

# BUSINESS TRANSFORMATION

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THE CHANGE TO FUTURISTIC BUSINESS

# DIVERSITY AND WORKPLACE TRANSFORMATION

The verdict is universal and diversity in the workplace is moving forward and yet in many places there is much to be done.

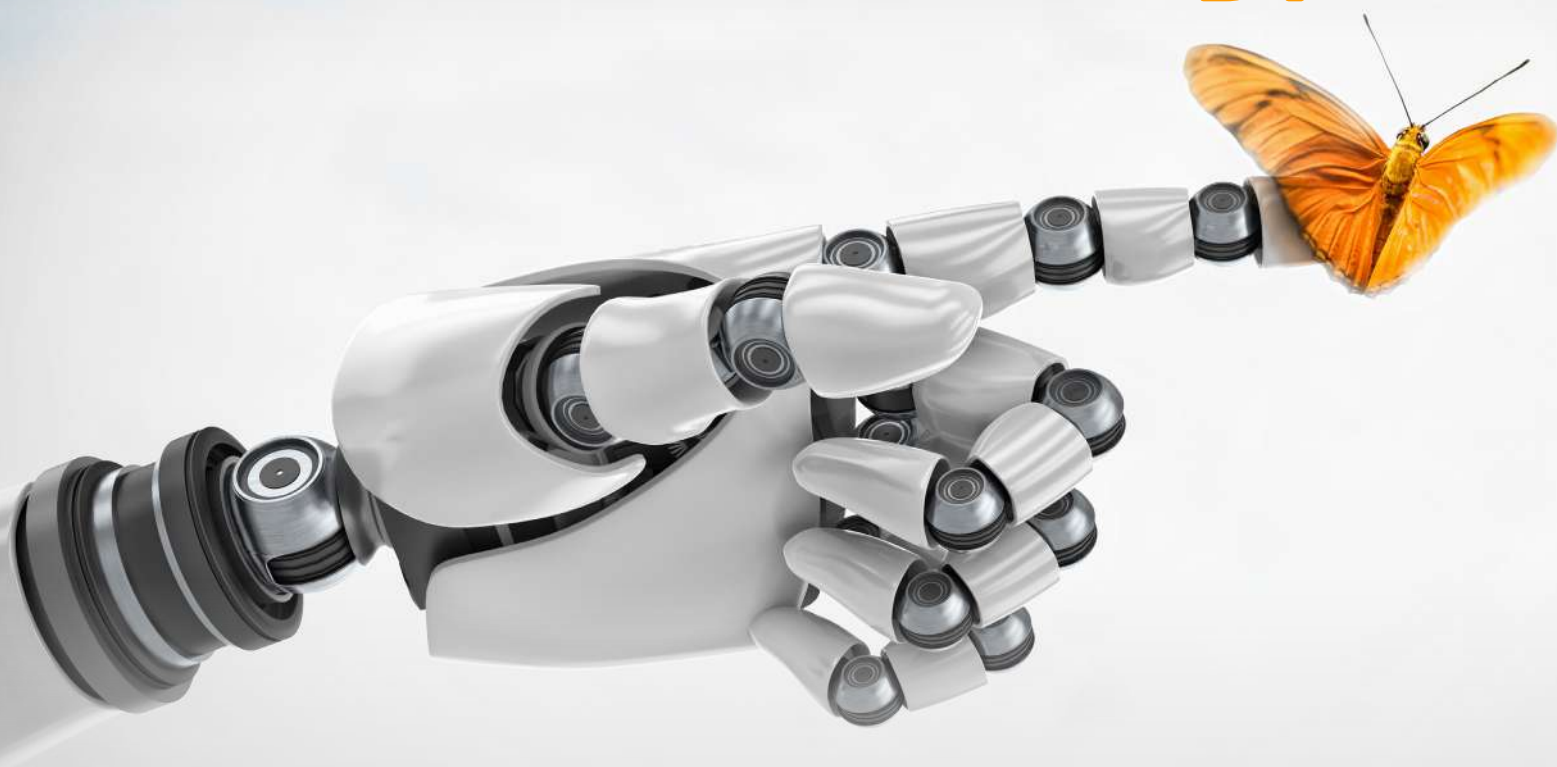


8TH EDITION

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**March 17, 2022**

The Ballroom, Level 4, Conrad Hotel, Dubai

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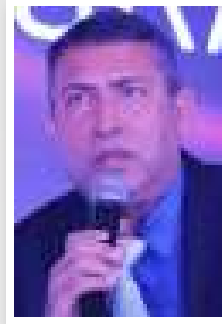
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The International Women's Day in the month of March, allows us to reflect on the progress made towards diversity, gender balance, equal opportunity, and its positive benefits in the workplace.

Efforts by leading technology organisations, governments and institutions to raise the profile of diversity and equal opportunities have yielded positive results, improving the work environment.

Employers are beginning to understand that diversity and inclusion are an integral part of the workplace. Initiatives and efforts to break away from traditional organizational thinking, will deliver over a period of time increased loyalty, motivation and empathy amongst team members. Diversity and inclusion can only work towards increasing the congeniality of the work environment over a period of time.

For employers, diversity and inclusion is good news. Access to new talent pools are critical for business growth. Multiple studies have shown that diverse and inclusive thinking helps to break lock jams of stereotyped processes and thinking.

This results in innovation, growth and disruption inside organizations.

Moving ahead, in our Transformation Champions section, we address the challenges of diversity and the role of technology in healthcare. Dr Shanila Laiju from Medcare Hospitals explains that healthcare is a complex business and yet not different from any other business.

Medical professionals in hospitals are equipped with sophisticated skills and great diversity in qualifications, experience, backgrounds and therefore healthcare organisations need culturally competent care to flourish. A culture that fosters deeper shared beliefs and behaviours is essentials for running an organisation.

Inside healthcare, digital transformation is an opportunity for patient-centricity and individualisation of treatment. This is a sector that requires skilled individuals, it is also a demanding one for innovation and medical tools. Adoption of technology in healthcare has led to better diagnosis, treatment, quality of care for patients.

Helen Chen, Co-Founder of Nomad Homes says technology is the very core of its business. Half of the team is devoted to developing and advancing the technology of the business. Nomad's purpose is to match customers with their dream homes. The core of technology is the matching concept.

Helen says pillars of any business are its people. They are the drivers of success in any company and especially in a start up like Nomad Homes. When you start a company, you need to surround yourself with people who are aligned with the vision and mission of your company and who are in it to build the company.

This is why all of the 75 employees and team members own shares in the company. Turn these pages for more.

We hope the first quarter of this year, has been truly productive for you, and best wishes and Ramadan Kareem for the holy month ahead.

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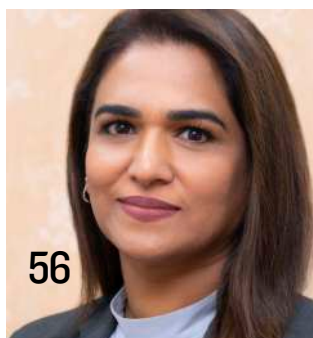
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INDUSTRY COMMENTS



INDUSTRY COMMENT

Using EPM to prepare your story before IP



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TRANSFORMATION CHAMPIONS

Nomad Homes: Disrupting real estate's decision making



EXECUTIVE CORNER

Spinneys Dubai 92 Cycle Challenge

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Some wait  
for Friday to  
end!

Some wait  
for Monday  
to Begin!



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# HAPPY COMPANIES CREATE HAPPY EMPLOYEES

## CATEGORIES

SMBs (0-150 EMPLOYEES)

ENTERPRISES (151-5000 EMPLOYEES)

**NOMINATE**

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# FIRST STEP TOWARDS HYBRID AND BLENDED LEARNING MODELS

The world is headed towards establishing this new mode of learning as a primary mode of education, whether in schools or in higher education.



**BASEL ABU-KHIRAN,**  
Client Experience Manager at  
Blackboard Middle East, now  
part of Anthology.

**I**t has been two years since the pandemic-induced lockdowns and global disruptions changed the reality for industries around the world. Education was no different. From online learning to institution closures, this was not a reality everyone was ready for.

Two years down the line when people are much more comfortable with technology-assisted learning and related

mechanisms in education, it is high time to shift the focus on strengthening the infrastructure by investing more into it so that everybody is ready for any unforeseen circumstances.

The year 2022, is going to be a year of practicing all that was learned during the past two years and of strengthening the foundations of e-learning. The first step of acknowledging that blended and hybrid learning models are here to stay has been taken. Now the world is headed towards establishing this new mode of learning as a primary mode of education – be it in schools or in higher education at the college and university level, or all the way up to professional development.

With the ground rules now established, 2022 will also be a year of innovation. Not only will the educational institutions in the region look at different ways to improvise on innovation, but there will also be a noticeable investment to further the work done in this direction. More attention is expected to be paid to stabilising the online presence and reach, and more efforts will be put in to expand and authorise new online programs with the right regulations.

For example, if an organisation has created a unified assessment tool – this year will see more guidelines and protocols put in place. The

educational sector will see more institutions strengthening their infrastructural practices to make sure students and learners are getting the same personalised experience as face-to-face learning even during virtual or remote learning sessions.

Now, along with a shift in learner expectations, student health and wellbeing will take increasing precedence this year. Mental and emotional health will need to be prioritised in the time to come as institutions look to support all aspects of the student experience.

One thing that the learners and the consumers will expect from the educational sector in 2022 and beyond is greater focus on the student perspective. The institutions of today must understand that every student comes with a responsibility and expectation, an expectation of understanding what the institute they are associated with means to them, how it is shaping their future, and how it is widening their perspective leading them to become contributing members of society with a successful career path.

Digital transformation in education has only just begun. It is time that student voices rise to the forefront, the right partnerships are nurtured, and the right technology foundation is built for a brighter more meaningful future for the educational sector. ■



# MODERN BUSINESS CHALLENGES REQUIRE MODERN METRICS

With the right information regional innovators can rise from the pandemic stronger than before, becoming more resilient when the next crisis comes along.

**C**onsumer confidence is returning back. A key driver has been the massively positive and pro-active steps taken by the UAE government and several other governments in the region, including India, which has led to the start of this recovery phase. Economic stimuli from various governments have been significant, oil prices have recovered to top 100 dollars a barrel.

This, in effect, is shoring

up revenues for many governments in the Gulf. The ongoing and highly successful Expo 2020, the signing up of the India-UAE trade agreement, the surge of new energy between India and the UAE, the upcoming FIFA world cup are all adding to the buzz.

While new age models are working aggressively and strategically, it appears that traditional models are constantly playing catch-up. In fact, strategically, it would make huge sense, over the next couple of years, to provide in-mall and in-store products,

services and dining experiences which are priced similar to, or sometimes slightly below online pricing. And then see the difference.

Keeping ahead of algorithms demands constant change. For organisations and businesses which have operated in a similar way for generations, ensuring medium to long term digital resilience, as opposed to short-term success certificates, should not be underestimated.

Diginomics, in some form or the other, is here to stay. We can change or stay the same. There are no pre-set rules of engagement. This too happens to be a game where the rules are being created as





**NIRANJANA GIDWANI,**  
Consultant Director, Charter  
Member Tie Dubai.

## KEY TAKEAWAYS

- Organisations and governments which are investing in data, insight, are the ones at the top.
- The common mistake is when no ideas are being generated, the easiest way out is to spend advertising money on creating visibility.
- This can have negative consequences if spending online is disproportionate to online business.

the game is being played along.

What has transpired in the last few years has led to an expansion in the depth and sheer breadth of the digital consumer. Many customers in the region as well as globally have increased their online purchases. Many more customers have shifted to digital banking, digital government services, digital payments and even telemedicine.

Armed with AI algorithms, several technology start-ups, direct-to-consumer players, fintechs, edtechs, and so on, are causing disruptions in most traditional formats of businesses.

Leading governments as well as traditional businesses have rightfully adopted a digital first approach to their business model. In a world which is becoming rapidly digital first, innovation as well as outcomes of business are closely tied to the ability to develop and use innovative technologies and services as efficiently as possible.

And yet, it would be appropriate to talk about potholes and pitfalls that lie in wait for any business model, whether new or old.

A small percentage of top organisations and governments are significantly ahead of the curve in terms of building digital resilience. Digital resilience, in effect, encompasses all aspects of business. From customers, to operations, to workforce, to leadership and financials. From ecosystem to brand reputation of the organisations as well as the brands they handle.

A large number are still in the process of playing catch up in terms of creating true digital resilience. Besides a sound business model and strategy, over time, it is digital resilience which is likely to become the key differentiator between the successful and the not so successful.

It is becoming incredibly important for organisations, brands and

brand owners to prioritise the refinement of their products and services. This would mean consciously automating processes that are otherwise time consuming. By integrating automation as well as analytics across digital marketing and management, companies can expect significantly better output. And this should be done not just for short term sales, but also to efficiently build long-term value.

Organisations and governments which are investing in data, insight, regularly trained teams, and marketing – are the ones at the top.

The common mistake being made is that when no ideas are being generated, the easiest way out is to spend advertising money on creating visibility. This can have negative consequences if what is spent to create online awareness is disproportionate to the online business and an unclear long-term strategy.

With the advent of metaverse, and the constant upgrades in technology, the costs of investments will keep increasing, and will need to be well thought out.

To add to this, if the USA is an indicator, E-commerce sales surged during the pandemic as people avoided shopping in physical stores and clamoured for hard-to-find items such as toilet paper and home goods. But growth has slowed in recent months as shoppers increasingly return to physical stores. This trend could be visible across various regions.

Revenge brick-and-mortar shopping is a distinct possibility, at least in certain categories. The human race has this inherent instinct to be socially engaged, and millions are tired of being confined to their homes. ■

# CEILING IS POINT OF ACTION IN SMART BUILDING

Wireless may reduce number of patch cords but with WAPs and antennas requiring power and data, things will soon become crowded inside the ceiling.

**T**he push for office buildings to become smarter poses several challenges for IT and facility managers on how to achieve that. The nervous system of a smart building is essentially a network. Careful planning is essential to address this added complexity that comes with a converged IP network. Generally speaking, we can divide the main drivers to operate a smart building into four categories: devices, bandwidth, wireless and power.

## #1

The first driver is the escalation in volume and type of devices coming from the operational technology side of the business that gets installed in and around a building. Think here of a myriad of sensors, alarms, activators, humidity

and temperature controls, and so on. These add a lot more devices, and with them different applications and complexity, to the network.

## #2

The second one is looking at the bandwidth requirements that we need to address. Bandwidth demand is still escalating, albeit at a slower rate than in the past. What will change is where in the office space this bandwidth will be needed. In the past most bandwidth requirements were needed at floor level to service computers and telephones.

Going forward we will be putting less points to the desktop, but we will be needing much more into the ceiling to cover the higher number of bandwidth ready Wireless Access Points.



**MIKE HOLMES,**  
Solutions Specialist,  
Nexans Data Network  
Solutions





## KEY TAKEAWAYS

- We can divide main drivers to operate a smart building into four categories: devices, bandwidth, wireless and power.
- We will be putting less points to the desktop, but we will be needing much more into the ceiling.
- More WAPs need to be installed to cover the same area and deliver the same amount of data these higher bandwidth devices demands.

### #3

Third is the huge escalation in wireless connected devices and the changes in Wi-Fi technology. We have seen the evolution of wireless data rates progress over the years from a few hundred megabits per second to tens of gigabits per second. The downside of this increase in data rates is that it reduces the reach that WAPs inside the building can cover. As a result, more WAPs need to be installed to cover the same area and deliver the same amount of data these higher bandwidth devices demands.

5G is more of the same. We see the data rates from 4G to 5G increase – and with that – the reach, especially inside buildings, decrease. So, if we want to rely on 5G in the office, we have no choice but to place more antennas to cover the same area.

### #4

These devices have to be powered somehow. We have seen several Power over Ethernet versions being defined by the Standards in the last years, each consecutive one increasing the amount of power that can be delivered to the end device.

In addition to PoE you also have Single Pair Power over Ethernet. Power is running over a single copper pair instead of all 4 pairs with PoE. Choosing the right copper cable in terms of grade and shielding to counter heating effect is important, regardless of if you opt for PoE or SPoE.

These are some of the main drivers to consider when dealing with smart buildings. ■



# TRANSFORMING CINEMA INTO CINEVERSE

MContent announced the arrival of Cineverse to bringing cinema to people anywhere, anytime. This was enabled in collaboration with PwC Middle East. MContent premiered their original titles but this premier was different as participants were seen facing the beach wearing virtual reality headsets engaged in an immersive Cineverse experience. Gargash Group previously announced investment in MContent, the world's first tokenised content ecosystem.

Designed to convert content viewers into content owners, the platform enables crowd funding of film production and capital-intensive content creators using Cryptocurrency, NFTs and the Cineverse. The platform has already funded 11 film projects across four continents, and now plans to expedite the decentralised funding deployment in content creation using the Cineverse economy.

As part of the decentralised ecosystem, MContent is launching the first-of-its-kind, fully monetised content consumption platform, aiming to drive sustainable earnings for content creators and viewers.

