



# ARAB

## BUSINESS CLUB

MAGAZINE

PROFILES

INTERVIEWS

INVESTMENT

OPPORTUNITIES

# Kingdom *of* Opportunities

## REPORT

Optimism amid  
uncertainties

## BEST BUSINESS PRACTICE

Networking secrets

## INVESTMENT:

Before you invest

## FINANCE:

Budgeting your  
business



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## COVER STORY

### The Kingdom of Opportunities

In a world full of financial crises and uncertainties, Saudi Arabia stands as one of the last heavens for investors and businesses. Even more, the country is launching some of the largest housing and development projects ever, promising a new golden age for investors both foreign and domestic. An ambitious program of economic and legislative reforms adds final icing on the cake and consolidated the kingdom's new status as the 'Kingdom of Opportunities'!





# Arab Business Club

Event on 11 - 12 October 2012

## Bucharest



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The Arab Business Club Event in Bucharest - Romania, will provide for an opportunity to meet with business professionals, industry leaders, visionaries, inventors and academicians. The event will take place at the Palace of Parliament.





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# Arab Business Club

## business leaders community



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# [www.arabbusinessclub.org](http://www.arabbusinessclub.org)



## Sharing Opportunities...

communication and transportation sectors and their ever increasing capabilities have made international investment collaboration much easier than it used to be, while the global nature of today's economies made sharing investment opportunities not only possible but, also, necessary!

Sharing investment opportunities will bring undeniable benefits to all parties. It can bring together the strengths of individuals and countries alike. It makes it possible for investors to easily find lucrative opportunities appropriate for their field of experience, opportunities that could've have been, otherwise, very difficult if not impossible to find.

The Arab Business Club was built on the concept of sharing investment opportunities between its members and bringing together business men and decision makers from all over the world to open new horizons for business and development.

The concept is simple, yet true and tested time and time again since the beginning of time: People like to do business with people they know and trust. And as a global membership-driven club we present our members with the following possibilities:

- Develop relationships with major investors, business men and decision makers from all over the world, through the networking events, private meetings, regular activities and magazine and website announcements and updates.

- Educate business communities around the world about your products and services.
- Find new markets for your business.
- Promote your local market to interested businesses from around the globe.
- Doing business with likely-minded people with verified and accomplished carriers and reputations.
- Increased sales, exposure and referrals for your organization.
- The chance to meet with complementary businesses and collaborating or forming alliances to provide more comprehensive services or products' packages to your clients.
- Sharing learned lessons and spreading best practices.
- And, most importantly, sharing investment opportunities with fellow businessmen and exchanging services and expertise. As we all know: More contacts = More business!

The Arab Business Club saw many members forming alliances and exchanging investment opportunities worth millions of dollars, and we urge our members to continue to share the business opportunities they come by, as this will be to the benefit of all members, and will, certainly, help the club attract new members with new contacts and opportunities to share. It's simply a self-fed circle of mutual benefit that you cannot afford not to take part in!



Hamdan

**Hamdan Mohamed Al Morshedi**  
President and Publisher

@HamdanMorshedi



# About the Arab Business Club

## Who we are

The Arab Business Club is an international business platform that was formed by the Arab World's business elites; with the desire to develop trustworthy business relations across the globe. At Arab Business Club, we aim to break through cultural, social and geographical barriers to doing business.

The Arab Business Club offers a platform to start, strengthen and promote regional and international business relations between the Arab world and the rest of the world. Since our inception, we have emerged as the sought-after platform that brings business-minded individuals closer to the elite, likeminded circles.

## What we do

The Arab Business Club strives to foster national, regional and international business and investment relations among members. We offer business matchmaking, investment and business opportunities, assist in new market entries; business promotions; assist in brand launches; plus a host of other business and investment support services such as organizing networking events, providing market information and feasibility studies and other vital services and facilities. Our initiatives also include the Ambassadors Program; Meet the CEO Program, and regular corporate events worldwide.

Through our ambitious strategies, scores of our members have achieved success by signing strategic partnerships, closed business deals, joined new markets and established successful business ventures.

## Our members

Arab Business Club members are decision makers, top-management professionals and key-players with a wealth of experience in their respective industries. We have a carefully selected network of members from many sectors which include finance, real estate, aviation, media, oil and gas, construction, design, manufacturing, trade and export, and agriculture among many others.

Membership is open to only top management business elites, C-Level Corporates and decision makers from all competitive business sectors and industries worldwide.

The Arab Business Club members enjoy free access to our regular business matchmaking events, trend setting conferences and business / investment opportunities. They also get the opportunity to meet and share ideas with business leaders, decision makers, key players and top management professionals. Over the years, our members have registered success by signing strategic partnerships, closed business deals and entered successful business ventures.

## Our ambassadors

With our ambassador program, we carefully select business representatives from different cities of the world, to coordinate and promote our activities and programs. To date, we have ambassadors in more than 17 cities in the Middle East, Asia, Europe and the Americas; in addition to 8,500 registered members.



## Ramadan Kareem,

For centuries it was typical for people to learn out of their own experiences, using the tried and trusted method of trial & error and limiting their business affiliations to people they know personally or through a mutual friend or family member. However, in today's global and connected world, this is not the case anymore. Today the smart should learn from others' experiences, form their successes, their failures and from the ways through which they overcame the obstacles they faced. Smart businessmen should benefit from other people's contacts and relationships and be ready to invest time and money expanding their contacts base and building a wide business network that can get them much more exposure to businesses and investment opportunities from all over the world.

One of the most practical and rewarding methods to expand your contacts base and build a strong business network is to invest in a membership in a prestigious business club with plenty of recognized, influential and well-connected members, the knowledge of whom can do wonders to your business relations and to your perceived image.

As a media outlet for the Arab Business Club, our magazine continues to introduce the club's 8500 members, to shed the light on their activities and to provide them with the latest market updates in the region and some very useful advices and analysis to help them develop and expand their businesses.

Our cover story talks about the vast investment opportunities available in Kingdom Saudi Arabia, especially after the last raft of economic reforms, the huge housing and real estate development projects launched and the numerous initiatives dedicated to promoting entrepreneurship and supporting SMEs in the kingdom. The article sheds the light, also, on the several challenges the Arab world's largest economy needs to overcome to achieve its big ambitions.

Another interesting topic in this issue is the first part of a summary and analysis we did of a detailed report dubbed 'GCC Investment Strategy' published by Global Research. The article, named 'Optimism amid Uncertainties' focuses on the investment potential of GCC countries sector by sector and country by country.

Our New 'Resources' sections will provide CEOs, business leaders and entrepreneurs with some vital advices in the different aspects of running a business, be it Management, Investment, finance, marketing or Human resources. While the rest of our sections will continue to provide all the useful information, opportunities and advices you used to love and expect from Arab Business Club magazine.

Enjoy,

**Basel Aal Bannoud**  
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# 'Green' is the new Gold for investors, according to global carbon market leader



UAE-based carbon trading boss says gold investors are switching to Carbon Credits, predicting up to 25 per cent returns for the 'ethical' commodity in 2012

(Dubai, UAE) Gold investors are turning to the verified carbon market and the world's fast-growing commodity in their droves, according to the boss of the industry's leading company.

Investors had relied upon gold as a safe haven during last year's debt crisis, sending prices to an all-time high of around US\$1,920 an ounce towards the end of 2011. But this year, gold has been trading more like a commodity that moves in the opposite direction to the US dollar. Gold continues to perform poorly despite a recent mini price recovery during the first week of June, due to a retreat in the dollar against a basket of major currencies, prompting buying and taking the metal above \$1,600 an ounce - up from \$1,540 in May 2012.

And Charles Stephenson, managing director of Advanced Global Trading (AGT), which is headquartered in Dubai, claims he has witnessed floods of investors in the first

quarter of 2012 who have pulled positions out of gold in order to increase the number of Verified Emissions Reduction (VER) Carbon Credits in their portfolio.

He says: "We've seen an increasing number of clients opening accounts with AGT selling increasingly shaky gold positions to buy into the verified carbon market, largely because all investors who have traded with us have made a profit - some as high as 38 per cent within 18 months. News of these returns has spread through referrals from clients to friends, family, colleagues and we now generate a large number of new accounts through our existing clients on a weekly basis."

Gold has retreated significantly from last year's record highs and there is uncertainty as to where the market will go next, where Carbon Credits are driven by market supply and demand differentials and are uncorrelated to other financial markets. Traditionally seen as safe, gold has fallen victim to a wave of sell-offs across risk assets, as the political turmoil in Greece threatens insolvency and an exit from the Euro.

Mr Stephenson adds: "We have numerous

clients who have reduced or sold their gold positions to increase their carbon position in large quantities, given the average opening balance across our clients is \$36,000 with an average balance overall of around \$150,000 and a significant number of our clients trade up to \$5 million.

AGT recently became the first official carbon neutral partner of the Lotus F1 Team and was also shortlisted in the best sustainable investment category in the 2011 International Green Awards. With offices in Dubai, Abu Dhabi and plans underway for further branches across the GCC, AGT is a global leader in the verified carbon market, employing over 140 traders in ten offices worldwide.

"We have numerous clients who have reduced or sold their gold positions to increase their carbon position in large quantities."






Global leaders in the Verified Carbon Market

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# Range Developments Signs Agreement to Develop Park Hyatt St. Kitts at Christophe Harbour

## Investment Share Purchase Offers Eligibility for Citizenship of St Kitts & Nevis

An agreement was signed on July the 10th among Range Developments, an affiliate of Hyatt Hotels Corporation and Kiawah Partners to build and operate, contingent upon final financing, an ultra-luxury Park Hyatt hotel at Christophe Harbour on the eastern Caribbean island of St. Kitts. The project will be financed under the St Kitts & Nevis Citizenship by Investment Program through the sale of individual investment shares for USD \$400,000.

The announcement was made during a press conference held at Park Hyatt Dubai and attended by His Excellency, The Right Hon. Dr. Denzil L. Douglas, Prime Minister of the Federation of St Kitts & Nevis; The Hon. Ricky Skerrett, Minister of Tourism of St Kitts & Nevis, Her Excellency Astona Browne, Ms. Alex Woodley, Consul General of St Kitts & Nevis to the UAE; Pat McCudden, Senior Vice President, Hyatt Hotels & Resorts; Mohammed Asaria, Vice Chairman, Range Developments; Munaf Ali, CEO, Range Developments and Phil Keb, Executive Vice President, Kiawah Partners.

Set within the residential resort community of Christophe Harbour which calls for world class amenities such as a super yacht marina, Tom Fazio golf course, and private beach club, Park Hyatt St. Kitts will encompass 200 hotel rooms and 50 branded residential condominiums, that will be constructed in three phases. The first phase will be comprised of 125 rooms and all the amenities and support facilities to service the resort at full build-out. The amenities planned for the hotel include multiple dining venues, private beach access, pool, spa and meeting facilities. Ownership of an investment share (lim-



ited partnership interest) in the hotel project grants investors the right to become eligible for citizenship of St. Kitts & Nevis, a member of the Commonwealth of Nations. The key advantages of St. Kitts & Nevis citizenship include visa-free travel access to 139 countries across the world, including United Kingdom, Schengen European countries, and most British Commonwealth member countries. Also included are Canada, France, Germany and Switzer-



Established in 1984, the St Kitts & Nevis Citizenship by Investment Program is the oldest and most respected economic citizenship program of its kind. Individuals may become eligible for citizenship of St. Kitts & Nevis by making a qualifying investment in the country. The program allows dual citizenship and is strictly governed by state laws and regulations.

land. Citizens of St. Kitts & Nevis enjoy tax-free income and an exemption from paying taxes on capital gains, gifts, wealth and inheritance. Other benefits include dual citizenship for all nationalities without renouncing the citizenship of one's home country, citizenship for life with an unlimited number of eligible dependents passed down through generations, and ability to obtain citizenship within 90 days without a residency requirement.

Park Hyatt St. Kitts will form an integral part of the Christophe Harbour community. Range Developments has also partnered with Dewan (Architects & Lead Engineers), FEBC (Project Managers) and Standard Chartered (Escrow Account Bank) for Park Hyatt St Kitts.



# Youth from Middle East rise to smarter mobility challenge

A total of 119 student teams from all over Asia and the Middle East came together at Kuala Lumpur's Sepang International F1 Circuit from 4th to 7th July to compete in this year's Shell Eco-marathon Asia 2012 – an event that challenges young minds to see who can design and built the region's most fuel-efficient vehicle.

For the first time in the event's history, student teams from universities in the Middle East have taken part in the competition. Participants included one team from the Abu Dhabi Men's College, one team from the American University in Beirut, one team from the Lebanese American University, two teams from Qatar University and one team from Texas University in Qatar. In addition to delegations from Basrah University in Iraq, Ain Shams University and Cairo University from Egypt, the American University of Sharjah from the UAE and Sultan Qaboos University from Oman.

With a close of competition on the last day, the big winners of this year's event are once again the Luk Jao Mae Khlong Prapa team of Thailand's Dhurakij Pundit University who achieved an extraordinary mileage of 2,903 km per litre in their Prototype Ethanol car – the equivalent of driving from Dubai to Damascus. However, the event is not only about results. The competition encourages the brightest young minds to create innovative vehicles that push the boundaries of fuel-efficiency and energy conservation. An example of this is Shell Eco-marathon first timers from Qatar University, who were inspired to be the first team to use Gas to Liquid (GTL) fuel to compete in the Asia event.

## About the Shell Eco-Marathon

The idea for the competition originated in 1939 as a friendly wager between Shell scientists to see who can travel furthest on a single litre of fuel. From these humble origins the Shell Eco-Marathon has grown into a global competition to develop solutions to society's most pressing dilemma – the energy challenge. The event encourages students to design, build and race ultra-fuel-efficient vehicles in a competition to see which team



can achieve the greatest distance on the least amount of fuel.

