

GLOBAL Leaders TODAY

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By Solving Employee Burnout

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THE PRINCIPLES OF COMMUNITY ASSOCIATION MANAGEMENT - GLOBAL LEADERS GIVE INSIGHTS ON THE INDUSTRY



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From The Editor

Dear Readers,

We are delighted to bring you the December Issue of Global Leaders Today.

In this issue, we have showcased prominent leaders in the world who have significantly transformed their respective industries. The Cover Story, Principles Of Community Associations And Their Management shares valuable insights about the industry from Global Leaders. Inspiring leaders featured include Damian Dooley, Managing Director and Owner of PRD Survey Services, Nneile Nkholise, Founder of 3DIMO and Dr Ariel King, Founder of The Ariel Foundation International who has played a significant role in empowering the world's youth to become inspirational leaders of the future and was one of two females who worked with the first HTLV-III, amongst many other achievements that she has collected over the years.

We have also partnered with two pioneering events in Dubai, International Real Estate Community Management Summit(IRECMS), hosted for Community Management, Property Management and Facilities Management professionals as well as Global Business Forum ASEAN hosted for Industry Leaders worldwide. Both events will cover renowned speakers from the world to spark insightful conversations and gain valuable knowledge.

While in the thought-leadership section, we have sourced content that will add value to you and your organization with articles such as Four Research-Backed Ways To Enhance Innovation and Create A Happier Workforce By Solving Employee Burnout, a phenomenon that currently affects 77% of employees as reported by Deloitte recently.

In conclusion, I would like to thank the team at Global Leaders Today for their efforts in putting together a compelling edition. We hope we can continue adding value to your lives.

Warm Regards,
Sherlyn Gomes
 Editor at Global Leaders Today

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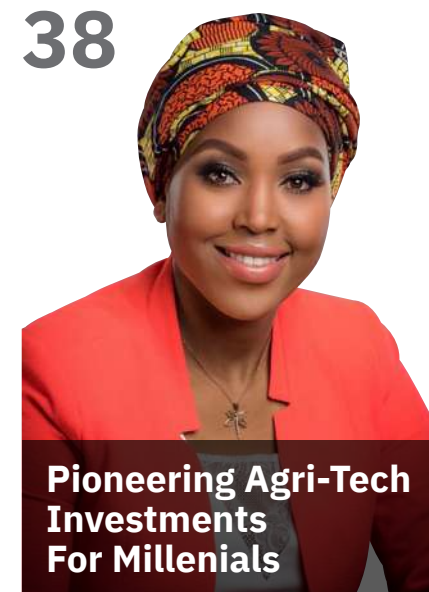
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NEWS

Countries Agreed To A New Global Climate Deal In Glasgow



Delegates at high-stakes COP26 climate talks in Glasgow agreed on a global deal to boost climate action after last-minute wrangling. They also approved rules that would create the framework for a global carbon market. They also agreed to a set of sweeping rules on international carbon trading.

The final version of the comprehensive document named the Glasgow Climate Pact kept contentious proposals despite last-minute pushback from China and India -- two of the world's biggest emitters. That included language on reducing coal and fossil-fuel subsidies and coming back by next year with new climate targets. The proposals passed after an eleventh-hour watering down, negotiated in plain sight in the entire room.

Negotiators reached compromises on issues, including avoiding double-counting of credits and making sure a share of proceeds goes to helping developing nations adapt to a warming planet. Still, activists warned that those concessions could set back efforts to cut heat-trapping emissions.

Portugal Has Made It Illegal For Employers To Call Employees After Work

Remote workers in Portugal can now see a healthier work-life balance under new labour laws approved by the country's parliament. The new rules approved on Friday, November 12th are a response to the explosion of home working due to the COVID-19 pandemic, Portugal's ruling Socialist Party said.

Under the new rules, bosses could face penalties for contacting workers after office hours. Companies will also have to help pay for expenses incurred by remote workers, such as higher internet and electricity bills. But the amendments to Portugal's labour laws have certain limits: they will not apply to companies with fewer than ten employees.



Ana Mendes Godinho, the Minister of Labour and Social Security of Portugal, said, "The pandemic has accelerated the need to regulate what needs to be regulated." She has also claimed that this could be a practical step in making Portugal one of the best places to work globally and an excellent way to attract 'digital nomads' to Portugal.

Austria Has Ordered A Lockdown For Residents Who Have Not Received COVID-19 Vaccine

The Austrian government has ordered a nationwide lockdown for unvaccinated people from November 15th to combat rising coronavirus infections and deaths. The lockdown affects almost 2 million people in the Alpine country, of 8.9 million. It does not apply to children under 12 because they cannot yet officially get vaccinated. The lockdown will initially last for ten days, and police will go patrolling to check people outside to make sure they are vaccinated, Chancellor Alexander Schallenberg said, adding that additional forces will be assigned to the patrols. Unvaccinated people will be fined up to 1,450 euros (\$1,660) if they violate the lockdown.

The move prohibits unvaccinated people from leaving their homes except for essential activities such as working, grocery shopping, going for a walk or



getting vaccinated. Authorities are concerned about the rising infections and deaths and that soon hospital staff will no longer be able to handle the growing number of COVID-19 patients.

"It's our job as the government of Austria to protect the people," Schallenberg said. "Therefore we decided that starting Monday there will be a lockdown for the unvaccinated."

Alphabet, Google's Parent To Launch New AI-Driven Drug Discovery Company



Google's parent company Alphabet Inc has announced the launch of a new UK-based company called Isomorphic Labs, dedicated to applying an AI-first approach to drug discovery. Isomorphic Labs will build on research carried out by London-based AI laboratory DeepMind, which Google acquired in 2014. The commercial venture has a mission to revamp the entire drug discovery process with an 'AI-first approach to model and understand some of the fundamental mechanisms of life.'

The CEO and Co-Founder of DeepMind, Demis Hassabis, is also appointed as the founder and interim CEO of Isomorphic Labs. Hassabis noted that this would enable collaboration between the two companies. The new company is now looking to build a strong multidisciplinary team with deep expertise in AI, biology, medicinal chemistry, biophysics, and engineering.

Demis Hassabis stated in his blog, "As pioneers in the emerging field of 'digital biology', we look forward to helping usher in an amazingly productive new age of biomedical breakthroughs. Isomorphic's mission could not be a more important one: to use AI to accelerate drug discovery, and ultimately, find cures for some of humanity's most devastating diseases."

Staples Center To Be Renamed Crypto.Com Arena In \$700m Deal

Staples Center will be getting renamed starting Christmas Day; it will be called Crypto.com Arena. Arena owner AEG announced that the downtown Los Angeles home of the NBA's Clippers and Lakers, the WNBA's Sparks and the NHL's Kings would change its name after 22 years of operation.

A person with knowledge of the deal told The Associated Press that Crypto.com is paying \$700m across 20 years to rename the iconic building. The person spoke on condition of anonymity because the parties are not publicly announcing the terms of what's believed to be the wealthiest naming rights deal in sports history. The name will change when the Lakers host the Brooklyn Nets in the NBA's annual Christmas showcase.

The major sponsor, Crypto.com, is a cryptocurrency platform and exchange



with its headquarters in Singapore. Founded in 2016, Crypto.com has been on a spending spree across the global sports landscape during the past year. The platform has inked high-visibility sponsorship deals with the UFC, Formula One, Paris St-Germain, Italy's Serie A and the NHL's Montreal Canadiens — while also buying the Philadelphia 76ers' uniform sponsorship patch.

Indonesia Breeds 'Good' Mosquitoes To Fight Dengue

Researchers hailing from Indonesia have experimented with 'good' mosquitoes to fight diseases like Dengue. This particular insect being bred carries a specific kind of bacteria that will prevent the virus from growing in our bodies. The trial was a joint effort by Indonesia's Gadjah Mada University and Monash University in Australia.

These mosquitoes carry a bacteria called 'Wolbachia', which is extremely common. Research by the World Mosquito Program (WMP) stated that this is present in 60% of insects like fruit flies, moths, dragonflies, butterflies and only a handful of mosquitoes. The only exceptions are the Aedes aegypti mosquitoes that carry the Dengue virus. Wolbachia's efficacy rates were studied and published in June by the New England Journal of Medicine. The inferences showed that the mosquitoes carrying this bacteria reduced Dengue cases by 77% and hospitalisations by 86%.

"In principle, we are breeding the 'good' mosquitoes. The mosquitoes carrying



Dengue will mate with mosquitoes carrying Wolbachia, which will produce Wolbachia mosquitoes- the 'good' mosquitoes. So even if they bite people, it won't affect them," said a WMP community cadre named Purwanti.

Spain Announces Free Fertility Treatments For LGBTQ+ Individuals With An Inclusive New Bill



In November, Carolina Darias, the country's Health Minister, signed the order that allowed single women, non-binary people, queer women and trans women to receive free IVF treatments. The move had been long demanded by the LGBTQ+ activists and allies who have previously called on the government to reinstate the inclusion of single women and queer individuals within the bill's guidelines.

The move is also a part of the Socialist-led Spanish government's drive for inclusion and equality, which has also observed a record number of women appointed to the Cabinet. Fertility treatment is free in the country, but six years ago, the conservative Popular Party government curtailed it to heterosexual women who have a partner, forcing others to pay for private treatment.

Shortly after signing the order, Darias took to Twitter to praise the initiative and said that the government has 'restored rights.' "Starting today, single women, lesbians, bisexuals and transgender people will have access to [reproductive technologies] on the [public health service]," she wrote. "We have restored rights that should never have been abolished."

Australian Footballer Josh Cavallo Has Become World's Only Active Gay Top-Flight Pro Footballer

Josh Cavallo, an Australian professional footballer, publicly came out as gay on social media, making him the only active, male, openly gay top-flight pro footballer in the world. The 21-year-old midfielder for Adelaide United opened up about the decision to publicly announce his sexuality in an open letter posted on Twitter.

"I am proud to publicly announce that I am gay," Cavallo wrote. "It's been a journey to get to this point in my life, but I couldn't be happier with my decision to come out. I have been fighting my sexuality for over 6 years now, and I'm glad I can put that to rest."

Cavallo shared that he has only received love and support from his family, friends, teammates, and coaches, a sentiment that Adelaide United has publicly



echoed. "Adelaide United, not only as a football club, but as the embodiment of an inclusive community, supports a remarkable and brave person. We stand alongside Josh for proudly being true to himself and will continue to love and support him as a member of our beautifully diverse family," the professional soccer club said in a statement released on social media.

HPV Vaccine Reduce Cervical Cancer Rate Up To 87%, Study Finds

Young women vaccinated against human papillomavirus (HPV) in their teens with a GlaxoSmithKline (GSK.L) product, Cervarix, had up to an 87% lower risk of developing cervical cancer linked to the virus, a long-running English study recently found. When the vaccinated women were in their 20s, those who had received the shots between 12 and 13 years of age had cervical cancer rates that were 87% lesser than unvaccinated women who had been screened for the malignancy during the same period.

Researchers reported in The Lancet medical journal that the cancer rates were 62% lower when the shots were given between 14 and 16 years and reduced by 34% in women vaccinated



between ages 16 and 18. The study also found that the rates of a precancerous condition were decreased by 97% when the shots were given at ages 12 and 13.

"We hope that these new results encourage uptake as the success of the vaccination programme relies not only on the efficacy of the vaccine but also the proportion of the population vaccinated," said coauthor Kate Soldan of the UK Health Security Agency.

China Is Now the World's Richest Nation, Overtaking The US



Global wealth has tripled over the last two decades, with China leading and overtaking the US. That's one of the key takeaways from a new report by the research arm of consultants McKinsey & Co. that examined the national balance sheets of ten countries representing more than 60% of world income. China accounted for almost one-third of the increase. Its wealth had skyrocketed to \$120 trillion from a mere \$7 trillion in 2000, the year before it joined the World Trade Organization, speeding its economic journey.

The US, held back by more muted increases in property prices, saw its net worth more than double over the period, to \$90 trillion. In both countries - the world's biggest economies - more than two-thirds of the wealth is held by the wealthiest 10% of households, and their share has been increasing, the report said.

"We are now wealthier than we have ever been," Jan Mischke, a partner at the McKinsey Global Institute in Zurich, said in an interview. As computed by McKinsey, 68% of global net worth is stored in real estate.

Pfizer Moves To Allow Cheap Versions Of Its Promising COVID-19 Pill

Pfizer Inc. reached a licensing agreement that will allow generic drug manufacturers to produce inexpensive versions of its COVID-19 pill for ninety-five low- and middle-income countries, following a similar move by Merck & Co. In a statement on Tuesday, November 16th, Pfizer said it had signed an agreement with the United Nations-backed Medicines Patent Pool to license the experimental pill. Once regulators authorize it, generic companies can supply it to countries that account for roughly 53% of the world population.

According to the statement, Pfizer won't receive royalties from sales in low-income countries and won't get royalties from sales to middle-income countries covered by the pact as long as



COVID-19 is classified as a public health emergency. The widely awaited deal could help bolster access to a potent new virus-fighting tool.

"These are potentially life-saving drugs," says Charles Gore, Executive Director of the Medicines Patent Pool. "The sooner we can get it out there, the more people who won't need to go to the hospital and won't die."

India Opens Borders To Vaccinated Foreign Tourists



India has opened its borders to fully vaccinated foreign tourists visiting the country on commercial flights for the first time in nearly two years since March 2020, when it imposed one of the world's strictest lockdowns to contain the pandemic. According to the Health Ministry, tourists entering the country must be fully vaccinated, have a COVID-19 negative certificate within 72 hours of their flight, and follow all Covid-19 protocols.

Travellers from countries with mutual agreements with India on recognising vaccination certificates, including

the United Kingdom, United States and multiple European nations, can leave the airport without undergoing a COVID-19 test. However, they must monitor their health for fourteen days after their arrival.

Travellers who are partially or not vaccinated will have to submit a sample for a COVID-19 test at the airport. They will then be allowed to leave the airport and are required to quarantine for a week. On the eighth day, they will be required to take another RT-PCR test, and if negative, continue to monitor their health for another week.

NEWSMAKERS



Fabio Cabras

Founder & Lead Project Manager, RebuildR LLC

Fabio Cabras is an architect with over 13 years of experience in Italy & the UAE and is the Founder and Lead Project Manager of RebuildR LLC, a technical services company in the UAE. Growing up in Italy, Cabras was surrounded by some of the most beautiful and innovative architecture in the world, which was the driving force behind the high-quality work that he delivers through RebuildR.

Having spent the last few years in Community and Facilities Management, Cabras has first-hand experience with the unique issues faced by Community & Property Managers. This prompted him to start RebuildR, and so far, both he and his capable team have helped many communities successfully resolve common maintenance issues, enhance common areas and even rebuild in some cases.

Having worked for some of the largest developers in the UAE, the collective experience of Cabras and his team makes them experts in not only remedial works but also in community enhancements such as design and building of pet parks, bbq areas, outdoor gyms, children's play areas, refurbishment of building lobbies, security gate houses, swimming pools, gyms & outdoor seating areas etc.

According to Cabras, the purpose of starting RebuildR is to ensure that his clients can rest easy while RebuildR works tirelessly to handle every tiny detail. As he says "We have been in the client's shoes and we have learned from previous mistakes, this is what makes us so effective"

Angela Gegg

Commercial Director, Provident Real Estate

Angela Gegg is a Market Specialist licensed by Dubai's Real Estate Regulatory Authority and Cornell University. She took the position as the Commercial Director at Provident just under three years ago, after working eight years with another well known Dubai brokerage.

With the move to Provident, she was able to offer real estate and property management, mortgages, holiday homes, POA services, conveyancing, and a full turn-key solution for her clients. Having worked over a decade in the industry, Angela has won numerous awards, including being the first female to win the 'Outstanding League of Agents'. She was invited to speak on the Dubai Eye Radio Show and contributes to publications such as Prestige Magazine and the Trends UAE Real Estate Market Report. She was a judge at the Gulf Real Estate



Keith Gunaratne

Founder & Executive Director, EP&T Global

As a child, Gunaratne spent time thinking about how to improve things around him and spent his youth devising solutions for various problems. In 1993, Gunaratne founded EP&T Global in Australia to solve the problem facing modern life. He says, "We use a lot of precious resources



Awards and a speaker at the PropIT conference in Dubai.

Angela has had a long TV and media career before entering Real Estate; she hosts a TV show called 'Angie Live In Dubai'. Her primary focus is covering luxury real estate and developer assets, from mansions on the Palm Jumeirah, penthouses at the Bvlgari to shows with the Green Group Developers whose focus is sustainability, and Emaar, one of the leading developers in the Middle East.

to support our lifestyle, and I thought, 'Wouldn't it be great if we can save money and keep our planet in better shape for future generations?'"

Seeing that people spend most of their lives inside buildings, he focused on making buildings more energy-efficient and pioneered technologies to unlock the DNA of buildings. He adds, "We build amazing technologies leveraging real data to realise incredible results in reducing energy, water consumption, thermal energy and carbon emissions in the built environment of 5 continents. Our EDGE platform, which extracts and analyses IoT data using Data Analytics, Machine Learning and Artificial Intelligence, delivers operational savings enabling their journey to NetZero."

