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December 2024

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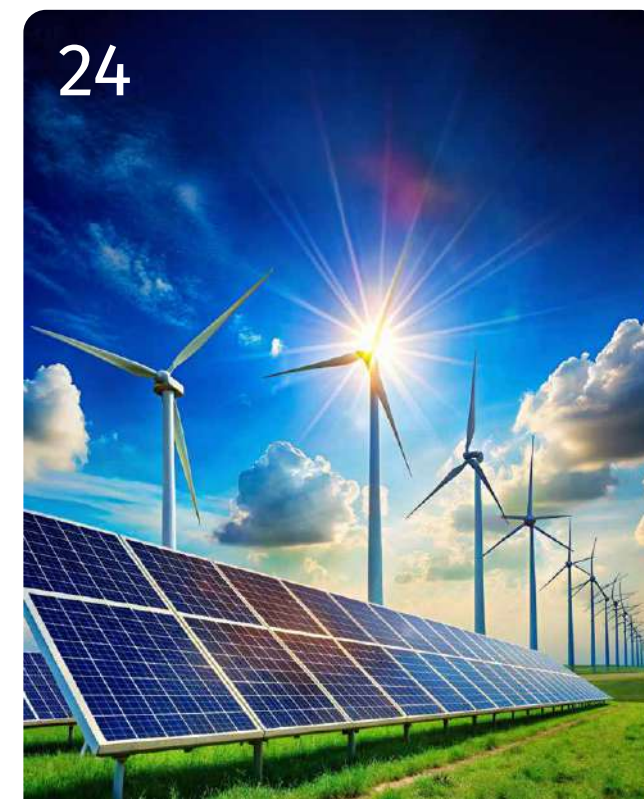
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'Finance is a Universal Language'

From the EDITOR

Dear Readers,

The end of 2024 invites us to reflect on a year defined by transformation, resilience, and innovation. This year has brought significant changes across global markets, challenging conventional thinking and unlocking new opportunities.

At **Business Frontier**, our mission is to spotlight the individuals and organisations that lead with vision and purpose, shaping the future across industries. This year-end special edition captures that spirit, celebrating stories of courage, reinvention, and meaningful impact.

Our cover story features **Saket Singh, Executive Director at Health Care Service Corporation**, whose visionary approach to healthcare technology and mentorship underscores the importance of adaptability and continuous learning in building high-performance teams and achieving success in an ever-evolving industry. We also highlight insights from leaders driving digital transformation, entrepreneurs leading the charge in sustainability, and key trends such as Dubai's booming waterfront property market and the game-changing potential of digital twins in renewable energy.

One of the most inspiring aspects of 2024 has been the emergence of leaders who combine innovation with responsibility. They remind us that businesses thrive not just through profits but by creating meaningful value for their communities and the planet. This issue also features trailblazers who have embraced this philosophy, offering valuable lessons for navigating today's complexities while building a better tomorrow.

As we look ahead to 2025, the year offers immense possibilities for growth, creativity, and advancement. This issue not only reflects on the past but also challenges us to consider the opportunities and challenges that lie ahead. From embracing new technologies to fostering a more inclusive and sustainable future, we hope these stories inspire you to think differently and act with purpose in the coming year.

Let 2025 be a year of bold pursuits, shared successes, and transformative growth. Here's to reaching new heights together.

Until then,
Happy Reading!



Deepa Natarajan Lobo
Assistant Editor,
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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.

THE MAGNETIC APPEAL OF WATERFRONT PROPERTIES

Business Frontier takes a look at the evolving waterfront property market of Dubai and speaks to experts on what makes it so alluring

Deepa Natarajan Lobo



Known for its strategic location across the Gulf, contemporary skyline and opulent living standards, Dubai is home to some of the most remarkable waterfront properties crafted by world-class developers. Offering breathtaking vistas and top-notch amenities, these properties not only attract homebuyers looking for opulence and convenience but also elite investors eyeing high-yield investment.

Business Frontier takes a look at the factors shaping the waterfront property market of Dubai and finds out why it is emerging as a masterstroke investment in the real estate landscape of the emirate.

