

BUSINESS FRONTIER

The Leading Voice of Business Excellence

MAY - JUNE 2024

www.thebusinessfrontier.com

ISSUE 1 / VOLUME 2



Nature's Way to
Beauty & Wellness

ALSO INSIDE

Nurturing Hope
with Exemplary
Leadership

'Finance is a
Universal
Language'

Embracing Renewable
Energy Sources in
India

Business
Frontier



SAVE THE DATE
DEC 9-13



Co-hosted event at



REGISTER YOUR INTEREST AT
www.irecms.com

Contents



06

Driving Innovation Through Technology



08

Always Prepared to Welcome Change



20

Treading a Zero-Waste Path

Disclaimer: This Magazine is distributed solely for informational purpose within the real estate community. It is not intended for sale. All the content herein belongs to the respective authors and does not necessarily reflect the views or opinions of the publisher.

10

COVER STORY The Nature's Way to Beauty and Wellness

Yoshiaki Hagiwara, CEO & President, Nature's Way, speaks about his leadership styles and staying ahead of the curve in an increasingly competitive market



22



Driving Change with Responsible Leadership

24



Finance is a Universal Language

Interviews

26 Embracing Renewable Energy Sources in India

27 US Manufacturing Shows Promising Growth

28 A Holistic approach to beauty business

32 Co-ownership: A Rising Trend in the Property Market?

36 Blending Tradition with Innovation

38 Nurturing Hope with Exemplary Leadership

40 'News Should Not Always Talk About Problems'

42 Catalysing Transformative Change in IT

Dear Readers,

Legendary business magnate Richard Branson once famously said, "Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients." This powerful insight underlines the core principle celebrated at the recently-concluded Employee Happiness Awards - UAE 2024.

In an era where metrics and sales reports often dominate business strategies, it's refreshing to see a spotlight on what truly matters: the people. The full-house gala recognized companies that transform workplaces into havens of joy and fulfillment. The winners announced in this edition have made a remarkable commitment to their employees' well-being, reminding us that true success is not just measured in financial terms but in the positive impact on our employees' lives.

This sentiment resonates deeply throughout this edition of the Business Frontier. Our cover story features Yoshiaki Hagiwara, CEO & President of Nature's Way, who shares his unique leadership approach that blends empathy with strategic foresight. His philosophy is simple yet profound: nurture a supportive and empowering environment, and success will follow.

We also have insightful contributions from other industry leaders. Jayanta Lahri, CEO & Global Chief Advisor at CIOAdvisory.ai, for example, discusses how a rewarding career path can lead to personal fulfillment. Priyadarshi Anand, CFO of MD Entertainment, reveals how valuing creativity helps his company stay ahead in the game.

The Employee Happiness Awards serve as a powerful call to action for all businesses to re-evaluate their priorities and put employee happiness at the forefront. A happy employee is not just a productive one but the heartbeat of a thriving business.

And as a publication, we look forward to inspiring many business leaders in the editions to come.

Until then,

Happy Reading!



Megha S Anthony
Senior Editor
Business Frontier

EXECUTIVE TEAM

Crestus Publishing
Publisher

Jatin Deepchandani
CEO

EDITORIAL TEAM

Megha S Anthony
Senior Editor

Deepa Natarajan Lobo
Assistant Editor

DESIGN TEAM

Alex Mitchell
Art & Design Director

Casey Taylor
Co-Designer

SALES & MARKETING TEAM

Adam Chin
Business Development Manager

Jason Hughes
Sales Executive

Samantha Walker
Digital Media Consultant

Sales Office:

E: accounts@thebusinessfrontier.com
T: +447411549641

Head Office:

Crestus, Suite 803, 8th Floor,
Hennessy Tower, Pope Hennessy
Street, Port Louis, Mauritius

ELEVATE YOUR GLOBAL REAL ESTATE PRESENCE

Discover the power of REM TIMES

Connecting your brand with the world beyond the pages



Explore diverse platforms to showcase your company effectively

YouTube Channel | Quarterly Magazine | Website

Industry Roundtable Discussion



Driving Innovation Through Technology

V Amrutha, Head of Product at ISABEL Health Tech, speaks about her latest research, her leadership principles and the rapidly advancing world of technology solutions



The technology solution industry plays a pivotal role in shaping the modern landscape by providing innovative solutions to complex challenges faced by businesses across various sectors. It encompasses a wide range of services, from software development and data management to project and product management. In this dynamic environment, leaders like **V Amrutha, Head of Product at ISABEL Health Tech**, stand out as a trailblazer. Amrutha brings a wealth of experience, with over eight years of expertise in Agile methodologies, project and product management, data management, technology operations, and business finance.

As a certified project and product consultant, Amrutha has been instrumental in planning and managing multimillion-dollar, multi-geography projects, aligning business objectives with cutting-edge technology solutions. In an interview with **Business Frontier**, Amrutha speaks about her latest research and her com-

mitment to driving innovation through technology.

Can you summarize the main goal of your latest research?

My research focuses on the sustainability of infrastructure in the current digital market. The research paper seeks to achieve its general objective of leveraging infrastructure to gain competitive advantage by focusing on the following specific objectives –

- To determine the influence of perceived risks on the use of Infrastructure to gain competitive advantage by businesses.
- How to be more sustainable and process the business needs without impacting the future generation?
- Study more on the empirical foundation to see the growth the suitability of infrastructure has delivered.
- In 5 or 10 years, we will have to deliver our customer service within the same energy budget of today. What breakthrough solutions would we need? And how can this be a success?

Different corporate entities face varying challenges when dealing with the infrastructure selection problem, depending on factors such as their size, IT ecosystem complexity, available resources, and organizational goals. As data becomes increasingly crucial for decision-making and competitive advantage, understanding and addressing the infrastructure selection problem for data migration becomes a strategic imperative for modern enterprises.

To address the infrastructure selection problem effectively, organisations need to consider factors such as data security and compliance, performance benchmarks, scalability to accommodate future growth, compatibility with existing systems and applications, and

cost implications. My research focuses on these areas and how we can be more sustainable.

As a leader who has to manage several teams, how would you describe your leadership style?

I prioritise creating a collaborative and inclusive environment where team members are motivated to contribute their best. Open communication, transparency, and trust are key elements. I believe in setting clear, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and expectations, providing a vision for the team to align with. Regular feedback and continuous improvement are emphasized, along with empowering team members to take ownership and make decisions.

Staying updated with industry trends is vital, and I encourage a diverse and balanced work culture where everyone feels comfortable expressing their ideas and opinions. In short, my leadership approach centres on collaboration, goal-setting, feedback, empowerment, trend awareness, and a positive work culture to foster innovation and a high-performing team.

What's the best piece of advice you've received on leadership?

One of the best pieces of advice I've come across about leadership is to lead by example. This means demonstrating the values, behaviours, and work ethic you expect from those you lead. It's about setting a standard through your own actions and decisions, rather than just dictating it from above. When leaders lead by example, they earn respect and trust from their team, inspire others to perform at their best, and create a positive and productive work culture. Authentic leadership involves being genuine, transparent, and true to oneself in addition to acknowledging mistakes, being open to feedback, and continuously striving to improve.

What leadership advice would you like to give budding professionals?

My first advice to them is to recognise the increasing importance of roles in our rapidly evolving technological landscape and share their insights with aspiring leaders. Gain a comprehensive grasp of both technical and business aspects and prioritise effective communication

and interpersonal skills to build trust and collaboration with teams.

Secondly, promote teamwork and encourage a culture of innovation where creative thinking is valued and diversity of thought is embraced. Champion a customer-centric approach, understanding their needs and staying open to adaptation. Thirdly, stay updated with industry trends and technological advancements through continuous learning and engagement with industry events, publications, and mentorship opportunities. Cultivate these qualities to positively impact and drive technological innovation within your organisation.

What does the future hold for the tech industry?

In today's rapidly evolving digital environment, businesses heavily rely on technology to drive innovation, enhance operational efficiency, and maintain a competitive edge. I serve as the visionary leader responsible for overseeing an organization's product and engineering strategy, necessitating a deep understanding of both technical and business facets. The future direction is unequivocally focused on delivering high-quality products that meet customer needs while inspiring and motivating teams, cultivating an innovative and collaborative culture, and adeptly managing challenges. In an era where organizations increasingly adopt artificial intelligence, machine learning, and emerging technologies, the ability to navigate these intricate technological landscapes is paramount.

A forward-thinking mindset, combined with market awareness and a pulse on customer requirements, enables us to uncover new growth opportunities and deliver cutting-edge solutions that drive business success. Embracing future challenges and opportunities will undoubtedly leave a lasting impact on the trajectory of organisations.

Overall, the tech industry will continue to drive innovation, disrupt traditional business models, and shape the future of society in profound ways. However, navigating these changes will require careful consideration of ethical, social, and environmental implications, as well as collaboration across sectors to address emerging challenges and opportunities.

Always Prepared to Welcome Change

Noel Krisnandar Yahja, CFO, SGMW Multifinance Indonesia, talks about his strategy of coping with a changing business environment and how he keeps his team primed for the future



Noel Krisnandar Yahja, CFO, SGMW Multifinance Indonesia has carved a niche for himself in the complex world of finance. In his current role, the dynamic leader works to reduce financial risks by developing effective risk management strategies and regulating cash flow. In an attempt to keep up with the changing regulatory environment, such as tax laws, accounting standards, and technological advancements, Yahja also spends time in learning and implementing what he has learnt in the service of organisational growth. In an interview with **Business Frontier**, Yahja talks about his strategies of coping in a changing business environment and how he keeps his team steer ahead of their contemporaries.

What are your primary responsibilities at SGMW Multifinance Indonesia?

I am part of the board of directors of the company that is focused on Finance and Risk Management. I handle finance-related functions including accounting, budgeting, taxation, reporting, finance operations and treasury functions. In addition, I cover the full scope of Risk Management within the company. I am actively involved and take the lead in many new projects to enhance company growth, based on agreement among the Board of Directors.

As a CFO, what strategies do you use to develop talent within your team?

As one of the founders of the company, I understand the importance of building a team that works hand in hand to give the best to the company. To make a strong team, we need to

keep undergoing changes and have the same short-term and long-term goals.

Along the way, I also keep my eyes on any possibility of role rotation to match an individual's specific skills and knowledge. I spend a lot of time reviewing the process of getting results and award the deserving team.