The competition is especially relevant in today's world where there are over 700 million cars on the road globally – a number which is expected to triple by 2050. According to the International Energy Agency (IEA), road transport alone accounts for approximately 17% of global energy use. In rapidly growing countries across the Middle East, the number of vehicles on the road is increasing year on year, and it's up to future generations to develop solutions to these challenges.

In addition to the competition, the event also featured a Future Energy, Smarter Mobility Forum hosted by Mr. Simon Henry, Chief Financial Officer for Royal Dutch Shell. The forum brought together 150 policy makers from around the region to drive dialogue on issues relating to smarter mobility, sustainable transportation and city planning. "At Shell, we're working to accelerate innovation and make mobility smarter – from

more efficient vehicle fuels to liquid fuels made from cleaner natural gas," Mr. Henry added.

Before being allowed to run on the tracks, each team's vehicle is subject to rigorous technical inspections to ensure that each meets the safety standards set out by Shell. Carried out over two days prior to the official flag-off of the competition, vehicles are tested on a list of aspects that include everything from braking, to seat belts, vehicle dimensions and visibility before being deemed fit to compete.

Achieving the best run in the various energy types was not the only way to win at Shell Eco-marathon Asia 2012. Teams were also given the opportunity to compete for Off-Track Awards on Safety, Technical Innovation, Design and Communications. In this year's competition, new awards were also given for Eco-Design, Best Team Spirit and Perseverance in the Face of Adversity. Teams winning Off-Track Awards will receive USD 1,000.



## Middle East hotels see double digit growth



STR Global has said Middle East hoteliers have reported improving occupancy and average room rates (ADR) boosted by double-digit demand growth for the first half of 2012, Saudi Gazette has reported. The region's occupancy increased 8.7% to 58.2%

during the month, its ADR fell 1.8% to \$136.16 and its RevPAR rose 6.8% to \$79.22. "The occupancy and average room rate for the first half of 2012 is, however, still behind its peak performance of the first six months in 2008," said Elizabeth Randall, man-

aging director at STR Global. "For the first six months of 2008, the region achieved 70.9% occupancy and rate of \$235.64. The region saw the highest increase in new room supply compared to the other world regions since 2008," she said.

## Petrol prices in the UAE could decrease as Adnoc acquires Emarat stations

UAE-based economist Numan Ashour has said petrol prices in the country may decline following the Abu Dhabi National Oil Co's (Adnoc) decision to acquire 74 petrol pumps from Emarat, Gulf News has reported. "The reduction of the price will come as a reaction to the recent calls by some Federal National Council members, who urged the govern-

ment to bring petrol prices in line with those in the rest of the GCC nations," Ashour told the daily. Petrol is sold at a fixed price in the UAE. The government provides subsidies to retailers when the oil price crosses the breakeven level. "The prices of fuel will be reduced and the government will partially subsidise fuel prices," Ashour said.



## Mobile phone tax causes sales slump in Jordan

Mobile phone vendors in Jordan have said their sales had dropped by about 30% after an 8% tax on mobile devices went into effect early last month, Jordan Times has reported. According to the vendors, the new tax raised the price of mobile devices such as iPhones and BlackBerrys by between JD20 (\$28.2) and JD40. Mohammad Al Qalam, head of the committee representing mobile device importers in the kingdom, urged the government to reconsider its decision, saying mobile stores are losing every day. "Traders from Iraq, Syria, Libya, Saudi Arabia and Yemen do not buy mobile devices from Jordan anymore... They head to Dubai, where prices are lower," he said.



# Kuwait maintains AA rating from Fitch

Kuwait's long-term foreign and local currency issuer default ratings at "AA" have been reaffirmed by Fitch Ratings with a 'Stable' outlook, supported by huge foreign assets and high oil prices, AFP has reported. However, the ratings agency warned against heavy reliance on oil income and continued political disputes between

MPs and the government that hinder reforms. The "ratings are primarily supported by its strong sovereign net foreign assets, estimated by Fitch at \$323 billion in 2011," the international ratings agency said, citing a budget surplus over the past 13 fiscal years.

## Beirut replaces Abu Dhabi as most expensive city in Middle East

The Middle East sees its ranking fall in Mercer's 2012 Worldwide Cost of Living Survey due largely to a drop in rental prices.

The survey found that Beirut is the most expensive city to live in this year within the Middle East, moving up eight notches to number 67.

Mercer's survey factors in the cost of living for 214 cities globally. The consultancy compares the price of more than 200 factors in each location, including housing, transport, food and clothing costs.

Abu Dhabi, the most expensive city in the region in last year's survey, is the 76th most expensive city in the world to live in this year, which is down from 67 last year. The cost of living in Dubai has also fallen, with the city ranking 94th overall

this year compared with 81 last year.

However, the UAE is nonetheless still the most expensive place to live in the GCC, Mercer's report noted. In addition to the lower accommodation costs across the UAE, the fall in Abu Dhabi and Dubai's ranking has come about as a result of several other factors that range from slower increase in the prices of goods and services in the country relative to the base city, New York, to the stabilisation of the real estate market in the Middle East.

Tokyo, meanwhile has taken over as the most expensive city in the world for expatriates, displacing Luanda, Angola, which dropped to second place. Further, the top ten most expensive cities continue to be predominantly led by those located in Europe and Asia.

### Following are the top 5 most expensive cities, globally, for 2012:

- 1 Tokyo, Japan
- 2 Luanda, Angola
- 3 Osaka, Japan
- 4 Moscow, Russia
- 5 Geneva, Switzerland

The top 5 most expensive cities, in the Middle East, for 2012 are:

- 1 Beirut, Lebanon
- 2 Abu Dhabi, UAE
- 3 Dubai, UAE
- 4 Amman, Jordan
- 5 Riyadh, Saudi Arabia





# Willow...

## Power of concept, strength of know-how



‘Willow’ has 25 years of achieved success as one of the most reputed and strategic Event Management Consultation companies specialized in local and international events. Willow’s ‘know-how’ proved to be a great success, with a portfolio that’s nothing short of being as impressive as it is unbelievable: The Dubai International Film Festival since its first edition, Renault Road show in Downtown Dubai, Burj Khalifa Inauguration and YANNI live in concert to name but a few of the most spectacular events designed and produced by the company.



Most of Willow’s clients are Government authorities and key event companies. Strategic planning, creative solutions, comprehensive site inspections, flawless administration, budget management and proficient execution are some of the methods the company employs to produce the finest events.

### The man behind

Willy Lunardi is an experienced events professional with extensive operational and business management experience in shaping and delivering market-leading conferences, exhibitions and awards. He has worked in business-to-business events for over 30 years across a range of markets and event formats including: Healthcare, Fashion, Motor racing, Film festivals. Dubai International Film Festival, Government Official Ceremonies are one of the best examples of his productions.

### Unique strengths

Willow’s strength comprises one of the most competent and hands-on approach teams on every project from Logistics, Protocol, Ground operations, Technical expertise, Stage directions, backstage management, Performance management, Risk assessment and Method statement.

Willow works closely with all business partners offering high standard services in Events Management and placing partner’s needs first. Willow integrates your company values when hosting your event in a unique, dedicated and inspiring approach to stimulate your business partners, clients and employees.

The most unique quality Willow has to offer, however, is its typical striving beyond perfection and its marketing methodology of connecting with future customers which starts with core values and business imperatives.

“Dubai International Film Festival since its first edition, Renault Road show in Downtown Dubai, Burj Khalifa Inauguration and YANNI live in concert are but a few of the most spectacular events designed and produced by the company.”





## Join the UAE Delegation to Centrallia 2012, Global Business forum in Canada

Described by some as “speed dating” for business, participants are matched for one-on-one meetings during a business forum on international trade, investment and business development. Centrallia attracts hundreds of high-level business decision-makers from across Canada, North America, and around the world.

Western Canada has one of the strongest, most stable economies in the world, making it an ideal market for companies to explore. Centrallia 2012 will take place October 10-12, 2012 in Winnipeg, Canada.



### Interest is high and registrations are going fast!

Already as many as 60 out-of-province delegations are expected, and the list is growing. Companies are coming from: across Canada and the US, Mexico, South America (Brazil, Argentina, Chile, Colombia), Europe (Belgium, Germany, France, Iceland, the Netherlands, the UK, Italy, Turkey), Asia (China, India, Nepal), Africa (Morocco, Algeria, Tunisia, Cameroon, Mali, Senegal, Burundi).

The format is simple: each company receives up to fourteen 30-minute meetings with partners of choice.

The full program includes one-on-one meetings, a trade show, industry tours, seminars, meals and networking events, as well as a keynote address by international best-selling author Malcolm Gladwell (The Tipping Point, Blink, and Outliers: The Story of Success).

### Who should attend?

Importing, exporting, and trade-ready

companies are encouraged to register now to take advantage of this unique and cost-effective opportunity to grow their business internationally.

### How can my company benefit?

Meet with counterparts, potential clients, and experts from around the world that can help connect you to new markets.

Explore many types of opportunities: import, export, joint venture, distribution, supply chain, outsourcing, investment, R&D, technology transfer, and more.

### Registration

The cost is only C\$1,100 per company representative. Register online at: [www.centrallia.com](http://www.centrallia.com)  
For more information contact: [info@centrallia.com](mailto:info@centrallia.com).  
Deadline is August 31, 2012.  
Space is limited. Register early to reserve your place.

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# Entrepreneurs Business Services

## Entrepreneurs' one stop shop

NO matter how entrepreneur-friendly a country's economy is, entrepreneurs' life will always be a difficult one! Not only they have to focus on business strategy and competition, but he has also to take care of the hassles of setting up the company and all the paper work and logistic headaches! That's why countries such as the UAE have a strong market for companies specializing on providing support services to SMEs and Entrepreneurs focusing almost completely on business establishment services. One of those companies is "Entrepreneurs Business Service" or "EBS", whose success story will be the topic of this article.

### The vision

EBS, started as 'Emirates Businessmen Services', a name that was changed later to 'Entrepreneurs business Services' indicating a clear focus on entrepreneurs and newly established SMEs. The company was built on the core values of trust and building strong relationships with clients.

The vision was to provide SMEs with the best support possible and to create a healthy environment for investment in UAE. While the company's main mission was to ease and facilitate processes with the governmental entities and to provide the best possible experience as a reliable and trust-worthy service provider.

### The man behind

Mohamed Obeid, An optimistic and hard-working entrepreneur with a strategic vision aiming at establishing a strong and reputable position for EBS within the upcoming 5 years.

"EBS provides a full and complete package of services enabling the establishment of SME businesses from A to Z"

Mohamed is the founder and owner of EBS, which is headquartered at Sheik Zayed road, occupying almost half a floor and functioning as a hub for investors who are

looking to meet, exchange business ideas or set up new businesses.

### Unique Services

EBS has always differentiated itself from the plethora of companies with unprofessional practices in the market who only provide a sponsor with no support or knowledge whatsoever. EBS provides a full and complete package of services enabling the establishment of SME businesses from A to Z, and, on top of that, it provides support throughout the whole business journey in UAE and solutions for any problem that might threaten the continuity of the business.

### Future Strategy

With an ever expanding services and client-base, EBS is planning to open branches in all other emirates as a staging ground for the next phase which will see the company going global.



# Snag & Inspect Quality through inspection

Snag & Inspect offers a range of internationally certified inspection services to private individuals, government departments and large corporations that provide a very clear snap shot of a property's condition, the maintainability of its equipment/systems, building safety, and leisure systems.

The use of advanced high-tech equipment coupled with over 70 years inspection experience and addition skills such as Civil and Mechanical Engineering and Construction Materials Engineering, the team at Snag & Inspect also offer specialized investigation services to resolve such problems as: locating the source of mold, bad smells, ineffective cooling-A/C, overheating electrical installations and blocked drains.

## The man behind

Douglas J Ralph was born in Pittsburgh Pennsylvania in 1962, he is married with two grown children and one grandchild. Since leaving school he has gained qualifications in Theme Park Maintenance, Building Maintenance, Lean Manufacturing, and Business Management.

Douglas came to Dubai in 2008 to work for



Jumeirah Group as Chief Engineer, after holding senior positions working at Universal Studios, Hollywood and Orlando; Disneyland Hong Kong, and City of Dream Macau, China.

While at Jumeirah he recognized the need for a high quality inspection & consultancy service where his considerable knowledge and expertise could be used to help and assist others in protecting their property investments, so in 2009, in partnership with His Highness Sheikh Saqer Bin Mohamed Bin Zayed Al Nahyan, Snag & Inspect was launched.

## Unique Experience & services

Over the past few years Snag & Inspect have undertaken thousands of Inspections for hundreds of clients. Projects range from private individuals purchasing their first

new or pre-owned apartment, to successful businessmen having their dream villa built, from large investment companies or developers taking delivery of a series of tower-blocks, to Real Estate companies adding value to the services they offer to their clients, Snag & Inspect have been there to help ensure that our clients actually get what they are paying for.

In addition to its inspection services Snag & Inspect can also undertake special investigations. By using the technology available to it, the company is able to successfully resolve most of those unexplained problems that occur from time to time, particularly in multi-occupancy buildings; drains that have backed up, unexplained moisture problems, electrical circuits that trip out for no apparent reason, excessive A/C costs unexpected structural movements in a building, discoloration of floor tiles etc. etc.



# Warehousing Projects & Logistics co. Transforming competition into collaboration

WPL was initially setup in 2010 to provide the whole range of logistics services to the industry. After a review of the third party logistics services market, the company felt that there was a bigger need for dedicated warehousing infrastructure to conduct logistics operations.



Therefore, the company changed its business model from logistics services to focus on logistics infrastructure. With this approach, competition in the logistics industry was converted to collaboration on client requirements and the strategy has paid off in spades!

### The Man Behind

Abdulaziz Mansoor Al-Subaie – CEO of WPL, A self-made entrepreneur, who achieved success in his career through being focused on the bottom line. He has always sought out innovative solutions to challenging problems to maximize profitability. Regardless of the task or challenge, he always managed to establish benchmarks for performance and standards of excellence, and never sought to maintain the “status quo.”



