JUNE - JULY 2022 DIZNESSURANDON OF CONTROL O

THE CHANGE TO FUTURISTIC BUSINESS

MULTIPOLAR WORLD

IMPACT ON TECHNOLOGY

The conflict in Europe is creating a multipolar world and various scenarios on how to adapt technology decision making to this reality.



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EXCELLENCE IN BUSINESS TRANSFORMATION

The pace of digital transformation across the region has accelerated post pandemic and enterprises are increasingly demonstrating acceptance and success in beginning the journey. Early adopters such as banks, financial institutions, e-commerce retailers, governments, telecom service providers, are already receiving

the benefits of these investments and efforts.

Regional banks have declared dividends and profits that out-perform previous years. Governments have been able to successfully scale down their services during the pandemic and successfully scale up, post pandemic without reducing the quality of services. Telecom service providers have moved to the next level of performance and subscriber reach with 5G and platform improvements.

Today the tide is ready to bring in business success, productivity, excellence, expansion, resilience on the shoulders of digital technology platforms across industries that were early adopters and followers as well. Laggards such as heavy industries and infrastructure have now started early initiatives through limited projects and proof of concepts while gradually transforming their internal cultures.

The BTX Road Show was conceptualized in 2019 to recognize champions of transformation, both individual executives and enterprises and to create a forum for sharing thought leadership, best practices and first-hand experiences.

In the following pages, Deepika Chauhan describes the highlights of the first and second legs of BTX Road Show and Awards 2022 in Riyadh and Dubai in the last week of Riyadh. Both the events attracted over 200 transformation and technology executives and close to 100 transformation executives were recognized and awarded across the two events. BTX Road Show and Awards 2022 in Dubai was held under the patronage of The Private office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan. *Turn the pages for more about these events*.

On an important note, we present the impact of a multipolar world on technology decision making. We present four scenarios projected by Gartner that are likely to impact technology decision making linked to the ongoing conflict in the European theatre. This has started the momentum to convert the global landscape into a multipolar one with large scale and long-term consequences. Enterprise decision makers need to be conversant on how regions, nations, businesses fall into blocs that will impact decision making inside blocs and outside blocs.

Turn to this exclusive ten-page coverage to understand the dynamics of a multipolar world that we have already entered.

Happy summer vacation and good luck with your wellness recovery breaks.

Arun Shankar arun@gecmediagroup.com

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MANAGING A VUCA ENVIRONMENT WITH AI

Exodus of boomers from the workplace with deep domain knowledge of processes, is causing an urgency for organisations to begin capturing this knowledge.



CAROLE GUNSTDirector of Marketing, AloT
Solutions, Aspen Technology.

he workforce is experiencing turbulence. The world was witness to a Great Resignation, a trend which originated in the USA and saw 47 million Americans voluntarily quit their job in 2021. The Middle East also felt the aftershocks of the phenomena, with organisations scrambling to retain staff by offering pay hikes and other incentives.

When combined with other market forces, such as baby boomers retiring and millennials growing into new roles; a global pandemic which forces pharma companies to run their plants around the clock and refineries needing to pivot oil production to respond to volatility, uncertainty, complexity, and ambiguity, VUCA environments, new solutions are required to adapt to the current environment so that business can thrive.

This starts with embracing

technology that can attract and retain the next generation of workers as well as empowering them with the skills they need to reimagine manufacturing. This means upscaling and upskilling the organisation. In addition to leveraging new industrial data, placing employees on crossfunctional teams, which include people of different viewpoints and experiences, will allow organisations to benefit from this knowledge more broadly.

Enter: Industrial AI.

This is not just artificial intelligence, but, artificial intelligence that is specific to the manufacturing space, because it is important to understand the industry in addition to understanding data analytics.

Transition in the workplace is a huge challenge. If reports are to be believed, 50% of the MENA region's population is below 25 years old and millennials account for 77% of the national workforce in the UAE. This exodus of boomers from the workplace with all the knowledge, deep domain knowledge of manufacturing processes, is causing an urgency for organisations to begin capturing this knowledge.

The age-old debate on whether AI is better than people got it wrong. How about we focus on how do we capture that knowledge from the plant floor that is leaving as people are retiring?

The risk is not limited to

people who have been in a manufacturing job for a long time that are retiring and leaving with their knowledge. It can be disruptive to an organisation when people leave the organisation, taking their knowledge and experience with them. This is where technology and AI can help.

When industrial data can be captured and utilised in a smart way, it can make workforce transitions easier. There's also a need to simplify the way software is built and deployed so that workers can become effective in their jobs quickly. Another way to capture knowledge is to have crossfunctional teams, made up of people with different set of eyes and experiences, work together so that knowledge is shared.

We are all living in a VUCA environment. It is more important than ever to not just run operations as we have always known them, but to have the flexibility to respond to changing marketplaces, workforces and to changing customer demands as they arise by asking do we presently have the systems and structures to enable us to respond in real-time?

By keeping these in mind, we can identify the technology and the workplace knowledge needed to keep the workforce productive and the enterprise competitive.

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overnment agendas and policy plans facilitating the development of smart cities to achieve a more sustainable future have long been underway. With Seoul lately announcing its plans to spend \$3.3 billion by 2030 to become a Metaverse city, the evolution of smart cities is about to take another turn.

In addition, the UAE has recently announced its plans to create a virtual city in the metaverse earlier this year. Officials have remarked that the metaverse will result in inclusion in the education and health care sectors and will help overcome temporal and spatial limitations in the real world.

Becoming a Metaverse city means that citizens will be able to visit government offices and finish transactions without being physically there.

Technologies deployed within the metaverse

such as AI will intelligently manage energy and wastewater recycling. Most importantly, this can help accelerate the mission towards a more sustainable future, a top global priority. By shortening commutes and lowering carbon emissions, smart cities will not only support sustainability, but will improve the quality of life by 10 to 30% as quoted in McKinsey.

Since the multiverse is a mix of real and virtual worlds, the use of AI, Big Data, Digital Twins, and IoT will be heavily relied on and will consequently have a larger role to play in this transition.

Digital twin technology is an essential building block of the Metaverse. A recent report by Grand View Research suggests that the Digital twin market is expected to reach \$86.09 billion by 2028. Digital twins, a virtual representation of an object or system in the digital world of the



PROFESSOR TADHG O'DONOVAN

Deputy Vice Principal, Academic Leadership, Head of School of Engineering and Physical Sciences, Heriot-Watt University in Dubai.

KEY TAKEAWAYS

- With Seoul announcing plans to spend \$3.3 billion to become a Metaverse city, evolution of smart cities is about to take another turn.
- UAE recently announced its plans to create a virtual city in the metaverse.
- Metaverse will result in inclusion in the education and health care sectors.
- Metaverse will help overcome temporal and spatial limitations in the real
- Digital twin technology can relay real time information by synchronising digital environment with physical world.
- Users will be able to occupy digital spaces, interact with them and carry out various activities.
- As smart cities require processing of enormous quantities of data, Al can efficiently sort large quantities of data.

Metaverse, uses real-time data, simulation, and machine learning to help in decision-making.

In other words, Digital twin technology not only creates a replication of reality, but its sensors can relay real time information by synchronising the digital environment with the physical world.

For example, through replicas of roads, buildings and public spaces, digital twins can help city planners better plan transportation systems and warn inhabitants about pollution levels and other suspected problems. Currently, 3D digital twins of whole cities already exist. Singapore is a great example as the country created a digital copy of the city to enable policymakers to explore future scenarios and reduce emissions.

Deploying digital twin technology in the metaverse can significantly aid with smart city planning through helping with economic development, reduction of ecological footprint and enhancing the overall quality of citizens lives.

The Internet of Things technology is known to be a pillar of smart city development. According to the UN, about 60% of the planet's population will live in cities by the year 2030. This makes resource management more critical than ever before. Through the deployment of IoT technology, cities will be able to meet the demands of residence in an efficient way.

With the clever use of smart city practices and widespread deployment of IoT technology, the cities of tomorrow will be able to meet the demands of their residents in an effective and efficient way.

IoT supports the connection of different technologies and big data, an ideal mix for the creation of smart solutions. Some experts are already calling IoT and the metaverse a technology-twin. IoT can enable the Metaverse to analyse and interact with the real world. In return, the Metaverse will also act as a 3D user interface to the IoT devices. In other words, IoT provides context and situational awareness to AR applications and provides triggers for things in the digital and virtual realm to interface with the physical world.

Since AI is already heavily deployed in the construction of smart cities, it will undoubtedly play a larger role in metaverse cities. In the past, skilled developers semi-manually created every single part of digital environments needed for construction models. Now, elaborate models with details as intricate as objects having the right collision will be created using AI with very little human input.

In a digital environment, users will be able to occupy digital spaces, interact with them and carry out various activities. As smart cities require processing of enormous quantities of data, AI can efficiently sort large quantities of data to generate predictions and cost-effective solutions required to fuel Smart City technologies.

Combined with the UAE's goal to reach net-zero emissions by 2050, Dubai is recently pioneering metaverse initiatives. In addition to announcing the creation of a virtual city, it has recently announced its entry into The Sandbox, marking the first time for a government authority to usher into the Sandbox universe. As the UAE takes significant steps towards becoming a major metaverse hub in the region, the prospect of this technological deployment in smart cities will be an exciting possibility to unwrap.

WHAT WORKED, WHAT DID NOT DURING PANDEMIC

While change is being pushed, chased, driven, it is a unique time to identify what worked during the lockdowns and subtract what is not needed.

s the world slowly starts to emerge from the pandemic, businesses are thinking about the post-pandemic landscape and how they can best adapt to survive and thrive in this new environment. This will mean transformation on a scale that would have been unthinkable for many organisations just a few months ago. Leaders understand that the business environment may look quite different two years from now in comparison to today.

Those who best comprehend and optimise their strategies will be the winners, as they will be able to lead change and empower agility. Here are some questions that one should consider challenging how well their organisation is equipped for post–pandemic business transformation.

The Great Resignation has thrown up the question about organisation's culture and employee engagement. Plaques with platitudes mounted in highly visible areas of the office were not enough they never are. A by-product of the pandemic was the burnout that people experienced. Major shifts in priorities happened at both the employer and employee's end. It is a great time to be able to add, subtract from your organisations culture. Collective norms of behaviour changed as people worked remotely.

From intense collaboration in office to working remotely with greater ownership and space to create. While change is being pushed, chased, and driven, it is a unique time for organisations to identify what worked for them during the lockdowns and subtract what is not needed in this new normal. The appropriate culture is critical to your ability to implement strategy and successfully deliver change.

Post-pandemic, businesses will need to attract the best and brightest minds to support their transformation journey.

One can benefit significantly from focusing on subtracting from the old ways of doing things and adapting a culture that creates cohesiveness with hybrid and remote working teams. The pandemic broke down silos in organisations, keep it broken. Creating an inclusive culture that attracts, retains and increases the talent density.

This means ensuring a work life balance, hiring people who display higher adaptability and resilience. Diversity and inclusion initiatives and practices in place at every stage of the employee lifecycle, from recruitment and hiring through to development and retention. As businesses start to think about their post-pandemic workforce, it is also important to consider the skills and experience that will be needed and the mindset and attitude that will be required.

Agile workforce planning and planned upskilling are crucial for transformation. As business transformation accelerates, many roles will likely become obsolete, and new positions will be created. This means that upskilling and reskilling your workforce will be essential to ensuring that they have the right skills for the post-pandemic world.

Organisations will need to invest in training and development programmes that equip employees with the skills they need for the future. This might include digital literacy training and more specific skills training relevant to the organisation's transformation journey.

Many employees face fresh difficulties as more people move to remote hybrid work and education. It is a great time to be adaptable and enable your staff to work from where



ANJALI SAMUELPartner, Mindfield Resources.

KEY TAKEAWAYS

- The Great Resignation has thrown up the question about organisation's culture and employee engagement.
- Plaques with platitudes mounted in highly visible areas of the office were not enough, they never are.
- A by-product of the pandemic was the burnout that people experienced.
- Major shifts in priorities have happened at both the employer and employee's end.
- Intense collaboration at office versus working remotely with greater ownership and space to create.
- Agile workforce planning and planned upskilling are crucial for transformation.
- As business transformation accelerates, many roles will likely become obsolete, and new positions will be created.

they want and when they want it. As businesses embark on transformation journeys, it is important to remember that your employees are your most valuable asset. Employee engagement will be essential to successfully delivering transformation, as engaged employees are more likely to be productive, creative, and committed to the organisation's success.

Leaders need to focus on creating a culture of trust and respect, where employees feel valued and empowered to do their best work. This means regular communication from leaders, transparency around decision-making, and providing employees with the resources and support they need to be successful.

Human resources has cemented its place on the strategy table. Business leaders who do not take human resources as a key strategic partner for their organisational strategy can face headwinds. Ultimately people will deliver the strategic objectives for the business and the voice of human resources needs to be heard. Now is the time to evaluate both angles whether human resources is providing the right business partnering or are they facing an uphill task with change resistant leaders.

Change is happening at a rapid pace, and it is natural for people to resist. As a business leader if your messaging is clear and supportive of the change that human resources is driving for the business it will ensure better results. To ensure that your organisation has the competitive edge then it becomes critical to be on the same page as your human resources.

To do this, human resources leaders need to be strategic

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It is a great time to be adaptable and enable your staff to work from where they want and when they want it



partners with business leaders, working together to identify the future talent requirements and put plans in place to develop and attract this talent. They also need to create an inclusive culture and practices that support all employees through the change.

The pandemic has highlighted the role of human resources leaders in business transformation, as they have been responsible for supporting employees through an unprecedented period of transition. As we move into the recovery phase, human resources leaders will continue to play a vital role in ensuring that employees have the skills and resilience needed to thrive in the new business environment.

Asking these questions and actively seeking out answers will help position your organisation for success in the post-pandemic world. Businesses that fail to adapt will struggle to survive in an increasingly competitive landscape.

