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# BUSINESS TRANSFORMATION

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THE CHANGE TO FUTURISTIC BUSINESS



## EXECUTIVE STRATEGIES AND LEADERSHIP CHALLENGES

Strategic leadership is essential to the success of any organization. Achieving desired results requires a combination of vision, challenging, innovative and problem-solving skills.



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## A FRESH PERSPECTIVE ON TRANSFORMATIVE STRATEGIES

Welcome, esteemed readers, to yet another captivating edition of our monthly publication. It is with great pleasure and excitement that I extend my warmest greetings to you all. As we delve into the realms of business transformation, this issue

promises to provide invaluable insights into the ever-evolving landscape of executive strategies, leadership challenges, and the power of effective decision-making.

In today's fast-paced and dynamic business environment, the need for transformation has become an imperative. Embracing change and adapting to new technologies and trends have become the defining factors for sustainable success. Throughout this issue, we have carefully curated stories that highlight the profound impact of transformative strategies on businesses of all scales and industries.

Moreover, I am thrilled to share with you the advent of The World CIO 200 tour, which commenced in June and is set to tour 50 countries in July and August. This grand event will culminate in a remarkable Grand Finale in Baku, Azerbaijan, this September. The World CIO 200 tour stands as a mirror reflecting the essence of modern business leadership, where Chief Information Officers (CIOs) are rising in power as influential decision-makers.

As technology continues to shape our world, the role of CIOs has evolved, expanding beyond mere operational responsibilities. Today, they are at the forefront of strategic decision-making, playing pivotal roles in driving innovation and transforming businesses into agile, tech-driven entities. The World CIO 200 tour will showcase the remarkable achievements of these visionary leaders, shedding light on their accomplishments and the impact they have on their respective organizations and industries.

Embedded deeply within the stories featured in this month's issue are the experiences, challenges, and triumphs of exceptional leaders who have embraced business transformation. These narratives offer valuable lessons, inspiring us to reimagine our approaches, adapt to change, and unlock the full potential of our organizations.

I hope you enjoy reading the rich content of this edition, explore the transformative journeys of remarkable individuals, and gain fresh perspectives on navigating the ever-changing business landscape.

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# DRIVING PERFORMANCE AND PRODUCTIVITY

WaveRouter is the industry's first purpose-built router for the converged metro designed to support the growing demand for high-bandwidth services like 5G, high-speed broadband, enterprise business services, and cloud. It meets the rigorous demands of metro networks by bringing together the best of platform architecture, transport technologies, and software to eliminate trade-offs in space, power, cooling, and scalability.

**U**nlike other metro routing platforms, WaveRouter is optimally designed to scale and evolve via an extensible and flexible converged architecture, across multiple dimensions—routing, optical, and compute.

WaveRouter features a unique, extensible router switch fabric for in-service hardware upgrades without performance degradation, making it possible for service providers to scale as they grow so they don't have to make capacity deployment decisions upfront. It also utilizes industry-leading WaveLogic coherent optics which allow service providers to integrate the latest coherent advancements without having to perform forklift upgrades. With WaveRouter, service providers can manage IP and optical network services in a single interface, reducing operating costs and driving optimal network performance and growth.

## WAVEROUTER, FEATURING THE BEST

Legacy and current router platform architectures are not designed for the demands of metro networks—in many cases forcing operators to sacrifice in the areas of scalability, operational simplicity, and sustainability. They have trade-offs that can lead to mixed business results such as decreased return on investment (ROI), increased total cost of ownership (TCO) (capex, opex), or limited sustainability:

- Chassis: Limited by backplane, heat and power, space, and multi-chassis extensibility
- DDC: Low sustainability, energy efficiency, and operational efficiency

- Leaf-spine: Operational complexity and inability to cost-effectively grow in some situations

Whereas WaveRouter is an innovative platform architecture that doesn't have a direct competitive solution. It features the best aspects of traditional chassis and leaf-spine for increased sustainability, higher ROI, and lower TCO:

- Chassis: Housing with common fan and cooling; N+1 power
- Leaf-spine: Distributed, disaggregated, and extensible fabric; server-based clustering for control plane
- Transport: Continuously evolve to industry-leading coherent optics to deliver the highest capacity at the lowest space, power, and cost

Software for programmability and scale:  
Routing and operations, administration, maintenance (OAM); multi-layer network intelligence

## TOWARDS SUSTAINABLE GOALS

WaveRouter is a sustainable and flexible solution that does not compromise performance. Legacy telco offices generally have controlled environmental constraints. WaveRouter's distributed housing and footprint-efficient design improve thermal flexibility, enabling it to overcome space and power constraints. It is also highly adaptable, allowing for deployment in non-adjacent racks/rows, and it uses front-to-back air-cooling efficiency to overcome thermal limitations. The solution's angled faceplates enable the use of low-cost, industry-standard Direct Attached Copper (DAC) cables instead of more expensive optical fabric cables. This not



**AZZ-EDDINE MANSOURI**  
General Manager, Ciena  
Middle East.

## KEY

## TAKEAWAYS

- WaveRouter features the best aspects of traditional chassis and leaf-spine for increased sustainability, higher ROI, and lower TCO.
- They help customers achieve their sustainability goals by finding the optimal balance between metro router density, power, space, and cooling.
- WaveRouter is an innovative platform architecture that doesn't have a direct competitive solution.
- Today operators in the Middle East and across the globe face three major challenge.

only reduces costs but also promotes sustainability by using zero power and being non-restrictive.

WaveRouter's shared and expandable pay-as-you-grow power distribution, port utilization, and node expansion keep TCO low and support sustainability targets by enabling the deployment of network resources when needed. Moreover, Ciena's WaveLogic performance-optimized coherent optics and footprint/power-optimized pluggables give providers the choice to satisfy all network requirements at the lowest cost with optimal space and power utilization.

Overall, WaveRouter helps customers achieve their sustainability goals by finding the optimal balance between metro router density, power, space, and cooling.

## ADVANCEMENTS AND OPPORTUNITIES

Most international service providers strive to provide their clients with networks that are quick, dependable, secure, and effective. Advances in IP/optical convergence in the metro are critical to network evolution. Continued innovation in this field is essential as the telecom industry moves massive amounts of data over 5G, between devices, and to the cloud while minimizing our carbon footprint.

WaveRouter is the next step in bringing together Ciena's Coherent Routing technology innovation with IP routing architecture, packaging them in a new platform design with Ciena WaveLogic coherent optics and advanced multi-layer coordinated control to substantially driving down the cost of networking for service

providers, while also providing new business opportunities. It addresses higher-capacity locations, enabling customers to build end-to-end network infrastructures.

## GREATER CHALLENGES AHEAD

Today, operators in the Middle East and across the globe face three major challenges:

- Unprecedented traffic demand is driven by exponential growth in broadband, 5G, and cloud-based applications
- Operational complexity caused by fragmented and time-consuming operational tools for the management of IP and optical
- Increased space, energy, and cooling costs from surging bandwidth demand are defeating sustainability aspirations

Modernization of metro networks with WaveRouter addresses these challenges by delivering:

- Powerful transport interfaces with integrated coherent optics for flexible, future-proof scale with in-service fabric expansion, optimized high-performance transport (coherent), and elastic compute
- Simplified, accelerated, and intelligent network control via Ciena's Manage, Control and Plan (MCP) for operational simplicity to optimize converged network performance
- Extensible, energy-efficient platform architecture for increased sustainability via space, power, and cooling efficiencies ■



# CREATING CHANGES AND EXECUTING STRATEGIES

Managing talent and adapting to the changes became the significant focus for business leaders all over the world. The identity of Dell Technologies and their continued focus on the people philosophy is the reason they got inspired their talent to forge ahead.

**F**or business leaders across the globe, the past years have been truly challenging yet transformative in their own ways. A Dell Technologies commissioned Breakthrough report examined these shifts and their far-reaching impact. The study revealed that while businesses achieved a lot in the last 24 months of accelerated digital transformation, the effort to reach here has taken its toll. In other words, the change has left the workforce in need of time to recharge, reflect and refine before embarking on new projects. In today's do-from-anywhere world, in addition to navigating and adapting to disruptive changes, managing talent is a prime area of concern for business leaders across all verticals.

## MAINTAINING A STRONG CORPORATE CULTURE

Developing an authentic corporate culture begins at the top. Leadership teams must be fully committed to ensuring they are aligned and invested in upholding the company's core values. Only then can the organization's culture permeate through its policies, practices and behavior to inspire and create value for customers, communities and its people.

Leaders are instrumental in fostering a culture of innovation and preparing the organization to be the disruptor rather than the disrupted. A KPMG study estimates that decisions, guidance and behavior of leadership account for 70 percent of the impact on culture, while elements such as training and engagement programs account for the rest.

At Dell Technologies, our Culture Code, developed based on the feedback received from team members across the globe, defines who we are, describes what we believe, and sets clear expectations for how we work and lead. It is our company's identity and cornerstone, and our continued focus on our people philosophy is how we inspire our talent to forge ahead.

## CHALLENGES AND SOLUTIONS

A unique scenario that stands out was during the COVID-19 pandemic when I had to lead my team through uncharted waters. With the prevailing uncertainty, maintaining productivity levels, open communication channels and ensuring the overall well-being of my team was crucial. Our people-centric culture, however, proved instrumental and helped us tide through. Regular check-ins, flexible hours, and support, where required, enabled us to adapt and successfully define a new work environment together.

Inclusion and diversity are integral to my leadership strategies. At Dell, we encourage a culture that values and celebrates diverse perspectives and experiences. Within the Gulf markets, I work with a multi-cultural team who are passionate and brings new perspectives and ways of working. Together we are guided by our purpose and strategy to drive human progress and make a real impact in the lives of our partners and customers.

## LEADERSHIP SKILLS, STEPS AHEAD

At Dell, we offer dedicated high-level training for talent across all levels. Our team members



**HAVIER HADDAD**  
General Manager – Gulf  
Dell Technologies

**KEY**

**TAKEAWAYS**

- Leaders are instrumental in fostering a culture of innovation and preparing the organization to be the disruptor rather than the disrupted.
- Empathy and trust have become the new currency in the corporate world.
- Dell encourages a culture that values and celebrates diverse perspectives and experiences.
- They offer dedicated high-level training for talent across all levels.

receive ample opportunities to develop and demonstrate their leadership skills and take control of their career progression. For instance, our award-winning Employee Resource Groups (ERGs) are communities within Dell Technologies where team members with common interests or backgrounds come together to connect, develop new skills, and directly impact the business and their communities. Over and above this, we are committed to offering our talent unparalleled career growth through mentorship, training, recognition and new growth opportunities.

**GROWING CHANGES AND TRENDS**

Industry events and conferences offer great insights into global trends and their influence on the regional market. Today's multiple digital platforms are also crucial to network and connecting with like-minded professionals and stay on top of market shifts. Within Dell, we have dedicated teams offering exclusive insights into our highly competitive and fast-changing digital economy. These interactions and market intelligence are invaluable and a must in every leader's arsenal.

Empathy and trust have become the new currency in the corporate world, especially when attracting and retaining customers and talent. Today's C-suite executives owe it to their teams to uphold the highest standards of integrity and deliver impact across all aspects of a business. As a leader, therefore, it is essential to lead by example and celebrate our differences. The leadership teams must be dedicated to ensuring that they are contributing to upholding the company's core values. ■



At Dell, we encourage a culture that values and celebrates diverse perspectives and experiences.





# HOW IS DIGITAL TRANSFORMATION CATALYSING THE ON-DEMAND ECONOMY?

Digital transformation plays a major role in driving operational excellence, data-enabled adaptability and improved customer experiences across the on-demand economy.

**B**y identifying novel ways to meet customers' requirements in the most efficient and cost-effective way possible, on-demand economy has completely reshaped the face of food delivery, fast-moving consumer goods, transportation and home services.

Digital transformation has become synonymous with the on-demand economy, allowing users to engage providers without the need for person-to-person interaction – a trend that has gained significant traction in the Middle East and North Africa (MENA). The region's e-commerce market hit \$37 billion in 2022, according to data published by EZDubai E-Commerce Zone. The fact that this figure is on course to reach \$57 billion within the

next three years suggests that – when it comes to digital transformation within the region's on-demand economy – all are witnessing the tip of the iceberg.

But how exactly are advanced digital capabilities catalysing growth within the on-demand economy?

## SEAMLESS OPERATIONS

One of the most noticeable ways in which digital tools are facilitating change relates to operational excellence. For example, artificial intelligence (AI) is enabling on-demand service providers to automate a broad range of activities, from distribution and scheduling to billing and customer feedback. The upshot is a reduced requirement





## MAYUR BOMMAI

Co-founder and  
Chief of Global Logistics  
Laundryheap

### KEY

### TAKEAWAYS

- Digital transformation has become synonymous with the on-demand economy.
- Operational improvements appear to be having a positive financial impact across Gulf states.
- Today's service providers are able to tap into a wealth of rich data.
- The most important way in which digital transformation is changing the on-demand economy relates to the customer experience.

for manual intervention, saving time, minimising mistakes and boosting efficiency.

The rapid adoption of mobile technologies is also playing a crucial role in this respect, all but removing barriers previously associated with location. Need to order a cab from the desert? No problem. Want to have lunch delivered to you and your family at the park? Not an issue. Looking for someone to collect your dry cleaning from your home or hotel? Simply open the Laundryheap app.

Operational improvements also appear to be having a positive financial impact across Gulf states. The digital economy of the UAE, for instance, is expected to hit \$140 billion by 2031, according to Seed Group. Thanks to on-demand providers' sustained investment in digital capabilities, the operational challenges of the past no longer pose an obstacle to delivery, resulting in a more flexible, accessible and efficient service economy than ever before.

### DATA-ENABLED ADAPTABILITY

Today's service providers are able to tap into a wealth of rich data, meaning they can gauge business performance in real time.

Platforms like Laundryheap are going to great lengths to capitalise on this information, using cutting-edge analytics to inform both our day-to-day operations and long-term business strategy. This allows everyone to pivot quickly to market changes, ensuring all continue to exceed the expectations of users.

Data also plays an essential role in informing marketing activities, enabling to maximise the reach among those who are best placed to benefit.

The lessons all learn from these activities feed into a virtuous cycle, wherein all can track the growth of their customer base, monitor demand across multiple demographics and use these insights to communicate with prospective users more effectively.

### EXCEPTIONAL CUSTOMER EXPERIENCES

Arguably the most important way in which digital transformation is changing the on-demand economy relates to the customer experience. Unparalleled connectivity, 24/7 access to support and continuously evolving digital capabilities are converging to create previously unimaginable levels of service.

The leading providers are working to create one-stop 'super apps' that cater to all their customers' needs in one place. What's more, forward-thinking organisations are using AI and data analytics to raise the bar without placing the burden on customer service agents. Hyper-connected platforms also make it easier for users to provide feedback, allowing providers to continuously hone their offerings and cater to the ever-evolving needs of their client base. This approach has been intrinsic to their ability at Laundryheap to meet customers' needs and expectations.

When one considers how far their capabilities have progressed, it's difficult not to get excited about the future. The formidable John F. Kennedy once said, "Change is the law of life and those who look only to the past or present are certain to miss the future". Together with the team, looking forward to operating at the forefront of this transformation as the team makes further contributions to the evolution of the digital economy across the Middle East and beyond. ■

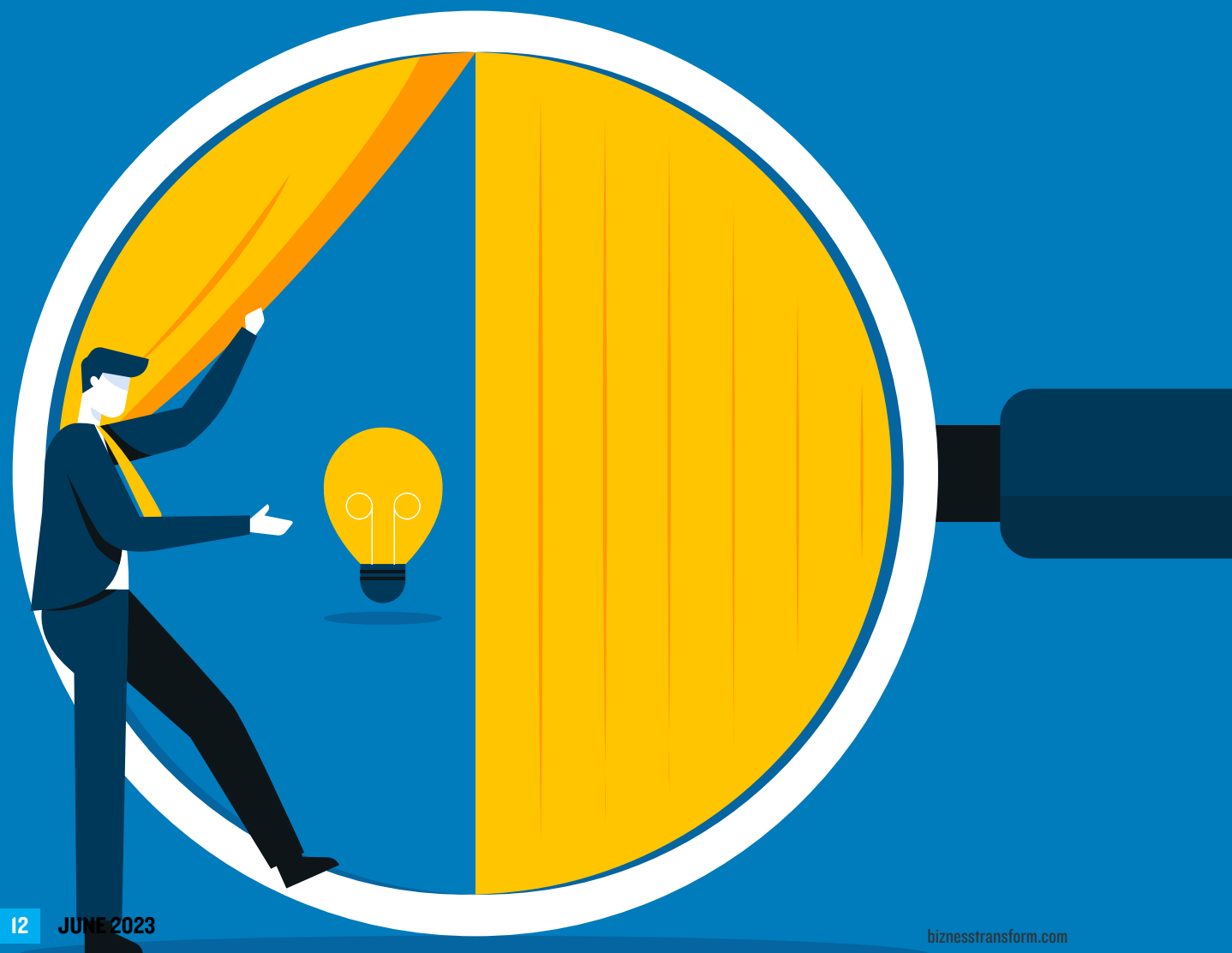
# FUSING BUSINESS AND TECHNOLOGY: CO-CREATING VALUE

Sav is the future of personal finance in the Middle East and Africa. Their AI-driven platform is disrupting the market with hyper-personalized money management, automated savings triggers, and rewards across leading brands. Their goal is to empower emerging affluents to achieve financial freedom with an ecosystem of tailored financial services and merchants, putting savings and debt-free living at the forefront of personal finance.