EP&T's technologies have reduced 100,000 tonnes of CO2 emissions per year equivalent to reducing 250,000 flights between London to Berlin per year. Their clients have won the World's No.1 position in the Dow Jones Sustainability Index for 8 years and are listed on the Australian Securities Exchange (ASX).

NEWSMAKERS



San Banerjee

Co-Founder & CEO, 3five8 Technologies

Having lived in apartments since the age of 10, Banerjee observed that each residential community has a wide sphere of influence on its residents, staff, the local ecosystem and the environment. After finishing her MBA in the US and moving back to India, she became an entrepreneur by founding ADDA in 2009, with her partner Venkat Kandaswamy. Today, ADDA is a globally loved Community Management Software with a strong presence in the UAE, Singapore, India, Mauritius, Oman etc.

The front end is a simple app in the hands of the residents. For the Association or the Developer, ADDA's SaaS platform consists of ADDA ERP - which has Work Requests, Accounting, Asset Management etc., ADDA GateKeeper which is the Gate Management App and rIOT - Residential IoT platform which integrates with third-party IoT devices. ADDA hosts about 400,000 Units across 2500 Residential Communities in Dubai, Oman, India, Mauritius and Singapore.

Due to Banerjee's great worth ethic and relentless perseverance to find solutions to organize the sector, her company recently bagged an award for its customer centricity in the 'Best Implementation of Technology to Enhance Customer Happiness' at the Customer Happiness Awards, UAE. Banerjee is also the First winner of the Grace Hopper Entrepreneur Quest Asia and has a firm vision for ADDA to be ranked Number 1 CommunityTech Solutions in the World.

Jamal Abdulla Lootah

Group CEO, Imdaad

Jamal Abdulla Lootah is the Group CEO of Imdaad, a Dubai-based group of companies that provides a full spectrum of integrated, sustainable Facilities Management (FM) services. Established in 2007, Imdaad's turnkey solutions include integrated FM, Hard FM, Soft FM, home maintenance services, and environmental services such as solid waste and wastewater management. Lootah is also the Co-founder and President of the Middle East Facilities Management Association (MEFMA), a non-profit association supported by the Real Estate Regulatory Authority (RERA) in Dubai that aims to establish a dedicated resource for industry professionals seeking industry knowledge and best practices for the facilities management sector.

Lootah has successfully steered the company through its meteoric rise to become a benchmark of quality services and efficiency in the Middle East,



Raman Vakkalanka

CEO, GBH International Group

Raman Vakkalanka was appointed as the Senior Manager for a company in the United Arab Emirates where he grew to become a Regional Manager and eventually served multiple businesses. It was in 2000, he realised his vision of creating a conglomerate that offered



driven by his relentless commitment to excellence, calculated diversification strategies, and emphasis on delivering personalized services to customers. Guided by his visionary leadership, the group has achieved remarkable growth while broadening the scope of its services and building a prestigious client base.

In 2019, Lootah was named 'FM CEO of the Year' by CEO Middle East and listed among the World's Most Powerful Arabs by Arabian Business. Recently, he was recognized as the 'Most Influential Individual in the Middle East's FM Industry' for the ninth time. In recognition of Imdaad's initiatives for a greener, more efficient, and tech-driven built environment, Lootah was also named 'Industry personality of the year' at the Smart Built Environment Awards 2021.

complete solutions and coordinated services to the construction industry.

Vakkalanka formed the GBH International Group in 2010 with a versatile skill set. As global markets were progressing rapidly, through his proficiency as the CEO, he diversified the business into various verticals such as Facilities Management, Aluminum Solutions, International Trading and Specialized Electro-mechanical services. With more than twenty-six years of experience in management, he is considered to be a true leader and a problem solver.

He has always been a visionary leader and has contributed significantly to establishing operational optimization across diverse industries, both locally and internationally. By introducing new programs, products and services, studying versatile markets, and given his strong financial acumen, Vakkalanka has always helped his people scale new heights and resolve complex challenges.

NEWSMAKERS



Vincent Häger

Co-Founder and COO, Consilium Crypto

Häger's childhood was accompanied by constant change from growing up in Germany and moving to boarding school to spending two years circumnavigating the Atlantic Ocean on tall ships. However, Häger eventually ended up falling in love with Montreal, where he earned his degree in Finance & Economics.

After a few stints in the corporate world, Häger came to the realisation that just because business has always been the way it is, it does not mean that it is the right way. Mentalities change, demographics change, times change, and so should businesses and the financial system. This idea led to the genesis of Consilium Crypto.

At his company, Consilium, they take changing world very seriously. Not only do they believe that cryptocurrencies can revolutionize the financial system but also believe that companies should get away from treating their employees as numbers in the system. Through participating in conferences and events across the globe, holding lectures at some of Canada's top universities and organizing educational workshops, the organization tries their best to bring the idea of crypto to anyone willing to listen.

Häger says, "Coming to work should rarely be something you hate or dread, it can be stressful for sure, but getting through it with a team that you can lean on is what matters and that is a change needed especially in the Finance"

Caleb Avery

Founder & CEO, Tilled

Caleb Avery has worked in the payments industry for multiple years and previously co-founded a credit card processing independent sales organization (ISO). However, he had his eureka moment when he was consulting multiple software companies processing as much as \$1 billion a year through their platform, but sacrificing either their bottom line or their customer experience to do so. These companies — along with thousands of others — needed a solution.

That led to Avery founding Tilled: an easy-to-implement integrated payments platform that offered both an instant merchant onboarding experience and greater revenue potential for software companies using it. Avery describes it as a PayFac-as-a-Service.

Today, Tilled empowers software companies to monetize the payments



flowing through their platforms. With APIs and SDKs that can be implemented in less than two weeks, and a digital, instant merchant onboarding experience. More than just a payments solution, Tilled operates on a model of transparency, integrity, and fairness. Based on the premise of being a trusted payments partner for the life of a business, Tilled and Avery are out to change the payments landscape for the better.



Sanjay Bhatia

General Manager, Concordia

Sanjay Bhatia is a Facilities Management & Corporate Services professional with wide experience across various markets. He has 20+ years of experience leading teams ranging from 10 to 7000 colleagues and has managed 160+ projects ranging from \$50K-\$1.7M in budget, spread across 38 cities, with annual revenues of more than \$100M.

Bhatia has grown his career in multinational organizations that include CBRE, Jones Lang LaSalle and Sodexo apart from starting his career in the hospitality industry with the Hilton and Omni Group of Hotels in the USA. He has been in the UAE for the last 10 years with companies that include Damac Properties and ADNH Compass.

Prior to joining Concordia DMCC as the General Manager, he was with EFS Facilities Management Services (EMCOR) looking after its International contracts as an Accounts Director for the MENA region for clients that included GE, Microsoft, AIG, MasterCard and Halliburton. Bhatia was also the Founding Director on the Board of the Middle East Facilities Management Association (MEFMA) under the guidance of RERA (Real Estate Regulatory Authority of Dubai). With him leading the organization and establishing various initiatives, they have achieved their highest quarter of sales in Concordia's history, ensured complete staff retention, continuity of staff salaries and delivery of its financial obligations.



International Real Estate
Community Management Summit

IRECMS SPECIAL



Exclusive Interview

Jatin Deepchandani

CEO of Plan3Media and Host of IRECMS



International Real Estate
Community Management Summit

About IRECMS

The International Real Estate Community Management Summit (IRECMS) is a platform that is dedicated to lifting the benchmark of Community Management and ancillary professions around the world! Launched in 2019, the first two editions of IRECMS were organised in India. After a third Global Virtual Edition, IRECMS Dubai will be the fourth and by far, the biggest edition of this visionary event!

Talking about the inception of the event, Jatin says, “Even though people residing in cities have largely started staying in complexes and gated communities, the concept of professional Community Management is only popular in the USA, South America and the Middle East, to name a few. There are many

countries where a structured approach to community management is still largely unheard of! I wanted to create a platform that pools in existing leaders in Community Management with visionaries from various parts of the world to engage in an enriching exchange of ideas that propels the practice of Community Management.”

Launched in India, IRECMS became a roaring success with the first two editions organised in the megacities of Mumbai and Bengaluru. Attended by the real-estate thought leaders of India, IRECMS was lauded for being a path-breaking conference for having introduced the concept of formal Community Management in the country. IRECMS launched the first CAI-approved M100 course in India which was attended by 10 professionals from Knight Frank India, Cushman & Wakefield and more becoming the first 10 professionals to be certified by CAI in the country!

When the pandemic hit the world, the Global Edition of IRECMS was organised virtually that toplines 25 leaders from 16 different countries and 6 time zones! The goodwill garnered through that event encouraged a bigger vision for IRECMS in Dubai!

With the goal to make it the BIGGEST IRECMS edition ever, Plan3Media has pulled out all the stops! For the first time ever, IRECMS will be a 3-day event that will feature Masterclasses on Day 1, In-person Conference on Day 2 and an Awards Evening on Day 3! IRECMS Dubai has become the only event in the region

that has garnered the support of seven international industry associations from the USA, Spain, Australia, South Africa, Japan and the Middle East. To ensure the most luxurious experience at this conference, the organisers have booked the tallest 5-star hotel in the world- the very famous JW Marriott Marquis Hotel as its venue!

From the carefully curated speaker-line from the USA, Spain, Panama, India and the UAE to the quality of companies competing at IRECMS Dubai, everything about the event spells top-notch premium!

Jatin adds, “There is no platform similar to ours at this point. In every way, including the awards, we have made a conscious effort to distinguish ourselves. For instance, our awards assessment process is fully transparent. We even had third party auditors sit in the finals to ensure there is integrity and authenticity! As organisers, we DO NOT interfere with the decision of the Jury.”

IRECMS Awards is an endeavour to celebrate the companies that are lifting the benchmark of results, approaches, processes in the region! Jatin adds, “By maintaining such stringent standards of integrity, we want to ensure that winning an IRECMS Trophy means something to the winner. It means having won on merit; fair and square. We want winning at IRECMS Awards to become aspirational; by simply pooling in the most coveted Jury and letting them do their jobs without interfering. We will always choose people over profit, in this context.”

Open Message From
Jatin Deepchandani

We are listeners.

Our goal is to ensure that every attendee, every speaker, every nominee, every Jury member engages with IRECMS as a brand in a more immersive and value-adding way. To create an experience and an event that evolves as our stakeholder needs evolve, we need YOUR suggestions. We need your input, ideas, expectations, and to be honest, your most candid criticism. We will listen to it all.

This platform is as much yours as it is ours. We hope that with your continuous support, we can keep growing in the right direction and keep bringing a rejuvenated event to you each year. We hope you will hop on with us in this mega-exciting journey!

Talking about the future of this pioneering event, Jatin says, “We would like to take IRECMS to multiple countries starting with IRECMS Singapore in 2022. Dubai will be a regular feature every year in December. In 2023, we intend to have our first event in Europe. The idea is to make this platform the go-to place that community managers can rely on for any information they need from the industry, around the globe.”

He continues, “However, we do realize that the future will be different as sitting down conferences might not be the way of organizing conferences then. But we will adapt, change and bring in new technology to enhance the platform and add to the experience. We do not want to be a one-day event in a year; to combat this, we are working on a few things around it like training, masterclasses and certifications to make sure that people are engaging with IRECMS as a brand. We truly hope to empower every participant attending the event”

Esteemed Speakers



ABDULLA AL WAHEDI
CEO, Irtikaz Group



ABEER A. SYED
Partner, Affinia Partners



HP AENGAAR
Founder & CEO, Provis



JAVERIA AIJAZ
Senior Director - Technology & Innovations, Farnek Services LLC



ALI ALSUWAIDI
Vice President, MEFMA and Vice Chairman, Global FM



DANA AWAD
Executive Director – Owners' Association and IFM, Provis



JAYSHRI SINGH
Executive Director, Three60 Communities



JEEVAN D'MELLO
Board Member, Community, Associations Institute & CEO, Zenesis Corp



DEVIKA VALSARAJ
HR Leader, Business Strategy & Analytics



DOUNIA FADI
Chief Operating Officer, Berkshire Hathaway HomeServices Gulf Properties



JOHN KEVAN
Operations Director, Concordia Integrated Facilities Management



KEITH GUNARATNE
Founder & Executive Director, EP&T Global



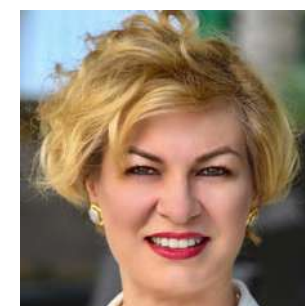
DR. GEORGES MAURICE
Founder & CEO of Elite Gulf Real Estate Institute & International Speaker



FAHAD MOHAMED
Director – Dubai & Northern Emirates, Adeeb Group (Facilities & MEP)



KIRK WATILO
Educator for Community Associations Institute



KRISTINA VANEVA
Employee Engagement and Employee Experience Professional

Esteemed Speakers



MARWAN OTHMAN
Executive Director – Human Capital and Administration, Imdaad Group



MOHAMAD ABU LABAN
CEO, Deyaar Facilities Management



SAN BANERJEE
CoFounder and CEO, 3five8 Technologies



SCOTT SINCLAIR
Resident of Dubai Marina



MOHANAD ALWADIYA
CEO, Harbor Real Estate



NAGANANDH MUTHULAKSHMANAN
Executive Director, Imdaad Group



TEYRA EHLERS BILGRAY
CEO and Founder, Administra PTY



THOMAS SKIBA
CEO, Community Associations Institute



NEVILLE MAWERERA
Community Management & Masterplan Expert



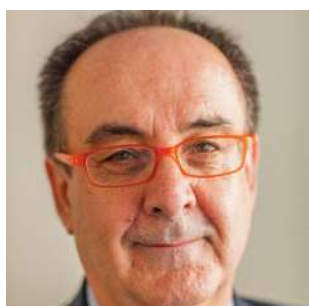
NISHAN SUVARNA
CEO, Bluestream



SHERRY E. MATHEW
Head of Sustainability - Commercial Collections, Bee'ah



URSULA K. BURGESS
Immediate Past President, Community Associations Institute



PEPE GUTIERREZ
CEO, Megafincas



RIOSH KRISHNAN
Resident of Saheel



WAQAR HASAN
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Ali AlSuwaidi

*Vice President, MEFMA and Vice Chair,
Global FM, UAE*

Ali Al Suwaidi is one of the most prominent leaders of the Facilities Management and Asset Management industry in the Middle East with 20+ years of experience. His contribution to the growth of the industry in the Middle East and especially GCC countries has been invaluable, particularly in his leadership as the Board Member of the Middle East FM Association. He has also had a great global impact by contributing as a Vice-Chairman in the Global FM Association (GFM) since January 2021 and previously as a Board of Directors since January 2013. He has led the operations strategy and rolled out the FM program for Burj Khalifa, the world's tallest tower. He is recognized for his ability to infuse structure and growth through strategic initiatives – whether on operations management or business management. He is a globally sought-after speaker, an established subject-matter expert, and a willing mentor to the young talent in the FM industry.



Dr. Georges Maurice

*Founder & CEO, Elite Gulf Real Estate
Institute & International Speaker, UAE*

Georges Maurice is an international Real Estate professional, international speaker, and instructor with over 30 years of experience in global training, marketing, branding, strategic sales, and management in the Real Estate and Pharmaceutical industries. Georges is a U.S. National who has lived on three continents and is fluent in English, Arabic, and French. He is a senior consultant, drafting curricula, modifying and updating certification courses, continuing education courses, special corporate-tailored training, and concentrated courses for aspiring students and future realtors. He assisted in developing industry guidelines and was a member of the committee adapting and modifying the U.S. Owners Association Curriculum CAI to the region standards. He is a member of the US National Association of Realtors (NAR) and accredited International Trainer and Mentor, and awarded the designation of Certified International Property Specialist (CIPS). A US-accredited and RERA-authorized lecturer, he became the first Certified Trainer and lecturer to teach on behalf of US-based NAR and be a member of the faculty worldwide.



Keith Gunaratne

*Founder & Executive Director,
EP&T Global Limited, UAE*

Keith is an innovator and entrepreneur who has a passion to unlock the DNA of buildings to help the built environment sector deliver outcomes for building owners, occupiers and operators around the world. He founded EP&T Global in 1993 and soon afterward innovated technology with amazing teams to use real data to eliminate wastage and improve strategies to manage buildings better in 5 continents. EP&T 's innovative technologies continue to grow with the help of IoT, big data, artificial intelligence, machine learning, and deliverables significant energy, water, and operational efficiencies. He credits his ingenious teams and passionate stakeholders for the success the company has been able to achieve. Keith studied Electrical Engineering, Air-conditioning Technologies, Computer Science, and Business Management including studies at Harvard Business School.



Teyra Ehlers Bilgray

CEO and Founder, Administra PTY, Panama

Teyra Ehlers Bilgray is a lawyer, founder, and CEO of Administra PTY, a company that provides property management and consultancy services in Panama. Administra PTY works with Homeowner's Associations (HOAs), building lasting relationships with board members, owners, and providers. She believes that better-educated homeowners and residents lead to the development of better communities that help increase the value of their properties. Through their social responsibility program, Administra PTY and Teyra Ehlers Bilgray promote a culture of coexistence and strengthen community values through education and social responsibility. Teyra is Secretary of APADEAP, an association that enrolls Community Associations managers in Panama. She is a member of CAI (Community Association Institute) and in 2019 was profiled in the Spanish version of the book 'Los Mejores Administradores del Mundo' (The Best Community Association Managers in the World) by Jeevan D'Mello and Pepe Gutierrez.