I also make sure that underperformers are given extra training and that their team spirit and keenness to achieve goals is not affected. I am directly and indirectly involved in the execution of these processes with the goal to increase inclusiveness, development of team members and growth of stronger bonds within my team.



I believe that it is the success of the team that is responsible for my success and in turn, the success of the organisation. Hence, I work towards creating a positive and collaborative environment that leads to growth and development.



I believe that it is the success of the team that is responsible for my success and in turn, the success of the organisation. Hence, I work towards creating a positive and collaborative environment that leads to growth and development. This approach helps create a sense of community and belonging in the team, boost morale and lead to increased productivity. I also like to grow with my team and believe that investing in their growth and development will benefit the organisation on the whole.

What are the most exciting and challenging aspects of your job?

Being the founder of the company and an intrinsic part of its extensive growth inspires

me to keep thinking of new ideas and their immediate implementation. The positive environment at work helps in the evolution of my skills that involve direct involvement at all levels of the company. This, in turn, leads to a sense of fulfillment and inspires me to continuously bring about changes.

What principles have helped you stay ahead of the curve?

I believe that the only thing that remains constant in life is change and that helps keep my spirits up personally and professionally.

What legacy do you hope to leave in your current role?

I maintain momentum in pursuing ongoing growth amidst shifting environments and evolving business demands. As a professional, I foster a team culture that actively strategizes new initiatives to ensure the company's sustainability.

I always ensure that my entire team is ready to improve as I strongly believe that this would improve the quality of my team and make it stay abreast with the changing trends of the industry.

Looking ahead, what changes or trends do you anticipate in your field?

I keep updating myself continuously with the immediate change in the business environment and am ready to face any changes. This includes gathering updated information, improving technical skills and developing strategies to compete in a changing business environment.



The Nature's Way to Beauty and Wellness

Yoshiaki Hagiwara, CEO & President, Nature's Way, speaks about his leadership styles and staying ahead of the curve in an increasingly competitive market



Founded 50 years ago, cosmetics firm Nature's Way has sure come a long way and sells organic products to suit everyone's needs. **CEO and President Yoshiaki Hagiwara**, has played a major role in ensuring the success of the organisation and boasts of a leadership style that hinges on transparency.

In a freewheeling chat with **Business Frontier**, Hagiwara describes how he works to boost employee morale and leverage the uniqueness of company prod-

ucts to stand out in the competition.

Tell us a bit about Nature's Way and its journey over the years.

Nature's Way has come a long way since it was founded 50 years ago. We are honoured to celebrate this important landmark in the company's history, especially keeping in mind that the cosmetics market has low barriers to entry, leading to many players—making it a fiercely competitive business. We have been selling natural organic cosmetics since the company was born. Along the way, we imported tea and handled other products besides cosmetics. However, it is only cosmetics that we now deal with.





Our journey over five decades can be divided into three main parts.

- The first stage was that of relative obscurity. It is only in the last 10 years that natural organic cosmetics have been recognised as a mainstream commercial product in shops in Japan and Asia. Until then, there were no competitors and no large markets. Customers made a purchase decision after we carefully explained our products to them.
- The last decade was a period of significant market growth. The number of competitors increased, and the market grew significantly as cosmetics firms jostled to acquire as many shelves as possible. It was a good time for companies to spend money on advertising, and the more they invested in adverts, the more they grew.
- The market has undergone a major change since COVID-19 began in 2020. During the pandemic, customers stopped visiting shops and in-store promotional material became meaningless. Cosmetics companies began to invest in social networking to appeal directly to customers. Interesting content on social networking sites is now the key to promoting products. Since we use plants to make our products, we can create engaging content telling consumers about the process of transforming plants into raw materials—which other companies cannot.

What is unique about your beauty and wellness products?

We have our own research and development team and production department, allowing us to chronicle the production process of using plants as raw materials. Every step in the production process tells a story — why the ingredients were added, why a specific fragrance was chosen and so on. This is something unique about our products.

We are one of the few cosmetics companies in the world that can produce genuine organic cosmetics and tell our customers how the products are made. This is what makes Nature’s Way stand out.

What is your leadership philosophy and how does it guide the decision making

process within the company?

I have two major roles to play. The first one is decision-making which is completely transparent. The minutes of the management meetings and the opinions I have expressed there are clearly written and shared with all employees. So, there is clarity of my opinion on a certain project and employees do not have to guess what I think.

I believe that for every company it is crucial to have a plan of where it wants to go and what steps should be taken to achieve it. However, employees are too concerned about what the CEO thinks about every step in the process. I work on clarifying this and eliminating any hesitation by staff.

The problem arises when it is observed that my past decisions have been wrong. Since staff can see my previous decisions and opinion, I am always expected to make the right business decisions. I do not hesitate to admit errors in judgement and take a new decision, sharing it with all employees. An organisation cannot grow if it cannot admit faulty decision making. It is more important to take the right action for



the future than brood over a mistake made in the past.

Secondly, I strive to create a good working environment for employees as it is they who are responsible for implementing the project. I interview all employees every six months to hear their opinion about the company and their colleagues. There is no better way than this to get an insight into the growth of the company. I am happy when staff is satisfied and they are happy when consumers are satisfied.

What strategies do you employ to foster a culture of innovation and creativity in your team?

Customer feedback is the key to product innovations. In the minutes of our management meetings, we include feedback from our sales staff who have spoken directly to customers. We analyse the reasons for possible customer dissatisfaction and the shortcomings, if any, in our products compared to the competition. I believe that the company has lasted for 50 years because the management team cares about such things. This helps create a culture of innovation and promotes creativity.

How does Nature's Way keep up with the new trends in the industry?

Fast-changing trends are an essential feature of the cosmetics market. If we misread the trends, we will be unable to sell anything we develop. It is important to develop products that meet demand at the point of development, rather than trying to sell products that are not needed.

We check trends in three main markets every six months. In Europe, we look at Switzerland, Germany, France and the UK. The second is the US market—the world's largest cosmetics market—where we try to understand the dynamics. And in the Asian market, we look specifically at what new products are being sold and on what terms, especially in China and South Korea.

How do you address sustainabil-

ity and eco-friendly practices in the beauty and wellness sector?

Nature's Way embraces sustainability as we are a company that enjoys the bounty of plants and does business involving them. We have been involved in sustainable activities much before sustainability became the buzzword, and we obtained B-CORP certification this year.

Our sustainability activities can be categorised into: company level and product level. At the company level, it is cap-to-cap, where we collect used containers and recycle them into caps, which is probably the easiest example to cite. It is said to be the first such activity in Asia.

At the product level, we consider the sustainability of our raw materials while selecting them. For example, many cosmetics companies generally prefer raw materials that are highly scarce, which is not sustainable. We think and do what we can to ensure that our presence moves both people and the environment in a positive direction.

What trends do you think will rule the cosmetics industry in future?

Cosmetics labels are always in the midst of an advertising battle and it is advertising that is one of the most important determinants in the market. The shift from traditional channels of advertising to social networking is a major trend across the world. In other words, the revolution has shifted from media aimed at the public to information aimed at individuals. In future, information will be transmitted on a one-to-one basis to better suit individual tastes and preferences.

I also believe that consumer love for the product will dominate the industry. Spending on advertising, enhancing AI and intensifying one-on-one transmission will only remain a technical and trendy thing if love for the product does not make customers smile. It is natural that an organisation needs to keep up with the times for the long-term survival of a company or brand, but without the consumer's liking for the product, it will not last. So, I believe that love for the product is the driving force that will eventually dominate the market, no matter what the times.



Elevate Your Global Business Presence.

Discover the Power of Business Frontier
Connecting your brand with the world beyond the pages



- Social Media
- Monthly Magazine
- Website
- All Industry Events.

For Partnerships

Adam Chin

+44 7411549641

adam@thebusinessfrontier.com

BBUSINESS
FRONTIER

www.thebusinessfrontier.com

Top UAE Companies Honoured at Employee Happiness Awards



After rigorous evaluation, EHA selects companies excelling at employee satisfaction initiatives in the UAE

The Employee Happiness Awards (EHA) 2024, celebrating the top UAE companies excelling at employee well-being over the last year, concluded with much fanfare at a gala ceremony held at the Taj Exotica Resort and Spa, The Palm, Dubai, on Friday, June 7. Organized by Plan3Media, a leading event management company known for championing a merit-based awards culture in the Middle East, EHA '24 rewarded companies that undertook exceptional initiatives and programs to promote employee well-being and satisfaction in workplaces.

In line with EHA's reputation for recognizing merit-based achievements, the contenders participated in a rigorous nomination process, before presenting their initiatives to the jury in the final round. De Montfort University (DMU) won a Silver award for the 'Best Leadership Succession Strategy'. "At DMU, we view leadership succession as critical to our organization's long-term success. We are honoured to receive this award from EHA, which recognized our commitment to identifying and nurturing future leaders through tailored development programs and broad exposure to various aspects of

our industry," said **Prof Dr Mike Gallimore, Head of DMU Dubai.**

HNI triumphed as the Silver winner in the 'Best Flexible Working Program' category. "HNI is proud to receive this recognition for our flexible working program. We understand that work-life balance is essential for employee happiness and productivity. Our strategy was designed to meet both business objectives and employee needs. EHA's award underscores our dedication to creating a dynamic and adaptable work environment," remarked **Hanan Nagi, CEO & Founder, HNI.**

AbbVie Biopharmaceuticals took home the Bronze award in the 'Best Employee Wellness Initiative' category. "At AbbVie, we champion a holistic approach to well-being, going beyond physical and emotional health. This focus on multiple dimensions empowers our employees to thrive, and the results are clear: increased employee engagement and a demonstrably stronger sense of well-being, stated **Arzu Najjar, HR Director Gulf Levant, AbbVie Biopharmaceuticals.**

ADNH Compass was recognized as the Silver winner in the 'Best Company to

Work For - Large' company category. "At ADNHC, we are committed to creating an exceptional workplace environment for our large workforce. We're proud to have built a culture where employees feel valued and supported, as well as encouraged to stay with us for the long haul. This award motivates us to keep it going," said **Vishal Subba - Chief People Officer from ADNH Compass.**

Jatin Deepchandani, CEO of Plan3Media, congratulated the winners for their efforts. "I would like to congratulate all the winners of EHA 2024. We are grateful to all the remarkable participants who furthered EHA's mission to celebrate genuine achievement and merit. The event has shown the commitment that companies in the UAE are putting towards looking after their employees. We hope their achievements raise the bar for others," said Deepchandani.