## The Plan

WPL became friends with competition and end-users alike, by recognizing the inherent need for warehousing infrastructure to support the supply chain. WPL seeks to add value to the logistics services by offering a network of pre-built and custom-built warehouses for clients in all industry segments and also to logistics companies who need this infrastructure.

The company acquired pre-built warehousing facilities in Dammam, at a prominent area near to the Seaport and started leasing them to companies. To create a kingdom wide network to support companies operation in various regions, WPL acquired land in the industrial cities of Dammam, Riyadh, Jeddah, Madinah and Arar to build and lease Warehouses.

The next step was to suit the client demands for better warehousing. In addition to the right location, clients required the right storage that best fits their industry and product storage. WPL offers custom-built warehouses for clients that have long-term needs of dry, ambient, temperature controlled or specialized storage.

Bringing in changes such as increasing the height of the ware-



*WPL became friends with competition and end-users, by recognizing the inherent need for warehousing infrastructure to support the supply chain.*

house for more storage space, and better specifications and standards, WPL now has created an adaptable and best-fit model for end users to depend on for their warehousing requirements.

## Future Strategy

Through strategic partnership with

international design and consulting firms, WPL wants to offer international standards of warehousing ready for any supply chain. The company plans to increase its footprint across the kingdom to cover all the major industrial cities to create a network of warehousing facilities.

ARAB BUSINESS CLUB MAGAZINE'S EXCLUSIVE:

WPL is working to increase its capital through new investors to achieve a brighter future.



## Klaus R.C.Ciesielski Investing in the future



Renewable energy is one of the hottest emerging industries in world, and one of the most attractive sectors for ambitious investors, eager to explore new and possibly rare investment opportunities. Coming from a long career in tourism that saw him operating tours between Germany and Brazil and building substantial business contacts, Klaus Ciesielski became a qualified consultant in renewable energy and is utilising his vast business contacts to bring together manufacturers, customers and investors in this critical and fast growing sector. Being a premium member in the Arab Business Club, Arab Business Club magazine interviewed Mr. Klaus and he came back with these interesting answers...

**Tell us more about your company, Sol e Vento – Intertrade, what's unique about its business? And what kind of services does it provide?**

International trade is the exchange of goods and services across national borders, and in most countries it represents a significant proportion of the gross domestic product (GDP). International trade has always played an important role in history, yet; its role today is more vital than ever before; thanks to wide-spread industrialization, advanced transportation and shipping, globalization, multinational corporations and outsourcing.

In Sol e Vento - Intertrade - we combine the interests of buyers and suppliers from all over the world. We have good network of contacts in many countries and we can use this network for the benefit of those involved with us.

**What can you tell us about the man behind? About Klaus R.C.Ciesielski and his professional career so far?**

I was born on 31 May 1947 in Berlin, Germany. After training and studying, I worked in the German pension system, initially in the General Organization and then worked from 1977 to 1996 as the deputy head and from 1996 until my retirement in 2004 as head of the government's library with more than 300,000 juridical books and a staff of 25.

I'm not a librarian, I've always been an



organizer and an administrator. Since 1982, I worked also as a tour operator for Brazil. I traveled every year for 4 weeks a year with groups from Germany to Brazil, showing them the country. In 2006, after my retirement, I moved to the Northeast Brazil and lived there up to this minute. I, also, continued to work as a tour operator and attended various courses and classes in renewable energy to become a qualified consultant in this field with good relations with manufacturers and customers alike. Currently I am promoting contracts between manufacturers in the field of wind energy and customers and investors.

**Can you tell us more about your future strategy, and how do you**

**see the future of your business?**

For the future we will focus on renewable energies, and particularly on wind energy. Wind energy is one of the most promising types of sustainable energy in Brazil and other parts of the world, and I'm sure that it will be equally important in Arab countries too. The field of solar energy is an important one too, especially in the Middle East, and we will continue to work in these countries. It's very important to bring German manufacturers, with whom we have good contacts, together with clients and investors inquiring about such products. We are focusing on finding investors who want to get involved in the field of renewable energies. It's a great way of building business and preserving nature at the same time.





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# The Kingdom of opportunities

*Words by: Lusine Nuryan*

In a world full of financial crises and uncertainties, Saudi Arabia stands as one of the last heavens for investors and businesses. Even more, the country is launching some of the largest housing and development projects ever, promising a new golden age for investors both foreign and domestic. An ambitious program of economic and legislative reforms adds final icing on the cake and consolidated the kingdom's new status as the 'Kingdom of Opportunities'!

For the past years Saudi Arabia's economic growth has reached to its peak due to an oil boom. By implementing past experience to create a prosperous and bright future Saudis still keep banking on continued oil wealth. The Kingdom is steadily pushing to broaden its horizons in economy, encouraging domestic and foreign investment.

## **Investment status in Saudi Arabia**

Saudi Arabia became one of the most attractive destinations for foreign investment thanks to its rapid growth and development. KSA is on the way of transformation into one of the world's most competitive economies and one of most promising commercial markets for strate-

gic investment.

Saudi's investment opportunities in domestic and export-oriented industries and the economic security guaranteed by the country's abundant natural resources have attracted foreign investors from all over the world eager to cater for the needs of the world's most demanding markets.

According to the World Investment Report 2009, Saudi Arabia's FDI inflows were the 14th largest in the world and the highest in the MENA region.

Besides booming oil industry, Saudi Arabia is making rapid developments in the fields of solar and water industries in an effort to make the country more sustainable. At the same time Saudi is creating opportunities for employment for its growing population by encouraging industries

using skilled manpower to manufacture replacements for imports. The government of Saudi Arabia also offers the 7th most profitable tax system in the world. According to the World Economic Forum the Kingdom is also the 7th 'freest labor market'.

## **Investment Environment**

Saudi Arabia is opening its doors for foreign investments and the government has established an organization, SAGIA (Saudi Arabian General Investment Authority) with the sole objective of: To create a pro-business environment, provide comprehensive services to investors and encourage investment opportunities in energy, transportation and knowledge-based industries.





*Advanced petrochemical industry continues to be one of the major levers of Saudi economy.*

Only a short space of time and some comparatively easy procedures are required for establishing a business in Saudi Arabia. It requires a foreign investment license and commercial registration. Industrial projects have an additional option that consists of Government Interest free loan but the request must include a feasibility study. The other option is to make use of Government leased land where engineering drawings is an additional requirement. Saudi Arabia is one of the world's 25 largest economies (23rd), and is the No.1 in the MENA region. It ranks 11th out of 183 countries for the overall 'Ease of Doing Business', according to the International Finance Corporation/World Bank's 'Doing Business' report in 2010. The Kingdom is one of the fastest growing countries in the world, with per capita income forecast to rise from \$20,700 in 2007 to \$33,500 by 2020. Saudi Arabia is also the top foreign investment destination in the Arab world and among the top 20 globally, which, by itself, can be considered as one of the reasons to choose Saudi Arabia as a lucrative place for making investments and doing business. Financially speaking, investment in Saudi Arabia realizes high profit ratios

for local, foreign and shared projects, with low risk exposures, and a simple form of taxes and property registration fees. According to business performance reports issued by the International Bank; the Kingdom currently

**“The government of Saudi Arabia also offers the 7th most profitable tax system in the world. According to the World Economic Forum the Kingdom is also the 7th ‘freest labor market’.”**

occupies the fifth place regarding tax liabilities and fourth in property registration costs.

The support from Saudi government assures investors that they will find no better place to make investment than the KSA. With account surpluses consistently in excess of 25% of GDP, Saudi Arabia has ample capital to move the Kingdom forward by making large investments in targeted areas of growth. The kingdom always meets investment needs through its progressive regulatory and generous financial incentives. The vast number of competitive advantages in many strategic sectors on regional and global levels allows Saudi Arabia to yield significantly higher revenues on investment. Thus, it is no surprise that

Saudi Arabia is ranked 1st with regards to prices of energy provided for investment projects. That is why; Saudi Arabia continues to be a natural choice for investors in all energy intensive industries.

Nowadays, however, the competitive advantages run more innate than just energy, Saudi Arabia is creating a world-class business environment that combines ease of conducting business with low costs. The country allows free and limitless access to regional markets and financial services in order to contribute to the growth and success of your business.

According to a study published by Arab Forbes Magazine's in late 2006 assessing the performance of (1616) joint-stock companies in the Arab world, the first three positions were Saudi companies. Out of the top 50 companies, 22 were Saudi companies when applying a number of rigorous standards such as operational efficiency, market value, sales, revenues, dividends, return on equity, return on two last year assets, and com-

pany expected growth.

In the banking sector, the ten Saudi banks are among the best banks in terms of profitability and growth potential in the Arab World. These Saudi banks comfortably rest within the list of the biggest 1000 banks of the world, according to the Financial Times 2006. Also, the 3 biggest banks in the Arab world are Saudi, ensuring comprehensive financial support for your business from every angle.

## Regulatory incentives

The government is trying to support foreign investment through reducing bureaucracy at all levels. H.M. King Abdullah chairs the Saudi Supreme





*Development projects of the holy premises in Makkah are among the largest in the kingdom and the Middle East.*

Economic Council, which is in charge of overseeing privatization and encouraging foreign investment. In 2000, the Saudi government announced a new Foreign Investment Law, introducing major regulatory incentives including (but not limited to):

- The establishment of the Saudi Arabian General Investment Authority (SAGIA), to assist foreign investors in the application and approval process for operating in the Kingdom.
- Accelerating investment application, business registration and set-up process, with a guaranteed decision for foreign investment applications within 30 days of submission to SAGIA.
- Equal benefits, incentives and guarantees for foreign investors and domestic companies.
- 100% foreign ownership of companies and property.
- 100% property ownership for foreign

investors.

- No minimum capital requirement
- No restrictions on repatriation of capital
- The ability for foreign investors to sponsor foreign employees.

### Important human capital

The kingdom benefit not only from a strong economic climate but, also, from a young and energetic population. This young population is one of the most important advantages and incentives for foreign investment. The majority of Saudi Arabia's population is young, with 45% of the country under the age of 15. Recognizing this as one of the country's greatest potential asset, the Government has spent billions of dollars towards actively improving human resources development pattern in order to better provide for the economic

growth which is sought to continue in Saudi Arabia for the near and medium future. All of this provides investors with more opportunities to select the highest quality labor force for their projects.

Recently, the government launched the Human Resources Development Fund to train and recruit Saudis and provide many incentives for companies that employ nationals through aiding and supporting activities related to qualifying, training and recruitment of labor, covering part of the private sector's costs for qualification and training of Saudi laborers, and even covering a percentage of the salary of Saudi laborers employed by the private sector.

The World Economic Forum ranks the Kingdom 39th in the world for Local Supplier Quantity and 35th for both Value Chain Breadth and Production Process Sophistication.



Standing more 1000 meters high, the Kingdom Tower is one of several ambitious development projects to be launched in Saudi Arabia. The tower is centerpiece and first phase of a SR75 billion (US\$20 billion) proposed development known as Kingdom City that will be located along the Red Sea on the north side of Jeddah.

According to the International Monetary Fund's 2008 World Economic Outlook: "Regional growth remains strong as global financial market turmoil has had little direct effect on the Middle East."

While much of the world economy has recently been affected by global liquidity hardships, Saudi Arabia's twin surpluses in the government budget and current account have made KSA a very attractive, high-liquidity environment for local and foreign ventures.

In addition to all these advantages, Saudi Arabia offers unique range of comfortable and luxurious living environment for visitors and investors that provide a lovely experience of advanced modern life. Visitors to Saudi Arabia can enjoy an endless variety of exceptional activities such as sporting events, shopping, discovering culture as well as admiring sunset in the Empty Quarter, one of the largest deserts in the world and home of infinite sand dunes.

## Additional Tax incentives

The government of Saudi Arabia has granted tax concessions to six regions which are at the starting stage in their development, with the intention of attracting more investment to these regions. These tax privileges are granted for a period of ten years from the start of any project. The tax cuts will be offered in the following regions:

1. Ha'il
2. Jazan
3. Najran
4. Al-Baha
5. Al-Jouf
6. Northern Territory

*The benefits are as follows:*

- 50% deduction from the expenses of annual training for Saudis
- 50% deduction from the annual salaries paid to Saudis
- More deductions are granted if investment capital for any project exceeds SR 1million and if more than 5 employees of Saudi nationality have

jobs of a technical or administrative nature with contracts for one year at least.

## Additional reasons to invest in Saudi Arabia

- No.1 in exports and imports size in the Arab world.
- Among the top 7 countries of least inflation rates in the world (IMD).
- The 7th country in total local savings (IMD).
- Among the top 8 countries in exchange rate policies (IMD).
- Among the top 25 countries in total cash savings (Index of Economic Freedom).
- Biggest foreign investment balance in the Arab world since many years till now (Arab Investment Guarantee Corporation Reports).
- Biggest economy in the Middle East with gross domestic product exceeding US 300billion, and an annual growth rate of almost 6% for the last 3 years.
- Among the top 6 countries with the least company taxes in the world according to (IMD) report.
- Biggest oil reserve - about 26% of the world's reserve.
- Big market with a population of more than 22 million to be served, and a gate to the markets of 205 million people.
- Zero local disputes or struggle due to prolonged political stability.
- Absence of multiple taxations (except for a 20% profit tax on foreign companies).

## Challenges

The immediate concern of the Saudi Arabian General Investment Authority (SAGIA) must be its economic cities since they have only attracted high net worth Saudi businessmen and received very little foreign investment. There remain questions as to how they will connect with the industrial cities and how the state should finance them. SAGIA is





*The high percentage of youth in Saudi population is both a potential and challenge for Saudi economy.*

therefore reappraising its strategic plan and looking at an increased role for the private sector in terms of financing and risk. This dialogue will inevitably slow down the timescales and lead them to take a different form from that originally envisaged.

