessed and booked.

Most importantly, the new fully interactive portal, developed by Maqta Gateway, Abu Dhabi Ports' dedicated digital subsidiary, will provide direct digital access to all

slipways owned and managed by Abu Dhabi Maritime, and services available at those locations. The portal will enable the emirate's recreational maritime users to book their slipway reservations and submit payments from the comfort of their computer or mobile device, while also providing key information regarding parking and an additional suite of services soon to be added.

Coinciding with the launch of the online portal, Abu Dhabi Maritime has also recently opened its three slipways at Al Sadr, North Yas, and Al Zahiyah, which as part of their initial stage of development, provide the maritime community with vehicle and trailer parking services, along with the use of slipway ramps

and pontoons.

As part of the second phase of their development, Abu Dhabi Maritime will expand the slipways' scope to include such services as engine and hull flushing, jet-ski rentals, and food services, rendering the slipways full-service locations. The three slipways are available for booking via the online portal.

The new additions brought the total number of publicly available slipways in the emirate to 26. In addition to providing the locations of all slipways available for the public, Abu Dhabi Maritime's website also hosts information on working hours and contact details of operators. While some of the slipways within the emirate will be utilised solely by the public sector, a select few fall under the purview of Abu Dhabi's thriving private-sector market.

Possessing advanced infrastructure that will safeguard the safety of users while providing them with additional services, management of the slipways falls in line with the vision of the leadership that ensure the safe and convenient use of the emirate's waterways.

AVEVA solutions help Henkel save €8M in 2020 in energy consumption

AVEVA announced that Henkel, a global consumer of goods and industrial chemicals manufacturer, has implemented AVEVA digital solutions to help accelerate sustainability within its supply chain. By integrating AVEVA System Platform, AVEVA Historian and AVEVA Manufacturing Execution System, Henkel is monitoring and minimising energy consumption saving €8M YoY in 2020 and working towards its target of becoming three times more energy efficient by 2030.

With sustainability at the heart of its strategy, Henkel's Laundry & Home Care business unit wanted to reduce energy



WOLFGANG WEBER,
Corporate Director, Digital Transformation & Engineering Laundry & Home Care, Henkel.

consumption and align with ISO 50001 standards at all its production sites. Using AVEVA software installed by EMP Etteplan GmbH, the team

was able to successfully optimise collection, use and communication of energy consumption and emissions data across its supply chain. As a result, the team has improved supply-chain resource efficiency of on-site production by 5-6% annually.

AVEVA's flexible solution enabled Henkel's Laundry & Home Care business unit to address all the information system architecture requirements needed to realise these emissions savings. The project took less than 18 months to start delivering audited benefits and included the energy monitoring solution using AVEVA System Platform and AVEVA Historian.



IBM GBS integrates Mastercard to launch instant payment system in Saudi

Saudi Payments, under the supervision of the Saudi Central Bank announced the launch of Saudi Arabia's instant payments system *sarie* in cooperation with IBM and Mastercard. This collaboration marks a key milestone for payments innovation in the region and is aligned with Saudi Payments' aim to improve the country's financial ecosystem, mainly through the

adoption of faster payments and improvements to banking reconciliation. Today, *sarie* supports all Saudi banks across the country and is available for use by their customers.

The introduction of *sarie* is in line with Saudi Arabia's Financial Sector Development Program under Saudi Vision 2030, which targets achieving 70% non-cash transactions by 2030.

sarie allows bank customers to send and receive money in real-time using a wider range of services and transfer options. Customers of local banks can make instant transactions of up to \$5,300 through the system. Further, *sarie* users can benefit from the quick transfer service to send up to \$660 using aliases, such as mobile number, email address, ID number, or IBAN number.

Saudi Payments selected IBM Global Business Services, the services and consultancy arm of IBM, to lead the project as the System Integrator partner and a leading end-to-end digital payments solutions provider. IBM GBS designed and architected the solution through its complex system integration methodology, built a technical platform and integrated Mastercard's instant payments platform into Saudi Payments' existing infrastructure while connecting it to the IT systems of locally operating banks. Not only is this a milestone for payments innovation locally, it is the fastest end-to-end rollout globally of a digital payments system of its kind and scale.

Mastercard's innovative and secured real-time payment technology was selected for the rollout by Saudi Payments, enabling people and businesses in the country to send money instantly.

Etihad Rail ties up with Transportr to develop digital rail freight solution

Etihad Rail, the developer and operator of the UAE's national railway network, has signed an agreement with Transportr, a leading company in digital freight services. The cooperation comes as part of Etihad Rail's long-term digital innovation strategy in advancing cutting-edge technology for the rail sector, alongside the company's commitment to the UAE's digitalisation agenda.

Through the cooperation, Etihad Rail and Transportr will work together to enable the streamlining of service provision in the logistics sector through digital solutions such as booking, tracking, and multi-modal connectivity, that will provide a complete digital rail

freight solution that will complement Etihad Rail's range of new and sophisticated technologies that are convenient and efficient.

Etihad Rail continues to drive change and enhance the wider logistics and transport sector in the UAE and the GCC. The company integrates novel technological breakthroughs with pre-existing logistical systems, ensuring that customers can access the full benefits of the UAE's status as a global logistics hub. Through providing the potential to connect the Emirates, from Al Ghuweifat on the borders with Saudi Arabia through to eastern ports on the Indian ocean, Etihad Rail delivers the smooth and seamless transport of cargo goods.

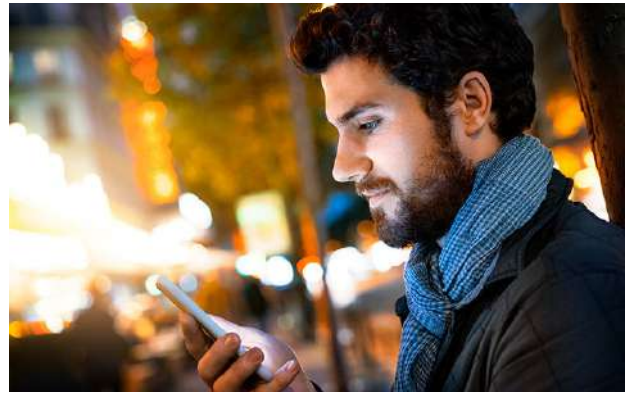


AHMED AL HASHEMI,
Executive Director Commercial at
Etihad Rail.

Mashreq to use Oracle's transaction banking platform to set up digital banking

Mashreq Bank, one of the UAE's financial institutions, is modernising its transaction banking capabilities in the Middle East and Africa with Oracle. To deliver faster innovation to its growing customer base, Mashreq will implement Oracle's Transaction Banking platform with solutions for digital banking, payments, trade finance, liquidity management, and virtual accounts. With Oracle's componentised solution approach, Mashreq can better respond to the region's need for capital diversification and funding of local businesses.

Oracle's transaction banking platform is a componentised building framework that drives faster product innovation through a flexible, efficient product and process development architecture. Now, Mashreq will be able to streamline its customer interactions on a common



platform to drive more consistent service delivery and improved experiences.

For Mashreq's corporate customers, Oracle Banking's platform will help deliver a more powerful digital experience, a future-proofed payments foundation, enhanced clarity around working capital, as well as a digitised trade process.



Renaissance using real time data to plot student progression with literacy, numeracy

Renaissance, which creates educational software tools to improve outcomes and accelerate learning, is expanding its presence in the MENA region, with the aim of helping schools promote success amongst students of all ages and abilities through personalised assessment and practice, especially in the current Covid-19 environment.

Working with over 120 regional and local schools, Renaissance is actively promoting literacy and numeracy development to combat the challenges faced by schools as they provide distance learning to young students. The products and solutions also support differentiated instruction, and personalise learning to optimise overall student development.

Renaissance solutions provide

real time, accurate assessment and practice data plotting student's progression with literacy and numeracy skills, aligned to UK or US curriculums. The solutions help reduce teachers' workload by providing personalised learning pathways for every student, focused on the essential skills required to progress at each stage of formal education.

Key solutions offered by Renaissance in the region include:

- **Star Assessments for Reading and Mathematics:** Computer-adaptive formative tests that deliver maximum impact in minimal time, enabling teachers to navigate learning progressions. The insights help inform instructional decisions, whether assessing in school or remotely.

- **myON Reader:** A personalised digital library at every student's fingertips. Students can choose from recommendations based on their interests and just-right reading level or browse the full library available under their school subscription. All myON subscriptions include a core library of engaging digital titles across a variety of genres to meet a broad range of interests, years groups, and reading levels.

- **Accelerated Reader:** Encouraging reading for pleasure, this solution gives teachers the information they need to monitor students' reading practice and make informed decisions to guide their future learning. A comprehensive set of reports reveals how much a student has been reading, at what level of complexity, and how well they have understood what they have read. Vocabulary growth and literacy skills are also measured, giving teachers insight into how well students have responded to reading schemes and class instruction.

- **Freckle:** A differentiation platform that empowers teachers to reach every one of their students across Mathematics, ELA and Social Studies – allowing them to differentiate both what and how students learn. This means that students are engaged at their academic level, on topics that interest them, while also learning in the way that is best for them. Worldwide, more than 16 million students in over 100 countries are benefiting from using Renaissance products.