AN ELUSIVE AURA

The slightly elusive aura of a waterfront property makes it highly desirable among buyers and investors, feels **Hamed Ghelichkhan, CEO & Founder, Homeland Realty Real Estate**, a prominent UAE-based developer. “Their scarcity creates an aura of exclusivity and desirability. Furthermore, prime locations, stunning views, and luxurious living make them a sound investment with good potential for appreciation. The ability to generate income through high rental yields, either from long-term tenants or lucrative short-term tourist rentals, adds to their appeal,” he notes. Whether it’s exclusive beachfront



Hamed Ghelichkhan

villas, high-rise penthouses with a bird’s eye view of the bay or seaside apartments with luxurious amenities, the market is fertile with plenty of options catering to a variety of budgets. “Some investors are even choosing to buy units at waterfront hotels, resorts, and serviced apartments that cater to global tourists and business travellers. Iconic attractions like Palm Jumeirah and Dubai Marina are the top destinations for investors, while Palm Jebel Ali is seeing growing interest,” points out **Céline Haidamous, Digital Sales Manager** of real estate platform **PropertyGuru.ae**.



Céline Haidamous

“A trend that is noteworthy is that most in-land villa communities nowadays offer lagoons, and there is a growing trend among developers for every apartment in a project to have a private pool,” adds **Peter Smithson, Sales Director** of boutique real estate agency **Bellevue**.



Peter Smithson

A RISKY AFFAIR?

Assets and liabilities are key components of any investment and a waterside paradise too comes with its fair share of risks. “Waterfront locations are more susceptible to hurricanes, floods, and coastal erosion. Investors must therefore inquire with developers on steps being taken to mitigate



Karina Meirmanova

any such risks. Developers must do their part and adopt sustainable construction practices, incorporating features like elevated foundations and using materials that can withstand harsh conditions. Dubai’s regulatory bodies play a crucial role here, ensuring that developers adhere to strict building codes and utilise resilient materials,” says **Karina Meirmanova, Head of Real Estate Platform – Huspy**.

“The legal landscape surrounding waterfront development can also be complex. Zoning laws and regulations specific to waterfront areas exist, and navigating them can be tricky.

Developers must work closely with experienced professionals well-versed in these regulations to ensure projects comply with environmental and construction codes. And finally, partnering with a knowledgeable insurance broker to secure adequate insurance is paramount,” she adds.

Smithson advises investors to be wary of purchasing in a location lacking tangible value. “As always the location will ultimately derive the value so, while I would advise investors to be wary of purchasing in a location lacking tangible value, the truth remains that most truly waterfront properties occupy prime residential spaces offering tremendous residual value,” he suggests.

“The combination of luxury, exclusivity, investment potential, rental income, and proximity to vibrant tourist hubs makes Dubai’s waterfront properties a prized possession in the city’s dynamic real estate market.”

Hamed Ghelichkhan,
CEO & Founder, Homeland Realty
Real Estate

THE WINNING STREAK

However, despite the many risks surrounding it, the waterfront property market of Dubai offers abundant growth opportunities fuelled by innovation, luxury, and sustainability, according to industry experts. Investors and home buyers can work with experienced real estate agents, legal advisors, and environmental consultants to address regulatory complexities and environmental risks effectively and navigate the market with confidence and success.

Moreover, the high occupancy rates and the steady capital appreciation of these developments despite the ups and downs of the market make them a win-win affair. “In short, the combination of luxury, exclusivity, investment potential, rental income, and proximity to vibrant tourist hubs makes Dubai’s waterfront properties a prized possession in the city’s dynamic real estate market,” concludes Ghelichkhan.

Empowering the Future of IT and Healthcare

Saket Singh, Executive Director at Health Care Service Corporation discusses the emerging trends shaping the future of IT and healthcare



Saket Singh, Executive Director at Health Care Service Corporation, is a visionary leader in the IT industry, blending over 25 years of extensive experience with a deep commitment to fostering innovation and collaboration. With a career path defined by a dedication to continuous learning and adaptability, Saket has navigated through various roles to emerge as a highly successful and power-packed leader.

In an interview with **Business Frontier**, he discusses the emerging trends shaping the future of IT and healthcare, as well as his personal philosophies that guide his professional journey. As he reflects on his journey so far, he emphasises the importance of mentoring and building strong teams, believing that leadership is ultimately about empowering others.

