BUSINESS
TRANSFORMATION

THE CHANGE TO FUTURISTIC BUSINESS

JULY 2021

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TOP EXECUTIVE
LEADERSHIP
CHALLENGES

The leader of the organization has always required a blend of skills to survive but what is needed today to steer through transformation and post-pandemic recovery.

More than ERP

Take control of your entire business, from supply chain to sales with Sage Business Cloud X3.

Software for established businesses looking for greater efficiency, flexibility and insight.
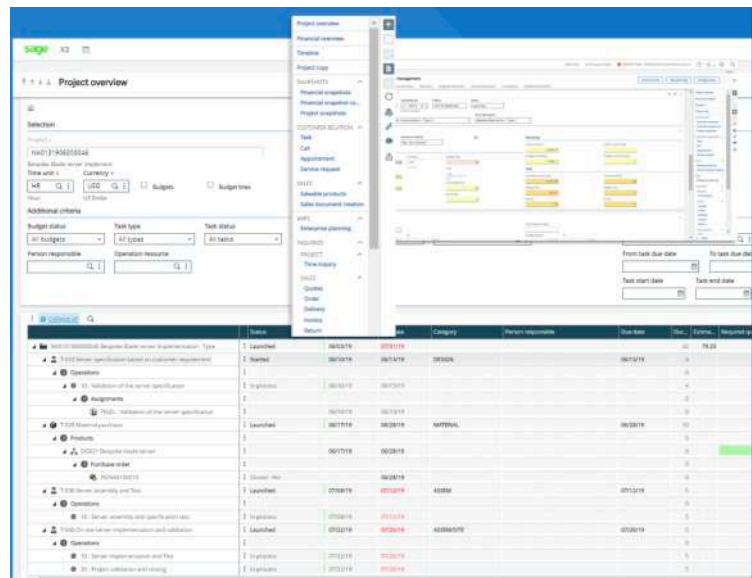
Not your typical ERP

Regain control and agility with a faster, simpler and more flexible business management solution.

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Sage X3 accelerates your entire business – from procurement to production, warehousing, sales, customer service and financial management – and delivers faster insight into costs and performance at every step, on a global scale.

Simpler

Sage X3 adapts to users' unique roles, preferences and workflow and delivers secure cloud and mobile access to the data they need, while simplifying the management of your company software infrastructure with one cohesive suite of applications.
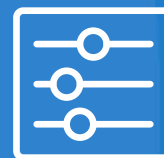
Flexible

Sage X3 offers flexible configuration options and applications to support your industry-specific processes and can be operated in the cloud – managed by Sage – or in your company data centre, giving you total control over your IT strategy.

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DELLTechnologies

MINDWARE

Dell EMC VxRail

Turnkey HCI platform proven to accelerate data center modernization, drive IT transformation, and simplify the path to the hybrid cloud

Unlock innovation

Foster operational freedom

Evolve predictably

COVID GREATEST TEST OF LEADERSHIP

The onslaught of the pandemic, emergence of the remote workforce, and the salvation provided by adoption of digital tools, has created irreversible changes in the corporate and business landscape. The role of a technology enabled remote workforce has been established as viable, as well as the capability to operate a business without a physical office.

Preconditions of having an elaborate organisational reporting structure in order to be effective has been shown to be an overkill in today's speed of change, yielding a more flat and agile way of doing things. Organisations must accelerate collaboration platforms, device and home network security, and reexamine cybersecurity best practices to prevent human error, points out Amir Kanaan at Kaspersky. In terms of leadership skills, empathy, clarity, authenticity, agility is now more crucial.

Top executives are not immune to burnout says Christie Struckman at Gartner. While the superhuman responses required to address today's challenges are fueled by adrenaline, the relentless sense of urgency is not sustainable, she points out.

With all initiatives involving change, organisations need to recognise, softer side and leadership are most important facets of digital transformation, says Dr Paul Hopkinson at Heriot-Watt University Dubai. Technology leaders such as CIOs must adopt two positions within organisations, guardians of infrastructure and catalysts for business development and change.

Flat organisational structures are built on agility, simplified communications, fast decision-making, distribution of power and responsibility, and making employees feel valued, says Eva Mattheeussen at DHL Global Forwarding. Companies have recognised top-down systems that treat some employees as superior to others lack agility.

Executives must learn the best way to connect with their teams and build interpersonal relationships to ensure company's goals are achieved, feels Dell Technologies' Havier Haddad. The foremost thing an executive must do is approach the current challenges with a new perspective. The most important skill senior executives need in a remote work structure is consistent communication.

Panasonic Marketing's Hiroyuki Shibutani feels the top leadership is working with zero margin for error. Top executives also experience burnout, perhaps not at the level as other employees, and do not realise they are at their maximum until it is too late. There has never been a better or more urgent time for business leaders to reflect.

Covid is the greatest possible test of leadership skills says KPMG's Marketa Simkova. The pandemic has presented executives of the world's largest organisations with greatest possible test of their leadership and personal resilience. Business performance amidst uncertainty, coupled with unknowns about the virus could challenge mental well-being.

Also in this issue, our post event report of the Saudi Arabia facing BTX Roadshow 2021 North Gulf edition and the BTX Transformation Awards. Do participate in our next BTX Roadshow 2021 South Gulf edition, scheduled on 23 August in Abu Dhabi.

Happy viewing through our virtual arena and in-person if you can make it.

Arun Shankar
arun@gecmediagroup.com

UAE'S MARS MISSION DETECTS DISCRETE AURORA

In June, Emirates Mars Mission, released images of Mars in far-ultraviolet, providing insights into discrete aurora phenomenon in the nightside atmosphere. These snapshots of the discrete aurora of Mars are the first time such observations have been made globally. The implications for understanding of Mars' atmospheric and magnetospheric science are tremendous.

Image courtesy: Emirates Mars Mission
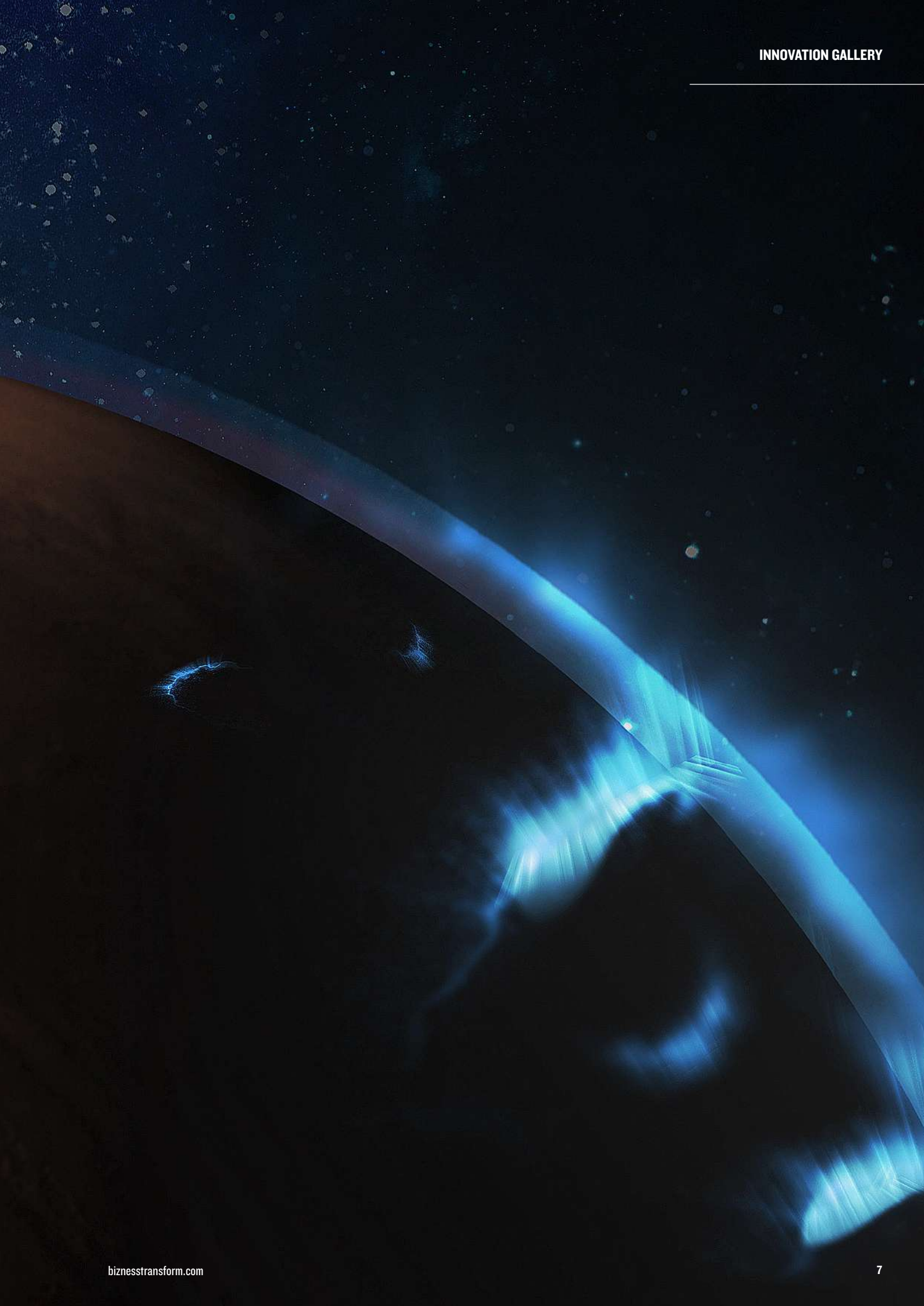
VIRGIN GALACTIC COMPLETES FIRST FULLY CREWED SPACEFLIGHT

On 11July, Virgin Galactic announced that VSS Unity successfully reached space, and was the first test flight with a full crew in the cabin. The crew fulfilled a number of test objectives related to the cabin and customer experience, including evaluating the commercial customer cabin, the views of Earth from space, the conditions for conducting research and the effectiveness of the five-day pre-flight training programme at Spaceport America.

TIPS TO CONTROL COMPULSIVE BUYING BEHAVIOUR

Here are some common-sense tips to bring compulsive buying behaviour under control, at a time when it is the last thing you need getting out of control.

DR SALIHA AFRIDI,
Clinical Psychologist and Managing Director of The LightHouse Arabia.

KEY TAKEAWAYS

- Many people are over-spenders and say that rather than taking a realistic evaluation of their financials.
- Spending can release dopamine, the pleasure neurochemical.
- You cannot control what you cannot measure.
- Overspending can be as difficult to stop as any other addiction.

One of the biggest sources of stress in the UAE are financial pressures. Yes, cost of living may be higher than what you are used to, but for many people the financial stress is a result of them living outside of their means. Many people are admittedly over-spenders and say that rather than taking a realistic evaluation of their financial status.

Here are some tips to manage overspending:

TAKE RESPONSIBILITY

There are many things out of our control, but how you spend your money is not one of them. Admitting that you are experiencing financial difficulties or instability will be the first step towards gaining financial security.

DO NOT LOSE TRACK

You cannot control what you cannot measure. As long as you are not tracking your expenses, you are giving yourself the opportunity to be reckless with money. Once you start taking note of every dirham you spend, you shine a spotlight on your finances.

HOLD YOURSELF ACCOUNTABLE

Hold yourself accountable for your spending by telling family and friends that you are trying to spend less, and make a rule with your accountability partner.

AVOID MALLS WHEN EXPERIENCING LOW MOOD

Spending can release dopamine, the pleasure neurochemical, so you might be tempted to venture into a mall for retail therapy especially when you are stressed, anxious, or experiencing low mood. It would be important to be aware of your mood before you walk into the mall.

STICK TO A LIST AND RESIST TEMPTATION

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.

APPLY A 72-HOUR RULE

When you lack self-control, you can fall victim to making unplanned purchases on a whim. After the instant gratification of impulsive spending, come debt, worry and ultimately more spending. To avoid this trap, stick to the 72-hour rule.

MAKE DEPOSITS INTO YOUR SAVINGS

We often think about saving half of our paycheck or big sums of money. Instead try saving a small amount every week. You can also consider having a jar where you drop in everything that is Dhs 10 or under at the end of the day. Before you know it, you will see that you are quite capable of saving.

GET PROFESSIONAL HELP

Overspending can be as difficult to stop as any other compulsion or addiction, so do not be afraid to ask for help. If you're using spending as an emotional regulation coping tool – to feel better or to aggrandise yourself – admit that you have a problem. Spending can be a symptom of low self-esteem, anxiety, depression or loneliness.

Money is something that can make or break everything from your mood and stress levels to your relationships and beyond. While not always easy to get quickly under control, setting clear goals and making promises to yourself on the above tactics is the best way to start regaining control of your finances and, thus, your wellbeing. ■

Infoblox

HARNESS THE POWER OF A SECURE, CLOUD-FIRST NETWORK EXPERIENCE

The Foundation for
Enterprise Edge Networking

Whether your organization was born with data centers or entirely in the cloud, your success hinges on your ability to harness the full power of the cloud and edge networking to move deftly in an ever-changing, work-from-anywhere business landscape. That starts with core network services—DNS, DHCP and IPAM (collectively known as DDI). The BloxOne® Platform from Infoblox enables a secure, cloud-first network experience for the distributed enterprise with BloxOne® DDI and BloxOne® Threat Defense.

BloxOne DDI is the industry's first SaaS-based solution that simplifies, automates and controls DNS and other core network services from the cloud. BloxOne DDI enables rapid deployment of network services at scale, improves the performance of cloud-based applications and increases network uptime for distributed locations.
Learn more at: https://www.infoblox.com/products/bloxone-ddi/

BloxOne Threat Defense maximizes brand protection by securing your existing networks as well as digital imperatives like SD-WAN, IoT and cloud. It powers security orchestration, automation and response (SOAR) solutions and slashes the time to investigate and remediate cyber threats. It works with what you already have to optimize the performance of the entire security ecosystem, requires no additional infrastructure and reduces the total cost of enterprise threat defense.
Learn more at: https://www.infoblox.com/products/bloxone-threat-defense/

MOVING FROM CONSUMER TRACKING TO AGGREGATED MEASUREMENT

Marketing mix modeling thrives on sales data, marketing and non-marketing activities, and other variables that can impact an advertiser's performance.

DIMPLE DINESH,
Marketing Science Partner for MENA,
Facebook.

Modeling should not be undertaken hastily and should cater to the nature of business to some extent.

Being a part of the digital world for the past nine years, I have witnessed the digital ecosystems constantly evolving. At present, data protection laws and anti-tracking policies are the epicenters of the digital universe. However, the industry has been able to pivot and find ways to combat such situations.

One solution to manage the current state would be moving away from consumer-level tracking to aggregated measurement studies.

One such measurement solution is the marketing mix modeling; it is a time-tested statistical analysis thriving on historical sales data, marketing and non - marketing activities, and other variables that can impact an advertiser's business performance.

It is essential for every practitioner beginning the marketing mix modeling journey to consider the following:

INTERNAL DATA AND ANALYTICS

The first and most important aspect would be to check internally on availability of data. Marketing mix models are dependent on quantity as well as the quality of data available. They are not always about the media side of things but includes a wide variety of data across the business.

Practitioners can begin by checking if the advertiser has commissioned marketing mix modelings in the past via 3rd party. On the other hand, if the advertiser wants to move it in-house now and refresh methodologies, a cost and time-effective method would be to look out on any open-source marketing mix modeling codes available.

HAVE I CONSIDERED ALL VARIABLES?

Marketing mix models are a mix of art and science. The art is to make sure that practitioners have brainstormed with the stakeholders involved in all the variables that can potentially influence the business.

The models can be misleading or drive inaccurate results if key variables are omitted during the modeling phase. Modeling should not be undertaken hastily or mechanically and should cater to the nature of

every business to some extent.

IS IT GRANULAR ENOUGH?

Granularity in simple terms, level of information is vital for modeling to offer essential insights and maximise model accuracy. A practitioner should ensure that they can provide the most profound insights for every channel and break down insights at campaign, product, region levels.

REMOVING BIAS

Look at various statistical metrics to assess the model's accuracy; look for any multicollinearity between the variables; examine the R-squared and adjusted R-squared, MAPE, and Durbin Watson. Do not forget to look at the predictive power of the model: check the out-of-sample forecast quality on the validation data set, as well as associated forecast errors and confidence intervals.

INPUT FOR DECISION-MAKING

Marketing mix modeling is a powerful measurement tool that provides both strategic and tactical insights for advertisers. It enables advertisers to understand the optimal cross-media budget allocation via future facing scenario planner and saturation curves for strategic insights. For tactical insights, marketing mix modelings can deep dive into individual channels and fuel optimisations by using granular information in the models.

Marketing mix models are here to stay. Advertisers should invest in modernising their marketing mix modeling models, making them quicker and automated to understand the overall business performance from a birds-eye view and dive deeper to derive actionable insights. ■

NORTH GULF

BTX 2021 ROAD SHOW
AND TRANSFORMATION AWARDS

#TheChange
BTX ROAD SHOW

The 2021 road show kicked off from Riyadh, Saudi Arabia where the BTX Road Show also originated in 2019, and now moves to Abu Dhabi.

BTX Road Show 2021 kicks off with successful North Gulf roll out

The 2021 road show kicked off from Riyadh, Saudi Arabia where the BTX Road Show also originated in 2019, and now moves to Abu Dhabi.

GEC Media Group, publishers of Business Transformation, Enterprise Channels MEA, The Titans, Cyber Sentinels, completed the first leg of the BTX Road Show 2021, North Gulf Edition. The road show is focused on digital and business transformation with the overlying theme – The Change.

The half-day event on 28 June was hosted at the GEC Media Virtual Arena. The title sponsor was Aruba HPE and other sponsors included Pure Storage, Finesse, Veritas, SilverPeak, Arcon, International Group of Artificial Intelligence – IGOAI, and Global CISO Forum.