Honeywell digitally authenticate PPE gear manufactured in UAE, South Africa

Honeywell announced digital authentication technology for its personal protective equipment manufactured in the UAE in a bid to fight rising counterfeiting in the Middle East and Africa regions. While the Covid-19 pandemic has buoyed demand for PPE such as N95 respirators, the new market

demand has also sparked an increase in counterfeit PPE products, directly affecting retail consumers and especially the medical industry's frontline workers most exposed to the coronavirus.

Seizures of hundreds of thousands of counterfeit N95 respirators have been reported in the UAE and

South Africa. Nearly 20 factories selling substandard face masks, disinfectants and hand sanitisers have been uncovered in the UAE since the outbreak of the virus. 1,400,000 counterfeit face masks were seized in Dubai in January 2021.

To authenticate the product, the end user scans a digital code embedded in the packaging with their smartphone camera after downloading the Honeywell application for iOS or Android. The software validates the product's authenticity through a database, letting the end user know it is safe to use and gathers market intelligence data.

Honeywell-branded N95 respirators are produced in the UAE by Strata Manufacturing as part of a strategic collaboration established last year in response to the pandemic. The N95 respirators are certified to meet N95 and FFP2 standards. The Strata-Honeywell operation produces more than 30 million respirators annually.

BMW Group releases AI based anonymisation tool to protect data privacy



The BMW Group is publishing an anonymisation solution based on artificial intelligence that can anonymise objects in photos and videos. Building on the BMW labelling tool Lite, these algorithms enable targeted protection of relevant information: The user-friendly software tool uses AI to block out or blur objects or people. The granularity and degree of anonymisation can be intuitively adjusted.

The BMW Group uses artificial intelligence for object detection in production, since it offers a particularly high level of robustness even under highly variable boundary conditions. AI-based

image processing contributes in this way to maintaining premium quality. The recently released anonymisation solution also relies on artificial intelligence.

AI automatically classifies image areas according to their features, so any areas that need to be made unrecognisable can be blocked out – for example, when processing photos from production. Different modes of anonymisation can be selected: Respective areas in photos or videos can be blurred, blacked out or pixelated.

The main technology used is the BMW labelling tool Lite, which allows users to label photos and train the AI with just one click.

Each label serves as a digital tag that describes the information contained in the photo.

With no-code AI, production staff can create their own artificial intelligence solutions to support them in their individual processes. The new modular anonymisation algorithms allow photos to be processed automatically. In the BMW production system, for instance, areas containing people are deliberately made unrecognisable. Thanks to this AI-based anonymisation solution, there are no limitations on the use of image processing systems.

The published algorithms are freely available to software developers around the world – so they can use the algorithms and view, modify and further develop the source code. The BMW Group will also benefit from these further developments. A special feature of this now freely available software package is its simple and uncomplicated application based on the plug-and-play principle. The user does not require any programming skills, specific hardware or additional software.



Seera Group chooses Amadeus for upgrading to XML based NDC reservation

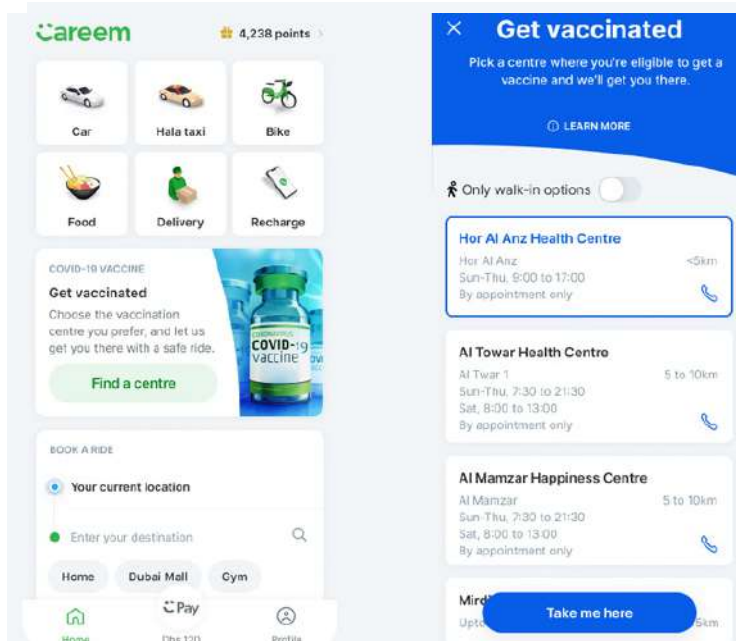
NDC is one of the biggest changes the travel industry has seen in a long time; it is a critical enabler for enhanced travel retailing. This standard enables travel sellers to boost customer focus by providing them with rich, more personalised and relevant offers, and access to new content and fares from airlines.

To seize this opportunity and be future-ready, Seera Group has extended its long-standing partnership with Amadeus to adopt NDC. As the Middle East's leading provider of travel and tourism services, Seera Group will join Amadeus' NDC programme and implement the NDC-enabled Travel API

solution to distribute richer airline products to its customers. It will allow the selling of new fares and services to customers that are only available via NDC.

Customers are at the core of everything the Seera Group does, and integrating NDC efficiently within its workflow, online and offline, will help the group's travel brands differentiate its offers with more relevant options, better fares, and availability, as well as post-booking servicing capabilities.

In addition to accessing new airline content and fares via NDC connectivity, Seera Group will continue to have access to content from traditional technology such as EDIFACT. NDC is an integral part of the Amadeus Travel Platform, a platform which brings together all travel content from multiple sources in one place, allowing travel agencies to easily search and compare offers.



46,000 customers used Get Vaccinated Careem tool, 140% rise since March

One month into the rollout of the vaccination widget on the Super App, Careem has released insights and figures on its customers' behaviour. The Get vaccinated tool, visible on the app home screen, was introduced in early March allowing customers in Abu Dhabi, Dubai, Sharjah, and Ajman to book a ride to a vaccination site with just two taps. The feature has since been rolled out in 11 of the 13 markets Careem operates in.

46,000 customers used the feature with an impressive 5% click through rate. Backend analytics show that of those customers, 10% called centres from the feature while 17% tapped on the Take me here option to book a ride to a vaccination or testing site. The feature received a 4 or 5 star rating from 70% of Customers and 85% reported they intend to take a trip using the tool at a later point.

The tool includes detailed information from official government sources on the different vaccines being offered in the UAE, vaccine eligibility, and the timings and locations of all vaccination sites across the country. Customers can also call the vaccination centre closest to them through the app and book a safe and reliable ride with a Careem Captain.

In line with the UAE's ongoing vaccination campaign, Careem introduced the feature to simplify the process for its customers to visit the centres and booking details show an increase of 140% of rides to and from vaccination centres, compared to February.

Careem is planning to explore the possibility of adding a at home PCR test booking feature. Careem Customers across the UAE will find the Get vaccinated tool in their app home screen below the tiles for Careem's other rides, bikes, food, cleaning, and delivery services. Any user in the UAE who does not yet see the tool can simply download the newest version of Careem the Apple App Store or Google Play or directly from the Careem website.

CEOs redeveloping medium to long business strategy according to Gartner

More CEOs anticipate an economic boom, 60%, than stagnation, 40%, in 2021 and 2022, according to a recent survey of CEOs and senior executives by Gartner. Most respondents, 35%, anticipate returning to or exceeding 2019 revenue levels as early as this year.

Technology-related change was the second-highest priority for CEOs. When asked about their organisation's top five strategic business priorities for the next two years, respondents gave answers in their own words. CEOs' responses increasingly included the simple word digital, cited by one in five CEOs in this year's survey. Digital capabilities were also the only category in which CEOs intended to increase investment in 2021.

When it comes to specific technologies, CEOs see artificial intelligence, AI, as the most

industry-impactful technology. Over 30% of respondents said that quantum computing will be highly relevant to their long-range business plans but are still not quite sure how.

Blockchain, 5G, AI and quantum computing are at the forefront of an emerging economic race between the U.S. and China, with one-third of CEOs believing that evolving trade disputes between the two nations over these technologies are a significant concern for their businesses.

Within CEOs' third strategic business priority of corporate action, M&As were the most mentioned item, rising 75% year-over-year. This shows that CEOs and senior executives seeking advantage from a cyclical downturn are going shopping for structural inorganic growth.



MARK RASKINO, Distinguished Research Vice President at Gartner.

There was a significant reduction in mentions of sales revenue within the growth priority category and a significant increase in mentions of new markets across different industries and company sizes, suggesting that CEOs are finding it hard to obtain simple incremental sales revenue growth using the strategies that have served them well in the past.

Microsoft EIU study finds digital preparedness as key business to adapt

The Economist Intelligence Unit released the results of an in-depth study of how the relationship between technology, business and people evolved during the Covid-19 pandemic. The EIU heard from business leaders across eight distinct industries about the challenges and opportunities the disruption created for organisations and how digital initiatives shifted to confront a new reality.