Saudi Arabia's economy is developing fast, and the systems and staff are still catching up in the ministries, but more must be done if Saudi Arabia wants to develop a tourism industry. The efforts of SAGIA to ease the path for business investment have already borne fruit, as Saudi rankings have improved markedly at institutions such as the World Bank.

The most concerning and possibly long term issue is the process of 'Saudiza-

tion', and the unchanging Saudi work ethic that still puts status above pride in work. Whilst the best Gulf talent goes to the energy and public sectors, in the upper echelons of government (at DG level in petroleum, finance, commerce, etc.), they are not going to

the private sector.

However, no matter how big the challenge is; as long as the reforms continue unabated, the trickle down effects should form the mindset that will advance Saudi Arabia into becoming a fully-fledged knowledge economy.



### Lusine Nuryan

Lusine Nuryan Issaian had her Master's degree from the American University of Armenia in 2009 and is the author of "Teacher-Centered vs. Learner-Centered Approach" (Lambert Academic Publishing, Berlin 2011.)  
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# Strategy 102:

# Having a plan

One of the books that never leave my desk is the Art of War by Sun Tzu, the Chinese Military General, Strategist, Tactician and Mastermind of Strategy. The book is available in many different forms; different writers influenced their experiences and opinions upon it by explaining the General's statements. I however favor the simple translation of the precise statements written by the General over 2,500 years ago.



The first chapter of the book refers to Planning, and has been titled differently through the several translators and authors, Starting with "Laying Plans" by Lionel Giles, in 1910, R.L. Wing in 1988 titled it "The Calculations", R.D. Sawyer in 1996 titled it "Initial Estimations" but most recently Professor Chow-Hou Wee, Head of Strategy, Management and Organization at the Nanyang Business School in Singapore titled the first chapter "Detail Assessment and Planning".

Business Planning is not a straightforward task, but it can be very interesting and rewarding to the business owner because of the amount of information and analysis process, especially for those with passion. During this process, and before starting with your Vision, Mission Statements, Goals and Objectives, look into yourself and recognize your strengths, business needs energy, and this energy comes from you passion.

While it is easy to describe a business plan as merely a written document that illustrates your business from products, services, sales, production, management, structure, financial, etc. the value of the plan is based on the Calculations, Initial Estimations and Detail Assessment which makes a great business plan.

All business plans start with a Vision Statement, describing your perception of your business, keep it brief, straightforward and memorable. Then followed by the Mission Statement, defining the purpose of your business venture and setting the foundation of your business strategy by outlining the reason of your business and how it will operate. This will outline what your business will do, how it will develop and grow, and most importantly how your business is unique and distinguished from others.

S.M.A.A.R.T. Planning of Goals and Objectives is one of the best contemporary planning techniques. Having Specific, Measurable, Attainable, Action-Oriented, Relevant or Result-Oriented and Time-



“All business plans start with a Vision Statement, describing your perception of your business; keep it brief, straightforward and memorable.”

Phased Goals and Objectives allows the Business Owner or Manager to see the movement of the business and translate the ideas from paper written to reality.

Finally, always keep in mind the 4WH: What are you doing? Who are you doing it for? Why are you doing it? When and how are you going to do it?



### About Dr. Sultan Al Shaali

*Business Enterprise Executive with experience in all aspects of business administration, human resources, marketing, business development and general management. He has direct experience with Manufacturing, Education, Design and Engineering, Construction, Real Estate, and Industrial Design.*

*Dr. Sultan Al Shaali is currently the CEO of Al Shaali Group  
Twitter: @SultanAlshaali*



# Networking Se

Words by: Hind Jamjoom

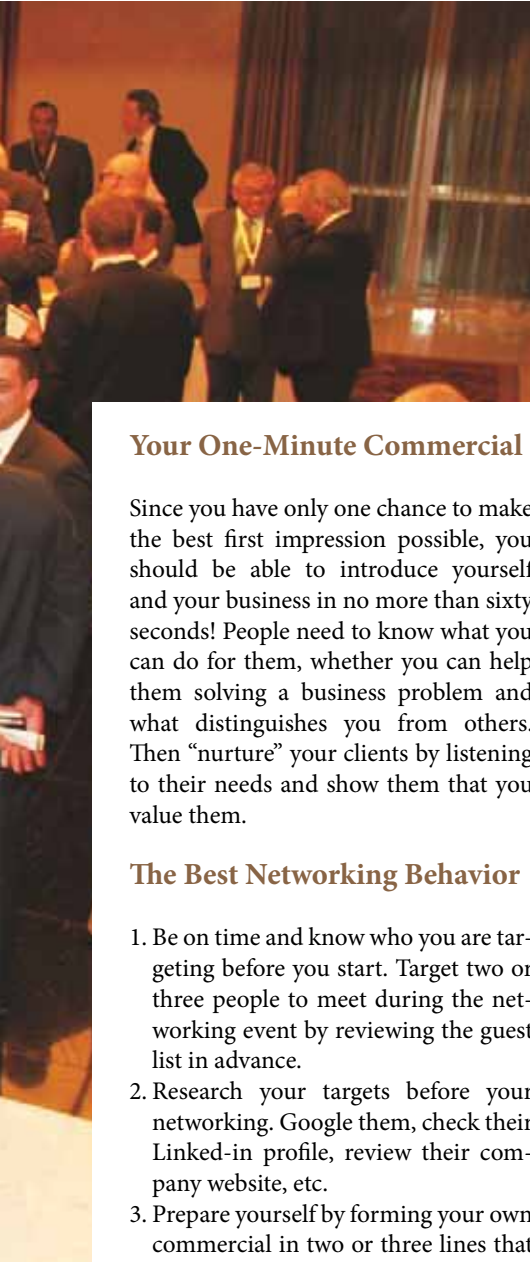
Certified and Accredited Image Consultant (AICI)



If you are one of those who believe that networking is an act of trading business cards; this is the time to change your mind; because networking, today, is one of the most effective ways to gain new clients and customers and increase your business revenues. Networking is your opportunity to put a foundation for your professional relationships and is an excellent way to meet with others in your field. Therefore, it is absolutely crucial to brush up on the best business practice to boost one's professional image.



# crets



## Your One-Minute Commercial

Since you have only one chance to make the best first impression possible, you should be able to introduce yourself and your business in no more than sixty seconds! People need to know what you can do for them, whether you can help them solving a business problem and what distinguishes you from others. Then “nurture” your clients by listening to their needs and show them that you value them.

## The Best Networking Behavior

1. Be on time and know who you are targeting before you start. Target two or three people to meet during the networking event by reviewing the guest list in advance.
2. Research your targets before your networking. Google them, check their Linked-in profile, review their company website, etc.
3. Prepare yourself by forming your own commercial in two or three lines that will serve as icebreaker when you approach someone for the first time. Avoid long and technical details.
4. Extend your hand with a professional handshake and smile. (Refer to my article of June issue on proper handshake techniques that give positive impression)

5. Avoid “speed-dating” approach; which is when people greet each other briefly and exchange business cards. Instead only exchange cards when someone asks for it or when you offer assistance in something they need so that they can follow up with you after the event.
6. Choose your groups smartly. Wait for someone to look at you with an inviting eye and avoid entering a group of two as they might be discussing confidential topics.
7. Don’t do all the talking with someone. The target of networking is to gather information from each other.
8. Exit conversations politely and avoid monopolizing people’s time as much as avoiding being monopolized. Excuse yourself by saying: “Please excuse me, it was pleasure meeting you” and move on.
9. Send thank you notes to every person who helped you and follow-up-emails to all the people you met reminding them of your conversation and thanking them for their time and support. Do that within two days from the networking event.
10. Get permission before sharing contact information of someone you met while networking and never name-drop anyone.

**“Learning the proper protocol and corporate etiquette has a face-lift impact on your image and will result in a more successful business relationships.”**

It is totally acceptable to have small talk such as your latest travel adventure, recommendations for good restaurants in your town, sports, weather, hobbies and latest technological breakthrough. Avoid topics that may offend someone such as religion, politics, diet, illness, marital status and gossip.

Learning the proper protocol and corporate etiquette has a face-lift impact on your image and will result in a more successful business relationships.

Ramadan Mubarak and Happy Networking!

## About Hind Jamjoom

Hind is an Image Consultant Certified and Accredited by the Association of Image Consultants International (AICI). She has been trained in a one-to-one program with Ferial Youakim.

Hind is a holder of BA (HONS) Business Information Systems from the University of Lincoln, UK. Having worked with prestigious companies such as Commercial Bank International, Daimler-Chrysler Middle East, Daimler-Chrysler Overseas and Kamal Osman Jamjoom Establishment-Mother company of Nayomi, Mikyayj, Mihiyar and Franchisee of The Body Shop, List Roma, Neals Yard Remedies & Early Learning Centre- has given Hind enormous experience in corporate etiquette and cross cultural communication.

Twitter: @Hindjamjoom






# Optimism amid Uncertainties -1- Investment in GCC countries in 2012

A report titled 'GCC Investment Strategy' published by Global Research sheds the light on Investment opportunities and forecasts in GCC countries. What follows is the first part of a 2 parts-feature that analysis and sums up this important and invaluable report.







*Even after significant number of projects going on hold or getting cancelled UAE projects market remained second among GCC countries at USD303bn.*

**T**he USA is now in a much better position than the one it was in in 2009, the Euro zone crisis, however, still lingers. With economists stating that a recession in Europe is inevitable, we wait to see the repercussions of the ensuing news on GCC markets. Moreover, recent sanctions on Iran led it to retaliate with a threat to block off the Strait of Hormuz, which if implemented would share headlines with vaporization of investor sentiment. The implications of this standoff and the resulting geo-political upheaval could be manifold, none of which can be viewed in positive light.

Despite the gloomy picture, some events may still propel markets in the right direction. If oil prices move in a positive direction, say above USD120/barrel, regional surpluses will swell further than expectations creating positive sentiment in the market. The petrochemical sector will be the first and the largest beneficiary and has the capacity (market weight) to actually thrust the index forward. Possible MSCI upgrade of UAE and Qatar in 2012 would trigger sizeable interest followed by inflows into these markets. This comes at a very opportune time, when Taiwan and/or South Korea could see a possible upgrade into developed markets, leaving EM indexed funds to scramble for possible replacements.

Regulatory changes, like those relating to increasing of foreign ownership limits (case in point: UAE and Qatar) and opening the market to foreign owners (case in point: KSA) will lead to significant inflows into the market, more so in the case of KSA which is the largest stock exchange in the GCC. The FOL of most stocks in Qatar and UAE are already maxed out and any relaxation in the limits will be met with cheer from foreign investors, not to mention that it is already a precondition to the MSCI status upgrade to EM. Resolution of asset quality issues of UAE based banks, a slow-down in corporate defaults and a confirmation from GREs that liquidity positions are in control, would send the right message across. Investors that draw immense riskiness from these factors will see their fears assuaged, inducing a fresh

rally in the markets. Similarly, if developmental plans being carried out by governments accelerate and particularly in Kuwait's case, any actual implementation of the announced projects would bring about a sudden and positive shift in our outlook of the country.

## Macroeconomic Outlook

The year 2011 remained quite challenging for global commodities. Deepened global macroeconomic uncertainties, heightened risks surrounding the international financial system, sovereign debt crisis in the euro-zone, persistently high unemployment in the advanced economies, inflation risk in the emerging economies social unrest in many parts of the world and , natural disasters and ensuing nuclear catastrophe in Japan earlier last year led to excessive volatility in oil prices.

After posting gains of over 25% in 2010, the same trend continued and oil prices registered a further gain of 26.2% in 2011. For 2012, oil outlook is anything but clear, as macroeconomic, geopolitical and physical supply/demand fundamental factors all seem to point in different directions. Volatility in oil prices is expected to continue but average price in 2012 would maintain the same level as they were in 2011 as both the positive and negative factors will play their part.

## Gross Domestic Product

Despite the economic turmoil and slowdown worldwide, GCC region continued to fare better than other regional economies with an estimated nominal and real GDP growth of 24.3% and 6.9% in 2011, respectively. High oil price and increased production ensured continued healthy revenues in the oil-rich Gulf States. Apart from higher oil prices, the growth was ensued by robust incremental government spending worth over USD100bn in 2011. However, growth in 2012 is estimated to be lower both on the real and nominal front. A weaker global outlook will result in a tougher economic environment for the GCC and will present considerable downside risks to oil prices which are the core factor for nominal GDP growth.





*Qatar's real GDP will witness the most slowdown as most of the hydrocarbons production and LNG mega trains have come on stream and very less are in the pipeline.*

Expectations of supply disruption from Iran and Libya and anticipated boost to oil production from the GCC countries would help excel the real GDP of the region. But with oil prices expected to remain the same or lower in 2012, the nominal and real GDP would get a boost through increasing production output only. Hence, we estimate real GDP growth of 4.1% in 2012.

Government spending on the other hand is also likely to increase further, which will ensure that the Gulf economies grow strongly in the near term. However, unrest in Bahrain, and to a much lesser degree in Saudi Arabia, Kuwait & Oman, have focused the minds of GCC leaders on their internal matters which will limit the availability of funds required for economic momentum.

Within GCC, Saudi Arabia's real GDP growth is expected to be roughly 3.6% in 2012 from 6.8% in 2011 as increased production and large fiscal stimulus boosted activity while next year's slowdown is

largely explained by expectations of low growth in output to cover up shortcomings from Libya and Iran. UAE's real GDP on the other hand grew by 3.3% in 2011, largely due to increase in oil and gas production. However, 2012 real GDP growth is estimated at 3.8%. Recovery in Dubai's trade and service economy, earlier signs of real estate stability and increase oil and gas output would be instrumental for the growth.