WHY BANKS NEED TO RETHINK THEIR CLOUD STRATEGIES

Banks must address risks associated with an expanding and rapidly changing technology footprint and not put all their eggs in one basket.

he pandemic has forced banks to operate in an unprecedented time of uncertainty and underscored the need for the type of digital resiliency that the cloud provides. And while concerns around security and data privacy that kept computing on-premises still linger for a few, most have found a safe haven in the cloud and credit its multifaceted benefits.

Whether it is speed to access critical banking information or

upgrading the customer service experience, cloud offers the increased flexibility and agility necessary to keep pace with customers who demand a seamless user experience. Cloud technology also enables the industry to process transactions faster, update systems without downtime, and, thanks to advances in artificial intelligence, detect and stop suspected fraud cases quickly.

According to market researcher IDC, banks' spending on cloud computing services is forecast to grow more than 16% a year through 2024 – compared with a 4.5% annual increase in their overall IT budgets. Success in the cloud has driven financial services organisations to prioritise cloud projects.

And while the cloud dramatically increases operational efficiencies, banks must now address the risks associated with an expanding and rapidly changing technology footprint and not put all their eggs in one basket.

Financial regulators and industry oversight boards are increasingly casting a closer eye on the sector's cloud expansion, urging the industry to use more than one cloud provider. Or, said differently, employing a multi-cloud strategy.





LEO LEUNGVice President,
Product Management,
Oracle Cloud Infrastructure.

KEY TAKEAWAYS

- Financial regulators are casting a closer eye on the sector's cloud expansion, urging the industry to use more than one cloud provider.
- The United States Financial Industry Regulatory has stated that broker-dealers should be able to switch cloud providers.
- The regulator said that brokerages should consider an exit strategy to mitigate against an unfavourable lock-in scenario.
- European Banking
 Authority warns against
 risk management
 associated with one
 provider, by avoiding a
 dominant service provider.
- Deloitte named cloud governance and security one of its IT audit hot topics for 2021.
- Using multiple clouds can bring compelling business benefits to banks, including best-in-class capabilities.

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The United States Financial Industry Regulatory has stated that broker-dealers should be able to switch cloud providers when needed and consider the risks associated with vendor lock-in. Furthermore, the regulator said that brokerages should consider an exit strategy to mitigate against an unfavourable lock-in scenario.

Similarly, the European Banking Authority warns against risk management associated with one provider, urging its members to take concentration risk into account by avoiding a dominant service provider that is not easily substitutable.

Additionally, Deloitte, known for consulting and advisory services, named cloud governance and security one of its IT audit hot topics for 2021, saying financial companies, in particular, must assess and manage overreliance on one of the top three cloud service providers to support critical services.

Using multiple clouds can bring compelling business benefits to banks, including best-in-class capabilities, enhanced performance, reduced service disruption, and vendor diversification.

To be sure, banks need to make certain they have the aptitude for managing workloads across cloud environments. Open-source software and software containers — which house software components that work in concert across different environments — can help businesses use different clouds or switch among them. Containers and Kubernetes are very real technology enablers to update software faster and enable cloud portability.

Banks need to look for a broad set of deployment options that meet their business objectives. For example, certain workloads need to consider data residency and the ability to leverage cloud services



Financial companies must manage overreliance on one of the top three cloud service providers



within physical boundaries.

Critical applications might need low latency due to their transactional nature and interdependency with other applications or users.

As banks streamline more and more of their operations by adopting technology for specialised cloud services, they are able to focus on business objectives, such as automating branch services, and direct resources toward more strategic projects. Additionally, banks need to look at their strategic plan and consider whether a public, private, or hybrid solution would be best suited to achieve their goals.

Change is rarely easy, which is true for companies that need to transition to the cloud. Now, more than ever, financial services organisations need a proven, trusted partner that has experience migrating critical workloads and helping customers quickly adopt new technologies while also meeting data security and other requirements.

As the concept of building a multi-cloud strategy continues to gain a foothold within the financial services industry, companies must work with a partner that positions them to take advantage of performance opportunities while mitigating concentration risk for different infrastructure services.



MAKE IN THE EMIRATES

The Make in the Emirates Forum, one of the latest initiatives of the Ministry of Industry and Advanced Technology, was launched in June in cooperation with the Abu Dhabi Department of Economic Development.

Twelve national companies presenting more than 300 products across 11 sectors are supporting the UAE efforts to become a centre for global industries. These include ADNOC, ADQ Holding, Emirates Global Aluminium, TAQA, Etisalat, Etihad Airways, Edge, Mubadala, Emirates Steel, Pure Health, Strata, Aldar, Emirates Nuclear Energy Corporation, Etihad Rail, and Masdar. They announced provision of AED 110 Billion of potential purchase agreements to existing and new partners.

The sectors include metals, petrochemicals, chemical, plastics, machinery equipment, defence, pharmaceutical, technology, medical, communications, and agriculture.

[MAKE IT







WATERFRONT CITY BUSINESS PARK IN BEIRUT AWARDED LEED GOLD



INNOVATION GALLERY

Majid Al Futtaim's commitment to sustainable living has been recognised with Waterfront City Business Park in Beirut, awarded the LEED Certification at Gold level. This is the global green building rating system.

Waterfront City is amongst Beirut's outstanding mixed-use communities, overlooking the waters of the Mediterranean designed to deliver quality of life and great experiences for everyone who lives, works and plays there.

Located on the Dbayeh seaside just off the highway, Waterfront City Business Park covers 72,000 sqm with 60% of the masterplan dedicated to green open spaces. The pedestrianonly zone features twelve purpose-built office buildings with unobstructed views of the central Boulevard that runs through the area.

LEED certification acts as a globally recognised symbol of achievement and leadership when it comes to sustainability. LEED-certified buildings are viewed as critical to help address climate change and enhance the resilience of local communities.



DIRECTED ENERGY RESEARCH CENTRE LAUNCHES NEW FACILITY

Directed Energy Research Centre, part of Technology Innovation Institute, launched a facility in Tawazun Industrial Park in Abu Dhabi. The facility comprises seven distinct workshops and five specialised laboratories, each catering to a specific research domain. The seven dedicated workshops are: mechanical workshop, electronics workshop, prototype test area, coil winding, armature filling, dielectric testing, and acoustic prototyping lab. The five laboratories are each designed to support a special research requirement including: Pulse Power Lab, Semi-Anechoic Chamber, Tempest Chamber, Acoustic Lab, and Laser













IGOAI ORGANISES SUMMIT ON AI IN HEALTHCARE UNDER PATRONAGE OF HE DR JALILA AL-SAYED JAWAD, MINISTER OF HEALTH, BAHRAIN

International Group of Artificial Intelligence successfully hosted a virtual summit on 'The Artificial Intelligence in Healthcare' on 29th June 2022. Artificial Intelligence has revolutionised the way industries work these days. Healthcare has not remained untouched by the applications of artificial intelligence

Artificial Intelligence simplifies the lives of patients, doctors and hospital administrators by performing tasks that are typically done by humans, but in less time and at a fraction of the cost.

A significant benefit can be achieved with the use of Machine Learning and other cognitive disciplines for medical diagnosis purposes. Using patient data and other information, AI can help doctors and medical providers deliver more accurate diagnoses and treatment plans. Furthermore, AI can help make healthcare more predictive and proactive by analyzing big data to develop improved preventive care recommendations for patients.

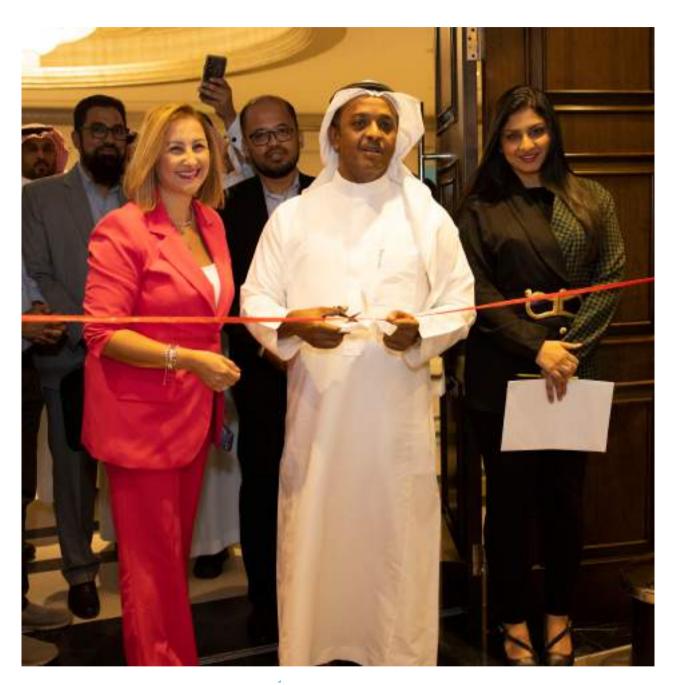
The event was joined by top industry leaders and participants including:

- Under the Patronage, Her Excellency Dr Jalila Al-Sayed Jawad, Minister of Health Kingdom of Bahrain.
- Dr Jassim Haji, President, International Group of Artificial Intelligence
- Dr Mustafa H. Qurban, Consultant & CIO-King Fahd Military Medical Complex (KFMMC)
- Dr Mohamed Al Rayyes, MD, MBA Medical Director, MEA, Cerner Corporation
- Dr Aamna AlShehhi, Assistant Professor, Khalifa University
- Dr Mohamed Almedfa, Demonstrator College of Medicine and Medical Sciences, Arabian Gulf University
- Dr Mohammed Alhamid, Director, CHI
- Layal Ashi, Research Associate
- Dalal Buhumeida, Event Host

Artificial Intelligence eases reading medical patterns of the patients to provide them with better healthcare services. In the health care industry, artificial intelligence-enabled solutions can provide immediate returns through cost savings, new product development, and better consumer engagement. We shall explore how healthcare groups can scale up their artificial intelligence investments by pairing up with robust security and data governance strategy.

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BTX ROAD SHOW 2022 KICKS OFF WITH EVENT IN RIYADH

The half day event included multiple invited keynotes, technology keynotes, panel discussion and four sets of awards.

he three-city edition, BTX Road Show 2022 started with the first event in Riyadh, Saudi Arabia on 27 June at the Voco Riyadh Hotel. This is the third time that BTX Road Show is being staged in Riyadh and featured multiple invited keynotes, technology keynotes, panel discussion and four sets of awards.

The event was organised by GEC Media Group and supported by various partners including Redington, Juniper Networks – Barq Systems; Logitech – Avientek, Zscaler, Blackboard – Anthology, Advanced Integration, Finesse, Rittal, IGOAI, Global CISO Forum, Business Transformation, Enterprise Channels MEA.

Close to 80 attendees were present at the event that began after lunch. Dalal Buhmeida was the Event Host and invited Arun Shankar, Editor GEC Media Group to begin the event with his welcome introduction.

Shankar welcomed the guests and attendees and VIP Eng Mohammed Mahnashi at the event. He cited statistics that Saudi Arabia will witness, over the next five years, the growth of the IT and emerging technologies markets at a compound annual rate of nearly 10%. Its size will exceed \$27 billion by 2025 according to Dr Mohammed Saud Al-Tamimi, Governor of Saudi Arabia's Communications and Information Technology Commission

Saudi Arabia is a powerhouse of industry, innovation, technology, and social change. It has executed 750+ business reforms and aims to be net zero by 2060. Saudi Vision 2030 has now transformed into Sustainable Saudi Vision 2030. Change is a transformation and transformation is both an opportunity for change as well as a challenge for businesses and industries.

There are multiple announcements of innovation ranging from Neom Smart City and the Red Sea initiative on the west coast of Saudi Arabia, STC continuing to set a global standard of innovation in broadband and commercial

networks, and the urban metro network of Riyadh, amongst others.

Next, Eng Mohammed Mahnashi, Digital Transformation and Data Management Advisor for the Saudi Electronic University, gave the opening keynote. Mahnashi presented multiple slides showing the progress of innovation and development in Saudi Arabia.

Dr Ahmed D Alharthi, Vice-Dean of eLearning and Distance Education for Technical affairs, Umm Al-Qura University presented his invited keynote and explained the transformation roadmap followed by the University while adopting digital platforms.

The technology keynote on the role of networks in business transformation was presented by Mohamed Abou Gabal, Senior Regional Partner Manager, Juniper Networks. The technology keynote on the role of Zero Trust approach in cyber security and business transformation was presented by Wissam Saad Eddine, Regional Director Middle East and Africa, Zscaler.

The panel discussion looked at the twin aspects of managing the cost of a business and digital transformation journey and automating security to enable successful digital transformation.

Panellists included Dr Samer Marouf, IT Director, Rakka Holding; Abdelmajed Saeed, Cyber Security GRC Manager, MEDGULF; Saghir Ahmad Khan, Security Operations Centre Lead, SBM; and Mohammed Fayez Alshehri, Chief Information Security Officer, Al-Amthal Financing. The moderators were Abdullah Faisal Biary, CISO, United Cooperative Assurance and Arun Shankar, Editor GEC Media Group.

The last invited keynote was given by Dr Ahmed Darwish, Head of Digital Delivery, Bank Albilad, who spoke on the disruptive challenges and opportunities around the arrival of Fintech companies in Saudi Arabia.

This was followed by the BTX Road Show Awards and Vote of Thanks by Ines Ben Rejeb, Media Sales Manager, GEC Media Group.

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Registrations underway for the BTX Roadshow and Awards 2022 in Riyadh.













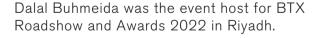


Guests, delegates, speakers at BTX Roadshow and Awards 2022 in Riyadh.



Ribbon cutting by Eng Mohammed Mahnashi, Digital Transformation and Data Management Advisor for the Saudi Electronic University.