The pandemic of 2020 disrupted virtually every industry and every nation. Citizens, social fabrics, businesses, supply chains, trade, communication, value systems, workplaces, leisure, entertainment, decision making, almost everything
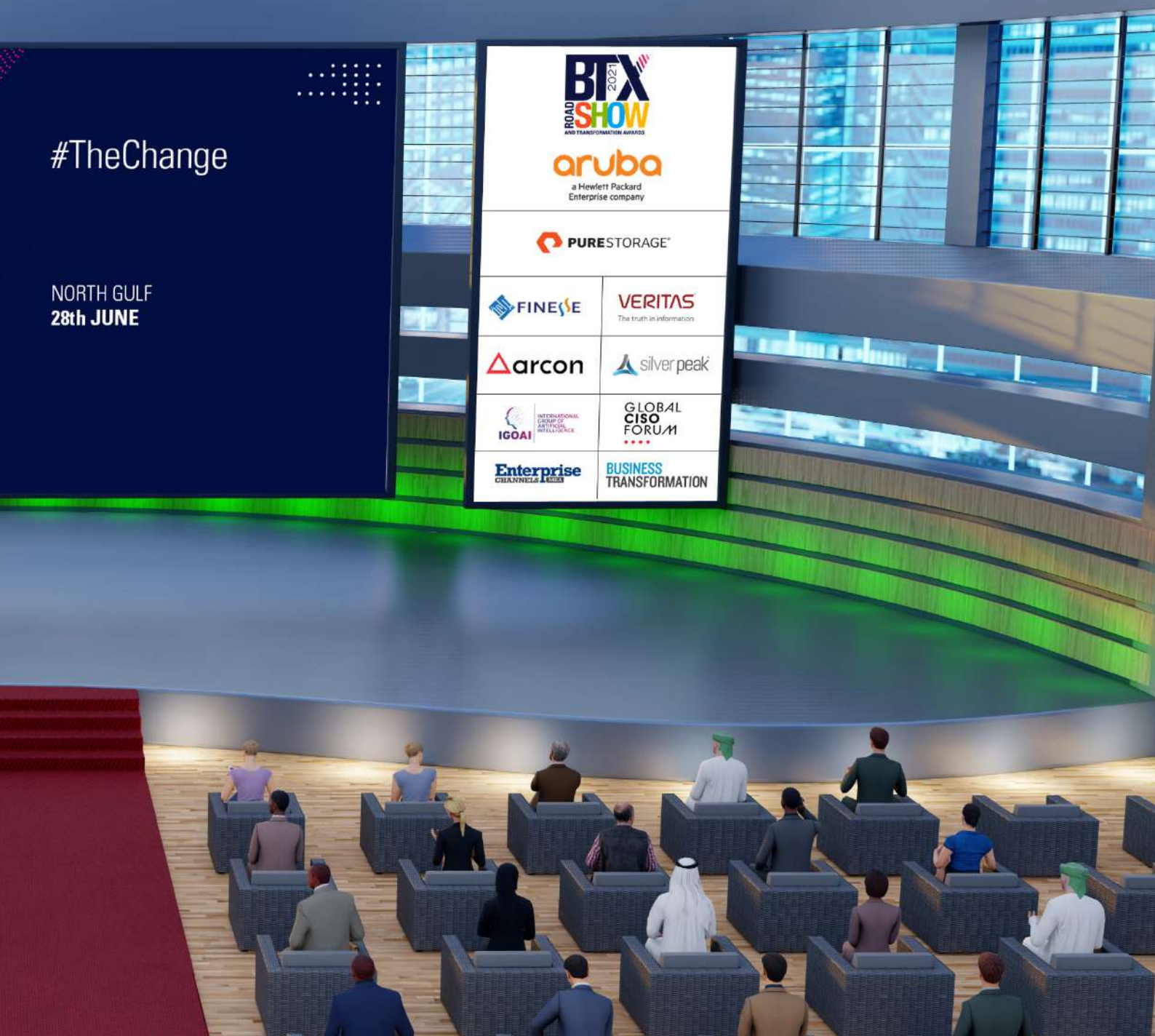
conceivable had to adapt and change and survive.

Information technology and business applications and strategic decision making around how to support everyday life through technology, has also had to adapt.

This has prompted the need to relook at business and the IT organisation, the executives, operations, survival mantras, decision making, and finally outlook and forward-looking vision. The meaning of business continuity, disaster recovery, collaboration, virtual meetings, remote workforce, cloud, security, have overnight changed from esoteric into everyday work life meanings.

BTX Road Show 2021 North Gulf edition was opened by CEO Ronak Samantaray; Global Head, Content and Strategic Alliances, Anushree Dixit; and Editor Arun Shankar, through their welcome notes.

There were four speaker keynote presentations, three technology keynote presentations, and two panel discussions. The event was followed by the BTX Awards. Close to 100 attendees participated virtually for the event. The event was streamed live from the virtual arena and on Vimeo also.

Here are the highlights of the various speaker keynote presentations.

TRANSFORMATION INITIATIVES AT SAUDI ELECTRICITY COMPANY

In the opening keynote address Meshal ALFouwais, Digital Transformation Initiative Manager, at Saudi Electricity Company, explained about the various digital transformation initiatives taken by the utility company. The pandemic has accelerated the need to bring in digital transformation, because of lockdowns and the need to limit human to human engagement.

Saudi Electricity Company has initiated 14 digital transformation initiatives with the above objective of managing the challenges of the pandemic while also driving efficiency and cost savings. In his presentation, ALFouwais gave details about initiatives around smart gates, robotic patrol cars, drones, AR-VR, and RPA.

The purpose of the smart gates was to check that all employees are suitably masked and went through a temperature check. This has been installed in 300 buildings across the country. There was 60% reduction in the use of security guard services, according to ALFouwais, with this initiative.

Robotic patrol cars moved along the length of the perimeter fence sometimes as long as 10+ km. They are required for 41 power plants and 1,600 sub-stations. The robotic patrol cars resulted in 65% reduction in demand of maned security vehicles, points out ALFouwais. These vehicles are using artificial intelligence and immersive technology to identify unknown objects inside the plant and along the perimeter.

However, the most impressive use case was the one using drones to inspect electric transmission pylons. ALFouwais points that usage of drones is still at its infancy and permission is required from multiple agencies before they can be used. Saudi Electricity Company has more than 40,000 km of electric transmission lines in the country, which need to be monitored for corrosion and wear and tear. Selection of the drones to be used will be completed by testing their capability against 200 standard images of the transmission poles.

Saudi Electricity Company is also using AR and VR to improve the training and skills capability of its workforce. With the reduction of workforce onsite there is more pressure on the field to staff leading to the possibility of errors. Errors can prove to be serious due to the high cost of the equipment. ALFouwais says that errors are now below 5%.

SCALING SUSTAINABILITY AT KING ABDULLAH ECONOMIC CITY

Amr Salah, Senior Director, Utilities and Sustainability Program, Emaar, King Abdullah Economic City made his presentation on utilities innovation in smart cities. King Abdullah Economic City is located on the West coast of Saudi Arabia and has been in existence since 2008. It is a smart city, logistic, commercial, and residential hub and has been set up to meet the objectives of Vision 2030. It has a strategic position between Europe, Africa, and Asia. As well as between India, Far East and China. It is the first city in the world developed by the private sector in partnership with the government of Saudi Arabia.

It has been in existence since 2008 and 20% of the land area has been developed, while another 15% is under development. It includes the King Abdullah Port, hospitals, golf course, educational institutions, hotels, residential units. In area it is 184 sq km and is the same as Washington DC. King Abdullah Economic City remains disconnected from the rest of Saudi Arabia in terms of power and water, with Jeddah a distance of 100 km away.

King Abdullah Economic City follows aggressive sustainable targets. This includes 3,000-4,000 smart meters for both water and electricity; 240 km of roads; 14,000 light poles with smart lights; 460 km of fibre optics for telecom

services; 100% water from desalination plants; 100% recycled water for irrigation; and 20% recycled water from waste water; nil water and power cuts to date.

King Abdullah Economic City has set an ambitious target of producing utility scale renewable energy to match the country's target of 30–50 Gigawatt of solar energy. There is also a utility command centre to manage all the smart solutions including water, electricity, and power.

POST-PANDEMIC SECURITY CHALLENGES

In the first panel discussion, cyber security evangelist Dr Erdal Ozkaya explained the reasons for creating the Global CISO Forum. He explained that the forum helps to create a sense of belonging for CISOs, brings them together, and helped collaboration. The opening theme for the panel members was what were the learnings from the pandemic. Panel members included Meshal Alotaibi, CISO, Specialised by STC; Vivek Silla, Security and Assurance Professional, Leading BFSI organisation; Navaneethan M, SVP and CISO, UPay; Abdelmajed Fadol, Cyber Security Senior Consultant.

Panelists drew attention to the challenges raised by the pandemic and the need to build competency in various practices such as business continuity, disaster recovery, full control over backup, security operations centre, and going all manual as fall back. In the future we do not know what will be happening - was one of the strong comments.

Another point of discussion was how vendor risk management has taken centre stage after the SolarWinds hack that impacted 30,000+ global customers and has also drawn attention to the exposed backdoor vulnerability. CISOs need to build a 360–degree view of their organisation and pay special attention to critical vulnerabilities. CISOs need to tread a middle line between being passionate and not paranoid about security. They need to be enablers of business and not showstoppers.

DEEP DIVE INTO PREDICTIVE ANALYSIS

The second panel discussion was chaired by Ahmed SalehAlBalooshi, Managing Director, Fintech ICT Services and Consultations. Dr Jassim Haji, President, International Group of Artificial Intelligence - IGOAI, explained about the objectives of the newly formed Group. He also pointed out that predictive analysis was amongst the fastest growing areas in artificial intelligence. The panel members included Sh Khalid AlKhalifa, Dr Emmanuel Goffi, and Dr Ilham Slimani.

The panel discussed the use cases of predictive analysis in education, healthcare, banking, and finance. They pointed out that data is the starting point for any digitisation, and data is more than oil for artificial intelligence. Since the value of data is never reduced, in some cases it is more valuable than oil. Predictive analysis does not rely on data. The past is not a good example of the future and the rear-view mirror is not reliable indicator of the future.

The panel also discussed the importance of ethics since artificial intelligence is immensely powerful and can directly impact human life, for example in healthcare. The panel also raised various deep dive discussions, whether blockchain is more important than artificial intelligence to finance.
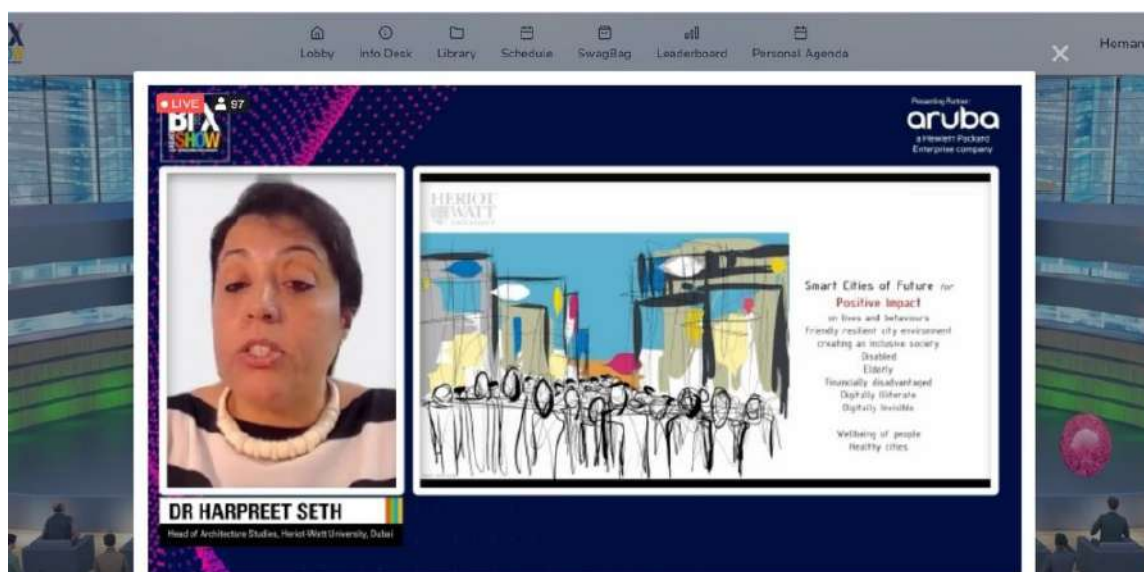
HOW SMART CITIES ARE IMPROVING HUMAN LIVES

In her presentation, titled Regional technology and innovation trends in smart cities, Dr Harpreet Seth, Head of Architecture Studies, Heriot-Watt University Dubai, raised a few questions. She asked whether smart cities are creating a digital divide. The objective of smart cities should be to create human centric cities, while improving the health of citizens. Smart cities need to be planed for the unexpected, change is the future and change is uncomfortable. Every new digital platform creates a new experience and creates a livable future. The pandemic also revealed that de-globalisation was a better response that globalisation.

CORPORATE WELLNESS IS A POWERFUL MOTIVATOR

Ektaa Sibal, India's #1 Inner Self Transformation Specialist, International Meditation Expert, and Global Wellness Coach, spoke on how building a corporate wellness culture is a key for organisational transformation and building motivation. Ektaa pointed out how leaders manage stress influences the motivation of employees, and the importance given to employees has benefits. WHO listed stress as a world-wide challenge well before the onset of the pandemic.

WAN SOLUTIONS FOR CLOUD AND EDGE

Simon Pamplin, Chief Technologist at Aruba CT presented his keynote on Building hybrid cloud for the digital era. Pamplin talked about the challenges of managing the complexity of hybrid and multi-cloud and network congestion. He presented the SilverPeak solution to manage WAN, Edge, policies, and security transformation.

Muhammad Abu Ghalioun, System Engineer, at Aruba presented a related keynote on Edge Services Platform. He presented Aruba's solutions for the Edge including the platform architecture, and the benefits of using Aruba Clear Pass, with Active Directory, and device authentication.

AGILE STORAGE FOR TRANSFORMING ENTERPRISES

Abdullah Albaz, Sales Manager, Saudi Arabia at Pure Storage gave his keynote on Role of agile data storage solutions in business transformation. Albaz pointed out that Pure Storage is reinventing the data storage experience. Data growth and data complexity are creating lost business opportunities for enterprises. There is high pressure on IT to meet business needs. Software driven storage on the other hand provides simplicity for end users.

Flash based media used by Pure Storage provides reliability of six nines and lifelong warranty on all media. Albaz stressed that Pure Storage devices do not have end of support life and no forklift is required for any upgrades. This is covered in the Evergreen programme. Pure Storage also provides cloud as a service across public and private cloud platforms.

With the successful completion of the BTX North Gulf edition, the next BTX South Gulf edition will take place on 23 August followed by BTX Asia on 26 August.

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20+ awards winners announced for BTX Road Show 2021 North Gulf edition

The top transformation executives, enterprises, solution providers operating in the North Gulf were recognised at the BTX Road Show 2021 North Gulf awards show.

GEC Media Group, publishers of Business Transformation, Enterprise Channels MEA, The Titans, Cyber Sentinels, announced the winners of the BTX Top Executive Awards, BTX Enterprise Awards, BTX Solution Awards, as part of the BTX Road Show 2021 North Gulf edition.
There are three sets of awards as described below.

BTX TOP EXECUTIVE AWARDS
Recognising leadership driving transformation

This award recognises top executive who have accelerated digital and business transformation through the pandemic and created a better future for their business. They have empowered remote teams, managed change, flattened organisational structure, made it agile and secure, managed customer satisfaction, and implemented digital tools like cloud, analytics, data integration, amongst others.

BTX ENTERPRISE AWARDS
Recognising success stories in transformation

This award recognises enterprise that have embraced digital transformation and digital tools through the pandemic and achieved success in various areas. Such enterprises would have rebuilt customer experiences, managed customer expectations, leveraged online sales models, built forecasting models, have in-depth and ready analysis of market and demand trends, built close collaboration and data sharing amongst teams, amongst others.

BTX SOLUTION AWARDS
Recognising solutions for transformation

This award recognises the leading, exemplary, heroic efforts by vendors, channel partners, integrators, consultants, to manage the challenges of the end user community through the lockdowns of the pandemic. This part of the IT industry helped the end user community to successfully pivot their business models by using digital technologies and create a sustainable business through the pandemic and ahead, amongst others.

The announced winners of the BTX Road Show 2021 North Gulf edition include:

BTX TOP EXECUTIVE AWARDS

- *Osama Islam, Basamh Trading Company*

- *Meshal Alotaibi, Specialised by stc*

- *Syed Fakruddin Albeez, Dar Al Arkan*

- *Meshal ALFouwais, Saudi Electricity Company*

- *Amr Salah, Emaar - King Abdullah Economic City*

- *Dr Jassim Haji, IGOAI*

- *Ahmed Saleh AlBalooshi, Fintech ICT Services and Consultations*

- *Dr Harpreet Seth, Heriot-Watt University Dubai*

- *Naif Almubaireek, RC Jubail City*

- *Gulam Subani, Johns Hopkins Aramco Healthcare*

- *Waqas Ul Hassan, Johns Hopkins Aramco Healthcare*

- *Majed Aljadeed, Mujahideen, Ministry of Interior, Kingdom of Saudi Arabia*

- *Abdallah Farrayih, The Ministry of Digital Economy and Entrepreneurship, Jordan*

- *Shaker AlOwainati, Bahrain Institute of Banking and Finance*

- *Sobhi Batterjee, Saudi German Hospital*

BTX SOLUTION AWARDS

- *SAP*

- *Nutanix*

- *Aruba*

- *Pure Storage*

- *Finesse*

With the successful completion of the BTX Road Show 2021, North Gulf edition, the next BTX South Gulf edition will take place on 23 August followed by BTX Asia on 26 August and BTX Africa on 27 September.