Overwhelmingly, business leaders cited digital preparedness as key to their ability to adapt. The mass move to remote work also led to a heightened focus on employee engagement so much so that empowerment topics like skill-building, well-being and creating lasting benefits for society at large now lead the transformation agenda

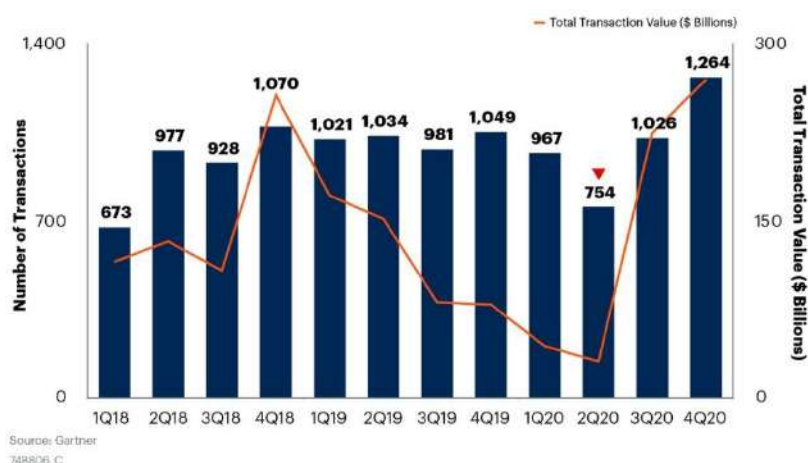
for many organisations.

Commissioned by Microsoft, the EIU research seeks to unlock insights from the past year and focus on the way forward. The study looked specifically at supply chains, remote work, predictive analytics, decision-making, and employee safety and well-being.

The study showed a renewed focus across industries toward engaging and connecting people to each other, to their work and to a shared sense of purpose. The percentage of all respondents citing employee engagement as a technology imperative shot up from 24% pre-pandemic to 36% in the Covid era, and was up by 10 or more percentage points in manufacturing, financial services, retail, and education. Prepared or not, organisations



across industries accelerated their transformation initiatives and began to rely more heavily on digital tools. Here cloud technology led the way, with 50% of organisations saying it played a critical role in their Covid-era operations. That was followed by technologies to enable remote work, 40%, artificial intelligence and machine learning, 33%, and the Internet of Things, 31%.



By 2022 mergers of technology providers will surpass highs of 2018 says Gartner

By 2022, the level of global mergers and acquisitions activity involving technology providers will surpass previous highs recorded in 2018, according to Gartner. Acquisitions of tech providers were briefly impacted in 2020 by the onset of the pandemic, but M&A activity quickly rebounded into 2021 as the economy began to recover.

Acquisition activity was most adversely impacted during the second quarter of 2020, but activity in the fourth quarter was higher than in the last two years. Acquisitions of communications providers led the rebound in the second half of 2020, followed by acquisitions of services and software companies.

Acquisitions of technology

providers are met with increasing interest among financial services companies, predominantly private equity firms.

Throughout 2020, financial acquisitions of software providers represented over half of all such acquisitions. Despite software already being the largest category, financial acquirers' increasing interest should drive higher activity in 2021.

The largest M&A activity gains in the second half of 2020 involved financial acquisition of communications providers, 93% growth, and acquisitions of services providers by financial acquirers were 30% higher in the fourth quarter of 2020, compared to the prior two years' average.

Consolidation of providers with high degrees of overlap increased by 65% and 40% in services and software markets, respectively, in the second half of 2020, compared to the average number of M&A transactions in 2018 and 2019, transactions of over \$1 Billion in value were excluded.

5G can change urban life in Middle East reports Arthur D Little

Cities face many challenges stemming from societal and technological changes, with population growth, urbanisation, infrastructure provision, cybercrime, and environmental pollution driving the increasing necessity for new digital use cases. Looking ahead, projects based on 5G, the next generation of mobile network technology, will help overcome these challenges and enhance economic development across industries.

Arthur D Little, ADL, the management consultancy firm with the longest-standing presence in the Middle East, expound this viewpoint in their latest report entitled *Is your city ready to go digital? How 5G use cases will unleash your city's full potential*. The report details how 5G is fundamentally changing the way by which cities can shape urban life for citizens and improve ecosystems

for corporations, providing strategic insights and a comprehensive explanation of why cities must pursue the technology.

ADL highlights that 5G implementation frameworks must address two main points. Firstly, cities must decide which 5G use cases are of strategic importance to them and whether they should be provided by the city itself. Secondly, cities must overcome 5G infrastructural challenges by building infrastructure or supporting telecom operators' efforts to carry out the same mandate.

Should these areas not be addressed, people and businesses may view relocation as the answer to declines in competitiveness and quality of life caused by insufficient technological infrastructure coverage in their city. However, new applications based on 5G can make valuable contributions



ANDREA FAGGIANO, Partner, Telecom, Information, Media & Electronics Practice Lead at Arthur D Little Middle East & India.

in tackling the challenges above, ultimately preventing residents and organisations from seeking opportunities elsewhere.

Cities defining well-grounded 5G strategies will significantly increase citizens' living standards, boost attractiveness for businesses, and drive industrial, public, and business-related use cases. In the UAE, Jebel Ali Free Zone is transforming through the development and implementation of smart applications, including drone monitoring and employee geo-location systems.

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ANYWHERE WORK HERE TO STAY

While the pandemic may have triggered the movement, anywhere work is here to stay, requiring continuous investment and longer term programmes.



LogMeIn commissioned Forrester Consulting to evaluate the current state and future of remote work. To explore this topic, Forrester conducted two online surveys with decision-makers at global organisations with between 10 and 2,500 employees: one survey with 582 remote-work decision-makers and one with 427 non-HR employees.

While there is still much work to be done in creating effective remote-work programmes, there is an incredible opportunity for organisations to create competitive differentiators with flexible work.

While many employees will return to their previous in-office work settings post-pandemic, a rapid movement toward flexible work has begun, and it is not going away after the pandemic. The survey found that 26% of the workforce plans to shift from pure in-office work to a

remote or hybrid work style within the next two years.

Nearly three-quarters of workers said that the pandemic made them want to work more remotely in the future, and 62% of employees said they are happier when working remotely.

There is a disconnect in trust between HR and employees. While 56% of employees said they are more productive when working remotely and 61% said they can get more done in an 8-hour workday, only 5% of remote-work decision-makers said they think remote workers are more productive, and 70% said in-office workers are more trustworthy. There is a significant gap in trust.

Anywhere work programmes are difficult; organisations should make sure they are strong in the key areas of remote work. Effective anywhere work programmes take real work and investment from organisations. They are not something that happens overnight. Organisations should focus on Forrester's four pillars of remote work: structure, culture, technology, and compliance.

Remote work is essential to business success.

Organisations that succeed in remote work see massive benefits to employees and the business. Workers at organisations with strong flexible work programmes are more productive and engaged, they produce better work, and they are more likely to stay at their company. More effective employees bring benefits to the bottom line.

Companies with mature remote-work programmes see improvements to their revenue, customer experience, and productivity along with a reduction in costs.

The pandemic sent many employees around the world into full-time remote work. Yet the trend toward remote work well-predates the pandemic, and it will remain long after. This presents major opportunities for companies to embrace the change and put in the effort to successfully manage the transition to remote work.

In surveying 582 remote-work decision-makers and 427 employees, the survey found various trends.

Remote and hybrid work are here to stay. The pandemic clearly created a sudden and massive shift to a remote workforce. While there will certainly be many workers who return to an in-office workstyle when the pandemic is over, there will also likely be permanent shifts in how people continue to work. In reality, the pandemic has simply accelerated a shift toward remote work that was already underway; the number of workers in the survey working mostly or exclusively in-office is shrinking from 88% of workers pre-pandemic to an anticipated 62% two years from now.

However, only 74% said they expect to be working in-office two years from now, even if the pandemic had not happened.

Flexible work can drive talent acquisition, diversity, and retention. The pandemic moved workers out of the office, and it is unlikely things will ever go back to the way they were before. Nearly three-quarters of surveyed employees said the pandemic made them want to work remotely

Employee survey

"To what extent do you agree with the following statements about remote work at your organization?"

■ Agree/Strongly agree

83% I'm more likely to stay at my company if it allows me to work flexibly in the future.

77% Flexibility of work is an important factor I consider when looking for a job.

75% My organization is effective at fostering collaboration between different types of workers.

69% I hope I get to travel less for work in the future because everyone is used to virtual work environments.

65% I will use remote working to move outside of a city.

60% I am more willing to accept less pay at a job where I can work when and where I want than I am willing to work at a similar job where there is no flexibility.

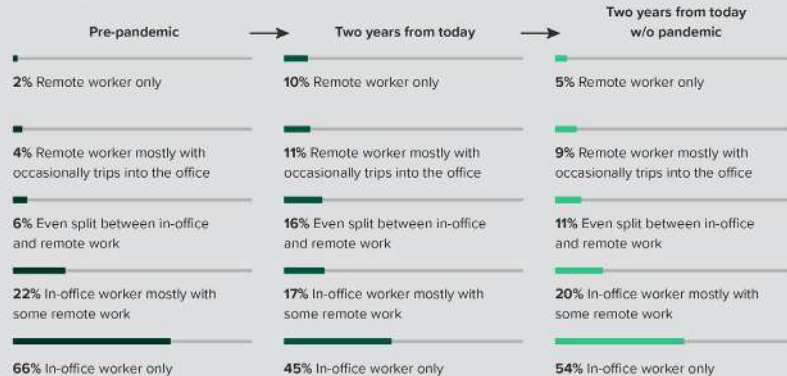
26% I work from multiple locations outside of the office, not just my home office.

14% I don't trust my company's leadership to make the right decisions regarding flexible work.

Base: 417 non-HR employees who have worked remotely at some point at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Employee survey

"How do you think you'll be working two years from today? How do you think you'd be working two years from today if not for the pandemic?"