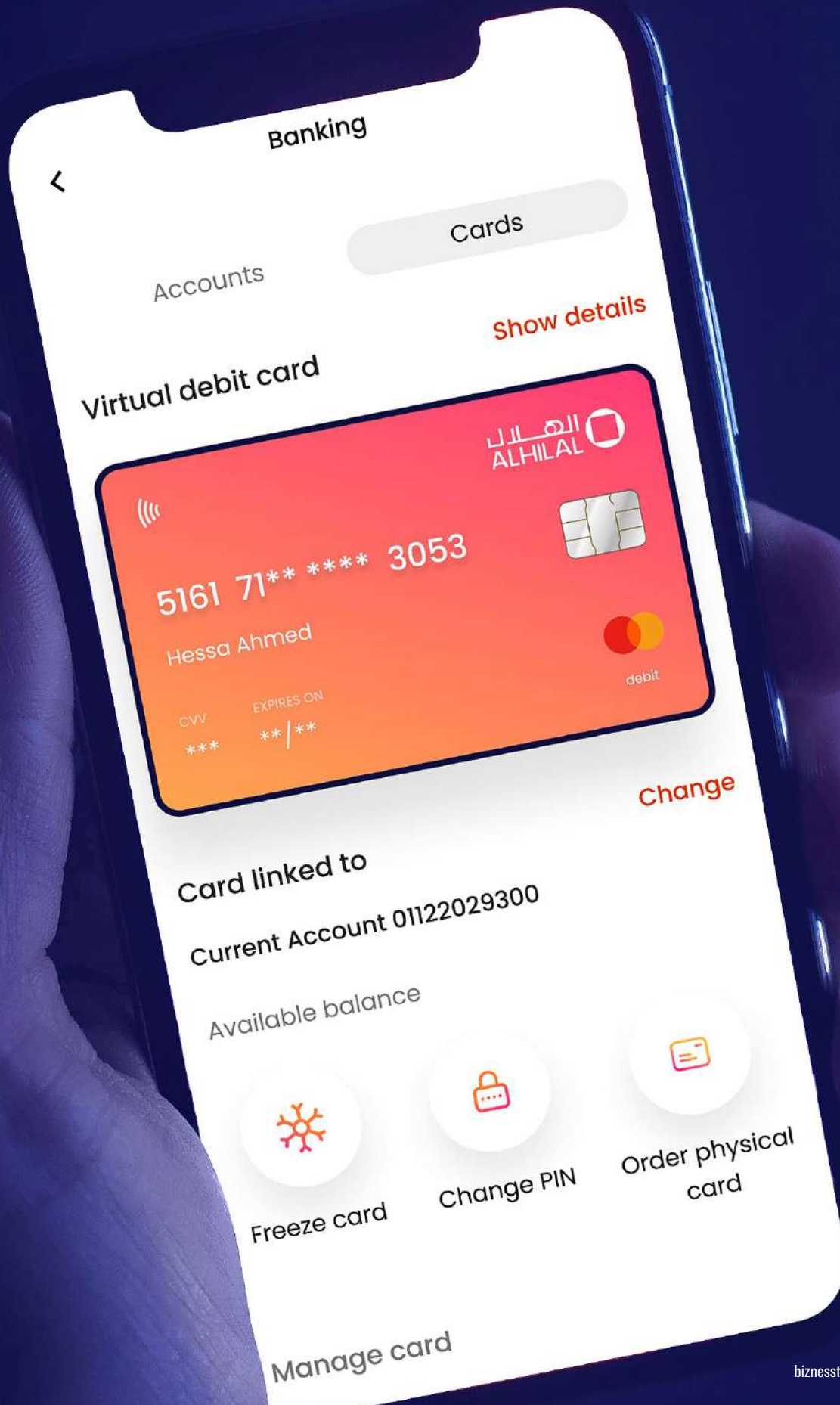








# AL HILAL MAKING CHILDREN FINANCIALLY RESPONSIBLE



Al Hilal Ban is reshaping banking in UAE with the launch of Al Hilal. This is a lifestyle-focused application that offers banking and non-financial services for families and children. The new visual identity will be known simply as Al Hilal. The application combines financial products with a digital marketplace and uses the UAE Pass system.



CYBER SENTINELS

PRESENTS

GCC  
**SECURITY**  
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AND CISO AWARDS 2022

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## EWEC delivering 1,200 litres of brine to four universities to convert to construction material

EWEC, a leading company in the integrated coordination of planning, purchasing and supply of water and electricity across the UAE, it will be delivering 1,200 litres of brine discharge to five participating teams in support of Round Three of the Sandoq Al Watan 'ReThink Brine' Challenge, to enable the development of prototype construction material or Covid-19 medical solutions from the samples.

There are five teams from four UAE universities shortlisted for Round Three of the ReThink Brine Challenge; New York University Abu Dhabi, Khalifa University of Science and Technology, American University of Sharjah, and Zayed University. Each team will receive brine discharge samples from EWEC in order to create prototypes of their proposed solutions on how to turn brine into a construction material or Covid-19 medical solution, using 100-200 litres of desalinated water.

The Challenge is sponsored by the Environmental Agency – Abu Dhabi and Aldar Properties, in partnership with EWEC. A judging committee of experts and representatives from sponsoring and partnering and other entities will oversee the competition, where a total prize purse of AED3.4 million will be awarded in increasing steps as ideas are screened. The winning team will take the final prize of AED 2.5 million.



## GE Aviation, Boeing, Aurora Flight Sciences to conduct flight tests of hybrid-electric propulsion

GE Aviation has selected Boeing to support flight tests of its hybrid-electric propulsion system using a modified Saab 340B aircraft and CT7-9B turboprop engines. Boeing and its subsidiary Aurora Flight Sciences will provide GE Aviation with airplane modification, system integration and flight-testing services. That work includes nacelle manufacturing, flight deck interface design and software, aircraft-level performance analysis, and systems integration.

Previously, NASA and GE Aviation announced the launch of a new research partnership to mature a megawatt-class hybrid-electric propulsion system to demonstrate flight readiness for single-aisle aircraft. Plans are to conduct ground and flight tests in the mid-2020s. The program, part of NASA's Electrified Powertrain Flight Demonstration project, is a total \$260 Million effort including investments from NASA, GE Aviation, Boeing and other partners over five years.



The program is a **\$260 Million** effort including investments from NASA, GE Aviation, Boeing

*In UAE  
efforts of the  
collaboration  
will be  
primarily  
focused on  
restoring the  
country's  
mangrove  
ecosystem*



### Siemens Software joins Mastercard's Planet Coalition to restore 100 million trees by 2025

Mastercard welcomes Siemens Digital Industries Software into the Priceless Planet Coalition, which aims to restore 100 million trees by 2025, to collaborate in the movement against climate change. Together, the two strategic partners will work to bring sustainability issues at the forefront of the event and empower businesses and consumers to take collective action through the power of technology.

In the UAE, efforts of the collaboration will be primarily focused on restoring the country's mangrove ecosystem. With an area of over 150 km<sup>2</sup>, the UAE enjoys the largest mangrove coverage in the region. The restoration of mangroves can be an effective nature-based solution to capture CO<sub>2</sub> and mitigate climate change and its impacts, as mangroves can store up to four times more carbon than tropical forests.

### 18 new companies join Dubai Chamber Sustainability Network bringing membership to 77

Dubai Chamber of Commerce recently hosted a virtual ceremony to recognise the achievements of Dubai Chamber Sustainability Network Achievements members that implemented sustainable and responsible practices in 2021.

Last year, 18 new companies joined the Dubai Chamber Sustainability Network, bringing the membership to 77. Nine new task forces were launched under the Network, which are based on the four pillars of CSR and sustainability – namely – workplace, marketplace, community and environment.

Launched in 2010, as a platform for the business community to identify and share expertise on CSR and sustainability principles and opportunities, the Network has initiated many initiatives to foster the adoption of sustainable practices among the local business community.





## Renault, Nissan, Mitsubishi Motors announce roadmap leading to shared 2030 future

Renault Group, Nissan Motor, Mitsubishi Motors, members of one of the world's leading automotive alliances, this week announced common projects and actions to accelerate and to shape their shared future towards 2030, focusing on the mobility value chain.

A year and a half after announcing its new cooperation business model to support member-company competitiveness and profitability, the Alliance is now based on solid foundations, benefits from an efficient operational governance organisation and from intensified as well as flexible cooperation.

Continuing the Leader-Follower scheme defined in May 2020, select technology is developed by one leading team with the support of the followers, thereby allowing each member of the Alliance to access all the key technologies.

The Alliance has defined a common 2030 roadmap on pure-EV and Intelligent and Connected mobility, sharing investments for the benefits of its three-member companies and their customers.

The Alliance members have developed a smart differentiation methodology that defines the desired level of commonality for each vehicle, integrating several parameters of possible pooling, such as platforms, production plants, powertrains or vehicle segment. This is supplemented and enhanced by a stricter approach to design and upper-body differentiation. For example, the common platform for the C and D segment will carry five models from three brands of the Alliance.

*Alliance members have developed a smart differentiation methodology that defines desired level of commonality for each vehicle*







## Boeing purchases 2M gallons of sustainable aviation fuel for its commercial airplanes' operations

Boeing announced a supply agreement for two Million gallons of blended sustainable aviation fuel with EPIC Fuels to power its Commercial Airplanes operations in Washington state and South Carolina through 2022. The agreement is the largest announced SAF procurement by an airframer and further demonstrates Boeing's commitment to decarbonising aviation.

Sustainably produced jet fuel, which reduces CO2 emissions by as much as 80% over the fuel's life cycle with the potential to reach 100% in the future, is widely recognised as offering the most immediate and greatest potential to decarbonise aviation over the next 20 to 30 years.

Made from several feedstocks, sustainable aviation fuel is certified for commercial use and can be blended with traditional jet fuel without modifications to airplanes, engines or fuelling infrastructure. Approximately a year ago, Boeing committed to deliver its commercial airplanes capable and certified to fly on 100% SAF by 2030.

The purchase agreement with EPIC Fuels includes a SAF product made from inedible agricultural waste, blending 30% neat SAF with 70% conventional jet fuel. The purchase will enable broader use of SAF for Boeing commercial production, test, ferry, Dreamlifter and customer flights at facilities in Everett, Renton and Seattle in Washington state and North Charleston, South Carolina.

EPIC Fuels will also continue to supply customised blends from 50-50% up to 100% SAF for the Boeing ecoDemonstrator program, which accelerates innovation by taking promising technologies out of the lab and testing them in the air to solve real-world challenges for airlines and passengers. SAF is currently approved for a 50-50 blend with conventional jet fuel for commercial flights.

*Made from several feedstocks, sustainable aviation fuel is certified for commercial use and can be blended with traditional jet fuel without modifications to airplanes*



*Experts will convene to discuss the prospects for the MENA region to emerge as a global clean hydrogen hub*



## Revenues for hydrogen production in GCC could reach \$200B says Roland Berger, Dii Desert Energy

According to a report by consultancy Roland Berger and Dii Desert Energy, an international public-private sector industry body, annual revenues for hydrogen production in the GCC could reach \$200 Billion, which in turn could support upwards of one million jobs, directly and indirectly, connected to the green value chain by 2050. Furthermore, a study by Goldman Sachs revealed green hydrogen could meet 25% of global energy requirements in the next 30 years.

An array of international hydrogen experts will convene to discuss the exciting prospects for the MENA region to emerge as a global clean hydrogen hub.

Cornelius Matthes, CEO of Dii Desert Energy, will open the green hydrogen discussion. The forum will also host a panel of key figures in the region's rapidly emerging hydrogen market, including Stephan Gobert, Senior Vice President – Hydrogen AMEA, ENGIE; Michael Mair, VP Growth and Development – Europe, Middle East and Africa, Wood; Francois Dao, Vice President – Middle East and Africa, EDF Renewables; and Alicia Eastman, President, Inter Continental Energy.

The panellists will discuss topics including the Middle East's potential to emerge as a global hub for green hydrogen and ammonia, how projects will be financed and the price of producing green hydrogen, the importance of implementing hydrogen strategies to support future green hydrogen projects, as well as the opportunities surrounding blue hydrogen.

## Bentley to develop and produce electric car in UK with investment of £2.5 Billion over ten years

Bentley's first-ever Battery-Powered Electric Vehicle will be developed and built in the UK with the company committing to investing £2.5 billion in sustainability over the next ten years. The announcement is a major boost for the UK economy and also helps secure Bentley's first step into electrification at the production plant, where all Bentley models are built and 4,000 colleagues work.

The first BEV is scheduled to roll off the production line in 2025 and will mark a significant moment in Bentley's long and illustrious history. It is also a critical step in the company's Beyond100 strategy – the ground-breaking plan launched in 2020 that will ensure Bentley is exclusively electric and end-to-end carbon neutral by 2030.

The significant investment programme will also result in a complete transformation of Bentley's entire product portfolio,



and the historic Crewe Campus by embedding an industry-leading greenfield facility into a world-leading, next-generation digital, low environmental impact, high-value advanced manufacturing facility.

*The new  
certificates  
bring AFZ's  
total ISO  
certifications  
to six*



### Ajman Free Zone receives two ISO certifications for IT Service and Security Management



Ajman Free Zone has secured two new certifications from ISO, proving the organisation's capability to adhere to the highest standards of quality, productivity, and efficiency. The free zone has received the ISO IEC 20000-1:2018 Information Technology Service Management and the ISO IEC 27001:2013 Information Security Management Systems.

The new certificates bring AFZ's total ISO certifications to six, reflecting its robust efforts to achieve the highest international standards for the business community.

The ISO IEC 20000-1:2018 Information Technology Service Management ensures that the activities carried out by the free zone such as designing, planning, providing, operating, and monitoring the information technology services will be provided to customers at a low cost and in accordance with legal regulations in both local and international standards.

The other certificate, ISO IEC 27001:2013 Information Security Management Systems has been adopted by Ajman Free Zone to achieve the management and protection of confidential information assets – both tangible and intangible – aimed at supporting the organisation in ensuring investor satisfaction and to create a positive corporate reputation that will help improve relationships with strategic partners.

It also highlights the organisation's readiness to continue its work in the event of emergency or natural disasters.

### MG Motor overcomes chip shortages, signs with Shanghai New Micro Technology Centre



Car buyers in the Middle East can look forward to access to the increasingly popular MG range in 2022, with the brand confirming it has resumed production at almost full capacity, despite the global chip shortages being experienced by many manufacturers in the automotive industry. The British-born brand is one of the only carmakers operating at an almost 100% supply rate.

On an international level, MG Motor's mother company, SAIC Motor signed a memorandum of understanding with Shanghai New Micro Technology research and development Centre in January. SAIC will participate in the Automotive Chip Engineering Centre initiated and established by Shanghai New Micro Technology Research and Development Centre by way of fund investment.

The preparation of the Automotive Chip Engineering Centre comprises a pilot test line and a mass manufacture line for automotive-grade chips, to make up for the limitations of automotive chip design companies in process growth and engineering, and to help design companies decrease product costs.





*Located on  
an area of  
land spanning  
766,000 sqm it  
has a capacity of*  
**30 MW**

## Solar PV Park opens with 25-year power agreement between Saudi's NADEC and ENGIE

In line with Saudi Arabia's Vision 2030, NADEC – the country's leading agricultural and food processing company and one of the largest in the Middle East and North Africa, together with the French energy company ENGIE, has announced that its solar energy project, located in NADEC's Haradh industrial park, is now commercially operational since December 22nd. The announcement comes following the completion of the second phase of construction on the solar farm, completed on 31 November 2021.

The solar PV park was developed as part of a 25-year corporate power purchase agreement between NADEC and ENGIE, the first of its kind in the country. The project is estimated to lower carbon emissions by 53 million kg per year.

The facility, located on an area of land spanning 766,000 sq. meters, roughly equivalent to 21 football pitches, has a capacity of 30 MW. With state-of-the-art technology, the solar PV park features 75,000 photovoltaic bifacial modules with single access trackers, string inverters, and fully automated robotic cleaning, helping boost their production capability and cost-efficiency.

## SEDCO introduces CONSULTA 130 self-service kiosk with KYC scanning and card printing

SEDCO, unveiled its latest self-service kiosk, CONSULTA 130, with enhanced capabilities, for banks and other sectors, supporting several card-issuing suppliers. The machine can onboard customers, scan and record any type of required KYC data and then instantly print and issue debit, credit, or pre-paid cards, driving or car license cards, and loyalty cards.

The new CONSULTA 130 kiosk is part of SEDCO CONSULTA Kiosks series. It has an elegant design and can fit smaller spaces while keeping the key features such as virtual assistance, where customers can reach service agents via video call 24/7.

The machine is specifically suitable for services that require time, like opening a new account, currency exchange, and issuing cheques. With an ADA compliant design, CONSULTA series provide equal access for people in wheelchairs.



*The machine is  
specifically suitable  
for services that  
require time*



### Dubai's e-commerce free zone CommerCity launches its Partnership Programme

*With an area covering 2.1 million square feet and an investment of around AED 3.2 billion, Dubai CommerCity is designed to support new and existing e-commerce businesses*



Dubai CommerCity, the first and leading e-commerce free zone in the Middle East, Africa, and South Asia, has launched the Dubai CommerCity Partnership Programme. The Program seeks to build strong partnerships at a global level to provide businesses established in the free zone with specialised services in diverse fields.

On another note, Dubai CommerCity launched a new incentive package, which emphasises its strategic role in bolstering the growth of the e-commerce sector in the UAE and the region. The package provides different types of businesses, in all shapes and sizes, with tailored services, which cover establishing a business, registering a company, reserving office space and warehouses, consultations, and more. Interested parties can contact the free zone via its official channels.

With an area covering 2.1 million square feet and an investment of around AED 3.2 billion, Dubai CommerCity is uniquely designed to support new and existing e-commerce businesses across the MEASA region. Dubai CommerCity includes state-of-the-art offices, as well as warehousing and last-mile delivery services. With its world-class infrastructure, the free zone provides flexible office sizes and scalable fulfilment centres, which offer various dedicated solutions for e-commerce businesses.

### Mastercard partners with Payment International Enterprise to launch FLOOSS card in Bahrain

Mastercard has partnered with Payment International Enterprise, to launch FLOOSS, a digital first program, which provides financial services across the Kingdom of Bahrain in a convenient, dependable manner. The banking alternative allows customers to get a virtual card in minutes, pay online and open up a whole new world of financial possibilities. A Mastercard prepaid card can be used in stores and at ATMs around the world.

The FLOOSS card enrolment is simple and doesn't require opening a bank account. Customers can deposit, withdraw, and transfer funds between accounts quickly and easily, keeping track of all purchases made with their wallet or card. The FLOOSS app allows customers to set reminders for outstanding bills and the 'add-to-cart' feature is an all-at-once payment point.

Further services available through the app include utility bill payments, telecom services, gift vouchers for gaming and entertainment, in addition to calling cards. User data is safe thanks to the adoption of high security standards and the implementation of cutting-edge security technologies to protect sensitive information including purchase history and account information.