**BTX
TOP
EXECUTIVE
AWARDS**
2021

**TRANSFORMATION OF
INFRASTRUCTURE TO SUPPORT
SCALE AND EFFICIENCY**

ABDALLAH FARRAYIH
HEAD OF OPERATIONS
THE MINISTRY OF DIGITAL ECONOMY AND
ENTREPRENEURSHIP, JORDAN

**BTX
TOP
EXECUTIVE
AWARDS**
2021

**EVANGELIZATION AND THOUGHT
LEADERSHIP IN TRANSFORMATION
OF ARTIFICIAL INTELLIGENCE**

AHMED SALEH ALBALOOSHI
MANAGING DIRECTOR,
FINTECH ICT SERVICES & CONSULTATIONS

BTX TOP EXECUTIVE AWARDS 2021

TRANSFORMATION AND ENABLER OF ECONOMIC ACTIVITY

AMR SALAH
SENIOR DIRECTOR, UTILITIES AND SUSTAINABILITY PROGRAM
EMAAR, KING ABDULLAH ECONOMIC CITY

BTX TOP EXECUTIVE AWARDS 2021

EVANGELIZATION AND THOUGHT LEADERSHIP IN TRANSFORMATION OF SMART CITIES

Dr HARPREET SETH
HEAD OF ARCHITECTURE STUDIES
HERIOT-WATT UNIVERSITY DUBAI

BTX TOP EXECUTIVE AWARDS 2021

EVANGELIZATION AND THOUGHT LEADERSHIP IN TRANSFORMATION OF ARTIFICIAL INTELLIGENCE

Dr JASSIM HAJI
PRESIDENT
IGOAI

BTX TOP EXECUTIVE AWARDS 2021

CREATION OF ARAMCO LIFE APP

FAHAD AL DHUBAIB
PUBLIC AFFAIRS GENERAL MANAGER
SAUDI ARAMCO

BTX TOP EXECUTIVE AWARDS 2021

TRANSFORMATION OF INFRASTRUCTURE TO SUPPORT SCALE AND EFFICIENCY

MAJED ALJADEED
MUJAHIDEEN, MINISTRY OF INTERIOR,
KINGDOM OF SAUDI ARABIA

BTX TOP EXECUTIVE AWARDS 2021

END TO END DIGITAL TRANSFORMATION INITIATIVE

MESHAL ALFOUWAIS
DIGITAL TRANSFORMATION INITIATIVE
MANAGER
SAUDI ELECTRICITY COMPANY

BTX TOP EXECUTIVE AWARDS 2021

TRANSFORMATION OF SECURITY SERVICES

MESHAL ALOTAIBI
CISO
SPECIALIZED BY STC

BTX TOP EXECUTIVE AWARDS 2021

TRANSFORMATION OF INFRASTRUCTURE TO SUPPORT SCALE AND EFFICIENCY

NAIF ALMUBAIREEK
IT MANAGER
RC JUBAIL CITY

**BTX
TOP
EXECUTIVE
AWARDS
2021**

DIGITIZATION OF RETAIL SERVICES

OSAMA ISLAM
GROUP IT DIRECTOR,
BASAMH TRADING COMPANY

**BTX
TOP
EXECUTIVE
AWARDS
2021**

TRANSFORMATION OF DISTANCE LEARNING FOR STUDENTS

SHAKER ALOWAINATI
SENIOR MANAGER OF IT AND OPERATIONS
BAHRAIN INSTITUTE OF BANKING AND
FINANCE

**BTX
TOP
EXECUTIVE
AWARDS**
2021

TRANSFORMATION OF HEALTHCARE AND PATIENT SYSTEMS.

SOBHI BATTERJEE
PRESIDENT AND CEO
SAUDI GERMAN HOSPITAL

**BTX
TOP
EXECUTIVE
AWARDS**
2021

TRANSFORMATION OF REAL ESTATE SERVICES

SYED FAKRUDDIN ALBEEZ
IT DIRECTOR
DAR AL ARKAN

**BTX
TOP
EXECUTIVE
AWARDS**
2021

**TRANSFORMATION OF
INFRASTRUCTURE TO SUPPORT
SCALE AND EFFICIENCY**

WAQAS UL HASSAN
ENTERPRISE ARCHITECTURE, IT SUPERVISOR
JOHNS HOPKINS ARAMCO HEALTHCARE

**BTX
SOLUTION
AWARDS**
2021

**TRANSFORMATION IN
SMART CITIES AND
HEALTHCARE MARKETS**
ARUBA

BTX ROAD SHOW 2021 AND TRANSFORMATION AWARDS

BTX SOLUTION AWARDS 2021

TRANSFORMATION IN HEALTHCARE AND EDUCATION MARKET SEGMENTS

FINESSE

BTX ROAD SHOW 2021 AND TRANSFORMATION AWARDS

BTX SOLUTION AWARDS 2021

TRANSFORMATION IN GOVERNMENT AND HEALTHCARE MARKETS

NUTANIX

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HAMAD AL MEHYAS, *Chief Executive Officer of Daman.*

UAE's biggest health insurer Daman begins transformation to mark 15 years

Daman has launched its ambitious new business strategy, to help it transform its business operations going forward, as the company celebrates 15 years as the UAE's biggest health insurer. The strategic vision is based around four central pillars that will help Daman continue to evolve its service offering and bring the latest innovations to its members across the country, as the UAE looks ahead to its centenary celebrations in 2071.

The four central pillars of Daman's new corporate strategy are: sustaining the extensive partnership the company has established with government entities; increasing Daman's product value proposition; the continued achievement of operational excellence across the company; and providing innovative smart solutions that lead the wider sector.

Daman has always been at the forefront of innovation in the healthcare insurance sector. The company was the first in the region to link its health insurance policies to a member's Emirates ID, effectively doing away with the need for a separate insurance card. With the recent launch of its Hayakoum Thiqa Smart Branch Services Daman is bringing the latest technological advances to its members.

This has all been made possible by Daman's robust IT infrastructure. Continued investment in the companies IT systems and infrastructure will underpin its commitment to digital innovation.

Daman has been a long-term strategic partner of the Government and the continuation of that mutually beneficial relationship will be at the very heart of Daman's business strategy, as it looks towards the next 50 years. Since its foundation, Daman has supported the Government to design, implement and monitor a high-quality healthcare system that provides individually tailored health plans for all citizens and residents.

Daman manages the most comprehensive healthcare network in the UAE, with more than 2.5 million members signed up to its schemes. Daman places a firm emphasis on financial responsibility towards its clients, government partners and others. To achieve this, Daman has set up a value-based system, which simultaneously delivers the highest quality medical care with the most cost-effective rates.

Oracle to drive multi-year database transformation at Deutsche Bank

Oracle and Deutsche Bank, one of the world's largest financial services organisations, today announced a multi-year collaboration to modernise the bank's database technology and accelerate its digital transformation. The agreement will see Deutsche Bank upgrade its existing database systems and migrate the bulk of its Oracle Database estate to Oracle Exadata Cloud@Customer, an on-premises deployment option of the Oracle Exadata Cloud Service, to support applications that either will not move to the public cloud or may in the future.

This will provide a dedicated platform to support and scale the bank's existing mission-critical

JUAN LOAIZA, *Executive Vice President, Mission-Critical Database Technologies, Oracle.*

systems and services including trading, payments processing, risk and capital planning, and regulatory reporting.

Migrating its systems to Oracle

Exadata Cloud@Customer will enable Deutsche Bank to consolidate existing critical applications on a single platform while complying with its data residency requirements and significantly reducing operational costs. Oracle's service can run in Deutsche Bank's current data centers as well as in future cloud co-location sites, minimising latency while supporting the shift of applications to the cloud.

It will enable Deutsche Bank to drive data integration across its business in order to streamline operations, provide unified oversight of core service processes and implementations, and easily develop and scale applications based on customer demand.

DR ADIB MOUBADDER,
CEO of Emicool.

EMICOOL partners with Poland's AIUT to launch automated software for connections

In line with the strategic focus on digital transformation, Emirates District Cooling, a district cooling service provider in the region and a wholly owned subsidiary of Dubai Investments, has initiated a phased implementation of Emivalve, enabling remotely controlled processes, facilitating instant connection and disconnection through an automated centralised software.

Emicool has partnered with AIUT – one of the largest Poland based European system integrators providing technologically advanced solutions in automation and robotisation of production processes, IT, and the Industrial Internet of Things IIoT to develop Emivalve. The move strengthens Emicool's position among the leading district cooling companies in the region to invest in high-tech technology of smart valves and smart meters to ensure the highest levels of customer satisfaction and convenience.

Emicool's strategic approach to upgrading customer transactions to digital modes is identified among one of the top priorities in 2021, including streamlining services and transactions without the physical presence at a branch. The Emivalve service is currently successfully installed at around 15% of Emicool's and Aquacool's projects and the Company plans to implement it at all existing and future projects, targeting a 100% automation.

The Company is progressing steadily towards its digital transformation excellence and has already rolled out unique initiatives like the first Unmanned Machinery Space UMS Plant completed in 2020, which uses Artificial Intelligence SMART Systems.

As part of Emicool's sustained strategy to ensure customer satisfaction, the Company is constantly evaluating a range of digitisation options. The implementation of Emivalve is in line with the Company's sustainable practices and part of the Smart Dubai initiative to implement the Dubai Paperless Strategy.

JOEL VAN DUSEN,
Senior Executive Vice President
Group Head CIBG, Mashreq.

Mashreq completes automated customer deposit refund platform for SEWA

Mashreq Bank completed a major digital transformation program m for the Sharjah Electricity Water and Gas Authority, delivering a fully secured, encrypted and automated customer deposit refund platform that forms part of SEWA's comprehensive digitisation strategy.

The new digital platform removes the need for customers to wait for the issuance of manual cheques to receive a refund for their deposits. In addition, Mashreq has customised an API interface for SEWA that allows for its internal systems to digitally synchronise in real-time with Mashreq.

Mashreq's deployment of a VPN serves to whitelist SEWA's internet protocol address, which provides the payment process with an additional layer of security. The API connectivity provides SEWA with the required encryption and security, automated payment instructions, credit confirmation status, auto reconciliation and any refund or reversals.

SEWA, which is a public sector utility company established by an Amiri Decree on March 29, 1995, is fully committed to supporting the UAE's critical vision towards becoming a cashless society and is one of the first governmental bodies to embrace API technology in public sector customer payment solutions.

Wizz Air moves to paperless cockpits with Electronic Flight Bag

Wizz Air, Europe's fastest-growing airline, announced the launch of its new Electronic Flight Bag, a technical solution that will replace all printed onboard manuals and materials with iPads for pilots. The new system brings increased efficiency to all aspects of flight planning. It builds on the airline's broader sustainability commitments by significantly reducing paper use and fuel consumption.

Under the new EFB system, every Wizz Air pilot will receive an iPad. The devices will be equipped with the relevant documents, charting- and performance applications needed to prepare for a flight. It offers real-time information and revisions to mission briefings throughout the journey.

The switch to using the new EFB will also positively impact Wizz Air's broader commitment to reducing its environmental footprint, in line with its aim to cut carbon emissions further. Not only will the new system save around six million sheets of paper a year, equivalent to saving over six hundred trees, but it will also reduce fuel consumption through more accurate flight planning and weight savings.

The availability of recalculated flight plans before each flight and in-flight optimisation will save over 4,500 tons of fuel per year, reducing greenhouse gas emissions by well over 14,000 tons. This weight translates to the equivalent of 180,000, 80-kilogram passengers a year, which is the same as the weight of 750 full 239-seater A321neo aircraft.

Wizz Air will offer e-trainings to the pilot community to ensure a smooth transition to the new system. The target date to go live and remove all paper from the flight deck is the end of this year.

The introduction of this new EFB is an important step to reducing our carbon emissions, as a paperless flight deck will result in significantly less printing, which in turn will lead to weight savings, reduced fuel burn and lower emissions. Not only this, the reduced cost of using EFBs builds on Wizz Air's promise to offering the lowest fares in the industry.

Audi sponsors installation of charging stations in Dubai Airport Free Zone

Audi Middle East has once again highlighted its commitment to electrification by sponsoring the installation of three charging stations in the Dubai Airport Free Zone staff parking area. The manufacturer has installed a dual sided 44kW AC eVolve charger and a 22kW AC eWall single wall box allowing for easy charging on the go.

The unveiling of the newly installed stations was celebrated with a ribbon cutting ceremony attended by Managing Director of Audi Middle East, Carsten Bender and CEO of GreenParking, Sam Alawiye.

The chargers have been supplied by GreenParking, with the rapid eNext charger being connected to their ground-breaking EV-Network - the only cross country and private EV-Network in the MENA region. Electric vehicle owners across the region will be able to now check availability and reserve this charger through the GreenParking App, along with the hundreds of other chargers in the network.

Audi has been very vocal about its commitment to electrification in the region being one of the first luxury automotive brand to introduce fully electric vehicles in the Middle East.

With a wide range of exciting electric model under its e-tron brand umbrella, the German manufacturer's latest introduction is the much anticipated fully electric RS e-tron GT supercar set to arrive in the region in September.

Emirates NBD partners with IDEMIA to launch 85% PVC recycled payment card

Emirates NBD teamed up with IDEMIA, the global leader in Augmented Identity to launch the Emirates' first payment card from recycled plastic. Research by the Boston Consulting Group has shown that 81% of the UAE consumers are aware of climate change and have a high willingness to live more sustainably.

As part of its continued commitment to sustainability, Emirates NBD, a market leader in payment cards and a regional sustainability champion, has collaborated with IDEMIA, the industry leader in innovative payment technology, to bring to life the country's first recycled PVC payment card.

As a front-runner in digital banking innovation, Emirates NBD has been the driving force behind several first-to-market payment solutions. By being the first bank to offer an eco-friendly credit card to customers, it further strengthens its position.

IDEMIA is a member of the Greener Payment Partnership and aims to reduce first-use PVC plastic in card manufacturing. IDEMIA's GREENPAY card is made with over 85% recycled PVC derived from production waste. This innovative eco-friendly payment card allows a responsible use of resources and aims to fundamentally rethink the way businesses design, use and reuse plastics.

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 Saudi Arabia's financial ecosystem, mainly through the adoption of faster payments and improvements to banking reconciliation.

Today, sarie supports all Saudi banks across Saudi Arabia 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. The system aims to increase non-cash transactions in Saudi Arabia.

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

It is part of the tech company's broader multi-rail strategy to lead payment innovation in the MEA region across all digital payment rails, enabling people and organisations to send and receive money how, where, and when they choose, across both card and account-to-account payments rails.

(Left to right) Majed Alnefaie, Acting CEO, Seera Group; and Fahd Hamidaddin, CEO, Saudi Tourism Authority.

Seera Group partners with Klook to build digital platform driving tourism inside Saudi Arabia

Seera Group, the region's leading travel services company, have formed a strategic partnership with Klook, a world-leading travel and leisure booking platform, that will support the digital transformation and robust growth of Saudi Arabia's tourism sector.

Seera will be the exclusive partner of Klook in Saudi Arabia, and together, the two entities will create a one-stop digital platform with end-to-end content and inventory management solutions that will support tourism and leisure activity providers in Saudi Arabia and provide an unprecedented choice of product offering for travellers to, from, and within Saudi Arabia.

With the new partnership, activity providers in Saudi Arabia will be able to connect with global marketplaces and tour distributors, enabling them to build their business, which will not only support the local tourism landscape, but also elevate Saudi Arabia's footprint on the global tourism map. The platform will also showcase tours and activities operated by Discover Saudi, Seera's integrated destination management company.

This platform will empower our innovators, disruptors and new generation of tourism professionals to reach out to the world, tell their stories and build their businesses."

Seera will add value to the partnership by leveraging its extensive knowledge of the Saudi market, as well as localised content creation, including Arabic-first content, and will offer valuable guidance to promote Saudi Arabia among travellers from around the world. Further, Almosafer, Seera's flagship consumer travel brand that offers online travel planning, will build a digitally enabled activities and tour marketplace to serve its extensive Saudi customer base with a seamless booking solution across its omni-channel offering.

On its part, Klook will draw on its technological strengths to empower and digitise tourism operators in Saudi Arabia. With the acceleration of Klook's new merchant Software as a Service SaaS solutions, the company is reimagining the next digital leap for the experiences sector and accelerating how it supports operators through innovation. Tour activity providers in Saudi Arabia, both large-sized and small, will have the necessary digital tools and knowledge to easily build, manage, and scale their business.

FATHI K AL-SALEEM, CEO at IMI.

PETER HERWECK, CEO, AVEVA.

AVEVA, IMI extend ten-year agreement across unified engineering, digital ship

AVEVA and International Maritime Industries announced they have extended their existing long-term collaboration with a new strategic partnership. The partnership will further advance IMI's engineering solutions to include production and manufacturing processes, developing best-in-class products and services for the maritime sector in the Middle East and Africa MEA.

The new a joint venture involves Saudi Aramco, Lamprell, Bahri and Hyundai Heavy Industries and spans a 10-year period, to optimise digitalisation across the maritime lifecycle utilising AVEVA Unified Engineering and AVEVA Digital Ship and Shipyard Operations.

Set to be fully operational by 2023, IMI is driving an accelerated and advanced digital program to ensure it is able to commence yard operations using the most advanced technology innovations. This will help IMI to deliver agile and efficient newbuild project execution, a connected, digitally-enabled workforce to ensure safe and effective ship production, and a smart connected shipyard to continuously optimise the operational efficiency of its facility.

The partnership will see all parties collaborating on enhancing digital transformation for IMI's core business processes and facilities. AVEVA and IMI will also join forces to power futuristic developments and co-innovation of new technologies, including digital solutions and services for the maritime industry.

Mastercard releases Carbon Calculator UAE app to be used by banks

Amidst the growing trend toward eco-conscious spending and consumption among people who want to pursue more sustainable choices and practices, Mastercard has released its Mastercard Carbon Calculator for the United Arab Emirates and the wider region.

Developed in collaboration with the Swedish fintech Doconomy, the Mastercard Carbon Calculator is a feature that provides access to insights and data about environmental impact. It enables consumers to receive a snapshot of the carbon emissions generated by their purchases across spending categories.

Banks and financial institutions can easily adopt and customise the feature for eco-conscious consumers, by seamlessly integrating the Carbon Calculator into their mobile apps through new APIs that are now available on Mastercard Developers.

The calculations are powered by the independently verified Doconomy Åland Index and can be further enhanced with relatable and easy-to-understand equivalents such as the number of trees required to absorb the same amount of CO2, and tips about living more sustainably.

Results from Mastercard's most recent research released on Earth Day last month, highlighted strong consumer demand for payment solutions that address sustainability.

Among adults in the UAE, 96% stated they're willing to take personal action to combat environmental and sustainability issue. Being more aware of purchases is one of the top changes UAE respondents will make as a result from COVID-19. Over a quarter said they are going to stop using or buying from brands that do not have a plan to help the environment or behave sustainably.

Last year, Mastercard formed the Priceless Planet Coalition, which unites businesses and consumers to restore 100 million trees by 2025. The Coalition continues to expand and now includes more than 50 members including Expo 2020 Dubai, Network International and Emirates NBD. Mastercard has committed to using its technology, network, expertise and resources in support of the company's goal of building a more sustainable and inclusive digital economy.

Recent research by Mastercard revealed 96% of adults in the UAE are willing to take personal action to combat environmental and sustainability issues

90% born-digital UAE employees do not want full-time office

Today's young employees are the engines of the knowledge economy and tomorrow's business leaders. And according to The Born Digital Effect, the latest research from Citrix Systems they're primed to deliver an extra $1.9 trillion globally and $51 billion in the UAE in corporate profits. But they'll 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.

To help them do this, Citrix, together with Coleman Parks Research and Oxford Analytica, conducted The Born Digital Effect, a study that combined global opinion research from 1,000 business leaders and 2,000 knowledge workers in 10 countries including the UAE to understand what the Born Digital want from work with economic modelling to quantify the impact they can have on business and the larger economy.

And it revealed that when it comes to understanding what engages and motivates younger workers, leaders are out of touch. Among the key findings:

Faced with an uncertain job environment, younger workers in the UAE are most focused on fundamental work factors like long-term career prospects 92% and a good work-life balance 91%. This is poorly understood by leaders, who

AMIR SOHRABI,
Area VP for Emerging Markets, Citrix.