Jury Members



Pepe Gutierrez
CEO, Megafincas, Spain

Pepe Gutierrez has been a Property Manager since 1983 in Spain and since then has founded three mega-companies called Megafincas, Phconsultas, and Administrapolis Peru. Having spent a quarter of a century in the field, Pepe has developed expertise in all areas of Property Management. He chooses to invest his time, experience and knowledge with the next generation of property managers through his commitments as a Professor at Alicante and Burgos University. Pepe is also a CPM - Instructor Faculty of US-based IREM. He is a sought-after speaker on the subject and has been invited to the US, Russia, China, Japan, Guatemala, El Salvador, Nicaragua, Honduras, Costa Rica, Dominican Republic, Argentina, Chile, Brazil, Uruguay, Italy, and Portugal to share his wisdom.



Dounia Fadi
Chief Operating Officer, Berkshire Hathaway HomeServices Gulf Properties, UAE

After 16 years in the Dubai Real Estate marketplace and as the Chief Operating Officer of Berkshire Hathaway HomeServices Gulf Properties, Dounia leads a diverse team of hand-picked real estate professionals, representing buyers and sellers locally and internationally. Dounia Fadi is one of the top Real Estate leaders who take it to the next level. Respected by her colleagues for her problem-solving and leadership skills, Dounia possesses the singular ability to empower agents and create a collaborative, cooperative team. Continuously stressing the importance of building and maintaining client relationships, she provides agents with the market knowledge, technology, and resources they require to effectively meet their clients' needs. In her long journey, she has built an extensive resource network, a full understanding of the Dubai Market offering full-service residential/commercial real estate practice including buyer/tenant representation and property management.



Dr. Samuel Azasu
Educational developer and Counselor, Real Estate (CRE®), Spain

Dr Samuel Azasu is an educational developer and a Counselor of Real Estate (CRE®) with over 20 years' higher education experience in Sweden, UAE, South Africa and Spain. He has over 15 years' experience redeveloping and repositioning real estate degrees as well as consulting for public and private sector firms on land strategy development and market analysis for real estate development. He also does faculty training and consulting work in engineering educational development.

His research covers real estate education, reward management for the real estate and facilities management sector, and corporate real estate management. These have been published in the Journal of European Real Estate Research, Journal of Real Estate Literature, Property Management, African Geographical Review, International Journal of Learning and Change, the International Journal of Strategic Property Management, the Journal of Property Management, as well as the Journal of Corporate Real Estate Management. In addition, he edited two issues of the Journal of African Real Estate Research.

He currently serves as an editorial board member for the Journal of Sustainable Real Estate and a board member of the African Real Estate Society. He also serves on the conference review committee of the CDIO network on engineering education. He previously served as a Board member for the European Real Estate Society until 2011.



Johan Kruger
CEO, Association Management Solutions, South Africa

Johan started his career in Community Association Management more than 20 years ago and has obtained the highly sought after PCAM designation (Professional Community Association Manager) from the Community Associations Institute (CAI) in 2012. Johan has a passion for Education and Training and is a member of the National Faculty of CAI and teaches the M100 and M200 courses. He obtained a B Com degree from the University of Pretoria. Johan is currently the CEO of Association Management Solutions (Pty) Ltd, (AMS) that provides solutions to the Community Association Industry. These services include Financial & Accounting services, Strategic planning, Estate management, Developer services, Reserve studies and Consultation services. He is a founder member and current Board member of the first international chapter of CAI in South Africa. Favourite quote: "Make it happen!"

Jury Members



Sathish Rajendren

Executive Director & Head, Facilities & Asset Management Services, India Knight Frank (India) Pvt. Ltd., India

L aureate Indian Achievers Award, Senior Business Leader & INSEAD alumnus with over 19 years of rich experience in Corporate Real Estate for Occupiers, Developers & Investors for Facilities and Asset Management. Currently heading Consulting, Facilities & Asset Management Business line for India, part of OSCA (Occupier Services) APAC Board working closely with our Global & APAC teams to take this business to next phase of growth by providing strategic and operational leadership with a strong track record of performance in dynamic situations. Currently, Sathish is also a Global Board of Director for CoreNet Global. Prior to Knight Frank, Sathish worked for Cushman & Wakefield as Senior Director & Head of Asset Services – India. He is a recipient of “Indian Achiever Award for Promising Consultant” by Indian Achievers’ Forum, “Rashtriya Udyog Ratan Award” by National Achievers Recognition Forum, “Global Visionary Award” by Vision World Academy, Realty+ Super CXOs - India’s Top Realty Influencers and won various awards from CoreNet Global, RICS, IFMA & IRECMS.



Chris Duggan

President, Strata Community Association NSW Australia, Australia

C hris Duggan is the President of Strata Community Association NSW, the peak body for strata in NSW. Chris has been President of SCA NSW for four years having served on the Board of Directors since 2009. During his tenure, Chris has collaborated heavily with government and broader stakeholder groups to further the professional standing of strata management and ensure effective representation of strata living across a broad cross-section of media, industry, and regulators. Chris is also the Group Managing Director of the Bright & Duggan Property Group- owner-operators of a number of Australia’s leading strata and facilities management brands and recognized as the most awarded strata business in Australia.

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Cover Story

Principles Of Community Associations And Their Management

What is Community Association Management?

Community Association Management or Community Management is a profession that offers administrative, technical, financial, and communal services to a jointly owned non-profit real estate entity. This profession is also called Condo Management, Strata Management, Body Corporate Management, HOA Management in North America and Australia and Owners Association Management in the Middle East and some parts of Asia.

Written by Sherlyn Gomes



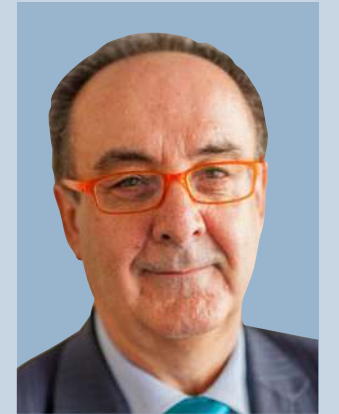
JEEVAN D'MELLO
CEO of Zenesis Corporation
UAE



JUAN CARLOS ALVAREZ
Founder of Urbefincas
Spain



TEYRA EHLERS BILGRAY
CEO and Founder of
Administra PTY, Panama



PEPE GUTIÉRREZ
CEO, Megafincas
Spain



FRANCISCO MARTÍNEZ
CEO of Fincas Cholo
Spain



LUIS EDUARDO GARCIA
Founder of Inmobiliaria Valenzuela
Colombia



JOSÉ BONET
Founder of Organización Bonet
Spain



HUBERT RAU
President of Rau Group
Germany

According to Jeevan D'Mello, CEO of Zenesis Corp, UAE and considered the 'Father of Community Management in the Middle East', Community Associations – either residential, commercial, or mixed – administer, maintain, and enhance the common property and the wellbeing, safety, security, and lifestyle of the people living and working in them. Through such community living, people receive quality housing and workplaces at an affordable cost, with many amenities and services

they would be unable to afford privately.

He says, "Community Associations have existed in different forms worldwide for hundreds of years. The number of such entities in the US has exploded in the past forty years, with 10,000 communities consisting of 700,000 units housing 2.1 million people in 1970. In 2010, 309,600 communities contained 24.8 million units and 62 million people. In the past 10 years the built environment in the Middle East, notably the UAE and Bahrain has

dramatically changed with the enactment of new laws surrounding Community Associations (called Owners Associations in this part of the world) which has led to the birth of a new profession to manage these entities."

Community Association Key Characteristics

According to the Community Association Institute (CAI), key characteristics of a Community Association include:

1. Mandatory Membership

Community Association memberships are not voluntary and are automatically given to the buyer when completing the purchase and registering the title with local authorities.

2. Mutually Binding Documents

Every Community Association has general and specific documents governing the entity, binding the owner to the association. Among many other things, these documents are uniformly enforced and contain rules and regulations applicable to all owners.

3. Mandatory Lien-Based Service Charges

Every owner must contribute service charges to administer, maintain, enhance, and carry out replacements within the association.

Some of a well-run Community Association's key outcomes should be protecting, maintaining, preserving, and enhancing its common property, financial and brand values and the happiness and wellness of the people living and working in them.

Juan Carlos Alvarez, who owns Urbefincas based in Oviedo, Spain says, "A Community Association is like a little town, which needs to be governed by volunteers and professionals. The volunteers are members of the community who stand for elections and are appointed as a Board. They ensure the community's policies, processes and rules are complied with. The professionals are the Community Association Managers who serve at the pleasure of the Board and run the day-to-day affairs of the entity."

Management Areas

The rapid development of state-of-the-art infrastructure, buildings, and Community Associations created an imminent need for good management practices and qualified and experienced Real Estate Management Professionals.

Alicante-based Pepe Gutiérrez, who owns several companies including Administrapolis SL, Wesn International SAS and Megafincas Alicante SLP, says, "Owning a home is one of the top goals of every family and almost always the most valuable investment a person will make

in his or her lifetime. It is therefore very essential that their properties are well taken care of from the very beginning and every facet of its management must be considered. We cannot focus on one to the detriment of the other, we must look at everything equally."

Broadly speaking, the four areas of management are technical, financial, customer, and compliance.

1. Technical

Given the complexity of Community Associations being built around the globe, world-class Facility Management (FM) services are essential. FM is the process of operating, maintaining, repairing, and replacing common property.

As per CAI's M-100 programs, maintenance has four goals in a Community Association*:

1. Meet individual resident needs
2. Preserve and enhance the common property
3. Limit potential injury exposure to residents, guests, and employees
4. Protect home or unit property values through successfully maintaining the common property

"The built environment consists of many technical assets and infrastructure that needs proper maintenance programs i.e. routine, preventive, reactive, emergency and reserve replacements," says Hubert Rau of Rau Group in Munich, Germany. "The involvement of technical professionals is therefore very critical to the success of the community. Procuring the right service provider who can deliver the appropriate maintenance service to the community at the most competitive price is of vital importance to wellbeing and long term sustainability of the community."

2. Financial

Finance is every organization's lifeblood, and Community Associations are no less. The only significant difference between large commercial corporations and Community Associations is that the latter is not-

for-profit; however, bills must be paid, and money must be collected.

Community Association Managers need to develop annual budgets to ensure enough money to run operations and sustain the Community Association. The association should use these budgets as a management tool to facilitate its effective operation. They should be used to:

1. Plan community activities or maintenance issues
2. Determine service charges
3. Measure and control financial operations by comparing budget to actual performance
4. Maintain quality of life. The budget reflects community operations, administration, and functions and helps ensure that quality of life is maintained to owners' desired levels, if possible
5. Limit surprises by planning the year's activities and maintenance operations, so there is less of a chance for unexpected financial obligations to occur
6. Look at the community's needs and desires. There are both required and desired (optional) items in every budget. The budgeting process allows the Board to ensure all mandatory items are included, and all optional items have been fully considered.

Service Charges

Service charges are probably one of the hottest debate topics in Community Associations. There are several reasons for this, but it is primarily due to the owner's lack of awareness of why they need to pay the charges and the developer and association manager's lack of knowledge and transparency.

A service charge is the owner's financial obligation to the association during a given period – usually one year. It is calculated on the owner's share of common property or the entitlement shown on the title deed and based on an annual budget the association manager develops with the Board and approved by owners and in some cases by the regulators.

It covers the owner's share of common expenses. It must be paid – either quarterly or annually – as most of the community's revenue comes from contributions needed to manage and maintain it.

José Bonet, owner of Organización Bonet in Palma de Mallorca, Spain says, "A lot of owners have a misunderstanding about the concept of service charges. These charges are not really payments but contributions for the upkeep and maintenance of the common areas and elements in their own community. As an owner they are obligated to maintain not only their own personal property but also their share of the common property. Good maintenance of the whole community will always enhance the value of their property, not to mention keep it safe and secure."

Reserve Fund

Another grossly misunderstood need in a Community Association is a reserve fund. These are known as sinking, replacement, or capital reserve funds in different locations, but the purpose is the same. It is an integral part of the annual budget and needs careful understanding.

The reserve fund consists of funds put aside (in reserve) to replace a community's common property's major components. Typically, money here is only used on a planned basis and based on capital assets and equipment lifecycles, such as replacing roof waterproofing or structure after its warranty period, central cooling plants, elevators, swimming pools, tennis courts, and other such large ticket items. Funds from the reserve should never commingle with the general fund used for day-to-day operations.

Reserve funds are typically calculated from a percentage of the total budget but should actually be based on a reserve study carried out by professionals. The reserve study is essentially a budget planning tool, where the association can clearly understand capital assets and equipment status and prepare for inevitable future expenses.

With the collapse of Champlain Tower South, in Florida, USA, not only has

the local condominium industry felt the shockwaves, but similar concerns have reverberated all over the USA and the world. Politicians, local leaders and government officials at all levels have started deliberating on what changes to the local, state, and even federal laws and regulations need to be enacted to prevent a similar calamity from recurring.

Luis Eduardo Garcia, owner of Inmobiliaria Valenzuela in Bogotá, Colombia, says, "If one must learn lessons from this tragedy, suffice to say there are many. One being the absolute importance of having adequate funding for reserves, the other being the involvement of the

“The involvement of technical professionals is therefore very critical to the success of the community. Procuring the right service provider who can deliver the appropriate maintenance service to the community at the most competitive price is of vital importance to wellbeing and long term sustainability of the community.”

independent reserve specialist to accurately calculate what they must be and for buildings that are more than thirty years old, the Board should consider investigating the possibility that other experts, such as a structural engineer, may be needed for the long-term viability of the reserve components."

3. Customer

Customers are essential for every business to survive; Community Associations are no different. In fact, the customer is the most critical asset in a Community Association, not just the built environment itself. As such,

customer service, experience, and happiness are not just buzzwords, but a reality in this profession and values such as honesty, transparency, and empathy should be hallmarks of those who serve in this capacity.

Francisco Martínez, who heads Fincas Cholo based in Lugo, Spain, "We Community Association Managers are here to serve our customers and these customers include those who purchased the units in the community, those who reside in them and those that work in them. Whatever we do, we must put the customer in the centre of it. Every plan, policy, process or protocol we prepare must be built around what our customers need and desire."

4. Compliance

A significant part of the Community Association Managers duties is compliance. The Community Association is an entity governed by both documents and local laws and statutes. These documents commonly called Governing Documents dictate how a community is to be maintained and managed while the regulatory bodies or laws of the jurisdiction mandate certain actions to take place annually or periodically to keep the association in good condition and protect the properties and lives of those who own, live or work in them.

According to Teyra Ehlers Bilgray, CEO and Founder of Administra PTY, Panama, "It is incumbent on the Community Association Manager to be well versed in the laws of the land to ensure that the Community Association is always looked after properly and value is enhanced over time. Property owners expect this of their managers. There are several courses available by the Community Association Institute that can provide aspiring Community Association Managers education and expertise in various areas of the business and there is a course that is focused on governance and compliance. To meet all these needs, everyone in the profession needs to attain a high level of education, experience and professionalism to be able to fulfil not only the needs and desires of unit owners and residents but also the legal and regulatory requirements."

The Success Story Of Damian Dooley

An expert within his field, Dooley is widely recognized both in the private and government sectors as being the most experienced practitioner in strata structuring and survey work in the UAE. Dooley's experience covers more than 30 years in the Australian and Middle Eastern markets within the areas of land surveying, town planning, urban design, master planning and providing advice on core engineering infrastructure for large urban residential and mixed-use developments. As the Managing Director and Owner of PRD Survey Services, his focus has been on delivering outstanding, personalized, professional services which have created lasting client relationships.

Written by Sherlyn Gomes

Damian Dooley was born and raised in a small coastal town north of Brisbane. Reminiscing his childhood, he says, "During school holidays, my parents would send me off to work on my grandparent's farm. Living with my grandparents during that time exposed me to a world which most kids my age never had the opportunity to see firsthand. At 12 I was driving semi-trailers loaded with hay and/or livestock. I was also the eldest sibling to two younger brothers and two younger sisters, which came with added responsibility. I think I was very lucky that my parents were in their early twenties when I was born, so they were not as adverse to risk as you would be these days."

He continued, "I learned a lot from my parents and my grandparents, they especially

instilled a strong work ethic that made me understand that in most situations to receive something you have to be able to give something first. 'Do not be afraid to make mistakes,' my grandfather would say, 'A man who did not make a mistake will not make anything.'" This taught young Dooley a vital skill to learn from his mistakes rather than be afraid of them.

Due to his time spent on the farm, Dooley always had an affinity for the outdoors, playing various sports, scuba diving and even got a football scholarship to fund his education that took him to Brisbane. This allowed him to study at the Queensland University of Technology, graduating with a Bachelor of Applied Science - Surveying in 1988 and a Graduate Diploma in Survey Practice in 1993 when he became a Registered Cadastral Surveyor.

Dooley's first job after university was with Noosa in 1988. His first boss significantly influenced how he did things as he was old school, thorough and tough and always got the job done. Till today they have remained good friends and regularly catch up to discuss the past, present, and the future.