Base: 427 non-HR employees at companies with between 10 and 2,500 employees
Note: Percentages may not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

more often in the future.

Less than half of the workers 48% said their ideal work arrangement would be mostly or exclusively in-office work. This is unsurprising, as 62% of employees said they are happier when working remotely.

If employers want to attract and retain the best and most diverse talent, it is key to offer flexible work programmes. 83% of employees said they are more likely to stay at their company if they are allowed to work flexibly in the future, and 77% said flexibility is an important factor they consider when looking for a job.

Antiquated perceptions cause a disconnect. Although employees are fairly clear regarding their interest in flexible work going forward, organisations still have some hesitancy. There is a perception that remote workers are less productive and less trustworthy.

While 56% of employees said they are more productive when working remotely and just 22% said they are more productive in-office, only 5% of

remote-work decision-makers said they believe remote workers are more productive than their in-office counterparts, and 70% said in-office workers are more trustworthy.

Organisations need to double down on an anywhere work strategy. Employees in our survey were fairly enthusiastic about how their organisations handled the move to remote work during the pandemic. 74% said they are satisfied with the transition, and 70% said they are satisfied with their organisation's handling of remote work overall.

Those who had never actually worked remotely before the pandemic are considerably more optimistic about their organisation's ability to facilitate things like a home-technology environment or collaboration between remote workers. This indicates that this enthusiasm may have a shelf life as employees settle in to more permanent flexible-work arrangements.

While many employees may allow for a bit of a grace period to adjust to a new way of working, it's important to recognise that decision-makers should start preparing for a less forgiving remote workforce in the future, and they should immediately create policies that will set up their organisations for success in the new normal.

ROLE OF CULTURE

Even with all of the correct tools in place, remote work cannot succeed without the right organisational culture. The way that companies think about flexible work initiatives and how employees work remotely is foundational to success. Forrester found the following trends.

There are issues around trust. There is a significant disconnect in trust between employees and employers when it comes to remote work, especially when it comes to productivity when working remotely. Organisations need to break through this outdated way of thinking and instead inject a foundation of trust.

To start, organisations should focus on working with managers to effectively cope with the mix of in-house and remote workers, overcome the stigma about remote workers, hire the right people, and offer specialised training about managing remote workers.

Organisations that prioritise

Employee survey

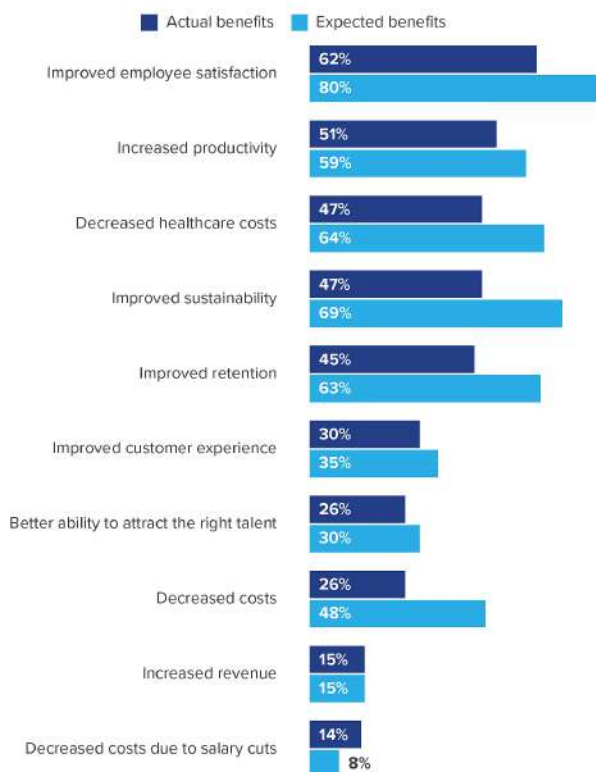
"To what extent has your organization's remote/flexible work policies impacted the following?"
(Showing "Moderate positive impact" and "Significant positive impact")



Base: 417 non-HR employees who have worked remotely at some point at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

Decision-maker survey

"To what extent has your organization experienced the following benefits from your remote/flexible work strategy?"



Base: 303 HR remote-work decision-makers at companies with between 10 and 2,500 employees
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, December 2020

employee engagement and happiness over cost set the foundation for a good culture. Surveyed remote-work decision-makers said their top priority for flexible work during the next year is reducing costs. But many decision-makers still think of flexible work as a cost-cutting measure in response to a shaky economic climate.

Businesses use remote work to justify real-estate cuts, to lower salaries for employees who are moving to less expensive parts of the country, or to hire

new employees from areas with lower salary requirements.

However, this is an extremely shortsighted decision. Thinking of remote work as just a cost-cutting measure is ignoring the significant competitive differentiator that organisations can derive from having effective flexible-work plans. Additionally, employees notice cost-cutting.

Those with high remote-work satisfaction are considerably less likely to think their employers prioritise reducing costs when defining flexible-work policies, and they are far more likely to think their employers prioritise employee happiness.

ROLE OF TECHNOLOGY

As is the case with many parts of the business, flexible work can only be as successful as the technology supporting it allows. When analysing technology challenges around remote work, Forrester found the following trends.

Technology is key in driving anywhere work satisfaction. When it comes to flexible work, technology is as important as anything to drive employee satisfaction. High-satisfaction employees are far more likely to be at organisations that are doing the right things when it comes to technology.

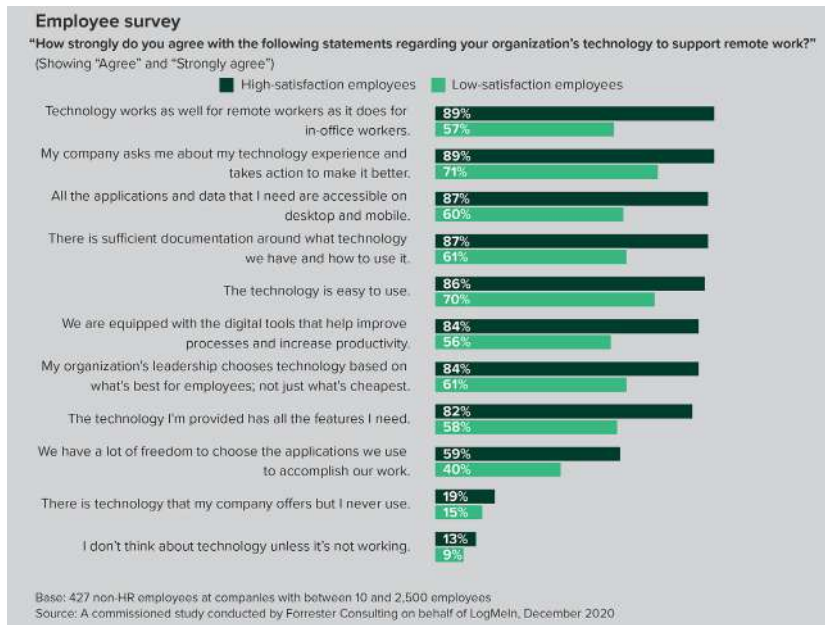
This includes asking employees about their technology experiences and taking actions to make them better, providing sufficient documentation, and providing tech that is easy to use and works as well for remote workers as it does for in-office workers.

However, many organisations are falling short of these goals. When asked about their current technology suites, only 49% of respondents said their organisation is currently seeing key benefits.

However, when asked what key benefits they would expect to see from a strong and flexible work-technology suite, 80% of IT remote-work decision-makers said they expect a significant or transformational improvement in employee satisfaction.

Communication and collaboration tools are particularly important to driving employee satisfaction. Satisfaction with team messaging and voice over internet protocol VoIP are the most highly correlated with remote-work satisfaction. However, this is an area that is very much in need of improvement.

The vast majority of surveyed employees rated their ability to communicate and collaborate with colleagues, partners, and customers to be higher when working in-office than when working remotely. Issues around communication can lead to challenges with building relationships and strong bonds between



remote and in-office workers. Three quarters of surveyed decision-makers agree with this.

Organisations rushed to purchase technologies, but they need to consider the long-term consequences. Many technology issues that organisations are seeing today may stem from the way the organisations purchased them. Overall, decision-makers said 51% of the remote-work tools their organisations use today were purchased in response to the pandemic. The organisations faced a sudden and unprecedented number of remote workers to support, and decision-makers needed to adapt extremely quickly.

However, many of these technology decisions may not have been the best long-term choices, and they may cause problems down the road. In addition to the motivation for technology decision-making, the way these decisions are split between HR and IT is often flawed.

82% of surveyed decision-makers said the ideal way to make purchase decisions is with fairly even input from IT and HR. However, only 51% said their organisation actually makes decisions that way today.

KEY RECOMMENDATIONS

The world will never go back to the way it was, and remote work is here to stay. Get ahead of the curve and embrace anywhere work to

differentiate your company from the competition. It will lead to higher levels of employee productivity, satisfaction, and engagement, and that will deliver higher retention, better CX, and more revenue.

But you cannot reap the benefits of anywhere work with a so-so commitment to it. You must invest in it head-on to ensure that employees can be successful each and every day at work.

Having a holistic technology experience is paramount. Even the best employee put in a remote-work situation will fail if they do not have the right technology to help them accomplish their work. But they need more than just Internet and laptops to be successful. Their technology experience must be just as good as it would be in an office — if not better.