What motivated you to pursue a career in the IT industry?

Growing up in a small town in India, I was heavily influenced by my dad, an engineer, who instilled in me a love for science and problem-solving. When I went to Ramjas College to pursue my college degree, I got deeply involved in plant microbiology and was fascinated by the research tools available. This exposure gave me an early glimpse into the world of technology. Back then, IT wasn't mainstream, but I could feel it was going to be a game-changer.

These days, what really keeps me motivated is leading teams and creating a collaborative environment where everyone is learning and growing. Seeing technology make a difference, especially when you're mentoring the next generation of IT professionals, is deeply rewarding.

How have you continued to grow professionally, and what key lessons have you learned along the way?

Growth does not happen by accident, one needs to have a plan and strong intent. I have constantly grown in my career, starting as a systems engineer over 25 years ago, to stepping into executive roles. Early on, I learned that adaptability is absolutely critical. The pace of change in tech is relentless, so being open to new ideas has allowed me to stay flexible and keep evolving. Emotional intelligence has also been invaluable—understanding and connecting with people around me on a human level has helped me grow as well as develop a high-performance environment.

Mentoring has played a big role in my development too. Not only has it

allowed me to help others, but it's deepened my own understanding and skills. Building a culture where everyone is encouraged to grow together has been a big part of what I consider my success.

Can you provide an overview of your core responsibilities at HCSC?

Before joining HCSC, I spent close to 20 years at IBM and Kyndryl, and brought a wealth of IT infrastructure consulting experience with me. My role as IT Infrastructure Strategy & Execution Leader at HCSC covers a lot of ground. I oversee major outsourcing contracts and vendor relationships, and I manage our Mainframe Platform, which is vital for applications like claims processing. I also work across the entire technology stack—Cloud, Network, EUC, and Distributed Platforms—driving key initiatives that align with our strategic goals.

How would you describe your leadership style, and how has it evolved over your career?

In the beginning, I saw leadership as something you achieved, almost like a destination. But over the years, I realised it's not about having a title; it's about creating an environment where others can thrive. I now focus on building genuine connections and empowering my team by enabling them to succeed. Leadership,



for me, is more about service than authority. I'm here to enable my team to reach their full potential.

How do you foster collaboration and communication within your team?

Creating a collaborative environment starts with leading by example and building trust. Here are a few principles I keep in mind:

- Lead by example: I try to model the behaviors I'd like to see in my team.
- Create a safe space: I set up informal forums where people can share ideas openly, without fear of judgment.
- Prioritize listening: When people feel genuinely heard, it fosters engagement and collaboration.
- Celebrate successes and failures alike : I encourage everyone to talk about mistakes , missteps and failures in informal meetings. This helps build a culture of learning and trust, breaking down barriers and encouraging everyone to communicate openly and grow together.

What personal habits or practices have contributed most to your success?

Several habits have been my guiding principles over the years:

- Self-advocacy: It's important to make sure your work is visible.
- Seizing opportunities: I've learned to actively pursue responsibilities rather than waiting for them to come to me.
- Consistency and authenticity: Being true to myself and consistent in my actions has helped build credibility.
- Integrity and empathy: At the core, I approach every interaction with a focus on genuine human connection.

What emerging trends do you see shaping the future of IT and healthcare?

Healthcare IT is undergoing exciting changes. Some of the trends I see and hear about are ;

- Data Analytics and AI: These are transforming patient care and driving efficiency.

- Wearable Technology: Health monitoring devices are empowering individuals and supporting preventive care.
- Interoperability: Improving communication between systems enhances patient care across the board.
- Cybersecurity: With digitalization, protecting sensitive health data has become paramount.
- Patient-Centric Care: The shift toward personalized care is mirroring a larger trend of focusing on customer experience.

What are some of your interests or passions outside of work that help you recharge?

Travel, hiking, and reading have always been my go-to activities for recharging. Exploring new places and cultures gives me a fresh perspective, while hiking and time in nature help me clear my mind. These activities don't just help me unwind; they also enhance my creativity and problem-solving abilities, which I bring back to my work.

Looking ahead, what personal and professional goals do you hope to achieve in the next few years?