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.

But, 73% of leaders believe that young workers will want to spend most or all of their time working in the office. While they may prefer to work remote, Born Digital workers recognise that social interaction is crucial in a business context 7%.

and diverse cultures to customers who value a range of talents accessible under one roof.

The new collaborative approach, between three independent firms, allows clients to dip into three specialist skillsets they require. This modern approach to consultancy is a refreshing way to pool many decades of talent yet retain independent thinking and provides a positive, trustworthy and unbiased framework for clients.

The women entrepreneurs will offer this consultancy in the UAE, Saudi Arabia, Kuwait, Oman and Bahrain. Their joint and expansive client base includes luxury hospitality operators, restaurants, luxury retail space, prime and super-prime residential, including both new builds and renovations.

Their first joint collaboration was on the complex yet exciting Cipriani Dolci restaurant at Fashion Avenue, The Dubai Mall. This project sets an exemplary first for the team and acts to showcase their individual areas of expertise combining seamlessly to deliver and exceed the owner's expectations.

(Left to right) Natasha Abbas of North 51 Consulting; Ankita Rao of Freeline Engineering; Nikki Bisiker of Nikki Bisiker Interior Design.

Three women-led independent firms to offer combined design and build services in Gulf

Three Dubai-based experts in interior design and architecture, engineering and project management have just launched a new service that offers a one-stop shop solution to those seeking professional and customer-centric approach to Design and Build.

Architect and Engineer Ankita Rao of Freeline Engineering, Project and Construction Manager Natasha Abbas of North 51 Consulting, and Interior Designer Interior Architect Nikki Bisiker of Nikki Bisiker Interior Design, who speak nine languages between them, bringing experience

Indonesia's Bank Jago selects Mambu's Saas banking hosted on Google Cloud for data residency

PT Bank Jago Tbk, an Indonesia-listed bank, has selected Mambu's SaaS banking platform as its technology foundation as the bank begins its journey towards operating as a technology based-bank. Mambu's innovative, flexible and responsive digital banking platform will underpin Bank Jago's service offerings, which will initially include everyday transactions and payments, with plans to branch out into SME lending.

Bank Jago is the first organisation to benefit from the recently announced strategic partnership between Mambu and Google Cloud, which allows banks and financial institutions in countries like Indonesia, where banking data must remain 'in country', to operate in the cloud.

In April 2021, Bank Jago launched its smartphone app that makes money management simple, collaborative and innovative. Because of its life-centric design, including novel collaboration features in financial services, the app enables consumers, together with their families and friends, to live their lives to the fullest.

Bank Jago believes that technology is not only providing new experiences to its customers, but it also enables the bank to operate efficiently, and to constantly create innovative breakthroughs. By implementing solutions from Mambu and Google Cloud, Bank Jago is able to swiftly introduce life centric digital financial services to all its customers.

MYLES BERTRAND,
Managing Director, APAC at Mambu.
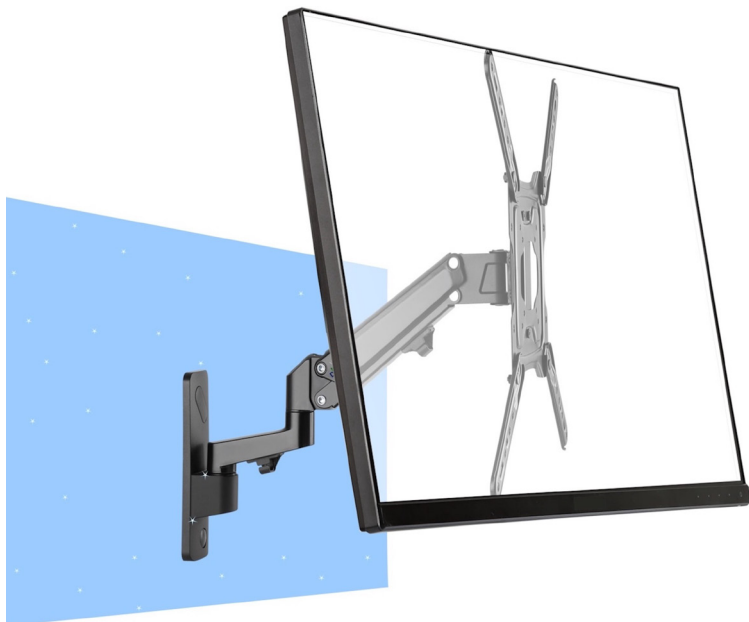
Demand for NeckDoctor TV, monitor products from UAE at home professionals

NeckDoctor, the original ergonomic gas spring monitor arm company has witnessed consistent demand for its products amongst work from home professionals across diverse industries including corporates, offices, gamers and household customers who want to protect their loved ones from improper sitting postures that strain the muscles and connecting tissues around the neck, head, back, spine and shoulder.

NeckDoctor for DESK and WALL products are currently trending due to its full motion single monitor arm built with steel aluminium material and features a Gas Spring technology that perfectly adjusts and counterbalances the weight of your TV or monitor. Additional features such as effortless finger touch forward, backward or sideways, Tilt Range, 360° portrait or landscape rotation and repositioning allows free movement of your computer on your desk or TV on your wall including distance height adjustments.

The absence of practicing ergonomics can damage our wellbeing. An average adult sits 6.5 hours a day and teens at 8 hours a day on a computer, iPad or laptop. NeckDoctor for DESK and NeckDoctor for WALL are ergonomically designed products that help in improving one's posture when using all forms of modern-day computing devices and gadgets.

Strained neck, sore shoulders, inflexible spine, muscle fatigue and several dreadful associated illnesses are among some of the ergonomic challenges people face with prolonged use of computers and screens. Correct viewing angle is also very important as constant leaning of our heads to reach out to our screens is known to bend our spine by a few millimeters every year.

Technology Innovation Institute's Cryptography Centre partners with leading universities

Technology Innovation Institute TII, the applied research pillar of Abu Dhabi's Advanced Technology Research Council ATRC, announced that its Cryptography Research Centre CRC has partnered with several international universities with the aim of advancing breakthroughs in the field of cryptography.

The Cryptography Research Centre signed the partnership agreements with Ruhr-University Bochum Germany, Radboud University the Netherlands, Khalifa University UAE, University of Milan Italy, Polytechnic University of Turin Italy, and Federal University of Santa Catarina Universidade Federal de Santa Catarina Brazil.

CRC had earlier this year announced that it had partnered with Yale University USA. CRC has also co-authored a Springer Publishing book on Hardware Architectures for Post Quantum Digital Signature Schemes with New York University USA

The collaborations follow a series of innovation announcements at TII since the first Advanced Technology Research Council board meeting in August 2020.

The partnership with Ruhr-University Bochum aims to design and implement privacy-preserving cloud computing and secure data processing schemes while the partnership with Radboud University will target lightweight cryptography and aims to develop software and hardware secure implementations.

The research partnership with Khalifa University will focus on designing an enhanced TESLA protocol for the internet of things IoT, while the second project

DR NAJWA AARAJ, *Chief Researcher at Cryptography Research Centre.*

aims to design a secure field programmable gate array involving reconfigurable post-quantum cryptography schemes and machine learning models.

Furthermore, the collaboration with University of Milan focuses on the analysis of algebraic models of HMAC-SHA-1 and on the design of automated tools. Meanwhile, the partnership with Polytechnic University of Turin will target the cryptanalysis of ARX ciphers from different points of view.

LEADERSHIP OPPORTUNITIES
AND CHALLENGES

Leaders of today's digital organisations are faced with multiple opportunities and challenges and making progress depends on a new set of skills and cultural empathy.

Amir Kanaan, Kaspersky

Christie Struckman, Gartner

Dr Paul Hopkinson, Heriot-Watt University Dubai

Eva Mattheeussen, DHL Global Forwarding

Havier Haddad, Dell Technologies

Hiroyuki Shibutani, Panasonic Marketing

Hussain AlObeidli, Injazat

Marketa Simkova, KPMG

Miguel Khouri, GBM

This feature theme will be continued in the next monthly edition.

AMIR KANAAN,
Managing Director, Kaspersky.

CHALLENGE OF BLENDING HYBRID AND UNIFIED WORKING

Organisations must accelerate collaboration platforms, device and home network security, and reexamine cybersecurity best practices to prevent human error.

The principal organisational challenges that top executives are navigating in the face of digital transformation and recovery in the post-pandemic new normal are remote working and hybrid working models. Top executives need to provide their employees with a working model that suits them. And to build a unified view for the future, the organisation's vision for post-pandemic work must be clearly communicated.

Without a doubt, technology is more important now than ever before – adopting the latest technology to make remote working a breeze is essential. Organisations must accelerate investment in collaboration platforms, as well as device and home network security, and constantly reexamine and update cybersecurity best practices to prevent data leakage caused by human error.

And all of this can lead to costs – top executives need to invest in what works for remote working models and also leave room in their budget to focus on implementing a robust cybersecurity solution.

Leaders need to imbibe and demonstrate a keen awareness of employee priorities, especially with regard to future models of work. While different employees may perform differently in different scenarios, the fact remains that organisations have to prepare for a worst-case scenario. Proper management of resources to re-examine information, budgets, and networks to help teams advance their goals is essential, and proved to be a life-saver in the recent past when, overnight, organisations moved to 100% remote working.

In terms of leadership skills, empathy, clarity, authenticity and agility are now more crucial than ever during this time of uncertainty and upheaval in lives, which can have an impact on how people work.

The fact that it is a shared human experience means that it has an effect on everyone. As humans, business leaders are no less susceptible to fear, especially as they consider decisions that can impact their people, their families, and an entire related community. If there's one thing we can learn from the frontline workers, it is the need to take care of oneself before trying to help everyone.

To tackle burnout and stress, Kaspersky has launched CyberSpa – a unique digital space to practice various online relaxation techniques. On the Cyber Spa platform, users are offered several relaxation procedures.

When the need for collaborative leadership is so critical, senior executives need to work closely. Given that technology infrastructure is one of the major areas that organisations are considering today, greater collaboration needs to be fostered for the organsiation and its departments with the CIO, CTO, and CISO, especially on tech investments, whether it is enhancements to existing solutions or the developments of new business models or architectures.

Prioritising the interaction and solution-focused collaboration between roles is vital for success in the longer run, not just the short term.

The types of organisational cultures and structures that are likely to succeed better in the short to medium term are those in which every C-level executive understands the positive role and importance of technology. The concepts and processes of digitisation and digitalisation needs to be causes that the leadership believes in, enabling them to create a future-ready environment today.

Placing technology high on their investment radar is now more important than ever because, due to the pandemic, we are forced to do almost everything digitally. In this scenario, cybersecurity plays a major role in the realisation of an organisation's short- and medium-term plans. ∎

> To tackle burnout and stress, Kaspersky has launched CyberSpa.

TOP EXECUTIVES ARE NOT IMMUNE TO BURNOUT

While the superhuman responses required to address today's challenges are fueled by adrenaline, the relentless sense of urgency is not sustainable.

CHRISTIE STRUCKMAN,
Vice President Analyst, Leadership, Culture and People, Gartner.

CEOs tell us the top four organisational competencies they need in place to deliver on their business strategy are talent management, technology enablement, digitalisation, innovation, and execution. They need an effective system to either hire or develop the skills needed for their strategy, and they need to continue with their digitalisation investments.

They need to simultaneously think differently about how they design and deliver their products, services, and they need flawless execution on their business plans. And do this in the context of the virus with differential impacts around the world, and concerns about how to make hybrid work in their organisations.

Leaders have the right to prefer onsite v offsite work, and if so, should be clear sooner rather than later. The ambiguity is worse than not knowing. Executives should balance the work needs with employee preferences. But just know that employees are expecting to be offered hybrid working options.

Our research suggests that by 2022, 47% of knowledge workers will be hybrid workers, up from 27% in 2019. And if you force your employees to go back full time in the office, you could lose 1 in 3 workers.

There is no one right culture for success. The best culture is one that is consistent with the strategy of the organisation, accentuates the unique value of the organisation in the ecosystem, celebrates the organisational history, and provides clear guidance to employees about what is accepted and expected.

Culture is an outcome of the systems, processes and practices of the organisation that teach employees how to behave. Similarly, there is no one right structure. The organisational structure is simply a tool to organise employees. Executives should focus on making sure their operating model is efficient and effective.

We believe four skills or competencies are critical for

> Top four organisational competencies to deliver business strategy are talent management, technology enablement, digitalisation innovation, execution.

The superhuman responses required to address today's challenges are fueled by adrenaline.

executives –– business acumen, digital acumen, emotional intelligence, and relationship management. Executives need to understand how their enterprises make money or provide services and know the levers that impact the business model.

Digital acumen is the ambition and ability to use and apply existing and emerging technology to drive better business outcomes. Emotional intelligence, the ability to recognise and manage emotions, helps executives as digitalisation changes employee's work practices, behaviors, and reporting relationships. And relationship management is critical to resolve challenges and barriers that arise across the enterprise.

Executives are not immune to burnout. The superhuman responses required to address today's challenges are fueled by adrenaline. But the relentless sense of urgency is not sustainable. Executives need to modulate the work so that employees get a chance to play catchup both

with other work commitments and with their home life.

And therefore, executives should model doing the same themselves. Telling employees to take care of themselves and take some time off will more likely be followed if employees see the executives doing the same.

Reporting structure is typically informed by two competing design principles: the role should be closest to the place where the decisions they influence happen and there needs to be manageable spans of control. Given these design principles, CIOs report to the CEO or COO of any organisation that has digitalisation as part of its business strategy.

The CTO, depending on the role they are asked to play in the organisation might report to the CEO or COO, or to the CIO. And the CISO role that sets security vision and strategy, develops security management frameworks, and enforces enterprise security and risk policies, tends to report to the CIO. ◼

Executives need to modulate work so that employees get a chance to play catchup with other commitments and with home life.

BUSINESS TRANSFORMATION RARELY ACCOMPLISHED OVERNIGHT

With all initiatives involving change, organisations need to recognise, softer side and leadership are most important facets of digital transformation.

DR PAUL HOPKINSON,
Associate Head of the School of School Sciences and Edinburgh Business School, Heriot-Watt University Dubai.

One of the most important challenges that executives face when rolling out digital transformation programmes is organisational resistance to change. From incumbent staff to risk-averse department heads, several cultural factors can hamper a digital initiative as people fear change and are inclined to hold onto what they know and are familiar with.

However, an organisation and its top executives can tackle such cultural barriers by designing a workforce transition plan as part of their digital transformation programme and clearly signposting the purpose and drivers of the changes being made and plans for implementation.

This plan should include communicating to employees the vision and strategy behind digital transformation initiatives, the associated objectives, and key timelines. Plans for implementation should also address skills gaps, offering upskilling and reskilling opportunities to existing employees, which help win their commitment and confidence, thus smoothening the transition for all. All too often businesses focus on hiring in new talent to address skills gaps, rather than investing in their own staff.

Organisations need to recognise too that, as it is the softer side of change and leadership that are the most important facets of digital transformation, and that as with all initiatives involving cultural change, business transformations of this magnitude are rarely accomplished overnight!

A largely distributed workforce is here to stay in 2021 and beyond. Employers are choosing different paths ranging from their digital maturity and perceptions of the importance of face-to-face interaction to team morale and performance. Nevertheless, many leading employers have stated their intention to adopt a hybrid work model with employees splitting their work between the office, home and potential additional remote locations or so-called third spaces.

This represents a happy medium for many employees and allows employers to reap the benefits of improved job satisfaction and employee commitment. Hybrid approaches offer employees greater work-life balance, lower office expenses for business leaders, and could help attract better talent and improve employee retention rates.

Setting clear policies and expectations is necessary to realise the full benefits of a hybrid workforce, as is effective workforce management. Creating guidelines that are based on a proper understanding of how employees work now, how they feel they work best, and how they would prefer to work in the future – is important in outlining specifics such as rotation schedules and working hours. Mechanisms, that monitor the engagement of employers operating remotely, is also important.

In today's volatile and uncertain environments, agility is key. Organisations that are most likely to survive and thrive are those that are equipped to respond rapidly to change and where there is a culture of continuous learning. This demands business leaders who are not only capable of anticipating and sensing market trends, but who can create a climate where employees across the organisation

In today's uncertain business environment, the ideal executive is self-disruptive.

KEY TAKEAWAYS

- Technology leaders such as CIOs must adopt two positions within organisations, guardians of infrastructure and catalysts for business development and change.

- High-performing CIOs should be allowed a voice in the boardroom so they can participate in strategic dialogues.

- CIOs should learn on creating evidence-based business cases for management buy-in.

- Hybrid offers employees work-life balance, lower office expenses, help attract better talent and improve employee retention rates.

- In today's volatile and uncertain environments, agility is key.

- A largely distributed workforce is here to stay in 2021 and beyond.

are empowered to innovate and experiment with new ideas and create innovative solutions to customer's demands.

Ad hoc and organic organisational structures such as "scrum teams" and "skunkworks" are some of the agile and responsive ways in which organisations can conceive and explore new ideas, which can then be developed and scaled up rapidly across the business.

A high-performing executive team – the CEO's most crucial asset – is especially critical in the face of complex challenges. Top executives with a combination of soft skills such as grit, resilience, and adaptability are key to driving organisational change, and ultimately generating business results.

In today's uncertain business environment, the ideal executive is self-disruptive, someone with the mindset and the ability to continuously challenge their own beliefs and assumptions. A self-disruptive executive can skillfully link resources with talent to build an innovative ecosystem. Such leaders can introduce robust ideas to market at speed and, most importantly, adapt quickly to change by disrupting themselves repeatedly.

If the COVID-19 pandemic has taught us anything, we also need leaders that are prepared to delegate and empower those around them in order to respond rapidly to changes and to lead their teams in an empathetic and authentic manner.

Executive burnout is a growing problem with negative effects that can trickle down through various levels of an entire organisation. While challenges and growth opportunities are important for one's

satisfaction at work, such demands for prolonged periods can result in burnout and other wellness issues.

Executives should take stock of their own workloads and avoid setting unrealistic expectations for themselves. Beating burnout not only requires prioritising and delegating more effectively, but also pursuing passions and personal interests outside of work, which ultimately help in renewing one's enthusiasm and vigour at work.

For many executives, COVID-19 has resulted in longer working hours and a worsening work-life balance as the boundaries between home and office life have become increasingly blurred. Nevertheless, it is important for businesses to acknowledge this challenge and work collectively with their top teams on ways to improve wellness for all.

Senior executives have a role to play in leading by example and demonstrating the importance of the wellness agenda and championing such initiatives across their organisation.

To remain relevant and competitive, technology leaders such as CIOs must adopt two positions within their organisation: guardians of infrastructure and catalysts for business development and change.