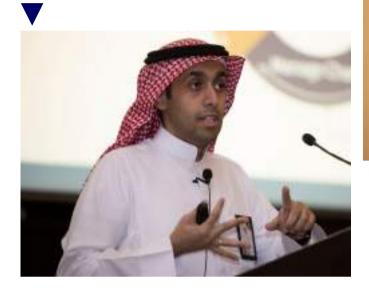
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Dr Ahmed D Alharthi, Vice-Dean of eLearning and Distance Education for Technical affairs, Umm Al-Qura University presented his invited keynote on adoption of digital platforms.





Dr Ahmed Darwish, Head of Digital Delivery, Bank Albilad, spoke on disruptive challenges and opportunities around the arrival of Fintech companies in Saudi Arabia.





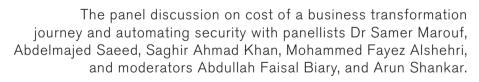
















Ines Ben Rejeb, Media Sales Manager, GEC Media Group gave the vote of thanks to all the sponsors, VIP, guests and delegates at the event.



BTX AWARDS 2022

RECOGNISES 30+ TOP TRANSFORMATION EXECUTIVES IN RIYADH

This is the third time that BTX Road Show Awards is being staged in Riyadh and included three awards categories.

BTX Road Show Awards 2022 Riyadh, Saudi Arabia was held on 27 June at the Voco Riyadh Hotel. Close to 80 attendees were present at the event that began after lunch. Dalal Buhmeida was the Event Host. This is the third time that BTX Road Show Awards is being staged in Riyadh and included three awards categories.

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BTX TOP EXECUTIVE AWARD 2022

The winners in this group have been recognized for leadership that is driving business transformation. This award recognizes top executives who have accelerated digital and business transformation and created a better future for their business.

Abdullatif M ALAbdullatif	HE The Minister of Education, General Supervisor of Digital Transformation
Ahmed Ezzat	Institute of Management Accountants
Ahmed Fattash	Alfanar
Ali Al-Mozainy	Alinma Bank
Asim Badhuralam	Almarai Food
Baha Al-Wadi	Bin Quraya
Dr Ahmed D Alharthi	Umm Al-Qura University - Makkah
Dr Ahmed Darwish Elsayed	Bank AlBilad
Dr Samer Marouf	Rakka Holdings
Eng. Abdullah Biary	United Cooperative Assurance
Majed AlOthman	Saudi Bar Association
Majed Alshodari	Digital Business Transformation Executive
Mamar Jackila	Saudi Exchange
Mohammed Fayez Alshehri	Chief Information Security Officer
Mousa Alan	King Saud Medical City
Syed F Albeez	King Abdullah Economic City

BTX TOP ENTERPRISE AWARD 2022

The winners in this group have been recognized for their success stories in business transformation. This award recognizes enterprises that have embraced digital transformation and digital tools and achieved success in various areas.

Abdelmajed Saeed	MEDGULF
Aijaz Regoo	Quara Finance
Aneem Faris	Tania Bottled Water Company
Bassam Al-Ashqar	Madfoo3at.com
Eng Ala Asali	Arab National Bank
Imdath Nazim	InterContinental Hotel Group, Voco Hotel Riyadh
Mohammed Abdul Quader	Al Jazirah Vehicles Agencies
Qasim Nadeem	ABANA Enterprises Group
Waqas Butt	Yelo, Al Wefaq Transportation Solutions
Yaser Bukhamseen	Public Health Authority
Zakir Shaikh	Tanmiah Food

BTX TOP SOLUTION PROVIDER AWARD 2022

The winners in this group have been recognized for their solutions that enable transformation. This award recognizes the leading efforts by vendors, channel partners, integrators, consultants, to manage the challenges of the end user community through their transformation journey.

Mohamed Abou Gabal	Juniper Networks
Saghir Ahmad Khan	SBM
Tamer Awad , MBA	MIS - Al Moammar Information Systems
Wissam Saad Eddine	Zscaler
Zakir Shaikh	Tanmiah Food

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BTX TOP EXECUTIVE AWARD 2022

















BTX TOP ENTERPRISE AWARD 2022



















BTX TOP SOLUTION PROVIDER AWARD 2022







Ines Ben Rejeb, Media Sales Manager, GEC Media Group gave the vote of thanks to all the sponsors, VIP, guests and delegates at the event.

The event was organised by GEC Media Group and supported by various partners including Redington, Juniper Networks - Barq Systems; Logitech - Avientek, Zscaler, Blackboard - Anthology, Advanced Integration, Finesse, Rittal, IGOAI, Global CISO Forum, Business Transformation, Enterprise Channels MEA.

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BTX ROAD SHOW

2022 CONTINUES THE SECOND LEG WITH EVENT IN DUBAI

The half day event included multiple invited keynotes, technology keynotes,

panel discussion and four sets of awards.

he three-city edition, BTX Road Show 2022 continued into UAE with the second event staged in Dubai on 29 June at the Shangri-La Hotel. The event featured multiple invited keynotes, technology keynotes, multiple panel discussion and four sets of awards.

The event was organised by GEC Media Group and was held under the patronage of The Private office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan. The event was supported by various partners including Dell – Ingram Micro, Redington, Juniper Networks, Logitech – Avientek, Zscaler, Blackboard – Anthology Advanced Integration, Rittal, IGOAI, Global CISO, Business Transformation, and Enterprise Channels MEA.

Close to 100 attendees were present at the event that began after lunch. Gurleen Rooprai from GEC Media was the Event Host and welcomed Ronak Samantaray, CEO of GEC Media Group to begin the event with his welcome introduction.

Samantaray welcomed the guests and attendees and His Excellency Ahmed Elmetwally, CEO and General Manager, Private Office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan, at the event. Samantaray gave an overview of GEC Media Group's activities and how the portfolio of events has expanded from IT and now into business.

The opening speech was given by His Excellency Ahmed Elmetwally, CEO and General Manager of the Private Office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan. HE Ahmed Elmetwally spoke about the importance of adopting business transformation in UAE and the support being extended from the Private Office.

Next, Saleem AlBlooshi, Chief Technology Officer, EITC du presented the invited keynote. He covered the road map followed by du as it transformed itself to be able to meet the expectations of its enterprise customers as they themselves adopted business transformation.





Ellis Wang, from the Board of Executive and Advisory Team of The Private Office of Sheikh Saeed Bin Ahmed Al Maktoum, presented the next invited keynote. Wang presented the opportunities and challenges of entering the Metaverse with e-commerce as the sales model. The large number of examples and use cases that he presented gave the attendees a good idea of how the Metaverse can accelerate e-commerce.

The topic of the first panel discussion was managing the cost of a business transformation journey and the ROI of the project. The moderator was Saleem Ahmed S, President Middle East and Africa, Luftcar and panellists Neale Croutear-Foy, CTO Digital Banking, APEX Group; Ken Maas, Director of Technology, Axiom Telecom; Sunando Chaudhuri, Director of IT, ADNEC Group; and Pranay Sharma, Head of Analytics, Emirates Islamic.

The next technology keynote was by Nidheesh Parayath, Alliance Manager - Product Manager, Logitech Enterprise Video Conferencing, AVIENTEK.

The next invited keynote was by Padam Sundar Kafle, Head IT and Automation, Aster Hospitals UAE. He spoke on the benefits and challenges of transforming healthcare institutions and adoption of digital technologies.

The next invited keynote was by Dr Ullas Rao, Assistant Professor of Finance and Programme Director, Heriot-Watt University Dubai. He spoke on technology and innovation opportunities around the Metaverse model.

The topic of the second panel discussion was on diversity and inclusion to drive innovation in a business. The moderator was Sheeba Hasnain, Senior IT and Digital Transformation Specialist. The panellists included Yasmin Al Rawi, Artificial Intelligence Researcher and Trainer, Qualis for Quality and Consulting; Dr Athra Sultan Alawani, School Staff Development and Wellbeing Department, Ajman UAE, Emirates Schools Establishment; Seham El Behissy, Advisory Board Member, CEBC.

Sally Harby, Regional Sales Manager, Enterprise MEA, Zscaler presented the next technology keynote on the importance of transformation and solution benefits provided by Zscaler.

Varun Vij, Head of Information Security, presented the next invited keynote on Cyber in digital revolution.

Srinivasa Narasimhaiah, Director Information Technology, Julphar Pharma presented the next invited keynote on innovation and transformation in the regional pharmaceutical industry.

The topic of the third panel discussion was on automating security to enable successful digital transformation. The moderator was Arun Shankar, Editor, GEC Media Group. The panellists included Shahab Uddin, Group IT Infrastructure and Security Manager, Ittihad International Investment; Bader Husni Zyoud, Senior Information Security and Risk Management Specialist and Incidents Manager; Zaheer Mubarak Shaikh, Chief Information Security Officer, Al Maryah Community Bank.

The third panel discussion was followed by BTX Road Show Awards and Vote of Thanks by Anushree Dixit, Global Head Content and Strategic Alliances, GEC Media Group.



Registrations underway for the BTX Roadshow and Awards 2022 in Dubai.









A Guests, delegates, speakers at BTX Roadshow and Awards 2022 in Dubai.



Sponsor partners for BTX Roadshow and Awards 2022 in Dubai.



Ribbon cutting by His Excellency Ahmed Elmetwally, CEO and General Manager of the Private Office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan.





Gurleen Rooprai from GEC Media Group was the Event Host.





The opening speech was given by His Excellency Ahmed Elmetwally, CEO and General Manager of the Private Office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan.

Saleem AlBlooshi, Chief Technology Officer, EITC du presenting the invited keynote on transformation of du.







Ellis Wang, from the Board of Executive and Advisory Team of The Private Office of Sheikh Saeed Bin Ahmed Al Maktoum, presenting the invited keynote on Metaverse and e-commerce.





Panel discussion on managing the cost of a business transformation journey and the ROI of the project. The moderator was Saleem Ahmed S, and panellists included Neale Croutear-Foy, Ken Maas, Sunando Chaudhuri, and Pranay Sharma.



Logitech Enterprise Video Conferencing, AVIENTEK.





Invited keynote by Padam Sundar Kafle, Head IT and Automation, Aster Hospitals UAE on benefits and challenges of transforming healthcare institutions.



Invited keynote by Dr Ullas Rao, Assistant Professor of Finance and Programme Director, Heriot-Watt University Dubai on innovation and opportunities around Metaverse.





Panel discussion on diversity and inclusion to drive innovation in a business. The moderator was Sheeba Hasnain, and panellists included Yasmin Al Rawi, Dr Athra Sultan Alawani, and Seham El Behissy.





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Varun Vij, Head of Information Security, presented the invited keynote on Cyber in digital revolution.







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Panel discussion on automating security to enable successful digital transformation. The moderator was Arun Shankar and panellists included Shahab Uddin, Bader Husni Zyoud, and Zaheer Mubarak Shaikh.







Vote of Thanks by Anushree Dixit, Global Head Content and Strategic Alliances, GEC Media Group, thanking all the sponsors, guests and delegates at the event.



BTX AWARDS 2022

RECOGNISES 50+ TOP TRANSFORMATION EXECUTIVES IN UAE

Beginning in Riyadh and continuing into Dubai, the BTX Road Show Awards 2022 recognises top transformation executives in four categories.

BTX Road Show Awards 2022 Dubai, UAE was held on 29 June at the Shangri-La Hotel. Close to 100 attendees were present at the event that began after lunch. Gurleen Rooprai from GEC Media was the Event Host and welcomed Ronak Samantaray, CEO of GEC Media Group to begin the event with his welcome introduction. Award winners were announced in four categories of BTX Road Show Awards 2022 Dubai, UAE.

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BTX TOP EXECUTIVE AWARD 2022

The winners in this group have been recognized for leadership that is driving business transformation. This award recognizes top executives who have accelerated digital and business transformation and created a better future for their business.

HE Ahmed Elmetwally	Private Office of Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan
Saleem AlBlooshi	du
Aamir Khan	Al Tayer Group
Ali Riasat	RAK Ports Group
Amna Al Dhaheri	Transport Authority
Anand Krishnan	Emirates Investment Bank
Anis Tabka	EXPO 2020
Devid Jegerson	National Bank of Fujairah
Dhingra Dinesh	Jashanmal National Company
Dr Ullas Rao	Heriot-Watt University Dubai
Ellis Wang	The Private Office of Sheikh Saeed Bin Ahmed Al Maktoum
Fady Sleiman	Mantrac Group, Mansour Group, Mancapital
Hasan Mohammed	Ministry of Presidential Affairs - UAE
Himanshu Puri	King's College Hospital London
Ken Maas	Axiom Telecom
Mohamed Habib	Tabreed
Narasimhaiah Srinivasa	Julphar Pharma
Neale Croutear-Foy	APEX Group
Padam Sundar Kafle	Aster Hospitals-UAE
Paul McLeod	Emirates Insurance Company
Peter Gesper	noon
Pranay Sharma	Emirates Islamic
Saleem Ahmed	Luftcar
Shannon Hore	Abu Dhabi Airports
Sunando Chaudhuri	ADNEC
Varun Vij	Government Entity
Walid Elashar	Ras Al Khaimah Economic Zone

BTX TOP ENTERPRISE AWARD 2022

The winners in this group have been recognized for their success stories in business transformation. This award recognizes enterprises that have embraced digital transformation and digital tools and achieved success in various areas.