The gala celebrated the distribution of awards in 20 company categories and two individual categories. It was a fitting conclusion to yet another successful edition of the Employee Happiness Awards, which remains focused on rewarding companies purely on merit.



WINNERS

Employee Happiness Awards 2024



WINNER OF BEST COMPANY TO WORK FOR - LARGE



WINNER OF BEST COMPANY TO WORK FOR - SME



WINNER OF HR TEAM OF THE YEAR



Sunset Hospitality Group won a Gold award in the 'Best HR Team of the Year' category. "Our HR team plays a vital role in driving employee happiness and organizational success. This award reflects our team's dedication to focusing on strategic recruitment initiatives and promoting internal talent. It has created a culture of opportunities within our organization and to our Sunsetters. We are grateful for EHA's recognition," stated **Rania Roufael, Chief People Officer from Sunset Hospitality Group.**

WINNER OF BEST EMPLOYEE WELLNESS INITIATIVE



WINNER OF BEST FLEXIBLE WORKING PROGRAM



WINNER OF BEST EMPLOYEE REWARD & RECOGNITION STRATEGY



WINNER OF BEST L&D STRATEGY



WINNER OF BEST DIVERSITY & INCLUSION PROGRAM



Burjeel Holdings earned the recognition of a Gold winner in the 'Best Diversity And Inclusion program' category. "Our success in winning this accolade is attributed to the efforts put forth in our Diversity, Equity & Inclusion initiative. This achievement is underscored by our remarkable progress in gender equality, with over 750 women leaders and a 54% representation of women in our workforce," shared **Mrs. Madhuri Aswal, Group Director, Human Resources, Burjeel Holdings**



WINNER OF BEST LEADERSHIP SUCCESSION STRATEGY



WINNER OF BEST EMPLOYEE INDUCTION PROGRAM



WINNER OF BEST 'WOMEN-IN-LEADERSHIP' PROGRAM



WINNER OF BEST RECRUITMENT STRATEGY



WINNER OF BEST COMMUNITY IMPACT INITIATIVE



WINNER OF BEST INTERNSHIP PROGRAM



WINNER OF BEST RETENTION INITIATIVE



WINNER OF MOST SUPPORTIVE 'RETURN TO WORK' PROGRAM



WINNER OF BEST WORKPLACE FOR PARENTS IN THE UAE



WINNER OF BEST WORKSPACE DESIGN



WINNER OF BEST EMPLOYEE DRIVEN BUSINESS CHANGE



WINNER OF THE RISE TO SUCCESS AWARD



WINNER OF BEST USE OF TECHNOLOGY TO ENGAGE EMPLOYEES



WINNER OF HR LEADER OF THE YEAR



Treading a Zero-Waste Path

Klar2O's Founder and CEO Fāhzan Ahmad throws light on the dangers of microplastics in water and how the company is taking steps to prevent it



The organization that developed the world's first regenerative and recyclable microplastics water filter, Klar2O showcases a patented smart surface filter technology with an innovative patented biochemical adsorbing coating. This innovative design ensures the capture of microplastics, down to the smallest nanometer.

Featuring a 99% microplastics filtration rate and a flow-through design requiring zero water pressure, Klar2O's solution supports sustainability at its core. With a focus on promoting a circular economy and embracing a zero-waste philosophy, the company's patented Smart Surface makes multiple reuses through regeneration while remaining fully recyclable. In an interview with **Business Frontier**, the company's **Founder and CEO Fāhzan Ahmad** speaks about Klar2O's initial steps into the industry; the vision behind the organization and more.

How do you look back at Klar2O's early days in the industry?

The early days were challenging yet exhilarating. When we founded Klar2O in 2019, the understanding of microplastics and their presence in water and our bodies was largely underexplored. There was no concrete evidence linking microplastics to health risks or detailing their ubiquity in both tap and bottled water. This lack of concrete data spurred us into action.

We embarked on a mission not only to innovate but to illuminate. Aiming to uncover and address the invisible crisis involving microplastics. Klar2O pioneered advanced filtration technology designed to tackle minuscule

pollutants that were once impossible to eliminate. Our patented smart surface filter technology has set new benchmarks by capturing pollutants as tiny as a nanometer.

As we developed our first proof-of-concept in 2020 and published our initial patents, the reality of the issue began to unfold globally through more scientific studies. Reports confirmed that these tiny particles were present not just in the oceans but also in drinking water, and were deposited in human organs.

It was a pivotal moment for us to push forward with a solution that not only addressed the health issue but also advocated a sustainable approach to water filtration.

What was the vision behind Klar2O?

Klar2O was born out of a vision where technology meets nature's wisdom. The inspiration to start Klar2O originated from a concern for both environmental sustainability and human health. Recognising the impact of microplastics on our ecosystems and their emerging threat to human beings, our vision was to ensure access to clean and safe water.

Our journey began amid alarming data showing the existence of microplastics from the deepest oceans to the highest mountains and even within the human body. Studies began to reveal the presence of microplastics in vital human organs and showed them even breaching the placental barrier.

What does the latest research undertaken by your organisation deal with?

One of our most recent research initiatives involved a comprehensive analysis of both a

natural water source like well spring water and groundwater utilised by a leading mineral water bottler. The study revealed 800 to 1,200 microplastic particles per litre of water, even in products bottled in glass.

This discovery highlights the urgent need for systemic changes across the water bottling industry. In response to these alarming results, Klar2O is doubling down on efforts to refine and expand our filtration technology.

As a business leader, what critical elements do you take into consideration to shape growth strategies?

As a business leader at Klar2O, I believe the cornerstone of any growth strategy is rooted in trust, strengthened by strong partnerships, and powered by a loyal and innovative team.

Trust is the currency of leadership and the foundation upon which all our client relationships and partnerships are built. We have strong partnerships that encompass our collaborations with research institutions, environmental organisations, and industry leaders. These alliances are key to driving progress.

Our loyal team is the backbone of Klar2O. Their dedication, expertise, and shared vision for a sustainable future are what enable us to execute our strategies and adapt to market changes. In a nutshell, our growth is measured not just by financial gain but also by sustainable impact.

What innovative practices do you use to achieve zero waste?

Every facet of our operations involves innovative practices and groundbreaking technolo-

gies. Our patented smart surface technology is a revolutionary development in the water filtration industry. It utilises molecular forces to attract and retain microplastics and other contaminants, without relying on traditional filtration membranes that generate waste. This innovation is the cornerstone of our zero-waste methodology.

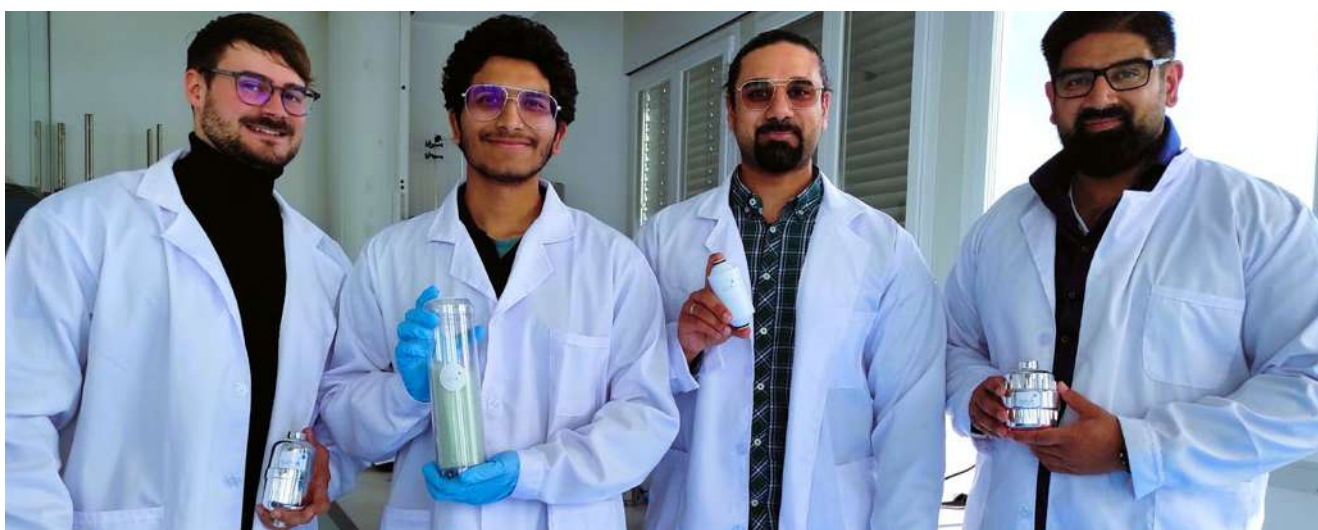
We also employ silica beads, which play a pivotal role in our filtration systems. The beads can be recoated and reused multiple times. We ensure that all materials used in the production and packaging of our filtration systems are either fully recyclable or biodegradable.

What do you envision for the future of Klar2O?

The future goals of Klar2O are as clear and compelling as the water we aim to provide: to ensure the safest drinking water for all and to advance our technologies to address the full spectrum of modern micropollutants.

We envision a world where every individual has access to the safest water—free from microplastics, PFAS, and emerging contaminants. Our goal is to expand our suite of technologies to address all forms of modern micro pollutants—be they present now or on the horizon.

In the pursuit of these goals, Klar2O remains committed to the principles of sustainability and circular economy. We are driven by a profound sense of responsibility—to our customers, to our communities, and to the planet. As a global business leader, Klar2O's vision extends beyond commercial aspirations.



Driving Change with Responsible Leadership

*In an interview with **Business Frontier**, Jayanta Lahiri, CEO and Global Chief Advisor, **CIOAdvisory.ai**, talks about the nature of leadership in tech organisations and how a rewarding career path has led to fulfillment.*

In a rapidly evolving landscape where technology and leadership intersect to shape the future, **Jayanta Lahiri** emerges as a beacon of clear vision and pragmatic insights into technology's societal impact. As the **CEO and Global Chief Advisor of CIOAdvisory.ai**, he has successfully navigated numerous leading consulting and technology-service firms through the intricate journey of digital transformation. Notably, Jayanta has championed sustainability and inclusivity alongside growth, reshaping organisations like Wipro, Accenture, and Infosys to not only expand their services but also make a profound societal impact by leveraging technology to address pressing issues.