His next role in 1990 was with a multidisciplinary company that specialized in Surveying, Town Planning, Civil Engineering, Project Management and Architecture. He says, "I worked for this company for 20 years and I was fortunate that the management team were some of the most experienced and forward-thinking business leaders & surveyors of their era." He even had the pleasure to work on the World Expo Site Brisbane in 1988. At the time there were few people working solely on large scale developments and even less working in the industry across all the disciplines at once, which turned out to be an added advantage for Dooley. The work he did on the large master-planned communities, high-rise buildings and projects in Brisbane, Gold Coast, Sunshine Coast and in the minefields out in Central Queensland were the catalyst for being headhunted for a role in Dubai.

At the time, the survey industry was relatively new in the UAE as the Strata Law had just been introduced in 2008. Unfortunately, when Dooley got there, he worked at the company for a short period before he was laid off. "So it was a pretty short, harsh experience. I sat on the sidelines for seven months floating between some casual jobs and interviews," Dooley explained.

However, his unrelenting attitude and excellent work ethic soon got him a job with a local firm in 2009 as the Survey Titing Consultant. Since Dooley was doing a lot of consulting work under the current trade license at the time, the Government required him to set up a new Survey Company registered at the Dubai Land Department and Dubai Economic Department in Dubai.

PRD Survey Services was established in December 2010 and immediately began to grow rapidly. The company went from one staff member to seventy by 2015. While under the leadership and direction of Dooley they became very successful in a remarkably short period of time.

He says, "We have been fortunate to have been given an opportunity to assist and support our clients who are some of the largest and most successful developers in the world and certainly the most prominent in the Middle East and the world today."

The company has worked with some of the largest developers in the world and the most prominent developers in the Middle East such as Emaar, Dubai Holding, DWC, MAF, ALDAR, Meydan, Meraas, Nakheel amongst others. They have also worked on some of the most iconic and significant projects in the world, including The Burj Khalifa in Dubai, The Pearl in Qatar, Bahrain Bay in Bahrain and the Public Investment Fund (PIF) projects across Saudi Arabia, which has created an impressive portfolio that is a reflection of the efforts of the staff and their supporting families.

Talking about PRD Survey Services, he says, "Foremost, we always ensure that we deliver exceptional quality to all our clients, which is very important today, and yes, we do make mistakes like everyone else, but we focus on finding our mistakes and rectifying them before handing it over to the client with multiple checks and reviews for each process at each level."

He continued, "We take responsibility for it all, the good and the bad that has allowed us to be recognized as pioneers in the industry. We were the first company to get in and really work with the legislative requirements for the region to support the local government entities"

Despite his eclectic career, Dooley says the turning point in his life was when he met his wife and the birth of his first son. He recalls fondly, "These were the two biggest

"We have been fortunate to have been given an opportunity to assist and support our clients who are some of the largest and most successful developers in the world and certainly the most prominent in the Middle East and the world today."

turning points for me." They inspired him to change his way of thinking and develop a work ethic that values the gift of time spent with his loving family. Due to that change in attitude, the firm became very decisive, adopting a simple but effective process of not wanting to waste anyone's time or money that led Dooley to post an anagram in the office, 'No Money, No Honey', that has been installed and followed in the organization to date.

Dooley explains, "It was very simple and straightforward. We got tougher and put rigid contracts and formats in place to establish the business and streamline the processes. My son was a big part of that and my wife supported me fully."

When Dooley had his second son in 2019, it helped him grow even further as an individual and as a team leader. He says, "Those four years have just seen phenomenal growth in our business, remarkable growth in our awareness and maturity as a group." That has led the company to be transformed into one of the leading survey titling consultants in the UAE.

In conclusion, he reveals his secret to success; he says, "It is mandatory to invest time to understand your clients' objectives and goals, that will help tremendously in the next round of contracts or in the next round of tenders. It is also imperative to deliver the work on time, no matter what the odds are or the situation. If you have to go and find an alternative solution to get the task done, then so be it, do not be afraid to think outside the box. The simplest thing we do in our office is follow the instructions religiously and that has made all the difference."

Four Research-Backed Ways To Enhance Innovation

- Sherlyn Gomes



Innovative thinking and creativity have become one of the top skills for 2021. A recent CCL survey of 500 senior leaders found that innovation is a crucial driver of success for 94% of organizations, and 77% tried to promote innovation. However, just 14% said they were confident about their organization's ability to drive innovation effectively.

While the number of innovative companies has risen considerably over the years, how do you continue this upward trend of creative thinking without getting stuck in mental blocks? Here are four research-backed tips for boosting your creativity that can help solve this predicament.

1. Change Your Surroundings

With the hybrid model of working, this task has become easier to accomplish. Take advantage of this opportunity to periodically work in different office areas or your home, explore the other rooms in your

house, or even experiment in co-working spaces. While the change does not have to be significant, even minor adjustments could translate to a considerable creativity boost.

"The enemy is whatever is static. So just making changes sometimes, very small changes, can make a huge difference," says Robert Epstein, a Senior Research Psychologist at the American Institute for Behavioral Research and Technology. "For example, I sometimes put a strange-looking rock on my desk because it's different. It's unusual. It's interesting to look at. You never know what's gonna happen when you introduce some changes and you introduce some novelty."

2. Start Thinking Like A Child

A study by Zabelina & Robinson (2010) asked participants to write about what they would do if school were cancelled for a day. One group was instructed to think like children, while the other group was not. The group thinking like kids generated more original and creative responses. This stems from the fact that children are not restricted by the ideas of the world. They see and interpret objects in new and fun ways that increase and boost creativity.

To enhance this skill, try exercising this muscle by putting your thinking shoes on as a child with no restrictions. Being around kids and playing with your kids if you are a parent can also significantly help enhance this skill further and open you up to new avenues of creativity.

3. Keep Time For Contemplation And Daydreaming

It is imperative to take time out for yourself to daydream, contemplate or just go for a walk. Previous observations have led to the belief that most epiphanies have happened while taking time off, for instance like Archimedes, who had his eureka

moment while leisurely enjoying a nice, warm bath. "When your mind wanders, it is accessing memories, emotions and random bits of stored knowledge," said Amy Fries, author of *Daydreams at Work: Wake Up Your Creative Powers* and a writer and editor for *Psychology Today*.

"Daydreaming is how we access our big-picture state of mind," Fries said. "When you're in a daydreaming state of mind, you can visualize or simulate your own version of events." This visualization can, in turn, help us gain new perspectives on a problem or link two disjointed thoughts to arrive at a solution.

4. Challenge Yourself By Trying Something New

If you have ever tried a scavenger hunt -- an adventure game where players find items by solving puzzles -- your creativity has probably increased tremendously. That's because challenges act as a catalyst to think innovatively and come up with multiple ideas or solutions. For example, you could start by learning a new subject you are interested in that is unrelated to your field.

It might not immediately be apparent how your learnings could be helpful in the future. Yet, the nuggets of information you are collecting will eventually come together when you are faced with a specific challenge or brainstorming ideas later on. "The more interesting and diverse the pieces, the more interesting the interconnections," Epstein says.

In Conclusion:

While creative thinking is a skill that can take time to muster, it can significantly benefit you in the future. As Scientist William Brody said, "The calculus of innovation is really quite simple: Knowledge drives innovation, innovation drives productivity, productivity drives economic growth."

Switch To 5 Hours Work Days To Drive Productivity

- Jessica Albuquerque



The perfect number of working hours is something that has been frequently debated, especially over the past decade of digitalisation. We live in an era of fast living and short attention spans which beg the question— are people more productive when they work longer hours or when they work for shorter periods of time?

The common and seemingly age-old 40-hour workweek was actually popularized in the 1920s by Henry Ford when he became one of the first factory owners to offer his employees an additional day off. A mere 40 years later in the 1980s, working overtime became the norm once again due to the rise of Silicon Valley. Of course, this didn't come without consequences. According to a joint global study conducted by the World Health Organisation and the International Labour Organization in 2016, long working hours have resulted in 745,000 deaths from stroke and ischemic heart disease.

Longer working hours might seem like it would increase the amount of work performed during the day, but studies have shown that the average office worker works productively for less than 3 hours a day. In order to ensure maximum productivity, it's important to keep your employees happy and healthy, and with a 5-hour workday, you can do just that!

Back in June 2015, Stephan Aarstol, the CEO and founder of Tower Paddle Boards took a leap and decided to try something unheard of before, a five-hour workday. While the shift was too much to handle for a few employees, a majority of his employees were happier and much more enthusiastic to work. Here are 3 tips to help you efficiently implement a 5-hour workday at your organisation or even for yourself if you work from home.

1. Realistically Schedule Your Day

"Just because you're at your desk for eight hours doesn't mean you're being

productive. Even the best employees probably only accomplish two to three hours of actual work. The five-hour day is about managing human energy more efficiently by working in bursts over a shorter period," says Stephan Aarstol, the CEO of Tower Paddle Boards and author of the book *The Five Hour Workday*. Planning out your workweek in advance and scheduling different tasks throughout your day in accordance to importance and duration is a sure shot way to improve your productivity.

2. Minimize Distractions

Most employees spend a large chunk of their work hours procrastinating. From mingling with co-workers and taking smoking or coffee breaks or browsing through e-commerce websites and deciding what to order for lunch; employees, be it unintentionally or intentionally, end up wasting so much time each day. By implementing no-phone rules and time management methods such as the Pomodoro Technique, you can reduce unimportant disturbances that hinder an employee's productivity.

3. Use Technology Efficiently

In order to effectively manage a 5-hour workday, it is important to cut out menial tasks from your employees' worklist. Streamline your organisation with internal communication and project management softwares such as Slack, Trello and Zoho Project to name a few. One can opt for automated messaging and emailing softwares to reduce customer service work. Using ready-made templates for websites and posters and using the scheduling software for social media posts cuts downtime as well.

The world around us and the landscape of work is constantly changing. Two years ago, who would have believed that nearly half the world would be working from the comfort of their homes? One of the many things that the pandemic taught us is that happiness and health is something that everyone values. So, take a leap and help your employees prosper in their personal lives as well as work with a 5-hour workday!

A Symbol Of Humanitarian Empowerment

Dr. Ariella (Ariel) Rosita King (www.drarielking.com) founded The Ariel Foundation International (www.arielfoundation.org) in 2002 as a non-profit organization with an international focus on children and youth-inspired leadership and participation worldwide. Dr Ariel King has been a Rotarian for over 20 years and is the Main Representative at the United Nations (Geneva, New York and Vienna) for AFI, with Special Economic, Cultural and Social Council Special (ECOSO). As a Professor in International Health, Management, Policy and Environment, she has taught at Universities in the USA, Europe and Africa. Dr King has published on various topics including Kangaroo Newborn Baby Care, International Health Policy and Management, Medical Ethics, Organ Transplantation, National Essential Drugs Policy, HIV/AIDS; Breast Cancer; Violence Against Women; Youth Participation at the United Nations and Children's Human Rights.

Written by Sherlyn Gomes

Dr. Ariella King is an only child who grew up in an extended family in an ethnically diverse middle-class community in New York in the 1960s. She recalled fondly, "The area that I lived in was so diverse that three of my best childhood friends were first-generation USA children whose parents were from China, Ireland, Puerto Rico and Haiti. They shared their language, food and culture with a little girl who was open to diversity at its best."

The little girl's ethnically diverse background did not end there; Dr. King's activities were also varied by nature. They included ballet at the Presbyterian church, Ethics and Moral lessons at the Catholic Church, and Brownies/Girl Scouts at the local community centre. She says, "New York diversity allowed

me to be with diverse group of children and friends. It was my first exposure to international life and orientation." These diverse experiences eventually led her along the path of international management, thereby helping the global community.

Her parents also played a crucial role in transforming her into the brilliant, kind woman she is today. She says, "My mother, the late Dr. Margo G. King was a young parent who lived most of her life with her extended family who helped raise me while she was encouraged to attend university. My mother was able to get a Bachelors, Masters and then a PhD in Clinical Psychology as the first African American woman graduating with a PhD in Psychology for St. Johns University in New York."

Having her mother as a robust role model who forged her own path to being of value to the community through her work as a psychologist with her own business and a musician father had taught her a lesson that has stayed with her ever since. She says, "Above all else, I must know myself and forge my own path, even if it is the one less taken."

Due to their brilliant example, Dr. King embarked on her own journey and secured a degree in International Health from the University of Texas School of Public Health and a Bachelor of Arts (1988) from the University of Hawaii. Her first job in undergraduate university was volunteer 'buddy' coordinator for people with HIV in the 1980s and an 'AIDS hotline trainer.' She was one of two females who worked with the first HTLV-III, an HIV/AIDS NGO called Life

Foundation of Hawaii, a remarkable feat to achieve in humanitarian work at such a young age.

Dr. King's career hasn't followed a linear path; she rightly defines it as eclectic; she says, "I have worked in hospitals and the homes of people who needed some basic nursing. As a graduate student, I worked in a cancer centre laboratory researching medicines for breast cancer. My work experience had gone from guitar-playing lyricist and entertainer in Greek Islands to helping start a Ronald McDonald House for families with children in the hospital to cancer researcher to consulting for public-private partnerships."

However, during her various roles, the one consistent thread was her natural curiosity to learn by doing and an orientation towards doing the best possible job. This curiosity led her to earn various degrees, including Master in Business Administration, MBA in

International Management, Master in Public Health, Doctorate in Philosophy (PhD) in Public Health and Policy, Diploma in Health and Tropical Medicine and PhD (DH&TM), a second doctorate in France at the University of Franche Compte in Sociology and she will soon begin Law School at the University of London in January 2022.

With her curiosity and compassion leading her projects, she established the Ariel Foundation International (www.arielfoundation.org/ AFI) in 2000, in an attempt to provide a solution to children and youth needing the most direct support for opportunities in leadership, entrepreneurship and community service in both emerging and emerged economies. She explains, "My vision was that children and youth would be included at the decision-making points once they understood their own abilities, developed them and then used them for answering challenges in their local, regional, national and international communities. They would become the ones they were waiting for." A vision where every child would be transformed into an empowered leader making a significant change in the world for the better. In 2022, the organization will celebrate their 20th year inspiring children and youth.

Talking about the various projects hosted by AFI, she recalled a project with tremendous impact, The Community Children' Camps in Botswana, Liberia and Morocco. She explains, "Children who have trauma can be helped by their own communities, in their language, culture and values without the intervention of professional psychologists and social workers. A way of collaborating was developed with each community so that they, through a guided process, can do a community assessment that includes strengths,

challenges for both the community at large and its children and finally, the community's five core values. The community then uses this information as a base for the camp that they run with guidance. Thus far, the camps for children and youth who have experienced trauma (orphaned, war, poverty, abuse) have been used in the community, educational and religious settings. The camps include arts and crafts, imagination play, human rights education, sports, drama, music, technology, and a healing circle."

Talking about its impact, she says, "We had nine camps with over 650 children in three countries, with surveys developed for children before and after the camps that showed that the community camps helped them to feel more optimistic about their future, their family, community and friends."

Despite combatting various challenges in the industry to empower children and the youth, Dr. King says her biggest challenge was her own limitations. "The most significant challenges have been my own limitations on myself by trying to follow a path that is not mine. Thinking that I can walk the same path as others and find their same destination. Individuality has given me a lot of freedom. Yet, it has also led to me being the only person standing on one side of an issue, an answer or a path. Thus, the challenge has been to accept who I am and how I related to myself and others in the world, while being comfortable and self-assured on my own path in my own timing," she adds.

By following her own path, she has earned multiple feathers in her cap including, Special ECOSOC Status with the United Nations, NGO Status with the European Parliament, United Nations Committee on Technology and Development Youth Committee, World Humanitarian Forum Youth Partner and Committee and the Rex Award and Fellowship of India.

Through her vast work experience, her valuable advice to budding leaders is her personal and foundation vision that is: "If I am not for myself, who will be for me?"

If I am only for myself, what am I?

If not now, then when? - Hillel

If not me, then who? Dr. Ariel"



Pioneering Agri-Tech Investments For Millennials



Nneile Nkholise is a mechanical engineering technologist with eight years of experience in the construction and biomedical sectors, having developed biomedical products ranging from bio-implants to prostheses. She Co-Founded iMed Tech, a biotech company specializing in custom-made medical solutions using CAD and CAM techniques. In 2019, she co-founded 3DIMO, a venture-backed company that automates livestock data analytics to monitor livestock health. In 2016, she was recognized as Africa's top female innovator by the World Economic Forum. She was awarded the South African Youth of the Year by the Office of the Presidency in 2017. In 2018, she was recognized in the 100 top young Africans by the Africa Youth Council and awarded Industrialist of the Year in Southern Africa at the All Africa Business Leaders Awards.

Written by Sherlyn Gomes

Nneile Nkholise was born in Lesotho and grew up in a small farming town called Thaba Nchu in South Africa, making her appreciate the art of farming and agriculture. She says, "I had the most glorious childhood, growing up surrounded by my mother's love and the love

"This world has been borrowed and given to us by the kids of the house of tomorrow; let's make it a better place they can call home."

of many of her friends who over the years lent themselves to being my mentors and played a pivotal role in helping shape my path in life."