**T**he current startup ecosystem in the UAE is thriving. The country is a powerhouse and provides incredible support to entrepreneurs who are building businesses that create long-term impact and value for their users. They are thrilled to be

accelerated by Microsoft and Mohammed Bin Rashid Innovation Fund.

In today's fast-paced and highly competitive business environment, technology plays a critical role in driving business growth. Technology has the potential to transform the way businesses





## PURVI MUNOT

Director and CEO  
Sav Technologies Limited

### KEY

### TAKEAWAYS

- Technology has the potential to transform the way businesses operate, communicate, and serve their customers.
- For Sav digital means an unwavering commitment to the customers.
- Sav are using AI for Fraud Detection and Prevention to identify anomalies that indicate fraudulent activities.
- Sav's vision for 2023 is to build an AI-led ecosystem of financial products.

operate, communicate, and serve their customers. By leveraging the power of technology, businesses can streamline their operations, improve efficiency, and create new revenue streams.

Technology can automate repetitive tasks, freeing up employees to focus on more strategic initiatives. This can result in increased productivity and efficiency, leading to higher profitability.

It can be used to improve the customer experience and can help businesses attract and retain customers.

It enables new business models to create new revenue streams and expand the customer base. Overall, the strategic use of technology can help businesses drive growth, stay competitive, and create value for their customers.

Sav is a digital-only organization. For them, digital means an unwavering commitment to the customers. The digital-first approach means that all of the products and services can be accessed online, through a user-friendly platform that is designed to be easy to use and understand. However, it doesn't end there. Sav is also leveraging cutting-edge technology to drive financial inclusion and create a more equitable financial system for all. With features like instant payments, goal-based saving, and real-time budget tracking, Sav is designed to make managing finances simple and stress-free.

They are using AI for Fraud

Detection and Prevention to identify anomalies that indicate fraudulent activities.

Chatbots and Customer Service: Building AI-powered chatbots to provide 24/7 customer service to users, enabling to quickly and efficiently handle customer inquiries and support requests.

Risk Management and Compliance: Plan to build AI algorithms to monitor financial transactions and identify potential risks, enabling to ensure compliance with regulations.

They believe that AI has the potential to transform the fintech industry, and it will enable companies like Sav to provide more efficient, accurate, and personalized financial services to users.

Sav's vision for 2023 is to build an AI-led ecosystem of financial products that are relevant to the users across Middle-east and Africa. They intend to impact 10 Mn lives in the next 5 years and influence savings-led purchases. Reduced debt burdens will build more robust economies and increase household savings. Being a digital-only app, technology will help to improve productivity and enhance CX and customer service. ■



# 4 WAYS DIGITALIZATION IS TRANSFORMING PROFITABILITY IN THE CHEMICALS INDUSTRY

The worldwide chemicals industry is undergoing a period of rapid change. Global supply chain disruptions have plagued chemical companies. Meanwhile, governments and industry organizations continue to adopt ever-stricter environmental regulations, which presents chemicals manufacturers with a moving target as they strive to stay ahead of new sustainability mandates.

**W**hat's more, a retiring workforce invites the possibility of a shortage of skilled labor, forcing companies to find new ways to transfer institutional knowledge and train new workers. In short, the chemicals industry will need to surmount many hurdles in the coming decades, and the stakes have never been higher.

Fortunately, with the rapid and recent advances of industrial technologies – powered by artificial intelligence, big data, and the cloud – forward-thinking digital solutions now offer a way to overcome these challenges and improve plant profitability and sustainability.

## DIGITIZING YOUR PLANT

By digitalizing work, chemical companies can drastically improve collaboration and efficiency. By enabling work in a digital environment, workers can complete tasks from anywhere in the plant, at different sites, or in remote locations, so operators can accomplish more than ever before. They can use the time to drive continuous improvements as opposed to merely solving problems, which increases overall efficiency and helps companies build resilience.

Not only do digital tools enhance enterprise-wide collaboration, but they can seamlessly unify operations and supply chains, thereby opening new pathways for information flow and breaking down silos.

These new ways of working, based on common data platforms and global visibility, help companies become more profitable and increase sustainability.

## SHORTENING ENGINEERING CYCLES

Modern digital engineering and simulation tools in scalable architectures let engineers

collaborate on the same designs at the same time, promoting efficiency and eliminating rework. Cloud-enabled data makes information visible to all relevant stakeholders and gives engineers flexibility in where and how they access data. As a result, projects can be executed faster, and at lower cost and risk.

Demand shifts and market fluctuations

While market volatility, supply chain shocks, and the commoditization of products represent significant business hurdles, they are not insurmountable. With more accurate operational data and a model-driven execution process, chemical manufacturers can improve product quality, reduce waste and emissions, increase energy efficiency, and be better positioned to drive the emerging circular economy.

## DRIVING EFFICIENT OPERATIONS

With greater measures of digital agility, chemical companies can build resilience against future market disruptions, while improving efficiency. Analysts can explore optimization models with real-time reliable data sets and quickly adjust chemical operations to meet new market conditions.

## UPSKILLING, RESKILLING, AND EMPOWERING WORKERS

Workforce empowerment stands as one of the most powerful drivers of sustainable operations. An empowered, energized workforce can make impressive efficiency gains while keeping operations safe.

## BUT HOW CAN YOUR COMPANY IMPLEMENT DIGITIZATION IN PRACTICE?

Many chemicals manufacturers wonder where to start their own digital transformation journey and which steps can be quickly taken to catch up with competitors that were early adopters of digital technologies.

Six distinct, cross-functional digital initiatives



**STEPHEN REYNOLDS**  
Industry Principal– Chemicals  
AVEVA

## KEY

## TAKEAWAYS

- By enabling work in a digital environment, workers can complete tasks from anywhere in the plant.
- With more accurate operational data and a model-driven execution process, chemical manufacturers can improve product quality.
- An empowered, energized workforce can make impressive efficiency gains while keeping operations safe.
- Six distinct, cross-functional digital initiatives can define a successful roadmap for the transformation of work.

can define a successful roadmap for the transformation of work and help chemical companies address their business imperatives.

### 1. BUILD YOUR INDUSTRIAL INFORMATION INFRASTRUCTURE

Establish a solid foundation for all of your digital transformation initiatives by integrating and contextualizing all sources of engineering and operations data to centralize information and foster a data-driven decision culture.

### 2. ENABLE FULL VISIBILITY AND AWARENESS

Go beyond situational awareness by creating a multi-experience single-pane-of-glass and mobile-enabled visualization system that can break down functional work silos and speed informed decision-making by providing universal visibility, tailored to a user's specific role.

### 3. OPTIMIZE YOUR PRODUCTION AND VALUE CHAIN

Make the highest quality product at the lowest cost using AI-powered tools to enhance your operations execution, process optimization, production management, feedstock management, and supply-chain planning and scheduling capabilities.

### 4. INCREASE ASSET HEALTH AND PERFORMANCE

Improve reliability and identify areas for proactive maintenance. Tap into the power of AI for risk-based guidance to improve your asset strategy, asset analytics, and maintenance execution.

### 5. ACCELERATE PROCESS DESIGN, INNOVATION, AND LEARNING

Bring agility to the entire process and plant lifecycle of design, engineering, simulation, training, and operations, enabling the digital twin for faster innovation.

### 6. STREAMLINE ENGINEERING AND CAPITAL PROJECT EXECUTION

Break down silos between process, mechanical, and other engineering disciplines to enable seamless cloud-based collaboration across teams and unify your approach to all aspects of the engineering lifecycle. ■



# TOP FIVE CHARACTERISTICS OF SUCCESSFUL DIGITAL TRANSFORMATION LEADERS

CIOs must possess five key characteristics to lead and deliver on digital transformation.

**A**s CIOs face ever-expanding responsibilities in their roles, they must remain effective in dealing with uncertainty and change. Digital not only disrupts business, but it also transforms leadership. Gartner research shows that successful digital business initiatives demand paradigm shifts in technology leadership and new ways of thinking and approaching challenges.

## HOW TO BE A SUCCESSFUL DIGITAL LEADER: FIVE CHARACTERISTICS TO ADOPT

Business transformation can be accelerated or derailed depending on how effective leaders are at transforming themselves. Executive technology leadership must anticipate digital opportunities and threats, use technology to adapt to changing conditions and find leverage and value from disruption. To become an effective digital CIO, it is important to understand and adopt these five characteristics:

### NO. 1: NEOPHILIA: A TENDENCY TO LIKE ANYTHING NEW; LOVE OF NOVELTY

Neophiliacs are naturally curious and attracted to new things. They seek to explore and find new ways to create value.

Neophiliacs welcome varying ideas from others that shift from the past, a key component of any successful digital transformation. A neophiliac asks, “What do we want to achieve?” rather than “What have we got?”, rejecting current assumptions. The ultimate objective drives solutions to seemingly complex problems.

Effective digital CIOs also embrace innovation. They tend to have a high degree of creativity, defined as the ability to connect seemingly unrelated areas.

### NO. 2: DEVELOP NEW OPPORTUNITIES: INVENT, BUT ALSO COPY

Digital leaders don’t necessarily invent and innovate all the time. In reality, successful





**APOORVA CHHABRA**

Principal Analyst  
Gartner

## KEY

## TAKEAWAYS

- Successful digital leaders are selective, doubling down on particular areas that deliver a greater advantage, acceleration or value contribution.
- Effective digital leaders see threats that aren't necessarily distinct and make decisions while maintaining a clear vision of their industry's future.
- Consider the logic behind the product/service's value proposition before implementing digital tools.
- Use digital to boost the value proposition.

digital leaders appreciate exactly where their organizations need to be different, where they can copy and where they should improvise.

Successful digital leaders are selective, doubling down on particular areas that deliver a greater advantage, acceleration or value contribution. In areas where they do not see any clear advantage, digital leaders are comfortable copying and improvising based on already established methods. Ineffective leaders lack focus and tend to be all over the place with innovation.

### NO. 3: PIONEER NEW OPPORTUNITIES: LOOK BEYOND INDUSTRY BOUNDARIES

This leadership characteristic is personified by what Gartner labels "digital dragons," who actively seek value beyond any specific industry and create whole new industries as they redefine value in any industry they pursue. Strategies and digital adoption plans are often made only as a result of a market disruption mindset.

Effective digital leaders see threats that aren't necessarily distinct and make decisions while maintaining a clear vision of their industry's future, as opposed to considering the industry static or unchanging.

### NO. 4: SEEK NEW VALUE CREATION OPPORTUNITIES: NEVER CONSIDER DIGITAL TO BE THE OUTCOME

Successful digital leaders understand that digital is a

means, not an end, and that simply making something digital does not necessarily increase its value. It may actually decrease it.

Digital technology tools either change the way people work or change the products and services provided, whether through extending the life cycle of a product, adding digital features or providing goods as a service.

Consider the logic behind the product/service's value proposition before implementing digital tools. Ask how the digital offering drives the business outcomes of customer centricity, greater market share and revenue enhancement. Use digital to boost your value proposition such as on-demand services, hyper personalization, dynamic pricing and real-time applications.

### NO. 5: FOCUS ON TECHNOLOGY-DRIVEN OPPORTUNITIES: GEEK OUT ON TECHNOLOGY

A successful leader possesses a deep understanding of the technology underlying their business. It's challenging to get value out of technology if you don't understand what it does or doesn't do.

CIOs need to enable a technology-enriched environment, where learning is engaging, collaborative and customized. They should follow —geek out on — technology as a passion, as well as an essential way to stay innovative and relevant in crowded and competitive business spaces. ■

# COURSERA, FROM TOP COURSES TO LEARNING OUTCOMES

Coursera has the leading position both regionally and globally in developing digital skills in every country. The learners are more likely to invest in leadership skills, like people development and leadership development.

**I**f you can step back and look at the last few years, one thing that is undergoing frequent changes is the great challenges and upcoming of different types of jobs. One will think about the drastic change in digital transformation, automation, and globalization. This transformation has

created a massive shortage of skilled workers. Every organization needs to re-skill and upskill the professionals on a global scale. Moreover, in the last six months, everybody is kind of ambitious and the rise of generative AI results in impacting a new concept of knowledge workers.





**SHRAVAN GOLI**  
Chief Operating Officer  
Coursera

## KEY

## TAKEAWAYS

- Every organization needs to re-skill and upskill the professionals on a global scale.
- The higher-skilled jobs are exposed to AI and it is also important to know how generative AI can actually impact those jobs as well.
- The shortage of skilled workers is going to get worse.
- Companies and individuals are embracing micro-credentials to train themselves for jobs.

## NAVIGATING NEW FRONTIERS

There are two interesting data points. The first one is from the World Economic Forum, the Future of Jobs Report that Coursera just published. They monitored a web on this and it forecasts that 61% of the workers require retraining between now and 2027. Two million more new technology-enabled roles will be added to the global pool at the same time. And then the second data point which is based on GPT, the University of Pennsylvania, just published this report up to 49% roughly half of the workers, would have half or more of their tasks exposed to these large language learning models. The higher-skilled jobs are also exposed to AI and it is also important to know how generative AI can actually impact those jobs as well.

## ADAPTING TO CHANGE: STAYING PRODUCTIVE

In all jobs, individuals have to keep learning in order to stay relevant in this sort of rapidly changing world. The trusted learning from best-class universities and industry will become even more important to what you trust. The shortage of skilled workers is going to get worse, because businesses will have to re-tool every part of their systems, their classes and their talent to adapt to this new technological change to stay productive and also even stay competitive. So, this means they need to re-skill and re-deploy their talent. And one of

the other key findings is the World Economic Forum, the Future of Jobs Report, what employers are now saying, what they need to prioritize or put greater emphasis is on human skills.

## EMBARKING NEW JOURNEY

Skill-based hiring and skill-based development becomes even more interesting and crucial. In fact, Coursera found that learners without degrees are able to develop these entry-level jobs that are relevant to critical skills. That's a major finding that unlocks the major potential because now you can actually invest in skill-based education. Companies and individuals are embracing micro-credentials to train themselves for these jobs. But somehow there is a lot of confusion around a micro-credential. Everyone hit different things with different people. This is what Coursera is doing with the Coursera career academy, where there are about 30 different industry micro-credentials and all professional certificates that are mapped to specific entry-level job roles. And that for example IT, Cyber security, project management, design, digital media marketing, etc. And who is creating this certificate? These are leading companies like Google, Paramount, Salesforce, SAP, etc. From an individual perspective, they didn't have primary college tuition. With their primary work experience, they can go through this entire certificate. And then many of these jobs can be done remotely. ■

# INVENTIVE SOLUTIONS: TOWARDS A STEADY PROGRESS

Mahindra will offer dedicated aircraft, enhanced transit time, and expertise in end market solution development, integration with other logistics services and a strong technology interface.

**T**he broad macro environment has been the modern driver for choosing Dubai as a hub for the cargo charter business globally and as a hub in the region as well. There are no real constraints in that sense. For the business of Mahindra, the capital level of work is important. People, talent, and global trade activities of the work play significant roles. The government is making investments in building out logistics and connectivity in terms of expansion in warehousing and other infrastructure. There is clearly a focus on dynamic digitization and e-commerce. For the business specifically, Mahindra is launching the air cargo charter business in UAE. It is relevant for a couple of reasons and it follows a product that is part of globalization. There is an intent to start and expand this idea globally. The charter business will be based in Dubai as globally. Mahindra is hoping that over the seven years, these initiatives will be more effective in this rapidly growing market. This reaffirms their confidence in the geographical and strategic environment of this region. And of course, given the growth of bilateral relations

between India and UAE strengthened over the last few years.

## MAHINDRA, THE NEUTRAL PLAYER

The choice of Dubai, UAE as the hub for its global charter operations bears strategic

importance. Over the last few decades, UAE has emerged as India's third largest trading

partner in the year 2021-22. Dubai has also emerged as a global and regional trading hub.

Mahindra Logistics will service the large Middle East region from its Dubai operations.

Mahindra wishes to introduce something that is innovative and productive in the market. They identified an opportunity in the segment of the global air charter brokering business. When Mahindra started global forwarding divisions for Mahindra Logistics, one of the successes came from a lot of chartered businesses which they handled for a lot of B2C customers in India. Mahindra probably handled in the last four years with more than 100 plus aircrafts of different sizes.

## PROVIDING MORE INNOVATIVE SOLUTIONS

Mahindra is one of the specialists today that moves 5G equipment or pharmaceutical kinds of stuff. During Covid-19 they handled the full aircraft for the vaccine stuff. This has given Mahindra some kind of a platform to look up a diversified portfolio as a part of its growth



**RAMPRAVEEN SWAMINATHAN**

Managing Director & CEO,  
Mahindra Logistics Limited

## KEY

## TAKEAWAYS

- People, talent, and global trade activities of the work play significant roles.
- Over the last few decades, UAE has emerged as India's third largest trading partner in the year 2021-22.
- Mahindra probably handled in the last four years with more than 100 plus aircrafts of different sizes.
- Mahindra is looking for a global charter brokering business, air charter, that is specific to cargo.





## SAURAV CHAKRABORTY

Head – Global Cross Border Solutions,  
Mahindra Logistics Limited

roadmap. Mahindra is looking for a global charter brokering business, air charter, that is specific to cargo. Now the objective is to work in the market as a neutral player, as Mahindra Logistics has an irreplaceable position in the Middle East. The entire global charter brokering business is not only restricted to B2C, but also it covers the B2B domain. Mahindra will penetrate the global market by providing appropriate solutions to the world.

### CONNECTING WITH PEOPLE: WORLDWIDE ACCESS

Mahindra's business is expanded globally and not locally. Their system is operated globally.