Jayanta's leadership extends beyond mere business success; he prioritises responsible business practices, advocating fervently for environmental stewardship and digital ethics. Throughout his tenure in Accenture, Wipro, Firstsource, Startek, and now at CIOAdvisory.ai, Jayanta has fostered a culture centered around people, emphasising the importance of human-centric approaches in technology-driven endeavours. His commitment to building a better future resonates in his initiatives, which seek to align business goals with broader societal needs, creating a harmonious balance between profit and purpose.

In an interview with **Business Frontier**, Jayanta talks about the nature of leadership in tech organisations and more.

Tell us something about your early days in the industry.

In the early stages of my career, I was drawn to the dynamic intersection of technology, outsourcing, operations, and consulting. My journey began over three decades ago, where I immersed myself in various facets of the

tech industry. This period marked the genesis of my passion for leveraging technology to drive business growth and innovation. From my earliest days, I embraced the challenges and opportunities presented by the rapidly evolving tech landscape, laying the groundwork for a fulfilling and impactful career journey.

You have successfully navigated leadership roles in the past in global technology houses and are now the CEO and Global Chief Advisor at CIOAdvisory.ai. Please retrace your long tech-driven professional journey.

My professional journey in the tech industry spans a diverse array of global leadership roles, each contributing to my expertise in driving digital transformations and shaping technology strategies. I commenced my global business and digital technology transformation journey at Infosys, where I served as the Global Practice Head for Infrastructure Management Services, playing a pivotal role in shaping the company's technological capabilities. Subsequently, I joined Accenture, where I ascended to the role of Managing Director and Senior Executive, overseeing regional operations as the Regional CIO for India, Philippines, and China.

Following my tenure at Accenture, I transitioned to AXA-Technologies,



assuming the position of Senior Vice President and Global Head of Service Transformation. My leadership journey continued at Wipro, where I served as Vice President and Global Head for Transformation, Global Infrastructure, Cloud, and Security Services. Later, I took on leadership roles at Firstsource and Startek, serving as Global CIO, CTO, and Head of Technology, respectively.

Today, as the CEO and Global Chief Advisor of CIOAdvisory.ai, I draw upon my extensive industry experience to guide organisations in their digital transformation journeys, offering strategic counsel and multi-stack consulting services.

You have driven large-scale digital transformations. Can you point out one instance that was very challenging? How did you manage to resolve the issue?

One particularly challenging instance of driving digital transformation involved navigating a large-scale initiative amidst tight deadlines and resistance to change. The project demanded innovative solutions to complex technical and organisational challenges, coupled with the need to ensure seamless integration with existing systems and processes.

To overcome these hurdles, I adopted a multi-faceted approach, emphasising strategic planning, stakeholder alignment, and fostering a culture of innovation and collaboration. By engaging with key stakeholders, addressing concerns, and articulating the benefits of the transformation, we garnered support and buy-in at all levels of the organisation. Through perseverance, teamwork, and a relentless focus on our objectives, we successfully resolved issues, achieved milestones, and realised the transformative potential of the initiative.

Do you think the leadership approach in tech organisations is different from traditional companies?

Leadership in tech organisations undoubtedly differs from traditional companies, primarily due to the fast-paced nature of the industry and the constant evolution of technology. Tech leaders must embrace agility, innovation, and

adaptability to navigate the rapidly changing landscape effectively. Unlike traditional companies, where hierarchical structures may prevail, tech organisations often prioritise flat hierarchies, cross-functional collaboration, and a culture of experimentation and learning.

What is the leadership style that you like to follow?

My leadership style is characterised by a blend of servant leadership and transformational leadership. I believe in empowering teams, fostering a culture of trust and collaboration, and leading by example. By setting a clear vision, providing guidance and support, and nurturing talent, I aim to inspire innovation, drive results, and cultivate a sense of ownership and accountability among team members.

What do you do for self-enrichment and maintaining a healthy work-life balance?

For self-enrichment and maintaining a healthy work-life balance, I place a strong emphasis on continuous learning and personal development. I actively participate in industry events, conferences, and networking opportunities to stay abreast of emerging trends and best practices. Additionally, I prioritise spending quality time with family, pursuing hobbies, and engaging in activities that promote physical and mental well-being. By striking a balance between professional and personal commitments, I strive to achieve fulfillment and success in all aspects of life.

If you have to give a piece of advice to leaders in tech organisations, what would it be?

My advice to leaders in tech organisations is to embrace change, foster a culture of innovation, and prioritise people-centric leadership. Invest in talent, empower teams, and create an environment where individuals feel inspired to contribute their best work. Lead with empathy, communicate transparently, and cultivate a sense of purpose and belonging within your organisation. By championing collaboration, adaptability, and continuous learning, you can navigate challenges, drive meaningful change, and propel your organisation towards sustained success in the digital age.



‘Finance is a universal language’

*In an interview with **Business Frontier**, **Priyadarshi Anand**, CFO of MD Entertainment, speaks about how his company values creativity to stay ahead in the game*



MD Pictures’ rich history can be traced back to 2002 with its old logo and iconic location in Bursa Efek building in Jakarta. MD Entertainment started with a legendary event in 2004 and also pioneered the concept of an event every day. In 2005, MD Entertainment began to expand the concept of “one-stop” entertainment which two years later immediately changed the history of the Indonesian film industry by breaking the record for the best-selling film in 2008 through the phenomenal ‘Ayat Ayat Cinta’.

The company achieved a breakthrough in 2012 with the creation of MD Animation, and it didn’t take long for ‘Adit Sopo Jarwo’ to become an animated character loved and enjoyed across

national television and cinema. In an interview, **Priyadarshi Anand** tells **Business Frontier** how his company values creativity to stay ahead in the game.

Give us a brief overview of your early days in the industry.

MD is one of the largest one-stop content production houses in Indonesia. MD continuously produces high quality content for domestic and international viewers. The company is over 20 years old and is the only production house in Indonesia with a successful track record on all platforms — TV, OTT and cinema.

I come from an FMCG manufacturing background and worked for companies like Cargill, Tereos etc but the good thing is that “finance is a universal language”. I joined the MD Group in 2020 during Covid-19, which was a tough time. The entertainment industry suffered a massive hit during the lockdown as theatres were shut down and our revenue from cinema, our main source of earning, became almost nil. People were locked down in their homes, which forced them to look for alternative choices of entertainment. We know that every problem also brings an opportunity. Taking this as an opportunity, we started delivering content to consumers’ homes via OTT platforms. With this, we were able to turn around the company to even double the size of its pre-pandemic level.

We are unique as an organisation because we focus on creativity. The company has a talented team that helps businesses build their content strategy by determining the current market needs, and focusing on attracting the audience



The company has a talented team that helps businesses build their content strategy by determining the current market needs, and focusing on attracting the audience through creative content.



through creative content. We believe in setting new trends and creating new niches in the market. As we all know, content is king.

You are the CFO of MD Entertainment. Tell us something about your current role in the organisation.

In short, as a financial team leader, I need to play a balancing act as a custodian of company assets and a part of the team in decision making for profitable business growth. As we are in a people business, it is important to keep things simple so that non-financial departments or parties can easily understand the details.

All traditional functions of finance like control-ership, accounting, taxation, reporting, financial planning & budgeting, business restructuring, system control, business partnering and decision support, insurance, audits, treasury management, legal contracts, compliance, bankers and JV partner's relationship, team development and growth, streamlining finance process, raising of funds etc are part of my current role.

As a business leader, what critical elements shape your growth strategy?

As a business leader, I would say that any business needs to keep analysing past, present and future possibilities. Our growth strategies are to link future opportunities and possibilities of success with current resources to manage and past track records like start from FTA days Cinta Fitri or in cinema KKN (highest grossing movie of all times at Indonesian box office) or Layanan Putus on OTT streaming and expand business domestically and internationally. We

believe in sustainable, reliable, and profitable growth strategies. Moreover, all our strategies are people-centric.

How do you maintain a healthy work-life balance, and how important do you think it is for your team to do the same?

I always encourage and believe in "work-based model rather than time-based model" of working which provides flexibility to my team and helps team members maintain a healthy work-life balance. On the other hand, simplicity and clarity of work add to their efficiency. I am always happy to see team members grow from lower to middle and higher levels in MD Entertainment. In short, I would say, keep things simple.

How do you keep abreast of the latest trends in the industry?

A positive thing about the digital era is that all that is happening around the world is available at your fingertips. As a habit, I always spend an hour with my morning tea at home to update myself with the latest in financial markets and industries. On the other hand, I also read regular reports from banks, market analysts and discussions.

How do you adapt and stay responsive to new challenges in today's rapidly-changing environment?

Today's rapidly-changing environment and technology also brings business opportunity for revenue generation or saving cost. We keep things flexible and adapt to changes based on the mid- and long-term strategies of the company and business needs. Even before Covid-19 hit, we were preparing to deliver content via OTT by analysing the latest trends in the industry but the pandemic made the transition faster.

What legacy do you hope to leave in your current role, and how do you plan to achieve it?

I want to leave behind a sustainable, reliable, and profitable business which has grown multiple times and a well-trained team to manage different situations and processes as per business needs, and one which can take the business to new heights.

Embracing Renewable Energy Sources in India

Avinash Sonar, CEO/ Founder, and Sachin Sinha, Chief Technical Officer, Pura Engineering Pvt Ltd, delve deep into the steps taken by the company to make the most of India's rapidly growing energy sector

In India, the energy sector is undergoing a rapid transformation, driven by the increasing adoption of renewable energy sources and the emergence of innovative technologies. The solar power sector, in particular, has emerged as a key player in the quest for sustainable growth and energy security. With government initiatives and policies aimed at promoting solar power generation, the country has made significant strides in harnessing solar energy to meet its growing energy needs.

India's Solar Revolution

In recent years, India has witnessed a remarkable growth in its solar power sector, positioning itself as a global leader in solar energy deployment. The government's efforts to promote solar power generation through schemes like Solar Park Scheme, VGF Schemes, and Grid Connected Solar Rooftop Scheme have been instrumental in driving this growth. As of June 30, 2023, India has achieved the fifth rank in the world in solar power deployment, with solar projects totalling 70.10 GW in capacity. This includes ground-mounted solar projects, rooftop solar projects, and off-grid solar projects.