**FLOOSS**





*Pagani  
Automobili  
is today one  
of the world's  
most exclusive  
hypercar  
brands*



### **Hypercar manufacturer Pagani using carbo-titanium appoints Al Habtoor Motors as distributor**

Italian luxury hypercar manufacturer, Pagani Automobili has appointed Al Habtoor Motors as its official distributor in the United Arab Emirates. Al Habtoor Motors, one of the leading automobile distributors in the UAE boasting a stable of high-end car brands operated under the Prestige Division, will be looking after Pagani's entire sales and after sales operations across the Emirates.

Pagani Automobili is today one of the world's most exclusive hypercar brands, headquartered in San Cesario sul Panaro, Modena, Italy. Founded in 1998 by Horacio Pagani, the company philosophy takes inspiration from a concept expressed by the great Leonardo da Vinci: "Art and Science are disciplines that must walk together hand in hand." The company is renowned for combining the highest technological and aesthetic standards, unique craftsmanship and best-in-class technology expertise.

As the exclusive UAE dealer for Pagani, Al Habtoor is offering bespoke services for existing and new customers of the luxury hypercar brand. The traditional showroom experience is enhanced by a far more personal service, with experienced brand representatives available to visit customers anywhere in the Emirates in person.

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### **Honeywell, solutions by stc to develop Neom, Red Sea, Amaala, Qiddiya, King Salman Park, Al Ula**

Honeywell and solutions by stc, have signed a Memorandum of Understanding to help develop strategic mega projects across the Kingdom in support of Saudi Vision 2030 and its efforts to create a more diverse and sustainable economy.

The MoU between Honeywell and solutions outlines the intent to collaborate on smart building, community and city projects as well as energy projects to deliver critical solutions to mega projects such as Neom, Red Sea, Amaala, Qiddiya, King Salman Park and Al Ula. The collaboration will enable Honeywell software platforms such as the Honeywell City Suite and Honeywell Forge Enterprise Performance Management solution to use stc's cloud infrastructure to support project delivery.

Recent Honeywell developments in the Kingdom include the launch of a Callidus Flare Technology production facility in the world's largest industrial city at Jubail, as well as a new production facility for oil and gas projects, complete with a portfolio of Honeywell's Elster technologies for gas and liquid metering, as well as control applications for the oil and gas industry.

Additionally, in September 2021, Honeywell and Aramco announced a Joint Venture to bring to market next-generation digital solutions for industrial firms and supporting more efficient plant operations. This will further enhance sustainable digital transformation and operational excellence initiatives across industries and enable new employment opportunities.





# Volvo Cars, Northvolt establish battery manufacturing plant in Sweden commencing 2025

Volvo Cars and Northvolt have selected Gothenburg, Sweden to establish a new battery manufacturing plant which will commence operations in 2025, create up to 3,000 jobs and complement the planned research and development centre that both companies announced in December as part of an investment of approximately SEK 30 billion.

The new plant and close ties with Northvolt will significantly strengthen Volvo Cars' electrification strategy as the company aims to produce and sell only fully electric cars by 2030.

Construction of the plant will start in 2023 and it will produce state-of-the-art battery cells, specifically developed for use in next generation pure electric Volvo and Polestar cars. The plant will have a potential annual cell production capacity of up to 50 gigawatt hours, which would supply batteries for approximately half a Million cars per year.

The Swedish location of the plant, which will be built in Torslanda, Gothenburg offers benefits in terms of a direct route into Volvo Cars' largest car plant, access to infrastructure, a strong pipeline of renewable energy supply and relevant job competences, as well as its proximity to both Volvo Cars' and Northvolt's research and development units.

As sustainable production is a central tenet of the partnership between Volvo Cars and Northvolt, the plant will be powered by fossil-free energy with focus on driving renewable energy capacity in the region and will integrate engineering solutions which prioritise circularity and

*The company aims to  
produce and sell only fully  
electric cars by*  
**2030**



resource efficiency.

Battery production for Volvo Cars' and Polestar's fully electric models represents a large part of each car's total life cycle carbon emissions. By working with Northvolt, a leader in sustainable battery production, and producing batteries near its manufacturing facilities in Europe, Volvo Cars and Polestar can significantly reduce the environmental footprint attributable to battery sourcing and production for their future cars.

The battery cell production joint venture between Northvolt and Volvo Cars will be a significant player in European battery cell production and will represent one of the largest cell production units in Europe. Volvo Cars and Northvolt have appointed former Tesla executive Adrian Clarke to lead the production company.



## Terminus announces deals with talabat, Hospitality Management Holding, for automation

Terminus Group, an official premier partner to Expo 2020 Dubai, and the company behind the now-famous orange robot mascot, Opti, has announced two major deals.

The first with talabat, the region's leading local tech platform, and the Official Food Delivery Provider for Expo 2020, and the other with Hospitality Management Holding Hotel Group, owners of five distinct hotel brands across the Middle East and Africa.

The signings, held at Terminus Group's new regional HQ located at the heart of the Expo 2020 in Al Wasl Dome suggests an increasing appetite – particularly from the Food and Beverage and hospitality businesses sectors – for integrating automation and robotics into their product and service offerings.

For talabat, that extends to the “tala-bots”, the autonomous delivery robots that many Expo 2020 visitors have become accustomed to, which are jointly designed by Terminus Group and talabat. For HMM, a number of hospitality-based service robots will cater to guests within one of its latest properties – with a view to potentially expanding that across the hotel

group in the future.

While the deal with talabat was to launch 10 autonomous delivery robots to cater to the specific needs of Expo 2020, there is no doubt that last-mile delivery robots will play a major role in the future of food delivery – enhancing the community living experience. The “tala-bots” currently deployed at Expo 2020 Dubai have transformed food delivery systems, delivering across the expanse of the World Fair's three major districts that include 192 country pavilions.

Employing the latest advanced tech for point-to-point food delivery, the robots can deliver orders from talabat's state-of-the-art, two-storey, cloud kitchen to customers in eight designated talabat drop-off kiosks, strategically located throughout the Expo site. To ensure the orders are secure en-route, customers can unlock the robots using unique QR codes or order IDs to ensure that food is delivered in a safe, contactless, and seamless manner.

Operating only on batteries, the “tala-bots” are also a major step towards a sustainable delivery operation that talabat was able to launch for the first time at Expo 2020 Dubai, which provides a testbed for innovation. Terminus Group and talabat designed the “tala-bots” in such a way that ensures maximum efficiency for the roles demanded of them. Additionally, the “tala-bots” fully integrate into talabat's app interface and Terminus Group's Robot Management System for seamless operations.

The second deal signed at Expo 2020 Dubai was with Hospitality Management Holding; the largest dry sector hotel operator in the Middle East region, operating a range of brands including Bahi Hotels and Resorts, Coral Hotels and Resorts, Corp Hotels, EWA Hotel Apartments, and ECOS Hotels.





### **Saudi Digital Academy signs MoU to develop 8,000 trainees through Huawei ICT Certification**

The Saudi Digital Academy has signed a memorandum of understanding with Huawei to cooperate in developing local talent within the technology domain, supporting the Kingdom's digitisation goals outlined in Vision 2030.

The memorandum was signed between SDA CEO Mohammed Alsuhaim and Deputy CEO of Huawei in Saudi Arabia Steven Liu in the presence of HE Eng. Haytham ALOhali, Vice Minister of Communications and Information Technology, Eng Faris AlSaqabi, Deputy Minister for Future Jobs and Capabilities, Shunli Wang, Vice President of Huawei Middle East, and Eric Yang, CEO of Huawei in Saudi Arabia.

The two organisations will work together on the launch of new projects within the Huawei ICT Academy Program that involves building a talent supply chain covering the entire process of learning, certification, and talent promotion. Through such projects, SDA and Huawei aim to support 8,000 Saudi trainees through the Huawei ICT Certification Program.

Expanding its own capabilities, SDA will engage Huawei in a variety of knowledge-sharing activities. The latest memorandum outlines plans for Huawei to train and certify 100 Saudi trainers from SDA through its Huawei Train the Trainer program, focusing on areas such as AI, cloud, security, data centre and 5G. Huawei will also conduct a digital leadership camp for SDA and MCIT leaders.





## After forty years Etisalat Group transforms into global technology and investment conglomerate

His Highness Sheikh Mansour Bin Zayed Al Nahyan, Deputy Prime Minister of the United Arab Emirates and Minister of Presidential Affairs, launched e&, marking the transformation ambitions of Etisalat Group into a global technology and investment conglomerate.

Commenting on the launch, HH Sheikh Mansour emphasised the importance of capitalising on opportunities that the fast-evolving business landscape continues to present in the age of technological disruption. He commended the efforts of e& in devising a more progressive business model that sustains its hyperscaling ambitions, promotes new ventures and partnerships, and maximises value across its operations.

The launch of the new brand identity for Etisalat Group was attended by His Excellency Mohammad bin Abdullah Al Gergawi, Minister of Cabinet Affairs, HE Mohamed Bin Hadi Al Hussaini, Minister of State for Financial Affairs and HE Jassem Mohamed Bu Ataba Alzaabi, Chairman of e&.

As part of its strategy, e& will enhance customers experiences across all segments by ideating, designing, and delivering a range of innovative and breakthrough technologies, driven by its track record of success. This strategy is aimed at accelerating growth through the creation of a resilient business model that is representing the Group's main business pillars.

Telecom will retain the previous branding identity while upholding the Group's rich telecoms heritage, bolstering the Group's strong telecoms infrastructure and maximising value for its customer segments, in the UAE

*The evolution  
e& comes at  
the heels of  
the Group's  
strong financial  
performance*



and internationally. In addition, it will expand into new geographic markets while continuing to drive operational performance in the 16 markets where it operates.

e& life is focused on enhancing customer delight by becoming an integral part of the lives of its customers. The business pillar has already made robust plans to deliver next-generation technologies and digital experiences that will bring the world to the customers' fingertips through smart connectivity platforms in entertainment, retail and financial services.

e& enterprise will be the driving force behind the digital transformation of governments, corporates and enterprises. Through its breakthrough technology solutions in cybersecurity, cloud, Internet of Things (IoT) and Artificial Intelligence (AI), as well as deploying mega projects, e& enterprise will create real business value as it continues to leverage on its expertise as a digital managed company having the strength and reach of a global trusted partner.

### Don't underestimate relationship changes we are seeing says Mark Curtis, Accenture Interactive

Nearly two years of disruption to the fabric of society has resulted in a collective shift in people's relationships with work, consumerism, technology and the planet, pushing companies to design new ways of doing business, according to the annual Fjord Trends report from Accenture.

In its 15th year, Accenture Interactive's latest Fjord Trends report provides practical guidance as companies look to deliver value and relevance to their customers, employees and society.

According to the report, newly identified behaviours will challenge businesses to rethink their approach to design, innovation and growth as a result of the shifts in employee expectations and mindset, scarcity caused by disrupted supply chains, and new virtual environments such as the metaverse.



### EDGE presents its swarming drones based on Hunter 2 series of unmanned aerial vehicles

EDGE, an advanced technology group for defence and beyond, and one of the top 25 defence contractors globally, has unveiled swarming drones, its latest application for Unmanned Aerial System.

Participating as the event's official Strategic Partner in its second appearance at UMEX, EDGE showcased its swarming drones, which are based on the Hunter 2 series of unmanned aerial vehicles developed by HALCON, a regional leader in the production and supply of precision-guided weapons and UAS. Designed to ensure a decisive edge in combat, the ground-launched drones fly in formation to perform a coordinated mission that can overwhelm an adversary.

Leveraging advanced artificial intelligence technology, the tactical drones share information with one another to track and maintain their relative positions, and to effectively engage targets. Featuring a maximum take-off weight of 8kg, the swarm of drones are agile and responsive while being directed to their target, which may include enemy fighter jets on the tarmac at a military base, or an incoming convoy of enemy armoured vehicles, for example.

The drones are equipped to operate at cruising speeds that support mission success, with a significant communications range and healthy flight endurance. The winged UAVs can be deployed in a matter of seconds, featuring a wingspan of 1.44m and a length of 1.25m.



*EDGE showcased its swarming drones, which are based on the Hunter 2 series of unmanned aerial vehicles developed by HALCON*





## NEOM to invest \$1B in ZeroPoint DC hyperscale datacentre offering 100% sustainable energy

NEOM Tech and Digital Company, on the back of announcing two products at LEAP – unveiled the range of services it will offer at the half-billion-dollar datacentre ZeroPoint DC, in partnership with digital infrastructure developer Ezdihar Advanced Company for Information Technology.

The ZeroPoint DC suite of services includes co-location, allowing organisations to rent out fully built datacentre space and power, with the option to eventually build and operate their own datacentres. Facility management, daily datacentre operation, fit-out and smart remote hands services will also be offered to customers.

ZeroPoint DC is also nearing completion of a cognitive digital platform for customers to browse, compare, select, provision, and monitor multi-cloud services while providing comprehensive financial analyses.

ZeroPoint DC will support three datacentres with a capacity of 36MW and significant room for further expansion. At the nexus of terrestrial and sub-sea cable connections, the plan is to enable direct access to multiple cables, providing rapid, highly secure and carrier-neutral connectivity, in addition to a progressive regulatory framework and access to 100% sustainable energy.

ZeroPoint DC earlier announced multinational cloud infrastructure developer Oracle as its first tenant. Oracle Cloud Infrastructure – OCI will provide customers across Saudi Arabia with the capacity to develop high-performance autonomous services, integrated security and serverless computing power.

The hyperscale datacentre joint venture is part of a substantial investment by NEOM Tech and Digital Company – amounting to nearly US\$1 billion this year alone – in artificial intelligence-driven products and hyperconnected, autonomous solutions that will provide competitive advantage and enable the next generation of cognitive enterprises and cities.

*The hyperscale datacentre joint venture is part of a substantial investment by NEOM Tech and Digital Company*





MYRO has  
productivity of  
nearly  
**1,000 sq ft**  
per hour

## Emaar contracts automated MYRO robot for painting at Forte delivering 1,000 sqft per hour

Emaar Properties awarded all painting works at Forte, its luxury high-rise residential project in Downtown Dubai, to MYRO, a one-of-a-kind mobile intelligent paint robot designed for the construction industry. This decision aligns with Emaar's strategy to constantly seek new construction technologies shaping the industry and provide the best quality finishes across its impressive portfolio.

Created to bridge the gap between automation and the construction industry, MYRO was previously deployed on a trial basis for a luxury villa compound at Dubai Hills Estate, and its performance has been carefully evaluated. In light of its high productivity and quality enhancement, Emaar has now appointed MYRO to work on another of its projects, Forte, which will benefit from MYRO's high quality finishes deemed 'remarkable'.

At the same time, Emaar and MYRO International plan to jointly investigate the number of units and engagement model for future collaboration.

Deployed to Emaar's Forte for a stage 1 trial, MYRO has productivity of nearly 1,000 sq ft per hour, approximately ten times faster than manual painting. While a single apartment unit takes up to 4 man-days of manual painting, MYRO can auto-paint it within 4 hours.

Highly cost-effective and safe, the smart robot is operational 24 hours and has precision control over the quality parameters like spread rate and DFT specifications by paint material suppliers. MYRO can be pre-programmed to create floor plans in less than an hour and accurately configure non-paintable areas on walls.

## Arabic music streaming platform Anghami lists on NASDAQ stock exchange

Anghami, the leading music streaming platform and service in the Middle East and North Africa, announced that it has completed its business combination with Vistas Media Acquisition Company. Anghami's common ordinary shares and its warrants will begin trading in the United States on NASDAQ.

In early 2021, SHUAA Capital led a funding round for Anghami and made a PIPE commitment of \$30 Million, in addition to a \$10 Million commitment from Vistas Media Sponsor. SHUAA worked closely with the team to develop and secure the PIPE investment and achieve a successful listing on NASDAQ. Franklin Templeton, a leading global investment company, also came on board as one of the pre-IPO investors and invested in PIPE prior to the company's listing.



## ASPIRE announces judges for preliminary, final phase of MBZIRC Maritime Grand Challenge



ASPIRE, the technology programme management pillar of Abu Dhabi's Advanced Technology Research Council – ATRC and the organiser of MBZIRC Maritime Grand Challenge, has announced the judges and jury that will evaluate the whitepapers submitted by teams from all over the world. The competition, which aims to solve the real-world issues of piracy, smuggling, and illegal fishing will be held in Abu Dhabi in June 2023.

The panel comprises six eminent scientists representing different fields of robotics, who come from various parts of the world. In the process of shortlisting the whitepapers, the judges will accord 40% weightage to a team's technical qualifications, while their proposed approach to solving the challenge will carry 60% weight.

The jury for the preliminary phase comprises:

- Allan Steinhardt, Chief Scientist at AEye, USA
- Cesare Stefanini, Professor and Head of Creative Engineering Design Lab at Faculty of BioRobotics Institute of SSSA, Italy
- Francesco la Gala, expert in autonomous robotics, based in Italy
- Robert Hummel, Chief Scientist and Vice President of Research at Potomac Institute, USA
- Eric Krotkov, Chief Science Officer at Toyota Research Institute, USA.

The judging panel for the final selection is HE Faisal Al Bannai, Secretary-General of ATRC, and Dr Tony Tether, Former Director of DARPA.

## Zero-alcohol Drink Dry sees monthly growth at 2,000% in 2021 boosted by Talabat, Choithrams

Launched in 2021, Drink Dry is breaking boundaries in the world of food and beverage with an offering that is currently unique and a first of its kind in the region. Paving the way, the champions of the zero-alcohol revolution in the UAE began their journey as an e-store and are now a firm mainstay in the retail and hospitality sector with their product offering now available in many prominent bars and restaurants across the city.

Innately passionate about pioneering the alcohol-free drinks category in the Food and Beverage industry in the UAE, brand founder at the helm of Drink Dry, Erika Doyle, has been leading one of the UAE's fastest-growing start-ups in a new and developing category, offering consumers an extensive range of quality products that give her loyal customer base a full experience when it comes to introducing new ways of drinking. From non-alcoholic wines and beers to spirits and mixers, Drink Dry has options to suit all preferences.



Since the start of operations, the brand has already achieved much on its journey to provide choice, quality and make a difference to those in the region who don't consume alcohol or are looking to reduce their intake. The customer return rate for Drink Dry is 72% with the brand seeing their highest number of new customers during Dry January this year.