Mahindra is deeply committed to sustainability and has the mission of carbon-neutral by 2040. Mahindra hopes to launch many offerings focusing on carbon neutrality.

Mahindra always believes in people and in business they are all subject domain experts. With more than 2 decades of experience in the charter working business, their professionals were all on boarded from large Aviation companies like Emirates. Mahindra

is following a people-centric business and more of 'connect'.

International Cargo Charter operations mark the first international foray for Mahindra Logistics. With increasing complexity in global supply chains, cross-border supply chain services have become critical to supply chain resilience. The business expands cross-border logistics business, in addition to the current freight forwarding business, providing customers with enhanced service options.

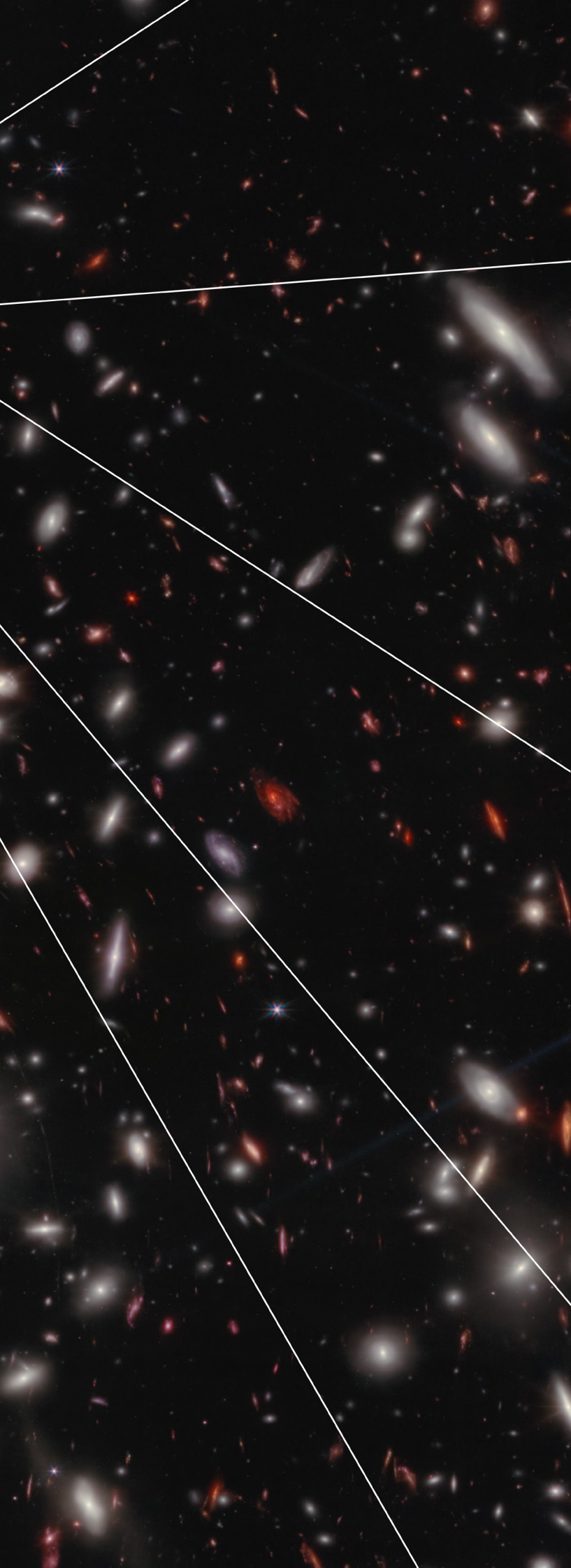
Mahindra has chosen Dubai as the location for its air charter brokering business due to the unparalleled access and connectivity it provides. The charter business will be an independent division serving customers and partners across multiple verticals and geographies. Mahindra estimates this will significantly enhance the integrated solutions portfolio in line with long-term business objectives. ■



# JAMES WEBB SPACE TELESCOPE PICKS OUT 7 EARLIEST GALAXIES YET

The James Webb Space Telescope has identified seven galaxies to be at a distance that astronomers refer to as redshift 7.9, which correlates to 650 million years after the big bang. This makes them the earliest galaxies yet to be spectroscopically confirmed as part of a developing cluster. Based on the data collected, astronomers calculated the nascent cluster's future development, finding that it will likely grow in size and mass to resemble the Coma Cluster, a monster of the modern universe.

The precise measurements captured by Webb's Near-Infrared Spectrograph were key to confirming the galaxies' collective distance and the high velocities at which they are moving within a halo of dark matter – one thousand kilometres per second. The spectral data allowed astronomers to model and map the future development of the gathering group, all the way to our time in the modern universe. The prediction that the protocluster will eventually resemble the Coma Cluster means that it could eventually be among the densest known galaxy collections, with thousands of members.



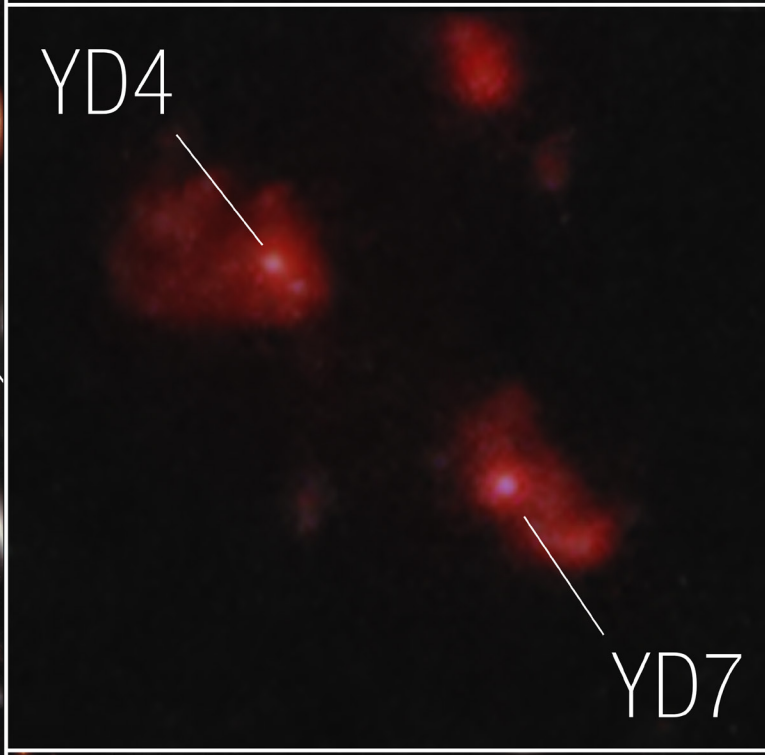
ZD2



GLASSZ8-2



YD4



YD7





5TH EDITION OF

**BTX**  
**ROAD SHOW**

**AND TRANSFORMATION AWARDS 2023 KSA EDITION**





The 5th edition of The BTX Roadshow and Transformation Awards 2023, KSA edition was successfully held at Al Faisaliah Hotel, Riyadh on 8th June. The event witnessed the gathering of many top business leaders who learned the strategies they need to accelerate their business and enable end-to-end digital transformation through strategy, people, process, technology, data, change and leadership.

5th edition of The BTX Roadshow 2023 captures the key theme of riding this incredible pace of change by leveraging key levers and tools to drive the fundamental business change and excellence required, enterprise-wide. The attendees and keynote speakers were welcomed by Ronak Samantaray, Co-Founder & CEO, GEC Media Group. He shared the vision and aim of BTX Roadshow and explained why transformation is the key strategy in driving the businesses and operations.

The event was successful with great insights and informative sessions from great business transformative leaders. The event was joined by some expert speakers like Eng. Mohammed Mahnashi, Saudi Electronic University, who kicked off the event with his keynote speech and Dr Ismaeel Almakrami, Health Informatics Consultant and Hospital Director, Ministry of Health shared his vision on 'The current status of Saudi Arabia in its digital transformation journey'.



## THE PANEL DISCUSSION WAS HELD ON THE FOLLOWING TOPICS BY THE FOLLOWING EXPERT LEADERS:



### MANAGING THE COST OF A BUSINESS TRANSFORMATION JOURNEY AND THE ROI OF THE PROJECT

**Aijaz Ahmad Regoo**, Chief Information Technology Officer, **Mohsen Alshammari**, Director of Business Continuity, **Dr. Abdulrahman Almotrif**, Professor of Information Technology

**Moderated by** Eng. Ayman Al Jabrti, Director of DX and Key Accounts



### AUTOMATING SECURITY TO ENABLE SUCCESSFUL DIGITAL TRANSFORMATION

**Sulaiman Alkharashi**, Group CTO, **Dr Ismaeel Almakrami**, Health Informatics Consultant and Hospital Director and **Saghir Ahmad Khan**, Technical Program Manager Saudi business machines

**Moderated by** Auoob Aldakael, Director of Risk Management





## DIVERSITY AND INCLUSION TO DRIVE INNOVATION IN A BUSINESS

**Dr. Olaa Motwalli**, Data Management Office Director, **Rasha Almofoez**, Enterprise Architecture – Governance, **Venkatesh Mahadevan**, CIO, Dubai Investments PJSC

**Moderated by** Dr. Tahani Aldosemani, Associate Professor

## THE ESTEEMED PARTNERS OF THE BTX ROADSHOW 2023 EDITION WERE

### PLATINUM PARTNER



### GOLD PARTNERS



### SILVER PARTNERS



### STRATEGIC PARTNER



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5TH EDITION OF

# BTX ROAD SHOW

AND TRANSFORMATION AWARDS 2023 UAE EDITION





The 5th edition of BTX Roadshow and Transformation Awards 2023, UAE edition, was successfully held at Sofitel Abu Dhabi on 15th June. The event witnessed the gathering of UAE's top business leaders who came together to discuss the best ever strategies to tackle transformation challenges from different perspectives.

The BTX Roadshow 2023 captures the key theme of riding this incredible pace of change by leveraging key levers and tools to drive the fundamental business change and excellence required, enterprise-wide. The esteemed audience were welcomed by Ronak Samantaray, Co-Founder & CEO, GEC Media Group. Emphasizing on the significance the event, he said that BTX aims to create awareness and foster a mindset of continuous improvement and adaptation among the attendees. Understanding that transformation is not a one-time event but an ongoing journey can encourage businesses to proactively explore innovative solutions, leverage emerging technologies, and develop strategies to future-proof their operations.

The event was kicked off by SHEIKHA Dr. Noora AlNuaimi, Director of Ajman X Center, Ajman Municipality and Planning Department who spoke about the region's ambitious journey towards end-to-end transformation and the senior leaderships of the region are working towards achieving this goal.

The event was successful with great insights and informative sessions from great business transformative leaders. The expert speakers of the event were; Charbel Zreiby, Director, Channel Presales, Middle East, Turkey & Africa, Dell Technologies, Farid Najjar, Area Distribution Lead – EEMI (Eastern Europe, META, Iberia & LATAM), NetApp, and Loubna Imenchal, Head of Enterprise Business, Logitech Africa, Middle East, Turkey and Central Asia region.



## THE PANEL DISCUSSION WAS HELD ON THE FOLLOWING TOPICS BY THE FOLLOWING EXPERT LEADERS:



### MANAGING THE COST OF A BUSINESS TRANSFORMATION JOURNEY AND THE ROI OF THE PROJECT

**Sunando Chaudhuri**, Director – Strategic Projects & Accounts, ADNEC Group, **Aditya Kaushik**, ICT HEAD, ZAKHER MARINE INTERNATIONAL INC., **Dr. Mohammad Khaled** – Strategic Transformation, and **Shumon A Zaman**, CIO, .ALI.AND.SONS

**Moderated by** Gigi Mathew Thomas, Group Head – IT and Digital Transformation, Ittihad International Investment LLC

### BEING SAFE DIGITAL



**Vineesha Satwani**, Regional Thought leader and expert-Digital and CX regional thought leader and expert, Ruler's Court, **Badreya AlMehairi**, AVP SENIOR MANAGER, **Bashayer Al Daghari**, IT Head, AD Government Entity,

**Moderated by** Srinivasa Narasimhaiah, Director IT, JULPHAR





### DIVERSITY AND INCLUSION TO DRIVE INNOVATION IN A BUSINESS

**Dr. Shamsa Al Mheiri**, Excellence & Development Director, SEHA

**Dana Shatila**, Head of IT Planning & Strategy, Abu Dhabi Media

**Moderated by** Almudena Berzosa Peñaranda, Chief Transformation & Strategy Officer, TQ Group

### THE ESTEEMED PARTNERS OF THE BTX ROADSHOW 2023 EDITION WERE

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#### SILVER PARTNERS



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## Procter & Gamble commits to bold new actions

At its fifth annual WeSeeEqual summit for the Asia Pacific, the Middle East, and Africa (AMA), Procter & Gamble (P&G) announced bold new commitments aimed at advancing Equality & Inclusion (E&I) across the region. World-renowned advocates and personalities from the private and public sectors attended the event. Built on the theme of 'Unique and United', the summit provided a platform for participants to share best practices and collaborate on solutions to address gender inequality.

The mental health of an individual can be affected by various factors such as microaggressions, lack of representation, and unconscious bias. P&G's 'mental health first

aiders' will be P&G employees from different workgroups who will be trained and certified by licensed authorities and organizations to provide support and assist peers experiencing mental health issues. Across markets for 19,000 employees in the region, these First Aiders will act as the first line of response and will be equipped to identify signs and symptoms of emotional distress and initiate a supportive conversation with a colleague, guide them towards available resources in the company, and encourage them to seek professional support.

The summit, held in collaboration with the UN Foundation, focused on emerging trends and insights in the DEI space, such as bridging the gap



Omar Channawi, CEO - P&G Middle East, Global Entrepreneurial Markets and Sub Sahara Africa & Asia Pacific Middle East & Africa Sales

between generations, with a particular emphasis on Gen Z as it becomes a prominent cohort in the workforce and consumer market, diversity in leadership styles and perspectives to foster innovation and creativity, and how different stakeholders can accelerate progress to serve communities. The summit shed light on mental health as an integral part of the E&I agenda for the first time, highlighting biases that can lead to discrimination and exclusion, which can have a negative impact on mental health.

## Bosch aims to accelerate regional and sectoral growth

In 2022, Bosch exceeded its business targets in what was a challenging year. The supplier of technology and services increased its total sales to 88.2 billion euros, following 78.7 billion euros the previous year. This is an increase of 12.0 %, or an exchange rate-adjusted 9.4 %. At 3.8 billion euros, EBIT (earnings before interest and taxes) from operations is also higher than the previous-year figure of 3.2 billion euros. The EBIT margin from operations rose from 4.0 to 4.3 %. Presenting the company's annual figures. They rose well to the challenges of 2022 – both sales and margin were higher than expected. And even if the



economic and social environment remains demanding, they want to grow significantly faster.

The Consumer Goods business sector also has ambitious growth targets: Bosch Power Tools, for example, aims to more than double its sales by 2030, and to surpass the 10-billion-euro mark. To bring this about, the division already invested some 300 million euros last year in programs such as expanding its

accessories business. Further, nine-figure investments are planned for this year. One of their focal points will be North America, which on its own represents more than 40 % of the global power-tool market. BSH Hausgeräte is also strengthening its position there: from 2024, for example, it will manufacture cooling appliances for the North American market in a new factory in Mexico.



## BCG reinforces its local presence in Qatar by expanding to its new offices

Boston Consulting Group (BCG), is expanding its presence in Qatar, with the aim to reach more than 100 Doha-based expert resources by 2025 to drive Qatar's 2030 Strategy. After years of significant activity in the country, BCG officially opened its local office in Doha in 2017, following a surge in economic growth to invest time and resources into the expanding markets. Today, BCG team members contribute significantly to diversification strategies to strengthen the national economy and create jobs for Qataris. BCG's new office, home to over 70 employees, is in Doha's Pearl Island, a fascinating man-made island that sits on four million sqm of reclaimed land.

BCG has fostered strong client relationships across the country and has a proven track record of delivering tangible impact for leading public and private organizations. The State of Qatar, with a GDP of 180 billion in 2021, is driven by Oil & Gas with plans to increase diversification to new sectors. Set to contribute to Qatar's transformation vision,



BCG intends to emphasize the transfer of expert knowledge and become the country's premier consulting firm.

BCG's new and improved presence in Doha demonstrates the firm's commitment to Qatar while also connecting a well-established BCG network in the region. Qatar's national vision aims to transform the state into an advanced nation by 2030 through four key pillars of human, social, economic, and environmental development. Supported by six managing directors and partners, BCG's revamped presence in Doha demonstrates the firm's commitment to Qatar by offering access to global expertise and insight. This, in turn, will support Qatar in accessing the resources that contribute towards the 2030 Vision.

## SAP's vision for future-proofed business in the age of AI comes to life

At the SAP Sapphire conference in Orlando, SAP SE unveiled sweeping innovations and collaborations that equip customers to tackle an uncertain future with confidence.

Breakthrough announcements included responsible Artificial Intelligence built into business solutions, ledger-based accounting for carbon tracking and industry-specific networks to bolster supply chain resilience. With these advances, SAP is helping customers transform their business models in the cloud, put sustainability at the center of their operations and boost agility to succeed amid ongoing change.

At the dawn of a new

Artificial Intelligence era, SAP is strengthening its commitment to embed powerful Artificial Intelligence capabilities across its portfolio to help customers solve business-critical problems in the flow of work.

Customers can use SAP Business Artificial Intelligence with confidence because it is built responsibly. SAP is announcing a raft of advancements to SAP Business Artificial Intelligence, including innovations that personalize customer engagement, make procurement more productive and expand organizations' abilities to find and develop critical talent across their entire workforce.

SAP also draws on the strength



Christian Klein, CEO and Member of the Executive Board of SAP SE.

of its rich ecosystem to benefit customers. The companies will collaborate on integrating SAP SuccessFactors solutions with Microsoft 365 Copilot and Copilot in Viva Learning as well as with Microsoft's Azure OpenAI Service to access powerful language models that analyze and generate natural language. The integrations will enable new experiences designed to improve how organizations attract, retain and skill their people.

## Microsoft announced new features for Microsoft Viva

Microsoft announced new features for Microsoft Viva alongside the launch of the latest Work Trend Index Special Report focused on employee engagement.

The newly announced Copilot feature, which was introduced in Microsoft 365 to help individuals drive efficiency and productivity, will now extend to Microsoft Viva to help business leaders in the region build more engaged, collaborative workforces. In Viva Goals, Copilot can provide recommended goals from a planning or strategy document, while Copilot in Viva Engage can help leaders draft employee communications. In Viva Topics,



Ahmad El Dandachi, Enterprise Commercial Lead for Microsoft UAE.