High-performing CIOs should be allowed a voice in the boardroom so they can lead and participate in strategic dialogues about deriving the most value from technology-driven disruption, innovation and value creation.

And because any digital initiative requires stakeholder support for its eventual success, CIOs should learn and focus on creating solid, evidence-based business cases for the management buy-in needed for technology investments.

Technology alone cannot be allowed to dictate an organisation's digital strategy, but rather treated as a key enabler and it is the role of the CIO to ensure that organisations derive the best value and strategic impact from these investments. ■

WORKING WITH TEAMS' KEY FOR LEADERSHIP

Executives must learn best way to connect with their teams and build interpersonal relationships to ensure company's goals are achieved.

HAVIER HADDAD,
General Manager Gulf
Region, Dell Technologies

The foremost thing an executive must do is approach the current challenges with a new perspective

There is no doubt that Covid-19 has redesigned the workplace for good. With the rise of the hybrid workplace model, senior executives have faced a series of unique challenges over the last year, which had to be addressed through a mix of technology and workforce management.

One of the biggest challenges they faced was redesigning the workplace with health and safety as top priorities and creating a sense of overall wellbeing for employees who return to the workplace.

Another challenge they faced was to ensure the shift to remote work did not affect talent development within the organisation. As the traditional office work structure shifted to a digital environment, there was a risk that honing of employees' skills and knowledge would take a backseat as organisations strived to adapt to new ways of working in an unpredictable environment.

Organisations were also tasked with finding new and efficient ways to engage with customers remotely and use technology to swiftly adapt to their changing needs.

The hybrid work model is here for the long run. The pandemic has shown that the physical workspace is not essential, and with the right technologies, remote working can be successful and has even proven to increase efficiency. In fact, the ESG Remote Work Report 2020 observed that 78% of employees are more productive when working remotely.

At Dell Technologies, we had already been leaning into flexible work as part of our Connected Workplace policy and program. Before March 15th 2020, when we announced a global work-from-home policy, 65% of team members were leveraging our flexible work policies, and we had approximately 30% of team members working remotely on any given day.

Nevertheless, remote working does face certain limitations such as ensuring that employees who work outside the office do not fail the numerous security requirements. However, the Dell Technologies Connected Workforce program and advanced data security protocols have significantly helped us and our customers overcome these limitations.

Connected Workforce has successfully proven that flexible work can have mutual benefits to the team member and the company, as well as have a positive impact on the environment through increased energy savings and reduced carbon emissions.

The pandemic did show that without a doubt, a flatter organisational structure and culture, where only a few layers of

With the right technologies, remote working can be successful and proven to increase efficiency.

KEY TAKEAWAYS

- The most important skill senior executives need in a remote work structure is consistent communication.

- Another challenge faced was to ensure shift to remote work did not affect talent development.

- The hybrid work model is here for the long run.

- The pandemic has shown physical workspace is not essential.

management are present between leadership and employees, have been highly efficient and this structure is bound to succeed in the short to medium term.

Ever since the workforce shifted to a remote and digital environment, the flatter organisational structure has shortened the chain of command and increased communication and decision-making speed. It has also made leaders more approachable, increased openness between employees and managers, and has increased the level of transparency and trust between them, all of which are essential in a remote work environment.

The most important skill senior executives need in a remote work structure is effective and consistent communication. Executives must learn the best way to connect with their teams and build interpersonal relationships to ensure the company's goals are achieved and business is carried on as usual.

Executives must also continue to place importance in developing talent which is essential to ensure career progression and maintain employee satisfaction. In summary, as remote working will be here for the foreseeable future, executives need to possess resilience, flexibility, and the ability to manage and navigate change quickly.

The past year has been stressful for everyone with the uncertainties brought about by the pandemic. Senior executives have faced immense challenges to navigate and adapt to the fluctuating business environment. They found themselves having to quickly innovate and adapt to new methods of communication, as they strived to keep the business afloat, while also ensuring their workforce is protected and able to operate under a stable environment.

The foremost thing an executive must do is approach the current challenges with a new perspective, knowing that these are not ordinary times. There has been no better time to tap into the power of a team, and senior executives must work closely with their teams to identify solutions which work from everyone's perspectives.

Due to the rapid digitalisation brought about by the pandemic, the role of CIOs and CTOs in determining business strategy and structure has massively increased. According to a Gartner study, two-thirds of CIOs assumed leadership of high-impact initiatives aimed at responding to the challenges of the pandemic.

CTOs began reporting directly to the CEO, educating and guiding them and other C-suite members during the crisis and working with them to build a robust digital strategy.

As technology today is the key enabler and value driver for organisations like never before, it is important for CTOs to continue reporting directly to the CEO and collaborating with the rest of the senior leadership to implement digital strategies that navigate the business through the pandemic and drive growth. ■

LEADERSHIP WORKING WITH ZERO MARGIN FOR ERROR

Top executives also experience burnout, perhaps not at the level as other employees, and do not realise they are at their maximum until it is too late.

HIROYUKI SHIBUTANI,
Managing Director,
Panasonic Marketing Middle
East and Africa.

A solution-oriented approach to work will become a more sustainable practice.

The Covid-19 pandemic has rendered many of the old business practices obsolete. We had to quickly adapt our business models while also managing a suddenly remote, distributed workforce. As the post-pandemic world transitions into a new normal, leaders must re-evaluate their needs and challenges upfront to keep the business running. With that, a digital transformation is no longer a nice-to-have option. It has become an essential component of evolving into the hybrid workforce model.

Several challenges lie ahead as we transition into the new form of work. And it was not all roses for business leaders, either. They were expected to step up and continue meeting strategic goals on the go while facing unparalleled stress, uncertainty and tough decision-making.

The transformation to digital indeed comes with its own challenges, prominently lack of training and employee engagements. It is essential to have the know-how and proper tools to keep the business running. Suppose employees lack the knowledge to adapt to the changes or adequate training in the new technology.

In that case, the company can quickly run into trouble. As enterprises are hurried under pressure to meet the deadline, they might make premature systems implementation without the proper data to support.

This could lead to significant failures. Some of the significant challenges faced by today's technology leaders include information and data security. With more and more automation and artificial intelligence tasks taking centre stage, data security has become ever more critical and will remain so post-pandemic.

The world is experiencing significant shifts in activity levels, changes in daily schedules and productivity tool usage, etc. Many big organisations have announced plans to continue operating remotely until the end of 2021 or shift more long-standing.

Despite the challenges, working from home is one of the most desired models for top executives and job seekers. Panasonic was one of the major companies that swiftly implemented remote working as the pandemic spread in 2020 for its employees.

However, being a manufacturer, we cannot move to a completely remote work system. Work from home is here to stay. Hybrid workplaces will be the norm for the foreseeable future. Flexible work hours, and a few days a week in the office have resulted in higher productivity for our Middle East office. Businesses have to find the right balance between the two, but most importantly, implement

Companies ready to reinvent and adjust to the new paradigm will succeed.

KEY TAKEAWAYS

- With automation tasks taking centre stage, data security has critical and will remain so post-pandemic.

- Businesses have to implement technologies that allow employees to switch from online to physical to online.

- Business leaders have a clearer picture of how resilient their business models are and where improvements are needed.

- Enabled by digital culture, they can use that knowledge to redefine themselves, reinvent work.

- There has never been a better or more urgent time for business leaders to reflect.

technologies and communication systems that allow their employees to seamlessly switch from online to physical to online.

As we slowly emerge from the global pandemic, business leaders have a clearer picture of how resilient their business models are and where improvements are needed to operate successfully. Enabled by digital culture, they can use that knowledge to redefine themselves, reinvent work, and put their companies on course for future success.

There has never been a better or more urgent time for business leaders to reflect, take a step back and build a stronger foundation. A solution-oriented approach to everyday work will become a more sustainable practice. Companies that are ready to reinvent and adjust to the new paradigm, which is the working present, will succeed.

According to recent studies, the future of team leadership is multimodal. Effective leadership in this new hybrid world requires different skills that go beyond traditional team leadership. One essential skill that leaders should possess is the tactical agility to maintain focus on short term business objectives while accepting and fully embracing unpredictability.

Leaders should keep a growth mindset, which is essential to steady the ship in these volatile times. Leadership in crisis is a double-edged blade, it is a privilege, and a burden. Hence, leaders need to dig deep, keep positive and motivated, focus on controlling the controllable' and be sure to energise, enthuse and motivate their teams to face forthcoming challenges.

Top executives also experience burnout, perhaps not at the level as the other employees. Covid-19 has left a lasting impact on most businesses, and C-suite executives have been focused on solving the new problems arising from the present scenario. Basically, leaders are left with zero margins for error. It also means that one does not realise they are at their maximum until it's too late.

A recent survey revealed that burnout and fatigue are equally concerning for employees working remotely as well as those in a physical workplace.

The best tactic is to be emphatic. By understanding that there is fear and anxiety about returning to the office and parental pressure among employees as children move to e-learning, leaders can build strategies that solve their problems and improve efficiency at the workplace. This can mitigate stress and burnout for both leaders and employees as well as help build trust. Leaders should just know that we are all sailing the same ship.

Technology is helping organisations in thwarting cyber threats as workplaces become digital with open access and collaboration happening online. As IT functions play an instrumental role, CIOs and CTOs have to balance between bringing in systems to support the workforce and also think of budgetary constraints and business priorities.

Furthermore, health, safety, and well-being of employees have become a priority for all organisations.

Traditionally, HR and environment, health and safety were two separate operation domains, the latter focusing more on accidents and compliance. But today, a CTO or CEO is also responsible for the safety of their team, and the business hierarchy has become more horizontal and collaborative than delegation, reporting structure. It will remain so in the future as open communication and consensual decision making has improved organisational efficiencies. ■

REMAKING AND REBUILDING INJAZAT 4.0

Injazat has begun evolving into a new culture, founded on agility, speed, excellence, and using learnings where each person, feels safe, secure, valued.

HUSSAIN ALOBEIDLI,
Chief Human Capital
and Admin Officer,
Injazat.

The Covid-19 pandemic is a reality check for businesses that have been reluctant to embrace digital transformation and now find themselves woefully unprepared. Business leaders are now facing the new work shift reality, traditional office setups, work scheduling, and in-person meetings have become less ubiquitous, making remote and distributed workforces the norm.

These changes are becoming a permanent part of the future of work, and the future is now. The focus of business leaders is now on how to empower remote employees for effective outcomes.

The benefits of remote work can be tremendous. Reports have shown that it can increase flexibility, improve productivity, and the elimination of legacy boundaries which can lead to better outcomes for employees, customers, and ultimately, the business.

However, it is also true that as users are accessing more end-devices and connecting from different networks often unsecure through remote work, they are presented with new threats. Our enterprise clients are quickly realising the need to ramp up their security infrastructure and are therefore on the lookout for cyber security tools and solutions that oversee every component of enterprise architecture as a whole.

At Injazat, we have already begun to build Injazat 4.0. We are evolving into a new culture, one founded on agility, operational speed and operational excellence.

A successful organisational work culture can be the one where there is:
- A start-up mindset to encourage agility and accountability, for instance, daily check-in meetings and regular reviews.
- Executing with speed to get ahead of the competition and acting with urgency.
- Agility in everything that is done, and this can be achieved by rebuilding the operating model.
- Redesigning the organisational structure.
- Thinking about how businesses

Stress seems to be a part of every job description, particularly when you reach the C-suite.

Along with embedding wellbeing into the workplace, managers need to foster a sense of belonging within their teams.

KEY TAKEAWAYS

- When you experience stress and believe it is something that will harm you, it is more likely to put you in harm's way.

- Remote work can increase feelings of isolation and managers of virtual teams should make an effort to combat that.

can be empowered to be faster and flexible to achieve outcome.

● Ecosystems and adaptability, it is important to enhance the supply chains and channels.

● Human at the core, by thinking of the best ways to utilise staff and enhance capabilities.

Post the pandemic, top executives will need the following skills:

Building strong and cohesive teams, even with employees working remotely. Regardless of an organisation opting for a full-time or hybrid work-from-home schedule, granting workplace flexibility can improve productivity and decrease overhead cost. Managers should work with their teams to decide when they will have meetings, how meetings will be run, and which communication methods should be used for which purposes.

Navigating and manage change quickly. Covid-19 impacted individuals, businesses, and the economy at large. Leaders must be able to navigate these changes and whatever else may come, both logistically and culturally, to foster work environments where each person, feels safe, secure and valued.

Fostering a sense of belonging. Along with embedding wellbeing into the workplace, managers need to foster a sense of belonging within their teams. Everyone wants to feel they are respected, treated fairly, included within the group, and connected to the larger goals of the organisation. Remote work can increase feelings of isolation and loneliness, and managers of virtual teams should make an effort to combat that by fostering connection and belonging.

Stress seems to be a part of every job description, particularly when you reach the C-suite. But that does not mean it gets to take over your life. When handled correctly, stress can be contained, minimised and conquered. In my opinion, the best 3 steps to beat stress are:

Learn how to deal with your stress. When you experience stress and believe it is something that will harm you, it is more likely to put you in harm's way. Whereas when you perceive stress as something closer to a performance enhancer or simply a natural response to pressure, you are less at risk of the more negative effects of stress. Watching your language is a good place to start.

Take time to transition. Give yourself time to process and come down from a stressful moment or experience. Give yourself 10 minutes to transition from work to home to change your mode and be ready to meet those who matter most to you.

Build recovery into your workday. Support your system to recover itself by:

● Eating healthy food
● Exercising daily
● Ensuring enough and good quality sleep
● Learning to delegate
● Meditating
● Picking up a hobby you love

IS YOUR EXECUTIVE TOOLBOX READY FOR RECOVERY?

Looking at recovery, executives have to be flexible to the new normal by adjusting digital agendas to respond to continuous changes in market dynamics.

MIGUEL KHOURI,
General Manager, GBM
Abu Dhabi.

Apart from growth and profitability, organisational resiliency and risk management represent the main challenges for executives. The cross-border pandemic exposed weaknesses in resiliency plans, against crisis and cyber risks. Challenges in business continuity plans and tools, the lack of automated business processes, and the absence of cyber risk management were very much seen at the start of the pandemic.

Digitally ready businesses were relatively faster to rebound from the crisis; however, and broadly speaking, digital transformation initiatives are lengthy and complex projects in nature, both from the technical and corporate adoption viewpoints. Looking at recovery post pandemic, executives have to be flexible and adapt to the new normal

by adjusting their digital agendas in terms of priorities to respond to continuous changes in market dynamics.

Executives need to take strides at embracing a hybrid workforce model, as it is here to stay. Leadership and HR functions need to ensure they are creative in the way that they communicate and instill a corporate culture with sense of purpose and ethos for the hybrid workforce. Employee performance management systems must also transform to be outcome based, as this will ensure more subjectivity, flexibility, and productivity.

However, prior to executing a remote, hybrid work environment, digital business systems must be implemented on optimal, secure and scalable infrastructure. Cloud and SAAS might expedite the process and give room for experimentation of these new models until they mature and be fully rolled out.

Future organisations will augment human skills and knowledge with the power of platforms and, or machines. For the short to medium term, a focus on business resiliency and outcomes has to be fostered, using outcome-based employee performance systems and Business

Digitally ready businesses were relatively faster to rebound from the crisis.

Digital transformation initiatives are lengthy and complex projects in nature.

continuity, risk management tools.

It also has to be coupled immediately with information architecture in preparation to use expert systems for decision making support using machine learning. Having an agile, empathetic, and proactive organisation culture and structure will help to ensure organisations whether current and future turbulences and emerge stronger and more relevant to both their customers and changing market conditions.

The ability to adjust to the new norms, and moving away from comfort zones, are important skills to have in order to leverage the current digital evolution to its fullest, from structure, to cost, and innovation. Taking into consideration business stability and uncertainty from one angle, and existing opportunities from another angle, executives should adopt agile methodologies in building and executing their strategies.

This can happen gradually by starting small to make iterative changes, then engaging all levels and working on continuous improvement. Other key areas to focus on are digital technologies, data analytics and data driven decision making, with an

understanding of the benefits and ethical implications of Artificial Intelligence and Machine Learning.

Top executives are no different to any other category of the workforce, and the pressures which have been faced due to the pandemic alongside regular business pressures have added to this burden and made them more vulnerable to burn out and stress. Executives can cope by investing time in their own wellness, and finding ways to de-stress and switch off, be it through exercise, diet and enjoyable activities.

On the work front, they can also cope by creating a space that allows them to evolve and learn new skills, in order to expand their horizons outside the industry they are in, which can offer them a new perspective into their own business. This can help them to do the work and enjoy it more.

CIOs focus on managing infrastructure and applications, and their role is becoming increasingly important with digital transformation, however I do not believe that much change is needed in their reporting structure. The two changes I do foresee are the CISO role, being moved into larger structures in the risk department, either combined with or reporting to the CRO.

The other is the CTO's role which, in digitised organisations, is becoming much closer to the board of directors as it entails envisaging new products, new business models, and in many instances affects the agility of the organisation to seize new business opportunities and markets. ■

*MARKETA SIMKOVA,
Partner, Head of People and
Change, KPMG Lower Gulf.*

COVID IS GREATEST POSSIBLE TEST OF LEADERSHIP SKILLS

The pandemic has presented executives of the world's largest organisations with greatest possible test of their leadership and personal resilience.

23%
of organisations in Middle East exhibited resilience during the pandemic compared to 27% globally.

KPMG's 2020 CEO outlook report points out that top executives of some of the world's most influential organisations have identified talent risk as a significant challenge to growth, triggered by Covid-19 upheavals. The pandemic also accelerated digitalisation and automation.

KPMG's Future of HR report states that 28% of an organisation's total workforce would need to upskill to maintain effectiveness in the near future. Another key challenge facing organisations is managing employee productivity in a predominantly remote work environment. The adoption of relevant tools is critical to encourage employee productivity, facilitate virtual collaboration and information exchange.

Remote and hybrid work set ups are dependent on the nature of the business and organisational culture. Remote work may not be feasible for certain businesses that require

their employees to be on-site. Therefore, there is no one size is fits all solution to this challenge. At present, a majority of organisations 58% surveyed in KPMG's 2021 Future of HR Survey expect to invest heavily in technology to support remote working over the next 12-24 months.

Organisations that have flatter structures, with smaller, empowered teams tend to perform better. This work model elevates each employee's responsibility and eliminates excess management layers to improve coordination and communication. Fewer levels between employees also improves the decision-making process, while the lack of middle management delivers cost savings.

The pandemic has vastly intensified the need to manage change and make decisions more quickly. Organisations with several layers of management have limited agility, inhibiting their ability to

thrive in the new normal. Today, a culture of innovation, flexibility and customer centricity is key.