Her mother is an instrumental part of her success; talking about the value she instilled in her, she says, "My mother was very resourceful, she always had a plan for almost everything. She also had a knack for sales and possessed the inherent ability to sell poison to a rat and have it asking for more. She taught me so much about building product value and the art of selling a product that everyone is selling but charging almost twice the amount for it and still having everyone buying it."

Growing up, her mother would never give her money when she just asked for it. She says, "She would always demand that I share with her a plan of what I need the money for and how the funds would contribute to my education and things I'm passionate about. Getting a cent from her to buy a sweet was impossible, but getting a dollar from her to buy a book was easy." This skill greatly aided her while establishing her companies in the future.

Given her love for learning instilled by her mother, she went on to earn a Bachelor of Physics at the University of Witwatersrand. She later enrolled herself to study Mechanical Engineering at the Central University of Technology. She added, "Where I later dropped out following my accidental fall into entrepreneurship."

Nkholise's first formal job was in 2010, where she worked as a mechanical engineering trainee at a water treatment company, BloemWater, in South Africa. She says, "They always say your first employer is your god with a small 'g', and I can truly affirm that because my first job taught me about building interpersonal

relationships and having empathy." Nkholise worked in an environment where she was the only female working with older men, out of which many had never had formal education beyond secondary school and had never experienced working with a woman the same age as their daughters.

She added, "Beyond my job, I had a more significant role of helping my colleagues build a better appreciation for women in the workplace and build a positive influence for their daughters at home."

Talking about her career journey, she says, "I've had numerous pivots in my career. I started my career working in the water engineering sector, later pivoted to working in the construction sector - during the time when I was working in the construction sector I also served in various leadership positions within South African Olympic Sporting Committee and University Sport and led a South African team to two world student games as Deputy Chef De Mission."

In 2015, after holding various leadership positions, she decided to deep-dive into the world of entrepreneurship. That same year, she co-founded iMed Tech, a biotech company specializing in designing customized medical solutions, ranging from manufacturing medical prostheses, breast prostheses, and bio-implants. "By launching iMed Tech, I wanted to confirm a theory that women have the power and potential to run companies in the medical technology sector. And not just ordinary companies, but companies that will become multinationals," she added.

The company achieved various accolades, and due to her brilliant leadership, Nkholise made it to the Forbes 30 under 30 List in 2018. Given her zest for establishing companies, in 2019, she launched 3DIMO that eventually started as a sports tech company that built sports injury sensing devices. They could be sown into athletes' garments to compute stress loads (for instance, from contact) on specific joints and alert the athlete's medical team when the stress load on the athlete's joints exceeded the allowable stress that the athlete can carry at particular joints.

However, when COVID-19 hit, the sports industry entirely shut down. In the

aftermath, the company faced numerous challenges because the organization had multiple development works in the process coupled with pilot tests that they intended to run.

However, despite the setback, the pandemic served as a turning point in Nkholise's career. She explains, "When COVID hit in 2020; I went back home and spent a lot of my time working at farms, helping out on a full time basis. That experience helped me think differently about the challenges that cattle farmers were facing and the opportunities in the sector, which in previous years I had overlooked."

She added, "So I decided to pull the plug on working in sport and led a drastic iteration of our product focus, market focus and also customer focus into agriculture."

3DIMO is currently enabling 6,542 cattle farmers in the US and South Africa to create traceable biometric identification of their cattle using a phone camera image of the cow's nose, which is as unique as a human fingerprint. This helps in tracking animal movement across the value chain.

Nkholise explains, "Of the 250 thousand cattle that we have created IDs for; we have been able to select the top 0.00005% of superior production bulls. We have been giving people an opportunity to partially owning these superior bulls by purchasing a fraction of shares of the bull on our investment marketplace and earning returns from the sale of bull semen. The semen is sold worldwide, but mainly in Africa, to increase beef production quality and reduce production costs using Artificial Insemination."

Due to her pioneering work in the industry, in 2021, during the Journées de la Femme Digitale, she was awarded the Margaret Entrepreneur Africa Prize, a distinction that rewards women entrepreneurs in Africa and Europe whose projects and innovations respond to social challenges.

In conclusion, her advice to budding social entrepreneurs is, "This world has been borrowed to us by the kids of the house of tomorrow; let's make it a better place they can call home."

Top 3 Tips To Overcome Imposter Syndrome In Your Workplace - Jessica Albuquerque



Do you ever feel as though you are hiding a big secret and that one day someone will wake up and learn the truth— that you don't deserve the position you are in. If you often find yourself feeling unworthy of your accomplishments and dismissing your achievements, then it's highly likely that you are suffering from Imposter Syndrome.

What is Imposter Syndrome?

Discovered in the 1970s by researchers Pauline Clance and Suzanne Imes, Imposter Syndrome is described as a feeling of inadequacy in spite of achieving all that one has worked for. People who suffer from Imposter Syndrome feel unworthy of their accomplishments and believe that people will see through them.

Initially, Clance and Imes theorised that this Impostor Phenomenon only affected professional women but as the decades went by, the feeling of being a fraud in the workplace grew more and more common across both genders. In fact, in 2007 a study showed that nearly 70% of people experience at least one episode of this Impostor Syndrome in their lives.

Imposter Syndrome is not just limited to people who are in the highest-ranking position such as CEOs or CFOs but team managers can often suffer from it as well. One of the reasons is that they fail

to accept their success and tend to be overly critical of themselves. As a leader of a team, it is important to work past this feeling of being unworthy so that you and others can trust and believe in yourself. Here are a few tips to overcoming Imposter Syndrome in the workplace.

1. End Internal Comparisons

As Theodore Roosevelt once said, "Comparison is the thief of joy," and that's why the first step towards getting over your Imposter Syndrome is to stop comparing yourself with other employees. Running a successful business involves smooth teamwork, and if you are a manager or CEO it is because your employees and investors believe in your leadership abilities. Out of every other person in the organisation they chose you because they see your worth. So why waste time being anxious that someone deserves your position more than you. If you feel the need to compare, a useful tip is to use your past self as an example to see how far you have come and celebrate your milestones, no matter how big or small they are.

2. Create A Support Network At Work

Most managers believe that they need to put on a facade of being an

unwavering team leader, but you might not be the only one suffering from Imposter Syndrome, your employees might feel the same way and the only way you'll know is by having open dialogues with them. Tim Draper, venture capitalist and founder of Draper Associates and DFJ, once said "Wander around, randomly connect with employees, ask them what they're doing, and how they're doing. Explain what you are doing and what challenges you face. Often, they'll come up with good ideas for how to overcome your obstacles in the process." And studies have shown that workplace social support buffers the negative effects of impostor tendencies on job satisfaction and performance.

3. Compliment Yourself

Flattering yourself might seem like a vain thing to do, but when summing up their report on Imposter Syndrome, the original researchers Clance and Imes believed that by allowing yourself to state and feel your positive qualities and achievements, you can use this tool of self-awareness to change your mindset. Try adopting a mindset that sets aside your imperfections and focus on the good qualities that you possess that will help you grow into a better leader. Journaling or repeating self-affirmations when plagued with feelings of self-doubt or anxiety due to the Imposter Phenomenon can help you move past it.

Imposter Syndrome is something that people from different ages, races, genders and career paths suffer from, even imminent personalities such as the great Maya Angelou, First Lady Michelle Obama, Starbucks' CEO Howard Schultz to name a few. If left unchecked, Imposter Syndrome can hamper the growth of not just your career but your entire team. So put aside that sense of isolation and fears for you are not alone in the fight against overcoming this feeling.

4 Tips For A Brilliant Zoom Presentation - Sherlyn Gomes

While Zoom meetings have reached a record high in 2021, they unfortunately also go synonymously with words like dull and boring. However, with hybrid working as the norm, they are here to stay. But giving a Zoom presentation isn't as easy as it seems. The lack of physical presence and body language can make it challenging to engage and inspire your audience.

To make this a productive endeavour, here are some steps you can incorporate into your Zoom presentations to make it energetic that can help put a fresh take on Zoom meetings to change the narrative.

1. Start With A High Energy Introduction

Begin with an energy-packed introduction of what the presentation will entail and the key points to be discussed. You can also change your Zoom backgrounds to make your session more engaging while encouraging others to do the same. This can be especially beneficial if a festival is around the corner; for instance, Christmas, it would be a nice touch to add a Christmas background to get the holiday cheer in.

An online icebreaker game is another good alternative to get started by getting everyone comfortable. Games like 'Two Truths & One Lie' can help you learn more about your team members while adding cheer and laughter. By doing so, you also embed the personal element in your meetings.

2. Use Multiple Formats

Using PowerPoint as your medium for presentations via zoom is highly saturated and will likely leave the participants bored. Video, GIFs, memes and other formats can help here. It's a critical attention-grabbing element that can help keep your audience engaged and attentive throughout the meeting. After

watching the clip, your attendees may even generate their discussion, thereby adding their insights to the presentation.

While GIF's cannot be used to showcase data, it is imperative to highlight it in a way that the viewers can easily comprehend. "Data slides aren't really about the data. They're about the meaning of the data," explains presentation design expert Nancy Duarte. "It's up to you to make that meaning clear before you click away. Otherwise, the audience won't process — let alone buy — your argument."

3. Check Your Tech

While focusing on aspects of the presentation is critical, the advent of zoom has emphasized getting an excellent external camera and sound system, especially if you present regularly. A lighting station to provide good lighting is also an added benefit. For the camera, the Logitech c920 camera comes highly recommended. It is also imperative to position the camera the right way to avoid the 'I can see up your nostrils' look.

While looking good is instrumental, how you sound is a close second. A microphone or good pair of headphones can make a significant difference while reducing background noise. The Logitech USB Headset H390 is a simple and inexpensive option. If you already have headphones but need a better sounding mic, the Samson Meteor USB microphone is a small portable option that comes with a stand.

4. Create A 'Wow' Moment

While you don't have to create an extraordinary wow moment like Bill Gates unleashing mosquitoes in his Ted talk to curb the menace of malaria, you can do so with a compelling argument. For instance, in 2007, Apple 'reinvented the phone' with the launch of the first iPhone with



viewers glued to the screen. Steve Jobs gave a mesmerizing presentation with a definite 'wow moment.'

Jobs said, "Today we're introducing three revolutionary products. The first is a wide-screen iPod with touch controls, the second is a revolutionary phone and the third is an Internet communications device. So three things: a wide-screen iPod with touch controls, a revolutionary mobile phone, and a break-through Internet communications devices [Jobs paused]. An iPod, a phone, and an Internet communicator [Jobs paused again]. An iPod, a phone [pause]. Are you getting it? These are not three separate devices. This is one device and we are calling it the iPhone. Today Apple reinvents the phone." A momentous wow moment!

In Conclusion:

As the renowned author, Lilly Walters said, "The success of your presentation will be judged not by the knowledge you send but by what the listener receives."

The Icon Of Empowerment

Janet Mock is an Emmy-nominated Writer, Executive, Director and Producer for the FX drama series POSE and the Netflix limited series MONSTER and HOLLYWOOD. She is also a New York Times bestselling author of two memoirs, *Redefining Realness* (2014) and *Surpassing Certainty* (2017). She was also named one of TIME's 100 most influential people. She has written for The New York Times, The New Yorker and Marie Claire, and has appeared on the covers of Marie Claire, Entertainment Weekly, British VOGUE, and the Hollywood Reporter.

Written by Brianna Da Cruz



Image Credit: Wikipedia

Janet Mock was born as a male in impoverished Honolulu, Hawaii. Her father, Charlie, is African-American, while her mother, Elizabeth, is Hawaiian. The family was dysfunctional and broken but loving in their own chaotic way. After the couple split, Mock went to live with her father in Oakwood, California. She says, "My father definitely took on the role of: 'I'm your father, and you are my son, and, therefore, it's my responsibility to correct you. So, all of your feminine ways, I need to berate them out of you, police them out of you.' His job was to contain me."

Due to multiple clashes with her father, at the age of 12, she returned to Hawaii, where she turned a new leaf in her life and began to own her true self in its entirety. Mock was also helped by the fact that gender is relatively fluid in Hawaii. The word 'māhū' refers to a third gender. It is a pejorative for drag queens and gay men in the region.

She began her transition to a woman as a freshman in high school. Her mother never discouraged her from embracing her feminine side. Talking about her mother, she says, "She had a lighter touch around all of that stuff. She had a higher, quote-unquote tolerance for my gender nonconformity. And I was able to meet new friends, and that's when the queen of my life came in, my best friend, Wendi, she really was the savior for me."

After meeting Wendi, Mock was exposed to the idea of medical transition: "Take your Premarin, then go on to shots, and then have whatever surgeries you want to have. It was always something that I was planning toward, but I didn't know how I would be able to afford it," she says.

However, things transpired quickly when Mock met Stacey, a beautiful trans woman. She says, "I knew that she came from where I came from, in terms of socioeconomic background, in terms of being assigned male at birth—all of these things. So she became the gateway. I remember she started Premarin a few months before I did. And then she got tired of taking Premarin because it bloated her and she was, like, 'I'm going to start taking shots, so you can start taking my Premarin. Just give me thirty dollars for them.'"

And so, she began her transition all behind her mother's back. She explained, "It was giving myself permission to do what I knew I needed to do in order to find my own sense of freedom and liberation and contentness in my body." She got the money by working as a sex worker since her family was going through a tough time financially.

When she turned eighteen, she went on a ten-day trip to Thailand and had surgery to complete the transition. She says, "There was this weight that

I particularly felt about that part of my body that, for me, just was so dissonant to the image I had in my head of myself, of my own ideal. And so to be able to get up one day, and to stand up, and to not have this void, was just so deeply affirming."

With a keen determination to succeed in life, she was the first member of her family to attend college. After graduating from the University of Hawaii, she moved to New York to attend New York University for journalism and follow her life's passion. She graduated with a master's degree in 2006 and began working for People Magazine. Mock worked tirelessly at People.com for five years and eventually became a Web Editor.

In 2011, she experienced a turning point in life; she finally told her story in a magazine article published by Marie Claire after learning about the spike in the rates of transgender children committing suicide. She decided to share her story as a form of consolation and encouragement that led to her to becoming an icon for transgender women worldwide.

She received tremendous support and love after her article that led to her first book, *Redefining Realness: My Path to Womanhood, Identity, Love & So Much More*, which narrated her childhood in Hawaii, her profession as a sex worker, and her romance with her now ex-husband, Aaron Tredwell. The book was published in 2014 and instantly became a New York Times bestseller. This book was also deemed as the first biography written from the perspective of a young trans person in the world.

After her first book, Mock continued to work in print and media and share her views with the world. She used her newfound popularity to empower trans people worldwide and produced the HBO documentary *The Trans List*, worked on creating the Allure magazine column 'Beauty Beyond Binaries,' and even started *Never Before with Pineapple Street Media*, an interview podcast series. To further the cause, she also launched a social media campaign called #GirlsLikeUs to empower transgender women in 2012.

"It was giving myself permission to do what I knew I needed to do in order to find my own sense of freedom and liberation and contentness in my body."

A year later, Mock joined the board of directors at the Arcus Foundation to advocate for LGBT rights. In 2014, she was interviewed by Oprah Winfrey for Super Soul Sunday and has been interviewed by countless other media outlets ever since to change the narrative about trans women. In addition, Mock has been featured on multiple lists, including; TIME magazine's '100 Most Influential People' list, Variety magazine's 'Power of Women' list, Ebony magazine's 'Ebony 100,' Fast Company's 'Most Creative People in Business,' and Oprah magazine's 'SuperSoul100.'

In 2017, Mock wrote a follow-up, *Surpassing Certainty*, that talks about her 20s in New York, working as a contributing editor for the magazine, touring as a public speaker and advocating for trans rights. By living in the spotlight with grace to set an example, Mock has used her platform to simplify the narratives of what it means to be trans. In 2019, Mock signed a historic deal with Netflix, making her the first trans person to sign a production deal with a leading studio. At just 38, she has inspired an entire gender-expansive generation to dream more boldly about our personal and collective futures.

Conclusively, she says, "I believe that telling our stories, first to ourselves and then to one another and the world, is a revolutionary act. It is an act that can be met with hostility, exclusion, and violence. It can also lead to love, understanding, transcendence, and community. I hope that my being real with you will help empower you to step into who you are and encourage you to share yourself with those around you."

The Economical Carpooling Solution

Frédéric Mazzella is the Founder and President of BlaBlaCar and has led the company to become the world's largest long-distance carpooling community. As a branding and communications enthusiast, he has built a global brand whilst relentlessly spreading the word about the virtues of carpooling. Mazzella carries BlaBlaCar's vision of a people-powered travel network enabled by trust and technology and is passionate about high social impact solutions. Mazzella is a regular speaker at leading international conferences and in the media, where he comments on the fast-changing mobility landscape, entrepreneurship, global marketplaces and building trust in online communities.

Written by Justinn Roberts



Mazzella was born in 1976, in the city of Nantes in France. Growing up, the young boy possessed a deep affinity to the classical arts and was trained as a pianist. Although Mazzella came from a remote city in France, his love for music and physics propelled him to move in the right direction.

According to Mazzella, everything started with playing the piano - though he also played the violin, guitar, and drums. It was his passion for music that drove him to move to Paris to attend the Conservatory while still studying math and physics.