Copilot will help users can get up to speed faster on a specific topic by generating a summary and offering answers based on multiple documents related to the topic.

Microsoft is also bringing Glint into Viva to provide a survey tool for organizations to measure and improve engagement by seeking and acting on employee feedback. The new Viva Glint will help leaders summarize thousands of employee survey comments and provide leaders a fresh way to explore feedback by asking

questions in natural language. Microsoft will also integrate Viva Glint and Viva Insights to provide leaders the ability to correlate aggregated employee engagement data with behavioural data, enabling them to uncover new insights about what may be driving engagement up or down within their teams.

In keeping with its mission of empowering organizations across the region do more with less, Microsoft has also released the Work Trend Index Special Report, which demonstrates why employee engagement matters to the bottom line and how next-generation AI can help. The report analysed surveys of more than three million employees at over 200 companies across industries and looked at the combined stock price movement of these companies throughout 2022, revealing several key findings.

## Invictus Investment Company announced financial results

Invictus Investment Company Plc announced financial results for its fiscal year 2023 first quarter ending on March 31, 2023. The Company posted quarterly revenue of AED2.3 billion, up 31% year over year, and quarterly earnings in Africa region reached AED1.7 billion and in the Middle East region reached AED489 million with a growth of 48.5%. The company delivered another quarter of resilient earnings fuelled by growing trade volumes, disciplined investment, and continued expansion in emerging markets.

They are pleased to report strong growth in the first quarter despite the challenging



Amir Daowd Abdellatif, CEO, Invictus Investment Company.

macroeconomic environment and to have their commodity trading reach an all-time high. They continue to invest for the long term and lead with values, including making major progress toward diversifying business and markets to achieve strong growth and make a positive impact on the world around us. Since last year, their product portfolio has grown to include soybean, maize, barley, and sunflower oil. They

also expanded into new markets, predominantly in Africa including Algeria, Mozambique, Egypt, Kenya, Tanzania, and Morocco, and in Turkey among other geographies.

To continue to build on the success of their financial performance in 2022, they have developed a comprehensive plan to continue diversifying in 2023. Their team is committed to identifying emerging opportunities and leveraging expertise to capitalize on them into developing a fully integrated agro-food enterprise. As they move forward into 2023, they remain focused on identifying both organic and inorganic growth opportunities, on enhancing collaboration with key customer relationships, and on correctly resourcing teams internally to deliver sustainable growth for the benefit of all stakeholders.



## AVEVA and Petrofac enter MoU to accelerate digital initiatives for the energy industry

Emirates NBD, a leading banking group in the MENAT (Middle East, North Africa and Türkiye) region, has signed a Memorandum of Understanding to enter a sustainability and innovation focused collaboration with Microsoft. The initiatives

will be built on the back of the parties' recent collaborative effort – the digital partnership and technology operating model that brought the bank a step towards fulfilling their vision to be the most innovative bank for its customers, people and

communities.

The collaboration aims to enable focused advancement of sustainability goals for both parties through knowledge sharing, and by identifying opportunities for each party to support the implementation of collaborative frameworks and the development of future commitments.

Emirates NBD is rapidly embracing cutting-edge innovation to reaffirm its commitment to sustainability. With the continued collaboration with Microsoft they intend to set a global benchmark for technology-driven environmental responsibility while also transforming solutions across all customer segments. They anticipate a growing reputation amongst not only customers, but also investors and stakeholders who share the values.

## BEEAH partners with Mass General Brigham

His Highness Sheikh Dr. Sultan bin Muhammad Al Qasimi, Supreme Council Member and Ruler of Sharjah met with a delegation from BEEAH Group, Mass General Brigham, the Dana Farber Cancer Institute, and the United States Consul General in Dubai, with the attendance of Her Highness Sheikha Jawaher bint Mohammed Al Qasimi, Wife of the Ruler of Sharjah, Chairperson of the Supreme Council of Family Affairs and Chairperson of the Board of Directors of BEEAH Group; with plans being announced to develop the Jawaher Boston Medical District in the Emirate, marking the diversification of BEEAH Group into the healthcare industry.

Driven by Their Highnesses' vision, BEEAH is collaborating



on the project with Mass General Brigham and Dana-Farber Cancer Institute, world-renowned medical institutions from Boston, Massachusetts, in the United States. The project aims to create a healthcare ecosystem of the future, leveraging the collective expertise of the landmark global partnership.

Fueled by a spirit of innovation, caring, and building a people-centric system, BEEAH and its Boston-based partners will leverage their combined sustainability and medical expertise to better care for patients and families. As part of its plans for a future-ready

ecosystem, BEEAH, in collaboration with Mass General Brigham and Dana-Farber, will develop the Jawaher Boston Medical District in Sharjah to provide cutting-edge healthcare. Specialties will include lifestyle medicine and prevention, oncology, women's health, pediatrics, cardiovascular, neurosciences, behavioral health and rehabilitation medicine. BEEAH aims to integrate care solutions into homes, schools, workplaces, communities, and extend care beyond the walls of a hospital.

Over the years, BEEAH Group has grown both through diversification and international expansion. With its beginnings in Sharjah, the organization is now present across the UAE, in the Kingdom of Saudi Arabia, and in Egypt. Last year, the organization adopted a diversified holding structure with distinct business verticals in industries that are critical to shaping a sustainable future.





## Injazat and Oracle partner to accelerate cloud adoption

Oracle and Injazat, Abu Dhabi's leading digital transformation company, are partnering to create an Oracle Cloud Infrastructure (OCI) Dedicated Region within Injazat's data centers to provide the UAE's federal government and Abu Dhabi's local government entities access to Oracle Cloud Applications and Infrastructure services in compliance with the highest

regulatory requirements.

The partnership framework was signed today at the Oracle CloudWorld Tour Abu Dhabi by Ussama Dahabiyeh, CEO, Injazat, and Nick Redshaw, Senior Vice President, cloud technology, and UAE country leader, Oracle in the presence of His Excellency Dr. Mohamed Al Kuwaiti, Managing Director, National Data Centre under the UAE's Supreme Council

for National Security.

In today's rapidly evolving tech landscape, embracing partnerships with leading global technology providers, and enabling their localization have become a key priority for businesses and governments. This partnership is a testament to their commitment to meeting this need while continuing to spearhead innovation in digital transformation for the UAE government.

Injazat is proud to partner with Oracle to develop Injazat's Dedicated Region to provide customers with key Oracle services they have depended on for years, now enhanced through a cloud platform that abides by local laws and regulations. With this partnership, Injazat is reaffirming its role as a key national digital transformation player thanks to its comprehensive offerings that include multicloud, system integration, platform development, cybersecurity, and venture expertise.

## BenQ signs Newcom as an official distributor

Global leader in display technology and renowned maker in the projector segment, BenQ has appointed Newcom as a distributor for its innovative and wide range of gaming and entertainment monitors in the UAE, which includes BenQ's gaming brands MOBIUZ and ZOWIE. With this collaboration, the visual display giant looks forward to enabling more users across the Middle East region access to BenQ's advanced monitor technologies.

BenQ's MOBIUZ monitors offer a wide range of features, such as IPS panels with excellent picture quality and audio, great



Jai Bhatia, Director of Sales and Marketing at Newcom and Manish Bakshi, Managing Director of BenQ.

response time and impressive refresh rates, while being designed with an ultra-slim bezel to make your workspace look even more stunning. On the other hand, ZOWIE gaming monitors provide gamers with an unprecedented online competitive gaming experience – with ZOWIE's exclusive Dynamic Accuracy technology (DyAc), Display Mode feature allowing users to switch between three display modes easily and Black eQualizer for enhanced visibility

of dark scenes in gaming. Home & Entertainment monitors provide advanced features such as BenQ's proprietary Brightness Intelligence Plus Technology, HDMI hot plug detection and Eye-Care technologies to help people focus on the most important things in life while keeping their eyes safe.

Newcom has taken centre stage as one of UAE's foremost IT distribution service providers, distributing globally renowned brands and technology-based lifestyle products. Newcom efficiently meets the needs of its channel partners by providing large-scale orders and fast deliveries with robust central warehousing facilities in the UAE. With the support of Newcom, BenQ will continue its mission of offering the best to regional consumers in esports gaming and home entertainment.



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# LEADERSHIP STRATEGIES: MOVING IDEAS TO ACTION

Every team needs to believe in the dream, believe in the company's capabilities, and believe in the leadership's ability to achieve those dreams. The leaders are responsible for motivating their teammates as well as inspiring positive communication within them so that they can work together toward achieving goals.

## HOW IS IDEALZ PROJECTED AS A 'UNIQUE' E-COMMERCE PLATFORM?

At the core of our platform is a unique fusion between online shopping and prize draws. Through our website and mobile app, we sell our own range of products within prize campaigns that are either limited by quantity or time.

With every product purchased from these campaigns, the customer is awarded a complimentary ticket to a prize draw. When the quantity has sold out, in the case of quantity-based campaigns, or the time has elapsed, in the case of time-based campaigns, we conduct a government-regulated draw and announce a winner.

It's the square inch app logo on your phone that can change your life. Not many businesses can make such a claim.

## AS ONE OF THE KEY PLAYERS IN THE RAFFLE-DRAW INDUSTRY, TELL US HOW IDEALZ POSITIONS ITSELF AS A SUCCESSFUL E-COMMERCE PLATFORM IN TODAY'S COMPETITIVE MARKET?

Within the 'shop & win' space Idealz definitely has had a first-mover advantage and continues to enjoy this. We have been operational since 2017 and have been making winners ever since.

To maintain a competitive edge, Idealz differentiates itself completely with the following characteristics:

- Price point variety – our lowest price point is AED3 which I think is the lowest globally
- Prize variety – our prizes range from an iPhone device, all the way up to fully furnished luxury apartments and multi-million cash prizes
- Odds to win – our lowest odds are 1 in 20 and our highest reached yet is 1 in 500,000, this

varies greatly from the 1 in 5 billion odds offered by other players out there

- Guaranteed Winner – And most importantly, our raffles have guaranteed winners which means every prize we announce must be won

## AS IDEALZ, HOW DO YOU PROMISE TRANSPARENCY AND CREDIBILITY TO YOUR END CUSTOMERS?

Transparency has and always will remain at the top of our agenda. We take several measures to ensure we offer our customers the highest level of transparency and oversight of our operations.

To begin with, all our campaigns are regulated and issued individual permits by Dubai Economy & Tourism. Our draws are conducted on a live stage where a physical ticket is selected from the ticket barrel only by a government representative. All our draws are broadcasted live on our platform and social channels for everyone to see. The majority of our winners are interviewed and photographed when they come to collect their prizes. And finally, we are partners with Dubai Festival & Retail Establishments, the retail governing arm of Dubai Tourism.

As part of this partnership, we are subjected to stringent oversight and auditing on every aspect of our operations.

## WHAT ARE SOME OF THE BIGGEST LEADERSHIP CHALLENGES THAT EXECUTIVES FACE TODAY?

I think attracting and retaining the right people tends to be a big challenge faced by leaders of all types today. Your team needs to believe in the dream, believe in the company's



**JAD TOUBAYLY**  
CEO, Idealz.

capabilities, and believe in the leadership's ability to achieve those dreams. More often than not, one of these elements is missing.

**HOW DO YOU DEVELOP AND MAINTAIN A STRONG CORPORATE CULTURE IN YOUR ORGANISATION?**

Empowerment. Periodic outings and other team building exercises are nice, but I think empowerment is key to maintaining a strong corporate culture. Team members need to believe and see they are empowered to make decisions, voice their opinions and contribute to the greater goal of the business. I personally don't like titles. We are all team members aligned on achieving a single goal.

**HOW DO YOU BALANCE THE NEED FOR INNOVATION AND RISK-TAKING WITH THE NEED FOR STABILITY AND CONSISTENCY IN YOUR LEADERSHIP?**

It's an interesting question. To be completely honest, the majority of my risk-taking decisions started only when I had achieved stability and consistency. In the early days, I was doing everything I could to ensure we became stable and resilient. Once achieved, I started to increase the risk profile of the decisions I made or the directions I took. Making risky moves when you don't have stability of some form can be detrimental.

**HOW DO YOU MEASURE THE EFFECTIVENESS OF YOUR LEADERSHIP STRATEGIES?**

It's hard to apply a quantitative KPI for such effectiveness but overall company performance

coupled with team member morale is a good indicator. We have an open-door policy at Idealz and anyone who is not aligned for any reason can approach me directly and discuss it openly.

**HOW DO YOU STAY INFORMED ABOUT CHANGES AND TRENDS IN YOUR INDUSTRY, AND WHAT IMPACT DO THESE HAVE ON YOUR LEADERSHIP STRATEGIES?**

Access to information is at an all-time high. I am inundated with public domain information on the latest trends out there and who they should be applied to. It's not always an apples-to-apples comparison but with some minor tweaking and adjustments, the outcome can be the same.

**WHAT ROLE DOES "DIVERSITY AND INCLUSION" PLAY IN YOUR LEADERSHIP STRATEGIES?**

Frankly speaking, 'diversity and inclusion' does not play a single role in my leadership strategy. The only consideration given when assigning a role or responsibility to a person is how well placed that person is for the role and responsibility in question.

Not an iota of consideration is given to gender, nationality, race, background or otherwise. It's a form of meritocracy applied in some of the most successful economies around the world.

With that said we do have a culture that celebrates this diversity as it allows us to learn from one another, promotes understanding, and welcomes a supportive environment. ■

# LEADING BY EXAMPLE, UNCOVERING THE SECRETS TO BUSINESS GROWTH

Creating an environment that attracts, retains, and develops talent from diverse backgrounds helps to serve the customers and stakeholders better and drives sustainable growth and success of the business.

## WHAT ARE SOME OF THE BIGGEST LEADERSHIP CHALLENGES THAT EXECUTIVES FACE TODAY?

From managing an organization remotely during the pandemic to helping customers thrive in today's digital-first world, business leaders face one disruptive challenge after another. To remain competitive and keep teams engaged, senior leadership needs to be adept at navigating uncertainty, fostering innovation, attracting and retaining talent, and above all maintaining a strong organizational culture.

## HOW DO YOU DEVELOP AND MAINTAIN A STRONG CORPORATE CULTURE IN YOUR ORGANIZATION?

Employees feel connected to an organization's vision and values only when they feel valued and supported. At GBM, we firmly believe that it is important to lead by example and ensure that the organization's values are reflected in all actions and decisions. As a 1500-strong team spread across eight locations in the Middle East region, building and maintaining a strong corporate culture is central to everything we do.

Developing a robust corporate culture starts with effective communication. Leaders must encourage open and transparent dialogue, teamwork and collaboration, and recognize and reward good performance. Setting clear expectations and goals and creating an environment of respect leading to complete trust is crucial. It is also essential to demonstrate a commitment to promoting diversity, equity, and inclusion within the organization.

## CAN YOU PROVIDE AN EXAMPLE OF A DIFFICULT LEADERSHIP SITUATION THAT YOU FACED, AND HOW YOU NAVIGATED IT?

Being a progressive leader means solving difficult situations is a constant. Having had the privilege of leading both global and local companies, the fact remains clarity of the company's mission and values provides a reference point from which to solve most situations.

## HOW DO YOU ENSURE THAT YOUR EXECUTIVE TEAM IS ALIGNED AND WORKING TOWARDS A COMMON GOAL?

A method I find effective is defining measurable goals and holding regular check-ins with the leadership team to track progress. It not only strengthens relationships and a sense of unity and purpose among the executive team but also promotes a collaborative environment where team members feel comfortable sharing their opinions and ideas.

## WHAT ROLE DO DIVERSITY AND INCLUSION PLAY IN YOUR LEADERSHIP STRATEGIES?

Diversity and inclusion play a crucial role in my leadership approach. I sincerely believe multi-faceted teams add value and perspective to decision-making and create a positive and respectful workplace culture, leading to greater innovation, creativity, and collaboration among team members. At GBM, we are committed to creating an environment that attracts, retains, and develops talent from diverse backgrounds. Ultimately, this helps us to serve our customers and stakeholders better and drive sustainable growth and success of our business.

## HOW DO YOU BALANCE THE NEED FOR INNOVATION AND RISK-TAKING WITH THE NEED FOR STABILITY AND CONSISTENCY IN YOUR LEADERSHIP?

At GBM, we take pride in promoting a culture of continuous learning, establishing thoughtful guidelines and boundaries for risk-taking, and regularly assessing and adjusting strategies to ensure they align with the organization's priorities. It allows us to remain at the forefront of change and empower our diverse team with various skills and perspectives while providing stability through collective knowledge and expertise.





**MIKE WESTON**  
CEO, GBM

#### WHAT STEPS DO YOU TAKE TO DEVELOP THE LEADERSHIP SKILLS OF YOUR TEAM MEMBERS?

At GBM, I encourage my team to take on new roles, and develop and take innovative ideas that grow the people and the business. I want them to focus on developing their communication skills and above all be fearless, decisive and show ambition. Building a sustainable team that provides longevity for the organization is a fundamental I ask of each of my leaders, combined with promoting internally and hiring externally wisely. People want to grow their careers; I want my leaders to create a path for growth.

#### HOW DO YOU MEASURE THE EFFECTIVENESS OF YOUR LEADERSHIP STRATEGIES?

Results! In addition, we measure the effectiveness of the leadership strategy through employee engagement surveys and feedback. At GBM, we employ a variety of metrics, including 360-degree feedback from internal and external stakeholders, productivity levels, retention rates, and overall team performance. Our commitment to regularly reviewing and measuring our business strategies has allowed us to adapt to market changes and remain relevant to our customers' diverse business needs over the last 30 years.

#### HOW DO YOU STAY INFORMED ABOUT CHANGES AND TRENDS IN YOUR INDUSTRY, AND WHAT IMPACT DO THESE HAVE ON YOUR LEADERSHIP STRATEGIES?

I'm fortunate to tap into GBM's extensive regional experience and our team of in-house experts who are on top of trends and support me in staying up to date on market shifts. I

also attend conferences and networking events and engage with industry thought leaders on social media.

It's important for leaders to stay informed as it helps anticipate, pivot and make informed decisions in the face of new challenges. I also started a personal "brain trust" many years ago when I sought mentoring from both international leaders as well as here in the Middle East, which has served my personal growth extremely well.

#### FINALLY, WHAT ADVICE WOULD YOU GIVE TO OTHER EXECUTIVES WHO ARE FACING SIMILAR LEADERSHIP CHALLENGES IN THEIR ORGANIZATIONS?