## NEOM releases XVRS offering real time entry into metaverse as avatar, hologram, robotic avatar

NEOM Tech and Digital Company, announced XVRS, a 3D cognitive digital twin metaverse platform envisioned to enable a ground-breaking mixed-reality urban living model. Combining digital and physical architectures with hyper-connected technologies and artificial intelligence features, XVRS will enable seamless integration of the virtual and real worlds.

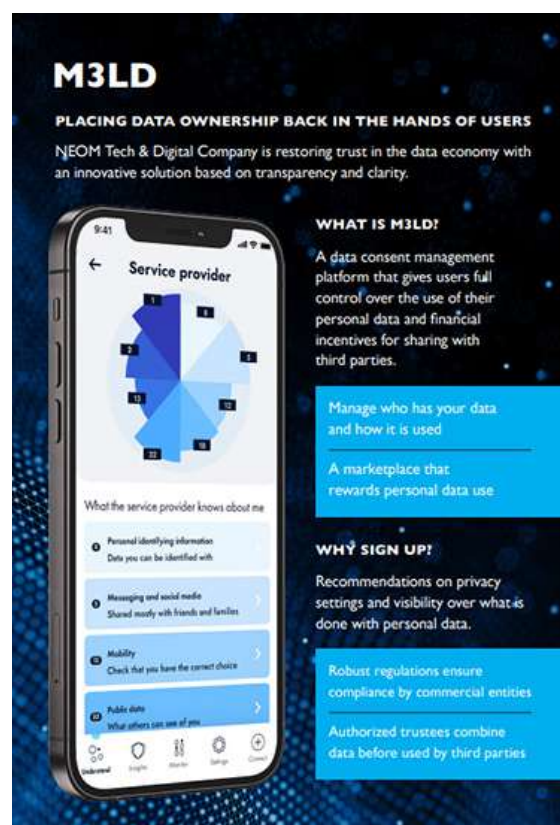
Uniquely, XVRS aims to offer users multiple points of view and the ability to feature in a variety of locations across the metaverse in real-time as an avatar, hologram, or robotic avatar.

## NEOM Tech announces M3LD tool to find out who is in possession of a user's data, privacy settings

NEOM Tech and Digital Company has announced the launch of its innovative consent management platform, M3LD, which empowers users to regain control of and be incentivised for the use of their data. M3LD is able to find out who is in possession of a user's data, monitor how it is being used, and provide recommendations on privacy settings for all their digital accounts.

M3LD is part of a substantial investment by NEOM Tech and Digital Company – amounting to nearly \$1 Billion this year alone – in artificial intelligence-driven products and hyperconnected, autonomous solutions that will provide competitive advantage and enable the next generation of cognitive enterprises and cities. Currently being developed with select data controllers, M3LD is slated for general release in the first quarter of 2023.

The M3LD artificial intelligence engine aims to demystify complex privacy terms and conditions to help users understand what they are, when and if they sign up for it. M3LD aims to alert users if data is used without consent, if suspicious activity arises, or there is a data breach, users are alerted to it. Monitoring and other tools can be added in the future, and cloud migration will facilitate the integration of products already in use by subscribers.







*AMANA will adapt its people strategy to provide one source of truth for HR data and unifies every process across the employee lifecycle*

## AMANA Group implementing Oracle Cloud HCM with digital assistants, EPM with analytics

Oracle has announced that AMANA Group, one of the Middle East's largest multinational construction conglomerates, will implement Oracle Fusion Cloud Applications Suite to modernise its business operations and support the company's expansion. With Oracle, AMANA will be able to optimise finance and HR processes to reduce costs, rapidly respond to changing market demands, and support its growing workforce.

It needed a solution that would help the company quickly embrace new operational models, flexibly scale services, and support its growing workforce. AMANA selected Oracle Fusion Cloud Human Capital Management (HCM) and Oracle Fusion Cloud Enterprise Performance Management (EPM).

Siloed finance and HR systems cannot give a clear picture of the company's performance. AMANA's leadership focused on the integration of finance and human resource function to secure an integrated view of all modules including budgets, revenue, salaries, bonuses, commissions and benefits.

With Oracle Cloud HCM, AMANA will adapt its people strategy to the ever-increasing pace of change with an integrated HR platform that provides one source of truth for HR data and unifies every process across the employee lifecycle.

## VMware signs with Aramco to support transformation in energy and green technologies

VMware has signed a Memorandum of Understanding with Aramco to support collaboration across cloud and end-user computing, cybersecurity, and digital transformation in the areas of energy and green technologies. Aramco, which has been innovating with VMware since 2016, has already utilised VMware cloud solutions which have been instrumental in enhancing end-user computing solutions for the energy sector.

The two companies plan to collaborate in the exchange of ideas and expertise, exploring the potential to innovate in areas including software enhancements to be used by organisations in the region and around the world.

The collaboration is expected to strengthen and increase local procurement. It also aims to be a role model for digital best practice in Saudi Arabia, and to help encourage digital transformation efforts across the energy sector.





*Design of  
Museum  
of the  
Future used  
massive  
data and  
Eversendai  
Tekla  
Structures  
software*



## During the construction of the Museum of the Future, project teams used multiple solutions from Trimble

Dubai's Museum of the Future, was built using advanced construction technologies and software, including Trimble's flagship product, Tekla Structures. Trimble, a global leader in construction technology, has revealed how its solutions enhanced and simplified the details and workflow in the designing, fabricating, and coordinating phases of this landmark project.

With its size and complex design, the Museum of the Future involved using massive amounts of data during the design phase and Eversendai integrated Tekla Structures, Trimble's flagship software solution, to make the workflow seamless and deliver precise interface requirements.

Eversendai also utilised a cloud collaboration tool from Trimble portfolio to identify potential clashes in various processes such as roofing, façade, mechanical, electrical, and plumbing, and reinforced cement concrete. Using the cloud-based software allowed the contractor to resolve the issues in the initial design phase, saving substantial time and resources.

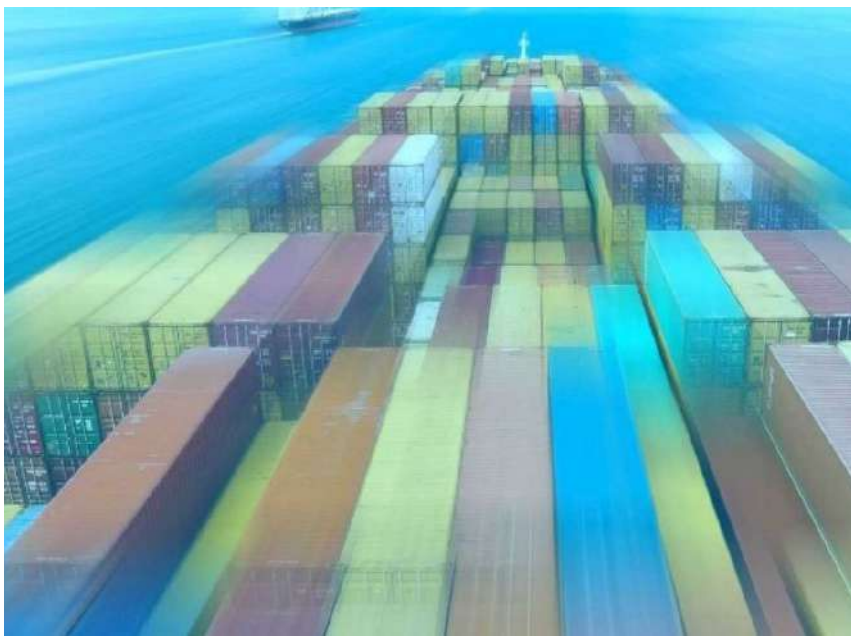
During the construction of the Museum of the Future, various project teams used multiple solutions from Trimble. Trimble Connect was used as the Common Data Environment, Trimble's SysQue was used for the intricate MEP design, Tekla Structures also proved helpful in designing the building's highly complex structure and Robotic Total Stations were used for the automated on-site layout. The use of modern Trimble solutions helped reduce the rework by up to 65%, a 50% productivity boost and a 25% total energy consumption reduction.

The eye-catching structure, spanning an area of 30,000 square meters, will serve as an exhibition space for innovations and new technologies and a home for a research centre, a laboratory, and an auditorium.

Aside from the Museum of the Future, Trimble's solutions were also utilised in the construction of other iconic projects such as the Burj Khalifa, One Zabeel, Riyadh Metro, King Abdullah Petroleum Studies and Research Centre, King Abdulaziz Centre for World Culture, Egypt's Adly Mansour metro station, and the UAE pavilion at Expo 2020.

Trimble has become one of the leading growing construction solution providers with a wide array of smart construction technology solutions for owners, contractors, architects, engineers, and subcontractors. Tekla Structures, its flagship product, is known as one of the most advanced software solutions for BIM and structural engineering globally.





## USE CASES

*DP World  
updates  
CARGOES  
Flow providing  
shipping visibility  
across sea,  
air, land*



## Operating in the cloud, CARGOES Flow provides real-time intelligence on the status of active and completed shipments

DP World, the leading provider of smart supply chain solutions, announced that CARGOES Flow— an end-to-end visibility platform for tracking intermodal shipments across sea, air, and land—is now widely available.

CARGOES Flow is a one-stop-shop supply chain solution that provides end-to-end visibility for shipments irrespective of their shipping modes, carriers, and shipping lanes. The platform, which requires no setup to be used, features an intuitive, easy to use interface that allows users to gain insight into their supply chain and better manage productivity, planning, cost optimisation, and overall business performance.

Operating in the cloud, CARGOES Flow provides real-time intelligence on the status of active and completed shipments on a single, dedicated platform. Key features include:

**Business Intelligence** – A dashboard highlighting key insights and trends of ongoing shipments, with key metrics and charts front and centre to identify potential inefficiencies and optimisation opportunities.

**Multi-Level Dashboard** – A world map view of all active shipments and their current locations, including exceptions and alerts color coded for easy interpretation.

## NNTC implements VR training for Dubai Municipality Sewage using HTC VIVE and 7,000 elements

NNTC along with its strategic partner CROC, a market leader in end-to-end IT solutions, announced the implementation of an advanced, virtual reality powered simulation and training system at Dubai Municipality's Sewage Treatment Plants and Drainage Network Department in Jebel Ali. The nuances and scale of the training system, which includes a detailed virtual replica of the plants using HTC VIVE's advanced VR technology, make this a first-of-its-kind implementation in the region, and beyond.

According to NNTC's research, trainings conducted on VR simulators increase retention rates by up to 75%, improve work speed by up to 30%, and accuracy by up to 96%. A recent study also found 82% of 600 companies surveyed either met or exceeded the results they expected after VR integration.



According to Dubai Municipality, the new Virtual Reality training hub aims to increase employee productivity in treatment plants by up to 7%, as a result of developing the skills of employees undergoing training on the VR system, in addition to the contribution of specialised training programs supported by VR technology in reducing human errors by 50%.





**HAHEINRICH LÜTHI,**  
Managing Director of  
Swisslog Switzerland.

*The Railway  
Technology  
Centre  
Hägendorf  
delivers  
150 tons of  
switches,  
rails, signals,  
safety systems  
for the Swiss  
railway  
network per  
year*



## Swisslog supplying automated storage system with SAP EWM for Swiss Federal Railways

With its project location concentration Hägendorf, Swiss Federal Railways is laying the foundation for the long-term expansion and modernisation of what is already the largest production and storage site for railway technology in Switzerland.

An expert in pallet storage systems, Swisslog – which is based in Switzerland – is implementing an automated high-rack storage system for SFR as part of this project. The storage system will include a picking area and an SAP EWM environment.

To this end, the automation specialist Swisslog, based in the Canton of Aargau, will supply SFR with modern high-rack storage technologies and warehouse management software – with a view to achieving full plant availability and an efficient material logistics infrastructure.

The Railway Technology Centre Hägendorf delivers 150 tons of switches, rails, signals and safety systems for the Swiss railway network per year. The integrated production and logistics site in Hägendorf, located in north-western Switzerland, with its automated storage systems serves as a central backbone to ensure security and efficiency of supply of materials needed for repairs, maintenance and expansion projects of the SFR railway infrastructure.

To this end, the intralogistics company has optimised all layouts in such a way that well-tried standard components are used in the mechanics and control systems and complex elements are replaced by simpler ones. Safety is another top priority. As part of Swisslog's fire safety measures, the logistics are encapsulated and inerted with nitrogen.

The high-rack storage system planned by Swisslog will feature around 13,800 pallet spaces distributed over three aisles and will be operated with the help of three Vectura storage and retrieval machines. The cassette storage system for lengthy materials is single aisle and designed for 1,570 storage locations.

Swisslog not only implements the SAP EWM system in the new, automated storage areas and picking zones, but will also connect existing systems, such as manually operated internal and external storage facilities, to the software platform. Go-live is scheduled for the summer of 2023.

## iSON Xperiences appointed as outsourced customer service provider for MTN South Africa

Global customer experience management firm iSON Xperiences has been appointed as the outsourced customer service provider for MTN South Africa. Combined with the Vodacom business attained through its recent acquisition of Altron People Solutions, this five-year deal sees iSON Xperiences now covering more than 50% of the market share in the telecom segment in the country.

The South African project reflects the exceptional work iSON Xperiences has done for the MTN Group across the continent in a similar call-centre outsourcing agreement put in place in mid-2015. As part of that deal, iSON Xperiences has been responsible for managing 100% of the call centre operations of MTN in six countries, South Africa being the 7th.

As is evidence of this, Kumar cites how iSON Xperiences has enabled the MTN Group to substantially increase customer experience with much reduced cost and has helped the company to

**PRAVIN KUMAR,**  
Global CEO of iSON  
Xperiences.



*iSON Xperiences has enabled the MTN Group to substantially increase customer experience with reduced cost*



increase its subscriber base significantly over the past five years after the outsourcing of the call centres.

It is this passion and willingness to work closely with local partners in creating jobs that have contributed to iSON Xperiences now owning 75% of the customer service market share in the telecoms industry in Africa.

This includes managing 120 Million customers for MTN Group, 80 Million for Airtel, more than 40 Million for Vodafone in Egypt, 12 Million for Vodafone in Tanzania, and a combined total of more than 10 Million customers for AirtelTigo in Rwanda and Ghana.

## Abu Dhabi Waste Management Centre using electronic approvals for No Objection Certificates

Abu Dhabi Waste Management Centre has adopted electronic approvals for No Objection Certificates in Abu Dhabi for all requests that require technical reviewing by specialists in charge of issuing approvals related to infrastructure construction, building, and development projects.

This allows clients, including consultants, contractors, or developers, to acquire an NOC from the Centre electronically without the need to visit or submit any paperwork, which will improve efficiency, reduce costs and efforts, and simplify operations and procedures related to NOCs for clients in all sectors.

The system is the first of a comprehensive series of basic and complimentary services covering main and supporting operations related to municipal approvals,

**HIS EXCELLENCY  
DR SALEM  
AL KAABI,**  
Director General  
of Tadweer.

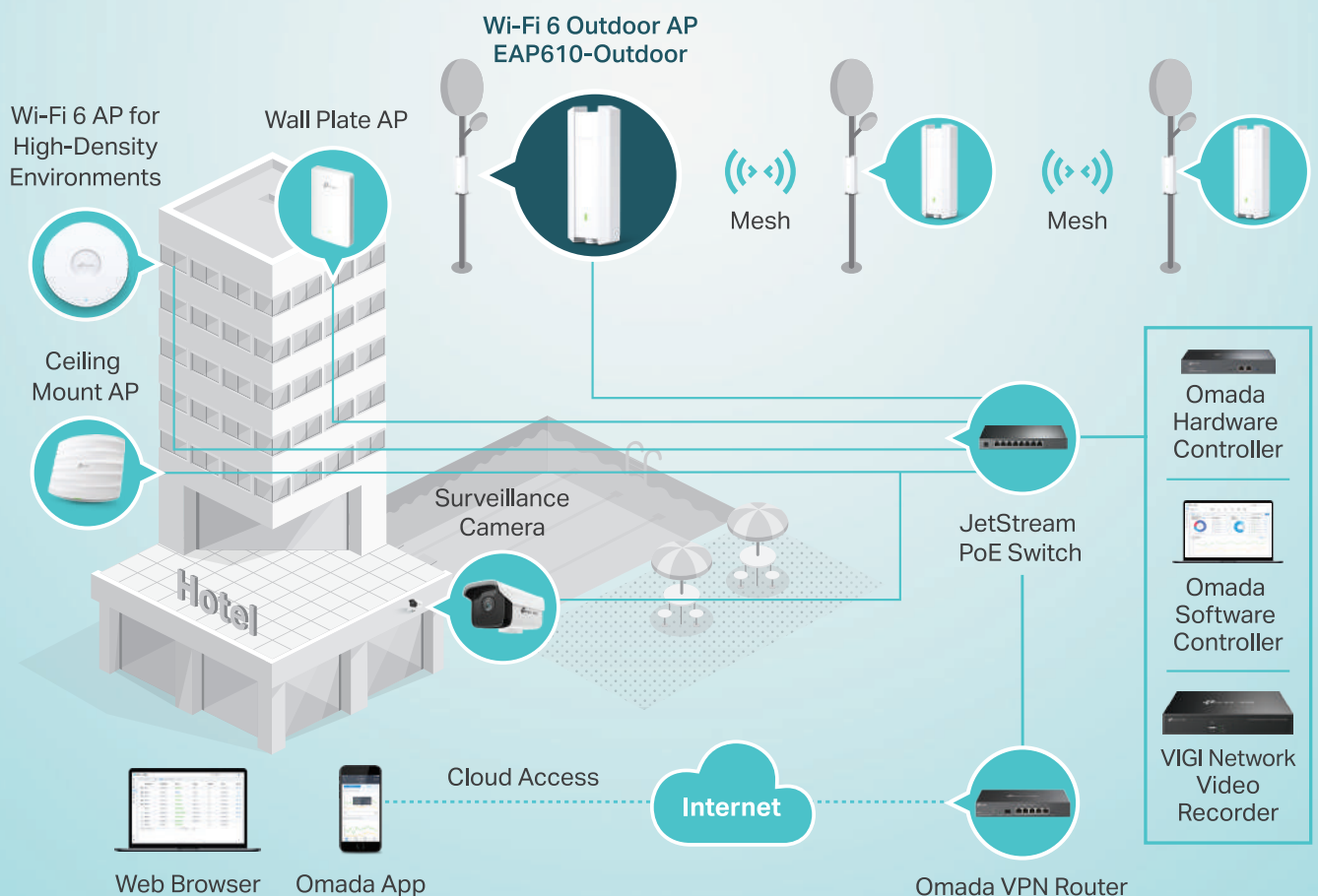


which are required for facilities and infrastructure construction and development projects in Abu Dhabi.