He says, "I have found playing music to be an incredible asset in entrepreneurship." He continued,

"I have found playing music to be an incredible asset in entrepreneurship." He continued, "When you are playing professionally for an audience, the feedback loop is instantaneous. If you mess up a note, it is pretty loud and clear. You can't afford to make mistakes."

"When you are playing professionally for an audience, the feedback loop is instantaneous. If you mess up a note, it is pretty loud and clear. You can't afford to make mistakes." Just like that in business.

However, despite his long-standing love for music, he switched to studying math and physics because he figured he could always come back to music if he needed to. He saw the analytical and theoretical world of mathematics as a way to comprehend the real world around him with formulas. This skill proved instrumental to launch his first startup, BlaBlaCar.

The turning point for Mazzella was when he moved to the US to study at Stanford. He was inspired by the entrepreneurial environment in California, a stark difference from what he was used to in France. This led him to create a vision for himself to be an entrepreneur someday. During his time studying at Stanford, students joined Google and other startups without completing their degrees. It was a new era where intelligent students realized that they didn't need to complete a diploma to get a significant position in startups and make an impact. After completing his studies at Stanford, Mazzella went on to become a research assistant at NASA.

However, not long after, BlaBlaCar was born during Christmas when Mazzella wanted to go home to visit his family in the French countryside. He recalled the incident, "I had no car, the trains were full,

the roads, too, were full of people driving home, alone in their car. And that's when it occurred to me that I should try and find one of the drivers going my way and offer to share petrol costs in exchange for use of an empty seat."

And soon, he had an epiphany and thought he could do it online, but no such site existed, and Mazzella knew he had to be the one to start ride-sharing in the region.

Mazzella says, "I had imagined a new transport network built on people, that could bring efficiency to road transport, solve congestion problems, make travel affordable and social. With a background in scientific research, I saw the full potential of a peer-to-peer transport network, and the huge environmental and economic benefits of enabling a more efficient use of existing resources."

He started by establishing a site online, and he watched the community grow organically. He then met his co-founder and engineer Francis Nappez. In anticipation of the future, Mazzella completed an MBA and worked on a plan to develop the full potential of car sharing with his peer, Nicolas Brusson, the third co-founder. Nicolas later joined the company full time to finance and scale the business in Europe. The trio has expanded and built the company into a pan-European community marketplace that helps connect drivers and passengers.

However, it was not an easy task to turn the company into a success. In the early days, the idea was dismissed as 'hitchhiking online', and detractors said people would not want to share their car with strangers. Mazzella had initially envisioned an online marketplace where individuals could exchange everything from car journeys to piano and cooking lessons but had to deviate when the plan did not work out.

For the first seven years, the company was called Covoiturage, the French word for carpooling. But after meeting a member who used the app but could not remember its name, he realized he had a branding problem. They decided to name it BlaBlaCar because when members create their profile, they indicate their level of in-car chattiness, from 'Bla'

(watches the scenery go by), 'BlaBla' (can be chatty) to 'BlaBlaBla' (won't keep quiet). "Anyone who has ever come across the word BlaBlaCar remembers it," Mazzella said. "This is invaluable for a peer-to-peer brand."

The company's big break came late in 2007 during travel strikes that shut public transport in the country, propelling it into the limelight and has been ever since. BlaBlaCar operates in a different market from Uber and its imitators because it is built on long-distance carpooling rather than short taxi rides. According to Mazzella, BlaBlaCar has stayed on the right side of the regulator because its model is designed so that its drivers do not make money, unlike Uber. The journey fee is meant only to cover costs. He says: "If you're below the threshold of the mileage allowance then you're not making a profit. That's why we've had so [few] issues with regulators."

Ride-sharing passengers contribute six to seven cents per km, compared with \$1 to \$3 per km for a taxi or Uber, according to analysts. Mazzella says, "BlaBlaCar's activities do not create professional chauffeurs. We're just making the best use of existing assets and existing behaviours."

The company has expanded in Europe, India, Brazil and Russia, its fastest-growing market because the country has few alternatives to public transport. But it has stayed away from the US, believing that low fuel prices, frequent domestic flight schedules and sprawling cities are not conducive to carpooling.

In 2021, the carpooling company raised a \$115 million funding round (€97 million). While BlaBlaCar is better known for its long-distance carpooling marketplace, the company has also added a bus marketplace with the acquisition of Ouibus and an online bus ticketing platform with the acquisition of Busfor to expand their range.

With the company's significant growth over the year, Mazzella concluded, saying, "the thing is, the scope is so broad that it will never be enough. There will always be room for more trust and optimization. So we're not finished yet, and we have our work cut out for the coming decades."

Exclusive Interview

HE Hamad Buamim

President and CEO, Dubai Chamber of Commerce and Industry

غرفة دبي
DUBAI CHAMBER

About GBF

Global Business Forum (GBF) ASEAN forms part of Dubai Chamber's flagship Global Business Forum series held under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. The series was inaugurated in 2013 as part of Dubai Chamber's strategy to give its members new business opportunities and strengthen the position of Dubai as a global business hub and a gateway to new markets. The event will be held on the 8th and 9th of December at the DEC South Hall in Expo 2020 Dubai and will feature renowned speakers from more than 50 countries in the ASEAN region.



GBF ASEAN is the latest addition to the Global Business Forum series and adds to the three existing forums – GBF Africa, GBF CIS and GBF Latin America. Speaking about the opportunities this event offers, HE Hamad Buamim says, "Taking place for the first time this year, GBF ASEAN has a dedicated focus on the ten member states of the Association of Southeast Asian Nations. Following analysis from our dedicated Economic Research Department, it was conceived that this would provide business intelligence on markets that offer great potential for Dubai and UAE investors. This research has shown significant opportunities for ramping up bilateral trade between Dubai and ASEAN countries."

He continued, "From the market research we have conducted over the years, we realised that a business forum dedicated to exploring opportunities would be instrumental in facilitating growth for the benefit of stakeholders in Dubai, the UAE and ASEAN markets. This led us to organise GBF ASEAN as the latest addition to our GBF portfolio. With its theme: The New Frontiers, the inaugural GBF ASEAN takes place December 8-9 on the sidelines of Expo 2020 Dubai."

GBF ASEAN 2021 aims to capitalise on the opportunities presented through its packed programme of keynote speeches, workshops, presentations, panel discussions, business leader interviews and fireside chats, with

audience interaction facilitated through a dedicated forum app.

Key areas under discussion at the forum include how the pandemic has pushed ASEAN's digital economy to exceed \$100 billion for the first time, in the process creating a wide array of investment opportunities. While sustainable infrastructure financing is estimated to be worth USD 2.8 trillion investment over the next ten years.

Other topics will focus on how the Regional Comprehensive Economic Partnership agreement will add an estimated USD 186 billion to global GDP by 2030 and how this could lead ASEAN members and their counterparts to create the world's largest free trade area.

Talking about the value addition of the event, he adds, "It is the first ever GBF ASEAN that will bring together senior business leaders, government officials and investors to discuss the myriad of opportunities that are present in UAE and ASEAN markets. It is also being hosted on the sidelines of Expo 2020 Dubai, with the events working in synergy to complement each other. Both the forum and the World Expo place a focus on the post-pandemic era of prosperity and overcoming challenges."

He continued, "Resilience and building for the future are key themes, especially in light of ASEAN region's leaders having pledged at the 37th ASEAN Summit held in November last year to rebuild their countries with a focus on sustainability and regional cooperation. All this adds up to Expo 2020 Dubai and the first GBF ASEAN being the perfect platforms to work in harmony to

promote a new era of regional and global cooperation."

Sharing his vision for the event, he says, "We believe that GBF ASEAN 2021 – the first of many GBF ASEAN forums moving forward – will set the stage for a new era of growth and development between Dubai, the UAE and ASEAN countries. It will do this by introducing the business community in Dubai and the UAE to the untapped investment opportunities that currently exist in the ASEAN region, as well as

showcase the status of Dubai as the region's premier international business hub and an ideal destination for ASEAN exporters. With the emirate's strategic position between east and west, its advanced infrastructure and ease-of-doing-business environment facilitate the onward movement of goods and products into new markets."



Open Message from His Excellency Hamad Buamim:

I would invite all industry leaders to register for the first-ever GBF ASEAN and take advantage of its comprehensive programme designed to capitalise on the wealth of investment opportunities created between Dubai, the UAE and ASEAN member states.

Opportunities arise from both regions needing to develop low-carbon economies because of the threats they share from climate change to those that arise from shared models of entrepreneurship to those that present from both regions being gateways to new markets. I

would also like to highlight that Expo 2020 Dubai is an essential aspect of GBF ASEAN and – with this in mind -I would encourage industry leaders attending the forum to take time to visit the world exhibition and to see how the UAE envisages a future full of hope, promise and prosperity.

Dubai Chamber Unveils List Of Speakers Joining First-Ever Global Business Forum ASEAN



غرفة دبي
DUBAI CHAMBER



HE Reem Al Hashimy



HE Omar Sultan Al Olama



HE Thani Ahmad Al Zeyoudi



HE Hamad Buamim
President and CEO, Dubai Chamber



HE AbdulAziz Al Ghurair



Secretary-General of ASEAN

- Three UAE ministers and government representatives from the Association of South East Asian Nations will join 40 speakers at the December 8-9 forum
- H.E Reem Al Hashemi, H.E. Omar Sultan Al Olama, and H.E Dr Thani

Al Zeyoudi will all deliver keynote addresses at the inaugural event

- More than 25 workshops and discussions over the forum's two days will explore array of bilateral trade and business opportunities between Dubai and ASEAN countries

Dubai, UAE – Three UAE government ministers will join ministers from the Association of South East Asian Nations (ASEAN) - the ten-member economic and political bloc – at the first ever Global Business Forum ASEAN, which takes place at Expo 2020 Dubai on December 8th-9th.

Organised by Dubai Chamber in partnership with Expo 2020 Dubai, GBF ASEAN will be held under the theme The New Frontiers. The high-level forum will explore the changing dynamics of ASEAN countries and examine the opportunities to increase bilateral trade, business and investment ties between the two regions.

Representing the UAE at GBF ASEAN will be H.E Reem Al Hashemi, Minister of State for International Cooperation and Director General of Expo 2020 Dubai; H.E Omar Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy and Remote Work Applications; and H.E. Dr Thani Al Zeyoudi, Minister of State for Foreign Trade.

The three UAE ministers will be addressing the event alongside H.E. Abdul Aziz Al Ghurair, Chairman of the Board of Directors of Dubai Chambers and H.E. Hamad Buamim, President & CEO of Dubai Chamber.

Government ministers from the ASEAN region participating at the forum include H.E Ramon Lopez, Secretary (Minister), Department of Trade & Industry, Republic of the Philippines; H.E William Dar, Secretary (Minister), Department of Agriculture, Republic of Philippines,

H.E. Fortunato De La Pena, Secretary (Minister), Secretary of Science and Technology; Vice Chairman, Philippine Space Council, Republic of Philippines, H.E. Dato Lim Jock Hoi, Secretary General, ASEAN Secretariat; Mohmed Razip Haji Hasan, Director General, Islamic Tourism Centre; Prof. Romano, Prodi President, Italy-ASEAN Association, Italy; Ayman Amin Sejiny, Chief Executive Officer, The Islamic Corporation for the Development of the Private Sector, Saudi Arabia; and Dr. Brian Shegar, President, UAE-Singapore Business Council, Singapore

The UAE and ASEAN government representatives will join more than 40 speakers at the inaugural GBF ASEAN, which takes place on the side-lines of Expo 2020 Dubai and feature a comprehensive programme of more than 25 panel discussions, presentations and workshops aimed at strengthening economic ties between the two regions.

“The line-up of high-calibre speakers reflects the strong commitment from the UAE and ASEAN countries in expanding economic cooperation and tapping into existing trade and investment synergies. There is vast potential to forge new partnerships between UAE businesses

and their ASEAN counterparts and we look forward to exploring that at the upcoming forum,” said H.E. Hamad Buamim, President & CEO of Dubai Chamber.

H.E. Buamim described GBF ASEAN as an ideal platform for UAE businessmen to explore new investment opportunities emerging across promising ASEAN markets, adding that the forum is also an opportunity to showcase Dubai's position as a global gateway that ASEAN-based companies can leverage to expand their reach.

High-level speakers will share their insights on a wide range of topics and issues including, Islamic tourism, Islamic finance, regional economic integration in the ASEAN region, future growth sectors and UAE-ASEAN trade synergies, among many other important trends reshaping economies in both regions.

GBF ASEAN is the newest edition to Dubai Chamber's Global Business Forum series, which also includes GBF Africa and GBF Latin America. This is the second Global Business Forum that will take place in conjunction with Expo 2020 Dubai, for which Dubai Chamber is the Official Business Integration Partner.

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Follow the Global Business Forum (GBF) ASEAN on the links below:



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Five Companies Making Parenting Easier In 2021

- Brianna Da Cruz



Parenting is no easy feat, and with the advent of the pandemic, that has only multiplied further. Working employees and entrepreneurs now have to juggle working from home while their toddler is screaming in the background. To help parents everywhere, startups have found easy solutions to everyday problems to help exhausted parents around the globe. From educational services to sleep training apps, five startups are designed to make parenting life more effortless.

1. Lovevery

Play Kits by Lovevery are a subscription service that delivers science-backed, non-toxic toys that babies want and need, designed by child development experts for every stage of development. Kits are delivered every other month and start at \$36 per month. Lovevery was created to help parents boost their children's cognitive abilities in a fun way while providing an alternative to screen time.

The idea behind Lovevery began after Lovevery Co-Founder and CEO Jessica Rolph read a doctoral dissertation titled 'Current Research Findings on the Neurological Development of Infants'. Rolph wanted to share what she had learned with other parents, which led her to create a company

that worked on children's brain development. "At Lovevery, we make the science of early childhood more approachable," said Rolph.

2. The Startup Squad

The company helps young girls realize their passions through a series of books on various topics. The Startup Squad believes that entrepreneurship can help young girls be all they can be, develop essential life skills and chase their dreams with conviction.

Wesfield had the idea for the startup after he watched his eight-year-old daughter struggle to sell Girl Scout cookies. Weisfeld was frustrated at the lack of empowering influences for young girls, so he created a brand for girls that would inspire and harness their entrepreneurial spirit. "Not every girl wants to be a princess," said Weisfeld. "Some want to run the castle. Design the moat. Or break the glass slipper and open a company with better footwear."

3. Huckleberry

Huckleberry was founded as a way to improve kids' sleep patterns. The app uses pediatric sleep experts and artificial intelligence to create individualized sleep plans for every family to combat any resistance from kids. The app asks parents to take a

diagnostic quiz, track sleeping hours, naps and bedtimes. This allows them to predict when the child will be sleeping and what works best for them.

Jessica Toh, Co-Founder of Huckleberry, says, "As a new parent, I never expected that my child would wake up every few hours for nearly two years, in spite of all the books I read and methods I tried. It turned out there were many others in the same position." She continued, "I felt in this day and age there must be a way to solve this for all the sleep-deprived people out there who just want the best for their children," which eventually led to Huckleberry.

4. Peanut

Peanut is the mom version of tinder that allows moms to swipe right on like-minded moms in the neighbourhood and make new friends. Once you create an account, the app shows you, other women, at a similar stage in life—from fertility, pregnancy, and motherhood to menopause. The app also has a blog section with various tips to help with parenting struggles and motherhood.

Michelle Kennedy had the idea for Peanut after having her first baby, Finlay, and was finding it challenging to meet other moms that led to the app's genesis. "Peanut is more than an app to connect mothers," according to Kennedy. "It's about recognizing a pain point that millions of women encounter and finding a solution."

In Conclusion:

With the advent of these companies, it has become easier to access and find information to fulfil your child's every need. As Ralphie, Founder of Simply on Purpose, said, "The simplest parenting formula ever: when children feel well, they behave well."

Here's How You Can Build An Ethical Organization

- Jessica Albuquerque

Building your brand's reputation is one of the most important parts of running a successful company in today's world. Not only does it build brand loyalty with customers but it also makes your organization a coveted business to work at. And by far, the best way to create a good brand image is by running an ethical organization.

Ethics in a business organization refers to the moral code of conduct that a company and its employees follow. From company policies and rules to the way that employees interact with each other, an ethical organizational culture is one that believes and enforces the standards of right and wrong.

Unethical behaviour can have a significant impact on an organization, no matter how renowned it is. The perfect example is the once-beloved German automobile brand Volkswagen that installed 'defeat devices' in over eleven million of their automobiles to cheat emissions testing in 2015. A dreadful combination of bad leadership and unethical behaviour, their decision led to the engines emitting nearly 40 times more nitrogen oxide, which led to breathing problems such as asthma, bronchitis, and emphysema. To date, Volkswagen has paid more than \$23 billion in fines and settlements with federal regulators and is still facing additional suits. All it took was a blink of an eye to wipe away years and years of brand loyalty. Here are a few tips on how you can avoid these mishaps and build an ethical organization:

1. Be a Role Model

The best way to encourage good ethics in your organization is to lead by example. As a manager, it is up to you to be a good role model for those who work under you, especially new employees and interns who are just starting their journey in the world of business. For example, when Alan Mulally, former CEO of Ford Motor

Company, took over the company, he noticed that reports were forged to indicate that the company was on target to reach its goals. So he encouraged his executive team to send in the unadulterated reports during their next meeting. Once the reports started reflecting the truth, he and the rest of his team could pinpoint the problems and work towards solving them. So you see, if you believe in making ethical choices, your fellow employees are far more likely to follow suit.