My advice to executives facing leadership challenges in their organizations would be to be decisive and prioritize workload. Be open, and transparent with consistent communication across the organization. It is also important to constantly assess and adjust your leadership style to adapt to the changing external economic factors and internal organizational dynamics.

Embracing change will remain a constant, taking balanced risks can accelerate growth, whilst it remains important to stay close to your core values. Leading by example, and respecting all builds trust, which ultimately leads to growth. Seeking employee feedback and doing something positive with it is vital. Finally, a philosophy that has served me well over the years is not to be afraid to seek guidance or support when needed, acknowledging mistakes early and course correcting requires humility which is a leadership strength that I see in leaders I admire. ■

# ORGANIZATIONAL STRUCTURE: KEY SUCCESS FACTORS

Communication by the team members in the workplace is significant because it boosts employee morale, engagement, productivity, and satisfaction. We can achieve success as a team by promoting collaboration, communication, and providing a clear structure for success.

## WHAT ARE SOME OF THE BIGGEST LEADERSHIP CHALLENGES THAT EXECUTIVES FACE TODAY?

In today's environment, the biggest challenge is to retain the right talent and address the skills gap within the organization. To keep employees motivated and happy, it's crucial to create a positive work environment and provide opportunities for professional growth and development. Additionally, it is imperative to stay informed about market movements and be willing to pivot the company and employees accordingly. This requires a willingness to take risks and make bold decisions, all while ensuring that the organization stays aligned with its values, vision, and mission.

## HOW DO YOU DEVELOP AND MAINTAIN A STRONG CORPORATE CULTURE IN YOUR ORGANIZATION?

A strong corporate culture is built on the values, vision, and mission of a company, and it is essential to ensure that each employee understands what this means for them. Providing opportunities for engagement with the culture can help employees feel more invested in the company. Open communication channels internally and externally are key to maintaining a strong culture. As a leader, I believe in leading by example, whether it's providing a work-life balance for my team or recognizing and celebrating individual and team successes. Hiring the right people who embrace the company's culture is also essential for maintaining a strong corporate culture. By creating a culture that values communication, engagement, and recognition, a company can build a strong foundation for success and foster a sense of community among its employees.

## CAN YOU PROVIDE AN EXAMPLE OF A DIFFICULT LEADERSHIP SITUATION THAT YOU FACED, AND HOW YOU NAVIGATED IT?

A few years back, during my tenure as a Global GM of a multinational corporation, I acquired a medium company that held a leading position in

its niche market. The challenge, to integrate a smaller company into a larger one is to ensure its protection. Not easy!

To overcome this challenge, I resolved to appoint the most competent leaders from both companies to the leadership positions of the new combined business unit. Instead of giving the top leadership positions to the acquirer only, I strived to bring together the best leaders from both worlds. Although it was not an easy task, I succeeded, and the integration became a huge success in the coming years.

My advice to others in similar situations would be to always organize a leadership team based on their competencies and ability to work together as a team.

## HOW DO YOU ENSURE THAT YOUR EXECUTIVE TEAM IS ALIGNED AND WORKING TOWARDS A COMMON GOAL?

Ensuring internal alignment is crucial, and my philosophy is straightforward. I foster open channels of communication and encourage all members of my team to engage in transparent communication and collaborative efforts. To achieve this, it is important to define group and individual KPIs, roles and responsibilities, and establish a clear framework for accountability. I promote a culture of trust and respect among team members and ensure that everyone has the necessary resources and support to achieve their objectives. We can achieve success as a team by promoting collaboration, and communication, and providing a clear structure for success.

## WHAT ROLE DO DIVERSITY AND INCLUSION PLAY IN YOUR LEADERSHIP STRATEGIES?

Diversity and inclusion are a top priority for me, both personally and at Mindware Gulf. I am proud to share that since 2019,

**PHILIPPE JARRE**

President, Mindware  
Group

the number of females in our organization has grown at twice the rate of males. At the sales team level, the growth rate has been more than 10 times faster. Our ultimate goal is to foster a work environment that is inclusive, balanced, and harmonious. We are proud to be on a journey towards achieving this, and with our dedicated focus, we are confident that we will emerge as industry leaders.

**HOW DO YOU BALANCE THE NEED FOR INNOVATION AND RISK-TAKING WITH THE NEED FOR STABILITY AND CONSISTENCY IN YOUR LEADERSHIP?**

Allowing room to pursue and pilot new ideas, encouraging a fail-fast approach, providing a safe environment for teams to think outside the box and supporting them to pursue unconventional ideas. Learning from failures and improvising, providing an environment for teams to pursue new ideas and a culture of experimentation can lead an organization to stay ahead of the curve and differentiate itself.

**WHAT STEPS DO YOU TAKE TO DEVELOP THE LEADERSHIP SKILLS OF YOUR TEAM MEMBERS?**

It is important to spend time & resources to develop the leadership skills on individuals within the team. Everyone has different skill sets that need to be honed. I believe in coaching & empowering my team, allowing them to make their own decisions while I support them. At the same time, I ensure the team has all the right information to make an informed decision.

I provide constructive feedback and work with the team to identify their strengths and areas of improvement and encourage them to enroll

in training programs to address the areas.

**HOW DO YOU MEASURE THE EFFECTIVENESS OF YOUR LEADERSHIP STRATEGIES?**

This is the most difficult part. Not all strategies work for every individual!

It is important to have regular feedback and take 360-degree reviews to understand the effectiveness of my leadership strategies, what is working and what can be improved. Based on the feedback, I sometimes need to tailor my approach and try different tactics.

**HOW DO YOU STAY INFORMED ABOUT CHANGES AND TRENDS IN YOUR INDUSTRY, AND WHAT IMPACT DO THESE HAVE ON YOUR LEADERSHIP STRATEGIES?**

As a leader, it is imperative for me to stay up-to-date with the rapid changes and trends in the technology industry. I engage with vendors & industry leaders to understand the shift in focus areas that are crucial to the industry and Mindware. I believe participating in panel discussions and online forums is an important factor in staying informed.

**FINALLY, WHAT ADVICE WOULD YOU GIVE TO OTHER EXECUTIVES WHO ARE FACING SIMILAR LEADERSHIP CHALLENGES IN THEIR ORGANIZATIONS?**

Foster a culture of open communication and transparency that builds trust within teams and the organization. Create opportunities to harness talent and provide a culture of team collaboration which ultimately leads to innovation. ■





# FOSTERING AND PROMOTING AN INCLUSIVE WORK CULTURE

Effective leaders will nurture the efficiency and skills of their people and build teams committed to achieving common goals. They will make transformative growth in the business and this journey is highly challenging even from implementing innovative solutions to establishing new office facilities.

### WHAT ARE SOME OF THE BIGGEST LEADERSHIP CHALLENGES THAT EXECUTIVES FACE TODAY?

Executives face several significant leadership challenges in today's business world, including adapting to the ever-changing business environment, managing a diverse workforce, navigating political and economic uncertainty, balancing short-term and long-term goals, developing, and retaining top talent, managing stakeholder expectations, and driving innovation and creativity, to be precise.

### HOW DO YOU DEVELOP AND MAINTAIN A STRONG CORPORATE CULTURE IN YOUR ORGANIZATION?

To develop and maintain a strong corporate culture, organizations must foster shared

values, beliefs, and practices. The following key steps can be taken to achieve this.

Firstly, it is important to define the values that are vital to the organization, which should align with the company's mission and vision and guide decision-making across all levels of the organization. Secondly, executives and leaders must model the values and behaviors they expect from their employees, communicating the company's values and embodying them in their interactions. Thirdly, HR should hire for culture fit, seeking candidates who share the company's values and mission. Fourthly, ongoing training and development opportunities must

be provided to help employees understand and embody the company's values and culture. Fifthly, employees who demonstrate the company's values and contribute to the culture should be recognized and rewarded, and lastly, the company's values must be communicated regularly through internal communications. Building a robust corporate culture requires a long-term commitment from leaders and employees, but it can create a more engaged and committed workforce better equipped to achieve its goals.

**CAN YOU PROVIDE AN EXAMPLE OF A DIFFICULT LEADERSHIP SITUATION THAT YOU FACED, AND HOW YOU NAVIGATED IT?**

A wider, long-term vision is crucial in addressing organizational challenges rather than a narrow one. We have experienced significant growth from our modest beginnings to becoming a leading business consulting firm. Nevertheless, this journey met numerous challenges, including multiple transformations, implementing our new solutions, and establishing new office facilities across geographies. As an organization, we had to mature to achieve greater heights, necessitating holistic changes, from employee attitude to operational methods, business strategies, and thought processes. Leaders need help transforming their organizations as some workforce may resist the change. Overcoming this challenge needs instilling a sense of legacy and aligning employees with the organization's goals, which can be achieved through a shift from narrow to broader thinking that is more – cohesive, collaborative, and inclusive.

**HOW DO YOU ENSURE YOUR EXECUTIVE TEAM IS ALIGNED AND WORKING TOWARDS A COMMON GOAL?**

Setting an example through our

actions, decisions, and work ethics is essential for leadership success. Leaders must lead by example to inspire and motivate their team to emulate their behavior, creating a positive and productive work environment. This approach is more effective than the traditional way of simply giving orders or expecting compliance. Leading by example requires a leader to be genuine, accountable, and committed to modelling his behaviour as expected from the teams. It's worth noting that individual performance is not the sole focus; instead, we value team and group performance as well as overall firm performance. In essence, we strive to cultivate a collaborative culture where working towards the firm's objective precedes individual siloed work.

**WHAT ROLE DOES DIVERSITY AND INCLUSION PLAY IN YOUR LEADERSHIP STRATEGIES?**

Diversity and inclusion are integral components of effective leadership strategies. Leaders who prioritize and embrace these practices are likelier to create an environment where every team member feels valued, heard, and included. This can lead to increased innovation, creativity, and better decision-making. Furthermore, a diverse and inclusive team can enhance the organization's reputation, attract top talent, and better serve a diverse customer base. Therefore, leaders should establish an inclusive work culture where everyone feels welcomed, respected, and appreciated.

**HOW DO YOU BALANCE THE NEED FOR INNOVATION AND RISK-TAKING WITH STABILITY AND CONSISTENCY IN YOUR LEADERSHIP?**

Leadership faces the challenge



**ARINDAM DE**

Deputy CEO and  
Managing Director  
Protiviti Member Firm  
for the Middle East Region

of balancing innovation and risk-taking with stability and consistency. While innovation and risk-taking are critical for growth and success, stability and consistency are vital for maintaining quality and customer satisfaction. Leaders can balance innovation and stability by establishing clear goals and priorities, communicating them to their teams, and encouraging creativity within established procedures and standards. They can also create an environment that supports experimentation and learning from failure. Leaders should also consider implementing systems and processes that encourage innovation while maintaining stability, such as cross-functional teams and data-driven decision-making.

### **WHAT STEPS DO YOU TAKE TO DEVELOP THE LEADERSHIP SKILLS OF YOUR TEAM MEMBERS?**

Leaders' ought to inspire and motivate their team, encourage them to become future leaders, and create a positive and productive work environment. We have institutionalized our leadership development programs, where individuals are identified and receive coaching from mentors to understand their areas for improvement and strengthen their leadership skills. Counselling sessions are hosted, where group leaders share their growth and development stories, which is beneficial for others to learn and imbibe.

### **HOW DO YOU MEASURE THE EFFECTIVENESS OF YOUR LEADERSHIP STRATEGIES?**

Measuring the effectiveness of leadership strategies is an ongoing and complex process that involves continuous evaluation, adaptation, and a willingness to change, based on feedback and data. Setting clear goals and objectives is essential in measuring the effectiveness of any leadership strategy. Leaders can track progress and assess whether their strategies achieve the desired outcomes by establishing specific, measurable goals. Key performance indicators (KPIs) are also useful in monitoring the progress of leadership strategies over time. For example, if a leader aims to enhance employee engagement, KPIs like employee

satisfaction scores, retention rates, or productivity levels can be measured and evaluated to determine the effectiveness of the strategy.

### **HOW DO YOU STAY INFORMED ABOUT CHANGES AND TRENDS IN YOUR INDUSTRY, AND HOW DO THESE IMPACT YOUR LEADERSHIP STRATEGIES?**

Effective leadership requires staying informed about changes and trends in the industry. In the consulting business, leaders attend industry conferences and events to network with peers, gain expert insights, and stay informed about emerging technologies and best practices. Regularly reading industry publications, engaging with thought leaders, collaborating with peers, and participating in professional associations are effective ways to stay informed. Staying informed allows leaders to make more informed decisions, develop effective strategies that anticipate changes and opportunities, inspire, and guide their teams, and foster a culture of continuous learning and innovation.

### **FINALLY, WHAT ADVICE WOULD YOU GIVE TO OTHER EXECUTIVES WHO ARE FACING SIMILAR LEADERSHIP CHALLENGES IN THEIR ORGANIZATIONS?**

Living in a VUCA world presents distinct leadership development and performance challenges. The presence of volatility, uncertainty, complexity, and ambiguity in the current environment makes it challenging to predict the future, and leaders must be adept at adapting to rapidly changing circumstances. In this context, leadership development programs must focus on nurturing agile and adaptable leaders who can effectively navigate through uncertainty and ambiguity. Leaders in the VUCA world must also demonstrate empathy and compassion, recognizing the challenges faced by their teams and providing support as needed. To achieve this, it is essential to develop emotional intelligence and interpersonal skills, which are fundamental to building trust and fostering a positive work environment. ■





# TOOLS, TRAINING AND DEVELOPMENT: THE BENEFITS OF UPSKILLING THE TEAM

Maintaining the core values, clear processes, and effective risk management practices will ensure stability and consistency in the leadership approach. Leadership must establish clear and effective communication channels that align with the company's mission and goals.

## WHAT ARE SOME OF THE BIGGEST LEADERSHIP CHALLENGES THAT EXECUTIVES FACE TODAY?

In a business world awash with a permacrisis and economic uncertainty, business leaders are faced with trying to deliver more with less while helping steer a safer course for the company. Every leader I talk to is feeling the pressure to digitize their business and find efficient and timely ways to manage risk better at every level. According to a recent PwC CEO survey, most regional CEOs, specifically two-thirds, view technological disruption as a primary concern.

Given the current macroeconomic climate, that means executives need to be equipping their employees with the mission-critical tools to drive value and results backed by data. There is a significant scarcity of data professionals on a global scale, which is the largest in history. This shortage is compounded by widespread disruption, slow hiring processes, and a rapidly evolving competitive environment, and its effects are strongly felt across various roles, from skilled data scientists to knowledge workers within departments. A survey by PwC

Middle East found that 46% of respondents in the UAE and 58% in Saudi Arabia said there is a skills shortage.

With more decisions and every decision carrying more weight, now is the time to invest in employees and provide them with the right tools and training to make every employee more productive.

## HOW DO YOU DEVELOP AND MAINTAIN A STRONG CORPORATE CULTURE IN YOUR ORGANIZATION?

As with everything, corporate culture needs to trickle down from above. The leadership team must be all-in on the culture they want to see while





**KARL CROWTHER**  
VP, MEA Alteryx

being ready to support and drive the benefits they want it to deliver. For example, senior managers need to embed a culture of continuous learning within the current workplace to overcome some of the current macroeconomic issues facing businesses. To establish a data-driven culture, organizations must promote data literacy among employees, deliver clear data processes that help create a culture of data-driven decision-making, and encourage experimentation. By supporting employed individuals who may already have the business acumen in marketing, supply chain, finance and so on, and taking steps to invest in upscaling their current employees across all departments in data skills, these employees will quickly be empowered to drive the business faster and more efficiently through data-driven decision intelligence. Data and analytics strategies will become imperative for driving business value by 2023. PwC's report highlights 84% of the region's CEOs plan to invest in automation, artificial intelligence, and cloud technology in 2023, while 74% intend to invest in upskilling their workforce.

These steps require a commitment to education, clear communication, and a willingness to take risks and try new things. The resulting culture will value data and use it to drive business success.

### **CAN YOU PROVIDE AN EXAMPLE OF A DIFFICULT LEADERSHIP SITUATION THAT YOU FACED, AND HOW YOU NAVIGATED IT?**

In my professional journey, I have encountered various challenges related to leadership. One particular scenario involved a team member expressing discomfort with a requested task. After discussing this with the team member, I discovered that the discomfort was due to a conflict between their personal beliefs or values. In such instances, I always prioritize active listening, empathy, and collaboration to

address the situation effectively. By considering alternative approaches and engaging the concerned team member, I was able to find a solution that not only aligns with Alteryx's core values but also caters to the individual's needs.

### **HOW DO YOU ENSURE THAT YOUR EXECUTIVE TEAM IS ALIGNED AND WORKING TOWARDS A COMMON GOAL?**

Leadership must establish clear and effective communication channels that align with the company's mission and goals. This can be achieved through regular meetings, tracking performance, and conducting regular feedback sessions and an open, on-going dialogue. These practices promote transparency, identify potential conflicts, and foster collaboration within the team. By encouraging open dialogue, setting clear expectations, and offering support, we can enhance team cohesion and ensure everyone is working towards a shared objective they believe in.

### **WHAT ROLE DOES DIVERSITY AND INCLUSION PLAY IN YOUR LEADERSHIP STRATEGIES?**

Integrating diversity and inclusion into our leadership strategies is critical for achieving optimal results. Only by being open to and embracing a wide range of perspectives, experiences, and backgrounds, can we foster a collaborative and innovative office environment that drives change and empowers everyone to be their true self. This inclusive approach encourages teamwork and empowers individuals to contribute their unique strengths. As a result, we can make more informed and effective decisions, leading to stronger outcomes and greater overall success in our business endeavors.

### HOW DO YOU BALANCE THE NEED FOR INNOVATION AND RISK-TAKING WITH THE NEED FOR STABILITY AND CONSISTENCY IN YOUR LEADERSHIP?

Balancing innovation and risk-taking with stability and consistency requires a strategic approach. It is crucial for Alteryx's success to foster a culture that embraces experimentation while staying within the boundaries of our established frameworks. By encouraging our teams to think outside the box, experiment and not be afraid to fail while still providing the necessary resources for calculated risks, we can drive innovation and push the boundaries of what is possible.

However, we also recognize the significance of maintaining our core values, clear processes, and effective risk management practices. These pillars ensure stability and consistency in our leadership approach. While innovation is inevitable, it must be grounded in a strong foundation that ensures the reliability and continuity of our operations. By carefully navigating the fine line between risk-taking and stability, we can confidently lead Alteryx towards sustained growth and success.