The Covid-19 pandemic has presented chief executives of the world's largest organisations with the greatest possible test of their leadership abilities and personal resilience. The way forward is to lead with increased purpose and impact, both societal and economic. Resilience and agility are the top skills for today's leaders.

It is important to be able to find opportunity amid a fall in business confidence and rewire the business model to meet the new normal. According to KPMG's 2021 Future of HR report, at present, 23% of organisations in the Middle East exhibited resilience during the pandemic compared to 27% globally.

Burnout is something that can be experienced across the board, and is not specific to just top executives. From a leader's perspective, business performance amidst uncertainty, coupled with unknowns about the virus could challenge mental well-being.

One approach to coping is to focus on personal growth and development. Organisations should be focused on employees' well-being, to boost happiness, health, and productivity. Investing in personal growth and development is the first step in unleashing creativity, tapping potential, and supporting sustainable productivity. ◼

EVA MATTHEEUSSEN,
Head of Human Resources, DHL Global
Forwarding Middle East and Africa.

Companies recognised top-down systems that treat some employees as superior to others lack agility.

ACCELERATING MOVE TO FLAT ORGANISATIONAL STRUCTURES

Flat structures are built on agility, simplify communications, fast decision-making, distribute power and responsibility, make employees feel valued.

The pandemic has been challenging to organisations, destabilising some and shuttering others. It has been a test of leadership, grit, and resilience at the highest level. Through the course of the pandemic, the most challenging aspect has been maintaining the employee morale and performance at a time when everyone is mentally distracted due to the crisis.

Striking the perfect balance between accomplishing the set business targets and operating business as usual has been taxing. Other challenges in the face of the pandemic have been identifying the right talent, upskilling, as well as restructuring the performance evaluation metrics across the organisation.

There is little doubt that the future of work will be a hybrid model – incorporating both the office and remote work arrangements, with the flexibility to roll out appropriate measures. Moving forward, employers have begun to sculpt new perspectives on collaborative work, the importance of building trust, and being adaptable. Flexible working arrangements are an integral part of the new normal.

Even before Covid, organisations were adopting more egalitarian and less hierarchical cultures. These companies recognised that top-down management and systems that treat some employees as superior to others lack agility and limit the potential contributions of employees in the lower rung of the ladder.

The pandemic has accelerated the move to flat organisational structures which are likely to succeed in the future. This is a model that is built on agility, simplifies internal communications, and enables fast decision-making. With power and responsibility evenly divided throughout the organisation, employees also feel deeply valued for their contributions.

Dealing with the pandemic has taught business leaders the importance of adaptability and its linkage to resilience. They have been pushed to reconstruct their organisation's crisis operations while fundamentally reimagining strategies and business models. Critical skills that are vital to be adopted by top executives to manage the challenges presented by the pandemic include:

- Flexibility and adaptability
- Agile ways of working, including understanding of emerging technologies for productivity as well as innovation and creative thinking
- Emotional intelligence and ability to manage crises, communicate effectively and instill hope as well as remain calm under pressure
- Tech-savviness

Burnout is not limited to top executives and extends to the entire workforce. Along with its economic impact, the pandemic had a largely invisible psychological impact on people. Not everyone could adapt to the uncertain period of isolation – especially the expatriate workers in the UAE who are often away from their families and now face additional travel restrictions.

To combat the hyper stress issue, organisations should recognise the often-unexpressed need for emotional support. Virtual engagement platforms are a powerful tool to help employees connect and communicate. Employers of choice are leveraging technology to foster connections.

UAE's retail e-commerce grows 53% YoY in 2020 according to DCC

The UAE retail e-commerce market reached a record $3.9 billion in 2020, a 53% year-over-year increase driven by the Covid-19-led digital shift, while e-commerce accounted for 8% share of the retail market during the same year, new analysis from Dubai Chamber of Commerce and Industry has revealed.

The study, based on recent data from Euromonitor, projected the value of the market to grow by a compound annual growth rate CAGR to reach $8 billion by 2025, a growth trend supporting by several key factors such as

high-income potential, high Internet penetration rate 99%, developed transport logistics network, modern digital payment systems, growing tech-savvy youth population, and strong government support.

The UAE has the highest smartphone penetration rate in the MENA region that has influenced the growth of mobile-commerce or m-commerce. The share of m-commerce in the UAE e-commerce market increased from 29% in 2015 to 42% in 2020. Moreover, in 2020, UAE retail m-commerce retail market value reached $1.6

to grow or keep stable their businesses using omni-channel methods.

Despite some growth opportunities, there are some challenges in the e-commerce market, such as cash on delivery. However, during the pandemic the share of this payment method was significantly reduced, due to hygienic measures and development of contactless payments.

Moreover, some online retailers faced financial pressure to due high costs. Apart from picking, packing and delivery cost, one of the biggest costs is high returns of products. Experts have found that people return 15% to 40% of what they buy online, compared to 5% to 10% for in-store shopping. However, the improvements of online product details, customer support and visualisation, the product returns are expected to go down.

53% year-over-year increase in UAE retail e-commerce market in 2020 driven by the Covid-19-led digital shift

E-commerce has been predominant during the Covid-19 outbreak, and many retailers have put much effort into building, improving, and promoting their online shops. Several small retailers in UAE that did not manage online stores before the shutdown, developed temporary solutions to sell their products online, for instance, posted their products on Amazon or social media and provided pick-up or delivery services. Companies that were selling high-demand products, example food and computers, increased their share in UAE's e-commerce market during the pandemic.

According to Euromonitor data, in 2020 apparel and footwear e-commerce category had the highest share of 33% $1.3 billion in the UAE retail e-commerce market. Despite some lockdown measures, the online share of this category slightly increased in 2020, due to the growing demand for comfortable style clothing, such as T-shirts, sweatshirts and hoodies.

The next biggest category in UAE retail e-commerce was consumer electronics with a share of 31% $1.2 billion. In this category, the demand was high especially for laptops, personal computers and tablets, due to the remote working and online education. Food and drink were the third largest category 11% or $400 million in the UAE retail e-commerce market in 2020. The online demand in this category was especially high for staple food, ready to eat food and healthy food products.

Many big retailers developed and enhanced mobile apps to increase online sales and to improve customer's access to the products. According to the latest data of the Telecommunications Regulatory Authority of UAE, there are in total 52 purchasing apps in the UAE that specialised in food, beverage and pharmaceutical products. The purchase on mobile apps is highly especially among Gen Z, but millennials were feeling more comfortable on a desktop, as reported by Euromonitor.

According to Euromonitor, during the Covid-19 pandemic 2019-2020, the retail e-commerce of Food and Drink, and Consumer Electronics products had triple-digit growth rates. Other product groups which had more than 50% growth rates include beauty and personal care, pet care, and apparel and footwear.

It is expected that the highest growing product in the UAE e-commerce market will be personal accessories and eyewear with a CAGR of 20% from 2020 to 2025, followed by media products, pet care and home care products.

E-commerce trends expected to gain momentum with consumers include quicker, safer, more intuitive and personalised experiences, voice-activated shopping, contextual and social commerce, virtual instant reordering, and product subscriptions combined with conveniences such as same-day delivery and competitive pricing will draw more consumers to choose Ecommerce over traditional face-to-face F2F channels.

billion, 56% higher than the previous year. The retail m-commerce market of UAE is projected to reach USD 3.9 billion by 2025, and grow with a CAGR of 18.9% between 2020 and 2025.

The UAE and Dubai in particular, remain hubs for e-commerce growth in the MENA region. Changing consumer habits during Covid-19 has accelerated the growth of digital shopping. According to data from the UAE National Economic Register, the UAE e-commerce sector issued the highest number of licenses of 196 in May 2020.

Many companies had a significant investment in online sales activity during the pandemic and managed

Aberdeen Investments forecasts positive growth rates by end 2021

Signs of revival in consumer demand and positive business sentiment across the UAE offer a bright outlook for the country to get back on its pre-pandemic growth path, according to Aberdeen Standard Investments ASI. Proactive government policies and support measures that initially helped to mitigate the impact of Covid-19 enabled the economy to perform better than expected in 2020. And the roadmap suggests positive growth rates by the end of 2021 – 2.5% in real GDP, and 3.6% in non-oil real GDP.

As of the start of the second quarter, improving conditions in the private sector had seen new business growth hit a 20-month high, based on the IHS Markit UAE Purchasing Managers' Index. At the same time, business expectations had climbed for the fifth month in a row as hopes of a recovery from Covid-19 continued.

Projects such as the DIFC Innovation Hub will add to this impetus. Recently inaugurated, the new facility aims to generate new economic value by fostering the development of innovation, enterprise and talent across sectors, especially in future-oriented industries.

Productivity more broadly is also set to soar over the coming months in Abu Dhabi, following the government's move to allow up to 60% attendance at the workplace as of May 30.

Optimism for economic resurgence in the country is growing, fuelled by improving business performance plus boost to tourism and end to quarantine for international travellers to Abu Dhabi

This was reflected in hotel occupancy in April and May, during Ramadan, being only slightly below 2019 levels. In Dubai, for example, reports said industry executives confirmed they were operating at around 80% of capacity.

Demand for hotels to host conferences, exhibitions and other events is also rising once again. Dubai was able to show its ability to get back on track quickly, by hosting the Arabian Travel Market in early May. Over 60 countries took part in this four-day conference, heralding the first in-person international travel and tourism event since Covid-19 emerged.

This bodes well for the Dubai Expo later in 2021, which continues to be considered as a tipping point for domestic economic recovery.

Further initiatives include the commitment from Ras Al Khaimah, the northernmost emirate of the UAE, to spend over $130 million on 20 sustainable tourism destinations, to tap into global demand.

EDRIS ALRAFI,
Head of Middle East & Africa for ASI.
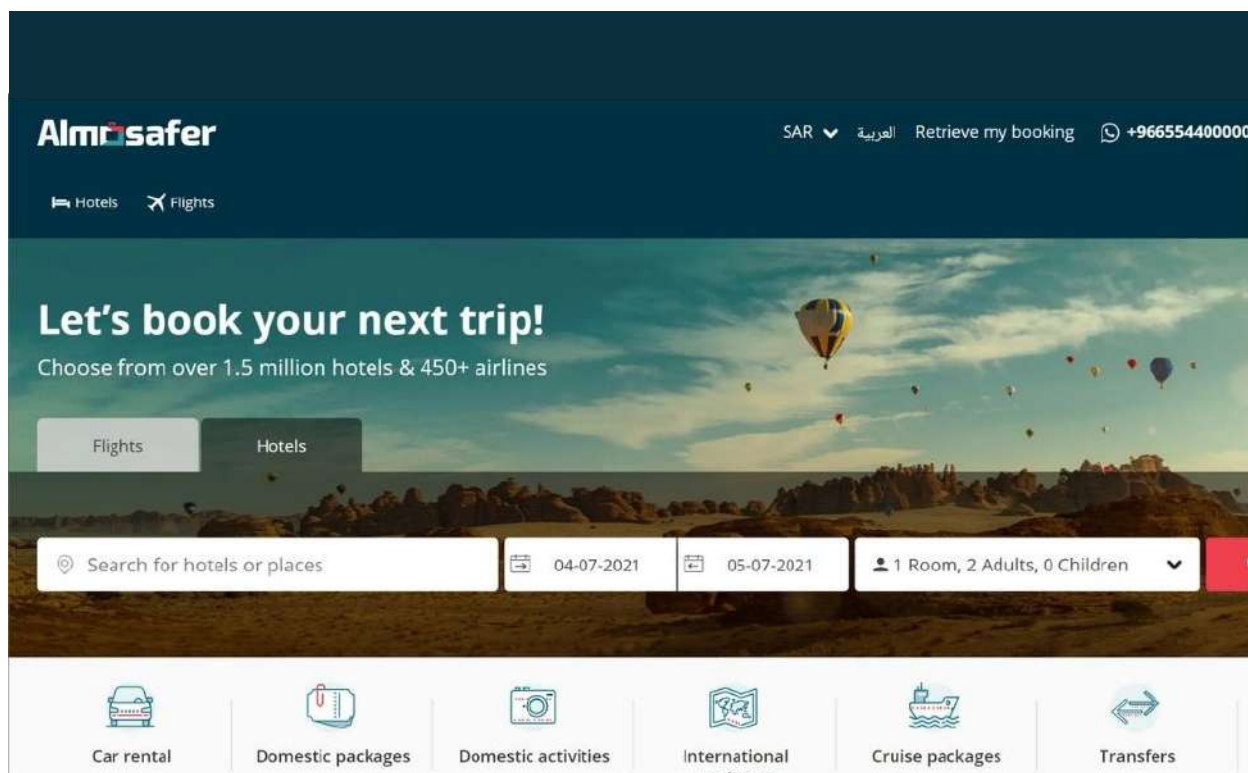
Almosafer finds 80% Saudi respondents planning to travel within 6 months

Almosafer, Saudi Arabia's leading omni-channel travel brand, is revealing key insights into Saudi nationals' travel preferences one month into open borders. Almosafer's study examined consumers' searches and bookings over the period of 17th May –16th June 2021 compared to the same period pre-pandemic in 2019 and found promising signs of travel revival as KSA travellers venture out to explore the world again and continue to explore the vast tourism offering in the kingdom.

The findings solidify the results of Almosafer's second extensive travel sentiment survey conducted earlier this year which unveiled that over 80% of Saudi respondents are planning to travel internationally within the first six months of border opening.

Since the resumption of international travel from the kingdom last month, Almosafer has recovered 76% of total bookings compared to the same time in 2019 and expects this to further increase by Q4 to exceed pre-pandemic booking volume as more travel restrictions are lifted and more destinations reopen for visitors across the world.

The data also shows that domestic travel is in high demand due to the growing appeal of local destinations amongst Saudi nationals, as well as the breadth of offer created by Almosafer from bespoke packages to a variety of bookable tours and attractions available on the brand's domestic activities marketplace.

Top local destinations include Jeddah, Riyadh, Al Khobar and Dammam, while new trending destinations that gained popularity over the past year are Al Jubail, Abha and Jizan.

Destinations of interest beyond KSA within the MENA region include UAE, Qatar, Bahrain and Egypt topping the list due to their proximity and familiarity, however, with Saudi International travellers prioritising quarantine free safe destinations a few new trending destinations have entered the top

20 list including Ukraine, one of Europe's least explored treasures which is known for its variety of attractions, eccentric eateries, upbeat music and a dynamic art scene.

Morocco has also emerged as a trending destination offering beautiful natural landscapes and beaches, rural and cultural heritage. Additionally, the Maldives are a top favourite amongst couples and families looking for a memorable beach escape full of relaxation.

The data analysed also revealed that Saudi nationals are opting for shorter trips abroad, 5% shorter stays, and spending 5% more per booking to achieve higher levels of comfort, convenience, and better social distancing options 16% increase in business class and 14% increase in first class bookings. With the ever-changing status of travel restrictions at various destinations, travellers' booking window has reduced by 30%, Saudis are planning their trips less far ahead as they are making travel decisions based on current situations.

66% UAE respondents ready to retrain for new job role post pandemic

The Covid-19 pandemic has profoundly impacted the professional landscape, driving a paradigm shift in attitudes concerning long-term employment. According to a new study by Boston Consulting Group BCG and Bayt.com, almost two-thirds of workers in the United Arab Emirates UAE are prepared to pursue different career paths post-crisis, expressing a high willingness to retrain and develop new skillsets before embarking on new roles.

A report based on the study, Decoding Global Reskilling and Career Paths, is the third in a series of publications that BCG and Bayt.com have issued about the pandemic's impact on people's work preferences and careers, with this particular edition providing insights ascertained from various countries. From a UAE standpoint, the findings are based on responses from 707 workforce participants in diverse positions and highlight potential employment trends that could emerge in due course.

As a result of the economic unpredictability stemming from the pandemic, professionals from a majority of industries are apprehensive, at least to some degree, regarding the future role of technology. Overall, 37% of UAE workers feel that the threat of their positions becoming automated has increased in the past year.

Workers over the age of 60 and younger people aged 20-30 are particularly aware of this risk, potentially due to greater awareness among younger generations and the nature of jobs held by their elders. Moreover, automation concerns are particularly pressing among those in white-collar creative, consulting, and administrative positions, while people least concerned are those

DR CHRISTOPHER DANIEL,
Managing Director and Partner, BCG Middle East.

with human-centric roles, including sales and social care.

Of the UAE respondents, 66% are willing to retrain for a different job role, and this emerging trend is also consistent across degree types and age groups. Media and information professionals, social care workers, and those involved in purchasing and logistics expressed the most willingness to retrain, with the

media and financial institutions industries demonstrating the highest willingness overall.

In terms of learning, 63% said that they now dedicate a few weeks minimum to skillset development over the course of a year, with this applying to workers from all age groups and various higher education backgrounds. Since the outset of the ongoing pandemic, law, media, digital, consulting, and creative jobs have recorded the highest levels of training.

Meanwhile, the UAE has demonstrated strong improvement in training resources since 2018. Self-study rose from 53% in 2018 to 66% in 2020 – above the global average of 62% - with generous government programs reaching 19% last year. Mobile application usage for training purposes has also increased from 18% to 35% in the same timeframe.

The pandemic has directly impacted the UAE workforce. In total, 43% of respondents reported that recent events have had a detrimental effect on their employment status, slightly above 36% global average. Some have had their working hours reduced, while others have experienced redundancy due to economic turbulence. Workers with a lower level of education have been particularly impacted, while master's degree holders have been less affected with 34% negatively impacted.

Specific job roles, such as marketing, consulting, and media, were heavily hindered, and the travel and tourism sector also suffered significantly. Therefore, many people are enthused by the idea of retraining and embarking on new opportunities that provide greater professional security.

UAE government ranked third globally for provision of digital services

Left to right) Dr Lars Littig, Managing Director and Partner, BCG; and Rami Riad Mourtada, Partner and Associate Director, BCG.

Driven by a comprehensive digital transformation roadmap and Covid-19 response strategy, the government of the United Arab Emirates UAE has attained its latest digitisation accomplishment, ranking third globally for the provision of digital services and subsequent adoption according to Boston Consulting Group's BCG new study released today, titled Digital Government in the GCC: Accelerating Citizen Trust.

As part of their respective efforts to remain at the forefront of emerging technologies' adoption, governments across the GCC have prioritised increased digital services quality and expansion in recent times. Action in this direction aligns with their overarching objective of elevating efficiency, leveraging new digital delivery frameworks, utilising citizen insights, and providing the population with newfound convenience and flexibility.

BCG's study shows that the level of satisfaction of digital government services in UAE is high, with a net satisfaction score of 73%, in comparison to the averages of developed countries 64% and developing countries 58%. Additionally, the digital service offering in the UAE has been met with a positive response, with the country's citizens placed highly in terms of frequency of access. In total, 61% of UAE respondents revealed they use digital government once per week minimum, 14% above the global average.