2. Encourage Your Values

If you're a new business, take some time out to sit with your HR and team members to create a code of conduct that clearly outlines your business values and the ethical rules you wish to follow in your day to day activities. For example, Starbucks' core values have been the key to their success. Some of their values include 'creating a culture of warmth and belonging, where everyone is welcome' and 'Being present, connecting with transparency, dignity and respect,' both can be seen the moment you enter into any of their coffee shops. Besides motivating your employees to pay heed to their actions and follow an ethical path, you can also set up seminars and interactive workshops to reinforce your company's ethics and clarify any ethical dilemmas.

3. Promote Raising Concerns

Snitches get stitches is a line we've all heard at one point or the other, but speaking up against harassment, bullying, cheating and other unethical behaviour is something that should be encouraged in your organization. It is easy for employees to feel intimidated, especially if they need to speak out

against one of their superiors. According to a study done by MIT Sloan, nearly 17.5% of employees do not speak up and voice their concerns



regarding any problems. To solve this, you can hire a third-party ethics consultant, an ombudsman or an ethics officer who can create a sense of security for your employees to raise their concerns. Your company can also implement seminars where you educate employees about ethics and train managers on how to deal with unethical behaviour.

Running an ethical business isn't as hard as it might seem. After all, we are all given the choice to choose between right and wrong. As businessman extraordinaire Warren Buffet once said, "In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And, if they don't have the first, the other two will kill you." So, keep in mind the company values you wish to follow and follow them every step of the way. If you lead by example and enforce ethical behaviour, your company will automatically be moulded into an ethical organization.

Establishing The Billion Dollar Company, Slack

Stewart Butterfield is the Co-Founder and CEO of Slack. For more than 20 years, he has been a designer, entrepreneur and technology leader, usually all at once. Butterfield has been regularly recognized for the foresight and innovation that has helped him build two companies that have reimagined how we use technology to collaborate, communicate, share and store information. He has been included on Vanity Fair's New Establishment List, the Recode 100, he was named one of the 100 Most Influential People in the World by Time Magazine and one of the Top 50 Leaders by BusinessWeek; Advertising Age's Creativity 50, and the Technology Innovator of the Year by the Wall Street Journal.

Written by Justin Roberts

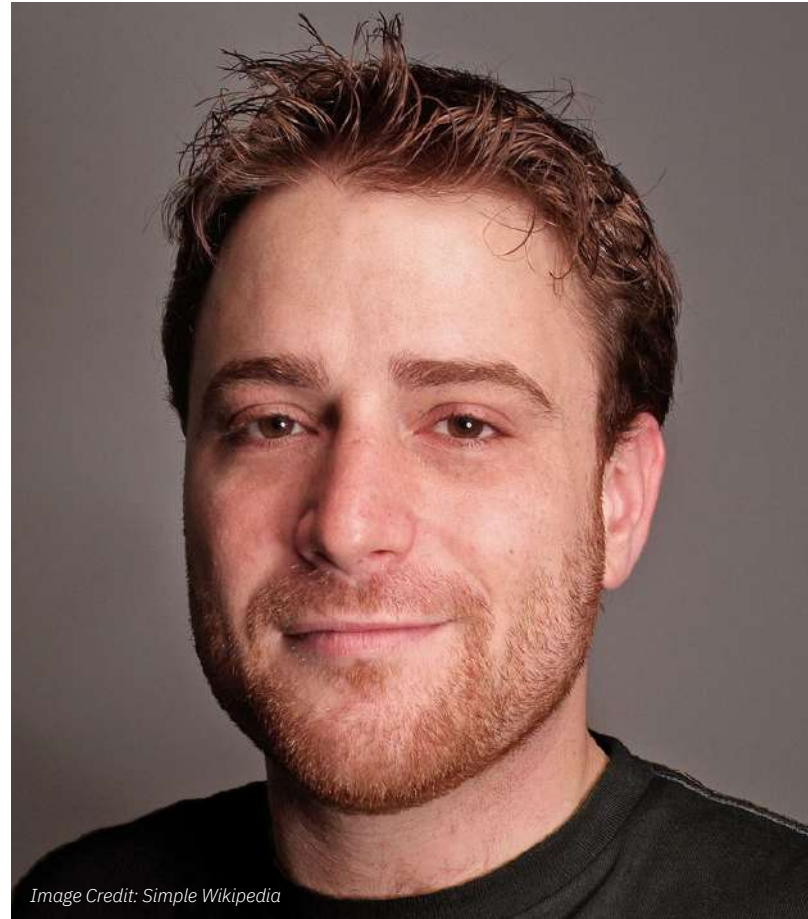


Image Credit: Simple Wikipedia

Stewart Butterfield was born in a small fishing village in 1973 called Lund in British Columbia. His family resided in a log cabin that did not have any running water in his younger years. He explains, "My parents were definitely hippies who wanted to live off the land. They originally named me Dharma, but when I turned 12, I changed my name to Stewart, which

I now regret. There are no good characters named Stewart."

Butterfield recalled, "We moved to the city when I was five, so I could go to school. That was Victoria, British Columbia, and I was in second grade." Talking about his education in Victoria, he says, "We were the first class to have computers in the classroom. I was super fascinated by computers in general." The young

boy was amazed by the device and soon taught himself how to code while constantly playing on the computer. Butterfield recalled "that he was among the pioneer cohort of children to grow up with computers."

However, when Butterfield decided to go to college, he chose to major in a Philosophy Degree and not in technology. But his fascination with computers only increased during that period. He says, "When I got to university -- this was '92 -- I got a Unix account on the school's mainframe and discovered the Internet. I was just like, [explosion sound]. I realized at that time how powerful it was. Whatever you were into, if you were a breast cancer survivor, you're a model train enthusiast, or whatever your deal was, you could find other people online." He graduated in 1996 from the University of Victoria and later received his Master of Philosophy from Cambridge.

In 2000, he decided to join his friend, Classon, at his tech startup, Gradfinder.com. However, during that time, the internet bubble had just burst, and the pair had to sell their startup at a healthy profit, after which Butterfield went back to freelancing as a web designer.

Butterfield then met Caterina Fake (his now ex), who was then a blogger, in 2000. They got married two years later, and shortly after their honeymoon, the duo founded an online multiplayer gaming startup, Ludicorp, with Classon. Butterfield explains, "We were all fascinated by online communities in the broadest sense, just the human connection that can come out of this transmission of electronic bits back and forth. We were also fascinated by the role that play played in social interaction. When you're playing a game, it's competitive, it's trash-talking, it gives you like this kind of framework for interacting with people." He continued, "We wanted to create that on a massive scale. It was primarily text based. We pioneered a lot of really interesting technologies that became Flickr afterwards." Unfortunately, the team did not succeed in their endeavour; after 9/11 and another tech bubble burst, the company did not manage to raise any funds.

However, Butterfield soon had his eureka moment while throwing up from food

poisoning in a New York hotel room. His team had previously created a photo-sharing platform but realized it wouldn't gain popularity if it required both parties to be online simultaneously. The team made some changes, and Flickr was officially launched.

Flickr was a breath of fresh air at the time for multiple reasons: For one, photo-sharing in the cloud was a new concept on its own. But Flickr was also the first to come out with features like user authentication, tagging and adding permissions for which contacts can view your photos. Yahoo bought the company in 2005 for between \$22 million and \$25 million.

The couple decided to relocate to the Bay Area and joined Yahoo as part of the company's acquisition. However, three years later, Butterfield soon hit a dead end and wanted to quit. Yahoo asked him to stay on for a few more months to keep up appearances since Fake had also left Yahoo. So Butterfield spent several months doing nothing, not even showing up to the office. In June 2008, Butterfield resigned and sent his now-famous resignation letter where he described Yahoo as a tin-smithing operation and said he was retiring to tend to his "small but growing alpaca herd."

After leaving the organization, Butterfield decided to utilize his energy in working on the multiplayer game he previously designed with Ludicorp. He approached some of his former coworkers from Flickr and Ludicorp, including Cal Henderson, to found a startup called Tiny Speck. They started building the game 'Glitch.' However, Butterfield says, "While 'Glitch' already had a 'hardcore cult following,' it was difficult to justify the \$17 million in venture capital that had been poured into it. The game was too weird for most people,"

On the lookout for opportunities, Tiny Speck pivoted to a different product. They instead decided to work on the communication tool Butterfield and his team had created to chat in real-time in Glitch. They named the instant-messaging platform Slack, which formally launched in 2013.

Slack's tremendous growth impressed some of Silicon Valley's most prominent

"One of the biggest lessons I've learned is that there has got to be a reason for what you're doing. You actually have to care about what you're doing. The business has to be about something. Whatever the point of it is does not have to be inconsistent with making money, but usually if that's the sole reason, it is not very successful."

venture capital firms, like Kleiner Perkins and Andreessen Horowitz. It soon became one of the fastest-growing companies, achieving a \$1 billion valuation less than a year after it officially launched. By the summer of 2018, Slack had grown to over 8 million daily active users. The company raised over \$1.2 billion in funding and hit a \$7.1 billion valuation in its last round of funding.

Talking about the success of the platform, Butterfield says, "I should say, one of the ancillary reasons that I think we're successful is of the four co-founders, at 41, I'm the third youngest. We probably have more engineers over 40 than any other company."

In December 2020, cloud giant Salesforce announced it was buying Slack for a whopping \$27.7 billion, making it Salesforce's largest acquisition to date. Salesforce CEO Marc Benioff said in a press release: "This is a match made in heaven."

In conclusion, he says, "One of the biggest lessons I've learned is that there has got to be a reason for what you're doing. You actually have to care about what you're doing. The business has to be about something. Whatever the point of it is does not have to be inconsistent with making money, but usually if that's the sole reason, it is not very successful."

The Diversity And Inclusion Expert

Hayley Sudbury is the CEO and Founder of WERKIN, a company that helps track, create and activate mentoring and career development programmes that support workplace inclusion like professional LGBT+ communities and BAME (Black, Asian, and Minority Ethnic) talents. Sudbury is an ambassador of LB Women, a network created to inspire, inform and celebrate the success of professional bisexual and lesbian women. She is a Fellow of the Royal Statistical Society, and for two consecutive years, in 2017 and 2018, Sudbury was a part of the OUTstanding Financial Times Leading 100 LGBT+ Executives list.

Written by Brianna Da Cruz



Image Credit: WERKIN

Hayley Sudbury was born in North Queensland, in the coastal town of Ayr in Australia. Her parents owned a family music business selling recorded music and musical instruments. Her grandfather began the company, and

Sudbury worked there on Saturdays to help out. Along with founding and running the music business, her grandfather also raised early-stage venture funding for a silicon chip producer from the US with individuals based in the region. Watching her

“When the market demands change, change happens and, the openness is there to try something different.”

grandfather gave Sudbury a keen insight into the entrepreneurial world.

While in school, Sudbury excelled in academics and was awarded a scholarship to one of Australia’s first private universities, Bond University, to study for an accelerated business degree. She explained: “It worked really well for me, someone who wanted to get out into the world quickly. It was focused on business, something that I loved, valued, and understood, and I was keen to put some shape around that essentially.”

After university, Sudbury ventured into the business world with a friend; together, they built marketing plans for other small businesses. They established the company to stay on the Gold Coast while saving up enough to go travelling. She says, “It felt like a nice little natural next step to apply my business learning to other businesses that were in the region, make some money from it, live a nice life, and then get some money to actually head over to Europe and explore.”

However, In 1999 Sudbury decided to move to London, where she took on several short-term temporary jobs, including one reception work, project work, amongst others.

In 2000 Sudbury returned to Australia and worked in the energy sector for a significant company in Queensland. In 2004, she took up a role for Esanda, the asset finance arm of ANZ Bank, which Elizabeth Proust headed at the time. Sudbury recalled, “It was a really exciting time. It was great to have that role model in Elizabeth; a senior woman leading this business.” She described the time as a defining moment in her career, giving her exposure to outstanding leadership and experience through both Elizabeth Proust and John McFarlane, CEO of ANZ at the time. She added, “He (John) was doing things like demanding his leaders had quotas for women for recruitment, it was early days

and he was spearheading a lot of that, which I think created a really amazing energy in the organization.”

In 2007, Sudbury returned to the UK to take up an exciting role at Barclays. Due to her agility, she soon reached the top and secured the position of Global Commercial Product. However, after working at ANZ in a progressive, female-led environment, she found Barclays at that time more conservative, especially around gender equality.

While Sudbury immensely enjoyed her role and made significant progress, she struggled to find role models for herself; she added, “I enjoyed the work and achieved some things, but as I was actually on a personal journey, not just about seeing senior women, I was also asking where are the role models of gay women? I was struggling with that personally.”

As a professional gay woman working in the industry, she felt lost. This experience led her to a revelation; she explains, “There were no women above me and there were certainly no gay women above me. I thought ‘wow, if that doesn’t exist, then I think my career might be elsewhere; so I started to think about how we can change that.”

She soon started working on revolutionizing the sector alongside her co-founder, Angella, with whom she previously worked on several passion projects. The duo focused on their career journeys and what they could change. She explains, “For instance, who actually moves up through the talent pipeline of organizations and how we can help because the reality was, not everyone who should be progressing was progressing, and the top half of organizations were still disproportionately representative of one type of person.”

She says, “Werkin was born from the idea of ‘how do we help accelerate someone’s career journey and how do we help managers and leaders do the things they said they were going to do’. This was at a time when people were using technology to solve problems, so it made sense for us to bring together this problem that also provided an opportunity for technology disruption, and to look at how we solve the issue of D&I.”

The duo reflected on how individuals can stay in organizations and grow if they are LGBTQ, minority or identify as anyone who is underrepresented in the industry. To do this, they created a user-friendly app and then built an enterprise platform with supporting algorithms to ascertain what diversity looked like in a company. The data was then shared with senior executives and employees devoted to workplace diversity, which dictated multiple ways to support minorities and empower them. The platform also allowed to book regular mentoring sessions with these minority groups and offered coaching sessions.

Sudbury explains, “The idea is to start with one employee and scale up to offer multiple employees the same level of support. We had our product but needed credibility by getting actual clients, and did that by running a pilot program for the Women in Banking & Finance network. The pilot was a success and gave us access to top companies where these women worked.”

WERKIN has also worked with the public sector and built its programs, initially starting with the Westminster City Council. They currently have more than 200 companies globally on the Werkin platform. EY is one of their largest clients to date, and they have also worked with BBC, Google, and Cisco.

Due to her tremendous feat in the diversion and inclusivity sector, Sudbury has received several awards. She says, “Getting the champion award for the TechWomen awards was kind of key as being seen as a real leader in that space, and has led to a lot of other great opportunities. As was being really properly acknowledged by industry publications as a thought leader in this space for being a workplace advocate and creating real change.” Other awards conferred on her include Champion TechWomen50, FT Outstanding Top 100 LGBT+ Executive Finalist, amongst others.

In conclusion, she says, “When the market demands change, change happens and, the openness is there to try something different.” It is time for companies to shift to a more inclusive and diverse working model to be productive and excel in the ever-changing business world.

4 Fool-Proof Ways To Successfully Roll Out New Software in Your Organization

- Jessica Albuquerque



The daily functions of our lives are constantly evolving thanks to technology. In a span of merely 30 years, the human race went from having select and limited access to the internet and computers to nearly every person owning a mini-computer that fits in their pocket. This evolution has given way to a tectonic shift in the landscape of business organizations. In fact, investing in new technology is the only way to effectively match your competition and refrain from becoming obsolete.

That being said, rolling out new technology, whether it is software or hardware, can be a complete nightmare sometimes— especially in a large scale organization. It is because of this exact reason why businesses are hesitant and slow in adopting new technological changes. So, here are 3 tips to avoid the unnecessary complexities that come with software changes!

1. Clear Communication

When it comes to change, whether it's in regards to your professional or personal life, the key difference between success and failure is open and precise communication. Don't just send out an email outlining the changes, but instead sit down with your team and explain what tools are being changed, when the changes

will be taking place, how the changes help the employees, and how they will be guided and trained to absorb these new technological changes. If you are worried about pushback, don't be. According to MIT Sloan Management Review and Capgemini Consulting, studies have shown that when CEOs share their vision for digital transformation, a whopping 93% of employees believe that it is the right step for the organization. Just remember to be honest and reiterate the fact that technology isn't replacing your employees but rather helping them be more productive.

2. Do A Test Run

Think of this as a pilot program before your big rollout. Investing in new software is a large commitment as it can be rather expensive, so before implementing new software in your organization it is important to understand how your employees will respond to it. When you do a test run with a single department or small group of workers, you can work out any bottlenecks that might occur. This soft launch also acts as a learning experience for your managers and team leaders to garner the skills needed to teach and guide other employees to adapt to the new changes.

3. Thoughtful Training

Every employee is different, and hence their ability to learn a new software might vary. It is a must to take one step at a time and not rush the training process. After your test run, you can delegate teaching roles to those who have a strong grasp of handling the new software. During your training process, include different learning materials such as live training, detailed presentations and even one-on-one lessons for those who need a little extra help. Don't berate your employees if it takes them time to adapt but instead encourage them.