### WHAT STEPS DO YOU TAKE TO DEVELOP THE LEADERSHIP SKILLS OF YOUR TEAM MEMBERS?

I employ a comprehensive approach to develop the leadership skills of my team. First, by engaging in open discussions and gathering feedback, I identify their strengths and areas for improvement. This allows me to tailor targeted training programs and mentorship opportunities to enhance their skills.

I then encourage them to embrace challenging opportunities and delegate responsibilities so they can expand their capabilities and reach their full potential. Regular coaching sessions and performance discussions are pivotal in driving their ongoing development and progress. Through regular feedback and guidance, we foster a culture of consistent improvement and inspire our future leaders to continually refine their skills.

Additionally, I cultivate a supportive environment that promotes learning, risk-taking, and innovation. We recognize and celebrate their achievements while providing constructive feedback to guide them along their leadership journey.

### HOW DO YOU MEASURE THE EFFECTIVENESS OF YOUR LEADERSHIP STRATEGIES?

The effectiveness of my leadership strategies firmly depends on my team. By ensuring everyone is digitally savvy and able to take advantage of the data assets they have available within the business, we can take the same path to success. Those capable of applying intelligence to satisfy the customer's needs better than our rivals will pull ahead dramatically. Regular check-ins with the team help keep everyone on track towards achieving our KPIs.

### HOW DO YOU STAY INFORMED ABOUT CHANGES AND TRENDS IN YOUR INDUSTRY, AND WHAT IMPACT DO THESE HAVE ON YOUR LEADERSHIP STRATEGIES?

I stay informed about industry changes and trends by attending conferences, joining industry associations, reading publications, participating in professional development, and monitoring social media. This helps me adapt my leadership strategies to meet new challenges and take advantage of emerging opportunities, such as integrating new technology or anticipating disruptions. I can help ensure Alteryx remains competitive in the MEA marketplace by anticipating potential disruptions and developing proactive strategies.

### FINALLY, WHAT ADVICE WOULD YOU GIVE TO OTHER EXECUTIVES WHO ARE FACING SIMILAR LEADERSHIP CHALLENGES IN THEIR ORGANIZATIONS?

Navigating the challenges of the current business landscape requires acting now to adopt change. We all know that business decisions are best made when they are data-driven. Developing a more data-literate workforce primarily relies on internal efforts. This is an opportunity for leaders to transform their businesses into data-driven companies and take advantage of data assets to be able to run the business better and make smarter decisions. If companies invest in the right data analytics tools, automation, and upskilling for employees to have the confidence to make data-driven decisions and automate processes, every employee can be more productive and efficient.

Additionally, it is essential to create a safe space for failure, where employees can test ideas with sample datasets and virtual environments. This approach can help employees navigate challenges and build their skills. Organizations can better equip themselves to succeed in the increasingly data-driven business landscape while ensuring ethical and responsible data use. ■



# BUSINESS GROWTH IS A KEY GOAL FOR ANY COMPANY

AmiViz offers one of its kind consumer-style e-commerce platforms with a fusion of human touch, offering products and services catering to localized market conditions and regulations across the MEA region.

## WHAT ARE THE CORE BUSINESS AND ACTIVITIES OF YOUR ORGANIZATION?

Our company specializes in providing businesses with comprehensive Cyber Security solutions and professional services. We are committed to ensuring the safety and security of our customer's digital assets by offering top-notch technologies and expert guidance. Our team of skilled professionals works closely with customers to understand their unique needs and provide tailored solutions that help them achieve their goals while maintaining the highest level of security.

## HOW WOULD YOU CHARACTERIZE THE KEY ENABLERS POSITIVELY INFLUENCING YOUR BUSINESS IN THE REGIONAL ENVIRONMENT?

Key enablers that positively influence our business in the regional environment include adopting cybersecurity measures, compliance with regulations, board-level requirements, and national cybersecurity compliance mandates implemented by various countries.

## DO YOU BELIEVE THERE HAS BEEN AN INCREASE IN AWARENESS OF DIVERSITY AND ITS POSITIVE ROLE IN THE WORKPLACE?

There has been a noticeable rise in diversity awareness, and the region has experienced a blend of cultures and global perspectives. However, organizations can further emphasize the positive impact of diversity in the workplace to foster a more inclusive environment.

## WHAT IS, IN YOUR OPINION, THE STRATEGIC ROLE OF TECHNOLOGY IN DRIVING BUSINESS GROWTH?

Business growth is a key goal for any company, and customer satisfaction plays a critical role in achieving this objective. To foster customer gratification, businesses must prioritize providing quick responses to customer queries

and concerns, offering the right solutions to their problems, and providing exceptional support.

In addition to increasing a company's productivity and efficiency, technology also plays a strategic role in improving customer interaction and making them feel appreciated and respected. Businesses must invest in cybersecurity not only to protect themselves from online attacks but also to safeguard customer data and privacy. In the end, a dedication to a commitment to a customer is essential for any business to flourish in today's competitive marketplace.

## WHAT IS THE ROLE OF TECHNOLOGIES IN STRENGTHENING URBAN RESILIENCE WHICH IS IMPACTED BY SEVERE WEATHER CONDITIONS? HOW CAN DIGITAL TECHNOLOGY SIMPLIFY URBAN PLANNING AND PROCESSES?

Digital technologies can play a significant role in strengthening urban resilience and mitigating the impacts of severe weather conditions. New sensors and data analysis techniques can help in monitoring changes in climate patterns and predicting extreme weather events. Geographic information systems (GIS) and other mapping tools can simplify urban planning and management by providing detailed information on community assets and infrastructure. Advanced computing technologies such as machine learning and artificial intelligence can be employed to analyze vast amounts of data and generate insights into how to strengthen urban resilience. By leveraging these technologies, cities can better prepare for and respond to extreme weather events, and improve the overall quality of urban living for their inhabitants.

## WHAT IS THE BEST ADVICE FOR COMPANIES TO TACKLE URBAN CARBON EMISSIONS?

To tackle urban carbon emissions, companies should focus on implementing sustainable practices such as reducing energy consumption,



**ILYAS  
MOHAMMED**

COO, AmiViz

promoting green transportation, and utilizing renewable energy sources. Companies also need to adopt circular economy practices that prioritize recycling and reducing waste. And, they must recognize the urgency of reducing their carbon emissions and take active steps toward achieving a sustainable future for urban areas.

**HOW WOULD YOU DESCRIBE THE BUSINESS OR DIGITAL TRANSFORMATION JOURNEY OF YOUR ORGANIZATION?**

As a company, we recognize the importance of staying at the forefront of technological innovation to drive our business forward. That's why we have developed our platform to suit our unique business model, which will provide our partners and vendors with quick access to relevant information and streamline their workflows.

Our platform is designed to provide tips and resources that our partners and vendors can use to improve their operations and drive success. It also features tools to help speed up the process, allowing our partners and vendors to access the information they need quickly and easily.

In addition, our platform offers tremendous development possibilities. We are constantly updating and improving the platform to ensure that it stays ahead of the curve and meets the evolving needs of our partners and vendors. By leveraging cutting-edge technology and innovative features, we believe our platform will help drive growth and success for our business and partners for years to come.

Describe any ongoing, completed, or planned digital or business transformation initiatives. We initiated a comprehensive digital transformation with the launch of our B2B marketplace, serving as a central hub connecting partner vendors and customers. Emphasizing digitalization and cloud adoption, our focus for the coming decade is

to facilitate seamless cloud-based service consumption and delivery, ensuring streamlined operations and efficient collaboration within the ecosystem.

**WHAT WAS YOUR MOST SIGNIFICANT CONTRIBUTION TO YOUR COMPANY IN 2022 AND HOW DID IT IMPACT OR INFLUENCE THE BUSINESS?**

Last year, I was instrumental in introducing a special program to focus on identifying and nurturing the talent inside the company. With this program, we can empower the young members of our team to take charge and spearhead initiatives at various levels in the organization. This new approach not only drove business growth but also cultivated a strong, self-sufficient workforce culture with a positive impact on the company's overall success.

**WHAT IS YOUR ORGANIZATION'S PLAN FOR 2023? HOW DO YOU INTEND TO USE TECHNOLOGY TO ADVANCE THE BUSINESS?**

Our goal is to generate US\$100 million in revenue by leveraging the agility and efficiency of our marketplace. AmiViz online platform and mobile app are powered by the latest technologies that boost many business tools, which can help partners accelerate their growth strategy by simply collaborating with us. Some of these tools are the CEC Lab, white labeling opportunity, credit support, online ordering, presales, inside sales, and marketing support. This enables us to enhance our transactional efficiency and establish long-lasting relationships with partners for service delivery and consumption. ■



## Region's top sustainability experts meet with Schneider Electric

Schneider Electric, the leader in the digital transformation of energy management and automation, brought together executives, public officials and sustainability experts, representing more than 25 UAE-based and global businesses. The gathering is another milestone that further reiterates the importance of private sector engagement and a commitment to accelerate decarbonization

and strengthen public-private collaboration ahead of COP28.

Following opening remarks by Gwenaelle Avice-Huet, Chief Strategy and Sustainability Officer at Schneider Electric, who travelled to the UAE to participate in the high-level meeting, the attendees exchanged views on why a collaborative approach toward the climate crisis and energy security is crucial to the success of the

global decarbonization effort. Attendees also stressed on the need for governments and companies to accelerate sustainability action and boost investment in green technologies.

Engaging the private sector to accelerate the transition towards decarbonization as well as fostering and leveraging its innovation capacity to develop efficient and economically viable solutions are critical actions to achieve global and regional CO2 emissions reduction targets. Through collaborative initiatives such as this, the private sector assumes the role of a catalyst in the energy transition.

With the first global stocktake, which will assess the world's collective progress under the Paris Agreement, set to conclude at COP28, Schneider Electric's event was a moment for companies and executives interested in global sustainability to discuss how they are stepping up climate action.

## Hertz UAE takes the lead on electric vehicle & digital transition

Part of the Al-Futtaim Automotive Group, Hertz UAE is the official franchise of Hertz – one of the world's largest car rental brands. The well-established national franchise now aims to be at the forefront of the green mobility transition, having already become the first car rental brand in the country to introduce fully electric vehicles in its portfolio.

Today the car rental giant has over 11,000 vehicles in operation in the UAE, 15% of which are either fully electric or hybrid vehicles. Volvo and Polestar feature within Hertz's green mobility portfolio, with plans to soon include the BYD range. BYD is the world's leading new energy



Alexander Maas, Managing Director of Al-Futtaim Finance and Hertz UAE

vehicle (NEV) manufacturer having sold nearly 3 million NEVs to date; the brand was recently introduced into the UAE with Al-Futtaim Automotive as their regional distributors.

Hertz UAE has plans to further electrify the range, which makes a definitive statement, as they have the most diverse car rental offering in the market – ranging from small sedans to luxurious full-size SUVs, from commercial pick-up trucks to large passenger buses. Conducting nearly 20,000

transactions a month from its widespread network of 13 branches across the country, Hertz UAE has the capability to drive EV adoption at scale. The company believes the UAE is the perfect platform to steer this transition, as the country is strongly committed to making headway towards the UAE Net-Zero 2050 Strategic Initiative and shape a modern, digital economy with sustainability at its core.

Taking a cue from the future mobility aspirations of the country, Hertz UAE also launched its digital platform early in 2021 and introduced new products like Drive Green part of the Flexible Monthly Packages to meet the rising demand for innovative mobility solutions from customers. Today, 70% of new business opportunities come from digital channels while online booking has nearly doubled since the platform's launch.



## Checkout.com highlights importance of payment and revenue optimization

In the MENA region's rapidly evolving digital economy, a large opportunity still remains for merchants to improve their bottom line through digital payments, according to a report released by Checkout.com. The 'Seizing the Digital Opportunity in MENA 2023' report—part of Checkout.com's annual MENA Report series—acknowledges how the region's digital economy has moved from strength to strength in recent years, but suggests that merchants' ability to fine-tune their payment performance is a decisive factor in retaining their competitive edge.

With that in mind, the report offers a guide to help merchants better capture the opportunities of digital transformation. This includes exploring how to take payments to the next level through AFTs, putting data at the heart of payments strategies, keeping fraud at bay, and partner models for expanding digital commerce platforms. The report includes notable contributions from executives at companies such as Visa, Al-Futtaim Group, Azadea Group, and others.

The rise of digital payments in the MENA region has resulted in the need for businesses to collect and analyze digital payment data.



This data has the potential to drive revenue benefits for businesses, from optimizing the checkout process to evaluating internal processes and operations. Despite 49% of survey participants reporting access to payment data, a significant number of merchants in KSA and UAE are not able to turn it into actionable insights.

The report shows that 75% of merchants in the UAE and KSA measure payments optimization KPIs, including authorization rates, chargebacks, downtime, and fees, as part of their overall financial performance. By understanding their payments data, merchants can also unlock significant cost savings by identifying costs such as scheme fees, interchange, markup, or real-time FX fees.

## Sony Middle East and Africa introduces new car AV receiver and power amplifiers

Sony Middle East and Africa announced the newest additions to its Mobile ES lineup including car AV receiver XAV-9000ES and power amplifiers XM-8ES and XM-6ES. Like all the previous Mobile ES™ products, the new models feature high-resolution audio with pure detail that brings studio-quality sound right to your car.

The XAV-9000ES offers a sleek, high definition 6.75-inch touchscreen showcasing hi-res audio and visual, perfect for customers who are looking for a premium quality media receiver that could fit their cars' double DIN space, allowing for seamless, sleek and flush mount installation.

The XM-8ES and XM-6ES, which are sister



products of the already released XM-5ES, XM-4ES, XM-1ES, will be perfect for users with more versatile needs. These amplifiers offer increased number of inputs/outputs in compact size, which will help with customers installing with small footprints.

## UAE's Falcon 40B dominates Leaderboard

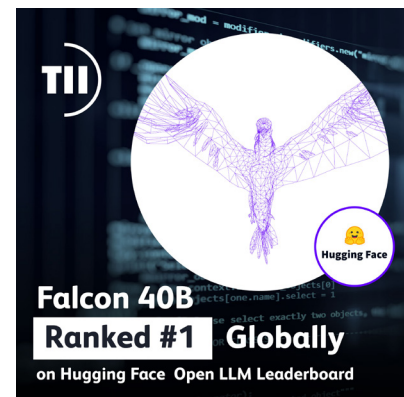
Falcon 40B, the UAE's first large-scale open-source, 40-billion-parameter Artificial Intelligence model launched by Abu Dhabi's Technology Innovation Institute (TII), soared to the top spot on Hugging Face's latest Open Large Language Model (LLM) Leaderboard. Hugging Face, an American company seeking to democratize artificial intelligence through open-source and open science is considered the world's definitive independent verifier of Artificial Intelligence models.

Falcon 40B managed to beat back established models such as LLaMA from Meta (including its 65B model), StableLM from Stability AI, and RedPajama from Together to achieve the coveted ranking. The index utilizes four key benchmarks from the Eleuther AI Language Model Evaluation Harness, a

consolidated framework that assesses generative language models on: the AI2 Reasoning Challenge (25-shot), a set of grade-school science questions; HellaSwag (10-shot), a test of common sense inference, which is easy for humans but challenging for SOTA models; MMLU (5-shot), a test to measure a text model's multitask accuracy; and TruthfulQA (0-shot), a test to measure whether a language model is truthful in generating answers to questions.

Hugging Face's Open LLM Leaderboard is an objective evaluation tool open to the AI community that tracks, ranks, and evaluates LLMs and chatbots as they are launched.

Trained on one trillion tokens, Falcon 40B marks a significant turning point for the UAE in its journey towards AI leadership,



enabling widespread access to the model's weights for both research and commercial utilization.

The new ranking confirms the model's prowess in making AI more transparent, inclusive, and accessible for the greater good of humanity.

With this latest development, TII has managed to secure the UAE a seat at the table when it comes to generative AI models, allowing it to join an exclusive list of countries that are working to drive AI innovation and collaboration.

## Survey finds 66% of Emirati professionals seeking purposeful careers in 2023

In a first-of-its-kind initiative to help organisations identify challenges and opportunities in Emiratization, TASC Outsourcing, the region's leading recruitment agency, was surveyed to support the UAE government in enabling Emiratization. The survey canvassed a strength of 500 respondents, officially making this the largest Emirati candidate survey to date. The study aimed to understand the representation of Emirati citizens in the country's workforce. Emiratization as a national policy has been evolving each year. It now requires private



sector companies with 50 skilled employees and upwards to have 4% Emiratis in their workforce by the end of 2023.

The survey insights were launched as a guidebook during their event, 'Making Emiratization A Success', followed by a keynote and panel with the government and industry experts. The TASC report reveals insights to enhance competitive knowledge to accelerate Emiratization, and given that the Emiratization rate for high-

skilled jobs will gradually increase to 10% by 2026, this report serves as a foundation to build up a skilled Emirati workforce for employment needs.

The preferred outsourcing, recruitment, and HR specialists for many organisations in the UAE, TASC's efforts have been channelised towards supporting not just the individual Emiratization goals of corporates but also helping fulfil the government's vision for Emiratization.



## e& selects Oracle Cloud to shape the UAE's digital future

Oracle has announced that e&, one of the world's leading technology and investment groups is scaling its cloud footprint to Oracle Cloud Infrastructure (OCI) Dedicated Region to support its business expansion and modernize the business applications. Under an agreement signed at the Oracle CloudWorld Tour in Abu Dhabi, the technology group will also explore migrating its global HR functions to Oracle Fusion Cloud

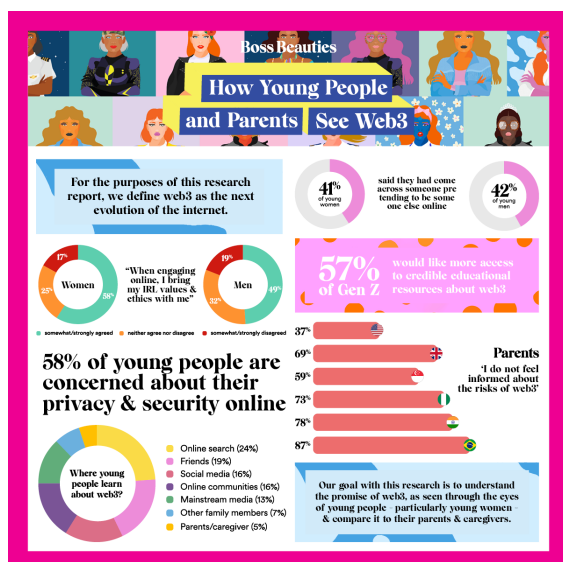
Human Capital Management (HCM).