That means organisations need to invest more in the anywhere-work experience by providing additional cloud-based tools. Firms that invest in these tools are more likely to drive employee engagement and to capitalise on the anywhere-work opportunity.

Forrester's survey data revealed that IT decision-makers find it more difficult to support remote workers, but that is because they often do not have the right technology in place to ensure employees have a great experience.

Consider investing in extra tools

such as remote PC access, cloud-based device management, self-service chatbots, and password managers to help IT decision-makers troubleshoot issues and automate the most mundane tasks that prevent them from focusing on improving the employee experience.

Ensure managers have what they need to manage effectively. Anywhere work requires a change to how leaders manage their direct reports. In a world where employees work unseen, the traditional top-down directive style of management no longer suffices. Instead, leaders must act as servant leaders and coaches, aiding to unblock barriers to employee productivity.

Having C-level executives work in a hybrid work configuration can help sell the idea of anywhere working and build confidence in middle management to develop skills to manage a remote workforce.

Rethink your office space. 37% of respondents said they are actively reducing office space as a result of a more permanent shift to remote work. The way we utilise the office is going to change in the future. Instead of having dedicated desks, organisations will move to hot-desking scenarios with a rotating workforce that works partially in the office and partially at home.

The office will increasingly be used for team-building and collaboration experiences. As you downsize office space, envision the most optimal way to use rooms to facilitate collaboration, learning, and design activities.

Embrace a Zero Trust strategy to secure your anywhere workforce. Fundamentally, Zero Trust is about protecting data wherever it resides and never trusting a network to provide adequate security. While most organisations are far away from using a true Zero Trust model, it is essential for companies that want to ensure maximum flexibility to work from anywhere. ■

Excerpted from Build an Anywhere Work Strategy to Drive Business Success by Forrester Consulting, commissioned by LogMeIn, March 2021.

GCF **Reboot**

UNITE CO-MEET

THEME OF UNITE **BOTS**

BODY



OPPORTUNITIES
AND OBSTACLES



TEAM
BUILDING



SOUL



MONTHLY ALL-ROUND WELLNESS AND COMMUNITY
BUILDING INITIATIVE FOR THE CIOS.

STATE-OF-THE-ART LOCATIONS | ULTRA-MODERN ACTIVITIES |
HANDS-ON EXPERIENCES | LIFE-CHANGING TAKEAWAYS

FITNESS

WELLNESS

NUTRITION

ENGAGE

HOW AWS IS TRANSFORMING THE SOFTWARE MARKETPLACE

AWS has applied learnings from Amazon.com to build its AWS Marketplace for B2B software that has a weave of cross selling and benefits between buyers and sellers.



MARTA WHITEAKER,
Managing Director AWS
Marketplace EMEA.

The AWS Marketplace was launched in 2012 with the vision to provide a curated catalogue of B2B software.

The AWS Marketplace was launched in 2012 with the vision to provide a curated catalogue of B2B software, specifically for customers migrating to AWS. “We had a vision of creating this marketplace, much like, you can think of Amazon.com, where software providers, what we call independent software providers ISVs, could come and sell their software to AWS customers,” explains Marta Whiteaker, Managing Director AWS Marketplace EMEA.

Similar to Amazon.com, the objective of the AWS Marketplace was to easily locate and buy software on a pay as you go model, as well as rapidly deploy it on the platform itself, for AWS customers.

When AWS Marketplace was launched the pricing was pretty revolutionary at that time, points out Marta. “That is how we got started, bringing in ISVs from everything, from security, to network, to storage, to list their product, and we had AWS customers then going to the marketplace.”

Another initiative that drove AWS Marketplace in the initial stages was to listen to what AWS customers were saying and working backwards from there.

“What we heard our customers tell us, from the beginning, but as we started getting more and more usage and adoption of the platform, we would really like to keep buying software from people that we have always bought software from. And those are the trusted partners,” says Marta.

AWS MARKETPLACE COMMUNITY

With that feedback, over a couple

of years, AWS developed the functionality to better support all types of channel partners including managed service providers, resellers and so on. The AWS Marketplace has now positioned itself not just for ISVs to resell their licenses, but for software application channel partners as well.

“With a lot of the functionality that we have launched over the last couple of years, it has really been toward not just making it easier for ISVs to sell, but also making it better for channel partners to be able to resell their software,” says Marta.

Another benefit of the AWS Marketplace is the turnaround time for customers to deploy a proof of concept. Instead of it taking weeks or months to get a proof of concept going, AWS customers found they could do it with a click of a button. “It is still a big deal, in but 2012 it was pretty revolutionary,” feels Marta.

AWS customers set up their workloads on AWS and use the available services to support their operations. “And that was our vision, to make it easy for those customers to not only get what they need from what we call our native AWS services, but be able to pull in third-party solutions at the same time,” she adds.

Today, the AWS Marketplace has over 1,600 different ISVs listed globally in its marketplace and 8,000+ listings of different kinds of software and data, and 50+ different categories. There are 300,000+ active customers as well.

AWS Marketplace is also adding software for vertical market categories like healthcare and

Another initiative that drove AWS Marketplace in the initial stages was to listen to what AWS customers were saying and working backwards from there.

financial services. Many of the sellers offer free trials and once the buyer has decided to deploy them, they can transact through the Marketplace.

AWS also encourages software vendors of all types to list in the AWS Marketplace when they have a product that is running in AWS.

DUAL ROLE OF AWS MARKETPLACE

An AWS customer is any business whether startup or enterprise, that is operating from the AWS platform. These customers are migrating selective applications that support parts of the business over to the AWS platform.

The dynamics of the AWS Marketplace is driven by the buyers who are AWS customers and the sellers who are ISVs and channel partners. AWS customers continue to use the core AWS functionalities, like tools and dashboards to support their cloud instance. And when they want to boost efficiency, they access the AWS Marketplace as required.

The AWS Marketplace plays a dual role for AWS. For one it is a platform for customers of AWS to offer their services, to other AWS customers. Typically, technology vendors, ISVs, MSPs, resellers, hosting on AWS for their cloud business would also offer

their SaaS and other solutions in the AWS Marketplace.

AWS also has a wide partner ecosystem that sells AWS services and the AWS Marketplace becomes a part of their services.

“We have the AWS partner ecosystem with hundreds of thousands of partners and for those that are technology partners, we make the marketplace available to them if they also want to list. We can call it one of the AWS services, but you can almost think of it as a programme for our partners as well,” elaborates Marta.

The early adopters of the AWS Marketplace were the IT infrastructure software vendors including those from storage and cyber security. These included Trend Micro, Palo Alto Networks, Check Point, Sophos and others.

“To be transparent here, that was really how we got started at the time. We have evolved over the years, and we are expanding into business applications and moving up the stack,” summarises Marta. ■

AWS also encourages software vendors to list in the AWS Marketplace when they have a product that is running in AWS.

LOCALISATION OF AWS MARKETPLACE

In middle of 2020, Amazon Web Services announced that independent software vendors, data providers, and consulting partners based in Bahrain and UAE can transact in AWS Marketplace and AWS Data Exchange. This expansion also means that AWS's global customers can purchase directly from Bahrain-based software and data providers through AWS Marketplace and AWS Data Exchange, selecting from over 7,000 software listings and data products from more than 1,500 sellers.

Customers can also procure software through local consulting partners with Consulting Partner Private Offers in AWS Marketplace, which enables ISVs to authorise Consulting Partners to receive wholesale pricing on their software, further helping them to lower the cost of their technology by using AWS.

AWS Marketplace provides a new sales channel for ISVs and Consulting Partners to sell their solutions to AWS customers around the world and makes it easy for AWS customers to find, buy, deploy and manage software solutions, including SaaS, in a matter of minutes. AWS Data Exchange simplifies the process of finding, subscribing to, and using third-party data products in the cloud, and offers more than 1,500 data products from over 100 qualified data providers.

COMBINATION OF TECHNOLOGY AND DATA ARE BUSINESS ENABLERS

Accountancy and finance professionals need to embrace technology and data and use it to be able to forecast performance and compliance.



FAZEELA GOPALANI,
Head of the Association of
Chartered Certified Accountants,
Middle East.

KEY TAKEAWAYS

- Technology and data in combination are key to organisations understanding performance and compliance.
- Having data that is accurate and spans the breadth of strategic goals and operations of the organisation is essential.
- Accountancy and finance professionals need to embrace data and use it to understand the past.
- Business models that fail to integrate risks and opportunities and financial and ethical considerations will lose out.
- Finance teams have a key role to play in driving integration across organisations.

While the pandemic has accelerated digital transformation activities, it has also brought to the fore the need to meaningfully push forward on integration of social and environmental risks and opportunities into the core of business models. And to do so fast.

In a post-pandemic world, business models that fail to authentically integrate the risks and opportunities related to how organisations deal with social and environmental issues, and their financial and ethical considerations, will lose out to those that do. Finance teams have a key role to play in driving this integration across organisations.

Association of Chartered Certified Accountants produced two insights papers that touched on this subject, the Covid-19 global survey and the Road to recovery report.

Amongst the findings:

- 80% of business leaders predicted a significant downturn in expected revenues and profit year on year
- Over one third of organisations had at the time of the report experienced cashflow problems
- Almost half of the businesses had not

undertaken a reforecast impacting ability to plan

- Almost one third of organisations had no business continuity plan in place, 40% of smaller organisations agreed with this

We are never too far from the implications of the digital transformation on working and private lives. Very few things that we do fail to leave some kind of digital footprint. Whether we like it or not, as accounting and finance professionals, digital is changing the world. The skills that we need to be successful are at the heart of modern business.