Pura Engineering's Contribution to Solar Automation

As a forward-thinking and fast-growing company, Pura Engineering Pvt Ltd is actively involved in automation projects within the energy sector, particularly in solar power. Collaborating with partners like SAS Automation, we specialise in solar grid automation, enabling efficient data collection, analysis, and management. By leveraging automation technologies, we empower solar power plants to operate more effectively and optimize energy production.

Expansion into Railway Signalling Automation

In addition to our involvement in the solar sector, Pura Engineering is expanding its footprint in railway signalling automation projects. Railway networks play a critical role in trans-



portation and infrastructure, and automation technologies can enhance safety, efficiency, and reliability in railway signalling systems. Through our expertise in automation, we aim to contribute to the modernization of railway infrastructure and improve overall operational performance.

Future Endeavours in Oil and Gas Automation

Looking ahead, Pura Engineering is poised to undertake automation and plant engineering projects in the oil and gas sector. With a focus on enhancing operational efficiency, safety, and sustainability, we aim to leverage automation technologies to optimize processes and mitigate environmental impact. By providing innovative solutions tailored to the unique needs of the oil and gas industry, we strive to drive positive change and foster sustainable growth in the energy sector.

India at the Forefront

To summarise, India's solar revolution presents a significant opportunity for sustainable energy development, and Pura Engineering is at the forefront of this transformation. Through our expertise in automation and commitment to innovation, we are empowering solar power plants to operate more efficiently and contributing to India's renewable energy goals. As we expand into new sectors like railway signalling and oil and gas, we remain dedicated to delivering cutting-edge solutions that drive progress and sustainability in the energy sector.

US Manufacturing Shows Promising Growth



US manufacturing grew for the first time in one-and-a-half years in March as production rebounded sharply and new orders increased, but employment at factories remained subdued amid “sizable layoff activity” and prices for inputs pushed higher.

The survey from the Institute for Supply Management (ISM) on Monday suggested the sector, which has been battered by higher interest rates, was on the mend, though risks remain from rising raw material prices. Timothy Fiore, who chairs the ISM's manufacturing business survey committee, said “demand remains at the early stages of recovery, with clear signs of improving conditions”.

While the manufacturing rebound is a boost for the economy's growth prospects, the rise in raw material prices suggested goods inflation could pick up in the months ahead. Goods deflation was the key driver of an inflation slowdown last year.

“If the contraction of manufacturing activity is over, far too soon to say, and price pressures are building in manufacturing, which appears to have been happening for the last three months, then this would have implications for the path for interest rates in 2024,” said Conrad DeQuadros, senior economic advisor at Brean Capital.

The ISM said its manufacturing PMI increased to 50.3 last month, the highest and first reading above 50 since September 2022, from 47.8 in February. The rebound ended 16 straight months of contraction in manufacturing, which accounts for 10.4% of the economy. That was the longest such stretch since the August 2000-January 2002 period.

A PMI reading above 50 indicates growth in the manufacturing sector. Government data recently showed manufacturing output rose at an annualized rate of 0.9% in the fourth quarter. It grew 1.6% in 2023 compared to 0.8% in 2022. Though consumer spending has shifted to services, demand for goods remains supported.

Nine industries, including textile mills, paper products, primary metals, chemical products and transportation equipment, reported growth last month. Electrical equipment, appliances and components, machinery and computer and electronic products were among the six industries reporting a contraction.

Commentary from businesses was fairly upbeat. Makers of chemical products reported that “performance continues to defy projections of a downturn in activity”, adding that “demand remains strong, and the pipeline for orders is robust”.

Transportation equipment manufacturers said they were “expecting to see orders and production pick up for the second quarter”. Makers of wood products reported that “business activity is up”, adding that “many manufacturers are anticipating better business in the second quarter”.

But manufacturers of machinery struck a cautious note, saying they were “noticing an increase in suppliers' selectiveness regarding orders they quote and take”. Makers of paper products were worried about “energy pricing”. Computer and electronic products manufacturers said “demand remains soft, but optimism is high that orders are ‘just on the horizon’”.

A holistic approach to beauty business

-Megha S Anthony

Tina Ghafurian, the Chief Operations Officer of Tips and Toes, a prominent figure in the beauty and wellness landscape shares her insights on what works in the industry today



In the fast-paced world of business, there exist individuals whose passion and strategic vision not only steer their companies towards success but also inspire those around them. These leaders, armed with an entrepreneurial spirit and a genuine dedication to their craft, embody the essence of innovation and resilience. Among these remarkable individuals is Tina Ghafurian, the Chief Operations Officer of Tips and Toes, a prominent figure in the beauty and wellness industry with over two decades of experience.

Today, Tips and Toes is the Middle East's largest salon and spa chain, committed to providing unparalleled pampering experienc-

es. Started in 2005, the brand over the years has expanded with many key acquisitions under Omorfia group which currently holds 6 unique beauty and wellness concepts along with 87 locations across the UAE and Saudi. And before the end of the year, they look forward to hitting 100 stores, says the proud founder, Tina Ghafurian.

Tina's journey from fashion designing to the beauty industry is a testament to her adaptability and thirst for knowledge. From establishing her own fashion house at a young age to seamlessly transitioning into the realm of beauty, her story resonates with a blend of ambition and tenacity.

In an exclusive interview with **Business Frontier's Senior Editor, Megha Anthony**, Tina shares insights into her transformative leadership style and the driving force behind Tips and Toes' remarkable growth. With a genuine passion for delivering exceptional service and a steadfast commitment to employee empowerment, Tina's leadership is characterised by a human touch that transcends mere business strategies.

Join us as we delve into Tina Ghafurian's journey, a narrative fuelled by creativity, compassion, and a relentless pursuit of excellence in the beauty business.

Here are excerpts from the interview:

You have come from a fashion designing background to the beauty industry. What inspired this transition and how has it influenced you to manage the current business?

Life is full of surprises. I never thought I would end up in the beauty industry. Before I moved

to Dubai in 2001 to complete an MBA at the American University of Dubai I was working in fashion. Whilst studying a friend asked me to do some market research for their distribution company, Creative Nail Design. From there, I fell in love with the beauty industry, especially the diversity, best practices and innovation side of it. It is so fast-paced and there is always something new happening, so I found this very exciting.

I eventually became a sales manager in one of the major beauty stores in 2004, where I was approached by a lady who asked me if I could help her open the first branch of nail salons in the region. She had already booked a few retail locations for her concept, and that was it. This for me was a great opportunity and a great challenge. I accepted the offer and Tips & Toes was born right after. After a few months of research and planning, the first Tips & Toes was launched in 2005 in Al Fardan, Sharjah. Today Tips & Toes operates in over 43 salons across the UAE and Saudi and provides unique services to more than 100,000 people.

Tips and Toes has become one of the leading brands under your stewardship. How have you integrated the creative vision that you talk about in the daily operations of the brand?

The beauty industry thrives on innovation, constantly setting new trends. My creativity has shaped every aspect of our business, from our spaces to our staff's appearance. Unlike traditional nail salons, we prioritise holistic experience, introducing luxuries like head massages during treatments. This focus on enjoyment, influenced by my upbringing, makes Tips and Toes a pioneer in the industry.

Tips and Toes is known for great customer experience. With over 43 locations, how do you manage consistency among all the stores, keeping in mind the soul of the brand?

I think it is all about continuous learning and development of the employees and maintaining the same level of excellence in service. We are probably one of the giants in the beauty industry committed to development of employees and I am a follower of the leadership school that believes in training and development of personnel. Our company

invests a huge amount in training staff. We have a full-fledged training academy where we offer more than 20,000 different kinds of training. Our 3,500 staff get two to three courses every year. This includes refresher training, creative training, new training and training on how to maintain the same standards. It is all about consistency in our business and a touch which makes you different.

The beauty industry is highly competitive. What makes you stay ahead of the curve?

Innovative services are at the top of the list of several things that help us stay ahead of the curve. We also undertake research that helps us understand our clients and the market. A quarterly survey of customers keeps us in the know of what they want. The company participates in all the beauty exhibitions around the world where members of its research and development department keep abreast of beauty, wellness and spa trends. In a nutshell, if you want to be ahead of the game, you should know your market, understand your clients' needs, know how the shift is, aim to be different, and listen actively to customers. All this leads to success.

What's your vision now going forward for the brand as a whole?

Today, we are a different brand. It is not only about Tips and Toes, but a bigger picture, a globalisation of sorts. I take care of the three brands under Omorfia (Tips and Toes, Bedashing Beauty Lounge & Juice Beauty), and we are in the process of acquiring another of our biggest competitors.

My primary goal is to grow each of these entities with their own brand guidelines and their specific DNA. At a corporate level, my aim is to take our holding company to the next level. In the future, we want to launch an innovative product line which would be our own private label for the entire organisation.

More than 100,000 ladies walk into our locations in UAE and Saudi Arabia every month. Today's vision is about sustainability and eco-friendliness, and we must think about a win-win for everyone. It is also our responsibility to educate our clients about how they can lead better lives.



Our biggest success has been investing in employee development, and it goes beyond developing their career and skill path. I am a yoga and meditation teacher and like to invest in developing the sense of wellness in staff.

I believe as leaders we can make the world a better place for our future and our kids. One of the best things about our business is that it helps increase confidence among ladies. We help empower customers through the knowledge that we transfer to them.

The purpose of my life is to empower people around me. Besides the corporate objectives that I mentioned earlier, my biggest goal is to empower, nurture and bring authentic beauty into the beauty business, which today is a lot about chemical use and other ingredients harmful for the environment.

It is heartening to know that side of you. What are the trends that you are seeing in the beauty market and what is the need of the hour right now in the market?

Beauty industry is constantly evolving, with new products and trends emerging daily, often propelled by social media and influencers. However, amidst the buzz, authenticity and honesty in brands can be hard to come by. Looking ahead, the focus is shifting towards ecological consciousness, considering the impact on the environment.

Introducing holistic beauty and wellness services is shaping the future of the industry. Recently, I explored skincare products crafted from Icelandic water, renowned for its purity. This emphasis on wellness reflects a broader industry shift away from simply beautifying towards promoting long-term health.