With a 47 year legacy e& is a multinational technology and investment group serving 163 million customers in 16 countries across the Middle East, Asia, and Africa. OCI Dedicated Region brings the opportunity to use OCI's public cloud benefits, services, and applications in e&'s data center that manages its core IT and network systems. This provides e& with a dedicated

cloud platform to modernize, manage and automate critical OSS and BSS applications as part of a multi-year cloud transformation program. In addition, Oracle Cloud HCM will help e& to simplify HR processes, improve the employee experience, and deliver enhanced workforce insights.

With OCI Dedicated Region, e& will have access to Oracle's 100 plus cloud services on-premise to accelerate innovation across Artificial Intelligence (AI) and to support and scale its existing services. In addition, e& will be able to retain full control of its data and applications to help it address the UAE's security, regulatory and data residency requirements while reducing operational costs. The collaboration is part of a long-term initiative by e& to consolidate the technology infrastructure that underpins its business and operational systems into a shared, open-standard platform designed to support its growing digital services portfolio, including new services around Internet of Things (IoT) and 5G.

## New Global Study reveals that 52% of Gen Z around the world wish their school taught them more about web3



The first global study to measure Gen Z's attitudes towards web3 found that 52% wanted their schools to teach them more about the virtual and digital environments in which many find themselves when not in class. The study, conducted by New York-based Boss Beauties, is the most up-to-date comprehensive look at how 16-25-year-olds (and parents) in seven countries view the knowledge gaps, risks, and future of web3.

The report looks at web3, the next generation internet, through the eyes of Gen Z. Web3, which is fast evolving, is built in the cloud and on blockchain technologies that enable users to interact with decentralised apps, including online gaming, virtual communities, cryptocurrency platforms, and NFT marketplaces. The study was commissioned by Boss Beauties, a media and entertainment brand founded in September 2021 with a collection of web3 digital collectibles. Boss Beauties continues to provide the tools, skills, and connections to safely bring the next 1 million women and girls into a web3 world. The report is based on in-depth polling by EPG in countries where web3 is established and rising in popularity.



## Fluke with continuous introduction of new products and solutions

Fluke, world's leader in test and measurement tools and solutions, providing testing and troubleshooting capabilities to manufacturing plants and facilities to keep their world up and running.

Fluke stays ahead in the market with its continuous introduction of new products and solutions. Innovation and customer intimacy are at the heart of what they do in Fluke. They regularly listen to the customers about the challenges they face while they do their jobs and innovate tools that can help them in their day-to-day activities. In addition, Fluke's commitment to the highest quality in terms of accuracy, safety and durability has positioned them to be the leader in the market for the past 75 years.

One of the initiatives that Fluke

launched was the "Going Green" initiative; a movement aimed at minimizing environmental impact and to reduce carbon footprint. Among other efforts, this includes eliminating paper manuals, inserts and software CDs in product shipments.

The Fluke SMFT-1000 is one of the latest product introductions for Fluke. The tool is an all-in-one PV system test solution meeting international standard IEC 62446-1 for Category 1 and Category 2 tests which are required for testing, documenting, and maintaining PV systems. Its intuitive design, IEC standard fulfilment as well as its integration with other accessories (the Solar Irradiance Meter and the Solar clamp) set it apart from other products in the market.

At Fluke they always aim to



Zaid Asfour, Regional Sales Manager Middle East, Fluke

look ahead to expand expertise and accelerate progress. With the evolving macro trends, their strategy is to focus on sustainability and customer experience. Part of their plans is to continue to grow their core products; investing in products tied to macro trends and products where they have a leadership position.

## UAE high school students set career paths early: KPMG and GEMS Education report

UAE school students between the ages of 15 to 18 years have remarkable maturity and are very focused on their professional aspirations, with a vast majority (90%) already exploring career choices in high school and 40% planning to pursue majors in business and healthcare. This is according to a recent report on student career aspirations and the future of work by KPMG Lower Gulf and GEMS Education, spanning 800 high school students across the UAE.

The report, titled 'Mind the Gap', was launched through an



event run by KPMG Lower Gulf and GEMS Education at the GEMS Modern Academy in Dubai.

The discussions centred around the report findings, which highlighted the statistics of female high school students who displayed remarkable confidence and determination in their career advancement, with 44% strongly agreeing that they planned to work and progress in their chosen field in the long term.

Business was the top career

choice for boys (29%) and healthcare was the foremost for girls (24%). Of those surveyed, 14% of boys and 4% of girls planned to pursue careers in information technology. Despite current job trends, less than 1% of respondents planned to study emerging technologies, and only about 5% planned to study natural sciences. Overall, 12% said they planned to pursue engineering and 6% were interested in creative arts.

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SOCIAL  
MEDIA



BRAND  
ACTIVATION



BOOTH  
BUILDING



CONTENT  
GENERATION



# DIGITAL TRANSFORMATION FOR A SUSTAINABLE CONSTRUCTION

Both digital transformation and sustainability should be critical components of every business strategy. By leveraging digital transformation, the industry can drive positive change and lead the charge toward a sustainable future.

**I**n the last two decades, the construction industry has been facing increased pressure to adopt sustainability practices. The industry is now a major contributor to climate change and one of the largest producers of carbon emissions worldwide. The problem isn't just that buildings are inefficient or poorly designed—it's also that they take too long to design and build.

The good news is that digitalization can help reduce both energy consumption and carbon footprint over time by making projects more efficient in all phases of their life cycle:

from planning through design, construction, and operation.

### WHAT IS SUSTAINABLE CONSTRUCTION? WHY IS IT IMPORTANT?

Sustainable construction is the practice of building or renovating buildings in ways that use less energy, water, and materials than typical construction practices. It also includes building new structures in a way that limits their impact on the environment.

Sustainable building construction is important because it allows us to use fewer natural resources and benefit us in multiple ways –





## IBRAHIM IMAM

Co-Founder, Group-Co-CEO, CEO MENA & APAC PlanRadarz



Intelligent data collection and analysis can help you measure and improve construction site performance.



- Saves money on energy bills by using more efficient heating and cooling systems.
- Reduces water consumption by using drip irrigation systems.
- Reduces the need for new materials by using recycled materials.

### ROLE OF DIGITAL TRANSFORMATION IN SUSTAINABLE CONSTRUCTION

Digital transformation is the process of transforming a business from traditional, analog systems to digital systems. Digital transformation can encompass everything from the use of cloud computing to the adoption of artificial intelligence (AI).

In the context of the construction industry, there are four key areas where digital technologies are being used for sustainable construction:

- Connectivity – how do you connect people and devices.
- Data – how do you capture data using sensors or other means.
- Analytics & machine learning – how do algorithms analyze data and make predictions based on patterns.
- Automation – how does automation reduce the manual effort needed for tasks within processes so that humans can focus on higher-value activities.

### USING INTELLIGENT DATA TO MEASURE CONSTRUCTION SITE PERFORMANCE

Intelligent data collection and analysis can help you measure and improve construction site performance. Data can be used to track progress, identify issues, and make better decisions.

The benefits of using

intelligent data to measure construction site performance are:

- Real-time information about the project's status for quick decision-making.
- Improved efficiency by eliminating unnecessary steps in the workflow process.
- Better collaboration between team members thanks to transparency into everyone's tasks and responsibilities at all times.
- Complete visibility into the project's progress and status for everyone involved.

Building Information Modeling (BIM), for example, is a digital representation of the physical, functional, and spatial characteristics of a building. It's used by architects, engineers, and contractors to collaborate on the design and construction of buildings. It allows you to plan so you don't end up with any surprises when it comes time to build your project—you can anticipate costs associated with materials needed down the line (like plumbing or electrical systems). It helps identify problems early so they can be addressed before they become expensive problems later on in construction (like leaks). You can use 3D models to decide what kind of materials are best suited for certain areas (for example: putting insulation in walls instead of flooring).

### ENHANCING SAFETY WITH AI-POWERED ROBOTS

AI-powered robots are used to reduce the risk of accidents on construction sites by continuously monitoring their surroundings and detecting any potential hazards. They also can increase the efficiency of

### KEY

### TAKEAWAYS

- Data can be used to track progress, identify issues, and make better decisions.
- AI-powered robots are used to reduce the risk of accidents on construction sites by continuously monitoring their surroundings and detecting any potential hazards.
- There is also less chance that an accident will occur due to human error, which would otherwise result in downtime while repairs were carried out (or worse).
- The future of the planet depends on the ability to embrace sustainable construction.

workers by lending a helping hand in carrying out repetitive tasks and monotonous tasks. There is also less chance that an accident will occur due to human error, which would otherwise result in downtime while repairs were carried out (or worse).

#### LEVERAGING VIRTUAL REALITY FOR SUSTAINABILITY

Virtual reality is a powerful tool for designing, building and maintaining sustainable buildings. It can help you visualize the result of your project before you start, which means you can make adjustments early on—and save time, resources, and money.

Virtual reality also allows designers to simulate how the building will function in real life, from the design of mechanical systems to indoor air quality. This makes it easier to identify potential problems early on and plan for them accordingly.

Finally, virtual reality offers an immersive way for clients and stakeholders to experience their buildings before construction even begins. This helps them better understand what they're paying for—and why sustainability matters in the first place!

Wearable devices in the construction site management

Wearable devices can be used for site management, real-time monitoring, and tracking of the construction site. For example, augmented reality technology can help you to monitor the progress of construction in your office. This makes it easier for you to ensure that everything is being done according to plan.

Wearable devices can also be used by workers on the site itself to help them do their jobs more effectively. For instance, a smart helmet could allow them to get information about their work environment

without having to stop what they're doing.

#### SMARTER BUILDINGS THROUGH INNOVATION, DIGITALIZATION, AND COLLABORATION

Smart buildings are buildings that have been designed to be highly energy-efficient, productive, comfortable, and healthy. They use the latest technology to reduce the impact of their occupants on the environment by making it easier for them to monitor and control their energy consumption, water consumption, lighting levels, air quality (CO2 levels), fire alarms, and security systems.

Smart buildings also make it easier for building managers and staff to keep track of building maintenance needs by gathering data about how efficiently each part of a building is operating through sensors placed throughout its structure. This information can then be used as an early warning system for repairs or upgrades that need attention before they become serious problems.

The future of our planet depends on our ability to embrace sustainable construction. By leveraging digital transformation, the industry can drive positive change and lead the charge toward a sustainable future.

We've come a long way from the days when sustainability was seen as a niche topic or 'greenwashing' opportunity for companies looking to profit off their environmentally friendly practices. Now, sustainability is embraced by businesses of all sizes and across industries around the world—but there's still more work to do. It's not just about the ability to do more with less, but about making your processes more efficient and sustainable. This is where digital technology will play a huge role in helping construction companies become more sustainable by allowing you to rethink how you approach every aspect of your construction business. ■

# ADVANCED TECHNOLOGY, GREATER BUSINESS VALUE

Using advanced technologies like Digital Twins, Metaverse, AI and ML ensures improved accuracy and efficiency, which results in achieving something faster and in an easier manner.

**A**t Rayqube Future Tech, the primary focus is to provide clients with advanced digital transformation solutions. Their expertise lies in advanced technologies such as Digital Twins and Metaverse, event technologies and MICE services, and inventive, personalised solutions that help clients achieve business objectives. Rayqube's mission is to revolutionise the way brands connect with audiences by using the latest in experiential technology.

Key enablers include a growing tech-savvy

population demanding digital transformation solutions in the region, increased adoption of tech within the MICE industry and events, an emerging ecosystem that includes available skilled talent, and a strong and supportive regulatory environment that has already prompted a rise in innovative startups.

## DIVERSITY AND INCLUSIVENESS

Businesses have started to recognise the benefits of having a diverse and inclusive workforce. These benefits include increased innovation, better







### **SANKALP SHARMA**

Co-Founder & CEO  
RAYQUBE



Companies need to adopt a holistic approach that addresses both operational and strategic aspects of their business.



decision-making, improved employee satisfaction and retention, and a broader market reach. At Rayqube, they believe that diversity is not only the right thing to do but also a business imperative that helps deliver better solutions and enables them to stay competitive in the marketplace.

It undoubtedly plays a critical role in driving business growth in today's rapidly evolving business landscape. With the proliferation of digital tech and the rise of the digital economy, companies that can effectively leverage tech to innovate, optimise, and scale operations are more likely to succeed and thrive. For instance, it can enable them to streamline operations, reduce costs, enhance customer experience, foster innovation, and expand market reach. At Rayqube, they are committed to staying at the forefront of technology innovation and leveraging the expertise to achieve clients' business objectives.

#### **REMAINING IN A TECH-DRIVEN WORLD**

Technologies can play a significant role in strengthening urban resilience in the face of severe weather conditions. Technologies like Digital Twins, backed by frontier technologies such as IoT sensors, AI, and data analytics help cities understand, predict and respond to weather-related events. For example, sensors can be deployed throughout a city to monitor critical infrastructure – bridges, roads, and buildings – for potential risks. AI algorithms analyse weather data and identify potential hazards, allowing cities to take proactive

measures to prevent damage. Furthermore, digital tech can simplify urban planning and processes: 3D mapping and modelling

tools allow urban planners to visualise and design more resilient infrastructure to withstand extreme weather events.

Companies need to adopt a holistic approach that addresses both operational and strategic aspects of their business. Specific actions that companies can take include setting clear targets, investing in clean technologies, collaborating with stakeholders, engaging employees, and reporting on progress. Rayqube Future Tech is committed to supporting the clients in their sustainability journey by providing innovative solutions that reduce carbon emissions and promote sustainable development.

#### **FUTURE FOCUS, INNOVATION AND GROWTH**

Rayqube's journey has been focused on leveraging digital technologies to create new opportunities for growth, innovation, and sustainability. This began several years ago when recognised the potential of digital tech to transform the events, meetings, and exhibitions industry. Rayqube started by developing a suite of innovative digital solutions that enabled clients to engage and interact with audiences in new and exciting ways. These solutions include virtual and hybrid event platforms, AI-powered matchmaking and networking tools, and immersive digital experiences. Rayqube are committed to driving innovation and growth

## KEY

## TAKEAWAYS

- With the proliferation of digital tech and the rise of the digital economy, companies that can effectively leverage tech to innovate, optimise, and scale operations are more likely to succeed and thrive.
- AI, and data analytics help cities understand, predict and respond to weather-related events.
- Rayqube will be exploring new applications of technologies in areas such as robotics, autonomous systems, and predictive maintenance.
- As a digital transformation company, Rayqube is constantly looking for ways to drive value for Rayqube's clients through digital technology.

through digital transformation and are excited about the possibilities that lie ahead.

Rayqube are committed to driving digital transformation across Rayqube's business and supporting Rayqube's clients in their own digital journey. Some example initiatives include Rayqube's work in the Virtual and Hybrid event space, the metaverse, digital twins, cloud adoption and development operations, sustainability, and talent development. This work is ongoing and represents just a few examples of Rayqube's commitment to driving digital transformation across Rayqube's business and supporting Rayqube's clients in their own digital journey. Rayqube remain focused on innovation, growth, and sustainability, and never stop exploring future tech and the opportunities it will create.

### GREATER OPPORTUNITIES AHEAD

One of the most significant contributions last year to be Rayqube's successful expansion into digital transformation and advanced technologies, with the decision to further explore new markets and regions. Specifically, Rayqube have expanded Rayqube's services geography in three new countries, through strategic partnerships.

This expansion had a significant impact on the business, as it opened up new revenue streams, increased Rayqube's customer base, and strengthened Rayqube's position as a leading player in the digital transformation industry. Rayqube have also started to have an established and stronger presence in key growth markets, enabling us to better serve Rayqube's

client's needs and stay ahead of emerging trends and technologies.

### TOWARDS ADVANCEMENTS IN BUSINESS

As a digital transformation company, Rayqube is constantly looking for ways to drive value for Rayqube's clients through digital technology. This year, Rayqube have several initiatives planned that will help us achieve this goal, one of which is focused on expanding Rayqube's offerings in the areas of digital twins, metaverse, AI, and machine learning. Rayqube will also be exploring new applications of these technologies in areas such as robotics, autonomous systems, and predictive maintenance.

Another key focus for us this year will be on expanding Rayqube's presence in emerging markets that Rayqube believe have enormous potential for growth and innovation in these regions. Rayqube intend to develop new partnerships and collaborations that can help Rayqube and Rayqube's clients to improve.

Overall, Rayqube's plan for 2023 is to continue to push the boundaries of digital transformation, leveraging technology to drive innovation, growth, and sustainability for Rayqube's clients and Rayqube's business.

The integration of digital advanced technologies into all areas of business results in the transformation of operating and delivering ways to others. Technological advancements somehow promise to provide significant value for the future. ■

# DIVERSITY AND INCLUSION: THE FOUNDING PHILOSOPHY OF PANASONIC

Panasonic is a global leader in developing innovative technologies and solutions for wide-ranging applications in the consumer electronics, housing, automotive, industry, communications, and energy sectors worldwide. Since its founding in 1918, the company has been working to improve and enhance society. They continue to create value by confronting social issues head-on with the hope of creating an “ideal society” filled with both material and spiritual wealth.

**S**mart city initiatives across the Middle East, enabled by emerging digital technologies, have been transforming societies and consequently improving the quality of life for residents. For Panasonic, which, since its founding, has consistently valued its commitment to innovation, quality, reliability, and efficiency, and see a lot of opportunities here. Panasonic have built a strong reputation when it comes to developing green and sustainable technologies, thus Panasonic is confident that innovations will meet the growing demand for smart cities and have a significant impact on their development.

Diversity and inclusion have always been deeply ingrained in the founding philosophy of Panasonic and these drive to achieve the company’s mission of contributing to society. Panasonic intends to build on the strong foundations the company has made and they look forward to an increasingly diverse future. This means not only continue to welcome employees with diverse backgrounds, but share best practices and support one another to ensure to thrive together as one.

Technology is vital in increasing the efficiency of operations, products, and services. By streamlining processes and innovating to achieve increased efficiency in operation, companies reduce costs as well as enable the business to grow rapidly.

Listening to the customer’s feedback, and keeping pace with the needs and wants of the times, Panasonic has continued to provide cutting-edge technologies, products, and services to achieve both a better life and a sustainable society. The value of the businesses lies in capacity to do excellent work that is second to none, to continually improve Panasonic’s ability

to be the choice of customers and to continue to demonstrate usefulness to both customers and society.