Two recently launched Association of Chartered Certified Accountants Professional Insight papers: Digital leadership and Leading finance digital transformation, were developed jointly with Alibaba Cloud. They were developed from the CFO and finance leadership perspective and the digital accountant.

Amongst the findings:

- 70% of organisations either have a digital strategy in place or are working on one
- 60% of companies that have undergone digital transformation have created new business models
- Companies that gross over \$1B a year earn an additional \$700M over three years from that investment

The above gives an indication of how technology is seen as an enabler for business to move forward. Technology and data in combination are key to organisations understanding performance and compliance. Having data that is accurate and spans the breadth of the strategic goals and operations of the organisation is essential. Accountancy and finance professionals need to embrace data and use it to be able to forecast performance and compliance as well as to understand the past.

Privileged Access Management (PAM) environment is complex. A robust PAM solution must have the capability to fit in with every piece of IT use-case puzzle.

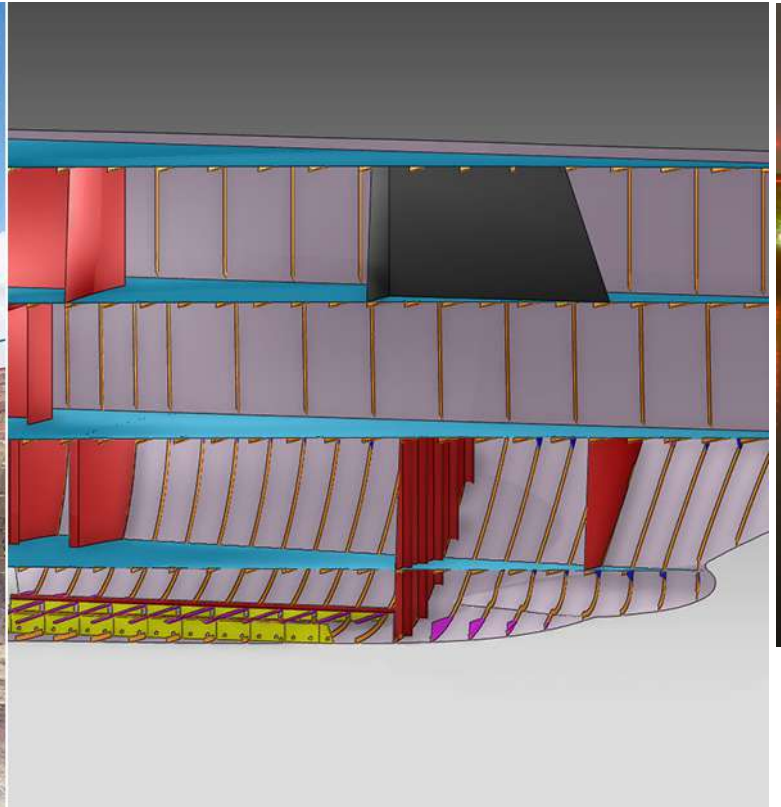
Technology Integration



Support for Use-Cases



ARCON | PAM, the best-fit architecture seamlessly supports IT use-cases and integrates with various technology platforms to solve the IT use-case jigsaw puzzle.



REBUILDING A HISTORICAL SHIP THROUGH ITS DIGITAL TWIN

Advanced ship building software has enabled the original vessel structure to be 3D-modelled into a digital twin, explains Hervé Lours at AVEVA.

In today's rapidly advancing times, the marine sector has remained one of the world's most critical and resilient industries. While over two centuries have passed since the launch of the first commercial steamboat, over 90% of global goods and trade are still seaborne today.

The marine industry has retained its position as a vital economic driver, as well as being an essential contributor to national defence forces and the tourism industry.

As the world becomes hyper-networked, the shipping industry is becoming radically modernised. The sector faces twenty-first century challenges of business agility, squeezed margins, sustainability and managing uptime and maintenance – as well as supply chain disruption amid the pandemic.

This is where innovative and advanced ship building technology represents a game changer for the industry.

Today it's possible for ship makers and marine companies to powerfully optimise the end-to-end journey from vessel development to seaborne operations by leveraging technology, such as cloud, sensors, AI, and data analytics.

The latest solutions enable the marine sector to more effectively execute projects, providing industry-tuned features to connect the business-critical processes of engineering, design, materials, planning and construction.

What's more, such technology can turn data into insights for downtime analysis, monitor schedules and digitise maintenance procedures –



HERVÉ LOURS,
Vice President Marine, AVEVA

This ensures digital and physical representations are aligned for optimum decision making.



Design teams around the world, can achieve 3D coordination early in the design phase.

all while connecting the workforce in unprecedented ways.

A very colourful example of the power of marine technology can be seen in the recent reconditioning of the glorious TS Queen Mary. The iconic steamship transported more than 13,000 passengers in her native Scotland in the years after she was built in 1933.

But in the coming months, the long-retired vessel will roar back to life as a heritage destination and educational maritime experience for schoolchildren and tourists, having been rescued by a diverse ensemble that includes the Princess Royal and industrial software firm AVEVA.

The TS Queen Mary finally returned to Princes' Dock in Glasgow in 2016 after 40 years away for a new role befitting of her regal status – to reconnect visitors with one of the most pivotal periods in British history. Today the much-loved vessel, as a member of the Core 40 fleet of the UK's National Historic Ship register, is in the midst of a very high tech £3.5 million facelift.

AVEVA is supplying the steamship

with its purpose-built solution for shipbuilding, which offers integrated 1D, 2D and 3D engineering and design tools. The pro bono contribution will support the Friends of TS Queen Mary charity and naval architects Brookes Bell in reconditioning the steamer.

As a shining example of the UK's history of innovation, the vessel is ripe for being restored with the aid of state-of-the-art software. Friends of TS Queen Mary and Brookes Bell chose AVEVA's shipbuilding solution to capture the complex shapes of her design to help with the preservation process.

AVEVA's advanced shipbuilding software has enabled the original vessel structure to be 3D-modelled accurately into a digital twin, which seamlessly links the constantly updated model to construction and production drawings, so shipyard production information for replacement parts can be efficiently produced.

As a 90-year-old vessel, the ship's deteriorated riveted structure must be replaced with the modern welded equivalent and sympathetically integrated into the original structure's remains. The exterior planked wooden decks are no longer weather-tight, and the structure needs to be reverse engineered to allow steel renewal.

The use of a digital twin allows the

ship's design and construction engineers to quickly identify design changes, work with design teams around the world, achieve 3D coordination early in the design phase, and revise drawings that have been mapped directly to the 3D model.

Also being used on the TS Queen Mary is AVEVA's cloud-enabled 3D data capture solution for registering, processing and visualising point cloud, 3D model data on brownfield, greenfield and maintenance projects. This ensures the digital and physical representations are aligned for optimum decision making, reduced project rework and improved asset safety.

The tale of the TS Queen Mary is a charming example of how technology can drive design improvements when restoring history for the benefit of future generations. It also highlights multiple future use cases. Digital twin technology is set to transform the marine industry through the enablement of seamless maintenance, repair and operations activities.

The 3D representation platform is primed for becoming an integral add-on when handing over new ships in the coming years. What's more, digital twin technology could also generate fresh MRO revenue streams for shipyards that are increasingly facing tighter margins.

When the newly restored TS Queen Mary is finally unveiled, she will not only revive a slice of nautical history, she will also offer a live insight into how technology is transforming the future of the marine industry through disruptive innovation. ■

DIGITAL TRANSFORMATION IS NOT EXCLUSIVE DOMAIN OF IT

Digital transformation is not a shopping list of technologies but emerges from a journey designed to overcome challenges says Mark Ackerman at ServiceNow.



MARK ACKERMAN,
Area Vice President, Middle East
and Africa, ServiceNow.

Technologies emerge from a journey designed to overcome challenges or realise ambitions for a business

There is nothing like a global tragedy to inspire action. The Covid-19 pandemic has been an extraordinary accelerant for digitisation. According to data from AppDynamics' May 2020 the Agents of Transformation Report, 78% of technologists across the United Arab Emirates reported that digital transformation projects in their organisations had been implemented within weeks rather than the months or years it would have taken prior to the pandemic.

Now, as we emerge from the Covid tunnel, the regional mood seems buoyant. A McKinsey study showed a greater level of confidence regarding post-Covid economic recovery among people in the Middle East and Africa region than in other parts of the world. Countries like Saudi Arabia, the UAE and Nigeria were far more certain that within a matter of months their economies would start growing at pre-Covid rates. People in the US and Europe had more dismal outlooks.

Digital transformation still has more to offer. And as we enter the next phase of innovation, we should take a breath and ask, are we doing it correctly? Digital workflows are part of most enterprises now; they underpin most business models. So, it can be alarming when senior management teams talk of technology as a fix-all without regard to customer and employee experiences.

They might mistakenly think of digital transformation as a technology in and of itself, or they might be taking a more is better approach to digital programs without considering business needs. They may even be making the terrible mistake of assuming that digital transformation is the exclusive domain of IT staff.

Such oversimplifications have led to disaster for some companies, so let's take a look at the scope and nature of digital transformation. First, businesses should take a long, hard look at what they do. Because, whether you plan to do something different or improve on what you currently do, you need a coherent roadmap that takes you from one operational model to another.