Today, consumers seek more than just superficial transformations; they crave a deeper connection to the brand's story and values. With a diverse clientele, we aim to introduce culturally impactful services, catering to different market segments. Ultimately, the trend is moving towards brands that prioritise sustainability and give back to the earth—a defining characteristic of a 'clean' brand.

What do you see is missing in the industry which leaders like you want to support?

I still see a lot of brands that just look at profits and make false promises. They ignore what is good for humanity and the planet. I believe that the beauty industry, not wellness, lacks investment in the workforce on the floor. The Middle East gets its workforce from so many countries which is why as an industry it's our responsibility to ensure that employees get the right training beyond just technicalities so that they can lead a well-balanced lifestyle. Ultimately, it's about being more human-centric, since we have the access and capability to make a difference.

Subscribe to exclusive industry insights!

Stay ahead in the dynamic business world with our e-newsletter



Receive Weekly Updates on:

Industry Trends & Analysis
Experts Tips and Strategies

Featured Business Profiles Spotlight
Global Business Updates

DONT MISS OUT

Subscribe now



Co-ownership: A Rising Trend in the Property Market?

-Deepa Natarajan Lobo

For investors looking to own a high-value property without having to dwell too much on the maintenance, legalities or finances of it that accompany along, fractional or co-ownership is the ideal solution. Although still in its initial phase in Dubai and the surrounding regions, the concept of shared or fractional ownership of properties has been catching the attention of global investors.

A system where a property is jointly owned by several investors, fractional ownership consists of a single property split into quarters, with each part owned by a different individual and having its own deed, that can be sold or mortgaged independently.

“Unlike a timeshare, where investors buy time in a property, fractional ownership involves owning a part of the actual real estate. This is particularly aimed at smaller investors in the hotel-apartment sector, enabling them to own a portion of property for less capital,” explains **Ahmad Al-Khalil, a Dubai-based legal expert.**

Innovative Investment

A rising trend in the real estate landscape, co-ownership is even witnessing the onset of several firms that offer trusted deals to investors. Shard, launched in 2024, is one such organisation that offers fractional ownership deals for prime properties with seamless end-to-end management and legal ownership, at



“Unlike a timeshare, where investors buy time in a property, fractional ownership involves owning a part of the actual real estate. This is particularly aimed at smaller investors in the hotel-apartment sector, enabling them to own a portion of property for less capital.”

Ahmad Al-Khalil, a Dubai-based legal expert.

a fraction of the cost. “Co-ownership with Shard is not a timeshare; it’s a modern and sustainable way to co-own prime property with up to eight owners. When you purchase a 1/8 share of a property, you truly own that fraction: your name is on the title deed, giving you the freedom to spend your holiday there, or rent it out through

Shard,” reveals Istvan Juhász Co-Founder and CEO of Shard.

“For the price of one property, you are able to buy eight and diversify your portfolio. Shard uses its own algorithm to select the 1% of prime property worth buying. This ensures that buyers benefit from strong price appreciation as well as the highest rental yields for a combined ROI of approximately 10% annually. With a starting price of 200,000 AED, Shard makes second home ownership more accessible,” he adds.

Navigating the Complexities

Like any new phenomenon in its pilot phase, fractional ownership too comes with its share of challenges such as disputes between co-owners or with property managers, necessitating tailored management agreements to handle potential conflicts and operational issues. “While fractional ownership reduces the financial barrier to real estate investment, prospective buyers must consider complex ownership dynamics and management company roles before investing,” advises Al-Khalil.



“We will start to see an increase in co-ownership models catering to specific demographics, like young couples or working professionals seeking shared living arrangements. And this will further be bifurcated into the ‘high-end’ and ‘mid-market’ price segments as the segment matures.

Madhav Dhar, COO of Founding Member, ZāZEN Properties

owners to sign an agreement clarifying each party’s rights. “Co-ownership does come with inherent risks and disagreements; therefore, it is advisable for co-owners to also enter into a separate joint ownership agreement to lay out each party’s rights and responsibilities and avoid future disputes,” he points out.

Gaining Traction

Since it is affordable especially for young and first-time buyers, the segment will definitely gain traction in the coming months, according to Dhar. “We will start to see an increase in co-ownership models catering to specific demographics, like young couples or working professionals seeking shared living arrangements. And this will further be bifurcated into the ‘high-end’ and ‘mid-market’ price segments as the segment matures. With a growing middle-class population, it will be increasingly visible to international investors and expats who are attempting to diversify their income and produce wealth,” he states.

Globally too, fractional ownership is on the rise, especially in the hotel and serviced apartments segment. “It is being seen as an attractive alternative to timeshares and home-sharing platforms, offering potential income from property value increases and rental revenues,” sums up al-Khalil.



“Co-ownership with Shard is not a time-share; it’s a modern and sustainable way to co-own prime property with up to eight owners. When you purchase a 1/8 share of a property, you truly own that fraction: your name is on the title deed, giving you the freedom to spend your holiday there, or rent it out through Shard.”

**Istvan Juhász
Co-Founder and CEO of Shard.**

Madhav Dhar, COO of Founding Member, ZāZEN Properties, a prominent real estate developer in the emirate, advises fractional



**WORLD
REALTY
CONGRESS**TM



Gain a Global Experience at World Realty Congress

December 9 - 13, 2024, Dubai, UAE



A premier conference for Developers, Brokerage, Community Management, Property Management, Facilities Management, & PropTech Professionals

• • • • • As International Delegates, Gain Access To • • • • •

- **Community Tours**
- **Masterclasses**
- **Conference Sessions**
- **Networking**
- **Cultural Immersion**
- **Gala Night**

Book your seat today!



Contact, Megha S Anthony
Megha@plan3media.com

Blending Tradition with Innovation

N Roshan Singh, Chief Creative Officer of Sarita Handa, delves into the design philosophy of the brand and how it has spread its footprint in India and abroad



In today's rapidly evolving business landscape, creativity is an absolute necessity for growth. Fostering creativity to drive innovation within the workplace, products, and services necessitates leaders who possess a curious and forward-thinking mindset. N Roshan Singh, a gifted and spirited industry veteran, does just that. With an aim to infuse creativity into business and every aspect of his profession, the **Chief Creative Officer of Sarita Handa**, a textile major, has played a vital role in the company's journey to the top.

In an insightful interview with Business Frontier, Roshan delves into the design philosophy

of the brand and how it has spread its footprint in India and abroad.

Give us a brief introduction about yourself and your early days in the industry.

With a rich background spanning more than 26 years in the home furnishings and fashion industry, I have been involved in numerous prestigious projects for both Indian and international markets. My tenure as the Chief Creative Officer at DBS Lifestyle, Creative Director at Inceptra Lifestyle, Creative Director (India) at Asmara Apparel India, and Creative Director at Regency Textrade, along with roles as an academician at renowned fashion institutions and a freelance consultant, has given me deep insights into trend forecasting and market intelligence.

Holding leadership positions at Pearl Academy of Fashion, Wigan & Leigh College (India) Ltd, and National Institute of Fashion Technology has further enriched my understanding of industry dynamics. Featured in various fashion publications, I have a solid educational foundation with a Master's in Sociology, Advanced Diploma in Fashion Design, and PG Certificate in Higher Education from Nottingham Trent University, UK, shaping my approach to design and research for major international and national brands and retailers.

How did your journey with Sarita Handa begin?

My journey with Sarita Handa began with a deep admiration for the brand's ethos and approach. Founded in 1992 by Mrs Sarita Handa, the company's commitment to nurturing artisans and preserving traditional craftsmanship resonated with me. Witnessing its

evolution from a small initiative in Tughlaka-bad to an internationally recognised brand was inspiring. What truly intrigued me was Sarita Handa's dedication to originality, craftsmanship, and design innovation rooted in heritage.

The brand's ability to blend traditional intricacies with contemporary minimalism, while staying attuned to the evolving demands of a diverse audience, stood out to me. Additionally, Sarita Handa's incorporation of cross-cultural influences and inspiration from indigenous traditions further convinced me to be part of this creative journey, where I could contribute my ideas and skills to enhance the brand's unique aesthetic and vision.

Take us through your role in your organisation.

My role at Sarita Handa as Chief Creative Officer is multifaceted, focusing on driving the brand's creative growth and strategic direction. A significant aspect of my responsibility lies in conceptual thinking, strategic ideation, and merging traditional artisanal crafts with modern technology. This involves blending age-old indigenous traditions from around the world and India with contemporary design sensibilities, catering to the dynamic demands of today's market.

Drawing from my extensive experience, creativity, and attention to detail, I strive to enhance the customer experience by leveraging technology. My diverse career background has equipped me with a broad range of skills, enabling me to think innovatively and lead the organization to new heights as CCO. By combining creativity, craftsmanship, and a keen eye for aesthetics with technological advancements, I contribute to Sarita Handa's vision of offering unique and compelling home furnishing experiences to customers worldwide.

As a leader, what are the strategies you employ to keep yourself and your team motivated?

As a Chief Creative Officer, I employ several strategies to keep myself and my team motivated. First, I prioritise creating an inclusive and respectful environment where diverse perspectives are valued. I encourage innova-

tive thinking by allowing team members to explore unconventional ideas and learn from both successes and failures. Continuous learning is promoted through training and development opportunities, fostering professional growth. Collaboration is key, and I facilitate cross-functional teamwork by breaking down silos and promoting open communication.

Empowering individuals to take ownership of their projects while providing guidance and support cultivates a sense of autonomy and responsibility. Leading by example, I demonstrate passion for creativity, inclusivity, and adaptability. Recognition and celebration of each team member's contributions are also vital for morale and motivation. Clear communication of our creative vision and setting ambitious yet achievable goals keeps the team focused and driven. Embracing adaptability and maintaining a feedback loop for continuous improvement are ongoing priorities to ensure sustained motivation and creative excellence within the organisation.

How do you stay up to date with industry trends?

To stay abreast with industry trends in home furnishings, I employ a multifaceted approach. This includes regular reading of industry publications, and online platforms that delve into home furnishing trends, innovations, and market analyses. I also conduct thorough online research, follow reputed websites, blogs, and forums dedicated to home furnishings to gather insights on emerging technologies and consumer preferences. Attending industry events, conferences, and trade shows is another crucial aspect of staying informed.