Almarzooqi Omar	Daman Insurance
Arif Shaikh	Al Kabeer Group Middle East
Arvind Gaba	Sharaf DG
Atif Mufti	Habib Bank AG Zurich
Jayesh Maganlal	Damac Properties
Madhukar Chaturvedi	Oasis Investment Company, Al Shirawi Group
Maneesh Mahajan	Jumeirah Group
Muhammed RAFEEQUE	Expo 2020 Dubai
Nair Sunil	Al Falah University
Nikhil Surve	PepsiCo
Prasand Gopakumar	PSWD-Govt of RAK
Ram Kumar	Marriott International, Le Meridian Hotel
Shafiullah Ismail	Mubadala Capital
Shahab uddin	Ittihad International Investment
Zaheer Mubarak Shaikh	Al Maryah Community Bank

BTX TOP WOMEN EXECUTIVE AWARD 2022

The winners in this group have been recognized for driving transformation and diversity. This award recognizes women who are driving business and digital transformation and setting a benchmark in diversity and inclusion in the workplace.

Dr Anissa Bettayeb	University Of Sharjah
Dr Athra Sultan Alawani	Emirates Schools Establishment
Hanan Huwair	TECOM Group Dubai
Huda AlHashimi	Dubai Smart Government
Laila Al Hadhrami	National Energy Center
Seham El Behissy	CEBC
Sheeba Hasnain	Senior IT and Digital Transformation Specialist
Yasmin Al Rawi	Qualis for Quality and Consulting
Manal Allam	Merck Group

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BTX TOP SOLUTION PROVIDER AWARD 2022

The winners in this group have been recognized for their solutions that enable transformation. This award recognizes the leading efforts by vendors, channel partners, integrators, consultants, to manage the challenges of the end user community through their transformation journey.

Fuii office Machines Dmatics IT Solutions Ingram Micro Zscaler Logitech

The Vote of Thanks was given by Anushree Dixit, Global Head Content and Strategic Alliances, GEC Media Group.

The event was organised by GEC Media Group and was held under the patronage of The Private office of HH Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan. The event was supported by various partners including Dell - Ingram Micro, Redington, Juniper Networks, Logitech - Avientek, Zscaler, Blackboard - Anthology Advanced Integration, Rittal, IGOAI, Global CISO, Business Transformation, and Enterprise Channels MEA.

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IMPACT ON TECHNOLOGY DECISION MAHING

The conflict in Europe is creating a multipolar world and various scenarios on how to adapt technology decision making to this reality.

he invasion of Ukraine is a humanitarian catastrophe. The catastrophe is leading to significant uncertainty for businesses and government agencies worldwide. Scenario planning is a powerful tool to help leaders imagine a variety of future states in an ongoing disruptive situation to assess long term impacts on their business. These scenarios will help leaders stress-test their current strategies for resilience, and also help to visualise new strategies for success.

Gartner is taking the assumption that we will live in a multipolar world, in contrast to a globalised world. The invasion, like the pandemic, is a further step in this direction.

In the following scenarios, we assume a continued path of deglobalisation toward a multipolar world. A multipolar world is a global socio-political and economic environment that arises when powerful nation states emphasize competition over cooperation in building national infrastructure, which then extends into contested spheres of influence.

The question is what will this multipolar world look like? Tolerated coexistence or continued and expanding conflict?

In addition to political relationships, there are business relationships. What will business exchanges look like? Will enterprises be able to do business in different blocs in the multipolar

world? Or will enterprises be restricted to operating within their own bloc?

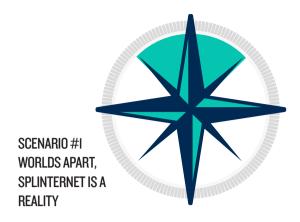
The long-term effects of the invasion of Ukraine are unclear, as to how they will impact other parts in the world. Over time the reality will shift between, and even back and forth, across multiple scenarios. The impact on various industries will also be very different. When a new equilibrium emerges, it will represent a combination of all explored scenarios.

Scenario planning is a strategic planning tool that is helpful for leaders coping with future states that are highly uncertain. Where other strategic planning methodologies focus on forecasting, extrapolate from today's situation, scenario planning relies on back casting. This is a process where you imagine multiple future states and then reason backward to how to prepare for those today.

The goal of scenario planning is not to be right about one of the future scenarios, although there may be more likely or desirable ones. The goal is to assess whether you are ready for whatever the future brings on a certain topic.

The reality that unfolds is often a combination of scenarios. However, analysing individual scenarios helps with challenging current assumptions in the business. Scenario planning is often associated with long term. However, short-term decisions, too, are fraught with multiple uncertainties.





The world is functioning in different political and economic blocs. The power of autocratic states is growing. Each bloc is trying to avoid others as much as possible. Conflict is costly, in terms of human lives and finance.

The invasion of Ukraine is a definitive turning point for business. Western business does not return to Russia. Other blocs also limit their business with each other. Parallel imports and smuggling rise to new heights. Every business is competing within the bloc in which they operate. While there is little direct threat to independence, growth of the blocs is limited to the area in which they operate.

Innovation is the key differentiator. However, it is assumed this uses resources and talent from within the bloc. Fundamental standards diverge. Other blocs may emerge, following the patterns from the East-West-Asia blocs.

Earlier conflicts between blocs are far from resolved. Social unrest is isolated, as different parts of the world interact as little as possible. Not only economically, but also socially and culturally. There is some trust in business within blocs, but limited trust exists between blocs.

While each bloc has its own ethics, the blocs do not intermingle.

In terms of information and technology exchange, the Splinternet is a reality, with the flow of information with other Internets being filtered.

Wikipedia describes the Splinternet or Cyberbalkanisation or Internet balkanisation as a characterisation of the Internet with splintering and dividing due to various factors, such as technology, commerce, politics, nationalism, religion, and divergent national interests. Gartner describes it as multiple separate and autonomous Internets, each regulated by local laws.

There are multiple payment systems and cryptocurrencies, each serving their bloc. Each bloc invests heavily in intelligence and industrial espionage.

Different blocs have different regulatory regimes,

but as businesses only act in their own bloc. This has less impact. However, diverging regulatory regimes also take place within blocs, making compliance difficult. Some areas of communication, such as climate change, remain.

CHARACTERISTICS OF A MULTI-POLAR WORLD AND THE EMERGENCE OF BLOCS

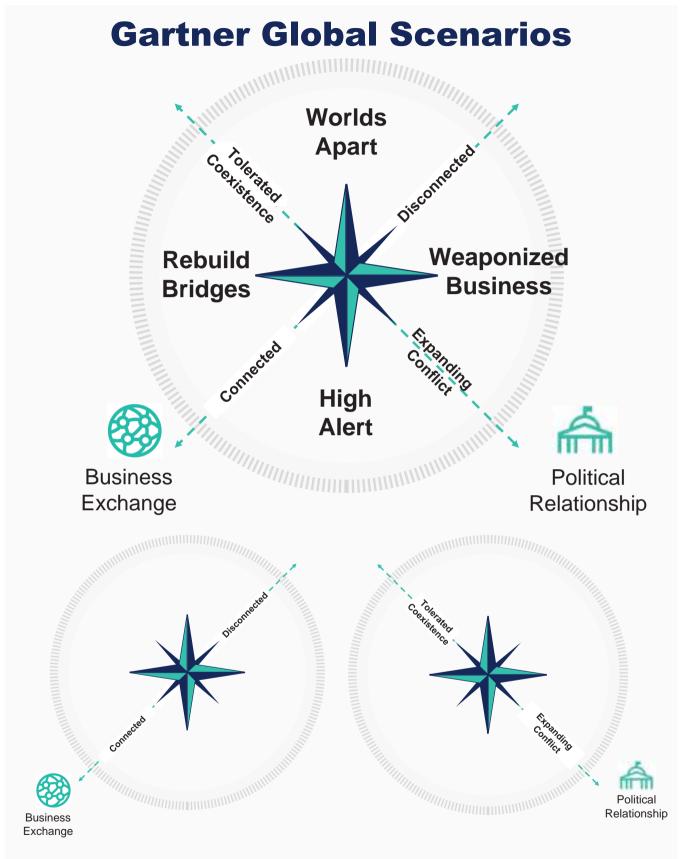
- The world is functioning in different political and economic blocs.
- The power of autocratic states is growing.
- Each bloc is trying to avoid others as much as possible.
- Conflict is becoming costly, in terms of human lives and finance.
- More blocs may emerge, following the patterns from the East-West-Asia blocs.
- · Blocs limit their business with each other.
- Parallel imports and smuggling rise to new heights.
- Every business is competing within the bloc in which they operate.
- Growth of the blocs is limited to the area in which they operate.
- Each bloc invests heavily in intelligence and industrial espionage.

SCENARIO #2 WEAPONISED BUSINESS, DISINFORMATION AND CYBERWARFARE ARE CONTINUOUS



The invasion of Ukraine marks a political turning point. New conflicts arise and existing conflicts expand. New overt conflicts emerge in other parts of the world. Also, within existing countries, separatist movements reignite to attempt to redraw countries' borders. Both autocratic and democratic governments attempt to grow in size and power.

Businesses are highly aligned with the governments in the bloc in which the businesses operate. In addition to enterprises supporting

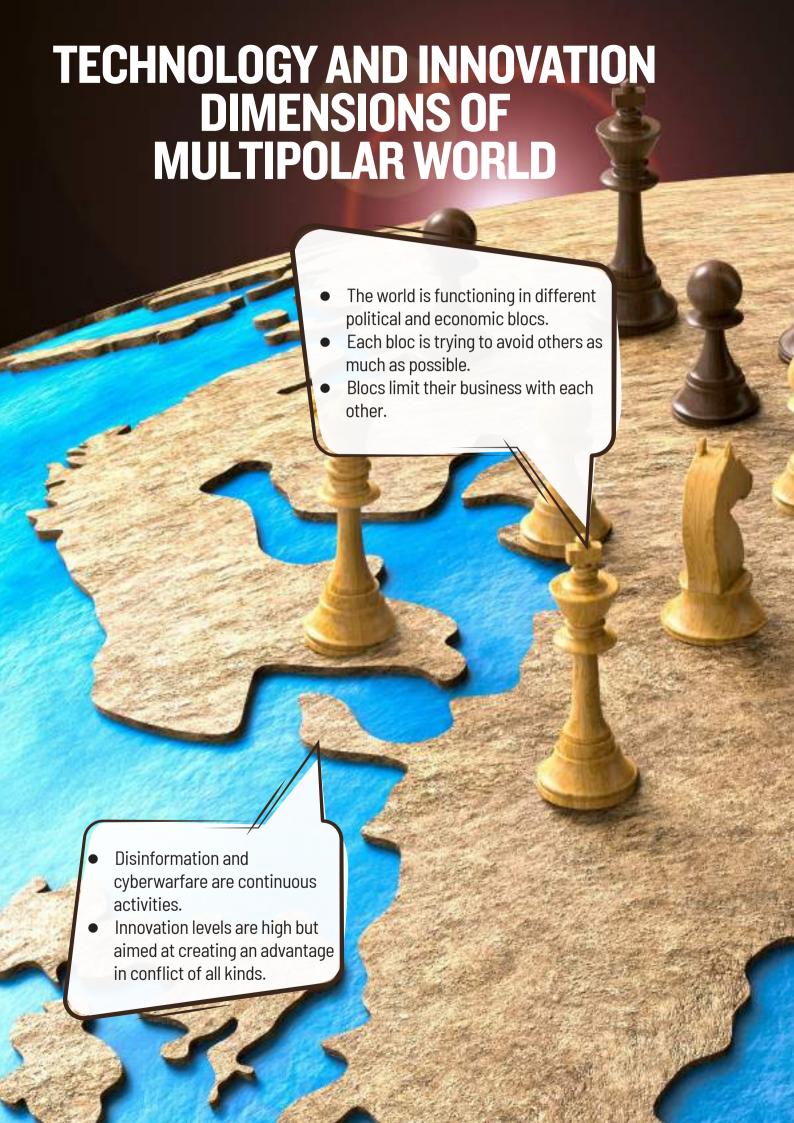


Gartner explores two key uncertainties. The first: What will that multipolar world look like? Continued and expanding conflict, or tolerated coexistence? The other key uncertainty describes how business will operate across blocs in the multipolar world or just within? Together, they frame four potential scenarios.

Graphics source Gartner.

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matters of national security and defence, a new breed of business weaponry emerges-enterprises with high consumer impact, for example payments, entertainment, travel. The higher the impact, the more eligible for weaponization.

Some enterprises are nationalised. The more a business is a source of advantage in conflict, the more growth opportunity it has. Government heavily influences and directs areas of innovation.

Social unrest is high, because of ongoing conflict. Although the economy is thriving, people across blocs may fear losing their jobs or their homes. They fear investing in the future. Society is supporting the conflict, but trust levels in business are low, as business is an extension of government. Business ethics move to the background.

Disinformation and cyberwarfare are continuous activities. A whole industry in information and technology soars, both in terms of creating and avoiding disinformation and security breaches. Social cyberhacktivism is common.

Regulatory forces increase across all blocs, to ensure that all enterprises contribute to their sides of the conflict. Activity or inactivity of climate change will be used as a weapon between blocs.

CHARACTERISTICS OF A MULTI-POLAR WORLD AND THE EMERGENCE OF BLOCS

- Businesses are aligned with governments in the bloc.
- New breed of business weaponry emerges, enterprises with high consumer impact.
- The higher the consumer impact, the more eligible for weaponization.
- If a business is a source of advantage in conflict, the more growth opportunity it has.
- Government heavily influences and directs areas of innovation.
- Social unrest is high, because of ongoing conflict
- Although the economy is thriving, people across blocs may fear losing their jobs or homes.
- People fear investing in the future.
- Society is supporting conflict, but trust levels in business are low.
- Business is an extension of government.
- • Business ethics move to the background.
- Disinformation and cyberwarfare are continuous activities
- A whole industry in information and technology soars for creating and avoiding disinformation and security breaches.
- · Social cyberhacktivism is common.

SCENARIO #3 HIGH ALERT, AGILE BUSINESSES COMPETE UNDER HIGHEST LEVELS OF UNCERTAINTY



Geopolitically, increased instability leads to an increasing number of conflicts. Within existing blocs, separatist movements are reignited to redraw countries' borders. Autocratic and democratic forces worldwide remain balanced.