Qatar's real GDP which is estimated to have grown by 18.7% in 2011, is expected to witness the most slowdown as most of the hydrocarbons production and LNG mega trains have come on stream and very less are in the pipeline. The growth is estimated to be 6.0% in 2012 largely driven by developments in the non-hydrocarbons sector.

Kuwait outlook is no different than its regional peers. IMF estimates real GDP growth of 4.5% in 2012 as compared to 5.7% in 2011.

Budgets Robust growth in oil prices

boosted the fiscal and current account surplus of GCC in past years. With oil price averaging roughly at USD100/bbl in 2011, GCC region is estimated to post budget surplus of USD183bn in 2011-12. While for 2012-13, with oil price estimated to remain at roughly the same levels; we will see decline in surplus as the region has embarked upon various spending drives.

Saudi Arabia rolled out the new National Budget Plan for 2012 with expenditures of SAR690bn (USD184bn). Expenditures will focus on education, healthcare, water & sewage services and transportation. Projects worth SAR168bn (USD45bn) in education sector, SAR86.5bn (USD23.1bn) in healthcare, SAR35.2bn (USD9.4bn) in transportation include building of 742 new schools, 17 new hospitals, roads totaling 4,200km and expansion of six existing airports to name a few. These new initiatives along with earlier plans would definitely scale the demand of cement higher in the country.





*KSA's banking sector which was once expensive, is currently one of the cheapest amongst its GCC counterparts.*

Kuwait revenue is 68% lesser than that of Saudi Arabia but its surplus is 75% of the surplus of Saudi Arabia which is mostly because the Kuwaiti government has generally saved its oil revenues. Kuwait's spending has mainly been on public sector salaries and subsidies rather than public investment.

With the exception of Bahrain, the economic prospects for the other oil-rich Gulf States are strong in the next two to three years. In Qatar, government spending and investment was complemented by a relaxation of foreign ownership laws in the past year. However, double-digit growth rates are unlikely to be sustained but the country would continue to make handsome surplus on the back of its increased gas production levels.

Oman will benefit from a 20% increase in government spending in the near term. The country is expected to make roughly USD3bn in surplus in 2011-12 and 5% lesser in 2012-13. In Bahrain, political conditions have improved since the upris-

ing in first quarter of 2011. The country's financial sector which accounts for 25% of GDP was hit hard and saw various banking and investment giants pulling their operations out of the country. Bahrain's nominal GDP is expected to grow by 3.5% in 2012 and expect it to report a budget deficit as the country is expected to face tough competition from its more-stable neighbors for financial services and tourism business.

**“Despite the gloomy picture, some events may still propel markets in the right direction. If oil prices move in a positive direction, say above USD120/barrel, regional surpluses will swell further than expectations creating positive sentiment in the market.”**

## Projects Market

GCC projects thrived and projects continued to pour in until 2008 when the subprime crisis emerged followed by economic slowdown; ever since the region witnessed a continuous deterioration in the projects value. At the end of December 2011, there is roughly USD1.8tn worth of projects of which USD0.43tn are on hold or cancelled. Saudi Arabia remains at the top with active projects worth USD584bn planned for the coming 7-8years. Even after significant number of projects going on hold or getting cancelled UAE projects market remained second at USD303bn. Qatar stands third with active projects worth USD191bn and Kuwait with USD162bn.

Amongst all the projects, the 100 largest projects currently underway in the GCC total more than USD1.2tn. The main downtrend in value across all countries was seen within real estate developments. This year real estate projects have a combined value of USD601bn, accounting for almost one third of the total planned projects.



In the medium term, it is expected that the recent development plan approved by Kuwait worth USD105bn (2011-14), Saudi Arabia budgeted spending for 2012-13 at US\$184bn, Oman economic plan of USD77.9bn (2011-15) and Qatar estimated spending of over USD75bn post its successful World Cup bid win for 2022, will swarm the market with a multitude of projects.

## Banking Sector

### **Qatar: Positive**

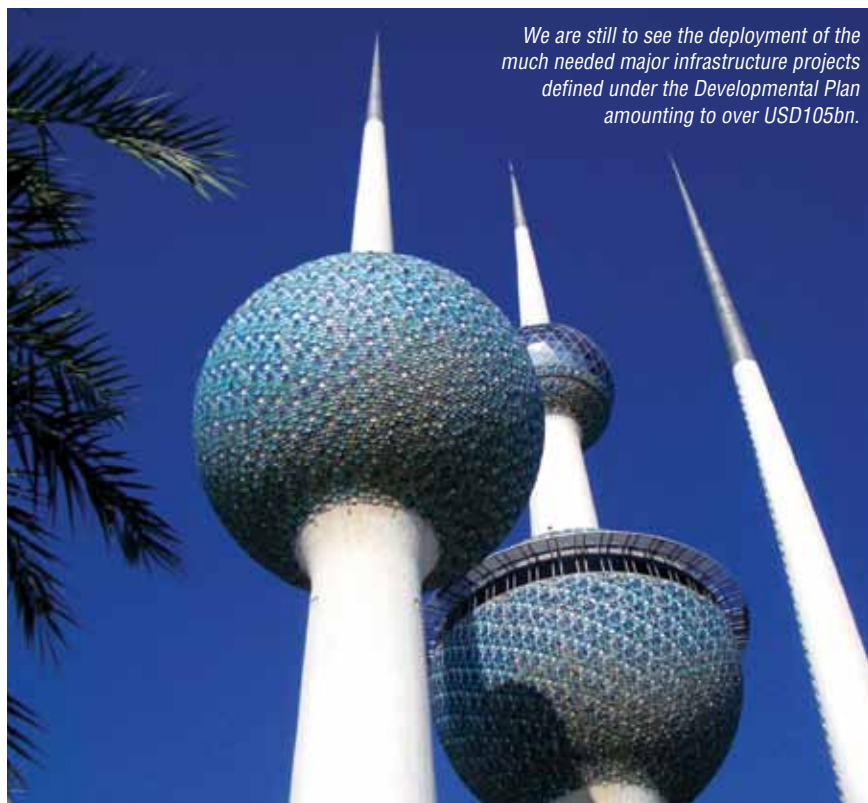
Qatar's burgeoning economy will trickle down quite favorably to its banking sector. Qatari banks are still expected to exhibit one of the strongest loans disbursements in the GCC especially as the major spending on FIFA World Cup inches closer. The pitch of heavy infrastructure spending driving banking volumes and profits, therefore still holds true and that comes on the back of a very dedicated government. Valuations at current levels look rich, though a buying opportunity if created on dips, should be exploited.

### **KSA: Positive, strong growth potential, cheap valuation multiples & low risk**

Banking sector in KSA will enjoy improved lending opportunities and greater visibility on mega-infrastructure development projects. This is expected to resuscitate the flat-lining top-line and hold the basis of fresh investor interest into the sector. Despite good news coming in, the KSA banking index dropped 13% during 2011, making banking stocks look extremely enticing; KSA's banking sector which was once expensive, is currently one of the cheapest amongst its GCC counterparts, second only to UAE in terms of relative valuation yet offers a low-risk proposition.

### **UAE: Selectively Positive; high risk comes with high potential rewards**

The UAE banking sector should feel another tough year in 2012 especially



*We are still to see the deployment of the much needed major infrastructure projects defined under the Developmental Plan amounting to over USD105bn.*

since asset quality woes for the country are still not over. UAE banking sector is still robust and safe with a collective CAR of over 20%. It is also very capable of handling any new NPL formation, provide adequately for the same and still show a decent set of profits. Moreover, it is still the cheapest within the GCC peer group, as per relative valuations and individual banks offer sizeable returns that are just too attractive to miss; it goes without saying that Abu Dhabi banks are safer than Dubai ones.

### **Oman: Good story wrong price paradox**

The Omani banking sector is expected to gain massively from government spending measures and other infrastructure expenditure over the next few years which amounts to over USD100bn. Omani banks have also successfully dealt with their asset quality issues with NPLs ratio expected to improve drastically in 2012 and provisions projected to fall amidst double digit loans disbursement. Despite several positives,

including the fact that the Omani banking index has declined by 23% in 2011, Omani banks are still expensive and offer little potential upside at current levels.

### **Kuwait: No change in status quo**

We are still to see the deployment of the much needed major infrastructure projects defined under the Developmental Plan amounting to over USD105bn. While plans remain on paper, Investors remain skeptical on firstly, the actual implementation of the spending and then the timeline under which these projects will see conclusion. Albeit, Kuwaiti banking sector is expected to post a 27%YoY rise in profits in 2012, that comes as an eventuality of a decline in provisions rather than an improvement in the core banking performance. In short, Kuwait lacks a convincing story but that is subject to change once any encouraging developments on the spending side are observed. Kuwait stands as the most expensive banking sector in the GCC on relative valuation basis.



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# Saving VS. Investing



Before you begin on your journey to building wealth and finding financial independence, it's important that you understand a few basics. One of the big keys is that saving and investing are two related, but independent, processes that you shouldn't confuse.

A disciplined investor could find himself with dozens of real estate rental properties but unable to pay his bills if he didn't appreciate the balancing act between the two foundations of success. Perhaps the best place to begin for new investors is to define the difference between saving and investing.

- **Saving** is the process of putting cold, hard cash aside and parking it in extremely safe, and liquid (meaning they can be sold or accessed in a very short amount of time, at most a few days) securities or accounts. This can include savings accounts, short-term certificates of deposit, or some trusted Treasury Bills. It can even include FDIC insured money market accounts (but not money market funds, which are not insured). The highest goal for these funds should be to keep pace with inflation but you should avoid risk at all costs.



- **Investing** is the process of using money (called “capital”) to buy an asset that you think will generate a safe and acceptable return over time, making you wealthier with each passing year. An investment can include anything from a small business to fine art, rare wines to gold coins, comic books to stocks, mutual funds, bonds, real estate, and antiques, just to name a few. It can also include song rights, patents, trademarks, or other intellectual property, as it is often called. Good investments are the soundest way of growing wealthy but can take time, perhaps even years, to work out because we live in an uncertain world.

### How Much Should I Save Versus How Much Should I Invest?

Saving always comes first. Think of it as the foundation upon which your financial house is built. The reason is simple - unless you inherit a large amount of money, it is your savings that will provide you with the capital to feed your investments.

There are two primary types of savings programs you should include in your life. They are:

- As a general rule, your savings should be sufficient to cover all of your personal expenses, including your mortgage, loan payments, insurance costs, utility bills, food, and clothing expenses for at least six months. That way, if you lose your job, you’ll be able to have sufficient time to adjust your life without the extreme pressure that comes from living paycheck to paycheck.
- Any specific purpose in your life that will require a large amount of cash in five years or less should be savings-driven, not investment-driven. The stock market in the short-run can be extremely volatile, losing more than 50% of its value in a single year. Purchasing a home is a great example. Only after that these things are in place, and you have health insurance, should you begin investing.

**“Every successful self-made person had to begin by earning money, spending less than they earned, taking those savings, and putting them to work in projects that threw off dividends, interest, and rents.”**

### Saving basics: Pay yourself first

It may seem daunting now, but every successful self-made person had to begin by earning money, spending less than they earned, taking those savings, and putting them to work in projects that threw off dividends, interest, and rents. They are no better than you are. If you learn the same thing, and can act as rationally so as to manage your money with discipline, you can enjoy the rewards of success, just as they did. In the end, saving money comes down to simple math. It really is as fundamental as  $2+2=4$ .

The single best way to begin saving money is to use a technique called

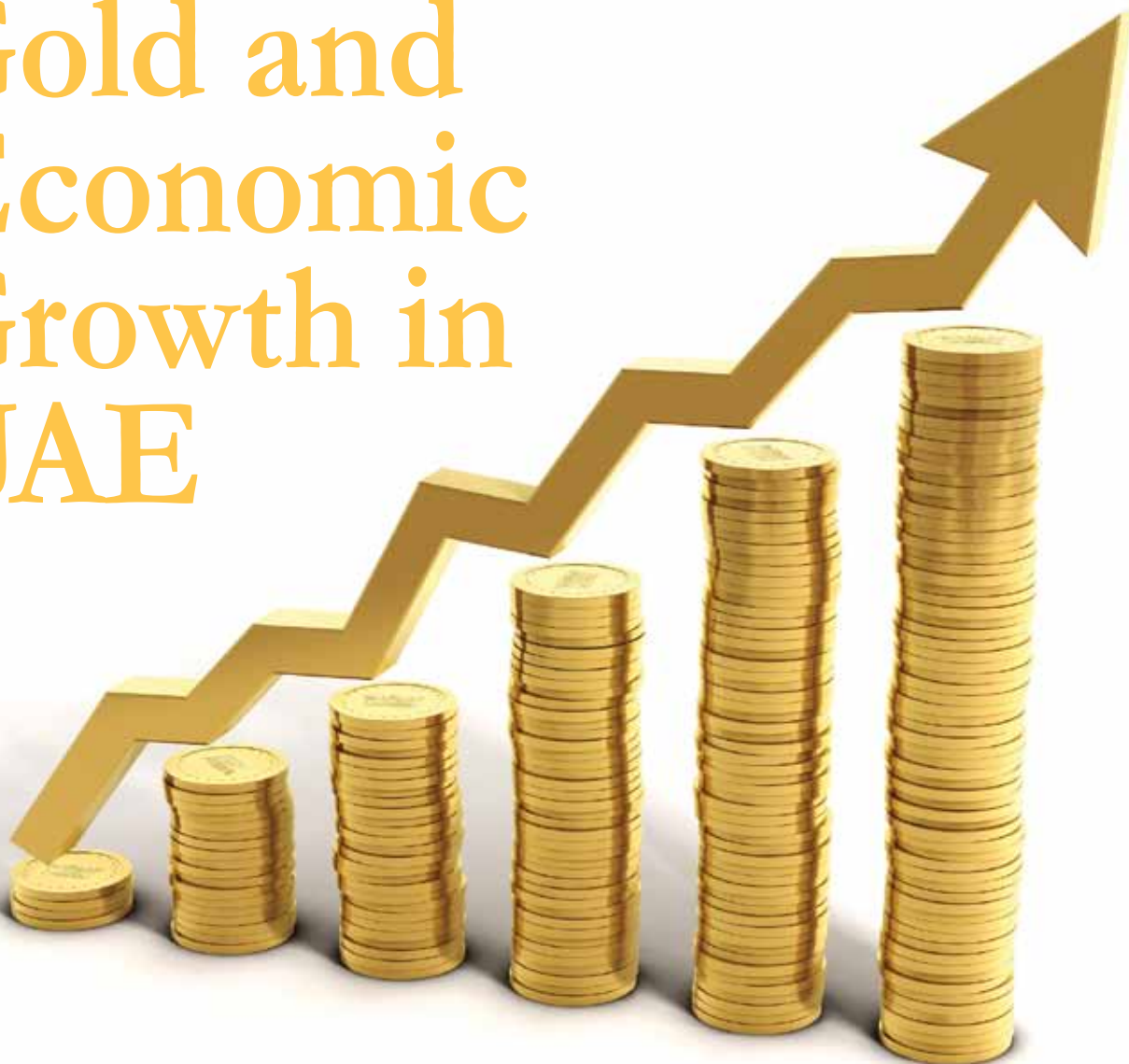
pay yourself first. It has been proven time and time again to cause people to change their behavior, and is probably the single most important money saving tip that’s ever been developed: When you set down to pay your bills, the first check you write should be to yourself. Decide on an amount you can commit to for at least six months and immediately pay that “bill” by depositing the money into your brokerage, mutual fund, or retirement accounts. You must do this even if you cannot afford it! Then, pay your other bills as usual. If you find that you do not have enough money to cover all the expenses, write down the amount you are short and then find a way to raise the money. If this means you have to recycle cans, switch to an off-brand cereal, work a few extra hours, or cancel your magazine subscriptions, do it.