Additionally, travel and participation in international fairs, expos, and trade exhibitions plays a pivotal role. These experiences provide firsthand exposure to global trends, innovative designs, and cutting-edge technologies in the home furnishing sector, along with opportunities to interact with international manufacturers, designers, and experts. Engaging in such international experiences not only broadens perspectives but also fosters cross-cultural exchanges and collaborations that inspire new ideas and strategies within the home furnishings industry.

Nurturing Hope with Exemplary Leadership

Daisy Mauhay, Managing Director of The Nightingale Placement Agency, delves deep into her leadership style and how it fosters the growth of her company.



The Nightingale Placement Agency has built a name for itself in the recruitment industry, providing talented manpower to diverse sectors spanning healthcare, IT, agriculture, construction, manufacturing, and hospitality. Under an able leadership, the business has branched out into Nightingale Homecare Services, Serenity Care with HIQA approved facilities, PCRJ Property Management and embraced charity advocacy of My Lovely Horse Rescue, which provides sanctuary and care to rescued animals. In an interview, **Daisy Mauhay, Managing Director of The Nightingale Placement Agency**, opens up about her humane leadership style and how it helps infuse her business with compassion, allowing her to cultivate a diverse and empowered team, promoting open communication and

collaboration to find solutions.

Tell us about the opportunities and challenges you encountered during the infancy of The Nightingale Placement Agency.

It was in 2001 that I arrived here in Ireland with 17 other nurses from the Philippines. Being the first of the few batches of nurses in Ireland, we were witness to the economic fluctuations the country was going through. Most of my contemporaries had already left the country while I chose to stay back and prove that I can make a difference to the health service of this foreign land. In the beginning, I decided to work as an agency nurse which gave me the opportunity to go to hospitals and nursing homes all over Ireland, exposing me to the healthcare industry and helping me learn more about my trade. The rest is history.

I now consider myself an instrument of support and guidance to those looking for a career not only in healthcare but also in other industries. I was doing well in my career in the Philippines before moving here but it is not easy to re-establish a career and start all over again especially if you are a mother of four girls. At heart, I have always been a nurse, one with a mission to help people in the best possible way. The passion to care, lessen the suffering, and to improve the lives of our elderly and disabled clients not just by treating them as our own family but also by deeply understanding their individual circumstances, has already been there.

As a CEO, what does your leadership style entail?

I believe in embracing all responsibilities, regardless of their scale or nature. My life's journey has been fuelled by a steady passion to help others and nurture a society brimming with hope and love.

In business, my endeavours span a diverse

range of ventures. As my first venture, The Nightingale Placement Agency has evolved into a cherished entity, functioning as a comprehensive recruitment agency. Serving sectors spanning healthcare, IT, agriculture, construction, manufacturing, and hospitality, it stands as a beacon of solutions.

Nightingale Homecare Services, catering to the healthcare needs of our clients in their private homes, has been another significant and pioneering endeavour. Collaborating with reputed organisations such as HSE and TUSLA, we forge connections and extend our network to serve those in need of facilities. Recently, we have been recognised and accredited as a HIQA approved facility by HSE and registered SEA provider by TUSLA. Looking at the impact of our efforts up close fills me with immense pride and satisfaction. And then there's My Lovely Horse Rescue, a dream charity realised. Being able to provide these magnificent creatures with the care and sanctuary they deserve brings immeasurable joy.

Yet, my responsibility doesn't end there. I prioritise connecting with my diverse teams, understanding their challenges, and collaborating to find solutions. Through quarterly SWOT analyses, we navigate the dynamic landscape of our businesses, constantly striving for improvement and growth.

In essence, my role as a CEO transcends mere business operations. It is about making a meaningful difference in the lives of others and nurturing a world infused with compassion and hope.

From being a nurse to the managing director of a healthcare placement agency, what are the principles that have helped you stay ahead?

The entire journey has been a deeply emotional one. It is driven by an innate desire to make a tangible difference in people's lives and offer them hope. I find immense joy in returning to my roots as a staff nurse when the need arises—it is where my heart truly sings.

Integrity is the foremost principle that I cherish. It forms the bedrock of my actions, paving the way for trust, transparency, and lasting relationships. Consistency has been my reliable companion, propelling me towards the realisation of my dreams. And amidst all of this, I

remain grounded in humility.

Networking by connecting with others at the right time and in the right place has helped me grow both as a person and a professional. As they say, "It is not just about professional growth; it is also about personal enrichment". Every encounter and every interaction is a chance to glean wisdom and broaden my horizons.

What are your core strategies to manage a team?

As a leader, my fundamental approach to managing my team revolves around the strategic selection of diverse individuals who not only share the values of our company but also embody them in their work. With a stellar team, I have the confidence to delegate responsibilities and entrust them with the task of upholding our shared vision.

Encouraging autonomy and enriching an environment of open communication are integral aspects of my leadership style. Providing my team with the freedom to navigate their roles not only empowers them to explore innovative solutions but also helps them step out of their comfort zones. I firmly believe that each member inherits leadership qualities, and it is my goal to nurture these traits within them. Given the dynamic nature of our work, regular meetings serve as a platform to celebrate achievements, discuss areas for improvement, and address challenges. We collaborate to identify and implement best practices tailored to our objectives.

Setting clear and achievable goals for every individual not only motivates them to strive for excellence but also encourages personal growth and development. In a nutshell, my leadership philosophy revolves around cultivating a diverse and empowered team, promoting open communication and collaboration.

How do you keep abreast of the latest trends in the industry?

With growing competition, we recognise the importance of networking with key figures to remain abreast of the latest industry trends. Our team undertakes thorough research and analysis, equipping us with the foresight needed to prepare for the future and stay ahead of the curve in achieving our goals.

'News Should Not Always Talk About Problems'

-Megha S Anthony

Debarati Guha, Director Programmes for Asia at German broadcaster **Deutsche Welle**, speaks about her vision of journalism in a digitally-paced world and what has driven her to embrace change

An organisation that provides journalistic content in 32 languages, Deutsche Welle gives audiences across the world an opportunity to crystallise their own opinions. Its programmes show Germany as a liberal democracy anchored to European culture and the channel promotes the exchange of ideas among different cultures and peoples.

With professionals producing high-quality multimedia content distributed through television, radio and online and a portfolio that boasts digital content in different languages, DW's 24-hour English language TV channel is available almost everywhere in the world.

In a freewheeling interview with Business Frontier's Sr Editor Megha S Anthony, **Debarati Guha, Director Programmes for Asia, Deutsche Welle**, explains her vision for the broadcaster and her aim of making the workforce more diverse.

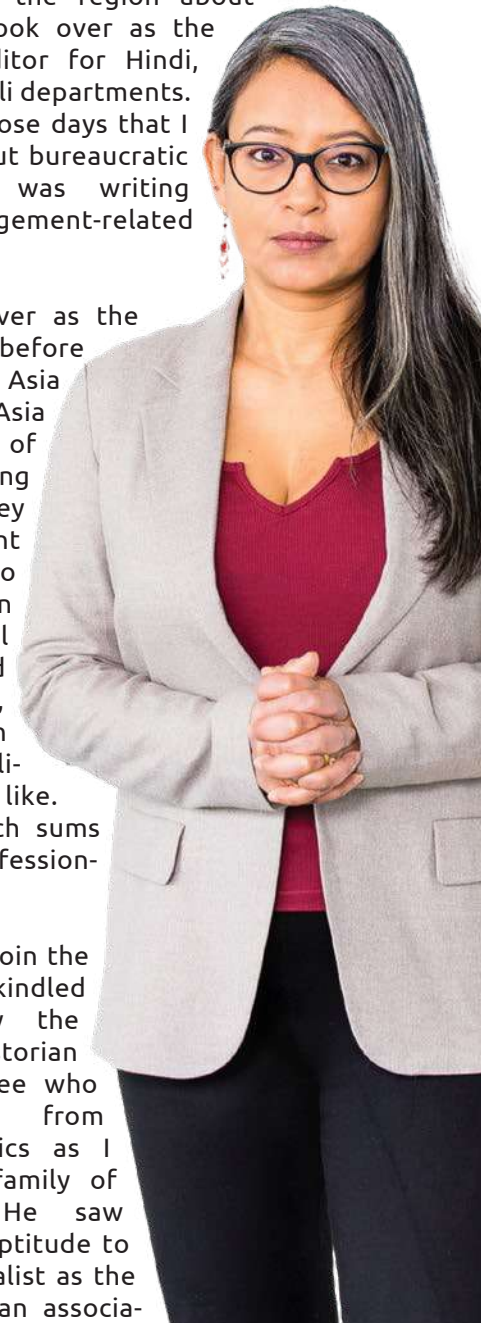
Please describe your professional journey. What made you join the broadcasting sector?

I am originally from India, though both of my parents are from east Pakistan, now Bangladesh. Born and brought up in Kolkata, I left the city in 1999 to study at the Jawaharlal University in Delhi. I ventured into journalism while doing my PhD following my Master's and MPhil. So, my doctorate remained incomplete. My first journalism stint was a brief one at NDTV following which I joined a German newspaper – Frankfurter Allgemeine Zeitung, after which I moved to Germany. Initially an intern at Deutsche Welle in 2005, I completed a journalism course in Germany. Finally, after freelancing for DW for a few months, I was asked to sign a job contract with the company following

which I became a senior journalist. After initially reporting in the region about South Asia, I took over as the coordinating editor for Hindi, Urdu, and Bengali departments. It was during those days that I learnt a lot about bureaucratic concepts and was writing papers on management-related content.

Later, I took over as the Bengali boss, before heading South Asia and Southeast Asia at some point of time. So, summing it up, my journey started with print before I moved to radio and then online, social media, and television. Now, I am dealing with artificial intelligence and the like. This pretty much sums up my initial professional journey.

The interest to join the media was kindled within me by the famous historian Partha Chatterjee who dissuaded me from joining academics as I come from a family of academicians. He saw within me the aptitude to become a journalist as the profession has an associa-



tion with storytelling.

You have done notable research on the representation and empowerment of women in India. Given the current climate of increased support for women entrepreneurs, do you believe there are certain challenges which need to be addressed?