Digital transformation is not a shopping list of technologies. The technologies emerge from a journey designed to overcome challenges or realise ambitions for a business. A true digital enterprise is not run by software and hardware. It is agile, human-centric, and creative.

Its employees are more efficient and engaged. Its customers feel understood and never face the frustration of non-functioning or slow-running digital platforms. In such a business, technology is a means to an end. A servant, rather than a master. Such businesses are the future.

One practice that has captured the imagination of digital innovators is

A true digital enterprise is not run by software and hardware, it is agile, human-centric, and creative.

KEY TAKEAWAYS

- Digital workflows are part of most enterprises now and underpin most business models.
- They might mistakenly think of digital transformation as a technology in and of itself.
- They may even be making the terrible mistake of assuming digital transformation is the exclusive domain of IT staff.
- Businesses should take a long, hard look at what they do.
- Whether you plan to do something different or improve you need a coherent roadmap.

low-code development. In essence, this approach puts all the technology building blocks of the day into the hands of non-coders. The power of low code cannot be underestimated.

Employees who understand their own problems better than any requirements analyst or software engineer ever could can use low-code tools to drag and drop their way to powerful solutions.

From simple databases to automated digital workflows that supercharge the employee or customer experience, low-code development has become an indispensable element of successful digitisation programs. This is

It can be alarming when management teams talk of technology as a fix-all without regard to customer and employee experiences.

because it allows every employee to contribute and frees up IT staff to concentrate on the more complex solutions that cannot avoid the use of code.

Process optimisation will also play a huge role in the success of the transformation journey. It makes no sense to define new workflows without a means to assess their impact positive or negative on the business. Constant feedback and monitoring are vital to grease the wheels of innovation.

Data management also requires a firm hand and a clear eye. For one, given the sheer volume of generation and storage, smart searching becomes an integral part of many a digitisation project. AI powered search, for example, allows flexible searching, by phrases, words, and familiar terms.

Quick access via conversational interaction, through browsers, mobile apps, chatbots, and others, allows the employee or customer to personalize their own experience in real time.

And of course, employees must be connected to the resources they need to help them become innovators. Information resources that are conveniently curated into a single portal will help employees learn and improve outside of any training that has been provided. Requests for further assistance, along with updates to their status, should be generated and viewable from the same portal.

Digital transformation needs to think of the operations and process outcomes of the optimisation journey. Assessment of success should look at business outcomes as a whole, not obsess over the ROI of a specific piece of hardware or software. Move thoughtfully, not radically, and your organisation will find its way to prosperity. ■

CAN UTILITIES SURVIVE TRANSFORMATION?

The answer may come through insights on usage bundled in monthly bills, requiring investments in omnichannel communication, says Michael Ouissi at IFS.



MICHAEL OUISSI,
Chief Customer Officer,
IFS

Utilities can tap into innovation to provide digital services and electric vehicle charge point installation or wireless charging.

Utilities companies should be used to the occasional existential threat. Today, electric utilities are facing an Amazon moment with the arrival of a vast array of digital newcomers and increased complexity, from blockchain-enabled electricity trading platforms to smart neighborhoods. Across the board, utilities are facing de-commoditisation that requires them to fight for relevance to the customer.

It is kind of scary for those of us representing the incumbent player, Tronder Energie Chief Digital Officer, Svein Erik Jorgensen said in a recent event on the energy and utilities industry. Behind-the-meter technology for local production and storage of energy optimisation is really advancing at a rapid pace while the prices for these local authorities are steadily declining.

Power companies need to maintain reliable service even as distributed generation obscures supply and demand dynamics that drive their capital investments. According to the Solar Energy Industry Association, 4% of households in the US get electricity from rooftop solar panels with a projected 13% by the end of the decade.

This means power utilities must figure out just and transparent ways to communicate to rate payers about what they generate and sell back, what external power they

Power companies need to maintain reliable service even as distributed generation obscures supply.

consume during times of high demand and what they pay for that peak-hour consumption. Other consumers may want to purchase green energy or shift consumption to times when it can be more easily met by renewables.

How should electric companies respond? Part of the answer may come through deep insights on usage bundled in with the monthly bill, either in the mail or online. This requires heavy investments in omnichannel communication, however.

Utilities providers can also tap into innovation to provide digital services and new physical service lines such as electric vehicle charge point installation or wireless charging. To do this profitably, they must bone up their enterprise project management and field service capabilities.

As things stand, utilities still own the customer relationship. And they have the financial muscle—sometimes backed by the ability to rate base investments—to invest in new technology platforms and recruit skilled IT professionals. What kinds of technology platforms should be considered? This will depend on the specific requirements of the organisation and what it already has in place. But some pointers might include:

Prioritising data collection and technician service portals. Data on

KEY TAKEAWAYS

- As things stand, utilities still own the customer relationship.
- Due to complexity of business models, utilities have found velocity of change means you cannot innovate with a homegrown system.
- You need to standardise on a single digital backbone from customer engagement to asset management to field service.

what customers and rate payers consume can be used to create net new value by capturing data from the internet of things and making it visible to end users in usable formats. And this data should be available to field service techs and the call center so they can use it to deliver successful moments of service.

Making sure your enterprise software makes the most of your human resources. With more shifts towards clean power and the possibility of a skills shortage in the industry, managing talent is more vital than ever.

Improving project and asset management. Utilities will always be dependent on long-lived, expensive assets, but consumption patterns are changing multiple times over the lifecycle of each asset, which means more lifecycle extensions and refits that must be managed profitably and with minimal disruption to service.

Creating an airtight customer experience. All utilities will need to get serious about omnichannel communication that unites communications across text, email, phone and in-person settings into a single version of the truth while harnessing artificial intelligence to get more out of contact center employees.

The new enterprise software platforms adopted by utilities—most likely in the cloud, although with the option for on premise deployment if rate-basing requirements demand it—should

pave the way for a new utility model.

In this model, utilities companies will no longer just provide basic services such as power or water. Instead, they will be able to offer a range of service packages, potentially spanning areas as diverse as carbon trading and urban mobility services.

Due to the growing complexity of their business models, utilities have found that the velocity of change now means you cannot really afford to innovate with a homegrown system. You need to standardise on a single digital backbone from customer engagement to asset management to field service.

Omnichannel communication systems that share data with operational technologies, and the enterprise project management and asset management systems used on the capital equipment that delivers value will enable a utility to leverage highly granular knowledge of customer habits and needs. They will also provide transparency about usage, impending stoppages and pending new capabilities.

This vision may seem far-fetched, but just look at where telecommunications companies are now compared to a couple of decades ago: who would have predicted that they might become content providers and online retailers?

Even as telecom providers face continuing disruption, electric utilities are at the point of jumping to a new phase of evolution, where only the fittest will survive. ■

Utilities must bone up their enterprise project management and field service capabilities.

CONNECTING WITH THE INNER-SELF TO TRANSFORM YOURSELF

Today's environment continues to drive human stress to enormous levels, while returning to the tranquility of inner self is a way forward says Ektaa Sibal.



EKTAA SIBAL is India's number one Inner-Self Transformation Specialist, International Meditation Expert, Global Executive Leadership Coach and a Gifted Energy Healer with inborn intuitive abilities.

KEY TAKEAWAYS

- When you are disconnected from yourself, some signs to look out for are constant self-doubt.
- By connecting to your inner-self, you will tune in to your own needs and fulfill it.
- Connecting to your inner-self will empower you to face any struggling or challenging situation.

You are feeling exhausted even if you have rested enough.

You are feeling disengaged with your future vision or you are feeling confused with your present state.

You are not feeling motivated or excited about what you're doing or experiencing in your life.

Does this sound familiar?

Among many other things that this pandemic has taught, connecting to your inner-self is really a one stop solution to all the disconnected, confused and distressed feelings that we all are experiencing as we fight the pandemic.

When you are disconnected from yourself, some signs to look out for are- constant self-doubt, procrastinating important tasks, an unforgiving or unkind self-talk, negative self-image, a pattern of dysfunctional relationships, low self-confidence, excessive overthinking, constant anxiety, unhealthy lifestyle, and emotional instability.

At times, we have to go through a painful challenge to look within and align ourselves to look for the solution. With some attention and focus, we can transform and reframe our way of thinking from challenges and setbacks to acceptance and striving to thrive in every situation.

The choice is, and has always been ours to make.

So, what does connecting to your inner-self mean?

Connecting to your inner-self is all about becoming aware,

accepting yourself and being hopeful. It is a state of being where you feel empowered, strong and compassionate towards yourself. When you connect to your inner-self you release all those thoughts, emotions and feelings that distract you. With inner-self connection, you become aware of what is truly right and wrong for you as an individual.

It is important to know that when we are confronted with difficult times, we get a choice – either to accept the hurt from it or to accept the learning and strength from it. When I say strength, it simply means accepting the situation and it does not mean that one should numb, or escape from their feelings of hurt.

Strength lies in acknowledging the loss, grief, discomfort and hurt and then moving ahead from it. Sometimes when we do not grieve for our loss, we keep it all inside and it has a deeper impact on our emotional and mental wellbeing.

And this is when connecting to your inner-self plays an important role in helping you get through any difficult situation of your life. It is this connection that brings out your confidence and self-esteem; which points you to the correct direction meant for your life.