In the coming years, I'd like to expand my leadership influence and guide strategic vision at the highest level of an organization. At the same time, I have a personal goal of retiring by age 55, which would allow me to pursue some personal dreams and passions. Ultimately, it's about finding that balance between purpose in my work and fulfillment in life.

What advice would you offer to young professionals starting their careers?

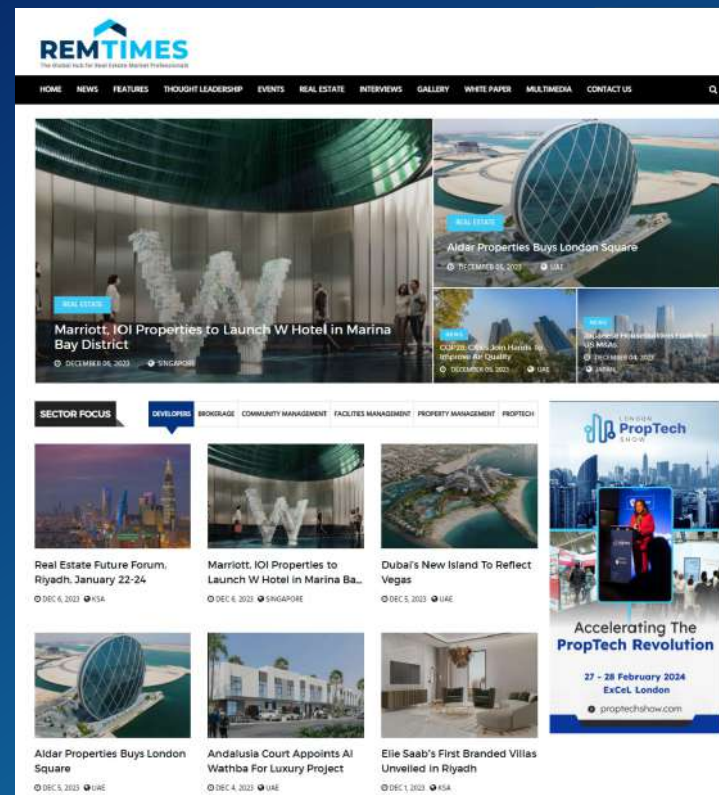
Here are some key insights for anyone just starting out:

- Commit to continuous learning: Tech moves fast, so stay curious.
- Build a strong network: Mentors and colleagues can open doors and offer valuable support.
- Take initiative: Don't wait—seek out opportunities.
- Value humility and resilience: True success is about impact, not just titles or salary. Focus on meaningful contributions and keep learning at every step of the way.



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‘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



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

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



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 controllership, 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.



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Leading the Kingdom of Natural Beauty



Winnie LIW, Founder & CEO of Kingdom of Esther & WD TCM Lifestyle Products, has pioneered a holistic approach to health and beauty

Winnie LIW, the visionary Founder and CEO of Kingdom of Esther & WD TCM Lifestyle Products, has created a chemical-free universe where healing is both swift and devoid of harmful side effects. Her journey from the financial sector to the forefront of the beauty industry is a testament to her entrepreneurial spirit and commitment to holistic wellness. Rooted in traditional Chinese medicine, the WD TCM Lifestyle products (formerly known as White Dragon) are crafted to nurture the body, mind, and soul. In an interview with **Business Frontier**, Singapore-based Winnie LIW shares the essence of Kingdom of Esther, her leadership journey, and her views on maintaining a healthy lifestyle.

What inspired you to leave a successful career in finance to start Kingdom of Esther?

I spent more than a decade in the financial industry before discovering an opportunity to venture into the beauty industry in Hong Kong. My initial project, a 'Beauty Programme', didn't take off as planned, but it led me to an exciting opportunity. I met a group of elite professors who had innovated and created a range of 100% chemical-free beauty products based on traditional Chinese medicine (TCM). I then created the brand name 'White Dragon', which positioned itself as the WD TCM Lifestyle Brand, and was granted exclusive OEM rights to these products. This offer ignited my entrepreneurial spirit, and in 2008, I founded my first company in Hong Kong, White Dragon Global Limited, to promote these products.