The scope and variety of digital government services expanded rapidly following the outbreak, with Covid-19 awareness, testing, tracing, information coverage, quarantine compliance, volunteer coordination, and financial support offerings all emerging through online government portals. This applies to the GCC in particular, where governments were central to the availability and delivery of numerous social and healthcare services.

In terms of the UAE, the Emirati Dubai Health Authority app has catered to patient needs, covering a full suite of Covid-19-related services, including the vaccination rollout. Furthermore, Dubai has expanded and tailored UAE PASS a digital national identity and account for citizens, residents, and visitors that provides access to 5,000 government and private services nationwide.

At present, 54% of GCC citizens are under the age of 25, and these digital natives not only continue to welcome the introduction of digital services, but also demand heightened quality, convenience, and accessibility. As such, these trends continue to drive the sustained surge in digital services uptake, laying the foundations for swift, useful improvements in the process. Urbanisation has also been influential. Around 85% of GCC citizens reside in urban areas and regularly use digital government services.

GCC citizens are satisfied with digital government services, appreciating benefits including understandable language, multiple platform accessibility, and easy access to information. Meanwhile, real-time support and assistance were identified as a pain point, with other concerns in the UAE relating to personal information security. Respondents expressed concerns regarding transparency, collection, and storage, while 90% of regional correspondents attributed their personal information worries to artificial intelligence AI technologies.

Majority UAE professionals want virtual working environment to remain

Covid-19 has had a positive impact on work practices in the UAE overall, and professionals across various sectors hope to continue working remotely, at least to some extent, when the ongoing pandemic has reached its conclusion. A new study conducted by Boston Consulting Group BCG and Bayt.com has shed light on worker preferences in the post-pandemic landscape, with 86% of people insisting they would like to work completely virtually or see remote and on-site working come together – almost aligned to the 89% global average.

The joint report, Decoding Global Ways of Working, assesses the pandemic's impact on worker preferences and expectations, with the findings based on the inputs of 707 people nationwide.

In terms of remote working during the crisis, the UAE is below the global average. Driven by the early restart of businesses and the majority of jobs being in the service, industrial, and retail sectors, 43% of respondents said they are working in some form of remote arrangement compared to the 51% worldwide.

In addition to the work models people wish for in the future landscape, the UAE workforce is somewhat more open to not returning to the office. Considering the country's high readiness for digital capabilities to enable remote work, 31% indicated they would prefer to work at home on a full-time basis compared to the 24% at the global level.

The report by BCG and Bayt.com also casts a clear picture of other work-related preferences, with values people look for in their line of work not changing significantly in the UAE since 2018. The continued importance of building relationships and progression was highlighted.

Even in remote working

DR CHRISTOPHER DANIEL,
Managing Director and Partner, BCG Middle East.

environments, relationships with colleagues and management remain the most important, closely followed by career development opportunities. However, job stability and security have become more important to workers in recent years, with work-life balance and training to learn new things and develop skillsets becoming somewhat lesser priorities.

At the same time, more respondents said that diversity and inclusion have become more important to them over the past year, reflecting the diverse nature of the UAE population with a high portion of expats in the workforce. Of the UAE respondents, 70% of young people and 77% of people overall confirmed that these issues now impact their job preferences,

higher than the 68.7% globally.

When asked the question of if they would refuse a role that does not align with their personal beliefs on diversity and inclusion, 50% of young people and 52% overall said they would do so, almost aligning with the 51.4% global average.

In terms of environmental responsibility, 72% said related issues have become more important over the last year, echoing the UAE leadership's drive to prioritise sustainability as part of its long-term plans. This figure is marginally higher than the 69.6% globally, while 51% said they would exclude companies that do not match their environmental sustainability beliefs, slightly lower than the 51.7% average worldwide.

GCF Reboot

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BLENDING PROJECT AND ASSET DATA INTO DIGITAL TWINS

Incorporating project and asset data into digital twins creates transparency through digital tools and real-time data sharing to expedite decision making.

VANESSA ERICKSON,
Capital Project Portfolio Expert,
AVEVA.

The digital twin of a plant captures the as-is version of the physical plant digitally.

Over the past ten years, capital expenditure projects, both brownfield and greenfield, have become more complex and challenging due to many factors, not limited to ever-changing environmental, societal and government standards and requirements, increased end-product specialisation, and a move towards larger, more distributed global project teams.

As a result, industrial capital projects are commonly delivered over-budget and beyond the originally planned project schedule by an average of 20 months or more. Pile on a common project design and execution approach that involves the use of outdated technologies and methodologies, disconnected systems and tools, siloed working with lack of data integration, and duplicity in data creation, and an industry for change is revealed.

As the industrial sector emerges from the global pandemic with a clearer view of future process plant, and market requirements, operators and their engineering, procurement and construction contractors have doubled down on digital transformation to build the plant of the future.

The digital twin of a plant captures the as-is version of the physical plant digitally, and can help to generate the necessary insights to drive savings, improve safety, sustainability and productivity, and enhance the overall asset life cycle.

As companies adjust to new market demands and shift to cleaner operations and more sustainable end-products, the majority of the capital projects that will be delivered in the next couple of years are planned for existing, aging, or operational assets.

Unlike on a greenfield or net-new project, when forming the digital twin on an existing asset, sometimes called a brownfield asset, there will already be data in place from when it was designed and constructed, and there are likely years of operational and maintenance data to consider as well.

All this data is commonly spread across disparate systems, in multiple versions, and may even be conflicting, but when aggregated and contextualised, it becomes a strong foundation for the asset's digital twin.

On an existing, operational asset, there are two critical elements to getting the most out of your digital twin. The first is to systematically connect engineering data from the plant as it stands today. Laser scanning of the physical plant is particularly useful here to quickly and accurately create or verify the 3D model, which has likely changed from how it was originally designed.

It is ideal to also incorporate all available process simulation data, material and equipment specs, and construction and fabrication vendor

When forming the digital twin on an existing asset, sometimes called a brownfield asset, there will already be data in place.

data, as well as any operational data collated over time to gain a contextualised understanding of your plant and how it behaves.

The second critical success factor is to deploy on a secure cloud platform to make verified, up to date asset data accessible to internal teams and external contractors around the world. Aggregating asset data into a cloud platform is like joining the dots between related information from different places.

It aligns all teams around a single source of truth no matter where they are based in the world. This allows for faster and more precise decision-making capabilities and reduces the possibility of expensive errors at the end of the project.

Lack of data integrity or access to trusted data can be disastrous, especially for brownfield and maintenance projects, with costly consequences when planned operations are expected to be resumed and do not happen, or worse, it could become a factor in missed regulatory compliance issues or safety incidents later on.

Whether executing a project or gathering project data to form the digital twin, the approach remains the same. A strongly integrated approach to the technologies that create and utilise your data is crucial. This should include process simulation, equipment lists, P&IDs and Diagrams, and the 3D model as

well as vendor, procurement and construction information.

This data-centric strategy minimises leakages from offline collaboration, reduces the time spent finding and verifying data, and provides deeper understanding of processes that would otherwise stand alone in the legacy, disparate approach. Integrating the engineering and project data together in a single place is, in effect, the first form of the digital twin.

Incorporating project and asset data into your digital twin strategy creates transparency through digital tools and real-time data sharing to inform and expedite decision making, drive project efficiency and reduce risk while simultaneously enhancing future operations.

In the past, project decisions were based on data generated from a mix of physical and digital documents and reports leading to errors, inconsistencies, and conflicts, ultimately impacting the success of the project, while lending little value to operational decisions.

On operational plants, a scaled-back digital twin strategy may have been developed from a point in time with limited or missing data on its design or construction, or more commonly, prioritised for future greenfield projects only.

Putting data at the center of your asset strategy disrupts the way all project and operations stakeholders work and collaborate. When data is continuously shared to the core of the digital twin as it is generated and all documents and reports are created from the latest version of that data, the insights you extract can be trusted to make and implement decisions quickly and with complete confidence.

And if that is not enough, the efficiency gains from this approach translates to ten, or even fifteen, percent savings on the total installed cost of a typical capital project.■

TELEHEALTH NOW A RECOGNISED HEALTHCARE SERVICE

Effectiveness, convenience and cost to be able to optimise these components for the improvement of health is a benefit we should not overlook.

JOE HAWAYEK,
Head of vHealth Middle East and Africa, Aetna International.

> The idea that mental and physical health are inextricably linked is not new.

As lockdowns swept the region last year, a host of pressing points emerged. Isolation, interrupted routines, expanded work volumes, job uncertainty and financial concerns, all conspired to bring issues of mental health to the fore. But physical health also took a blow, as many struggled to cope.

The idea that mental and physical health are inextricably linked is not new. A change in mood can have a physical underlying cause, such as a hormone or vitamin deficiency; and pain can be a manifestation of stress or anxiety. This is also true for the relationship between chronic long-term illnesses and mental health.

Research shows, for example, that someone with diabetes is twice as prone to depression as someone without. And those suffering from depression are around 60% more likely to develop back pain in later life, that those who are not.

Insights commissioned by Aetna International from over 1,000 workers across the UAE in September 2020 showed that 81% were more concerned about their mental health than they had been in previous years, and 88% were now worried about their physical health. With this rising demand, there is an increasing focus on providing holistic care to patients.

As health concerns escalated, another medical trend swept the UAE. Data from Aetna's telehealth service, vHealth, showed a 500% increase in the use of the service between March and September of 2020, compared with the same period in 2019.

But telehealth is not a Covid-19 phenomenon and has been available in the region for a few years, the Dubai Health Authority's Doctor for Every Citizen, launched in 2019, is just one example of how governments have prioritised telehealth for cost-effective, high-quality medical care.

The fact that its launch predates the pandemic shows how the authority viewed telehealth as an important part of primary care provision, independent of public health crises.

Consultations reduce the number of wasted visits and cut back on expensive diagnostics and unwarranted medication. In the long run, telehealth makes primary care more effective by addressing patients' physical and mental needs, where they are, and drastically cuts the costs of care along the entire system.

But leaving aside the obvious impact that Covid-19 has had on the accelerated adoption of telehealth, there are a few drivers that make telehealth a key cog in the primary care model.

The first is convenience, across the Middle East, telehealth services afford ready access to experienced doctors and some services, like vHealth, even take it a step forward by combining primary care with concierge-style diagnostics and prescription services, where patient samples are taken and medicines are

Insights from 1,000+ workers across UAE showed 81% were more concerned about mental health than they had been in previous years

delivered to the office or home door.

Recent research from Aetna International revealed 54% of UAE expats to be enthusiastic about the use of telehealth services in primary care, even higher than the global average.

Second, telemedicine doctors provide the full range of primary care. They take patient histories, considering the physical and mental effects of a range of afflictions; they use accredited assessment tools to ensure accurate diagnoses of health disorders; and they work with patients to determine the right treatment. This could take many forms.

Perhaps self-help techniques and lifestyle changes are sufficient,

54% UAE expats enthusiastic about use of telehealth services in primary care, higher than global average.

for example, a sufferer of back pain may be advised to adjust their diet, exercise, and posture in the context of working from home. The treatment plan could also address the implications of comfort eating and sedentary behaviour.

Or the patient may require referral to a specialist for further assessment or ongoing support. This is more difficult to achieve if the patient is consulting more than one medical professional in isolation.

Third, over the last year, those living with chronic health conditions have been hit particularly hard by the pandemic restrictions. But things improved for such patients who had access to telehealth.

Across the region, those with chronic conditions were able to consult experienced doctors to get ongoing advice about personalised treatment plans and care management, with the option of re-fill medicines delivered to their location.

All the advantages of telemedicine are supplemented by the fact that because the services cost providers less to deliver, they can remind and encourage patient engagement with low cost, or even free, consultations. This, combined with the convenience factor, means people are more likely to consult physicians at the first sign of trouble, leading to more positive treatment outcomes.

Effectiveness, convenience and cost to be able to optimise these components for the improvement of our health is a gift we should not overlook. The pandemic reminded us all of the importance of primary care that sits at the heart of early prevention, appropriate treatment and ongoing care. That telemedicine can be the vehicle for primary care while delivering much-needed holistic solutions is a significant bonus. It is little wonder therefore, that medical professionals across the region believe telehealth is here to stay. ■

CLEAR LINK BETWEEN DIVERSITY AND BUSINESS SUCCESS

It is no secret that the more diverse the workforce, the richer the business outcomes will be and the best first step has already been taken.

*LIBBY DUANE ADAMS,
Chief Advocacy Officer and Co-
Founder at Alteryx.*

Diverse organisations are a quarter more likely to outperform their local industry average.

Fostering diversity from the top down and utilising as many diverse viewpoints as possible is the key for these strategies to succeed. From increased performance to a dramatic uptick in innovation, developing diversity and inclusion policies comes with inherent bottom-line benefits.

Recent research from global management consultants McKinsey found that, on average, ethnic diversity in businesses increased the likelihood of financial outperformance against the local industry average by an average of 36% in 2019.

Gender diversity sees a similar result, with diverse organisations, on this metric being a quarter more likely to outperform their local industry average.

With such a clear link between diversity and inclusion to business success, it is no secret that the more diverse the workforce; the richer the business outcomes will be. For leaders who already work to increase diversity metrics in hiring practices, the best first step has already been taken.

An inclusive culture is the next required step for leaders, who must engage and reward inclusive behaviours identified across team projects. These leaders win when they hear all ideas and engage in problem solving across teams with all levels of employees.

But to be truly effective, these diversity and inclusion practices need to reach all areas of an organisation, from boardroom to entry level staff. Integrating diversity and inclusion initiatives is the requirement to doing business in an increasingly diverse and multicultural world.

The difference between success and failure here rests on the level of support and penetration these initiatives have across your business. While some organisations have, erroneously, attempted to drive their D&I initiatives through a steady flow of new entry-level employees, efforts must start at the top, with new hires in strategic positions, then flow down to all departments and employees at all levels.

As with any other successful company initiative, it needs senior buy-in and representatives at the highest level of the business leading by example and informing on diversity metrics to build awareness across the enterprise.

In practice, this increased focus on diversity and inclusion delivers a mixture of experiences that not only make us better at what we do but provides a more complete informational foundation from which to do business with other areas. It is not enough to merely have diverse viewpoints – you need diversity in your decision making.

While diversity and inclusion are clearly critical to business success, it can be taken further by, holding everyone in a business accountable,

and encouraging the use of – in the literal sense, more inclusive language. In short developing a culture of We.

This democratisation of responsibility comes with a comparable democratisation of action. At its core, a shift to a We Culture empowers employees to take responsibility for their own outcomes.

Three ways this culture shift can start are, to firstly delegate the decision-making process – enabling employees to actively shape their career paths with accountability, impact, and the skills development they need now and in future roles. Second is through the use of We based communication. Thirdly is consistent praise – until these behaviours become self-sustaining.

There is a correlation between linking diversity and inclusivity undertakings to any business activities. Upskilling, democratising, and turning employees into leaders are all inexorably linked goals. The higher quality diversity and inclusion initiatives, the better questions are asked, the higher quality of questions can be answered and the more business value breakthroughs can be achieved.

The ability to see different problems through different perspectives is one of the most powerful tools in the drive towards developing an increasingly globalised business. Doing so, also helps reduces inherent bias in the decision process. Business leaders will need to focus on the journey, and not the end of the diversity and inclusion metrics charts.

Diverse hiring, with inclusive decision making, needs to be part of the company culture which will attract amazing talent; further supporting these efforts. Success will run in tandem with hard work, effective leadership, continuous feedback and acknowledging employee successes.

The technology sector is moving at a breakneck pace, and upskilling, diversity, and inclusion initiatives should operate hand in hand to ensure businesses keep up. With data everywhere and offering the ability to solve the worlds' problems, just 15% of the world's data scientists are women.

The evolving landscape of the data science and analytics market creates an inherent need for organisations to foster data-driven cultures fuelled by collaboration and diversity, presenting an opportunity for all demographics traditionally underrepresented in the technology workforce, to accelerate their careers by embracing analytic roles.

For business leaders, this represents an opportunity to look within for specialists with the right attitude to problem solving, not just technical aptitude, to support and upskill in both data literacy and analytics.

Stripping away bias and striving for an equitable relationship with employees is a vital first step to inclusion. Ultimately, we need to develop a culture that not just allows for the unique differences between people but celebrates them. A business developed on a foundation of multiple, diverse viewpoints is more prepared to thrive in today's hyperglobal environment. ∎

KEY TAKEAWAYS

- An inclusive culture is the next required step for leaders, who must reward inclusive behaviours.

- It needs senior buy-in at the highest level, informing on diversity metrics to build awareness.

- Diversity and inclusion can be taken further by, holding everyone in a business accountable.

- Encouraging the use of, in the literal sense, more inclusive language.

- Democratisation of responsibility comes with a comparable democratisation of action.

- At its core, a shift to a We Culture empowers employees to take responsibility for their own outcomes.

Just
15%
of the world's data scientists are women.

LAND ROVER DEFENDER WAS SUPPORT VEHICLE FOR RED BULL X-ALPS

A fleet of 12 Land Rover Defenders travelled 50,000km+ to support competitors in the Red Bull X-Alps 2021 race. The world's toughest adventure race, has athletes battling 1,200km of wild Alpine terrain by hiking, ultra-running, mountaineering and paragliding.

Teams took advantage of 900kg payload, 168kg dynamic roof load and 300kg static roof load as Defender transported athletes, vital crew supplies and equipment. Fitted with Autohome Roof Tents, the rugged 4x4s doubled up as base camps for athletes at the end of each day – providing a safe space to relax and recover in comfort.

Terrain Response 2 technology, including world-first Configurable Terrain Response, allowed drivers to fine-tune the vehicle to suit both their driving preferences and the conditions. Land Rover has also introduced its range of in-line six-cylinder Ingenium diesel engines, featuring Mild Hybrid Electric Vehicle technology, and its advanced P400e Plug-in Hybrid Electric Vehicle powertrain, which provides an all-electric range of up to 43km.

Roger Duthie at Emirates Airline moves to Performance54

Performance54, a sports marketing and consultancy group positioned among the FT 1000 fastest growing privately owned companies in Europe, has added significant experience to its team with the appointment of a trio of golf and sports marketing industry heavyweights.

Roger Duthie, formerly Global Head of Sponsorships at Emirates Airline, arrives at Performance54 as Chief Sponsorship Officer, while maintaining management of his own sports marketing consultancy in Dubai.

During his nearly 20 years at Emirates Airline, Duthie led a team of marketing professionals in activating some of the world's most prestigious sporting and cultural events. He helped build Emirates Airline into one of the world's most iconic brands through the platform of high-profile sports, arts and cultural sponsorships.