In this new reality, business finds ways to return to previous markets, and keep the lights on in other conflict areas too. Business must be on high alert, while keeping significant reserves in case write-offs are needed. Business maintains contingency plans for supply chains and operations in case it needs to withdraw from an area temporarily.

Those agile businesses that can operate under the highest levels of uncertainty, compete the best. Innovation levels are high, but they are aimed at creating an advantage in continued conflict of all kinds, both kinetic and virtual.

Social unrest is high because of the conflicts. There is limited social tolerance as business is still conducted between blocs. However, through connected business, there is still some cultural exchange.

Disinformation and cyberwarfare are ongoing activities. A whole industry in information and technology soars, both in terms of creating and avoiding disinformation and security breaches.

Global social media platforms and globally operating businesses are being used for disinformation campaigns. Some even benefit from it. Trust levels are low. Each bloc has its own ethics, and these blocs compete.

Businesses should adapt to multiple regulatory regimes and must continuously resolve conflicts. Businesses will compartmentalise as much as they can. Transparency will drive increased visibility of emissions performance, resulting in climate shaming of laggards, impacting reputation and trust.



ACTION PLAN FOR IT EXECUTIVES



SCENARIO #1

Engage with the executive team to establish ethical criteria for determining trusted relationships with partners and suppliers including technology providers within the bloc. Disconnect non-trusted partners. Find alternatives within your bloc to keep operations running.



SCENARIO #2

Establish automated sensing apparatus to continuously monitor government regulations and mandates within your bloc and in other blocs. Rearchitect your systems and ecosystems for safe, fast and easy adaptation and composability. Cybersecurity is paramount.



SCENARIO #3

Make adaptability your mantra to enable enterprise profitability and other necessary outcomes despite uncertainty. Revisit business and technology recovery plans to be resilient in the face of a sudden impact. Ensure heightened security capability in defence of trading networks.



SCENARIO #4

Identify highly differentiated and commodity business capabilities worth executing with the other bloc. In parallel, find backup partners and suppliers to respond to sudden geopolitical changes among opposing blocs. There is also a chance to continue to work with opposing blocs on shared environmental concerns.

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CHARACTERISTICS OF A MULTI-POLAR WORLD AND THE EMERGENCE OF BLOCS

- Those agile businesses that can operate under the highest levels of uncertainty, compete the best.
- Innovation levels are high but aimed at creating an advantage in conflict of all kinds.
- Disinformation and cyberwarfare are ongoing activities.
- An industry in information and technology booms for creating and avoiding disinformation and security breaches.
- Social media platforms and operating businesses are being used for disinformation campaigns.
- Businesses should adapt to multiple regulatory regimes and must continuously resolve conflicts.
- Transparency will drive increased visibility of emissions performance, resulting in climate shaming of laggards.

SCENARIO #4 REBUILD BRIDGES, INNOVATION FLOURISHES BUT NOT AS BEFORE



The invasion of Ukraine becomes a wake-up call to the world. Other nations see the cost of geopolitical conflict as unbearable. Economic reasoning prevails. There is a balance between democratic and autocratic nations. This is the most optimistic scenario for business.

Business returns to Russia and Russian businesses seek closer relationships to the West. Businesses compete globally. But this is not a world that is back to normal.

Globalisation is limited to an economic component. Social globalisation remains limited. The underlying conflicts are not resolved. Business just comes first. Businesses tread cautiously, as the basis for business is smaller and the volatility is higher than in the previous decades of globalisation.

Businesses compete again on a global scale, but they still rely on continued contingency planning. Innovation can flourish, but not as before in the globalised world. Trust levels are stable. Each bloc has its own ethics, but blocs reconcile through business.

Disinformation campaigns and cyberattacks still occur but shift to nonstate actors. Businesses should take care that their information and technology platforms are not abused by nonstate actors.

Every bloc in the world has its own regulatory regime, and business must comply with sometimes conflicting regulations. Nations have restored a level of collaboration with business being a connective force. Initiatives around climate change, for example, may accelerate.

CHARACTERISTICS OF A MULTI-POLAR WORLD AND THE EMERGENCE OF BLOCS

- Nations see the cost of geopolitical conflict as unbearable.
- There is a balance between democratic and autocratic nations.
- Businesses compete again on a global scale, but they still rely on continued contingency planning.
- Innovation can flourish, but not as before in the globalised world.
- Each bloc has its own ethics and blocs reconcile through business.
- Disinformation campaigns and cyberattacks still occur but shift to nonstate actors.
- Every bloc in the world has its own regulatory regime.
- Nations restore a level of collaboration with business being a connective force.

Adapted and excerpted from 4 Scenarios to Assess Long-Term Implications of the Russian Invasion of Ukraine by Gartner Inc. Co-authored by Brent Adamson, Maria Boulden, Frank Buytendijk, David Cearley, James Crocker, Tiffany Fountain, Tsuneo Fujiwara, David Furlonger, Penny Gillespie, Betsy Gregory-Hosler, David Groombridge, Nolan Hart, Jay Heiser, Janelle Hill, Markus Hofbauer, Helen Huntley, Jennifer Kinsmann, Alexander Kirss, Benjamin Loring, Aapo Markkanen, Abbott Martin, Mark McDonald, Ewan McIntyre, Emily Rose McRae, Tomas Nielsen, Tina Nunno, Sam Olyaei, Brian Prentice, Marko Pukkila, Marty Resnick, Craig Riley, Rita Sallam, Daniel Sanchez-Reina, Brook Selassie, Peter Skyttegaard, Autumn Stanish, Bettina Tratz-Ryan, Caroline Walsh, Sarah Watt, Mike West, Bart Willemsen, Rui Zhang.



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MOVING EMPLOYEE AND CUSTOMER ENGAGEMENT TO CENTRE OF EXPERIENCE

Engagement in general drives behaviour and in particular it drives buying behaviour in customers and effort behaviour in employees.

It is widely accepted that there is a link between employee engagement and customer engagement. But what exactly is engagement? Regarding employees, it IS about a deeper connection with a job, the company itself and the coworkers. Similarly, customer engagement refers to how strong a customer's relationship is with a brand or a company. We could say that engagement drives behaviour: it drives buying behaviour in customers and effort behaviour in employees.

According to a recent Insync study, high-growth organisations think and focus differently than low-growth organisations. The high-growth organisations understand that investing in their employees is the first step toward achieving profitable growth. Providing employees with clear direction and empowering them to do their jobs well leads to greater employee engagement and higher employee retention.

The cycle continues with engaged employees cultivating stronger customer relationships, increasing customer loyalty and advocacy, and driving profitable growth. Engaged employees are more likely to be productive and innovative, which also leads to profitable growth.

As the world of work gets more flexible and hybrid work becomes the new standard, maintaining or even accelerating employee and customer engagement seems challenging. But is possible –and is certainly worth the effort. Of course, embracing the latest technologies is essential and video communication plays a major role. In fact, there are quite a few ways video communication puts employee and customer engagement at the centre of the experience.

AUTONOMY AND SOCIAL CONNECTION BOOST EMPLOYEE ENGAGEMENT

Autonomy is one of the most essential psychological human needs that enables each of us to enjoy what we do. Consequently, autonomy is strongly linked to employee engagement. As stated in research conducted by Effectory, a staggering 79% of autonomous employees are engaged, and thus are more

accountable and perform better. People need the ability to work independently.

Fortunately, the rise of remote working during the pandemic and hybrid working afterwards has had a positive impact on employees' autonomy. But in order for this higher autonomy to evolve into higher engagement, employees need the right tools to stay connected with managers and colleagues. Obviously, video communication contributes the most to achieving the ideal balance of autonomy and being part of a larger team with common goals, ready to support a remote employee whenever needed.

Moreover, the desire to feel a sense of belonging is innate to humans, and a sense of belonging at work can boost happiness and willingness to contribute to an organisation's success. Yet, social connection cannot be taken for granted in a hybrid workspace. For instance, the social aspect of meetings is often undervalued, but is a vital part of work life for all employees —and healthy social connections result in increased employee engagement and loyalty.

By taking advantage of the capabilities of video conferencing, meeting organisers can revitalise social connection in the hybrid work era. Video conferencing offers a great deal of informational value through nonverbal cues as well as verbal dialog. These nonverbal cues – a sympathetic look, a simple hand gesture – are vital to creating social connection.

PERSONALISED CUSTOMER SUPPORT AND NEW SERVICES

Customer engagement definitely benefits from high employee engagement, but with the help of video, it could reach completely new heights. By implementing video communication into customer support, customers finally feel they can be heard and seen, while resolving their problems takes significantly less time. Companies can use the power of communicating through video conferencing to make conversations more interactive and personalised.

By delivering a positive customer experience, they can stay competitive and increase customer satisfaction. Video

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MARKETS

KEY TAKEAWAYS

- High-growth organisations think and focus differently than low-growth organisations.
- High-growth organisations understand that investing in employees is the first step toward achieving profitable growth.
- Providing employees with clear direction and empowering them to do their jobs well leads to greater employee engagement.
- Autonomy is one of the most essential psychological human needs that enables us to enjoy what we do.
- Autonomy is strongly linked to employee engagement.
- A staggering 79% of autonomous employees are engaged.
- People need the ability to work independently.

chat is one of the best ways to engage customers via face-to-face conversations and strengthen trust.

Furthermore, the fact that every consumer now has access to a camera means that companies are able to provide new kinds of services. For example, a hospital can easily operate as a remote health provider and an educational institution can offer its students the flexibility to join a class remotely in case someone is unable to attend in person. The bigger variety of quality services combined with convenience can only have a positive effect on consumer engagement.

Taking everything into account, video's role in customer and employee engagement is undisputable, even as the work environment constantly evolves. The right video conferencing solutions can separate a good meeting room from a great one, allowing people to collaborate seamlessly from wherever they are.

Likewise, remote workspaces should be equally well equipped. The

"Global Employee Health Study" conducted by Aetna International revealed that 66% of global workers say their remote work setup negatively impacted their performance.

As one size does not always fit all, businesses must ensure every type of workspace is equipped to empower anyone's best work. The Logitech for Business line-up has a broad range of solutions to cover every workspace need and the expertise to support every IT team.

Additionally, Logitech video conferencing solutions – whether it's advanced conference cams for meeting rooms such as the Logitech Rally Camera and Rally Bar, or super capable business webcams like the Logitech Brio Ultra HD Pro and Logitech C930E – are easy to deploy and offer professional HD video quality, compatibility with all the popular software platforms and a consistent user experience that can ultimately improve employee and customer engagement.



MODERNISING AND TRANSFORMING BUSINESS IN NIGERIA

The Lagos Free Zone is an attempt to provide single window clearances with supply chain integration and efficiency on the West Coast of Africa.

agos Free Zone in Nigeria, on the West coast of Africa, has been promoted by Tolaram, an industrial conglomerate with more than four decades of experience in the country. Global brands including Colgate-Palmolive, Kellogg's, BASF, Indofoods, Arla, Insignia Print Technologies and Stanbic IBTC, among others, have taken advantage of the facilities and infrastructure provided within the Zone.

When fully developed, Lagos Free Zone will be home to over 150 companies in seven to eight high-profile industrial clusters. The Lagos Free Zone is divided into three major areas:

- Industrial 70%
- Logistics 20%
- Real estate 10%

The industrial clusters that the Zone are targeting include:

- Food and Beverages
- Pharmaceuticals
- Chemicals and Downstream Oils
- Agro-processing
- Engineering
- Logistics

Fibre optic connectivity, provided by the Equinix company, MainOne, is available on site. Equinix, the American digital infrastructure operator, recently made a major thrust into the African continent, following a \$320 million acquisition of the Lagos-headquartered MainOne. Equinix has three operational data centres, with an additional facility being opened in Lagos.

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KEY TAKEAWAYS

- Lagos Free Zone in Nigeria, on the West coast of Africa, has been promoted by Tolaram.
- Global brands including
 Colgate-Palmolive, Kellogg's,
 BASF, Indofoods, Arla, Insignia
 Print Technologies, Stanbic
 IBTC are tenants.
- Manufacturing within Lagos Free Zone comes with lower energy costs compared to manufacturing costs outside the Free Zone.
- The Zone signed a Gas
 Infrastructure Development
 Agreement with a consortium
 of top energy companies to
 deliver piped natural gas to
 tenants by 2024.
- Switching from CNG to PNG will further reduce energy costs within the Zone.
- Equinix provides fibre connectivity and has three operational data centres, with an additional facility being opened in Lagos.
- The opening of Lekki Deep Water Port by end 2022 will strengthen Lagos' position as a regional logistics hub.
- Phase 1 is currently under development and expected to be completed by 2024 covering 300ha.
- Most of the companies in this phase are expected to see increase in revenue when Lekki port is commissioned.

Manufacturing within Lagos
Free Zone comes with lower
energy costs compared to
manufacturing costs outside
the Free Zone. The primary
source of power is a rugged 7MW
gas-fed power plant currently
running on compressed natural
gas, which provides cheap and
reliable power to all enterprises.
CNG is more cost-efficient than
diesel generators, which is the
primary power source for the
manufacturing sector outside the
Zone.

The Zone signed a Gas
Infrastructure Development
Agreement with a consortium of
top energy companies to deliver
piped natural gas to all our
tenants by 2024. Switching from
CNG to PNG will further reduce
energy costs within the Zone.

Lagos Free Zone is connected to the hinterland by road. Lekki Port, which has a draught of 16.5 metres, is scheduled to be operational by December 2022, and will provide a costefficient access to regional and international markets. It will result in Lagos strengthening its position as a regional logistics hub.

Lagos Free Zone occupies 850 hectares, and its development has been broken down into three phases. Phase 1, which is currently under development, and is expected to be completed by 2024, covers 300ha. Most of the companies in this phase are expected to see movement in their business revenues when Lekki port, the deepest seaport in Nigeria, is commissioned in the fourth quarter of 2022.