The transition from finance to beauty was challenging yet rewarding. My experience in finance taught me the importance of discipline, strategic planning, and risk

management—all of which have been invaluable in running my business. The move to Singapore was necessitated by the COVID-19 pandemic and political unrest in Hong Kong. We relocated our marketing, sales, management, design and development, and finance operations to Singapore while maintaining logistics and warehousing in Hong Kong. This strategic move ensured the continuity and growth of the Kingdom of Esther despite the challenges. When I moved back to Singapore due to those reasons in Hong Kong, that's when Kingdom of Esther was born to continue and navigate the WD TCM Lifestyle Brand journey.

What is the philosophy behind the Kingdom of Esther, and how has your business evolved?

Our philosophy centers on promoting a healthy lifestyle through products that are completely chemical-free. These products are formulated with traditional Chinese medicine (TCM) and a patented ingredient blend. Our mission is to enhance lives by encouraging a wholesome lifestyle and caring for the skin—the body's largest organ. The philosophy deeply resonates with me, given my family's background in TCM. My father owned a TCM business, and my siblings are qualified TCM physicians. This heritage has influenced our commitment to natural and holistic health solutions.

Over the years, the Kingdom of Esther has grown significantly. We started with a focus on skincare products, but our range has expanded to include various health and wellness products. Each product is designed to nurture the body, mind, and soul, reflecting our holistic approach to health and beauty. Our commitment to quality and innovation has helped us build a loyal customer

base. We constantly seek to improve and expand our offerings to meet the evolving needs of our customers.

The Kingdom of Esther offers a diverse range of services. How do you ensure effective delivery as CEO?

When we moved to Singapore, we onboarded professionals from various fields—makeup artists, hairstylists, video artists, and lawyers. We also partnered with experts who assist in setting up SMEs and startups, allowing us to offer comprehensive services. As CEO, I ensure that our team provides seamless and cost-effective solutions by leveraging my entrepreneurial experience and strategic partnerships.

Effective delivery of our services involves meticulous planning and coordination. I work closely with my team to ensure that every project is executed flawlessly. For instance, we recently received an inquiry from a foreign company interested in entering the Singapore market. They sought our business consulting, marketing, legal, and conceptualization services. By offering a single-window professional support system, we help clients reduce costs and streamline their operations. This holistic approach allows us to cater to diverse client needs and deliver exceptional value.

What is your leadership philosophy, and what is your preferred leadership style?

My leadership philosophy revolves around open and effective communication. I believe that clear and transparent communication is essential for addressing challenges and finding solutions. I work closely with our distributors to ensure that any issues are resolved promptly and efficiently. A leader must align the company's

objectives with team spirit, fostering strong bonds and support within the workforce to overcome obstacles and achieve goals.

I prefer a collaborative leadership style, which involves engaging with team members at all levels and encouraging their input and feedback. This approach helps build a cohesive and motivated team. I also emphasize the importance of continuous learning and development. I encourage my team to pursue professional development opportunities and stay updated with industry trends and best practices. By fostering a culture of continuous improvement, we can stay ahead of the competition and deliver the best possible outcomes for our clients.

Besides traditional fitness methods like yoga, what emerging trends do you see gaining popularity?

Mental health has become increasingly important, especially post-COVID-19. In Singapore, there's a notable rise in mental health issues among the younger generation. At the Kingdom of Esther, we emphasize a balanced lifestyle that nurtures the mind, body, and soul. A healthy body supports a healthy mind, leading to clearer thinking and better decision-making. We aim to promote a holistic lifestyle and collaborate with like-minded individuals to improve overall well-being.

Emerging trends in the wellness industry include mindfulness practices, holistic healing therapies, and digital wellness solutions. Mindfulness practices such as meditation and deep breathing exercises help individuals manage stress and enhance their mental well-being. Holistic healing therapies, including acupuncture, aromatherapy, and herbal medicine, are gaining popularity for their natural and non-invasive approach to health. Digital wellness solutions, such as wellness apps and virtual wellness programs, offer convenient and personalized support for individuals seeking to improve their health and well-being.

How do you see traditional Chinese medicine (TCM) coexisting with modern medicine?