4. Digital Adoption Platform

Even after in-person training, if some of your employees still need a little extra help understanding the ins and outs of the new software, you can implement a Digital Adoption Platform. A DAP helps your employees learn how to use new technology by taking them through the application and all the vital features through interactive step-by-step on-screen tutorials. DAPs often include self-help menus that are linked to more in-depth articles, videos so that your employees can learn at their own pace.

If you are looking to stay ahead of trends and your competitor, technology is a tool that can take your business from the sky to the stars. From accounting and management to hiring and marketing, it has the potential to improve your productivity in every department. If you as a leader believe in your vision for change and work together in tandem with your employees to execute these changes, your company will be able to successfully roll out any new software. To conclude, invest in efficient technology today for a brighter and more rewarding tomorrow!

Create A Happier Workforce By Solving Employee Burnout

- Jessica Albuquerque

Have you noticed your employees or team members acting sluggish and unproductive at work? Are they forgetful and uninterested in their tasks? Do they lack concentration and seem physically and emotionally exhausted? Then, there is a high chance that they are suffering from the most common occupational hazard— employee burnout.

What exactly is employee burnout and how does it come about?

A worker experiencing burnout suffers from a loss of personal identity and is in a state of both physical and emotional exhaustion. According to the International Classification of Diseases, employee burnout results from chronic workplace stress that has been unsuccessfully managed. Though it is something that is often overlooked, employee burnout is so common that nearly three-fourth, or 73% to be precise, of American employees, are currently experiencing worker burnout.

As a Manager it is of the utmost importance to identify the signs of a burnt-out employee before they reach a potentially worse situation, after all, 23% of burnt-out employees are more likely to visit the emergency room. Here are a few tips to help your employees get through this burnout.

1. Identify The Cause

Having a burnout worker in your team is extremely counterproductive. Studies have found that burnt-out employees are 63% more likely to take a sick day and highly likely to leave their current employers. The first step to helping a burnt-out employee is by pinning down the root cause of the problem. As a manager or employer, it is a must to have an open mind and listen to your employees' grievances. If your employees believe that they are being overworked, take a step back and see how you can reorganise their task list and cut down on unnecessary work.



2. Prioritise Mental Health

The stress caused by burnout pays a heavy toll on the mental health of employees and that is why it is vital to provide your team with mental and emotional support. Jennifer Moss, author of 'The Burnout Epidemic: The Rise of Chronic Stress and How We Can Fix It' says that "You (managers) are not meant to be a mental health expert, but you are meant to know where those mental health experts exist in your organization. You are a conduit." Having an Employee Assistance Program (EPA) provides your workers with an outlet to talk about their problems and find solutions. Another way to improve mental health in your organisation is by promoting work-life balance and incorporating short breaks throughout the day.

3. No Working After Hours

Employees who work from home are often pressured into working longer hours and even completing tasks when they're on vacation or on their days off. This can lead to resentment and substandard work. In fact, this was such an issue that Portugal recently amended their labour laws to ban employers from contacting their staff outside their contracted working hours. It is a must to remember that

your employees have a life outside of work and value their time. Fostering work-life balance reduces stress and thereby the chances of burnout.

4. Lead By Example

Several managers and employers feel the need to portray a perfect version of themselves but being honest and showcasing vulnerability in terms of your emotional and mental health can encourage employees to do the same. Even the most famous and admired entrepreneurs such as Elon Musk have admitted that their lifestyle isn't healthy. A few years ago, Musk stated that "No one should put this many hours into your work. It's not recommended for anyone. You're gonna go a little bonkers if you work 120 hours a week." So don't forget to introspect and check if you yourself are suffering from burnout without realising it. Make use of your vacation days, take breaks to unwind, switch your phone off after work and focus on your mental health.

While employee burnout is becoming increasingly common in most organisations, a good and thoughtful employee who cares for the health and wellbeing of his employees can make all the difference. Ultimately, your business is only as strong as the amazing people who work for you.

The Youngest Self Made Billionaire In The World

Nick D'Aloisio is one of the youngest self-made millionaires in the world and the Founder of the million-dollar app, Sumly. In addition, he is also the world's youngest venture capital-backed entrepreneur, raising a whopping sum of \$300,000 in seed funding in 2011 from Hong Kong billionaire Sir Li Ka-Shing's Horizon Ventures for Summly. After which, he raised \$1.23 million in 2012 from various A-List celebrity investors, including Yoko Ono, Rupert Murdoch, Stephen Fry and Ashton Kutcher. He was named 'Innovator of the Year' by the Wall Street Journal, was listed in the Forbes 30 Under 30, and appeared in GQ magazine's 100 Most Connected Men of 2014.

Written by Kyle Goldberg

D'Aloisio was born in London to an investment banker father and a lawyer mother. Talking about his parents, he says, "My parents aren't involved in technology at all: my mom's a lawyer, and my dad works in commodities trading, so there wasn't really a technological background."

He further explains, "The reason I got drawn into technology and computing — is I like creating things, and when you're a young child, you don't have the dexterity or skill set to manifest your ideas into reality that well. Like take drawing but on a computer, that imbalance isn't there anymore because you've got the tools that professionals have, and you are able to create output that's of a high quality."

When he was nine years old, D'Aloisio began using his mother's MacBook and found iMovie, and soon his obsession with technology began. In 2008, when the App Store was announced, D'Aloisio

was drawn to the concept as it seemed like an excellent creative opportunity for the young boy.

He soon started working on his first app for the App Store, which Steve Jobs inspired. He recalled, "I was very obsessed with Steve Jobs at that point. The app was Steve Jobs quotes, but it didn't get accepted."

However, his next app, called Finger Mill, was accepted by the App Store. He explained, "The app was a treadmill for your fingers. It was just an image with some sound, and you used your fingers to run on the treadmill. There wasn't much source code. It was very basic, low-level coding, but it was more the idea. I did it all myself, and I made £79 (\$127) the first day it was up, and that excited me as a twelve-year-old."

With his newfound confidence D'Aloisio, alongside school, dabbled with creating apps on the side that came to fruition in late 2010 when he did his first proper app called SongStumblr, a geosocial

music discovery app. He explained, "The idea was that you're in the same room as someone and you want to see what song they're listening to, so it uses Bluetooth to connect. I saw those apps more as technical overcomings, so I would learn how to use Bluetooth, for example."

After that, there was no looking back; the next app D'Aloisio designed was used by Facebook; it was called Facemood, and it would detect the mood of your Facebook friends with an algorithm. He adds, "So, that was when I was first introduced to natural language processing — or that aspect of it."

That eventually led him to create the million-dollar app, Summly; talking about the app's genesis, he says, "I got the idea in April or May of 2011, it wasn't like it just came to me. This is the thing: I had been thinking a lot about this process. It took a few months, and it was challenging. I was trying to do a new app, I was also revising for some exams (GCSE mock exams) at this point,

using Google and Bing a lot, and it was at that point, I realized that the archetypal search interface had not changed in about fifteen years, especially on mobile. I was like, 'This looks anachronistic. Why hasn't it changed?'"

He continued, "After thinking about it you could show results in a more interesting manner and expressive to what the content was about, and then I thought about textual summaries, which is looking at languages as though they're mathematics. It's statistical, and it's like, 'How can I get the relevant points from this passage without necessarily understanding the meaning?' I had done a lot of languages at school, which helped. I had done Mandarin and Russian out of curiosity. I did Mandarin for three years, and I did get quite good at it. Mandarin is syntactical, very structured. You have verb, object, noun; there is ordering in a sense, so you have to adhere to those structures. And that's how we do the summarization — looking at English mathematically."

The unique feature about Summly — different from any other app — is that they are the first to yield high-quality results. Summly is an app that went to hundreds of thousands of people who consumed the content; he explains, "So we wanted to make it legible and readable, so, we came up with a scalable system. We built a test, a summarizability filter, because not everything is summarizable in the current architecture; certain articles are just not written in a way from which you can take candidates and form a summary, so we detect that. We've done a lot of training and have a lot of data that we've used to come up with a rule-based filter that tells us if something is summarizable or not."

In March 2011, D'Aloisio launched the app on the Playstore and named it Trimit, which used an algorithm to condense emails and blog posts into a summary of 1000, 500, or 140-character text. With over 100,000 downloads, the app was soon featured on the Apple App Store. Due to its immense success, Trimit soon caught the attention of business magnate Li Ka-Shing, who invested US\$300,000 in venture capital investment to 16-year-old D'Aloisio's Sumly. After gathering

feedback, D'Aloisio re-designed the app and renamed it Summly at the end of 2011.

To continue this upward trajectory, he hired a team from Israel to improve the app and work on its features. In March 2013, D'Aloisio sold Summly to Yahoo! for a whopping sum of US\$30 million, after which he joined Yahoo! as their product manager.

In January 2014, D'Aloisio announced the launch of Yahoo News Digest, an evolution of the Summly App. Yahoo News Digest provided mobile users with a summary of the day's important news in the form of a twice-a-day digest. The articles were automatically and manually curated and summarised into critical units of information, known as 'Atoms', which included maps, infographics, quotes, and Wikipedia extracts. It was also the winner of the 2014 Apple Design Award. However, D'Aloisio wanted to open up something of his own that led him to resign from Yahoo! in 2015.

In late 2015, he co-founded a new startup called Sphere Knowledge. Sphere is a knowledge-sharing service where users can swap information via instant messaging. Twitter recently acquired the startup due to its remarkable potential. The team at Sphere shared a message after their acquisition, saying, "It's been a long and exciting journey to this point. Like many startups, Sphere started with a very different mission — to help anyone find and share knowledge instantly through the creation of a 'global brain.' We originally built a marketplace of paid experts from all around the world, connecting them through group chat. What we realized is that some of the most helpful and

"My motivation has always been to built technology apps and companies, not making money. Just because the money's come, nothing's changed."

knowledgeable conversations came from groups where members felt a strong sense of belonging to one another. In other words, at the heart of our challenge was helping every single person find their community. The opportunity is massive."

Sphere raised \$30M of venture capital investment from world-class investors such as Mike Moritz and Index Ventures to develop a new product in the chat & community space, and D'Aloisio is continuing this vision at Twitter. He is currently a student at Oxford University, where he graduated from the BPhil Programme in Philosophy in July 2021 and now is undertaking the PhD (DPhil) course.

In conclusion, he says, "My motivation has always been to do technology apps and companies, not making money. Just because the money's come, nothing's changed."

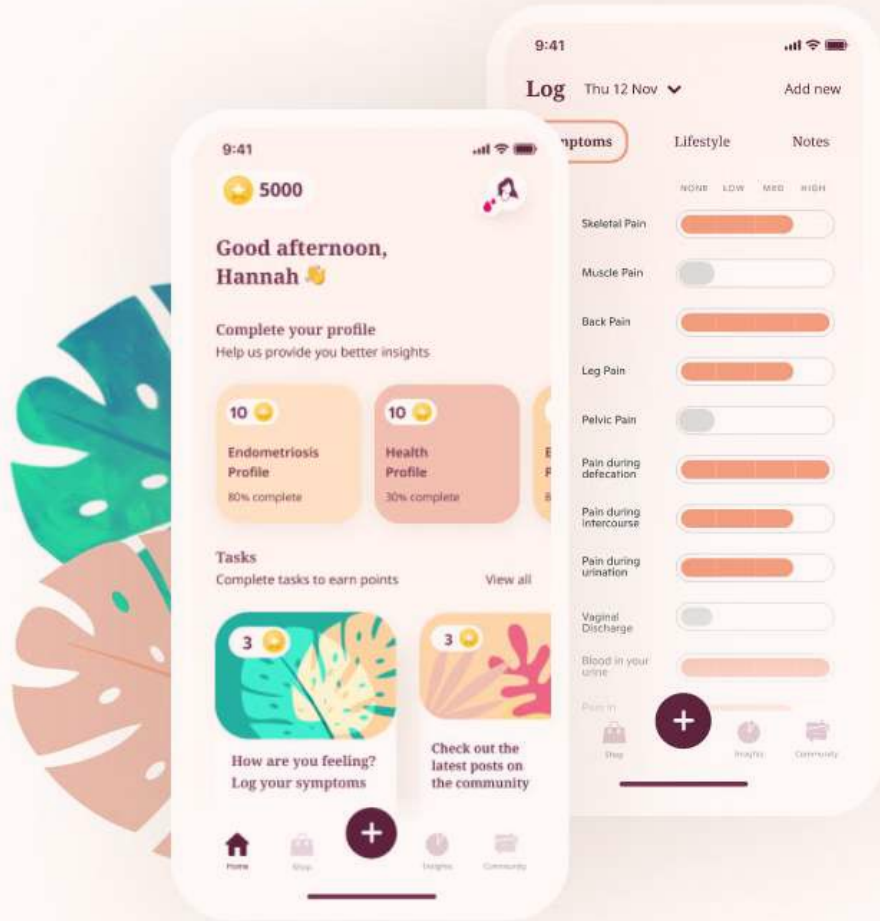


Image Credit: The Reader Wiki

Revolutionizing The Gynaecological Healthcare Sector

Chantelle Bell is a British Entrepreneur and a Post Graduate in Bioscience Enterprise. Her startup, Syrona, has raised hundreds of thousands of dollars to date and is revolutionizing the Gynaecology sector. In 2018, Bell was named as one of Forbes 'Top 50 Women In Tech' for Europe. She was also named to The Financial Times list of the 'Top 100 Minority Ethnic Leaders In Technology And Financial Times List,' and the U.K.'s list of 'Top 100 Black And Minority Ethnic Leaders In Technology.'

Written by Kyle Goldberg



Chantelle Bell is a British citizen, born in the United Kingdom, who first chanced upon her life purpose while studying Bioscience at Cambridge University. During her Post Graduate Degree, she met her co-founder, Anya Roy, and her journey in the women's health sector began.

Bell and Roy soon became friends, and between their banter, they shared their negative gynaecology encounters. Her co-

founder, Roy, went through her own shock ovarian cancer diagnosis in her early twenties. She said, "I very much believe that early detection saved my life."

Spurred by this personal conversation after class and well-versed in women's under-representation in clinical trials, the duo decided to tackle this issue and created tools to support women. This led to the birth of Syrona Women, a virtual gynae health clinic that provides

"We want to help all women understand their bodies more, that's our main goal."

specialized support to people with endometriosis, cancer detections and other chronic conditions in the women's health space. "We're looking to empower women, to create a paradigm where women are able to monitor their own health," says Bell.

The main problem Syrona is trying to tackle is that of endometriosis. According to research, endometriosis is the second most common gynaecological disorder in the United Kingdom. However, it takes almost seven years to diagnose this disorder from the first time the patient starts experiencing symptoms. While some celebrities like Alexa Chung, Chrissy Teigen and Lena Dunham have openly shared their struggles with endometriosis on their social media handles, there has been no breakthrough in the field. Despite affecting the same number of people as diabetes, endometriosis receives significantly less funding (around \$1 of research funding for every \$200 invested in diabetes).

Syrona Women has changed the diagnosis procedure for people with endometriosis and gynaecological cancers and has raised awareness to educate women about their bodies. The startup invented their own personal testing kit that can be used to identify STDs, endometriosis and cervical cancers. "At present, many of the detection methods for these conditions are very invasive, expensive and infrequent," says Bell. The company has changed this and made it a smoother process that is also cost-effective. Their device operates as a simple diagnostic test that reacts when in contact with a 'naturally occurring and non-invasive sample.'

Users can subscribe to the Syrona Women kit, with a recommended use twice per year. It also provides users access to the company's growing community, where users can ask questions, share experiences safely and

access the online General Practitioners for clinical advice.

Further, Bell explains how to use the platform for women who haven't tried it before; first, the user will have to create a profile to log in, and then the team at Syrona Women will recommend the best options for them and customize their test options to best suit their needs. Once the test results arrive from their Syrona testing kit, the user will take the sample and post it on the Syrona Women platform. The team then analyses and sends the results back with an explanation to answer any queries regarding the diagnosis.

"We built upon our early research during our time at Cambridge University by collaborating with other partner universities in the U.S. and the U.K.," said Bell. "This helps with translating science from a research and clinical perspective to the patient. We have ongoing research studies and clinical trials to validate aspects of the app which we run in conjunction with our research partners."

Motivated by the prior success of their platform, the company then decided to further their cause and decided to launch their new app, SORA, by Sirona Health in their quest to democratize gynaecological healthcare. This app is an innovative virtual health assistant that assists women. SORA provides free specialized support by professionals for Chronic Gynaecological Health Conditions such as PCOS and Endometriosis, both diagnosed or undiagnosed.

Bell says, "We're combining years of research with

technology and created a personal in-your-pocket healthcare assistant to help every step of the way with this debilitating condition. SORA allows Endometriosis patients to access all the information in one handy app, and also access a community of fellow patients to help them cope with the devastating impact this condition can have on their mental health."

The startup has shown tremendous potential. Beyond commercial sales and the rising number of users, there's also the potential for Syrona to partner with women's health outreach groups in the country and, later stage, with Britain's National Health Service (NHS) and hospitals worldwide. The Founder hopes that eventually, Syrona will be expanded to address other women's health issues - like menopause.

In conclusion, Bell says, "We want to help all women

understand their bodies more, that's our main goal." A goal that could help half the population lead a healthier life.



Image Credit: Syrona Health



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