The total amount of tenanted space in Lagos Free Zone has gone up from 12.27 million sqft in 2018 to 14 million sqft in 2022; the number of big clients has gone up from four to nine; and the total number of direct jobs in the Zone has gone up from 820 in 2018 to 1,200 in 2022.

Due to the pandemic of last two years, on a case-to-case basis, the Zone has extended flexibility in payment terms, for instance, by collecting rent in arrears for shorter lease duration instead of collecting in advance for longer lease duration. In addition, the Zone have extended a 25% discount on the amount payable by tenants towards obtaining the annual operating licenses for continuing operations within Lagos Free Zone.

GETTING STARTED

In order to operate within the Lagos Free Zone, one has to register as a Free Zone Enterprise or service provider. The proof of this registration is a singular operating license. All Lagos Free Zone registrations are handled in-house by the customer service team. The duration for the licence is approximately two weeks.

Lagos Free Zone has created a trouble-free business environment with a digitally enhanced single-clearance window. Bureaucratic delays and corruption are minimal. All relevant agencies which the enterprises work with daily are resident within the Zone. These include Nigeria Customs Service, Nigeria Immigration Service, Department of State Services, Nigeria Export Processing Zones Authority, and most recently, the National Agency for Food and Drug Administration and Control.

Lagos Free Zone is integrated with Lekki Port, the only deep seaport in Nigeria, which will go

WHO ARE THE PROMOTERS OF LAGOS FREE ZONE?

Tolaram is a Singapore-headquartered enterprise focused on building businesses that propel growth and elevate communities. Since 1948, Tolaram has transformed from a single retail shop to a business that reaches over one billion customers across Asia, Africa, Europe, and South America. It is Africa's largest consumer goods company with brands in packaged food and personal and household care.

It is also building Lagos Free Zone, Nigeria's first privately-owned special economic zone with a fully integrated deep-sea port. Lekki Port, the single largest public infrastructure investment in the country, is built in partnership with China Harbour EC, the Lagos government, and the Nigerian Port Authority.

Tolaram has fintech interests in Indonesia, Estonia and Brazil and continues to seek strategic opportunities to drive financial inclusion for communities across emerging economies. In addition, Tolaram owns the only sack kraft paper producer in the Baltics making packaging products that are renewable, reusable, recyclable, and biodegradable.

on stream in the last quarter of 2022. All relevant agencies and port authorities will be located on the port landside and will therefore be easily accessible.

The government of Nigeria has recognised the importance of providing for an efficient traffic evacuation corridor from the Lekki Port and is contractually obligated to deliver on the same as per the Concession granted to Lekki Port. As of today, the road expansion works to dualize the existing road leading up to Lekki Port with two lanes per direction are underway and are expected to be completed before cargo volumes at Lekki Port ramp up substantially.

Lagos Free Zone has provisions for rail in its masterplan and is well-positioned for any future rail integration plans. With regards to connectivity to the international airport, Lagos Free Zone is located about 100km from the Lagos International Airport which is the busiest aviation hub of Nigeria.

Prominent facilities include a Grade A warehouse of 9,000 sqm built-up space, a hazardous material warehouse, standard factories, truck park, medical facility, serviced apartments with gymnasium and restaurant, banks, central fire station, power plant, fibre optic connectivity.

The Zone has invested \$15 million to commission the following new infrastructural developments:

GRADE-A FACTORIES

Ready-to-lease factory premise that can reduce go-to-market time and capital requirements for new investors.

WORK-LIVING-PLAY ECOSYSTEM

A five-storey residential building development with Balinese roof architecture. Sustainably developed, the building has a gross floor area of 4,000 sqm, including a 250 sqm common area for leisure activities. There is a total of 28 furnished, 2 bedroomhall-kitchen flats.

SAFETY AND SECURITY

The Zone has also completed and dedicated a state-of-the-art Central Fire Station and Central Police Command at Lagos Free Zone.

With Singapore based Tolaram, driving the vision and strategy of the Lagos Free Zone, African businesses can look forward to a transformative approach to their business.

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TRANSFORMING THE SUPPLY CHAIN ON AFRICA'S WEST COAST







DOES YOUR BOARD HAVE THE RIGHT CULTURE TO LEAD?

Board recruitment does not need to be an overnight affair and it is okay to start incrementally only making offers when you are sure about the Director.

Board is an agency of shareholders or members of an organisation. A business or a not for profit may have many owners and members. They pool capital towards a shared vision or purpose. These organisations need focused teams to set the strategy and execute. However, the shareholders and members may not be the right people to execute. As a result, these shareholders or members appoint a Board to govern. The

Board in turn hires the CEO who hires the management. The Board governs and the management manages.

In most countries, a Board carries and executes regulatory responsibility. But when is a good time to have a Board? Most entrepreneurs with revenues less than \$2Mn can function with advisors. You can meet these advisors regularly for advice, depending on their specialty. For organisations from \$2Mn to

INDUSTRY COMMENT





RUCHIR PUNJABICo-founder of Distributed Energy and Member of Entrepreneurs'
Organisation UAE.



It is important to reflect on the needs of the organisation and its shareholders - short term and long term



\$20Mn, a Board of Advisors is an ideal structure. In both the cases, having quarterly meetings with a pre-defined agenda can be helpful. This is to ensure that the organisational needs and key items are covered.

Businesses with more than \$20Mn in revenue should consider a formal Board of Directors. This can have a combination of specialist skills, balanced with experienced business operators depending on the stage of the business. For example, a fast-growing technology business of this size will need Directors who have built high growth tech businesses before, someone who is strong technically and one or two Directors with financial and legal experience.

The same business, closer to listing on a stock exchange may bring Directors with experience of being on listed Boards and someone with a strong understanding of managing risks and compliance. Board composition can change based on the stage of the business, their needs, manage listings, etc.

It is worth noting that a Board of Advisors and Board of Directors are very different when it comes to accountability, liability and reward. This is not to say a formal Board may not be effective and larger businesses cannot grow with a Board of Advisors. I have seen very large businesses built without Boards and very small businesses have an effective Board. This is merely a guideline.

3 to 5 people for an Advisory Board; 5 to 9 for a Board of Directors; and 7 to 9 for a not-for-profit Board are my recommended numbers. You can often encounter people who seek a Board member for their contacts. That is usually not a great reason to have someone on your Board - contacts almost always dry up in a two-to-six-year relationship.

A good Board will have a mix of skills and experience including strategy, finance, compliance, been-there-done-that and credibility. It is important to reflect on the needs of the organisation and its shareholders – short term and long term. Additionally, director-specific skills are often different from personal qualities you may seek.

An Executive Board member is an employee of the organisation. They may be conflicted as they are holding a governance role while executing strategy. There should be really good

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reasons for having an Executive member on the Board. The Board should have at least half or more of members who are Non-Executive or independent. For clarity, Non-Executive directors may have a relationship with the organisation, example own shares, but are not employed by the organisation. Independent directors are completely independent from the organisation.

The Chairperson of the Board is first amongst equals. They create an effective environment for robust discussions. They focus the discussions and help make decisions on contentious issues. The Chairperson can be the key liaison between the Board and the CEO and sometimes the management - however this comes down to the culture of that Board. They are often the mentor and the sounding board for the CEO. Again, different Boards have different members take a lead role. You can find that a good Chairperson can create a healthy Board culture.

Board fees depend on the stage of your business. In company boards, a stipend and expense coverage is normal. Vesting of shares overtime is also common. For larger organisations, a remuneration committee can help benchmark Board fees.

A planned agenda is crucial to operating an effective Board. It is important to distribute prepared papers in advance. The papers should also be read in advance. The meeting must remain high level and discuss items that have the biggest impact on the future of the organisation. A good Board will track action items between

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Director-specific skills are often different from personal qualities you may seek



meetings and report back at the next meeting.

In larger organisations, committees are useful to delegate deliberations in key areas. A Board can never 100% delegate responsibility, committees only recommend - Board can choose to adopt the recommendations. Example committees include audit and risk, investment, infrastructure, governance, nominations and remunerations amongst others. Committees are an opportunity to seek and leverage specific expertise. It is best practice that most members of committees be independent.

Board recruitment does not need to be an overnight affair. It is ok to start incrementally and only make offers when you are sure about the Director. It is more important to get the Board culture right. Bringing Directors on as observers is a good way to test their fit with the Board.

Much like the organisation itself, Boards have their own culture. Their constitution and dynamics are unique. Boards are very important for every organisation. And it is never too late to consider setting one up, even if small, to help your organisation become the best version of itself.

KEY TAKEAWAYS

- It is more important to get the Board culture right.
- Bringing Directors on as observers is a good way to test their fit with the Board.
- It is worth noting that Board of Advisors and Board of Directors are different when it comes to accountability.
- A good Board will have a mix of skills and experience including strategy, finance, compliance.
- Director-specific skills are often different from personal qualities you may seek.



73% of B2B buyers are millennials, who prefer a lot of researching, this is a large part of why B2B eCommerce growth has occurred at such lightning speed.

ith businesses, supply chains and global geopolitics locked off at various points, the importance of digital-enabled sales interactions has increased exponentially over the last few years. As the world economic order tentatively moves towards a more positive landscape, the time to ask whether B2B e-commerce is the right choice for business has never been more relevant. Will it truly

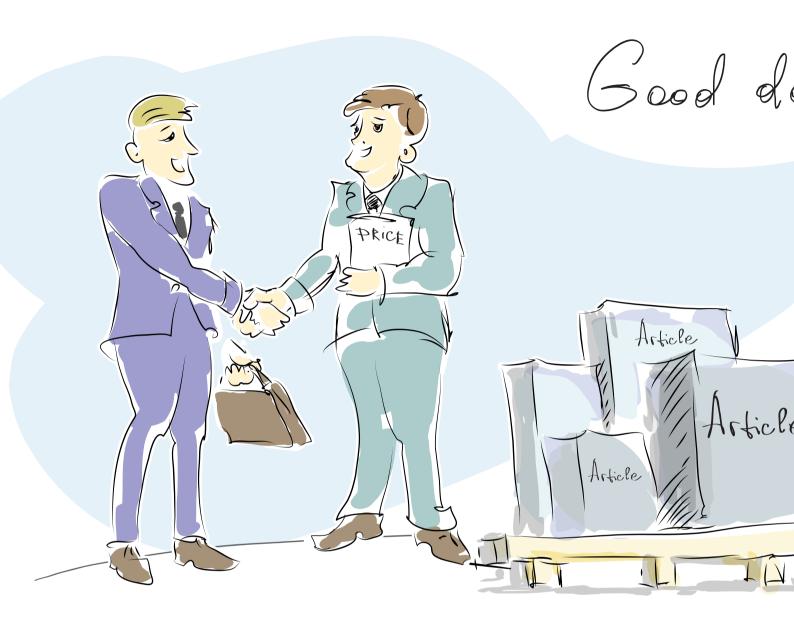
redefine business in the next few years?

Let us understand the pros and cons. Let us look at what has been happening over the past few years.

- Distribution models and agency agreements are being changed rapidly as brands wish to move closer to customers.
- Brands wish to cut down layers in the supply chain.

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- Onslaught of online has seriously changed customer buying habits
- Newer generation of leaders and managers do not necessarily wish to do business in the oldfashioned way.
- Large online aggregators are beginning to move into b2b distribution to keep pace of growth going.

Today, a B2B buyer's behaviour is becoming more aligned with that of regular consumers, with a strong reliance on the web and search engines before moving to more personal engagements and negotiations. The key factor now at play is that presales research is far easier than ever to attain.

Interestingly, all indicators point to the fact that B2B eCommerce, when compared to the B2C industry, is projected to be two times bigger than B2C. In fact, it is anticipated to be the area of largest eCommerce growth in the run up to 2026. The renowned firm Merit claims that 73% of B2B buyers today are Millennials, who prefer a lot of researching, and then buying online—this is a large part of why B2B eCommerce growth has occurred at such lightning speed.

Take the case of the B2B marketplace on Amazon. It provides business customers with the pricing, selection, and convenience of Amazon, with features and benefits designed for businesses of all sizes. It is designed to make purchasing easy and cost-effective by combining Amazon's familiar one-stop shopping with quantity discounts, price comparisons, approval workflows, and multi-user accounts.

Although, by and large, buyers prefer digital channels, there is still that inherent thirst for the human touch approach that good B2B sites need to provide. Buyers are known to frequent those online



KEY TAKEAWAYS

- B2B sites must give sellers as well as brands the platform to not only sell the products they offer but promote the image they have built.
- B2B eCommerce, when compared to the B2C industry. is projected to be two times bigger than B2C.
 - There is still inherent thirst for the human touch approach that good B2B sites need to provide.
 - B2B clients do more research because they are making business and trading decisions.
 - Even in B2B, ultimately, the brand and recall of the site matters.
 - There is an inherent impatience among all of us to wait for an eCommerce page to load.
- Whether B2C or B2B page, everything needs to be done to deliver a speedy experience, and that too consistently.
- B2B clients do more research because they are making business and trading decisions.
- The future has never looked more uncertain, which is why it is more important than ever that businesses future-proof themselves.

marketplaces that combine consumer features with B2B buyer tools. With almost one in every four global B2B purchases enabled with rep-assisted e-commerce, it is clear that buvers still put value on livehelpers. In fact, 24% of all global ecommerce B2B purchases are rep-assisted.

However, a lot of good work still needs to be done.

As B2B buyers become more selective in choosing the brands and products they want to carry, B2B sites must give sellers as well as brands the platform to not only sell the products they offer but promote the image they have

The B2B store is for other business people. They want information that will help them make rational decisions. Hence, creating a blog for the niche segment helps in supporting the target community while also gaining valuable SEO.

Backlinks, or links from other pages leading back to the website, help build the web page's authority within its domain. They are also an excellent B2B marketing strategy.