Adopting smart city technologies can help cities strengthen their urban resilience to endure adversities and disasters including severe weather conditions. With new technologies and data analysis, urban planners will be able to identify the priority issues that their cities and residents face, allowing them to build more efficient and liveable urban environments. Panasonic is actively involved in developing smart cities which provide green energy and sustainability, community services, mobility, and digital infrastructure as well as healthcare and well-being. Panasonic have done this by seeking new opportunities and partnerships that have allowed us to make significant impacts on the company’s goal to improve people’s lives, in public spaces and at home. They are proud that the technology facilitates safer streets, energy resiliency, and improving people’s lives.

At Panasonic, they are now focused on achieving a global CO2 emission of net zero by 2030 across the entirety of their business operations. In line with this, Panasonic launched the GREEN IMPACT initiative globally to contribute to society-wide reductions in CO2 emissions by switching customers to energy-saving products and supplying energy-saving solutions and green energy technologies to B2B/B2G customers. Also, Panasonic factories located in various parts of the world use renewable energy for power and have energy-efficient fixtures and smart lighting, and HVAC system.

It is the brand’s philosophy, and this





### PATRICIA NAZARIAN

General Manager & Division Head - Corporate Communications, Panasonic Marketing Middle East and Africa FZE (PMMAF).

#### KEY

#### TAKEAWAYS

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- Panasonic is actively involved in developing smart cities which provide green energy and sustainability, community services, mobility, and digital infrastructure as well as healthcare and well-being.
- At Panasonic, they are now focused on achieving a global CO2 emission of net zero by 2030 across the entirety of their business operations
- Adopting smart city technologies can help cities strengthen their urban resilience to endure adversities and disasters including severe weather conditions.

has been echoed by the group CEO, that Panasonic must thoroughly improve competitiveness across all of Panasonic's businesses. Panasonic will become unrivaled in accomplishing valued work. As long as Panasonic maintain this capacity for excellence, each of businesses - regardless of size - is unique to Panasonic and, as such, is valuable to the Group. In the future, investment decision-making will be transferred to the operating companies, and the operating companies themselves will take the initiative in promoting activities designed to achieve the social and environmental benefits to which each company aspires and to strengthen the competitiveness to contribute to society.

As Panasonic enters a new era of digitization, Panasonic have launched the SMART CARE App, a digital platform that allows customers, dealers, and service centers to seamlessly communicate all service-related matters and claim warranties at the touch of a button. Panasonic are the first to launch this kind of paperless warranty support in the region - this is a testament to Panasonic's continuing efforts to enhance customer experience through digital excellence. With the Smart Care App, Panasonic has eliminated the need for keeping physical invoice copies and warranty cards, making it easier for customers to track warranties of multiple products and book services. It is currently available in the UAE, KSA, Oman, and Pakistan,



Technology is vital in increasing the efficiency of operations, products, and services.



but Panasonic do have plans to roll it out across all markets in the region. Panasonic are also implementing a continuous process of evaluating the app, and Panasonic will further update the app with additional features based on those evaluations to make sure that it stays relevant and successful for a long time.

With the requirements of local customers in mind, Panasonic will continue to create and provide high-quality products and solutions that support people in their everyday lives and improve their well-being. Panasonic has grown and evolved together with customers, and Panasonic can assure them that they can continue to trust and depend on us to find new ways to deliver on this commitment to creating more products that suit and enrich their lifestyles and needs. Additionally, they will continue to leverage technological expertise to enhance the future. Panasonic are committed to advancing a more sustainable future not only through adherence to green operations strategy but equally important, through the development of more energy-saving products and supplying energy-saving solutions and green energy technologies to B2B/B2C customers. ■

# TOWARDS VISION 2030

It's critical to work with the customers and partners to accelerate the digital transformation initiatives and align with 2030 visions of growth, diversification, and digital infrastructure.

**I**ntel creates world-changing technology that enables global progress and enriches lives. Intel works to advance the design and manufacturing of semiconductors to help address customers' greatest challenges. By embedding intelligence in the cloud, network, edge and every kind of computing device, Intel unleashes data's potential to transform business and society.

Intel have launched strategic projects across the GCC in alignment with various governments' 2030 visions on digital transformation. Moreover, digitalization has led to increased demand for skilled workers and Intel's digital literacy programs help improve skills and training, especially in AI. These are just some examples of the enabling factors affecting Intel's business here.

## THE GROWTH STRATEGY

Intel believes diversity and inclusion are essential for innovation. The company has a 100 percent commitment to advancing research and development across all levels of the business.

Diversity and inclusion are foundational to Intel and its purpose in driving innovation and delivering strong business growth.

The rapid growth in digitalization across the globe is facilitating greater efficiency, streamlining processes, and improving the delivery of innovation and services. Technology is certainly playing a critical role in driving business growth.

Technology helps simplify tasks, reduce the time required to complete them, and improves accuracy and efficiency, enabling companies to concentrate on strategic action that contributes to growth. In addition, technology also facilitates the development of innovation and streamlining of business processes, which helps companies stay competitive.

Lastly, technology has enabled the use of data in making informed and effective decisions, leading to better business outcomes.

## CHALLENGING MULTI-DECADE JOURNEY

When Intel makes an impact, it makes it easier for the value chain to take meaningful action too. So,



Digitalization has led to increased demand for skilled workers and Intel's digital literacy programs help improve skills and training.





### TAHA KHALIFA

Client Computing Group  
Sales Director, EMEA  
Territory, Intel Corporation

#### KEY

#### TAKEAWAYS

- Intel have launched strategic projects across the GCC in alignment with various governments' 2030 visions on digital transformation.
- Technology has enabled the use of data in making informed and effective decisions, leading to better business outcomes.
- Intel continues its multi-decade journey to deliver technology at high standards of environmental responsibility.
- Intel's edge-to-cloud strategy, portfolio, and expertise enable to deliver solutions that further accelerate the region's technology growth opportunities.

Intel is fully committed to the necessary actions, investments, and collaboration to achieve net-zero greenhouse gas emissions. Intel continues its multi-decade journey to deliver technology at high standards of environmental responsibility.

The company's five-decade-plus commitment to corporate responsibility and sustainability — built on a strong foundation of transparency, governance, and ethics — is deeply integrated throughout all aspects of Intel's business.

Through Intel's RISE Strategy, they are raising the bar and evolving corporate responsibility strategy to increase the scale of work with others to create a more responsible, inclusive, and sustainable world, enabled through technology and Intel's collective actions.

Overall, though, in view of the necessity to remain competitive and respond to changing needs and expectations for customers and stakeholders, Intel continues to be ever-evolving as a business.

#### REVOLUTIONIZING INITIATIVES

'Project Mustakbal' is dedicated to supporting governments and ecosystems in the region as they harness the world of data and diversify their economies beyond oil dependency. Through this project, Intel lends its technical, sales, and marketing resources, and creates partnerships with key ecosystem players including OEMs, ISVs, and SIs that offer end-to-end solutions, scaling from edge computing to the network, the cloud, and the emerging field of AI and autonomous driving.

The initiative has rapidly established an IT ecosystem

and a shared goal to capitalise on Intel's knowledge to benefit the Middle East.

#### INFLUENCE, INSPIRE AND IMPACT

Leading "Project Mustakbal" was instrumental in growing Intel's business in the Middle East. It's critical to work with Intel's customers and partners — telco operators, prominent universities, government agencies, etc — to accelerate the digital transformation initiatives and align with 2030 visions of growth, diversification, and digital infrastructure. Intel's edge-to-cloud strategy, portfolio, and expertise enable to deliver solutions that further accelerate the region's technology growth opportunities. Intel builds a consistent strategy based on technology and thought leadership, enabling digital literacy infrastructure, and establishing an innovation center to showcase the latest tech solutions, which helped grow Intel business and establish strong connections with partners.

Under the leadership of Pat Gelsinger, Intel's Chief Executive Officer, Intel launched a 'Torrid Pace' innovation and execution model and plans to launch five process nodes in the next four years. Digital technology is transforming the world at an accelerated pace, driven by five key superpowers: Ubiquitous computing, AI, cloud-to-edge infrastructure, pervasive connectivity, and sensing.

Intel is the only company with the depth and breadth of intelligent silicon, platform, software, architecture, design, manufacturing, and scale that customers of Intel need to capitalize on business opportunities and fuel their next-generation innovations. ■





# TECHNOLOGY HAS ALWAYS BEEN A STRATEGIC ENABLER FOR BUSINESSES

Salesforce is a company that makes cloud-based software designed to help businesses find more prospects, close more deals, and wow customers with amazing service.

**C**ustomer 360, its complete suite of products, unites customers' sales, service, marketing, commerce, and IT teams with a single, shared view of customer information, helping them grow relationships with customers and employees alike.

Many enablers are positively affecting Salesforce's business in the region, including a very healthy partner ecosystem. Salesforce empowers partners to deliver on customer needs through a robust partner program. Salesforce are partners with technology, marketing, and go-to-market resources, helping them build successful cloud businesses. The importance that Salesforce place on training and certification is perhaps best demonstrated by the numbers: currently, Salesforce have over 185 Salesforce partners across the Middle East, and between them, they have almost 1,100 Salesforce-certified resources with an impressive 3,600+ Salesforce certifications. This shows that on average, each certified partner has multiple salesforce

product certifications and expertise, suggesting the partners are motivated and have good access to training and education resources.

There is definitely a growing awareness of diversity and its positive role. At Salesforce a key strategy for promoting ecosystem equality is enabling those historically left out of the tech industry to skill up and connect with potential employers at partner companies. They have measured Salesforce's progress on this front by tracking areas including hiring, attendance at career fairs, and completion of Salesforce Fundamentals, a free three-week course that prepares job-seekers for their first roles in the ecosystem.

Technology has always been a strategic enabler for businesses, and it always will be. Technology needs to infuse every area of a business, but the right technology needs to be deployed in the right way, for the right purposes.

This is especially the case amid the tough



## THIERRY NICAUL

Area Vice President, MENA  
Salesforce



There is definitely a growing awareness of diversity and its positive role.



### KEY

### TAKEAWAYS

- Each certified partner has multiple salesforce product certifications and expertise, suggesting the partners are motivated and have good access to training and education resources.
- Technology has always been a strategic enabler for businesses, and it always will be.
- Using historical weather data, organizations can use predictive analytics to forecast the likelihood of extreme weather events.
- Companies looking to reign in their carbon footprint can make use of Salesforce Net Zero Cloud, software that helps businesses track and analyze their environmental data.

economic climate seen today. From the CEO to the CFO, the CHRO to the CMO, every leader has been asked to be more efficient and productive as economic conditions worsen. For their part, CIOs and IT leaders must identify where technology can drive growth, increase efficiency, and create more business value faster.

Organizations can use data to gain a better understanding of the impact of severe weather events on their operations, and therefore how to prepare for them more effectively.

Using historical weather data, organizations can use predictive analytics to forecast the likelihood of extreme weather events. This can help organizations prepare for such events by enabling them to anticipate potential risks, understand their impact, and take necessary measures to minimize or mitigate damage.

In addition, organizations can use real-time monitoring tools to track weather conditions in areas where they have operations. By gathering real-time data, they can quickly identify potential threats and take action to protect their assets, employees, and customers.

By using simulation models, organizations can analyze various scenarios of extreme weather events, helping them to plan and prepare for these events and develop contingency plans more effectively.

Companies looking to reign in their carbon footprint can make use of Salesforce Net Zero Cloud, software that helps businesses track and analyze their environmental data. With Net Zero Cloud, organizations can integrate a complete sustainability management solution into their operation

and gain intelligent emissions predictions, recommendations for reduction, and progress tracking toward net-zero targets.

Net Zero Cloud helps organizations efficiently manage real-time sustainability data, integrate data from multiple sources, leverage auto-updated datasets, ensure data is auditable for investor and regulatory reports, and collaborate with suppliers to track and take action on full value chain emissions, among other things. Also, Salesforce announced new Einstein GPT and Data Cloud capabilities for Flow, its portfolio of automation tools.

By powering Flow with Data Cloud — which allows companies to unify all their customer data across channels and interactions into single, real-time customer profiles — customers can automate complex workflows and trigger actions based on real-time changes. For example, a marketing automation system detects that a customer has just abandoned their online shopping cart, triggering an immediate follow-up email with a personalized discount code to encourage them to complete their purchase.

With Einstein GPT, Salesforce is launching the first generative AI for CRM that works with the full power of the Salesforce platform, from trusted customer data. It will democratize the generative AI application by assisting your employees and customers in many activities and tasks including email, case, articles, landing page, and even Apex code.

By combining Einstein GPT with Flow, users can create and modify automation using a conversational interface, which radically simplifies the flow creation process and significantly lowers barriers for non-technical users. ■



# DAR TANTORA HOTEL OPENED IN SAUDI ARABIA'S ALULA OLD TOWN

The Royal Commission for AlUla will further expand the accommodation offering in AlUla with Dar Tantora by The House Hotel, in AlUla Old Town. Dar Tantora will also house a pool and spa as well as a restaurant and café. Royal Commission for AlUla is developing the 30-room landmark property by restoring several historical mud-brick buildings using contemporary engineering methods and time-honoured techniques. The development will showcase the Old Town village as a vibrant cultural hub.

The rooms will be adorned with traditional décor, furniture and artistic accents, incorporating storytelling elements that capture the area's intangible heritage. Local artisans received specialised training to participate in the restoration endeavours. Royal Commission for AlUla has a vision for diverse range of accommodation of 5,000 keys by 2030. For delivering on this vision, AlUla Old Town was recognised by the United Nations World Tourism Organisation as Best Tourism Village in 2022.









**Khaled Al Jamal**, General Manager,  
JW Marriott Hotel Riyadh

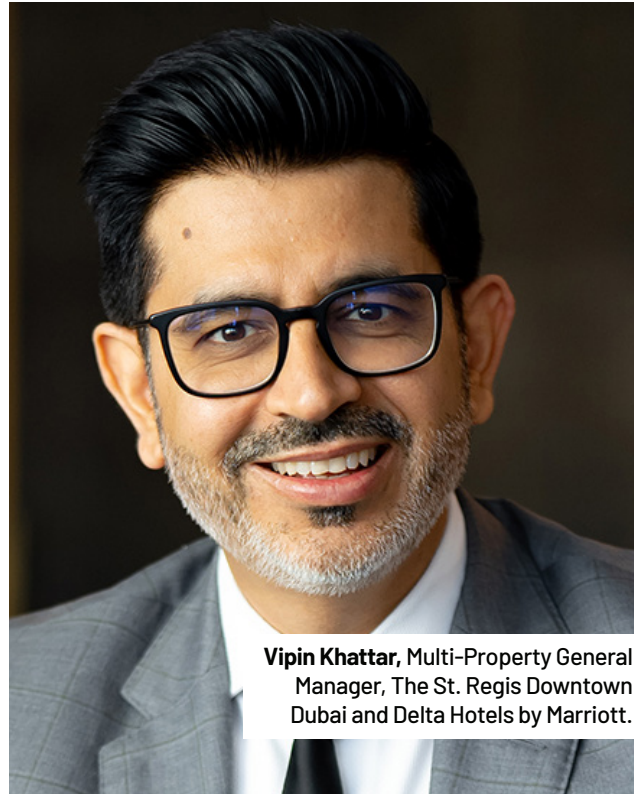
### **JW Marriott Hotel Riyadh appoints Khaled Al Jamal as General Manager**

JW Marriott Hotel Riyadh is pleased to announce the appointment of Khaled Al Jamal as its new General Manager. The highly respected hospitality professional will bring his wealth of experience in the industry having worked within the sector for over 35 years.

Khaled graduated with a degree in Finance but found his passion within the hospitality sector, and hence kicked off a long-standing career in many countries from around the world starting with Marriott Amman Hotel in 1987 and held various F&B positions, followed by the USA, Hungary, Russia, Lebanon, Czech Republic, Turkey, UAE, Egypt, Ghana, Jordan and now KSA.

During his tenure, he gained extensive experience across the hospitality industry, holding various senior positions in reputable brands such as Marriott, Renaissance, Ritz Carlton, JW Marriott and Fairmont.

With his wealth of experience within the hospitality sector, Khaled will be working on strengthening JW Marriott Hotel Riyadh's position as a flagship brand in the region.



**Vipin Khattar**, Multi-Property General  
Manager, The St. Regis Downtown  
Dubai and Delta Hotels by Marriott.

### **The St. Regis Downtown Dubai & Delta Hotels by Marriott, welcome new Multi-Property General Manager**

The St. Regis Downtown Dubai and Delta Hotels by Marriott, Dubai Investment Park, part of Marriott International, are pleased to announce the appointment of Vipin Khattar as the new Multi-Property General Manager.

A seasoned leader with comprehensive experience as a hospitality professional, including time spent with prominent brands such as Marriott International and Hyatt International, Vipin is a passionate hotelier with more than two decades of illustrious experience primarily in the UK, Middle East, and Africa. In his role, Vipin brings a wealth of expertise to oversee the properties' operations, cultivate bespoke guest experiences, further enhance its F&B portfolio, and improve associate satisfaction, among other responsibilities.

An alumnus of Hotel Management and Catering Technology from IHTTI School, Neuchatel, Switzerland with a specialisation in Hospitality Operations, Vipin is known for his exceptional sales and marketing skills and effective leadership style. He has filled the role of Raja Zeidan, who is now the Chief Operating Officer at RDK Group.



**Marco Mueller,**  
Chief Marketing Officer  
at AVEVA



**Sue Quense,**  
Chief Commercial Officer at  
AVEVA



**Iju Raj,**  
Executive Vice President  
for R&D AVEVA



**Rob McGreevy,**  
Chief Product Officer,  
AVEVA

## **AVEVA further strengthens executive leadership team with four new senior roles**

AVEVA, a global leader in industrial software, has further strengthened its leadership team announcing four new senior executive roles as the company drives forward its new business model.

Sue Quense, currently AVEVA's Senior Vice President of Americas, takes on the newly created role of Chief Commercial Officer. Quense, based in Philadelphia, USA, has spent more than three decades in software sales leadership roles. Marco Mueller, a long-time technology industry leader, joins AVEVA as Chief Marketing Officer and will be based in London, UK.

With AVEVA's goal to support end-to-end product innovation, the research & development (R&D) function and project delivery services will come together with the Business Units and Portfolio Management teams under the leadership of Rob McGreevy, Chief Product Officer.

Iju Raj, Executive Vice President of R&D at AVEVA, is honored to have the opportunity to lead R&D at a company with an exceptional history of innovation.



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