In order to be successful, you must honor your commitment. You cannot cut yourself any slack. As soon as you miss one “payment”, odds are, you will miss another, then another, until you have stopped saving altogether. The secret to success in this game is not so much the amount of money you are investing, but the persistence with which you are doing it.





# Gold and Economic Growth in UAE



Be it an investment portfolio, a currency or a monetary exchange, gold has always been circulated and used as a standard for them all. Since the ancient times, people realized the importance of the precious yellow metal and used it as an economic medium for development and growth. For many years, recorded since 3000 B.C, gold has been used as a medium for the exchange of goods and services. The fact that gold is rare, gave it a very high value making it the perfect mean of exchange and an acknowledged representative of property, wealth and power.

**A**n empirical study was conducted by me and my colleague to develop a framework to understand the massive increase of gold prices. And how do factors like oil prices, GDP growth rate and index value (stock prices) affect the demand for a commodity like gold.

Until 1971, currencies such as the US dollar were backed by gold. This helped keeping inflation low because gold supply increased slowly. However, after that year, the government of the United States put an end to the link between the gold and the dollar which allowed them to print and add money that was not backed by gold in

the Federal Banks. This meant that inflation was no longer linked to gold, but rather to the number of US dollars that were printed. However, it is interestingly strange how gold, among all other commodities like silver and precious stones, have retained its value till today.



My dear reader; this article aims at summarizing the study I conducted with my colleagues for the sake of understanding Gold as an investment and to see if it is going to contribute to the economic movement or not.

An empirical analysis conducted by Mu-Lan Wang, Ching-Ping Wang and Tzu-Ying Huang (2010); indicated that a co-integration (long-run relationship) exists among fluctuations in gold price, oil price and international stock markets in different countries such as Germany, Japan, Taiwan and China but no such relation was observed in the US market. Looking back at history, you will always find an inverse relationship between gold prices and stock markets, as countries fall into a period of stock market decline, the demand for gold becomes higher and gold price increases consequently.

A study by Malini Bhupta (2010) also found a positive relation between gold price and oil price. However; no direct relation was found between gold price and GDP growth rate. Tahmoures Afshar, in 2011, found evidence of a linear and asymmetric impact of oil prices on GDP growth rate, which means that oil price has a negative relation with GDP growth rate. Since oil prices and gold prices have a positive relationship, this leads to the conclusion that gold price and GDP growth rate are inversely related.

Finally, let's talk about the UAE: The most macroeconomic factor in the UAE is oil. UAE's economy depends largely on funds coming from oil exports, and UAE happens to be charging the highest price for oil among all GCC countries. Having higher oil prices means higher gold prices, lower stocks and lower GDP growth rate. These are the type of results which were expected in our study.

We conclude from our analytical study, that UAE's crude oil prices have a strong positive relationship with Gold prices. The UAE Index Value (Stock Market), on the

other hand, has an inverse relationship with gold prices. Results indicated that Dubai Index value turned out to be having a much less significant relation with oil prices. This could be because oil and gold prices are globally initiated, while Dubai's Index value is derived from a local market, which is relatively small compared to the world market. Therefore, we can conclude that the relation between gold price and Index Values is much more significant in relatively larger countries than it is in smaller countries like the UAE.

The causality test suggests that neither gold prices affect oil prices, nor do oil prices affect gold prices, and what we can conclude is that the relation between gold and oil prices is indirect. In other words, both prices are affected by the stability of the global stock market and the condition of the economy. However, even though the stock market is the major factor of economic movement, Gold is still considered a good and safe investment in both long and short runs.

**“Oil price has a negative relation with GDP growth rate, and since oil prices and gold prices have a positive relationship; this leads to the conclusion that gold price and GDP growth rate are inversely related.”**



## Noura Al Suwaidi

Born in Fujairah; UAE in 1983, Noura with a flaming imagination and creative right-side brain strived to achieve a balance between logic and creativity by studying Computer Engineering and earning its' Bachelor degree in 2006. Not getting enough from knowledge, she achieved a distinction in International Business and earned its' Masters in 2012. She is holding in mind a Ph.D. in Business Philosophy and hopes to become a researcher and economic analyst.

Essentially a landscape, cityscape and figurative painter, painting with both oil and watercolors, she observes the view and paints it mostly in an abstract way.

Twitter: @ArtNoura



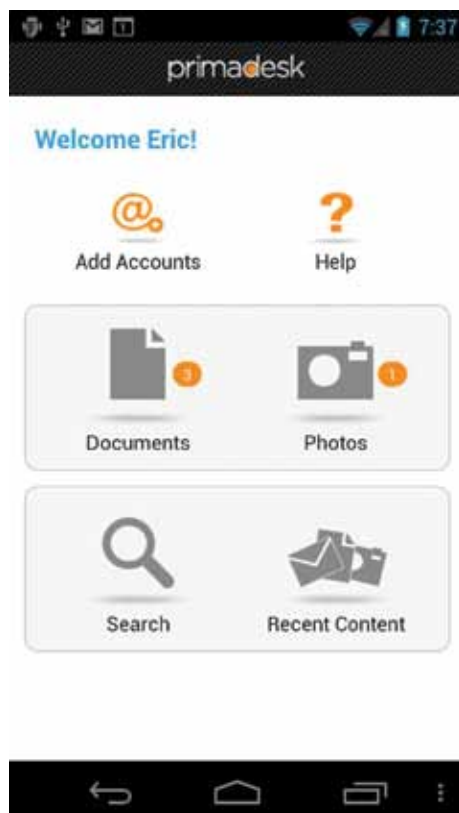


## Top Business Apps

### Primadesk

Platform: Web, mobile: iOS and Android

Primadesk helps keep your cloud content organized. With it, users can search, view, manage and backup all their cloud-based content from a single interface regardless of the device they are using. Users and businesses can perform universal searches across their online accounts in a centralized location. The software also supports drag and drop documents and photos between Web providers and between the Web and desktop. It is compatible with Access Box, SugarSync, Dropbox, Facebook, Google+, Flickr and 27 other major online services. With Primadesk, users can backup documents, photos and emails scattered about on various online sites. Best of all, the beta release is free.



### Air Sharing

Platform: Mobile: iOS

Air Sharing is an Editor's choice winning app downloadable from iTunes that allows customers to use the iPad or iPhone as an external drive. With it, iOS users can view and move files and share documents on the go.

Mobile workers have the ability to mount remote file servers on an iOS device, including Google Docs, Dropbox, MobileMe iDisk, FilesAnywhere and more. Documents are viewed using the scrollbar for fast access—handy for large documents, perform PDF searches, view high-resolution images and slideshows and bookmark.





## PocketCloud

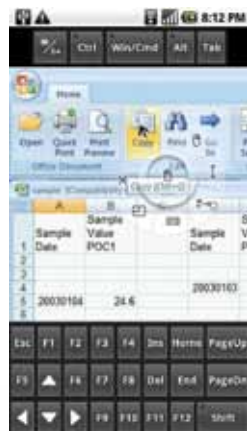
Platform: Mobile: Android

PocketCloud Explore allows users to create a personal cloud by providing a unified view of all your remote computers from a mobile device—a veritable cloud in your pants!

Other tasks business users can perform with PocketCloud include unlimited

video, phone, and audio transfers; opening remote files with local third party apps; creating folders on either a mobile device or remote computers; and deleting local or remote folder and files.

PocketCloud works on Android 2.1 or later. It requires the Windows or Mac Companion client on remote computers.



## MagicalPad

Platform: iOS (iPad)

MagicalPad is a robust note-taking, business-centric app for the iPad. The app can structure any notes you've taken quickly and anywhere on one workspace by dragging and dropping individual notes/sections into larger sections.

You can create dropdown/checklist lists, outlines, and indent sections for better organization. All of the sections can be color-coded so users can easily identify sections. The only negative I see is this is all done on one workspace.



## Abukai Expenses

Platform: Mobile: iOS, Android, and Blackberry

Abukai Expenses is an Editor's Choice winning app for anyone who has to perform the mundane task of filing business expense reports. Expense reports are filed in three easy steps that require users to type in nary a character: take a picture of your receipt from a smartphone, submit it, and receive your finished expense report.

Interested users can try Abukai for a 30-day free trial. To get started, the app is downloaded from Apple's App Store, Blackberry App World and the Android Market. Pricing starts at \$39 a year for an individual; corporate accounts have a one-time charge of \$49 plus \$99 per seat. There are also custom plans available which are priced accordingly.





## Anti-Android Network Toolkit (ANTI)

Platform: Mobile: Android

Anti-Android Network Toolkit is an Editor's Choice winning app that uses WiFi scanning tools to scan networks. You can scan a network you have the phone connected to or you can scan any other nearby open networks. Security admins can use Anti to test network host vulnerabilities to DoS attacks and other threats. There's a free version that provides scanning, OS detection, traceroute, port connect, Wi-Fi monitor, and HTTP server. You can also perform advanced threat assessments with paid accounts. The Silver account include all aforementioned features plus the ability to check for man-in-the-middle threats, remote exploits, and plugins, and it comes with 20 credits (any advanced task such as searching for remote exploits or creating reports costs one credit)—all for \$10. Gold and Platinum accounts for small business and corporate users and come with support and more credits and features, such as Password Cracker and DoS attack assessments for \$50 and \$250, respectively.



## iWork (for iPad)

Platform: iOS (iPad)



With Apple's iWork for iPad suite of office applications, you can do real work on your iPad. The tablet-based version of Apple's suite offers doesn't quite match the features and functions compared to the high-powered OS X version of iWork 09 (\$79.00 direct), but the gap is closing. Version 1.5 brings iCloud backup, deeper Word compatibility, AirPlay Video Mirroring, Merge Cells, new slideshow builds and transitions and more to Apple's slate. This remedies some of the issues we had with the suite when it was first released. Each iWork app separately for \$9.99—there's no option to buy all three as a suite.

When you start creating and using documents—and especially presentations—in the iPad's no-fuss file system, you'll wonder why you ever put up with the complexity and awkwardness that you take for granted on your desktop or laptop PC. Unlike every other widely-used operating system on the planet, the iPad doesn't make you save and search for files—for example, you simply open a word-processing document from a gallery of documents stored by the Pages word processor. You don't need to save files, because the app saves them for you—continuously.



## PhotoShop Express

Platform: iOS (iPad)

The iPad is perfect for viewing photos, and even makes a great digital photo frame. But what if you want to make changes to those pictures? Adobe's Photoshop Express lets you crop, straighten, rotate and flip images. There are also a variety of filters and effects. For fine editing you will still need to work on a PC, but for basic fixes this app is fantastic. And you can't beat the price.



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\* Turnover 50m AED or less

\*\*Businesses must have been trading for less than 2 years to enter this category.



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## Samsung Galaxy Note

### Your all-in-one business controller

A phone? A tablet? Samsung says the Galaxy Note is both. This mammoth smartphone has a 5-inch screen and comes with a stylus for doodling and taking notes. The Galaxy Note is an exceptionally useful device for those who can get past its size. You are simply not obliged to put up with the compromises you're forced make with typical smart phones:

- The screen is big enough and with the 1280\*800 resolution you will be able to browse the web comfortably with minimal need –if any- to zoom repeatedly at text or pictures.
- The fast dual core processor, the ample 1GB memory and recent upgrade to Android 4.0 OS make sure that you will be able to use the vast capabilities of the this smart device.
- The big screen makes 2-handed typing a much more pleasant experience than it is on smaller phones, which might be exceptionally useful for writing those long emails on the move.
- You won't be needing a separate tablet device as the Note is a very capable tablet by its own.



## Epson PowerLite 1775W projector

At less than 4 pounds and the size of a netbook, the Epson PowerLite 1775W offers full-sized portable projection performance in a relatively small package, making it ideal for frequent travelers.

Reviewers praise the PowerLite 1775W's bright images, remote-controllable focus, and true-to-life color. But they positively rave about its convenience features, including the Screen Fit auto-adjustment feature that fixes both vertical and horizontal "keystoning" -- the trapezoidal distortion that can happen when a projector is angled up or placed off-center. Startup and

shutdown are ultra-quick, reviewers say, the wireless connection between projector and laptop is easy to establish, and it's controllable via a browser window by any computer when it's connected that way.