There is an inherent impatience among all of us to wait for an eCommerce page to load. Whether it is a B2C or B2B page, everything needs to be done to deliver a speedy experience, and that too consistently.

B2B clients do more research because they are making business and trading decisions. It would help a lot in understanding client needs and offering them the services that will make finding business opportunities easier. Even in B2B, ultimately, the brand and recall of the site

Therefore, communicating all the time is needed, not just in high season or high buying times in the calendar year. This includes utilizing all social media channels and keeping them updated with fresh content. Just as all customers prefer websites with engaging content, graphics, and character, B2B portals can and should offer more than just utilitarian lists of SKUs. Remember, even the bulk buyer is a customer.

Millennials are picking up the B2B eCommerce market and want it on the go. B2C sites recognize this and are constantly optimizing their websites across desktop, tablet, and mobile. This should be no different for B2B sites.

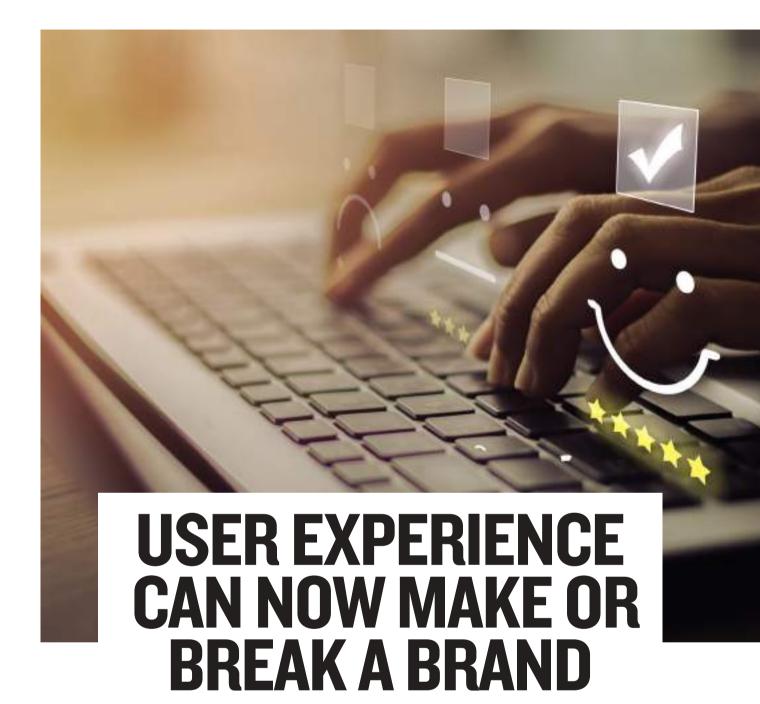
Because of the nature of the transaction, B2B buyers usually need to go through various steps, including sales representative interaction, negotiations, and approvals before they can make a successful purchase.

That is why it is crucial for **B2B** eCommerce businesses to provide a more seamless transaction, building in advanced functionality to their sites for quote management, price negotiation, easy ordering, finding ways to provide credit lines, and inventory management.

The future has never looked more uncertain, which is why it is more important than ever that businesses future-proof themselves by moving with the times.

B2B ecommerce is surely growing at a fast rate. There is room for online players to make their mark. They would need to make sure they are ready to keep up to speed and capitalize on the success it can bring. The model that creates a real partnership between B2B buyers and sellers will stand a better chance.

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Focus on visual design, user-friendly websites, easy check-outs, user-centric retail experience has made it possible to offer positive customer engagement.

ith global competition increasing every day, survival has become a major challenge for companies. Several enterprises were unable to cope with the impact of the pandemic and the ever-evolving consumer expectations. Over 42% of the businesses did not take enough steps to effectively handle the change that occurred to due to the pandemic.

However, the others were able to boost their

sales while the world was shutting down by implementing effective techniques and strategies to engage with their customers. One of the tactics is to deploy a good UX strategy that can help the brand in optimising for growth and development and enhance operations while keeping user needs at the centre of it.

Some of the examples include finding the nearest doctor, reading reviews and booking an appointment, applying for a new bank account



AMOL KADAM Co-founder and CEO. Red Blue Blur Ideas.

Any strategic loyalty programme that is aligned with the customer journey can increase customer base by 10-15% for any retailer



or credit card online or viewing your dream home virtually in a few steps. This is possible today thanks to the company's UX or User Experience. It took long for organisations to understand how UX is one of the major determinants of a product's success, with the power to transform any business, sector, and industry in the world.

As consumer trends continue to evolve rapidly, keeping up with expectations has been a tough challenge for businesses across various industries, especially for retail. UX methodologies are being used by companies to create a welcoming and attractive environment and allow them to observe user patterns and then display products according to their preferences.

Retailers online and offline are focusing on creating experiences that go beyond a single channel or interaction method. Online retailers are focusing on data and personalisation. The effectiveness of logistics and operational innovations are giving birth to new delivery methods and timelines.

The focus on visual design, user-friendly websites, easy check-outs, and user-centric retail experience has made it possible for retail companies to offer positive customer engagement. Retailers who have understood their core consumers and have evolved with them are more successful compared to those who have gone digital as followers. Virtual reality and metaverse is another aspect that retailers cannot ignore. Although still in its early stages, by 2025, it is slated to impact 18% of the consumer's journey by being part

Loyalty programmes that are seamlessly weaved in the

customer's journey are already showing positive impact on the industry. Starbucks has increased its' consumer base by 14% in US alone with its Loyalty Programme within the first year of its launch. A study by Boston Consulting Group confirms that any strategic loyalty programme that is carefully aligned with customer journey can increase the customer base by 10-15% for any retailer.

In the healthcare industry, the quality of care that patients receive is of immense importance. A sector that has been need-based and usually has users that are in a vulnerable state of mind was often neglected either because of the state of these users or the monopoly this industry enjoyed. But recently, the state of the user has become the catalyst in its transformation.

Estimated investment in the healthcare industry for IT services, AI and CX will reach \$34 billion by 2025. In the MENA region, 7 out of 10 healthcare brands are currently engaged in a CX transformation initiative. Designers have been able to create user-friendly mobile applications, websites, and digital platforms that have enhanced user, patient experience. Many hospitals maintain large databases with electronic health records that have patient information allowing for predictive and more personalised

Artificial intelligence, data, and cross-sector integrations are key trends in the industry that will lead the future to make patients' experiences better. Better designed interfaces and systems that allow them to easily share health records with other hospitals, enable predictive disease control and prevention,

KEY TAKEAWAYS

- As the world becomes more user-centric, technology will continue to evolve to facilitate better experiences for the end-user.
- It is critical for companies to focus their efforts on improving the user experience which will in turn lead to more sales.
- Amazon reduced friction in the reordering process and gained thousands of new clients.
- Airbnb realised that millennials love traveling in groups and introduced a group planning experience, which became widely popular.
- It took long for organisations to understand UX is one of the major determinants of a product's success.
- Starbucks has increased its' consumer base by 14% in US alone with its Loyalty Programme.

integrations with wearables and other start-up tech is fast getting mainstream.

Another trend is a more inclusive approach where we are seeing more health applications replacing medical jargons with colloquial terms for individuals to understand their conditions better. In the region, the public sector and regulatory bodies are pushing for unified patient experiences across all health facilities and the use of data is on the rise.

The banking sector has seen the rise of fintech start-ups mainly in the crypto space and trading. These new-age start-ups and trends are pushing conventional banks to shed their legacies, regulations, and fascination with somewhat misplaced security concerns. According to a IPSOS study, 94% of the banks believe their competition now is with fintech start-ups, not just with financial institutions. Digital banks are mainstream and visiting a branch is a thing of the past. However, customer, user driven transformation is still a challenge.

A recent IBM survey of C-suite officers found that customers only come second to the C-suite in terms of how much influence they have over the strategic direction of a company. The same IBM survey showed that over 400 million users now rely solely on mobile banking for their day-to-day banking needs.

Data-led personalisation and artificial intelligence are key future trends for this sector. Similar to the telecommunications industry 10 years ago, the differentiation between banks is no more a feature, rates or channels race, but to provide a more personalised, seamless omnichannel experience while keeping up with fintech and the expectations set by them.

The real estate industry is one of the largest industries in the world. The documents and processes involved in this market make every transaction complicated. Coupled with that, miscommunication is another challenge. UX has made the discovery of a potential customer's next purchase or rental much easier. Accurate locations, virtual views, 360-degree guided tours, followed by easier, more secure, and virtual paperwork.

Many websites and applications allow thousands of individuals – both buyers and sellers – to discover, book, purchase, and interact in a much better way. To ease the process for buyers, organisations have started virtual tours, easily book an online appointment with an agent and discuss everything.

Focusing on improving user experience can help increase sales and brand loyalty. Post-purchase experiences have evolved as well. Property management, maintenance tasks, support, and legal matters are all more digital and the typical brick-andmortar industry is more digital today than ever before.

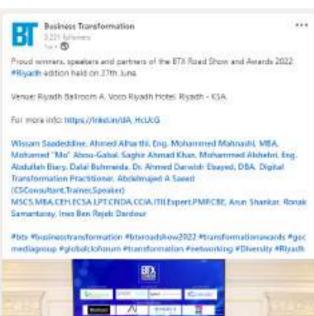
As the world becomes more user-centric, technology will continue to evolve to facilitate better experiences for the end-user. No matter how good the product is, if the users are not satisfied with the process, it is unlikely for them to become a repeat customer. Hence, it is critical for companies to focus their efforts on improving the user experience which will in turn lead to more sales.

Amazon reduced friction in the reordering process and gained thousands of new clients, Airbnb realised that millennials love traveling in groups and introduced a group planning experience, which became widely popular.

Today, forward-thinking organisations continue to optimise their processes to make every interaction internally and externally convenient and user centric as consumerism is a trend which is here to stay regardless of the industry.













Dr. Ahmed Darwish Bisayeri. DBA, Digital Frantformation Practitioner: Head of Digital Dalwey, Bank Albitad speaks on Opportunities and Duruptine technologies in regional BPS: sector at The BTX Read Show and Awards 2022 #KSA edition.

Venue: Ryach Batroom A. Voco Riyadh Hotel Riyadh - KSA.

For more into: https://www.litenhoscoom/

Anin Shankar, Ronak Samantaray, Ines Ben Rejeb Dardour

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Mahamed "Mo" Ahou-Gabai has been presented with the prestigious Top Solution Awards 2022 at The ETX Road Show and Awards 2022 #KSA edition.

Venue: Riyadh Baliroom A. Voco Riyadh Hotel, Riyadh - KSA.

For more info. https://www.btoncec.com/

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Business Transformation

BTX KSA Silver Partner Zscaler's Wissam Saadeddine. Regional Director, on how security architecture enables digital transformation at the BTX Road Show and Awards 2022 MKSA edition.

Venue: Riyadh Baliroom A. Voco Riyadh Hotel, Riyadh - KSA.

For more info: https://www.btxshow.com/

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Ahmed Alberth has been presented with the predigious Top Elecutive Awards 2022 at The STX Road Show and Awards 2022 WISA ecition.

Venue: Riyedh Beliroom A. Voco Riyadh Hotel, Riyach - KSA.

For more info: https://www.bbahaw.com/

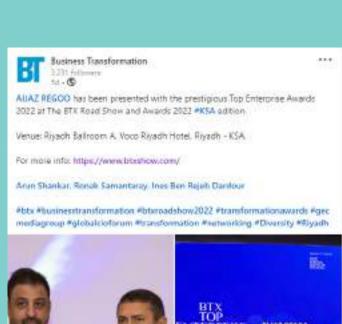
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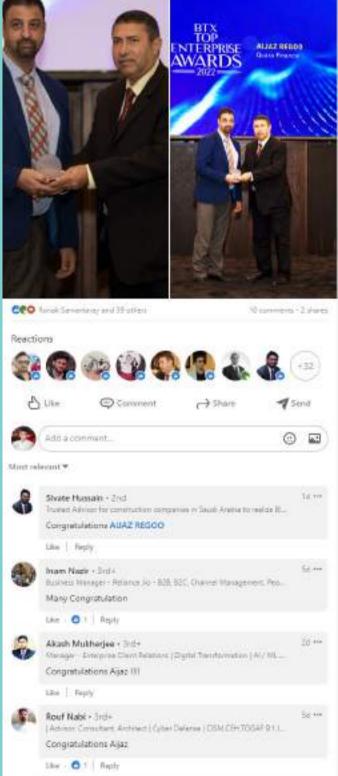
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Held Under the patronage of the Frivate office of H.H. Sheich Mohamed Bin. Ahmed Bin Hamadan At Nahyan.

Ellis Wang Board of Ecocutive & Advisory Team of The Private Office of Sheikh Speed Bin Ahmed Al Maktouri shared his expense on The Digital Strategy and Leadership for Metaverse eCommetoe at the ETX Road Show and Awards 2002 foliable edition today.

Venue Shangri-La Dutiai Sheikh Zayed Road, Dutiai-UAE, AL Nojoum Ballroom.

For Live streaming https://heid.in/dywc3nyR

For more info: https://www.lstashoss.com/

Boriak Samantaray, Anathree Divit, Arun Shankar, Inex Ben Bejeb Dandour

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Held Under the patronage of the Private office of H.H. Sheith Mohamed Bin Ahmed Bin Homodan Al Nahyan.

Nichemb P. Froduct Manager-Logitech Enterprise Video Conferencing, Americal, gave a technology conducted a highly interesting session at the ETX Road Show and Awards 2022 Fibitial addison today.

Venue: Shangri-Le Dutse, Shelidi Zeyed Road, Clubai-LIAE, Al-Nojoott Baltroom.

For Live streaming: https://lekd.in/dywclinyR

For more infor https://www.btoshow.com/

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TRENDING



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Safy Harby: Regional Sales Manager, Enterprise Zscaler spoke over "Enable and accelerate your digital transformation journey with Zero Trust" at the STX Road Show and Awards 2022 Arbitist addition today.