With a history spanning

“*I believe that as we navigate the journey of life, it is important that we focus on mind, body and soul. One should ensure that there's a time to work, sleep and play.*”

10,000 years, TCM offers unique healing methods without immediate side effects. I believe no single system will replace another. Modern science and technology bring valuable advancements, and an 'East meets West' approach can offer the best of both worlds in healing processes.

TCM and modern medicine each have their strengths and limitations. TCM focuses on holistic healing and preventive care, emphasizing the balance of mind, body, and spirit. It uses natural remedies and therapies to support the body's self-healing abilities. On the other hand, modern medicine excels in diagnostics, emergency care, and surgical interventions. By integrating the best practices from both systems, we can provide comprehensive and effective healthcare solutions that address the root causes of health issues and promote long-term well-being.

How do you maintain your own well-being?

I prioritize regular stretching and start my day with warm water to detoxify. Weekly 'Me' time allows me

to reflect and plan ahead, ensuring efficiency in my work. Planning is crucial, and I organize my schedule a week in advance to stay on track.

In addition to these practices, I focus on maintaining a balanced diet rich in natural and wholesome foods. I avoid processed foods and artificial additives, opting for fresh fruits, vegetables, whole grains, and lean proteins. Staying hydrated and getting enough sleep are also essential for my overall well-being. I carve out time for workouts at the gym. These habits help me stay energized, focused, and resilient in both my personal and professional life.

Living a balanced lifestyle requires discipline and mindfulness. I make a conscious effort to manage stress and maintain a positive outlook. Surrounding myself with supportive and like-minded individuals also contributes to my well-being. By taking care of myself, I can lead by example and inspire others to prioritize their health and happiness.





The Face of Change in Digital Advertising

Julian Galeano Chica, CEO, La Mediatica, looks back at his professional journey and gives an insight into the digital landscape of Latin America



Julian Galeano Chica, CEO, La Mediatica, can be considered as the pioneer of digital advertising in Latin America. In 2010, La Mediatica emerged as a revolutionary force in the LATAM region, at a crucial time when the digital landscape lacked specialised media buying expertise.

Looking ahead with innovative foresight and determination, the company embarked on a journey to recreate the standards of brand storytelling in the digital sphere. As traditional agencies remained busy with conventional advertising approaches, La Mediatica embraced the digital frontier, carving out a niche that prioritised performance-driven strategies. The company has a long list of accolades that helps it stand out in the innovative landscape in which it operates.

In 2023, La Mediatica launched partnerships with esteemed brands such as Marathon Sport, Nike, Cinopolis, and Subway, among others. In an interview with **Business Frontier**, Julian Galeano Chica opens up about the avant-garde approach of the digital media agency in the Latin American region.

Please walk us through your professional journey.

I am a marketing professional from the University of Manizales, with an MBA in Digital Business from the University of Barcelona. An entrepreneur, investor, and manager in multiple digital advertising companies across Latin America, I have been working in the media sector since 1998. I served at McCann Erickson Colombia and UM for 12 years in various roles including Consumer Research Director, Growth Officer, and Managing Director for Peru.

I am also the Founder and CEO for Latin America of Mediática, a digital media agency that has garnered multiple awards throughout the region, including: Google Premier Partner for three consecutive years and Facebook Preferred Member among many others. I am also the founding member of the SAB Marketing Connections agency network, which has been recognised in the last two years as one of LATAM's Agency Networks of the Year by Campaign Magazine. I am also the founder of Blaster, an Omnichannel programmatic advertising platform.

Did you always want to enter the field of media?

Since childhood, I have been passionate about business creation, undertaking small ventures from selling newspapers and running school lotteries to selling groceries. My passion for business led me to study marketing. This broadened my perspective and provided me with the tools to eventually start Mediática several years later.

What drove you to launch Mediatica? Tell us a bit about your core operations.

When global digital media began to gain traction, large advertising agencies were still focused on traditional media and didn't develop a product that could take advantage of the new opportunities digital media presented. That's where Mediatica came in. We saw the potential of digital media and began developing a product that could take full advantage of the new media ecosystem. We focused on performance campaigns that could directly influence the sales of clients.