# Google Nexus 7

## The perfect fleet-tablet



Do you need a 'fleet' of tablets to arm your employees with and take your business to the next step in terms of efficiency and productivity? Do you find the cost of 10s of iPads to be prohibitive and the device itself too fragile and too big for unrestricted mobility?

Well, Google has the answer for you: The new Google Nexus 7 tablet. It's not only cheaper than the iPad but, thanks to rubberized back and more manageable 7 inch-format, much more practical and mobile too.

Armed with the latest version of Android OS (4.1) and a powerful quad core processor, the Nexus is more than capable of running any application under the sun. While the full access to Play Store means that it won't be hindered -in business environment- the way Amazon's kindle was.



# ASUS Zenbook Prime UX31A

## Evolution at its best!

ASUS's original Ultrabook was the first ultraportable laptop to give the MacBook Air a run for its money, but it ultimately fell short. The new ASUS Zenbook Prime is a sequel to truly get excited about. This successor has the same sleek spun metal design and offers lots more eye candy on the inside with a new 1080p IPS display. The Prime also adds a comfier backlit keyboard and a third-generation Intel Core processor for a serious speed boost. Do all of these ingredients add up to the best Ultrabook yet?

The 3-pound Ultrabook is just as elegant as ever, thanks to a dark brushed metal lid with a subtle circular pattern that emanates from the ASUS logo. While the new 1920 x 1080 matte panel is not only sharper than the MacBook Air--and most other 13-inch laptops--it's, also, super bright and offers generously wide 178-degree viewing angles.

In short, ASUS worked hard to improve its Ultrabook elevating it from a very good product to one of the best money can buy.





## Ramadan Suhoor 2012 – Dubai, UAE: 8th of August, 2012

The Arab Business Club Ramadan Suhoor 2012 reception aims to be the foremost annual gathering of the Arab Business Owners, C level Management of Companies from all kind of Industries.

The program for the 2012 Ramadan Suhoor reception is to honor our members and friends from all traditions. Since sharing and appreciation is one of the essential components of Ramadan and on behalf of the Arab Business Club, we would like you to take this opportunity to share and experience our holy month.

## First event in Zadar - Croatia: 7th September 2012

This event is intended for the participants to discuss investment opportunities in Croatia, meet Croatian investors, network among CEO's, business owners, and C-level executives, interact with the top decision makers directly, and explore the opportunities to market and promote your business in Croatia and Central Europe.

## First event in Bucharest – Romania: 11th – 12th of October 2012

This event is intended for the participants to discuss investment opportunities in Romania, meet Romanian investors, network among CEO's, business owners, and C-level executives, interact with the top decision makers directly, and explore the opportunities to market and promote your business in Romania and Eastern Europe.

## Healthcare event: Oct 17, 2012

The Healthcare Meeting aims to be the foremost annual gathering of the Arab Business Owners and C-Level management from Hospitals, Ministries of Health, Healthcare City Hospitals, Pharmacies, Doctors, Medical Suppliers and Medical HR.

The program for the 2012 Health & Care Meeting is designed to provide an unrivaled platform for the world's leading manufacturers, wholesalers and distributors to meet the medical and scientific community from the Middle East and beyond.

## Energy, Oil & Gas event 2012 – Dubai, UAE: 28th of November 2012

The Energy, Oil & Gas Meeting aims to be the foremost annual gathering of the Arab Business Owners and C-Level management from Oil and Gas Industries, Petroleum Companies, Oil Logistics in Oil and Gas.

The program for the 2012 Energy, Oil and Gas Meeting is the place where oil and gas industry professionals get together to experience, discover, network, discuss and debate core industry issues.

## Fashion, Design and Photography event – Dubai, UAE: 17th – 18th of December 2012

The 2012 Art Work, Fashion, Design & Photography Event main objective is to allow artists to express themselves through their work. It also aims the participants to meet and interact with business owners and fellow artists, showcasing their products and create business opportunities and networking. This event is for CEOs, Business Owners, C-Level Management from Clothes and Hand Craft Retail Industry, Fashion Designers, Interior Designers, Painters, Jewelry Designers and Photographers.

## Arab Business Club Welcoming 2013 and award – Dubai, UAE: 19th of December 2012

Welcoming 2013 event will be the foremost annual gathering for Arab Business Owners and C-Level management from all business sectors and industries, the Club's old and new members, sponsors, and board members.

The program for the Welcoming 2013 is aimed to thank all active members, sponsors, and to have an overview of top achievers for the year; while giving us a clear overview and glimpse onto 2013.

**For registration enquiries:**

Arab Business Club T: +971 04 358 3000 Email: [events@arabbusinessclub.org](mailto:events@arabbusinessclub.org) Website: [www.arabbusinessclub.org/event](http://www.arabbusinessclub.org/event)



# Mark your calendar

## Kuwait International Property Show

24-29 September

Kuwait, Kuwait

About the Event: The Kuwait International Property Show (KIPS) provides a unique opportunity to meet the leading property developers and industry experts to develop partnerships and obtain the latest trends in the international property market. Exhibitors will introduce projects and investment programs to Kuwaiti investors, something that adds to the event as being one of the ultimate opportunities for companies to get to know new investors and market up-and-coming projects.

## Smart Airports World MENA 2012

26-28 September, 2012

UAE, Dubai

SMART Airports World MENA 2012 is uniquely positioned as MENA's only strategic platform where airport operators, regulators, infrastructure developers, technology and service providers across MENA come together to explore and showcase innovative industry solutions and technologies that can enable airports and their partners to achieve greater revenue and end-to-end passenger experience.

## Datamatix Gitex Conference

7-11 October, 2012

UAE, Dubai

Datamatix Gitex Conference aims to gather the innovative minds and the best players in the world of technology to deal with the modern issues, advanced solutions and strategies regarding information technology.

## The Jordan Energy Investment Summit

10 - 12 October, 2012

Jordan

Under the patronage of the Ministry Of Energy And Mineral Resources the Summit featured an exceptional mix of speakers representing major decision makers from the Ministry of Energy And Mineral Resources and key government affiliates including: the Natural Resources Authority, The Jordanian Atomic Energy Commission, National Electric Power Company, National Energy Research Centre and the Jordan Petroleum Refinery. Showcase presentations, revealing new and on-going restructuring initiatives, announcing new projects and disclosing the latest attractive fiscal, contractual and environmental terms.

## Assur Expo 2012

10-13 October, 2012

Tunisia, Tunisia

Assur Expo is the Mega exhibition on Agro Finance, Insurance & Related Industry in Tunisia which will be held between 10 to 13 Oct, at Tunis-La Chargaia Expo Center, Tunisia. The Assur Expo is being organized by Sogefoires International. It will showcase National banks & finance companies, Nationalized insurance companies, private banks & finance institutions, private insurance company, private consultants.

## In Shape

19-22 October

Lebanon, Beirut

Known as the region's most prominent health, beauty and fitness fair, IN SHAPE Fair is the ideal platform to introduce new products and services, as well as promote your company or brand's image to professionals as well as to both male and female consumers of all ages from Lebanon and the region.

## Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC) 2012

5-8 November, 2012

UAE, Dubai

Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC) is the meeting place of the international oil and gas community. The theme for 2012 is 'Meeting the Increasing Oil and Gas Demand through Innovation.'

## Cairo Buildex

8-11 November, 2012

Egypt, Cairo

Cairo Buildex will showcase Building Materials and Systems, Construction Equipments, Prefabricated Buildings, Roads and Flyovers, Construction Tools, Marble Granite and Ceramics, Kitchen and Bathroom Products, Landscaping, Safety and Security Equipment, Air-conditioning, Lighting, Flooring, Interiors, Specialist Vehicles Detection Equipment, Floor Finishes, Identification Systems, Interiors & Lighting, Locking Equipment, Marble & Granite Products, Rescue and Emergency Equipment, Security Doors.

## Wellbeing 2012

11-14 November, 2012

KSA, Jeddah

Wellbeing is International Event of Products, Equipment and Services for Health, Fitness & Wellness. Products like Complementary and Alternative Medicine, Cosmetic Surgery, Dental Care, Diabetes & Obesity Treatment will be targeting medical professionals and health and beauty consultants.

To list your event on this page, visit [Where.ae](http://Where.ae) and post your event there



## Binladin Group awarded industrial rail deal



Saudi Arabia's largest construction firm, Saudi Binladin Group has been awarded a contract to link the kingdom's Jubail petrochemical hub with the new minerals industry city of Ras al-Khair, Asharq Al-Awsat has reported. The company will build an 85km, \$177m railway between the two sites on the Gulf coast, said Rumaih Al-Rumaih, the chief executive of Saudi Railway Co.

## Zain Group increases stake to 37% in Zain KSA through rights issue

Mobile Telecommunications Company KSC ("Zain Group"), confirmed that it has increased its shareholding in Zain KSA to 37.045% through participation and oversubscription in Zain KSA's rights issue which completed on 17th July 2012.

Zain Group, which previously owned 25% of the Saudi Arabian mobile operator, subscribed to its full entitlement in the Zain KSA rights issue through the conversion of \$400m of shareholder debt and oversubscribed by \$346.93m, at the issue price of SAR 10 per share. Zain Group's post rights issue shareholding is now confirmed at 37.045%.

Zain KSA commenced operations in 2008, building on the expertise of both Zain Group and its local team. The company currently has around 7.4 million subscribers as of 30th

June 2012 and a network covering 90% of the KSA population.

The rights issue was part of a wider capital restructuring process to improve the capital structure of Zain KSA, with the proceeds raised being used to invest in network capacity and services as well as to repay certain financial obligations. These improvements are designed to create the highest quality network as well as a network infrastructure for the new era of mobile usage in the Kingdom of Saudi Arabia, for the benefit of both current and future customers.

Zain KSA's Extraordinary General Assembly Meeting had recently approved the reduction of Zain KSA's capital from SAR14bn to SAR4.801bn, before increasing it by SAR6bn through a rights issue.

## Saudi labor ministry clarifies minimum wage

The Saudi labor ministry has said the royal decree that fixed minimum monthly salaries for Saudis at SR3,000 applies only to government departments and to private companies and institutions, Arab News has reported. However, the ministry pointed out that fixing a minimum wage for Saudis in the private sector would require more studies, considering higher national interests and economic impact. "It requires the society's support to make it acceptable while implementing the system," the ministry said.

## Qatar halts feels for sick leave certificates

UK-based Kuwaiti-owned wholesale Islamic bank Gatehouse Bank has said it has completed the acquisition of an industrial based real estate portfolio in the US, Gulf Daily News has reported. The \$155m portfolio comprises 20 industrial properties leased to 12 tenants with an average remaining lease term of 14 years, the bank said. The acquisition brings the total value of Gatehouse Bank's real estate acquisitions in the UK and US to more than \$700m



## ABB scores Oman gas plant contract worth \$100m

ABB has received an order worth more than \$100m from Petroleum Development Oman (PDO) to build a gas condensate plant in the Sultanate, AFP has

reported. The new plant is to be built near the gas fields of Saih Nihayda and would handle 4,500 standard cubic meters of gas condensate per day, ABB said.



## DPG and Emaar Properties complete land transaction in DUBAILAND

Dubai Properties Group (DPG), a member of Dubai Holding, has finalised a land transaction in its DUBAILAND district with Emaar Properties PJSC (Emaar), the global property developer.

The plot is located on Al Qudra road adjoining the Arabian Ranches development, Emaar's fully-established master-planned community and will be developed by Emaar as a mixed-use neighbourhood.

The agreement, which was finalised between DPG's GCEO Khalid Al Malik and Emaar's Managing Director, Ahmad Al Matrooshi, is testament to DPG's continued success in attracting third parties to develop in what has become a growing entertainment, leisure and residential district of Dubai.

## Gatehouse Bank acquires US real estate portfolio

UK-based Kuwaiti-owned wholesale Islamic bank Gatehouse Bank has said it has completed the acquisition of an industrial based real estate portfolio in the US, Gulf Daily News has reported. The \$155m portfolio comprises 20 industrial properties leased to 12 tenants with an average remaining lease term of 14 years, the bank said. The acquisition brings the total value of Gatehouse Bank's real estate acquisitions in the UK and US to more than \$700m

## Dubai's A380 facility set to have 16 F&B outlets

Dubai Airports Co has said the new purpose-built A380 facility, Concourse 3, is set to have 16 food and beverage outlets. The retailers were selected through a highly competitive process and the successful brands have been challenged to deliver outlets which exceed the norm, the firm said. In addition to a non-branded food court,

the list of concessions includes Paul, Umaizushi Bistro, Picnic, Wafi Gourmet, Carluccio's, Cho Gao, Pulp Juice Bar, McDonalds and McCafe, Shake Shack, Costa Metropolitan, Starbucks, Le Pain Quotidien, Giraffe, Heineken Lounge, Jack's Bar & Grill and Moet & Chandon Champagne Bar.





# Before You Invest!

One of the most common mistakes new investors make is that they haven't stopped to ask themselves the reason they are interested in investing their money. What is their motivation? What do they want to achieve?

Contrary to what you might think, the answer is not just to "get richer". There are a variety of reasons people begin investing. Some of the more common ones are:

- Trying to increase household income to have more money to spend on a higher standard of living - better cars, clothes, vacations, furniture, restaurants, etc.
- Trying to increase household income to pay for your own, or a child or grandchild's, education in order to help improve the odds of achieving higher social and financial standing in society.
- Trying to put aside money in a rainy day fund to cover the cost of unexpected expenses, such as a roof that needs to be replaced, a car that has broken down, or unforeseen medical bills.
- Trying to replace a paycheck from an employer with dividend, interest, and rent checks so that bills can still be paid when you are ready to retire.
- Trying to increase household income to pay down debt more quickly.
- Trying to increase household income to have more cash to give to charity, supporting causes that matter to you and your family.