The use of the NOC's electronic approval system for facilities and infrastructure came after the Centre conducted a study to evaluate the current NOC services and their elements in relation to facilities and infrastructure services, defining the requirements for these services during the various stages of any given project, and adding them into the system.

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# DIVERSITY AND WORKPLACE TRANSFORMATION

Diversity in the workplace coupled with digital transformation and hybrid work practices are driving the beginning of a new work culture of innovation and inclusion.

# RECRUITING AND RETAINING DIVERSE TALENT

The benefits diverse teams bring to an organisation, like innovation and ability to resolve issues quickly, allow IT to work smarter.

**O**ften surrounded by primarily male C-level executives and teams, women in IT face unique challenges, among them marginalising behaviours from peers, biases from others, and self-limiting beliefs. IT is second to last in terms of representation of women across corporate functions. They make up only 26% of IT employees, and that number decreases across the ranks of senior leadership.

Many organisational leaders recognise that there is an unbalanced representation of women and men on their leadership teams, but

they view it as a social problem, rather than a business problem. This means they are not prioritising it.

The irony is that IT organisations continue to face pressure to deliver solutions quickly and with limited resources, and the answer is staring them right in the face: recruit and retain diverse talent. The benefits diverse teams bring to an organisation, like increased innovation and the ability to resolve issues more quickly, allow IT to work smarter.

To complicate matters further, hiring requirements for IT roles are antiquated. When presenting at IT conferences, I like to



**CHRISTIE STRUCKMAN,**  
Vice President Analyst,  
Gartner.



“

Women make up only

**26%**

of IT employees, and  
the number decreases  
across the ranks of  
senior leadership.

”

ask the crowd who has a technical degree. Every time, less than half the audience raises their hand, revealing that many of the senior-most technical leaders at any given organisation come from non-technical backgrounds.

This, combined with research that shows women tend to shy away from jobs they do not believe they are 100% qualified for, suggesting IT teams are artificially limiting their talent pool by recruiting against those outdated job descriptions.

First and foremost, women face marginalising behaviours like ageism and my idea syndrome — when a male colleague repeats an idea that a woman has just offered, and a robust discussion ensues with no acknowledgement that the woman had said it first. Marginalising behaviours like that progressively and successively teach women they are not valued. This contributes to them leaving.

Turnover is only exacerbated when you bring pay equity into the conversation. Women are paid less than their male counterparts, on average. When organisations do not deal with these issues, it is difficult to retain women. Women in technical roles, who tend to leave at the mid-manager level and more often overall, quit their jobs at more than twice the rate of their male peers.

A group of passionate women at a leading global healthcare company started a program to attract and retain women in technology programs. Their efforts paid off within just one year, with representation in the IT workforce rising 4% overall and 10% on the information security team. In addition, women who took part in the program reported an increase in their confidence, optimism and resilience, some of which resulted in them taking the next step in their careers.

## KEY TAKEAWAYS

- IT organisations face pressure to deliver solutions and the answer is staring them right in the face.
- To complicate matters further, hiring requirements for IT roles are antiquated.
- Women tend to shy away from jobs they do not believe they are 100% qualified for

Those that are making progress in improving female representation at all levels in IT have a structured program for diversity, equity and inclusion.

Organisations will make significant progress on female representation by creating a pipeline view of the life cycle of female employees in their workplace, prioritising:

- Recruiting women
- Retaining women
- Reporting progress

Gartner has seen an uptick of women in technology employee resource groups, which serve as a forum for women to focus and share their experiences and ideas, learn from mentors, hear from guest speakers and develop strategies to navigate their careers. Smart organisations also bring in senior male co-sponsors to reinforce support for such programmes. ■



“*My dream work environment is one where I can work collaboratively as part of a team*”

**ADRIANA BOTHA**

Senior Educational Consultant  
EMEA, Blackboard.

Diversity awareness is about being mindful of others and embracing all aspects of their humanity. This means respecting and valuing the skills and differences that each staff member brings into the workspace. Global awareness of the power of diversity is growing and am excited to see how we are embracing a mindset of inclusivity at Blackboard.

As a South African I am apt to quote Nelson Mandela, who said that diversity does not divide us, but instead helps us to adopt our understanding of common humanity; to learn from the richness of how human life is diverse. These profound words underpin embracing a diverse workplace as we know it today.



My dream work environment is one where I can work collaboratively as part of a team that supports and celebrates everyone's talents and skills and encourages each other in sharing ideas. I want to always remain passionate about my dream job and be able to thrive.

On a personal level, I feel an emotional connection to my role and the company because we are working toward a common mission and vision that helps students and educational institutions, and I can see the impact I am making. Challenging work is a great motivator. It keeps me engaged, interested and more specifically, enables me to utilise the skills and experience.

“*I am very proud to witness the transition in my own company and within the industry*”

**ANITA CHALKE**

Head of Company Incorporation and  
Regional Support Services, Proven.

There has been an increase in the awareness of diversity. I am very proud to witness the transition in my own company and within the industry. Proven is headquartered in Saudi Arabia and has expanded in Asia, Europe and the Middle East. The primary reason for the company's success is respecting and valuing the skills and differences that each staff member brings to the workplace regardless of gender.

I am responsible for business development and operational excellence within the region, motivating my team, leading and inspiring them to achieve the highest professional standards. It has been a privilege to live my dream and work in an environment and culture such as Proven.



My skills and dedication are appreciated and valued based on my contribution. I have worked with diverse, talented, ambitious, and global-minded professionals who elevate my skills. In addition, this has developed an international network for me that can take my career to exciting new directions.

Clear and approachable communication with my peers has been advantageous and gives the satisfaction of belonging and helping clients and co-workers. Being open and forming personal connections is who I am. I believe in being approachable, and trustworthy. The most challenging aspect of my current role is getting technology aligned with different department leaders.

“Integrity is one of the most important traits that a team member can have”

**ANNA CHUNG**

Principal Researcher Unit 42,  
Palo Alto Networks.



Yes, there has been an increased awareness of diversity and its positive and essential role in the workplace. Diversity, inclusion and equity are important points of discussion in workplace culture, and it is great to see businesses taking more advantage of diverse skill sets those individuals from different backgrounds can bring to the workplace. Every individual brings unique qualities to a role.

Cybersecurity is a field that benefits from new ideas and out-of-the-box thinking, and we need people with different backgrounds to join the industry to build a stronger and more diverse community. Integrity is one of the most important traits that a team member can have, as research has an immense impact on others.

Having cultural and mutual respect and integrity from the top-down team is essential. Communicating with people and lifting the burden of securing their digital way of life, with threat research and advancement Unit 42 provides, is one of the most gratifying parts of working.

Working in cybersecurity has many challenges on a day-to-day basis, such as staying on top of all threat information and attacks, malicious tools and campaigns, and also keeping up to date with new technology trends. While some days can be very hectic, these challenges make the job exciting.

“A career in technology does not mean that you must be an engineer”

**CAROLYN CRANDALL**

Chief Security Advocate and CMO,  
Attivo Networks.



The industry has changed a lot since I started. The times are improving, and diversity is being more embraced. A career in technology can be an amazing experience. You will work with some of the brightest minds and the pace of innovation will continually keep you entertained and challenged.

A career in technology does not mean that you must be an engineer. There are many roles in product management, marketing, sales, and other roles that women can consider. High-tech companies are investing and trying to lead by example with diversity and equality programs. This will help with the

opportunity to be successful and for career path momentum.

With great power comes great responsibility. I have enjoyed being given the management responsibility to make decisions and drive change for the organisation. However, with these responsibilities, there is not always enough time in the day to achieve everything that I want to do.

A fun and welcoming workplace culture, genuinely encouraging diversity, and providing flexible working conditions that make it possible for women with children and other caring commitments to continue contributing.

**Diversity makes the workplace more enjoyable and more interesting environment to work in**

**CIARA CAMPBELL**

Senior Security Engineer, Tenable.



There is an increased awareness of diversity and the positive role it plays in the workplace. It empowers the team to achieve greater creativity and innovation, allowing them to think outside the box, and drive innovation that allows them to grow closer to Tenable's customers, partners, and communities.

By having diversity, different ideas and perspectives are brought to the table that can lead to the creation of amazing innovation. Diversity also makes the workplace far more enjoyable and a more interesting environment to work in. As a company, Tenable believes that its team is an extension of their

customers, and trust is hugely important.

It is continuous learning every day. Keeping up with required technical knowledge can be hard and the subject is so vast. Ciara has learnt that everyone comes across things they have not heard of before and it is okay to say, I do not know. An important lesson she has learnt is not to feel like she needs to know everything.

The great thing about cybersecurity is the constant change and evolution. It keeps her on her toes, and she is continually learning. Mix of both business and technical aspects of the job and importantly using people skills is most engaging.

**Having different perspectives brings different ideas, solutions and increases productivity**

**DOAA SALEH**

Senior Customer Success  
Manager MEA, OutSystems.



It is clear now that most organisations are focusing on diversity and inclusion compared to some time back. We can see now organisations are giving opportunities based on qualifications and skills. As the business opportunities are growing and the market remains competitive, organisations are focusing on what makes them different.

Diversity increases creativity and innovations. Having different perspectives brings different ideas, solutions and increases productivity. It also helps organisations to attract talents.

My ideal work culture is where you can find a healthy work life balance, plans to grow, space to enjoy the work daily challenges, and free

communication. All of this cannot be without the support of management that listens carefully, recognizes efforts and reacts to changes wisely.

Adapting to changes that might happen or things that you have no direct control on is the most challenging. Success is not happening by chance. To achieve it, you need to have a clear objective, study what it requires to achieve, plan the way and go ahead accordingly. However, there are always things that we cannot control or even anticipate.

Supporting organisations and people and driving their success is the most satisfying facet of my job.



“A healthy work environment is one where colleagues are inspired by one another”

### DR NEAMAT EL GAYAR

Associate Director of Research, School of Mathematical and Computer Sciences, Heriot-Watt University Dubai.



As organisations realise how much diversity functions as a major facilitator for innovation and fostering a positive culture, there has been increased awareness about the importance of it. Bringing in people from different backgrounds, age groups and other variables together is essential for any domain to thrive.

Work culture is an essential, if not the most important reason behind the success of individuals. A healthy work environment is one where colleagues are inspired by one another, and where there is a culture of support between leaders and teams.

An ideal work environment would bring out the

best version of oneself through being allowed the opportunity to make a difference and feeling that one's work is appreciated.

It is almost impossible to find a job role where one's role is limited to one function. Although this is an essential aspect of growth, it comes with its own challenges. The most important resolution, which is an essential learning of my identity as a woman, is that taking several roles is not only inevitable in one's career, but one's life in general.

There is always the struggle of devoting equal parts of ourselves for every responsibility we have, while ensuring our personal growth agenda is firmly anchored.

“When I look around, there are very few people who look like me”

### HELEN CHEN

Co-founder and CEO, Nomad Homes.



Helen is a female founder CEO in real estate technology proptech and financial technology fintech. When I look around, there are very few people who look like me, so diversity is very important to me personally. Nomad Homes is a champion of diversity and helping the ecosystem to foster a more diverse environment.

Helen's role is Chief Hiring Officer, Chief Strategy Officer, Chief Fundraising Officer. My responsibility is to ensure that we are attracting the best talent, help them become their best self, and give them direction and resources to flourish.

Diversity is core to business success. A diverse

workforce brings people of different cultures and backgrounds together to solve a problem in the best way possible because of the multiple viewpoints the team brings to the table.

Work culture stems from your company's values. Everyone we hire embodies these values to create an ever-evolving work culture.

My biggest challenge is also the people. How do we motivate our teams? How do we attract the best talent? How do we create the best environment for work? At Nomad Homes we are very focused on our core values and attracting the people who embody our values. The people are also the most satisfying piece of my job.

*Diversity is our strength, especially as thrifting is something new*

### **JENNIFER SAULT**

Founder of Thrift for Good.



We are UAE's leading charity thrift shop chain. We take in preloved items, sell and rehome them with zero waste, and donate 100% of our profits to support children around the world. We are volunteer run with skeleton staff. My role is to make sure everyone is motivated, fill the gaps, and give direction to our work. Diversity is our strength, especially as thrifting is something new to the UAE.

The most challenging aspect is finding enough hours in the day. What we can do is limitless. Time, unfortunately, is not. So, we are constantly looking for

how we can expand our capacity with volunteer supporters and sponsors.

I am lucky that I am living my dream. For me, every day is something new, whether in store, online, office or on the road at events, markets or with our donors and customers. We have a positive supportive work culture. Each staff member is a team leader, motivating each other and our volunteers. It is a community of people supporting a good cause.

The most satisfying aspect of my role is the connection with the charity projects we are doing this all for. I love receiving the reports and good news about what we are able to achieve.

*My dream environment is a place where diversity has been taken into consideration from all perspectives*

### **KINDA BAYDOUN**

Regional Channel and Distribution Manager  
Middle East, Veeam Software.



In our region, there has been a noticeable progress in this space over the past 10 years and especially in the IT industry. Significant efforts are being made by organisations to ensure diversity is a key criterion when hiring new candidates. We are seeing more women taking on senior management and executive roles.

My dream environment is a place where diversity has been taken into consideration from all perspectives. I believe we can learn a lot from such an environment as people have different ideas to share and creativity thrives. It is very important to see that

diversity is also reflected at the management and executive layers.

There are two aspects that I like the most about my role. First, the ability to develop talents across my team members. Second, the opportunity to work closely with partners and customers, to create synergies leading to partnerships and business objectives.

The most challenging aspect is finding right talent in the market with the right attitude and personality that can fit with the team. It is easy to find candidates with skills, however, it is challenging to find them with right attitude. It is very difficult to unlock this aspect during job interviews.

“When we pause, when we slow down, we sort of recentre, reflect, reconnect”

### LAURA MANNING

Founder of BRW Society.

By understanding common differences between cultures, increases trust and improves work relationships. It also improves communication, which is crucial to any successful team. Dubai has such a confluence of cultures and is in one of the world's most culturally diverse cities, so I think there is an increased awareness here of diversity and the positive role it plays in the workplace.

When we pause, when we slow down, even if it is just for a few minutes, we sort of recentre, reflect, reconnect, and can go back to our busy lives renewed. Laura really believe that a cup of tea is a power nap



for your soul, and she loves seeing other people discover this too. Laura knows how important a cup of tea is for wellbeing. Laura sources exciting natural flavours from around the globe and blends them.

My dream work environment is one which is positive and flexible, where employee wellbeing, productivity, and growth is promoted. Employees at every level have good communication with each other. They connect daily over a brew, which helps the communication flow – everyone is part of a team. Laura's dream environment empowers people and growth is encouraged at every level, along with a positive work-life balance.

“Companies in male dominated industries, have acknowledged a gender gap”

### LAYALE HACHEM

Senior Solutions Engineer,  
BeyondTrust.

Layale believes organisations are putting much more effort into creating a diverse working community. Companies in male dominated industries, have acknowledged a gender gap and are promoting diversity in the workplace. As a result, we are seeing women step up and succeed in leadership roles across different organisations worldwide.

Diversity in general increases productivity, creativity, and collaboration. Specifically, in a male dominated field, women can offer new perspectives and work methodologies.

A work environment is about the people you work with. Layale enjoys collaboration, teamwork, exchange of ideas and knowledge. A supportive



leadership team is a contributor to good work culture. A positive work environment is one that gives employees an opportunity to develop their skills.

The most satisfying aspect is winning deals and securing revenue for the business. Moreover, by successfully closing a sales cycle, I also help customers achieve their business goals and indirectly contribute to success in their respective organisations.

The most challenging part is maintaining a healthy work-life balance. While I am lucky to be working at a company that fully supports work-life balance, I find it hard to disconnect when I am fully invested in opportunities and projects.



“Adopting a diverse workplace not only is the right move, but the most ingenious one”

### LEILA HOTEIT

Managing Director and Partner,  
BCG Middle East.



The role of diversity in the workplace is multifaceted. It ultimately offers long-term productivity and guaranteed growth. Diversity has proven invaluable in crisis management, especially following the effects of the pandemic on the global value chain where diversity contributed to outstanding decision-making and agility.

Adopting a diverse workplace not only is the right move, but the most ingenious one for industries seeking to keep up with the uncertain times ahead. The rising awareness is a token to that valuable contribution.

What used to be a dream work environment has increasingly manifested across businesses locally

and globally. Flexibility, inclusion, diversity, empowerment and wellbeing are now a prerequisite for talents. The dream workplace has evolved into a place where you can create social impact and add value to your communities.

As advisors to decision makers, we pursue consistency in effecting change, and one of the challenges we face is supporting decision makers to achieve impact and follow through amidst disruptions. That is not to say that challenges do not exist. Looking at the scale of impact on communities, we tend to perceive every challenge as an opportunity to drive growth.

Driven by purpose, we focus on unlocking the potential of those who advance the world, therefore opening the door to the future.

“Collaboration! I love that I have great control and freedom within my job”

### MAYA ZAKHOUR

Channel Director Middle East,  
Africa, Italy and Spain, NetApp.



There is an emphasis in diversity at the workplace especially at large organisations. The changing demographics is one of the main factors that has contributed to this. A lot of women and minorities have entered the workforce. This has expanded the talent pool within organisations. This is a positive sign as it not only promotes gender equality and inclusion, but also encourage talent to be explored.

An environment that encourages creativity and the freedom to communicate are two things I highly appreciate in a work environment. Maya prefers working in a group where the team encourages each other and there is a healthy exchange of ideas. The

ideal workplace must also foster a culture of monitoring and grooming of the next leaders.