Why do you need to connect to your Inner-self?

We all know that when we become aware, we become empowered. This awareness that we achieve through inner-self connection has many benefits-



It is this connection that brings out your confidence and self-esteem; which points you to the correct direction meant for your life.



Connecting to your inner-self is all about becoming aware, accepting yourself and being hopeful.

#1 ACHIEVE ONE'S OWN CAPABILITIES

In order to reach our highest potential, we need to be aware of our own potential. When we connect with ourselves, we get to know ourselves better and become aware of who we are and what we are capable of.

#2 TO KNOW OURSELVES AND OTHERS BETTER

When we spend time with ourselves, we not only understand ourselves but also others. We recognise the causes of other people's behaviors for different

situations. When we learn more about others, we become more accepting towards the situation. By understanding the situation and the causes, we can improve the quality of our relationships and develop effective professional relationships and loving personal relationships.

#3 BECOME OPEN TO CHANGE

Once we become aware of our counter-productive behaviors, we become open to change those because they are increasing the gap between us and our goal. Being flexible is very important in order to achieve something.

#4 TO BECOME RESILIENT TOWARDS ANY UNCERTAINTIES

While we are learning from our past, we are decreasing the probability of making the same mistakes twice. Also planning prepares us for anything which might go wrong and we will be ready with a strategy to deal with it. ■

HOW TO CONNECT WITH YOUR INNER-SELF

As a Global Executive Leadership Development Expert here's a brief insight of my Framework on how to connect to your inner-self and harness its power...

By connecting to your inner-self, you will tune in to your own needs and fulfill it and that will empower you to face any struggling or challenging situation.

Here is a quick four step guide for you to follow that will help you in establish a deep connection with your Inner-self.

#1 Meditate to gaze within

This is where you spend time to sit with yourself. For many, this is the most difficult thing to do as when we gaze within ourselves, we may come in contact with all those feelings and emotions that hurt us. The solution lies in not validating those thoughts and emotions, but releasing it from your mind, body and spirit through meditation. As you gaze within yourself through meditation, accept yourself fully – your strengths and weaknesses and see yourself with kindness and compassion.

#2 Read your body signals

To connect within, while we give value to our emotions and feelings, our body plays an important role in making that connection effortless. Knowing about how your body's energy flows through certain activities that involves moving your body will give you a better understanding of your body's needs.

It is equally important to understand that this connection with your inner-self should not be forced upon your mind or your body. When you try to connect with your inner-self, it should make you feel free and unrestrained.

#3 Digital detox

As a practice, allocate at least 30 mins in a day and give yourself a complete digital detox by keeping your phones away, switching off TV and not even discussing about the current affairs of your country or the world – rather do something that you enjoy like listening to music, or playing with your pet if you have one, or doing a bit of gardening or even dancing or exercising.

As you disconnect yourself from the external distractions even if it's for some time, you will notice feeling more energised and rejuvenated. All these activities help in increasing the happy hormones and lowering the stress hormones, which helps in establishing a deeper connect within.

#4 Journaling

When we have too many thoughts running in our mind, it can sometimes get overwhelming to manage our mind. Journaling is an extremely effective habit to restore you with strength and make you look at the same situation from the space of strength. Spend just a few minutes in the morning or evening by free-writing thoughts with an intent to let it all go.

Do not try to analyse or judge the thoughts, it should be a free expression of your thoughts that you should write. Let this be a complete intimate exercise that you do for yourself to release any feelings or emotions by writing it down.

A deep inner-self connection is sometimes all we need to keep us sound and healthy in this evolving world.

A tandem skydiver is shown in mid-air, having just jumped from a white aircraft. The skydiver is wearing a black jumpsuit with a logo, a pink shirt, and white sneakers. The aircraft is white with "SKYDIVE" written on its side in black letters. The background is a clear blue sky with a few wispy clouds near the horizon.

SKYDIVING INTO THE OCEAN BELOW

Skydiving has been introduced in the Maldives and can now be experienced by guests at Niyama Private Islands. The experience begins with a seven-minute speedboat ride to Dhaalu Airport, followed by a short briefing, before boarding the plane for a 20-minute ascent to 12,000 feet. The jump involves a one-minute freefall at the extreme speed of 200kmh before the parachute opens for a five-minute flight down to the white sand beaches. The tandem sky-dive costs \$639 per person.

Niyama Private Islands offers 134 villas, suites and pavilions.

Images, courtesy Niyama Private Islands.



Images, courtesy Niyama Private Islands.

BORN DIGITAL IS THE C-SUITE OF FUTURE

Today's young employees are the engines of the knowledge economy and tomorrow's business leaders. According to latest research from Citrix, they are primed to deliver an extra \$1.9 trillion globally and \$51 billion in the UAE in corporate profits. But they will need some help to pull it off. Made up of Millennials, born 1981 to 1996 and Generation Z, born after 1997 workers, the Born Digital are the first generation to grow up in an entirely digital world and now account for most of the global workforce.

Company culture: trust and recognition reign

The most important aspects of company culture to Born Digital knowledge workers when choosing an employer:

83%

Enables Autonomy

81%

Recognizes performance
through remuneration

79%

Strong and visible leadership

*Graphics excerpted from Born Digital survey conducted by Citrix,
Coleman Parks Research, Oxford Analytica.*

Company culture: trust and recognition reign

The top three most important aspects of company culture to Born Digital knowledge workers by country:

The UK



1. Enables autonomy
2. Recognizes performance through remuneration
3. Strong and visible leadership

The US



1. Enables autonomy
2. Innovative
3. Strong and visible leadership

France



1. Enables autonomy
1. Recognizes performance through remuneration
2. Purpose-led

Germany



1. Recognizes performance through remuneration
2. Highly collaborative
2. Enables autonomy
3. Recognizes performance through company-wide acknowledgement

The Netherlands



1. Strong and visible leadership
2. Enables autonomy
2. Recognizes performance through remuneration
2. Purpose-led

Mexico



1. Strong and visible leadership
2. Highly collaborative
2. Prioritizes learning and development

The UAE



1. Enables autonomy
1. Highly collaborative
1. Prioritizes learning and development

India



1. Enables autonomy
1. Innovative
1. Prioritizes learning and development

China



1. Prioritizes learning and development
2. Innovative
3. Recognizes and understands diversity

Japan



1. Enables autonomy
2. Highly collaborative
3. Prioritizes learning and development

Graphics excerpted from Born Digital survey conducted by Citrix, Coleman Parks Research, Oxford Analytica.

BORN DIGITAL IS THE C-SUITE OF FUTURE

Proportion of Born Digital employees who believe that employers should offer the opportunity for flexible working hours.

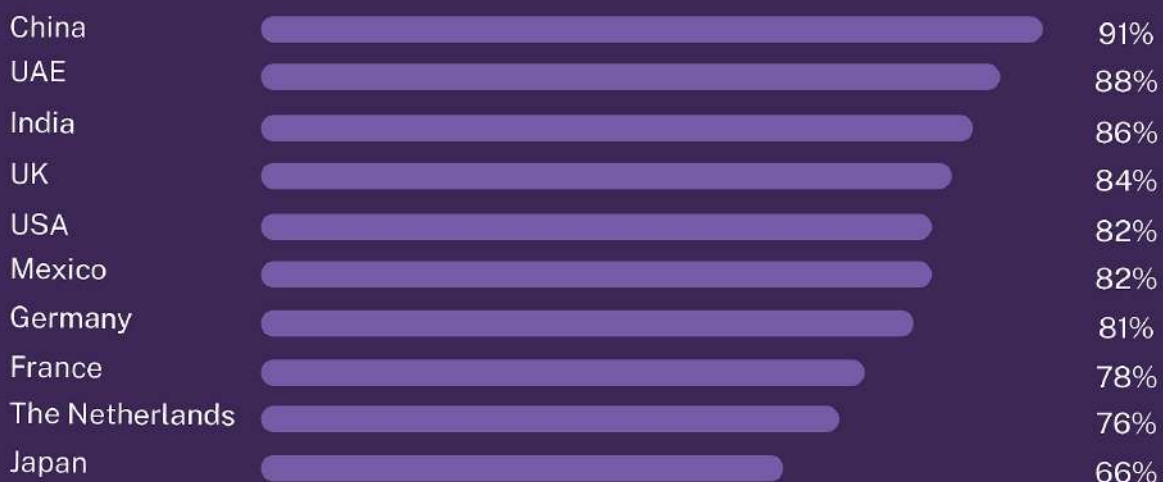


Globally

82%

of Born Digital employees believe that employers should offer the opportunity for flexible working hours.

By Country



Graphics excerpted from Born Digital survey conducted by
Citrix, Coleman Parks Research, Oxford Analytica.

Long-term goals and work-life balance matter most to employees. Faced with an uncertain job environment, younger workers in the UAE are most focused on fundamental work factors like long-term career prospects and a good work-life balance. This is poorly understood by leaders, who think their young workers value access to the latest workplace technology and opportunities for training. 90% of Born Digital employees in the Emirates do not want to return to full-time office work post-pandemic, preferring a remote or hybrid model instead.

Proportion of Born Digital employees who say that employers should have a better understanding of family commitments.



Globally

74%

of Born Digital employees say that employers should have a better understanding of family commitments.

By Country



Graphics excerpted from Born Digital survey conducted by Citrix, Coleman Parks Research, Oxford Analytica.



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