Mediatica is dedicated to delivering strategies that drive tangible results for

clients, focusing on maximising Return on Ad Spend (ROAS) in marketing efforts. The agency prides itself on its innovative approach. Furthermore, Mediatica specialises in its ability to quickly learn, unlearn, and relearn, allowing the team to adapt to the constantly shifting environment of digital platforms and remaining ahead of industry trends.

How do you ensure that you have an edge over your competitors?

Our pioneering mindset contributes significantly to staying ahead of the competition. First, being in Latin America means that digital developments arrive months later. Therefore, we have a policy of attending several important fairs that bring together the main industry suppliers, as well as young companies showcasing their innovations.

Second, once digital platforms introduce beta products to the region, we are the first agency to request participation. By testing the product, assisting in its development, and refining it, we gain experience curves of six months to a year before others begin using the same development. Third, when platforms introduce new features, we are the first to adopt them.

How has the business of media changed over the years?

The media industry is in a constant flux. I entered the business in the early 2000s amid two significant changes. Media departments were transforming into independent companies, striving to build their value proposition independently from creative agencies. To achieve this, they began to invest heavily in research to understand how users from different media categories were utilising media, and made decisions based on this information.

Over time, the industry became more sophisticated in the use of probabilistic data, projecting population usage based on small consumer samples. Finally, the emergence of digital media has led to further sophisticated real-time data collection, and decisions are made not only based on media usage but also on user interests, purchase intentions, and actual transactional behaviour. This shift has been facilitated by retail media.

“With the emergence of commerce media, the industry is on the brink of another significant shift.”

What leadership principles do you apply to make sure that your team performs to the best of its capabilities?

Being in Latin American markets, it's important to instill in the team the belief that they can achieve international recognition. Therefore, conveying and sharing this vision is crucial in gaining their trust and commitment.

Another key point is ensuring that the team takes pride in its achievements. So, we strive to ensure that their results resonate within the industry, not only to increase the agency's visibility but also to highlight their individual contributions. In addition, we encourage them to continuously improve their skills, pursue further education, obtain certifications, and strive to become elite professionals in their respective markets.

With the rapidly changing face of technology and media, what do you think the future holds for the industry?

With the emergence of commerce media, the industry is on the brink of another significant shift. This introduces the opportunity to utilise user transactional data as a segmentation criterion, providing insights into who is truly ready to make a purchase, thus making a significant difference compared to the best tools we have been using until now, which were based on people's interests and intentions.

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DIGITAL TWIN DRIVING TRANSITION TO RENEWABLE ENERGY

By leveraging digital twins, the renewable energy industry can enhance efficiency, reduce costs, and accelerate the adoption of green energy solutions, writes **Dr Hassam Chaudhry, Associate Professor at Heriot-Watt University, Dubai**



The world has witnessed rapid and unpredictable changes in the last few years, highlighting ongoing global volatility. Against this backdrop, there is a firm global commitment to tackle climate change and shift industrial societies towards a sustainable, zero-carbon economy. This transformation is seen as one of the crucial tasks of our time. Leading economies have set ambitious targets. For instance, the UAE's Net Zero 2050 Strategy builds on two key initiatives, the UAE Net Zero by 2050 initiative, which outlines the ambitious path to net zero, and the National Net Zero by 2050 Pathway, detailing the timeline and methods for this transition. This strategy aims to drive economic and societal progress by leading the shift to net zero emissions

As the world turns towards a sustainable future, the renewable energy sector is undergoing rapid advancements. One of the most transformative technologies propelling this transition is the digital twin. This simulation technology creates virtual replicas of physical assets, systems, or processes, enabling real-time monitoring, analysis, and optimisation. By leveraging digital twins, the renewable energy industry can enhance efficiency, reduce costs, and accelerate the adoption of green energy solutions. For instance, in the wind energy sector, digital twin technology is transforming turbine design, maintenance, and operations. Digital twins create virtual replicas of wind turbines, enabling real-time monitoring of performance, predictive maintenance scheduling, and optimisation of energy output. This advancement enhances efficiency, reduces downtime, and ultimately lowers the cost of wind energy production.