These sponsorships included The Ryder Cup, FIFA World Cup, ICC World Cups, IRB Rugby World Cup, several global football properties including Arsenal, Real Madrid, AC Milan, and PSG, as well as signing the biggest tennis deal at the time with the ATP to include the net sponsorship for all men's tennis events worldwide.

Anthony Banerjee joins Performance54 as Commercial Director Saudi Arabia

He spent the previous eight-and-a-half-years with Manchester United working across almost the entire commercial function in various geographies and cultures. Initially headhunted to bring industry expertise to the club's marketing partnerships, he was then seconded to Hong Kong to lead all media partnerships globally, before overseeing the Hong Kong office and managing the club's sponsorships across the Asia Pacific region.

His final role for the Red Devils was Head of Strategic Market Development, where he was responsible for defining and evaluating new go-to-market strategies across the club's future key markets. Based in the company's new Riyadh base, he has already set about growing Performance54's team on the ground in Saudi Arabia, while extending the company's reach as one of the most ambitious and innovative marketing businesses in the country.

Performance54 also announced Tom Hogg as Event Director

He was working across the company's growing portfolio of professional golf events internationally, including the upcoming Aramco Team Series on the Ladies European Tour.

Having joined IMG in 2011, he was instrumental in delivering the staging and operations for events such as the Women's British Open, Alfred Dunhill Links Championship, Johnnie Walker Classic, Abu Dhabi HSBC Championship, Volvo World Matchplay and Ladies Scottish Open.

As the Account Director for over 5 years, Hogg played a pivotal role in successfully delivering HSBC's global golf sponsorship programme. Working closely with golf's major governing bodies, he helped HSBC fulfil their marketing objectives through activation and experiential concepts at the WGC HSBC China, HSBC Women's World Championships in Singapore, The Open Championship and the Abu Dhabi HSBC Championship.

Hogg was the Director of Staging and Operations for the 2019 Solheim Cup and had a successful run as Tournament Director for the Abu Dhabi HSBC Championship, delivering year-on-year growth in earned media value, spectator attendance and sponsor satisfaction.

Global payments platform Adyen appoints Mahmoud Ismail as VP Acquiring

Adyen, a payments platform for many of the world's leading companies, has strengthened its regional leadership team with the appointment of Mahmoud Ismail, as Vice President Acquiring, Middle East.

Before joining Adyen, Mahmoud worked with the UAE-based merchant acquirer Network International Group since 2016, where he was responsible for building out the eCommerce and digital payments portfolio in the Middle East. His experience spans strategic alliances, partnerships, and projects serving different verticals such as merchants, banks, PSPs, aggregators, and global processors.

A payments industry veteran with more than 10 years of experience, Mahmoud started his career in his home country, Egypt. He is a graduate of the Sadat Academy for Management Science under the Canadian Program of the University of New Brunswick in Canada.

The rise of marketplaces and aggregation concepts in the Middle East reflect a booming global trend, and it requires the right payment platforms to support and complement its growth. Buy Now Pay Later and B2B models are also seeing momentum in the Middle East, accelerated by the growth of e-commerce.

Uber appoints Saad Pall as GM for Middle East, North Africa, Pakistan

Uber announced appointment of Saad Pall as the new General Manager for Uber across the Middle East, North Africa and Pakistan. The role covers Uber's business in 36 cities across 8 countries in the region.

Saad will lead the next phase of growth for Uber's ride-sharing business across the region, bringing 15 years of strategy & marketing experience from the US, Singapore and Pakistan. Saad's most recent role was as Uber's General Manager in Pakistan, where he was responsible for all business and operations in the market. He is taking over the new role from Abdellatif Waked, who is now heading Uber's business across the Middle East and Africa.

Based in the Dubai headquarters and overseeing operations across the region, Saad's role will focus on working closely with in-market teams to help identify areas of growth, lay down regional priorities, and drive operational excellence to fuel the Uber business.

Prior to joining Uber, Saad served marketing and strategy roles at Coca-Cola, Accenture and SAP across US, Singapore and Pakistan. He holds an MBA in Strategy and Marketing from Emory University in Atlanta, Georgia.

Knight Frank appoints Faisal Durrani as Head ME Research

Knight Frank has strengthened its Middle East Research team with the appointment of Faisal Durrani as Head of Middle East Research to cement its position in the region as the go-to source for property market intelligence.

Durrani brings a wealth of in-depth local market knowledge to the Middle East Research team. He will be working very closely with MEA Managing Director, James Lewis, to create and deliver a world-class research programme centred on thought leadership initiatives and issues that will shape the region's property market as the post-Covid recovery begins.

Faisal has over 15 years' experience in property, most recently as Knight Frank's Head of London Commercial Research in their London headquarters, where he and his team provided consultancy and strategic advisory services to a range of global clientele, including investors, landlords, developers, HNWI, banks and institutions.

His knowledge and experience span all real estate sectors and includes markets across the Middle East and West Africa and Faisal is a well-known commentator in various top tier global media outlets and publications. He speaks regularly at industry events, including at conferences across the region as well as the UK, Europe and Nigeria.

Emirates Post CEO Peter Somers recognised at World Post Awards

In recognition of his long track record of success and innovation, Peter Somers, CEO of Emirates Post, was recently announced as the winner of the Industry Leadership Award during the World Post & Parcel Awards 2021. The virtual event celebrated the success of the post and parcel sector and acknowledged the contribution of industry leaders from all around the world.

Somers received the coveted award for his exemplary leadership in advancing the national and international mail, parcels, and express industry. The award organisers honored Somers for his decades-long experience in the postal and logistics sector as a successful leader in bpost, the Belgian postal operator, and as an industry entrepreneur setting up several e-commerce ventures.

Somers was also recognised for his current role as CEO of Emirates Post, bringing his profound knowledge to support the company's ongoing business transformation. As the award attests, his leadership skills have propelled the company's operations and ensured that state-of-the-art technology and systems will be a significant part of their everyday operations while upskilling talents and ensuring the health and well-being of its staff.

Nicolas Lory

Sami Malkawi

Ford Direct Markets announces strategic appointments to leadership team

Ford Direct Markets announced two key strategic appointments to its leadership team in the Middle East. Nicolas Lory has been appointed as the Ford Customer Service Division Director for Ford Middle East. Prior to this new position, he served as Managing Director for Middle East Lincoln Operations.

In parallel, Sami Malkawi has been promoted to the role of Managing Director for Middle East Lincoln Operations replacing Nicolas who held the position since February last year.

The Lincoln brand will now be overseen by Sami Malkawi as Managing Director reporting to Ravi Ravichandran, Executive Director – Middle East Operations, Direct Markets. Sami has been an integral part of the Lincoln team for the last five years who previously held the position as Lincoln Sales & Ownership Experience Director.

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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

IGA Tool

MFA Tool

ARCON | PAM

SIEM Tool

IAM Tool

Support for Use-Cases

APIs

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ARCON | PAM

Secrets Management

Bots

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.

Rethink mining.

Sustain your social license to operate with green mining.
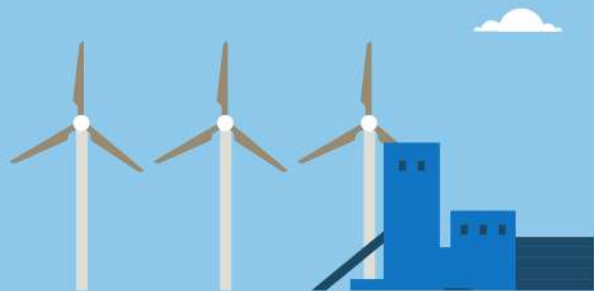
An essential industry looking into sustainability

4 – 7%
global GHE
from mining[8]

50%

Amount CO_2 **emissions** must fall by 2050 in all sectors, from 2010 levels[8]

Most major mining companies are committed to **carbon neutrality** by 2050

CO_2
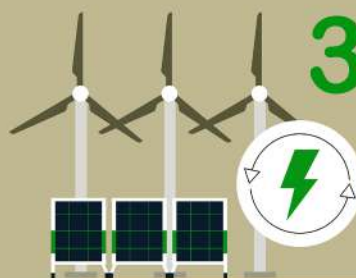
30 – 40%
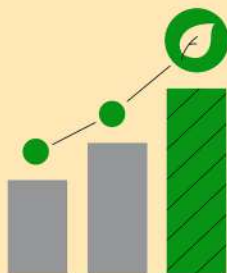energy consumption is used during comminution

A step-by-step sustainability strategy toward green mining

Where do I start?

1
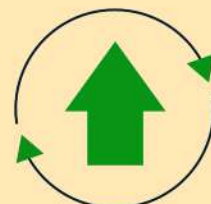Get a strategic and data-driven view of energy and carbon emissions

2
Build a roadmap

3
Execute

4
Measure and improve

Source: IDC Technology Spotlight, Transitioning to sustainable mining practices, sponsored by AVEVA and Schneider Electric.

biznestransform.com

SUSTAINABILITY AND TECHNOLOGY

Global decarbonisation is heavily reliant on sustainable production of minerals and commodities. A thriving and healthy mining and metals sector is crucial for the global economy and to support the innovation of new technologies and materials needed for climate change reduction, environment protection, and the circular economy. Schneider Electric and AVEVA are providing tools required by organisations to make informed decisions across mining, minerals, metals.
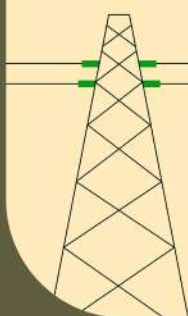
Rethink mining.

Sustain your social license to operate with green mining.

Did you know mining ...

Plays a central role in ensuring socioeconomic development?

Access to energy will require more copper than ever

933,000T copper per year for electrical uses today

2x electricity in the final energy mix by 2040[1]

Digital is enabled by mined products[2]

40+ mined metals are used in a smartphone

Essential in infrastructure

1.6T of iron ore to produce **1T** of steel used for bridges, railways, or buildings[3]

Is a key component in the low-carbon economy?

Electrical Vehicles (EV)

3x more copper is needed in an EV vs. a gasoline automobile (from 49 lbs. to 183 lbs.)[4]

14x nickel, **9x** lithium, **3x** cobalt demand rise as a result of EVs by 2030[5]

95% of cobalt, lithium, and graphite in batteries can be reused[2]

Renewables

6x renewable electricity from wind and solar by 2040[1]
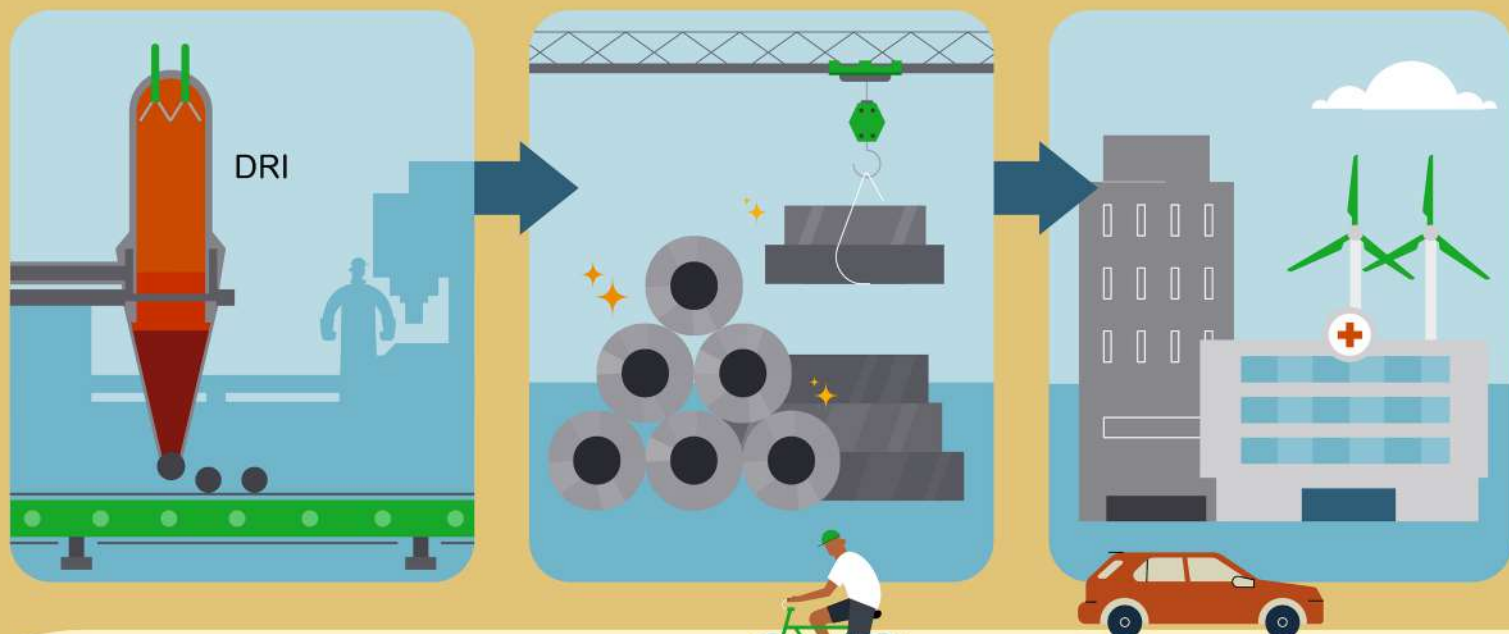
5.5T of copper per megawatt in PV solar system[6]

2.5 – 6.4T of copper is used on average for each megawatt of wind power capacity[7]

IDC Technology Spotlight, Transitioning to sustainable mining practices, sponsored by AVEVA and Schneider Electric.

Rethink steel ...

Green steel for a sustainable future

DRI

Did you know steel ...

Is essential in our daily lives?

Key in urbanization
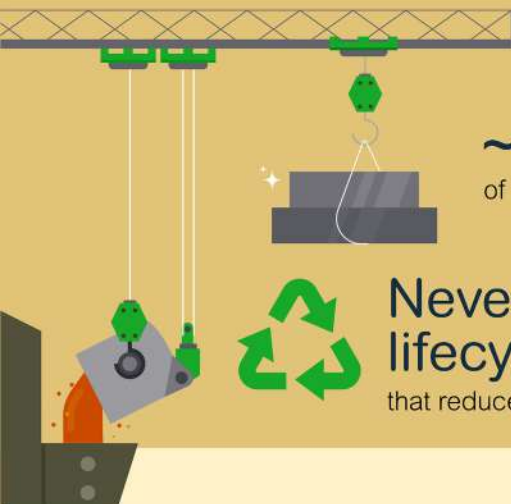Protects and provides frameworks for buildings[1]

Ensures mobility
100% of rail tracks are steel[1]

Delivers food and beverage
1,500 food and drink items are canned[1]

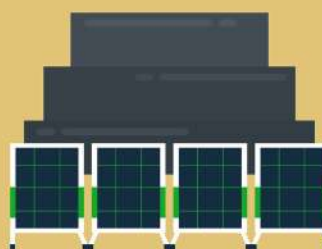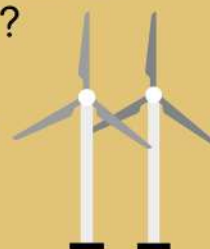### Is one of the most highly recycled materials in use today?

~80% of steel is **recycled**[2]

Never-ending lifecycle
that reduces production waste

Is an integral ingredient for the energy transition?

~80% of a wind turbine is **made of steel**[1]

Design flexibility
makes adding efficient insulation and solar panels easy

SUSTAINABILITY AND TECHNOLOGY

Global decarbonisation is heavily reliant on sustainable production of minerals and commodities. A thriving and healthy mining and metals sector is crucial for the global economy and to support the innovation of new technologies and materials needed for climate change reduction, environment protection, and the circular economy. Schneider Electric and AVEVA are providing tools required by organisations to make informed decisions across mining, minerals, metals.
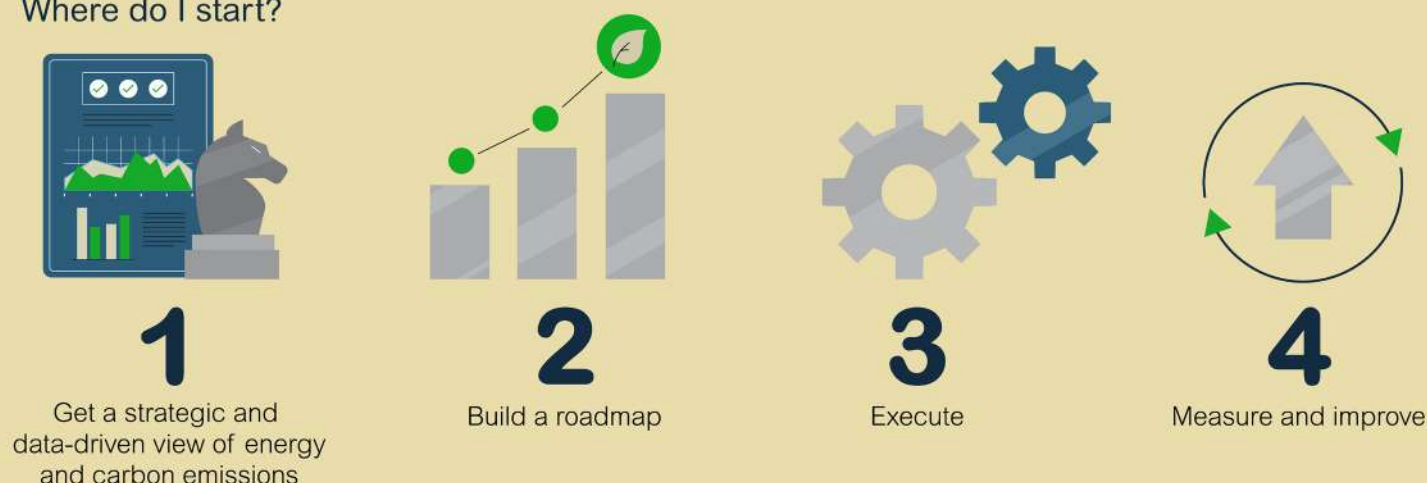
Rethink steel ...

Green steel for a sustainable future

An essential industry looking into climate control

7% Steel sector share of global CO_2 emissions[1]

950MT of CO_2 annually saved, with 630MT of recycled scrap[1]

50% Amount by which emissions must fall by 2050 to meet global goals[3]

A step-by-step sustainability strategy toward green steel

Where do I start?

1 Get a strategic and data-driven view of energy and carbon emissions

2 Build a roadmap

3 Execute

4 Measure and improve

Source: IDC Technology Spotlight, Transitioning to sustainable mining practices, sponsored by AVEVA and Schneider Electric.

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27th SEP

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