Collaboration! I love that I have a great degree of control and freedom within my job. I enjoy teamwork and interacting with people. The exchange of ideas, enabling partners to excel at selling NetApp's solutions and ensuring our customers are fully content with our services. It is what drives me to aim higher and further.

One of the major challenges in channel management is developing accurate forecasts, blaming it on the pandemic.

“My dream workplace has women in leadership positions, and they are encouraged to implement their ideas”

### NOHA KADRY

Programme Manager Red Hat Academy, META, Red Hat.

The past few years have made a huge difference in terms of empowering women and unlocking their potential within organisations. Major events and conferences have spotlighted the role of women in technology and paved the way for them to achieve their goals. Diversity fuels an inclusive culture by bringing in many perspectives and ideas, challenging our assumptions, and inspiring innovation.

My dream workplace has women in leadership positions, and they are encouraged to share and implement their ideas. When this is realised, it empowers people from diverse backgrounds, perspectives, and experiences to come together to



share ideas, challenge the status quo, and drive innovation.

One challenge is attempting to change university curriculum. This process could be lengthy especially in places where we need to obtain approvals. It is a challenge to maintain a work life balance at times. I have two wonderful kids that I have to take care of while having a full-time job. The support of my family and Red Hat's flexibility certainly makes it easier.

Being connected to the younger generation and working with a diverse range of people brings something new to the table every day. Supporting students worldwide with open-source technologies and skills, brings me a lot of satisfaction.

“When you work in the technology field in Middle East, you will find yourself only woman in the room”

### ODETTE J MALKOUN

Channel Business Manager Northern Africa and Levant, Milestone Systems.

In a diverse workplace, employees from different backgrounds and genders are exposed to perspectives and world views. When these different perspectives combine, they often come together in novel ways, opening doors to creativity and innovation.

When you work in the technology field in the Middle East, you will often find yourself the only woman in the room. This has its benefits such as being noticed and remembered first but can also be challenging since there are few role models you can look up to.

Employers in Middle East are increasingly aware



of the importance of diversity in the workplace and although there has been more focus and work on women empowerment, we are still far from our desired goal. To have a more inclusive workplace, leaders must address the stream of discrimination that continues to hinder women from doing their job.

A people first culture focusing on workplace flexibility, inclusion, and employee well-being is what I imagine when picturing my dream work environment. This culture is one where I can perform meaningful work and where I have the opportunity to develop, grow, and advance my career within the company. Working with my team is my role's most engaging aspect.

*“I believe building an equal-opportunity culture is not just right thing to do, it is also the smart thing to do”*

**RANIM ATOUR**

Field Marketing Manager META,  
Infoblox.



The absence of women involved in STEM, science, technology, engineering and mathematics, is a concern in many countries. From what I have seen over the past seven years in META region, many organisations are adopting the modern mindset that emphasizes bringing fairness to the game.

I believe that building an equal-opportunity culture is not just the right thing to do, it is also the smart thing to do. There is also a need for continuous efforts to change some stereotypes, and women must continue to challenge the status quo.

My ideal work environment is one that centres

around working as a team and enforces a positive work culture, I cannot stress enough how lucky I am as Infoblox's corporate values align with that. Flexibility for women with families is key and the hybrid work model helps in finding the right balance to maintain or advance a career.

The marketing career path, especially in cybersecurity, is tremendously motivating and rewarding. I love this industry and what I do, and I consider myself fortunate to have had the opportunity to live in different countries that gave me a huge cross-cultural background, which is needed to grow in today's world.

*“Numbers are still shy and there is long way to go to achieve diversity and equality in workplace”*

**SANDRA HATTAB**

Cybersecurity Consultant,  
Axon Technologies.



Diversity in the workplace has proven to create a positive impact, time and again. Whether it is the ability to tap into a wider talent pool, enhance collaboration, or even positively impact bottom-line growth, organisations have begun to realise the benefits.

There has been an elevated awareness about the importance of this workplace culture shift, which has led to an increased adoption by leadership where some companies have set targets to achieve a healthy gender mix. However, the numbers are still shy and there is a long way to go to achieve complete diversity and equality in the workplace.

An ideal work environment is one that brings the human factor into play; compassion, work-life balance, flexibility, and trust are few of the many qualities that cultivate a healthy workplace. Technology has never been more ubiquitous to support the new ways of working and sustain this in the long run.

Sandra finds it both engaging and satisfying to be considered a true partner during the journey and see benefits of work being delivered. She strives to understand the customer's unique cybersecurity challenges and follows a collaborative approach to empower security teams and build required capabilities.



“Organisational culture must be dealt with in parallel to encourage positive changes”

**SANDRINE MOSTAFA  
AL KHODRY**

VP MEA, Alcatel-Lucent Enterprise.

There is a real increase in the awareness of diversity in the workplace and this is especially promoted by governments in the Middle East and Africa region, specifically the UAE government who have imposed gender diversity quotas in leadership positions.

However, we still see women not being given leadership or decision-making positions, and a key reason is culture. In my opinion, organisational culture must be dealt with in parallel to encourage positive changes.

I believe society needs to be open and conscious about the real value of diversity and not overlook



the potential of women who target fast growth professional careers.

My dream work environment is one where everyone has their fair chance to achieve their potential and scale their careers based on skills and knowledge. Everybody must feel that their contributions have a real impact and that their voice is heard and taken into consideration.

A place where difference and diversity is respected and accepted and where everybody supports each other, and where the success of one person is the success of the team and the whole company in which we operate. I enjoy the everyday challenge of leading a passionate and dedicated team that drives the vision and strategy for the company in the region.

“Culture and tone are set by leaders, not necessarily by words printed on your office wall”

**SUMI SHUKLA**

Vice President EMEA and Global  
Partner Marketing, Riverbed |  
Aternity.

There has been a definite increase in diversity awareness, and that diversity does not just apply to gender. Over the last few years, the industry has seen a step change in the way different groups are embraced within the working environment.

Companies have recognised that when they promote inclusion and proactively illustrate to employees that regardless of who they are, they are valued and make a meaningful impact, they are able to drive retention and a happier, engaged workforce.

Culture and tone are set by leaders, not necessarily by words printed on your office wall. When your top executives lead by example, the values they illustrate



permeate throughout the organisation.

Sumi feels honoured to lead teams with diverse experiences, points of view and personalities and states how she gets her energy from engaging with them on a daily basis. I get true satisfaction when I see each and every one of them succeed. My role is to ensure they are bringing the best versions of themselves to work every day.

With her many roles and responsibilities, the most challenging aspect is maintaining a work-life balance. I am very conscious about that and honestly find it a struggle. It is something I need to master better.

“Achieving transparency within the organisation cultivates innovative approaches, empowerment, teamwork”

**VIRGINIE HOLLEBECQUE**

Vice President and EMEA leader, Ciena.



A diverse workforce brings new ideas, experiences, and different ways of thinking, which helps organisations grow and leverage innovation. There is still the need for a major shift of thinking and belief systems in the IT sector to close the diversity gap. This starts with educating ourselves and looking at what we can do to ensure an inclusive and collaborative workforce.

A dream work environment fosters talent and builds strong teams. Transparency is also paramount for a great work environment. Achieving full transparency within the organisation will cultivate innovative approaches, empowerment, and teamwork. Trust is equally important as it helps create positive work culture.

The most satisfying part of my role is the opportunity to develop a collaborative, multicultural, and multi-generational environment. I truly believe that building a team with high-performing, diverse perspectives drives greater employee satisfaction and ultimately results in a better experience for Ciena's customers.

As I was taking on a new leadership role, I committed to investing more time in mentoring, coaching, and sponsoring people, including women. It is very rewarding to see people succeeding and happy in their roles, and hearing about our people from our customers is a testament to the value our teams bring to customers.

“A good work environment is where people are valued regardless of their background”

**YASMINE AFIFI**

Corporate Counsel, World Wide Public Sector, Amazon Web Service MENA.



There has indeed been positive progress and increased awareness on the importance of diversity and inclusion in the workplace, while acknowledging that there is more work to be done. Organisations today understand that having a diverse workforce is not an advantage but a necessity to help them better serve their customers and to drive innovation.

A good work environment is where people are valued regardless of their background. Every day, I am inspired by the people I work with and appreciate their varying backgrounds which brings diverse perspectives that both enrich my work experience and

help me deliver better for our customers.

Technology is changing our lives and the world in incredible ways. The most challenging but also most rewarding aspect of my job is keeping up with the fast pace of innovation. As cloud technology continues to grow, I am in a state of continuous learning, which allows me to play a role in supporting the evolution of the regulatory environment of this very exciting industry.

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HEALTHCARE

# DELIVERING PATIENT-CENTRICITY

Digital transformation at Medcare is an opportunity to deliver individualisation of treatment and for the hospital to respond to growing expectations.

BY ARUN SHANKAR

**T**reating people and relieving them from a state of poor health to that of wellbeing and better quality of life is known to be one of the most noble professions in the world. Today's healthcare institutions have evolved from just providing care for critical illness to organisations that focus on preserving lives and prevention of illnesses.

Unlike other industries such as retail, manufacturing or telecom or others, healthcare

is quite a complex business. Each service that has been created under a healthcare facility is unique in nature and need, with people equipped with sophisticated specialised skills and great diversity in qualifications, experience, and socioeconomic backgrounds.

Healthcare is a multi-dimensional business yet highly regulated with many laws and governing organisations as it deals with human life which is the most valuable to human beings.

MEDCARE HOSP



**DR SHANILA LAIJU,**  
Group CEO Medcare Hospitals  
and Medical Centres.

“

A culture that fosters deeper shared beliefs and behaviours are essentials for running an organisation.

”





### KEY TAKEAWAYS

- Treating people and relieving them from poor health is known to be one of the most noble professions.
- People in hospitals are equipped with sophisticated skills and great diversity in qualifications, experience, backgrounds.
- Healthcare is a multi-dimensional business yet highly regulated with many laws.
- It deals with human life which is most valuable to human beings.
- Healthcare organisations are not different from any other business.
- Healthcare organisations need culturally competent care to flourish.



However, healthcare organisations are not different from any other business. They also require organisational and culturally competent care to flourish. If any of these two is missing, patients could be at higher risk of having negative health consequences, receiving poor quality care and being unhappy with their medical care.

In healthcare, a culture that fosters shared ways of thinking, deeper shared beliefs and behaviours are essentials for running an organisation. These can reflect a commonly understood view of a hospital's life and can be manifested in patterns of care, safety, and risk.

Over the years, adoption of technology in healthcare has led to better diagnosis, treatment, and quality of care for patients. Although this is a sector that requires highly skilled individuals, it is also a demanding one for innovation, technology

infrastructure and medical tools. There have been ground breaking advancement in robotic surgery, health wearables, telehealth and even 3D printing that have indisputably contributed to a better quality of care for patients.

Technology is enabling health practitioners to store and retrieve data relating to a patient's health records, enhancing the communication of patient information and reducing the chance of medical errors. Behind all these technologies, there is one thing in common; they improve health and patient safety.

Digital transformation at Medcare represents an opportunity for patient-centricity and individualisation of treatment. It provides Medcare a unique chance to respond to these growing expectations and deliver on them. One way we is through interactive, easy-to-use digital tools and platforms that help work with patients to be proactive about accessing care, ease of booking and managing appointments and treatment planning. ■





This is a sector that requires skilled individuals, it is also a demanding one for innovation and medical tools



## FAST TRACK

# “THE ABILITY TO MANAGE PEOPLE IS A VERY POWERFUL SKILL FOR ANY LEADER”

Dr Shanila Laiju reflects on her skills and attributes that have boosted her fast-track career progression inside the healthcare profession.

The ability to manage people is a very powerful skill for any leader. One can inspire individuals to do the right thing, and more so this skillset is essential in healthcare as we are dealing with patient's lives and wellbeing. But also, guiding people along the way, and monitoring their progress in every step to help them nurture their talent.

My ability to identify complex problems and review related information in order to develop and evaluate options and implement solutions, was a major distinguishing factor for this role.

Being able to lead a group like Medcare and manage individuals in a way that does not hinder their progress is a goal I strive to achieve for every day. Strong work ethics and integrity are part of our corporate culture, this is based on well-founded moral values that put us at par with other well-reputable organisations.

Throughout the years, I have been able to build relationships with those around me under any circumstances and have shown the ability to inspire them to do what needs to be done in healthcare. I have been with Aster DM Healthcare and Medcare for over 19 years, managing different parts of the group's business

nomad

Matches 11

My list

Viewings



APARTMENT

70,000 AED/year

Dubai Marina, Ocean Heights

1 bed 2 baths 926 sqft

Amenities

Barbecue Area

Children's Pool

Less of this

More of this!

Return

## NOMAD HOMES

# DISRUPTING REAL ESTATE'S DECISION MAKING

This start-up is investing in algorithms and analytics to match a buyer's preference with pre-verified market availability choices.

**N**omad Homes is a start-up platform dedicated to simplifying the process of buying and renting homes. The primary focus is to empower and guide customers by combining technology and industry expertise. The core business model is a transactional marketplace. Buyers and renters are empowered to search, transact, and finance their dream property with essential access to the

information and the freedom to purchase their next home across Europe and the Middle East – at no additional cost.

Nomad Homes launched in Dubai in June 2020 and have expanded to Paris, Lisbon and soon Spain as well. Nomad Homes is the one-stop shop in the property buyers' and renters' journeys. The vision is a world where anyone can own a home.

Nomad Homes is privileged to have raised over



**HELEN CHEN,**  
Co-Founder  
and CEO,  
Nomad  
Homes.



\$25 million of venture capital funding from local and global investors. The former CEO of Zillow, CEO of Open Door, former CEO of Twitter, are some of our investors who have incredible operational expertise in building and scaling technology companies.

Nomad Homes is tailored towards the end consumer. Buying a home is one of the most important personal and financial decisions of a person's life and we believe that this process should be smooth, seamless and enjoyable.

Nomad Homes want to serve as many buyers as possible so that they can enjoy the experience of buying through us. Buying a home is the most important personal and financial decision of your life and we believe that you truly deserve the best experience.

### HOW IT WORKS

Traditionally, the process is tedious and primarily offline. A prospective buyer or renter will contact

several agents at a time, then look for a financier for the mortgage and go back and forth between different parties to find and purchase their home. Nomad Homes enables this to happen in one place and streamlines the home buying experience. This is powered by our technology as well as a dedicated Nomad advisor to guide every customer through their journey.

If someone works with both the buyer and the seller, there is an inherent conflict especially when it comes to negotiations. By dedicating Nomad Homes to buyers, they can rest assured that we are on their side.

Being a transactional marketplace is different from what is present in the market today. Primarily, there are listing platforms and brokerages. Listing platforms just handle the search while brokerages only deal with the transaction. Currently, there are no other players who manage the listings and transactions in one place while managing to provide full visibility on financing options.



# TAKEAWAYS FROM THE CO-FOUNDER AND CEO

## BUSINESS MODEL

We only work with the buyer's side of the transaction, meaning we work for the customer first and foremost. What Nomad Homes provides has not been done before and by streamlining the experience, we are hoping that we can provide a newfound confidence to buyers or investors in purchasing their homes.

Nomad Homes launched right into the pandemic, in June 2020 and fortunately, because we are a technology-driven technology company, we have the tools to work in-person and remote. It felt like a huge dent in our launch plans, but our attitude is what got us through. Now on the other side of the crisis, real estate is thriving, prices are up 30% YoY in Dubai and we have overcome it both as a city and as a company.

## THE TEAM

The pillars of any business are its people. They are the drivers of success in any company and especially in a start up like Nomad Homes. When you start a company, you need to surround yourself with people who are aligned with the vision and mission of your company and who are in it to build the company.

This is why all of our 75 employees and team members own shares in our company. This is their company, not just mine and the co-founders. That is the mentality that we are looking for to build a great company to serve as many consumers as possible.

I am fortunate to have Dan Piehler, CPO and Damien Drap, COO as my Co-Founders. We are fortunate to have top talent around the world, including a data science team and engineers who develop our technology. Dan comes with experience from Addepar, a unicorn fintech company in Silicon Valley and Damien was previously at Uber Eats as the General Manager for the Gulf region.



Dan, Damien and I have very complementary skill sets. I have a background in finance, Dan in product and technology and Damien in operations. We're fortunate to be remote-first and global. We have team members around the world and we're able to attract world-class talent to help build Nomad Homes.

We are strategic about who we bring on as investors. For us, it is all about the value each one brings to the table, which is why we have a lot of CEOs as investors because not only do they have the funds, but they also have domain knowledge either within prop-technology, fintech or adjacent consumer markets. It builds an ideal space for us to learn — the most vital part of building a company.