The issue is that for South Asia or the Subcontinent, you can't have a black and white answer about the empowerment of women. It's like the existence of modernity and the Stone Age at the same time. You see a lot of people—albeit a small percentage—with wealth, power, amenities, and resources. But there is a huge population which is very different. You may still come across villages that have no electricity; at the same time, you have flyovers on the sea. That's why I think it is very important for India and the subcontinent to have these kinds of multiple truths and not to judge everything through one lens.

Reflecting on your career and journey, which individuals have most influenced your perspective in the media or impacted you in a more positive way as such?

Several people including luminaries have had a lasting impact on me. I never had one hero or someone I would follow in the cultural field or cinema or politics or the like. I read not only my uncle Ranajit Guha but also Benedict Anderson's *Imagined Communities*, which explored the origins of nationalism; so, for me, the public sphere and the community became very important. *A Theory of Justice* by John Rawls, in which the concept of justice and the welfare state are explored, also had an impact on me. Such reading introduced me to a Social Democrats-type of model. In addition, the three words from the French Revolution – Liberty, Equality, Fraternity deeply influenced me.

When I was around 15 years old, I met and worked with Mother Teresa, and wanted to join her organisation. But she told me I had to convert to Christianity to join the Missionaries of Charity. I did not agree to this and decided that I will do good deeds without changing my religion.

I have seen South African Apartheid Leader Nelson Mandela from a distance and met the

current Pope. Rabindranath Tagore is also like an icon to me. In addition, I have also talked with Amartya Sen. All these figures have influenced me in one way or the other.

With the advent of social media, journalism has changed considerably and pretty much everyone seems to have become a reporter and the Paparazzi culture has seeped into society. What do you think is the future of media and journalism?

Until two years ago, I used to think that I am into journalism because I want to change the society. I am not into social media to enjoy a following, but because of my profession. Going back a little in time, in the late 90s, there was a pervasive fear of everything collapsing once we were in the year 2000. And now it is artificial intelligence, which has triggered concerns about deep fakes and the like. Though it is alarming, you must be open to change and learn new concepts. At the same time, you have to be critical and questioning as a journalist. I do not believe that with the increasing popularity of AI, employment will be affected due to robots taking over jobs. For example, Deutsche Welle uses a software that can translate 32 languages. Though we can save on voice-over etc because of this software, people are still part of the process.

Overall, you must be open to change and what is popular in the current ecosystem. Two years ago, I visited Warner Bros in Los Angeles as part of an executive management course. It was then that I realised that the kind of AI there was much more advanced than what we have in our part of the world.

Though DW is a non-profit organisation, and we don't have to take care of profits, TRPs etc, we do investigate reach, views and the like. Therefore, it is also a business concept. Seeing the media as a business concept was new in my life as I have always worked in non-profit organisations where my goal was to make an impact on the life of people. However, now I take the business concept very seriously not to make profits but to have a meaningful impact on the life of people. So, DW's goal and my objective are to reach as many people as possible. Therefore, we are present on multiple platforms, languages, duration, and audiences. We have a variety of programmes including that for the younger generation.

Catalysing Transformative Change in IT

*Rajesh Rao, Managing Director, Technology, Temus, opens up in an interview with **Business Frontier** and shares insights about his role and how he collaborates with his team to bring out the best in each person*



Temus was founded to help build the digital future for Singapore and beyond through holistic transformation enabled by technology. Established by Temasek, a global investment company headquartered in Singapore, in strategic partnership with UST, a global digital services firm for Fortune 500 companies in April 2021,

Temus catalyses digital transformation capabilities in a holistic manner. The firm is powered by a deep understanding of people and processes, to unlock social and economic value, and accelerate the present into the future.

The digital enterprise focuses on providing differentiated services to deliver disruptive change, daring to think bigger and taking on the greatest challenges. In an interview with **Business Frontier, Rajesh Rao, Managing Director, Technology, Temus**, opens up about how he engages creative, analytical and ingenious minds to help propel the business to greater heights.

Tell us something about your initial days in the field.

I started my career at Infosys in the early 1990s, at the height of the technology boom. It was exciting to see new technologies develop and startups getting established. This experience led me to become a serial entrepreneur focused on transforming businesses with the latest technology.

As a serial entrepreneur, I focus on building a strong enterprise-wide foundation to ensure that they can scale rapidly, and maximising profitability without compromising employee well-being. I have applied this unique scaling methodology to grow multiple large businesses in Silicon Valley and the Asia Pacific.

Having witnessed and participated in technology changes from mainframes to Cloud and now Generative AI, I realised the importance of having a long-term vision, strong ethical values, and excellent team members who are better than you to build long-lasting organisations.

What led you to join Temus?

My exciting journey of building and scaling startups led me to join Temus. To sum up, I joined due to three key reasons:

- Digitally transform our public sector agencies by helping them adopt the latest technologies and deliver real impact to society.
- Transform the workforce by upskilling non-technical team members to become digital experts.
- Build a local digital champion in Singapore, which will compete against the best in the industry by having strong domain/technology experts, implementing the latest innovations such as Cloud/AI/ML, and redefining software development methodologies using Generative AI.

I was also deeply aligned with the company's vision of solving the consulting execution gap by leveraging cross-functional teams comprising of Technology, Strategy, and Design experts. Temus has grown exponentially to more than 400 people and will continue this in subsequent years. The growth is testament to our strong leadership, culture of innovation, and collaboration.

Can you describe your primary responsibilities within the organisation?

I am the Managing Director of Technology at Temus. My role is multifaceted and covers growing the business sustainably. I am involved in winning new clients and overseeing project delivery from end-to-end. This includes bringing new service offerings to customers and building the right technology capabilities.

In a nutshell, my role can be summed up as:

- Building the right team and culture to take Temus to the next level.
- Identifying how new technologies such as Cloud/Generative AI can transform business and how the solution can be implemented with minimal risk to customers.
- Building strong partnerships with Hyper-scalers and SaaS solution providers to integrate their innovations into Temus service offerings.
- Mergers and acquisition activities i.e. identifying potential companies to

acquire and integrate with Temus.

I am very passionate about using Generative AI technologies to create new business models and redefine software development life cycle processes. I look for ways to scale up our service deliveries through playbooks, reference architectures, reusable components, and automation tools.

With regards to acquisitions, we expanded our technology modernisation capabilities through the acquisition of DreamCloud, one of Singapore's largest Outsystems delivery teams and pioneers in the low code space. We also acquired Decision Science Agency which brings valuable AWS skills to Temus.



As a serial entrepreneur, I focus on building a strong enterprise-wide foundation to ensure that they can scale rapidly, and maximising profitability without compromising employee well-being. I have applied this unique scaling methodology to grow multiple large businesses in Silicon Valley and the Asia Pacific.

What are the most exciting and challenging aspects of your job?

Temus is a fast-growing technology company set to reach a headcount of 1,000 digital talents rapidly. We have also grown our client portfolio by covering a wide range of public and private sector projects across industries, from insurance to telecommunications. Our exciting journey has just begun. We are now focused on scaling up Temus by building up the right team with strong values, continuously innovating to leverage cutting-edge technologies, and innovating delivery life cycles to take up larger and more complex

transformation engagements.

Our teams constantly face new and different challenges every day. This requires us to assess problem statements critically from multiple perspectives and create a customised solution each time. While challenging, it intrigues me as I get to collaborate and lead workshops with senior executives to create new ideas, solutions and understand how they will positively impact businesses.

Another exciting part of my job is using Generative AI technologies both for client projects and improving internal processes. We use it to create new business models for various industries and also re-imagine software development life cycle to produce higher quality and more secure applications using less engineering resources. This allows us to scale our business and break the correlation between revenue growth and hiring people.

Since the day I delved into the digital industry more than 30 years ago, new technologies and developments constantly pique me. It drives me to keep learning and overcome evolving customer challenges every day.

What principles have helped you stay ahead of the curve?

I have followed five principles in this regard for the last three decades:

- Surround yourself with a diversity of skilled team players who are extremely talented.
- Always think of customers whenever applying new technological tools.
- Ethics and strong values are the foundation for growth.
- It is better to sacrifice short-term gains for long-term benefits.
- Be a lifelong learner of technology, business models, and problem-solving.

I combined these principles recently when I built a new practice for a SaaS product implementation. Employing diverse individuals and long-term learning, we created a talent ecosystem consisting of a core team of SaaS platform experts, a supporting team of Temus talents, and a back-end implementation team from offshore vendors. In doing this, we realised the importance of recognising

different skills and matching them accordingly for optimal performance in the long run. **As a leader, what core strategies do you employ to manage a team?**

Similar to the principles that helped me stay competitive, I have a list of core strategies that have immensely helped with managing my teams. These include:

- Embrace diverse skill sets and perspectives, they can drive innovation and intra-team progress.
- Have clear guidelines and objectives towards relevant business goals.
- Do not micromanage. Give the time and space to teams to explore their creativity in problem-solving.
- Practise regular feedback sessions for consistent improvement.
- Create a conducive environment that educates and fosters innovative capabilities of new tech-based solutions.
- Encourage hands-on learning when implementing solutions.
- Challenge high-potential teammates by giving them projects that can accelerate their growth.

Looking ahead, what changes or trends do you anticipate in your field?

Generative AI (GenAI) is a changemaker in creating new business models that challenge traditional organisations. GenAI's capacity to drive automation and augment capabilities will be crucial in helping businesses re-prioritise manpower for more complex and impactful business challenges. It is even changing the way we function at Temus, as we work to incorporate some of these AI tools to supercharge developer productivity across the software development lifecycle.

Another big opportunity is to actively solve cloud adoption challenges such as migration barriers and ineffective cloud architecture because they hinder enterprises from getting cloud benefits such as cost reduction, hyper-scaler innovation, and incorporating new business functionality. We are solving these challenges using Cloud Value Realisation, a framework consisting of FinOps, application modernisation, and automated end-to-end processes. This ensures business applications are optimised before migrating into the cloud. Consequently, enterprises will focus on deriving more value for their cloud invest-

Join UAE's top customer centric companies
at the

**CUSTOMER
HAPPINESS**
AWARDS



18th October 2024, Dubai

20+ categories to choose
from, nominations are
now open .

Stay tuned to
www.chsa.ae

A PLAN **3** MEDIA EVENT



SAVE THE DATE

Dec 9 - 13



..... Co-hosted events



www.worldrealtycongress.com

#WRC

A PLAN  MEDIA EVENT