Similarly, in solar energy, digital twins prove invaluable by replicating solar panels and entire solar farms. Operators can monitor performance metrics, predict potential failures, and plan maintenance activities proactively. This proactive approach ensures that solar installations operate at peak efficiency and reliability. Moreover, digital twins simulate the impact of environmental variables such as shading, dust accumulation, and weather conditions on solar panel performance. This capability allows operators to implement strategies that mitigate these factors, thereby optimising energy output. In energy storage, digital twins are crucial for managing battery reliability and efficiency. They



monitor real-time factors like charge, temperature, and health, allowing timely interventions. Optimisation of cycles through digital twins ensures efficient operation and extends battery lifespan, vital for integrating renewable energy into the grid and ensuring consistent power supply.

In today's landscape, with increasing demands to transition to renewable energy driven by both government regulations and public expectations, it's crucial to harness the power of technologies like digital twins

Harnessing the Power

Digital twins are also crucial for managing modern grids. They give operators a full view of the grid, helping them predict and address potential issues before they become serious. By simulating different scenarios, digital twins ensure that the grid remains stable and reliable. They also help predict energy consumption patterns and find ways to prevent grid overloads, improving operational efficiency. For instance, during a hot summer day, energy demand peaks as residents turn on air conditioners. Using digital twins, grid operators can predict this surge in demand and adjust the distribution of electricity accordingly. Meanwhile, solar panels on rooftops are generating power, but cloud cover reduces their output unpredictably. The digital twins monitor these fluctuations in solar energy

production in real time and adjust the grid's balance by redistributing power from other sources, such as wind farms or energy storage systems. This dynamic management ensures that the grid remains stable and reliable, even amidst changing weather conditions and varying energy demands throughout the day.

Digital twin technology offers a substantial advantage through predictive maintenance capabilities. For instance, in the renewable energy sector, digital twins monitor the condition of assets such as wind turbines or solar panels in real time. By analysing data trends, they can predict potential failures and schedule maintenance before issues escalate. This proactive approach minimises downtime, prolongs equipment lifespan, and ultimately cuts down on maintenance expenses. Moreover, digital twins improve operational efficiency by optimising the performance of renewable energy systems. By simulating different scenarios and analysing live data, they help operators determine the most effective strategies for energy generation and distribution. This not only increases energy output but also reduces overall operational costs by ensuring resources are used optimally.

In today's landscape, with increasing demands to transition to renewable energy driven by both government regulations and public expectations, it's crucial to harness the power of technologies like digital twins. Implementing this technology will enhance the operational efficiency of renewable energy systems, strengthen efforts against climate change, and advance sustainable energy practices globally.



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.

J.P. MORGAN CEO PREDICTS AI REDUCING WORK WEEKS TO 3.5 DAYS

Jamie Dimon believes AI will enhance businesses and work-life balance but also acknowledges job displacement risks



J.P. Morgan CEO Jamie Dimon believes artificial intelligence (AI) will enhance businesses and work-life balance, potentially reducing workweeks for employees to 3.5 days in the future, according to a report. While he also acknowledged job displacement risks, Dimon chose to stress the historical benefits of technology, it reported.

Speaking to a media channel, Dimon said thousands at JP Morgan are already using AI, adding that the technology is evolving and a "living breathing thing". But Dimon sought to move away from the pessimistic views on AI, adding that AI and large language models (LLMs) provide opportunities to improve living standards, as per the report.

"People have to take a deep breath. Technology has always replaced jobs. Your children are going to live to 100 and not have cancer because of technology, and literally, they will probably be working three and a half days a week," he told the channel.

On the threat of job loss, Dimon was of the view that while disruptions from technology are expected, he hopes to move employees pushed out of a job because of AI to another role instead of firing them, Fortune reported.

He compared J.P. Morgan's acquisition of First Republic in 2023 to AI disruption, stating, "At First Republic we've offered jobs to 90% of people. They accepted, but we also told them

some of those jobs are transitory. But we hire 30,000 people a year, so we expect to be able to get them a job somewhere local in a different branch or a different function if we can do that. We'll be doing that with any dislocation that takes place as a result of AI," Dimon said.

He also added that the technology could lead to "negatives" if "used by bad people". "Technology has done unbelievable things for mankind, but you know, planes crash, and pharmaceuticals get misused—there are negatives. This one, the biggest negative in my view, is AI being used by bad people to do bad things. Think of cyber warfare," he added.

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