## INNOVATION

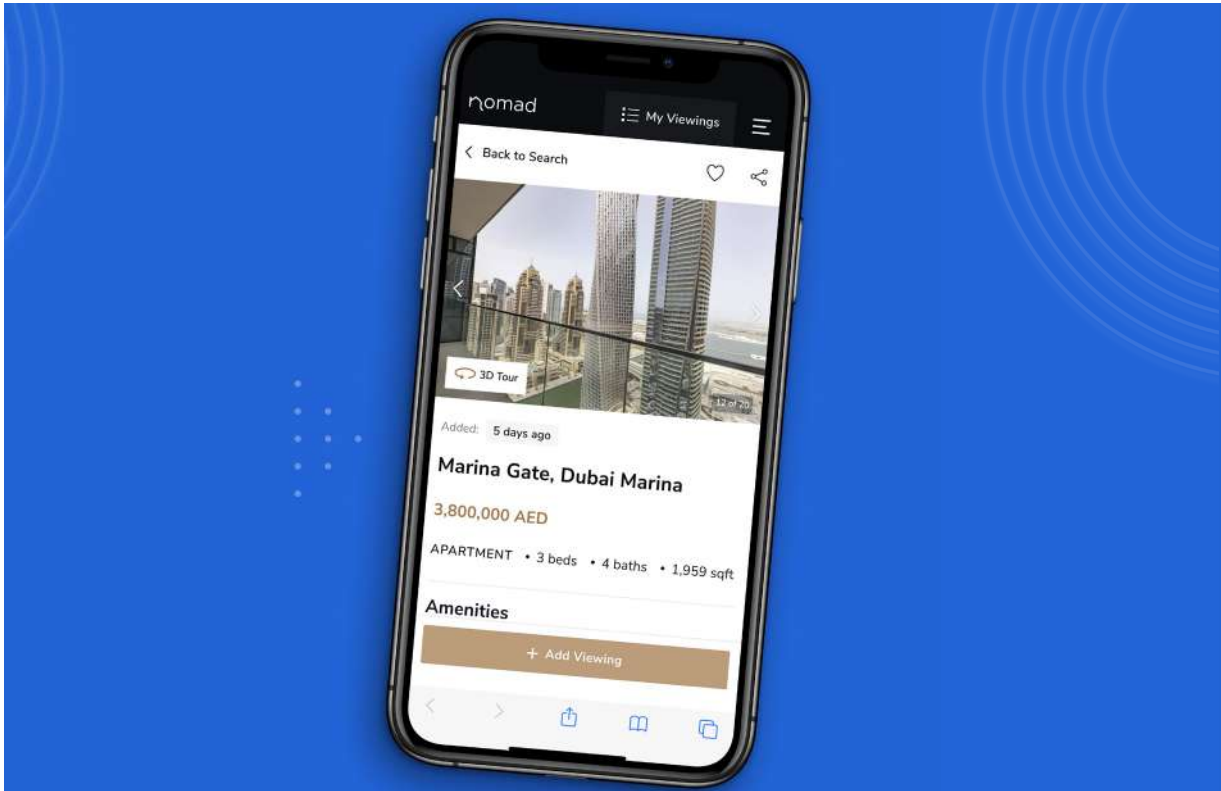
Nomad Homes launched right into the pandemic, in June 2020 and fortunately, because we are a technology-driven technology company, we have the tools to work in-person and remote. It felt like a huge dent in our launch plans, but our attitude is what got us through. Now on the other side of the crisis, real estate is thriving, prices are up 30% YoY in Dubai and we have overcome it both as a city and as a company.

At Nomad, we are students of the game. Our investors invest in technology companies primarily, so we are very fortunate to be mentored by them. Founders help founders so I get inspired speaking to those around the world who have worked or are currently thriving in prop-technology.

When building a technology company, as Nomad Homes is, you absolutely need a technology leader with experience. We're fortunate to have Dan in the team as one of the Co-Founders, leading the technology aspect of the company.

## WOMAN IN THE ROOM

Women in technology, real estate and finance is a rarity and to find one that is a Founder and CEO working in a combination of these is incredibly rare. That is changing slowly, and it is not only important for women to support women, but men also need to support women as well.



### THE TECHNOLOGY BEHIND

Nomad Homes is a technology company operating in the real estate sector. This is called PropTech, but Nomad Homes also combine elements of fintech – as buying your home is a financial transaction. Technology is the very core of our business. Half of the team is devoted to developing and advancing the technology of our business.

On most property aggregators there are duplicates, fake listings and some that never see the light of day. Our technology aggregates the data to ensure that the buyer views everything available within their preferences. This gives them the confidence to make their decision, make an offer and complete the transaction.

When Nomad Homes are matching properties to with customers, the listings are aggregated from verified agents and brokers through a shared API feed. The technology simplifies the process and gives more transparency to the end-user.

Nomad's purpose is to match customers with their dream homes. The core of our technology today is the matching concept.

To start, customers answer a questionnaire so Nomad Homes can understand their preferences. Once completed, all the active properties that fit the customer's needs are presented to them from our database. This is where its algorithms are working to learn various preferences and suggest the best properties to match what a customer is looking for. They go through matched properties,

which are tagged with unique characteristics to understand what works.

It is a curated and customised experience powered by the data science team. This is where machine learning comes into play. We are using each preference to better curate the properties for every future customer that comes onto Nomad Homes.

### THE CULTURE

An eager attitude to learn forms the core of our business and Nomad Homes are constantly evolving and learning from those around us, as well as from our teammates, internally.

Nomad Homes is meant to serve the buyers in the market who are the end customers. So, whether you are a buyer who wants to live in your home or an investor who wants to invest in a home, Nomad Homes is meant to serve you.

At Nomad, we believe that we can make the real estate industry better for every single participant. The power of belief and great attitude is how the team gets through challenges. ■

*In collaboration with*



# EXPLORE THE UNSEEN ON FLICKR



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*This new mechanism creates a way of directing the swarm using a few specially equipped implicit leaders*



## Technology Innovation Institute is scaling swarms of simple robots in concert with smarter ones

Researchers at the Technology Innovation Institute in the UAE are developing a new paradigm for teaching robot swarms how to allocate themselves to tasks efficiently. The ideas could spark interest in better ways of controlling lots of simple robots to do more complicated tasks independently, with little or no outside communication.

Much prior work has been done to organising swarms of drones to perform impressive tasks, such as a coordinated light show. But these approaches often relied on centralised coordination, expensive equipment in each drone, or both. The TII researchers are exploring different ways to scale a swarm using a mass of simple robots working in concert with a few smarter ones.

The main idea is that this kind of approach would allow swarms to continue operating in constrained environments, such as deep underground, behind enemy lines, or in outer space. TII, Senior Researcher, Eliseo Ferrante envisions more futurizing scenarios such as controlling augmented natural cells as robotic components.

This new mechanism creates a way of directing the swarm using a few specially equipped implicit leaders. When we push down the limits of sensing and communication required, these types of applications may become practical even at the nanoscale. This could open opportunities for creating fleets of nano-drones that kill cancer, repair tissue, or heal disease with limited outside connectivity.

## Musafir.com estimates travel will bounce back to 80% of pre-pandemic levels in 2022

Musafir.com, a leading online travel agency is optimistic about the tourism industry and corporate travel – seeing a gradual rise in demand, driven by increased traveller confidence, preference to personal interaction, vaccinations and the easing of entry restrictions in many destinations.

Musafir.com recently enhanced its online booking platform, leveraging the latest advanced technology to offer a seamless experience to its customers and partners. Its technology platform gives organisations significant savings of up to 20%. The company also aims to expand its presence to 4 geographical locations by 2022 to meet growing travel demand.

On average SMEs in the UAE spent an approx. AED 250,000 annually 2019 on business travel. Musafir.com estimates travel demand to grow in 2022, bouncing back to 80% of



**SACHIN GADOYA,**  
Co-Founder,  
Musafir.com

pre-pandemic levels. Findings gathered from Musafir's platform indicates that companies, organisations do not plan to limit their business travel as they realise the value of face-to-face interaction and to ensure longevity of business relationships.



**FAHMI JABRI,**  
General Manager of Building  
Management Systems, Honeywell  
Building Technologies, Middle East.

**85%**  
*respondents in  
Middle East believe  
quality of air they  
breathe has a direct  
impact on their  
health*



## 93% respondents are worried about building's air quality finds Honeywell office survey

A survey of office workers in the Middle East conducted by Honeywell has revealed almost all respondents 96% believe it is important for their employer or building manager to keep them informed of their office's indoor air quality. Honeywell's "Workplace Air Quality: A Global Concern Emerges" presents the findings of the company's second annual Healthy Buildings Survey, which recently queried 3,000 workers in buildings with 500-plus workers in ASEAN, Germany, India, the Middle East, the United Kingdom and the United States.

Yet, Honeywell's research suggests that the information made available to employees about IAQ is limited. Only two in five 40% of those surveyed in the Middle East say they know a lot about their building's IAQ. More than nine in 10 respondents 93% are worried about their building's IAQ, and 70% say they are willing to leave their job if their employer doesn't take steps to create a healthier indoor environment.

More than 70% of office-based workers surveyed in the Middle East have access to information about their building's IAQ – significantly higher than the global average of 53%.

A substantial majority 85% of respondents in the Middle East believe the quality of air they breathe has a direct impact on their health and well-being.

## Top Employers Institute recognises biopharma company Takeda as Global Top Employer



Takeda, the Research and Development driven global biopharmaceutical company, has been recognised as a Global Top Employer by the Top Employers Institute for outstanding people policies and practices worldwide.

One of only 11 companies worldwide to receive the global certification for 2022, it is the fifth consecutive year that Takeda has received the title. In addition to being recognised as a Top Employer globally, 39 Takeda offices around the globe also received Top Employer Status, including the UAE and Saudi Arabia in the Middle East.

The Top Employers Institute program certifies organisations based on the participation and results of their HR Best Practices Survey. The survey covers 20 people-centric topic areas, including Career Development, Culture, Diversity and Inclusion, Learning, Sustainability, Values, Well-being and Work Environment.

Takeda excelled in the categories of ethics and integrity, values, business strategy, organisation and change and employer branding. For more than 30 years, Top Employers Institute has been recognising companies that provide an outstanding culture, work environment, benefits and opportunities for their people.

## For 38% UAE organisations data is dark, 49% have redundant and obsolete data finds Veritas

2022 marks the first anniversary of the enactment of the Abu Dhabi Global Market Data Protection Regulation 2021, which was introduced with the aim of creating a world-class data protection framework that protects personal data, while also making foreign data transfers easier by aligning with the EU's GDPR.

One year on, UAE organisations have made significant progress in their data protection efforts, with 58% claiming that their security measures have kept up with Covid-led digital transformation projects, compared to just 43% in the year before, according to recent research by Veritas.

According to Veritas research, an average of 38% of the data UAE organisations are storing is dark – that is to say, they don't know what it is – and that a further 49% is Redundant, Obsolete or Trivial.

The one-year anniversary marks the end of the twelve-month transition period set by ADGM, meaning that organisations operating within the jurisdiction and beyond, are now bound to ensuring compliance with the new requirements of the regulation. Failure to comply carries the risk of stiff financial penalties of up to \$28 Million for serious breaches.

Another key challenge over the past 18 months has been the mass shift to remote working, which has led to employees becoming increasingly reliant on cloud-based technologies. Unfortunately, the more people there are accessing cloud drives and shared documents, the more opportunities there are for human error and data loss incidents to occur.



**JOHNNY KARAM,**  
Managing Director and Vice  
President of International  
Emerging Region at Veritas

For  
**38%**  
UAE  
organisations  
data is dark,  
49% have  
redundant and  
obsolete data  
finds Veritas



## talabat in UAE gets Great Place to Work certification through employees' experience

talabat, the MENA region's leading local tech company, is proud to announce it is now Great Place to Work-Certified in the UAE, accredited by the leading global authority on workplace culture. The prestigious award is based entirely on talabat's current employees' experience working at the tech organisation.

The Great Place to Work Certification is the definitive "employer-of-choice" recognition that companies aspire to achieve. It is confidential, independent, and the only distinction based entirely on what employees report about their workplace experience – specifically, how consistently they experience a high-trust workplace.

Hanna Nordell, Chief People Officer at talabat said that talabat is proud of today's recognition, culminating nearly three years of building a culture and environment that allows employees to flourish and be themselves in the workplace.

Ibrahim Mougharbel, Managing Director for UAE, Qatar, Kuwait, and Oman at Great Place to Work Middle East, says that talabat stands out in creating a welcoming and friendly environment where people are proud of what they accomplish together.



**HANNA NORDELL,**  
Chief People Officer, talabat.

Every year, 10,000+  
companies across 60  
countries apply to get  
Great Place to  
Work-Certified







**POVILAS JONISKIS,**  
Partner, BCG

*The Kingdom is home to 23.5 million gaming enthusiasts, equivalent to*  
**67%**  
*of the national population.*



## Gaming industry in Saudi Arabia expected to cross \$6.5B in 2030 finds BCG

The report by Boston Consulting Group titled ‘Gaming & Esports: Media’s Next Paradigm SHIFT,’ reveals that should gaming and esports’ popularity continue increasing at its current trajectory, overall consumption in Saudi Arabia is expected to reach \$6.8 Billion by 2030 at an average compound annual growth rate of 22% – up from \$959 Million in 2020.

As per the report’s findings, the Kingdom is currently home to 23.5 million gaming enthusiasts, equivalent to 67% of the national population. Moreover, 90% of this segment – 21.1 million – already play esports titles on a semi-pro or amateur basis, with ~100 professional esports players pursuing fulltime careers. Given the growth potential of the Kingdom’s gaming and esports community, the coming period represents an advantageous opportunity to ensure related benefits are fully capitalised upon in due course.

Additionally, the report demonstrates the vital role of the gaming and esports industry in the Saudi government’s future-focused ‘Vision 2030’ development plans, elaborating on key players already supporting widespread sector development. One local example is Manga Productions, part of Misk Foundation, the government-sponsored non-profit organisation focused on cultivating Saudi Arabia’s youth as stewards of the region’s economy. Manga Productions is providing funding and financial support, as well participating in education and talent attraction efforts.

## Researchers at TII in UAE conduct most extensive survey of issues facing UAVs

There is considerable hype about fleets of drones delivering packages and surveying infrastructure. But no one has worked out how exactly these fleets will communicate at scale. It is one thing to create a prototype application with radios that operate within view of an operator and another to reliably communicate with fleets of dozens or even hundreds of drones over longer distances.

A team of researchers at the Technology Innovation Institute in the UAE has conducted the world’s most extensive survey of the issues facing unmanned aerial vehicles or drones. This could unlock opportunities for the widespread adoption of UAVs down the road.

In theory, drones should be able to take advantage of 4G and 5G cellular networks, just like smartphones. But these networks have been designed for people who are mostly on the surface, relatively still, and won’t crash if they lose connection. The primary long-range communication technology for drones today is based on



satellite technology for the military, but this is costly for delivery and civilian uses.

The survey explored several wireless approaches, including satellite technology, Wi-Fi, and existing cellular communications networks. Satellites are expensive, and Wi-Fi limits the range to a few hundred meters. Cellular networks promise the greatest range and scalability in the long run, but a few issues still need to be addressed.



## Javeria Aijaz to head Farnek's smart technology spin off HITEK as Managing Director

Leading UAE-based smart and green facilities management company Farnek has launched a new smart FM technology solutions company, HITEK, under the leadership of managing director, Javeria Aijaz, who was previously Senior Director – Technology and Innovations at Farnek.

Developed in-house, the HITEK solution 4.0, was originally launched in Q3 last year, connecting people, assets and spaces from multiple remote sites, using intelligent analytical platforms, for cleaning, security and maintenance, so they could be smartly centrally managed and monitored by utilising the Internet of Things, Building Management Systems, Cloud, Machine Learning and Artificial Intelligence-based technologies.



## Dubai Airports promotes Majed Al Joker from Executive VP Corporate Affairs to COO

Dubai Airports, operator of Dubai International, the world's busiest international airport, and Dubai World Central, has announced the appointment of Majed Al Joker as its Chief Operating Officer. The move is in line with Dubai Airports' commitment to develop and promote emergent Emirati leaders, and is part of the operator's preparations and planning to stay primed and ready to capitalise on growth opportunities anticipated over the coming years.

As the COO, Al Joker's role combines key operational functions at Dubai Airports including Terminal Service Delivery, Airside Service Delivery, Airport Operations Control Centre, Security, and Safety and Sustainability into a single business unit. Prior to his promotion, Al Joker was Executive Vice President of Corporate Affairs.

Al Joker joined Dubai Airports in 2008 as Vice President of Terminal Operations before he was promoted to the position of Senior Vice President of Operations. Prior to joining Dubai Airports, he served as Deputy Director of Airport Operations at Abu Dhabi Airports Company.

He began his journey in the aviation industry at Emirates airline, where he worked as the outstation airport services manager at several destinations and was later appointed as the airline's regional manager for airport services covering 24 stations in West Asia.



### **Javeria Aijaz to head Farnek's smart technology spin off HITEK as Managing Director**

The Global Private Capital Association announced the appointment of Drew Guff, Managing Director and Founding Partner of Siguler Guff and Company, as Chair of the Board of Directors, along with new Board members Otavio Castello Branco, Senior Managing Partner and Board Member of Patria Investments, and Dr Karim El Solh, Co-Founder and CEO of Gulf Capital. The GPCA Board also appointed Nicolas Rohatyn, Founder and Chief Executive Officer of The Rohatyn Group, as Chair Emeritus.

GPCA members are leading investors across Asia, Latin America, Africa, CEE and the Middle East, who collectively manage more than \$2 Trillion in assets. The organisation's proprietary data and market intelligence highlights forward-looking trends in global investments such as digitalisation and energy transition, as well as the societal impact of those investments.

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### **ALEC announces appointment of Andy Boutle as Head of Digital Construction**

Looking to cement its position as an industry innovator, ALEC, a part of the Investment Corporation of Dubai, has set out an ambitious strategy to accelerate the ongoing digitisation of its operations. In line with this objective, the company announced the appointment of Andy Boutle as its Head of Digital Construction.

In this newly created role, Boutle will focus on the digitisation of the entire value chain for projects undertaken by ALEC, with an emphasis on increasing workflow communication and vertical efficiencies.

With over twenty years industry experience, Boutle has worked in various engineering and management roles for both consultants and contractors with a more recent specialisation in BIM. As the former Head of BIM – Construction Division at the Kier Group, Boutle played a leading role in driving positive industry change, while co-authoring several strategies including Digital by Default, the Kier Group's Digital Vision.

Boutle has also served as the Engagement Co-Lead and Executive Team – UK BIM Alliance, where he helped provide independent leadership and support to the UK's built environment for the adoption of BIM across the industry.





## Etisalat Group announces appointment of Mikhail Gerchuk, Khalifa Hassan Al Forah Al Shamsi



Etisalat Group announced the appointment of Mikhail Gerchuk as CEO – International and Khalifa Hassan Al Forah Al Shamsi as CEO – Etisalat Consumer Digital. Reporting to Hatem Dowidar – Etisalat Group CEO, Gerchuk and Al Shamsi will help secure the organisation’s growth mandate.

Gerchuk will be responsible for providing comprehensive direction to develop and implement the international telco strategy and the accompanying long-term plans needed for practical, maintaining growth across international operations.

Al Shamsi’s appointment is part of Etisalat Group’s ongoing digital transformation strategy to significantly expand Etisalat’s digital portfolio by growing the existing business, as well as capturing new opportunities in the consumer market, through its new dedicated vertical – Etisalat Consumer Digital.