Venue: Shangri-La Dubai, Shalibi Zayed Road, Outrai-UAE, AL Nojoom Ballisoom,

For Use streaming: https://lnkd.in/dywclnyk

For more info: https://www.titoshnes.com/

Ronak Samantaray, Anushree Dixit, Anan Shankar, Iney Ben Rejeb Dardour

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Ker Mass has been presented with the prestigious Top Executive Awards 2022 at. The ETX Road Show and Awards 2022 #Bullial edition today.

Venue: Shangri, La Dubai, Sheikh Zayed Road, Dubai-UAE AJ, Nojoom Balkoom.

For Live streaming, https://kilod.in/dywc.linyft

For store infor https://www.blochow.com/

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Michamed Salem + Stutt

Business Development Manager at MELAAHA DRONES.



Held Under the petrorage of the Private office of HU4. Shelift Mohamed Bin Ahmed Bin Hameden Al Nebyen.

Node Crostine-Foy, Ken Maco, Susuanto Chaudhari, Pransy Sherma to por an expert penel discussion on the Weneging the cost of a business transformation journey and the EDL of the project in The EDL Stad Show and Transformation Awards 2022 #Debail edition at Shangh-Le Dubai. Sheikh Zaped Road. Dubai-UAE. At Report Editors on 20th June 2022.

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Click have for Registration - https://linkd.in/dM2+HKPG

For more info: https://www.btushow.com/

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Halid Under the patronage of the Private office of H.H. Shelith Mohamud Bin. Ahmod Bin Hamadan Al Notigan.

Romal Samantaria, CEO and Co-Founder, GEC MEDIA GROUP entended warm neutrons to the chief quest and all the delegates for youning the ETX Road Show and Awards 2002 Adultura edition today.

For Line preparing https://lokel.in/byvechryR

For more info: https://www.litixshow.com/

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Business Transformation

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1 day left?

Held Under the patronage of the Private office of H.H. Sheikh Mohamed Bin Ahmed Bin Hamadan Al Nahyan.

Create a powerful mark through the BTX Road Show & Awards 2022 PDubai edition with His Excellency Ahmed Elmetwally, Nicheesh P., Srinnasa N., Sally Harby, Ullian Rao (والمس واله المسلم), Varun CISM, CISSR CEH, ISO LEAD AUDITOR, GMON, PADAM KAFLE, Ellis Wang, Saleem Albloothi, Neale Croutear-Foy, Ken Mass, Sunando Chaudhuri, Pransy Sharma, Saleem Ahmed, Sana Choyakh, Vasmin Alrawi, Dr. Athra Sultan Alawari, Seham El Behissy, Sheeba Hasnain, Shahab ud din, Bader zyeuud, Zahoer Shalih, at Shangn-La Duboi, Sheikh Zayed, Road, Dubai-UAE, AL Nojoom Ballroom.

Date: 29th June 2022

Click here for Registration - https://lnkd.in/dlM2rHKPG

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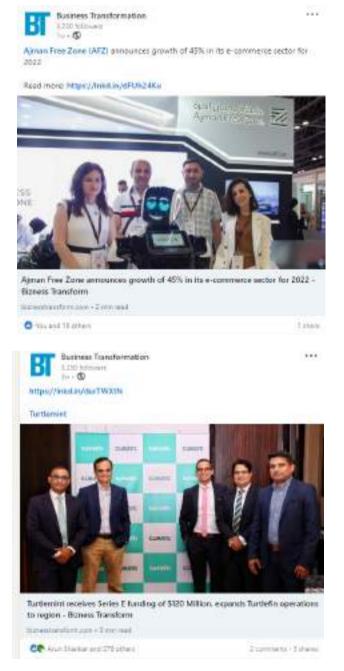


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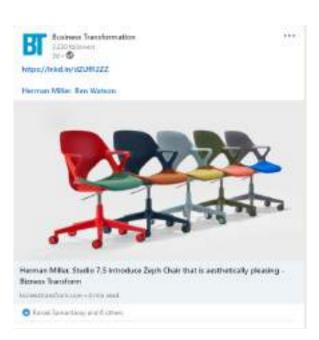
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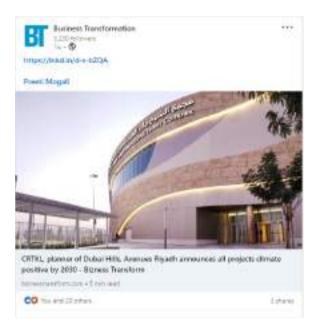


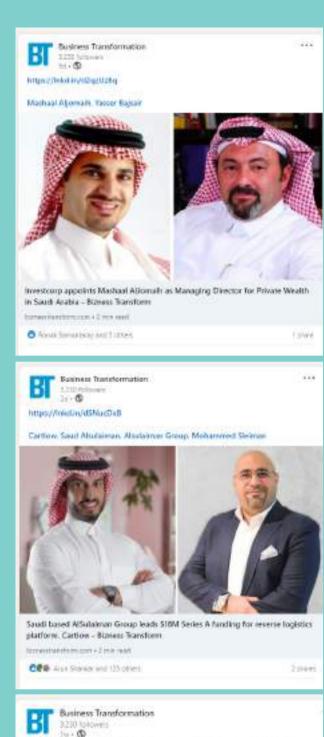


Ajman Free Zone amounces growth of 45% in its e-commerce sector for 2022-Burest Transform

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Papaya Global joins UAE-II. Tech Zone to offer its SaaS portfolio including diversity dashboard

Read more https://intof.in/gfGLliG-c

Eyeat Guez, Amit Yampolsky



Papaya Global joins UAE-IL Tech Zone to offer its SaaS portfolio including diversity dashboard - Bizness Transform

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SPECIAL FIFA WORLD CUP CHARTER FLIGHTS, DUBAI TO DOHA



DC Aviation Al-Futtaim announced it is offering special charter flights from Dubai for 2022 FIFA World Cup, for fans heading to Doha. The round-trip flights to the biggest sporting spectacle in the world which starts on November 21, offer fans an opportunity to see their favourite teams in action.

The special charter flights can accommodate varying group sizes from individuals, families, groups of friends or corporates looking to entertain their VVIP clients and partners and arrive in Doha for the matches in style. Adding to the experience is 1,300 sqm of exclusive lounge area.

DC Aviation Al-Futtaim is a joint venture between Stuttgart based DC Aviation GmbH, and Dubai-based Al-Futtaim. DC Aviation Al-Futtaim operates out of Al Maktoum International Airport located at Dubai South with two dedicated hangars.







SAUDI-ATHLETE NELLY ATTAR PARTNERS WITH BATEEL

Bateel has partnered with Saudi-raised athlete Nelly Attar, as she scales the world's second-highest mountain, K2 in Pakistan. A thriving fitness and wellness advocate, the brand's synergetic partnership with Nelly strengthens the concept that fitness and healthy nutrition go hand in hand.

Nelly has climbed 16 peaks across the world, including Mount Everest in 2019 and four out of the Seven Summit challenge. She has also completed numerous marathons, triathlon races, and dives across the globe.

Bateel supports Nelly's nutritional requirements during her intense preparation and training programs and later throughout her climb to summit K2.

An all-natural superfood, dates are rich in nutrients, fibre, antioxidants, and essential minerals crucial for athletes. A small serving of just three dates contains almost 25% of the recommended daily fibre intake, along with a rich source of dietary minerals that support the body's functions and maintain optimum blood pressure.

Compared to other fruits, dates contain more natural antioxidants, which improve overall digestion and reduce inflammation, aiding in long journeys and challenges.

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GETTING ANYWHERE IN THE WORLD WITH 3 WORDS

Defender 130 features a larger 11.4-inch Pivi Pro touchscreen as standard following its introduction on Defender 90 and 110 V8, allowing enhanced control over the vehicle's core functions. The curved glass interface provides fast functionality and is responsive as soon as the vehicle is started, with a simple menu structure and Software Over The Air capability so it is always up to date. Drivers can personalise the three-panel layout to suit their preferences and most-used functions. The intelligent system is capable of learning habits and will adapt accordingly, such as suggesting navigation guidance at the beginning of a recognised commute, while also reducing the number of audio instructions via Smart Voice Guidance in familiar surroundings.



Wio Bank appoints HE Salem Al Nuaimi as Chairman of Board, Jayesh Patel as CEO





(Left to right) Jayesh Patel and His Excellency Salem Rashid Al Nuaimi, Chairman.

Wio Bank PJSC, established recently in the UAE, announced the appointment of His Excellency Salem Al Nuaimi as Chairman of the Board and Jayesh Patel as Chief Executive Officer. The leadership appointments follow the license approval by the Central Bank of the UAE.

His Excellency Al Nuaimi will bring a wealth of financial industry expertise to Wio through holding several leadership positions at high profile organisations, including serving as board member of ADQ and Managing Director of Abu Dhabi Pension Fund. He was previously Chairman of SEHA – the Abu Dhabi Health Services Company and has held board positions at NYSE-listed AerCap Holdings NV and NASDAQ-listed oil and gas services firm National Energy Services Reunited Corporation.



Ahmed Boshnak, previously MD Emaar Economic City, moves to Bain & Company Saudi as Partner

Bain & Company announced the appointment of Ahmed Boshnak as its new Partner and Office Head of Bain in Saudi Arabia. In his new role, Boshnak will be responsible for overseeing the day-to-day operations of the Bain office in Riyadh and providing strategic leadership to help deliver positive results in the KSA market.

Boshnak, a Saudi national, brings more than 20 years of professional experience in strategy consulting, financial services, and venture capital. He returns to Bain & Company where he had previously served between 2010–2013, advising clients on strategy development, performance improvement, as well as organisation governance.



CEO of Dubai Blockchain Centre, Dr Marwan Alzarouni joins Everdome as Official Advisor

Everdome, the most hyper-realistic metaverse, announced the appointment of Dr Marwan Alzarouni as its Official Advisor. An internationally recognised blockchain technology advocate, Dr Alzarouni joins the team at a critical time ahead of the first of Everdome's three-phase launch.

Dr Alzarouni is renowned for his work as the CEO of Dubai Blockchain Centre, and also serves as Managing Partner at innovation consultancy Accelliance. Given his extensive expertise in the field, he was chosen to head the Digital Asset Task Force, a research and advisory team that reports to Dubai Future Council for Blockchain.



Amr Nosseir joins global investment firm, Clayton, Dubilier & Rice, as Senior Advisor

Clayton, Dubilier & Rice, a global private investment firm, announced that Amr Nosseir, who has spent the past 30 years working closely with sovereign wealth funds, pension funds, and other institutional and non-institutional investors across the Middle East, has become a Senior Advisor to the Firm.

Amr Nosseir will focus on reinforcing ties with existing limited partners and establishing new, trust-based relationships with investing organisations and families.

Matt Carstens joins Amana Capital as Director Product Experience, Justin Biebel as Director Product Implementation



(Left to Right) Justin Biebel and Matt Carstens.

Amana Capital, an online trading specialist in the MENA region, announced two new appointments to its product leadership team to bring a world-class user experience to Amana's customers in line with the company's digital transformation. The firm has named tech veteran Matt Carstens as the new Director of Product Experience and Justin Biebel as Director of Product Implementation.

Matt Carstens will lead the Amana app's product functions and design, making sure the app is easy to use and includes innovative tools compelling to customers. Matt brings to Amana over two decades of cross-industry expertise, grounded in a strong entrepreneurial and commercial track record.





Scott Bond joins MENA Property Finder as UAE Country Manager, Sevgi Gur as CMO

Property Finder, MENA's proptech company, announced two senior appointments to support the company's growth and strengthen its positioning. Scott Bond joins as UAE's Country Manager and will be responsible for architecting the UAE commercial strategy and leading the UAE sales team. Sevgi Gur, on the other hand, joins as

Chief Marketing Officer and is responsible for the company's brand communication and marketing strategy. As an industry veteran, Scott Bond brings over 16 years of sales leadership experience having worked previously at US-based real estate portal, Zillow Group. At Zillow, Scott served as General Manager in the Premier Agent business where he worked on numerous programs designed to improve transparency and transaction time for agents. Scott's previous role was as Senior Director of Sales and Customer Service, where he built the national sales team for Zillow Offers. Prior to Zillow, he spent ten years in the broadcast media business in various sales leadership roles.



Andrés Cassinello Herrera to lead JP Morgan Private Bank's equity solutions in MENA

JP Morgan Private Bank expanded its award-winning advisor team by appointing Andrés Cassinello Herrera as Senior Concentrated Positions Specialist in London. Cassinello Herrera will lead the Private Bank's strategic equity solutions in Europe, Middle East and North Africa, with a specific focus on providing advice and solutions to Private Bank clients with concentrated equity positions. This includes delivering bespoke solutions through which a client can diversify, hedge monetise or finance concentrated exposure.



Joy Dabeet moves from Amazon to Amana Capital as Chief Marketing Officer

Amana Capital, MENA's online financial trading firm, announced the appointment of Joy Dabeet as its new Chief Marketing Officer. Leveraging her experience, Dabeet will spearhead marketing, comms, product innovation, advertising as well as the brand's digital marketing initiatives. She will also be responsible for developing and executing strategies that build Amana's position as a digital trading firm and will partner closely with the operations team to drive sales.

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2022 ROADSHOW

JULY-NOVEMBER 2022

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Ghana Hong Kong India Indonesia Italy Ivory Coast Japan KSA Kuwait Mauritius Malaysia Morocco Nigeria Oman Pakistan Phillipines Qatar Russia Singapore Slovenia South Korea South Africa Spain Srilanka Switzerland Tanzania Thailand Tunisia Turkey UAE Uganda UK USA Vietnam

40

Germany

4000 c-level execs 300+

200+
EXHIBITORS