Al Shamsi began his career with Etisalat spanning nearly three decades and has a proven track record in telecom and digital services backed by a solid commercial and technical background. He has had a solid hand in Etisalat’s first move into growing digital adjacencies, leading the deployment of mobile services, fibre-based broadband and advanced data services.

He has held several leadership positions within Etisalat Group, including Head of Mobile Networks, Chief Marketing Offices and Chief Digital Officer. His role in building the business unit ‘Etisalat Digital Services’ was paramount to generating new revenue streams and accelerating business growth. In his previous role as the Group Chief Corporate Strategy and Governance Officer, he was a key contributor to the vision and future strategic priorities of Etisalat Group.



## Osama Harmouche elevated to Head of Audit, KPMG Lower Gulf to transform practices

KPMG Lower Gulf has announced the appointment of Osama Harmouche as the new Head of Audit, strengthening the firm’s senior leadership team in the Middle East. Osama, who took up his new role effective 1 February 2022, has been in the firm’s leadership team as the Office Managing Partner and Head of Audit for Abu Dhabi since 2019, and became a Lower Gulf board member in May 2020. Osama will join the KPMG Lower Gulf executive committee and will be responsible for continuing the firm’s journey of transformation of the Audit practice across the Lower Gulf offices.

With over 25 years of experience providing audit and assurance services across a wide variety of clients, Osama has implemented global best practices to strengthen the transformation journey across our offices. His knowledge, diligence, dedication to quality and client-focused mindset have resulted in KPMG increasing its market share and redefining quality.

# USING EPM TO PREPARE YOUR STORY BEFORE IPO

CFOs need to align business planning, budgeting, forecasting, and financial reporting by leveraging a holistic Enterprise Performance Management strategy.

Over the past few months, the UAE's capital markets have seen an unprecedented increase in activity with a flurry of initial public offerings IPOs anticipated in 2022. The MENA region saw four IPOs, raising total proceeds of \$1.8 billion during the third quarter of 2021. Dubai revealed plans to list ten government and state-owned companies on the Dubai Financial Market as part of a broader strategy to double the financial market's size to AED 3 trillion.

The successful execution of these IPOs relies heavily on a robust financial story narrated by the CFO. Finance and storytelling may appear to be unrelated. Finance is synonymous with numbers, statistics, facts and data. Storytelling, on the other hand, is considered a creative skill rooted in language.

However, it is the marriage of the two that enables CFOs to connect with investors. Having non-financial business drivers connected to financial outcomes is essential to good storytelling and ultimately a successful IPO.

In a recent study, Gartner predicted that data storytelling will dominate business intelligence by 2025. With disparate systems and an overwhelming amount of data, formulating a clear narrative becomes a challenge. To enable storytelling, CFOs need to align business planning, budgeting, forecasting, and financial reporting by leveraging a holistic Enterprise Performance Management, EPM strategy.

When enabled by technology, EPM can provide a 360° business view that translates strategy into action for improved performance. It enables business leaders to holistically align their strategies with plans and actions that significantly impact the entire organisation's performance – resulting in competitive advantage.

Here are some ways in which EPM can help in a successful IPO.

## #1 DEVELOPING A COMPELLING STORY

EPM solutions provide visualisation functionality to help you tell stories based on your data. Data tells you what is happening, stories tell you why, and it is the powerful combination of the two that determines the success of an IPO.

## #2 DRAFTING THE PROSPECTUS

A well written prospectus will detail the current and potential future market conditions of the products or services, and investors will use this to assess longevity of the business. This requires well-governed, good quality, internal and external data to ensure plans and budgets and forecasts are realistic, and reporting is accurate and meaningful. This is underpinned by EPM capabilities which may use predictive forecasting techniques, driver-based calculations, machine learning, and artificial intelligence.



**BY BHASKAR SAHAY,**  
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## KEY TAKEAWAYS

- With disparate systems and an overwhelming amount of data, formulating a clear narrative becomes a challenge.
- CFOs need to align business planning, budgeting, forecasting, and financial reporting by leveraging EPM.
- EPM enables business leaders to align their strategies with plans and actions.

### #3 ROBUST MANAGEMENT REPORTING PROCESS

EPM capabilities significantly automate reporting processes to crunch more data, leveraging more sophisticated modelling and analytics functionalities. EPM capabilities are based on the integration of transactional and multidimensional databases to provide more reporting options based on various aspects of your business—clients, product, region or time period.

### #4 FORECASTING EARNINGS

A track record demonstrating the ability to forecast sales and earnings trends, and evidence of predictability in the business, will help to differentiate companies looking to go public. EPM capabilities enable predictive analytics, giving organisations the opportunity to become more proactive and anticipate outcomes and behaviour based on data and not just assumptions or biases. This forecasting accuracy and transparency is fundamental to a successful IPO.

A study by Gartner shows that as companies go public, forecasting activity undergoes the highest magnitude of change with over 80% increase in full-time equivalent—an employee's scheduled hours divided by the employer's hours for a full-time workweek and spend almost doubles. This typically happens because public company investors ask for more earnings guidance and expect more accuracy.

### #5 ALIGNING KEY PERFORMANCE INDICATORS

The concept of KPI metrics is a key component in EPM and that helps management concentrate on how their organisation is performing

against pre-defined, critical goals and objectives. These KPIs are usually communicated to executives and managers through reports, dashboards, or scorecards and are critical to the successful execution of an IPO.

### #6 INVESTOR COMMUNICATION STRATEGY

Communicating with key stakeholder's post IPO requires more integrated business planning – aligning business performance with external reporting. Leveraging a strong EPM strategy enables insightful business decision making real-time, which is essential for full transparency demanded by the unforgiving public market.

To thrive, post IPO, the company needs a mature EPM practice using a robust KPI framework, scenario based planning and predictive analytics to demonstrate to investors that they are successfully executing the business plan, meeting financial targets consistently and attracting the right investors while ensuring regulatory compliance.

The aspiration is for EPM to enable finance leaders to build a future-ready organisation and guarantee a successful IPO or mergers with a special purpose acquisition company:

Any organisation considering going public needs to ensure their EPM framework and strategy are in place, because a good story is key to a successful listing. This requires agile business planning, budgeting, and forecasting with the effective use of predictive and prescriptive analytics. ■



# THE SCIENCE OF SHOPPING AND SPENDING

Emotions influence and determine our decisions, with the question why people spend money easily even when they should not, while others find it difficult.



**S**hopping is part of everyone's life today and has been for a long time. Most people believe that the choices they make result from a rational analysis of available alternatives. However, emotions greatly influence and, in many cases, even determine our decisions. Thus arises the question why some people spend money easily even when they should not, while others find it difficult to splurge even when they can afford it. So, it is essential to understand how a person feels during the whole process of shopping, browsing, choosing, and paying.

People have been categorised into tightwads, spendthrifts, and unconflicted consumers.

Tightwads are the type of people that simply dislike spending money, not to be confused with frugal consumers who simply want to save up.

On the other hand, spendthrifts are the type of consumers that do not mind spending money. Moreover, most people fall under unconflicted consumers which is a middle ground between the other two types.

This categorisation comes from observing the amount of stress associated with the act of paying, with tightwads having the most stress, especially since they are more conscientious, cannot shake the idea of opportunity cost. In regard to everyday purchases for example, the pain is less influential, mainly due to the fact that these things are expected purchases. Therefore, the main differences between spendthrifts and tightwads are mainly shown in shopping for optional things.

The more different people, in terms of financing mentalities are, the more problems this will arise. For example, a spendthrift's love language can



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School of Business.

## KEY TAKEAWAYS

- People have been categorised into tightwads, spendthrifts, and unconflicted consumers.
- Many people end up having a similar financial mentality with their partners, even if are different types of consumers.
- In terms of emotions felt, we state that buying a gift for someone is less painful than buying something for yourself.
- With the decreased sense of pain of paying other emotions might be in play such as anxiety, will they like this gift?

be through gifts, unsimilar to a tightwad. This is an advantage for the tightwads in this scenario, because while buying a gift might seem like something that a spendthrift does with ease, when a tightwad gets a gift, it is usually perceived in a higher light.

Even if it might get a bit difficult for spendthrifts since they spend a lot, they can go for something that is handmade or involves an experience.

However, it is important to note that with the increased practice of financial therapy, many people end up having a similar financial mentality with their partners, even if are different types of consumers. Moreover, in terms of emotions felt, we state that buying a gift for someone is less painful than buying something for yourself.

However, with the decreased sense of pain of paying other emotions might be in play such as anxiety, like will they like this gift. So, all in all, when buying a gift for someone it is more charged with emotions including joy and anxiety.

Another important thing that we address here is the reason why Black Friday sales and big sales are irresistible.

To no surprise, people find these types of sales irresistible because of the idea that this is a lower price than what it usually is, so I am getting a great deal. So, the idea of framing the price as relatively lower than what it normally is or should be, helps reduce the pain of spending money.

In reality, part of this is misinformation and not understanding the kind of universe of deals that are available day-to-day. This stands true today, especially with the easiness of online shopping and the available sales and offers that come along with it.

Speaking of online shopping, we cannot help but wonder whether people would behave differently while shopping online.

We have all been there, you see a product online, you decide to buy it, and within seconds, your transaction is complete. In general, many of the same psychological factors are in play in both online and in-person shopping, but online shopping just adds fuel to the fire by making shopping so effortless, easy, and fast to pay. One of the main differences between online shopping and in-store shopping is the waiting period.

An online transaction can be made in a matter of seconds, while with in-store shopping, there are several opportunities to second guess a purchase throughout the process.

Nevertheless, retailers are catching up. They are very skilled in distracting the customer from the moment of payment. For instance, many stores have sales associates that are generally really nice and chatty, and by the time I am usually done with my purchases, I would have these bags that I would not remember paying for.

Essentially, this takes your attention away from pulling out your wallet and how much you actually spent. In addition to that, there are other tricks that focus on shopping momentum. This is why there are displays of somewhat small or cheap items closer to the entrance of a store that people may pick items from. Thus, building up shopping momentum and helping facilitate people spending their money. ■



# SCALING AR,VR TRAINING THROUGH THE CLOUD

Cloud solutions open up training to a significantly larger group of employees that may be located anywhere, with trainees able to access modules on demand.

**O**ver the course of the pandemic, we have seen how conncted meetings bring us together in one room. It is now possible to take a virtual class photo, where all participants gather in a room virtually. But the benefits of remote, collaborative software go further than cool backdrops or virtual auditoria. In the new normal, industrial businesses can replicate hands-on training from thousands of miles away.

Immersive training takes the virtual meeting one step further. The technology brings learning to life in an environment this generation understands and embraces.

For businesses with remote or dangerous installations, such as in chemicals or oil and gas, immersive training offers engineers, technicians and other professionals an interactive learning classroom where they can simulate possible scenarios and gain virtual hands-on experience





**STEPHEN REYNOLDS,**  
Industry Principal Chemicals,  
AVEVA.

in high-risk situations.

At its core, immersive training uses technologies such as augmented reality and virtual reality to create engaging, experiential learning in a safe, controlled and virtual environment. Trainees may put on off-the-shelf gaming peripherals such as console controllers and VR headsets like the Oculus Rift to access bespoke training programs that support learning for both new and experienced staff.

To draw a parallel with another industry, trainee pilots use flight simulators to understand how aircraft operate in a variety of environments and conditions. The chemicals industry carries many similar risks. Just as an airline would not put an untrained pilot in command of a plane, chemicals companies are not going to take the risk of letting inexperienced personnel operate their plants.

AR and VR training can be used in many different ways. The technologies can offer an introduction to facilities and installations. They can also support safety and performance by reducing the risk of accidents and the need to shut down plants for real-world training. Novice operators can practice high-risk industrial procedures in safe training simulators, and teams can work together to strategize and test new products.

Immersive training minimizes project risks, facilitates accelerated training with a lower budgetary outlay and maximizes ROI – all while maintaining safe plant operation. And because simulating chemicals processes saves on energy and raw materials, virtual training offers significant sustainability benefits.

The need for new ways of training has gained currency as experienced operators and engineers retire. Like other industrial sectors, the chemical business faces a generational shift in the workforce and a growing need to pass expertise onto younger workers. Until recently, however, the sector has been largely reliant on traditional training methods that do not truly engage the digital natives that will soon form the majority of the workforce.

Millennials and Gen Z workers have grown up with and intuitively understand immersive 3D settings where they can interact, explore, make mistakes, and then try again. This understanding may come from video games, but such virtual worlds can also be leveraged for industrial training.

Immersive training brings learning to life in a

way this generation understands and embraces. The use of simulations, role play, and virtual walkthroughs are all elements of immersive learning.

While off-the-shelf VR and AR training environments have their place, unifying an organisation's many systems into a single, secure data hub can help chemical companies unlock the benefits of immersive learning. Such a unified environment reduces the time and effort involved in sharing detailed engineering data and accelerates learning by enabling business-specific outcomes.

Linking up with a company's digital twin, for example, enables organisations to parachute trainees into immersive, 3D versions of real-world plants. There, they can operate within an environment that mimics the dynamic process behaviour of the plant.

Such bespoke solutions build businesses' confidence in their staff on several levels. Staff quickly learn their way around plants. They can easily understand the impact of wrong decisions. And they experience how correct safety and reliability improve plant performance without affecting health and productivity.

At chemical producer BASF, a virtual training centre enables 600 new operators and engineers each year to learn about their new workplace remotely before moving into the real pilot plant. Trainees, often fresh graduates unfamiliar with process technology, can take their first steps in virtual environments similar to the gaming consoles they know. Early users appreciated the digital approach and reported a sense of confidence around complex equipment and in subsequent real-world training set-ups.

The possibilities of immersive training truly come into their own when anchored within cloud-based solutions.

On-premises simulators carry a high upfront capital expense and can only train one batch of employees at a time. By contrast, a subscription-based cloud solution shifts the cost to operating expenses that match training activity and budgets. Furthermore, cloud solutions open up training to a significantly larger group of employees that may be located anywhere – with trainees able to access modules on demand.

OLEUM, the European training centre for Total Group's oil and petrochemical business, was an early adopter of a cloud-based operator training simulator OTS. By integrating the OTS with its corporate learning management system it found a modern scalable, flexible and economic solution that expanded its ability to train operators across the business without spending millions on travel, and lowering the time taken to train an operator from months to weeks.

By enabling businesses to deliver accelerated training that is sustainable, efficient, and effective, learning based on technologies such as AR and VR helps maximize return on investment ROI in plant personnel training. Not only are fewer training installations required, but travel costs are saved with virtual learning.

Similarly, scalable cloud-based systems offer better value for money. AVEVA data shows that immersive learning environments can generate as much as 40% in training time and cost savings.

The latest generation of immersive digital tools are enabling businesses to enhance the efficiency and development of their training programs in an efficient and flexible manner. As a new generation of digital-native employees enters the workforce, future-forward companies would be wise to invest in immersive training now if they want to build attractive workplaces that provide high job satisfaction and enable staff to excel. Better training means better results. ■

### KEY TAKEAWAYS

- With disparate systems and an overwhelming amount of data, formulating a clear narrative becomes a challenge.
- CFOs need to align business planning, budgeting, forecasting, and financial reporting by leveraging EPM.
- EPM enables business leaders to align their strategies with plans and actions.



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# SPINNEYS DUBAI 92 CYCLE CHALLENGE

Held in partnership with Dubai Sports Council, Spinneys and Dubai 92, the Spinneys Dubai 92 Cycle Challenge is one of the Middle East's premium sporting races, regularly attracting thousands of riders from all over the world. The UCI Gran Fondo World Series qualifier saw over 80 elite riders take to the course spanning 94.8 kilometers across the city. Over 2,000 cyclists participated across the community favourite ride.













# HYPERCARS FROM PAGANI AUTOMOBILI NOW IN UAE

Pagani Automobili is one of the world's most exclusive hypercar brands. It has appointed Al Habtoor Motors as its distributor in UAE. With the use of digital configuration tools, representatives can help to create the car of the customer's dreams. The Pangani Zonda is considered a collector's item whose value has increased, reaching ten times higher than the original price. The Pagani Huayra, is the world's first car to feature active aerodynamics and is built with composite materials, such as carbon fibre and carbo-titanium. A hypercar is a perfect blend of scientific and artistic research.

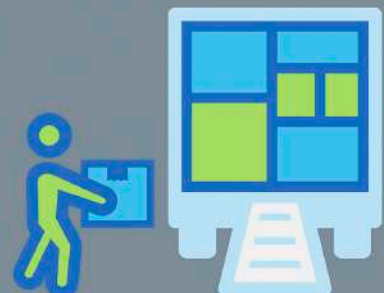






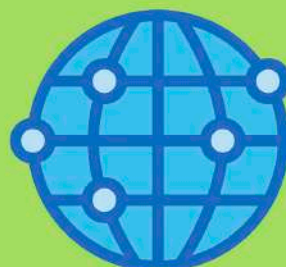
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e-commerce  
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**6,400+ suppliers**  
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Sent more than  
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to customers daily

Operated **4.9 million square  
feet** of warehouse space at  
**47 facilities worldwide**

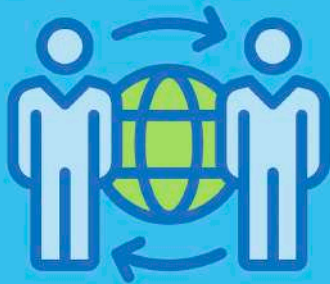


# E-COMMERCE CONTRIBUTES \$2B SALES TO BOEING

Boeing achieved an annual record for e-commerce parts sales last year with more than \$2 billion in online orders. Boeing Distribution sold nearly 70,000 parts products through its e-commerce site to commercial and government customers, with commercial orders accounted for \$1.5 billion in sales.

Boeing Distribution's online revenue last year was 15% higher compared to pre-pandemic levels, while orders were 20% higher. The stronger sales came as the company rolled out new tools to improve the customer experience, including a new homepage, a live chat feature, and an online knowledge centre. The refreshed e-commerce parts website, which features over 500,000 products, saw five million visits from 50 countries last year.

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Sold nearly **70,000 parts products** to commercial and government customers





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