There are a myriad of other reasons a new investor might want to consider investing for, but you'll notice that a common theme is that the end goal requires increasing household income. They want more





**“A LOT OF NEW INVESTORS FAIL BECAUSE THEY DON’T HAVE A STRATEGY. THEY WILL RUN AROUND, THROWING MONEY INTO THE ASSET THAT HAS APPRECIATED IN PRICE THE MOST OVER THE PAST FEW YEARS, AND THEN SWEAR THE GAME IS RIGGED WHEN THEY LOSE THEIR MONEY.”**

cash coming in each year. More cash equals greater freedom. More cash means more flexibility. More cash means less stress. All else equal, more cash is good.

That is the main reason why most investors should focus on the amount of passive income their household generates each year. That yardstick keeps the focus on what matters most to a majority of people - the money coming in through the door. We don’t care if you are investing for dividend income, investing in real estate for rental income, or investing in bonds for interest income, we just want you to be honest with yourself about what it is that you are trying to achieve. Why, specifically, are you making the investment?

You’ll be surprised how facing that question directly can help protect you against a host of foolish mistakes.

### **The Next Step Is to Figure Out If Your Expectations Are Reasonable**

Once you know the reason you are investing your money, you need to do some research to discover whether or not your expectations are reasonable. If you are near retirement and have \$500,000 in the bank, you aren’t going to be able to turn that into a \$200,000 annual income without taking some extraordinary risks that could wipe out your entire nest egg. More likely, you could add just shy of \$1,700 per month to your family’s coffers following the famous four percent rule.

On the other hand, if you are saving \$6,000 per year, which you use to invest in a low-cost index fund, you are 18 years old, and

you want to have \$1,000,000 by retirement at 70 years old, your expectations are far too low. Even at average rates of return, you should have at least \$8,400,000 by the time you ride off into the golden sunset. There is no magic about it, it is the same addition, subtract, multiplication, and division that you learned in fourth grade. Had you parked all of your money in certificates of deposit, on the other hand, you would barely get there. Even then, remember that inflation will take a big chunk out of your future wealth so \$1,000,000 today is much more money than \$1,000,000 in 52 years.

### **Finally, You Need to Create an Investing Plan**

The last step is to create your investing plan. A lot of new investors fail because they don’t have a strategy. They will run around, throwing money into the asset that has appreciated in price the most over the past few years, and then swear the game is rigged when they lose their money. It’s an insane way to try and manage your wealth, no matter how rich or poor you are.

Take advantage of mutual funds that have low initial investment options. Many options allow low initial investments. These are great because it makes it easier for first time investors. Additionally some mutual funds allow you to set up a monthly automatic draft to help you avoid the high initial investment. You should carefully consider the operating costs and the average annual return over time. Remember that the funds will go through high and low times, and that you need to ride out the low times in order to make money.





# Small Business Marketing

The essence of marketing is to understand your customers' needs and develop a plan that surrounds those needs and see them catered for. Let's face it, anyone who has a business has a desire to grow and expand that business. The most effective way to grow and expand your business is to focus on organic growth.

Organic growth is the process of businesses expansion due to increasing overall customer base, increased output per customer or representative, new sales or any combination of these factors, as opposed to mergers and acquisitions that are examples of inorganic growth. Typically, the organic growth rate also excludes the impact of foreign exchange.

### **You can increase organic growth in four different ways. They include:**

- Acquiring more customers
- Persuading each customer to buy more products
- Persuading each customer to buy more expensive products or up selling each customer
- Persuading each customer to buy more profitable products

All four of these increase your revenue and profit. Let us, however, encourage you to focus on the first which is to acquire more customers. Why? Because by acquiring more customers you increase your customer base and your revenues then come from a larger base.

### **How can you use marketing to acquire more customers?**

- Spend time researching and create a strategic marketing plan.
- Guide your product development to reach out to customers you aren't currently attracting.
- Price your products and services competitively.
- Develop your message and materials based on solution marketing.

### **The Importance of a Target Market in Small Business**

When it comes to your customers keep in mind the importance of target marketing. The reason this is important is that only a proportion of the population is likely to purchase any products or service. By taking time pitch your sales and marketing efforts to the correct niche market you will be more productive and not waste your efforts or time.

It's important to consider your virtual segmentation by selecting particular verticals to present your offerings to. Those verticals will have the particular likelihood of purchasing your products and services. Again, this saves you from wasting valuable time and money.







### Small Business Marketing and Large Business Marketing are Different

If you are like the majority of small business owners your marketing budget is limited. The most effective way to market a small business is to create a well-rounded program that combines sales activities with your marketing tactics. Your sales activities will not only decrease your out-of-pocket marketing expense but it also adds the value of interacting with your prospective customers and clients. This interaction will provide you with research that is priceless. Small businesses typically have a limited marketing budget if any at all. Does that mean you can't run with the big dogs? Absolutely not; it just means you have to think a little more creatively. How about launching your marketing campaign by doing one

of the following:

- Call your vendors or associates and ask them to participate with you in co-op advertising.
- Take some time to send your existing customers' referrals and buying incentives.
- Have you thought about introducing yourself to the media? Free publicity has the potential to boost your business. By doing this you position yourself as an expert in your field.
- Invite people into your place of business by piggybacking onto an event. Is there a concert coming to town, are you willing to sell those tickets? It could mean free radio publicity. If that is not your cup of tea, how about a walkathon that is taking place in your area, why not be a public outreach and distribute their material?

When you do spend money on marketing, do not forget to create a way to track those marketing efforts. You can do this by coding your ads, using multiple toll-free telephone numbers, and asking prospects where they heard about you. This enables you to notice when a marketing tactic stops working. You can then quickly replace it with a better choice or method.

### Getting Started with Small Business Marketing

By being diligent in your marketing and creating an easy strategy such as holding yourself accountable to contact ten customers or potential customers daily five days a week you will see your business grow at an exceptional rate. The great thing is it will not take a large marketing budget to make it happen.



# Budgeting your Business...

## Do you have a Master Budget?

Businesses have had a hard time sticking to a budget since the beginning of the Great Recession in 2007-2008. Why? Fluctuating sales is one reason. Business owners have known sales were going to drop. In many cases, however, they underestimated how much sales were going to drop. Also, costs. During the first of the recession, costs stayed flat or even dropped a little. However, costs started to rise and continue to rise. Budgeting became difficult as revenues and expenses started to shift substantially. One of the most know solutions is to develop a Master Budget, but what does a Master Budget really mean and how is it going to help your Business?



Companies use budgeting to facilitate planning and control within the business firm in order that they can manage the financial aspects of their business and plan for new product expansion in the future. Budgeting also allows for the evaluation of performance of companies during the planning period.

Before the budgeting planning process can begin, the firm should develop a strategic plan and a series of objectives based on that strategic plan covering the next five years. The strategic plan forms the basis for the various budgets that the firm will put together.

### What is the Master Budget?

The Master Budget is a one-year budget planning document for the firm encompassing all other budgets. It coincides with

the fiscal year of the firm and may be broken down into quarters and, further, into months. If the firm plans for the master budget to be an ongoing document, rolling from year to year, then normally a month is added to the end of the budget to facilitate planning. This is called continuous budgeting.

The budget committee usually develops the master budget for each year, guided by the Budget Director, who is usually the Controller of the company.

### What are the Major Parts of the Master Budget?

Depending on the size of the firm, the master budget is a comprehensive budget planning document. It usually has two parts, the operating budget and the financial budget. The operating budget shows the

income-generating activities of the firm, including revenues and expenses. The result is a budgeted income statement.

The financial budget shows the inflows and outflows of cash and other elements of the firm's financial position. The inflows and outflows of cash come from the cash budget. As such, the result of the financial budget is the budgeted balance sheet. Operating budgets are prepared first as information from the operating budgets is needed for the financial budgets.

### Overview of the Operating Budget

The operating budget is actually composed of eight supporting budget planning schedules. They are inter-related and come together to develop a budgeted income statement based on the operating budget.





The first schedule to develop is the sales budget, which is based on the sales forecast. The sales budget is not usually the same as the sales forecast but is adjusted based on managerial judgment and other data.

The second schedule for budget planning is the production schedule. After determining the amount of sales the company expects to make in the next year, then the company budgets how many sales in units the company has to make in order to meet the sales budget and meet ending inventory requirements. Most companies have an ending inventory they want to meet every month or quarter in order that they don't stock out.

The next schedules are the direct materials purchases budget which refers to the raw materials the firm uses in its production process, the direct labor budget, and the overhead budget. The overhead budget

includes both fixed and variable overhead costs.

The ending finished goods inventory budget is necessary to complete the cost of goods sold budget and the balance sheet. This budget assigns a value to every unit of product produced based on raw materials, direct labor, and overhead. The selling and administrative expense budget deals with non-manufacturing costs such as freight or supplies.

The budgeted income statement is the result of the schedules above. Take note that operating income is not the same as net income. In order to get net income, you have to subtract out taxes and interest.

#### Overview of the Financial Budget

There are three remaining budgets found in the financial budget portion of the master budget. These are the cash budget, the

budgeted balance sheet, and the budget for capital expenditures. The cash budget states cash inflows and outflows, expected borrowing, and expected investing, usually on a monthly basis. Any item that is not in cash, such as depreciation, is ignored by the cash budget.

The budgeted balance sheet gives the ending balances of the asset, liability, and equity accounts if budgeting plans hold true during the budgeting time period.

The budget for capital expenditures contains budgetary figures for the large, expensive fixed assets for the business firm.

These are the most often used budgets within the master budget of business firms. Some firms may not use one or another of the budgets, but most use some form of all of them. Service firms, for example, do not typically use production budgets.



# Management 101



What is management? What do managers do? How do I manage? These are standard questions that most of us in the management profession have been asked more than once. And questions we asked once in our careers too. Here, then, is a basic look at management, a primer, Management 101 from my perspective.

## Art and Science

Management is both art and science. It is the art of making people more effective than they would have been without you. The science is in how you do that. There are four basic pillars: plan, organize, direct, and monitor.

## Make Them More Effective

Four workers can make 6 units in an eight-hour shift without a manager. If I hire you to manage them and they still make 6 units a day, what is the benefit to my business of having hired you? On the other hand, if they now make 8 units per day, you, the manager, have value.

The same analogy applies to service, or retail, or teaching, or any other kind of work. Can your group handle more customer calls with you than without? Sell higher value merchandise? Impart knowledge more effectively? etc. That is the value of

management - making a group of individual more effective.

## Basic Management Skill #1: Plan

Management starts with planning. Good management starts with good planning. And proper prior planning prevents... well, you know the rest of that one. Without a plan you will never succeed. If you happen to make it to the goal, it will have been by luck or chance and is not repeatable. You may make it as a flash-in-the-pan, an overnight sensation, but you will never have the track record of accomplishments of which success is made. Figure out what your goal is (or listen when your boss tells you). Then figure out the best way to get there. What resources do you have? What can you get? Compare strengths and weaknesses of individuals and other resources. Will putting four workers on a task that takes 14 hours cost

less than renting a machine that can do the same task with one worker in 6 hours? If you change the first shift from an 8 AM start to a 10 AM start, can they handle the early evening rush so you don't have to hire an extra person for the second shift? Look at all the probable scenarios. Plan for them. Figure out the worst possible scenario and plan for that too. Evaluate your different plans and develop what, in your best judgement, will work the best and what you will do if it doesn't. **TIP:** One of the most often overlooked management planning tools is the most effective. Ask the people doing the work for their input.



## Basic Management Skill #2: Organize

Now that you have a plan, you have to make it happen. Is everything ready ahead of your group so the right stuff will get to your group at the right time? Is your group prepared to do its part of the plan? Is the downstream organization ready for what your group will deliver and when it will arrive?

Are the workers trained? Are they motivated? Do they have the equipment they need? Are there spare parts available for the equipment? Has purchasing ordered the material? Is it the right stuff? Will it

get here on the appropriate schedule?

Do the legwork to make sure everything needed to execute the plan is ready to go, or will be when it is needed.

Check back to make sure that everyone understands their role and the importance of their role to the overall success.

## Basic Management Skill #3: Direct

Now flip the "ON" switch. Tell people what they need to do. It's like conducting an orchestra. Everyone in the orchestra

has the music in front of them. They know which section is playing which piece and when. They know when to come in, what to play, and when to stop again. The conductor cues each section to make the music happen. That's your job here. You've given all your musicians (workers) the sheet music (the plan). You have the right number of musicians (workers) in each section (department), and you've arranged the sections on stage so the music will sound best (you have organized the work). Now you need only to tap the podium lightly with your baton to get their attention and give the downbeat.

## Basic Management Skill #4: Monitor

Now that you have everything moving, you have to keep an eye on things. Make sure everything is going according to the plan. When it isn't going according to plan, you need to step in and adjust the plan, just as the orchestra conductor will adjust the tempo.

Problems will come up. Someone will get sick. A part won't be delivered on time. A key customer will go bankrupt. That is why you developed a contingency plan in the first place. You, as the manager, have to be always aware of what's going on so you can make the adjustments required. This is an iterative process. When something is out of sync, you need to Plan a fix, organize the resources to make it work, Direct the people who will make it happen, and continue to Monitor the effect of the change.

## Is It Worth It

Managing people is not easy. However, it can be done successfully. And it can be a very rewarding experience. Remember that management, like any other skill, is something that you can improve at with study and practice.

**"Without a plan you will never succeed. If you happen to make it to the goal, it will have been by luck or chance and is not repeatable."**





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🌐 [www.gab-me.ae](http://www.gab-me.ae)



# ABC Latest Member List

Name	Company	Designation	Location	Industry
Dor Marian	Inversolar Energy	Managing Director	Romania	Energy
Patrick Daly	Advanced Global Trading	Director	U.A.E.	Commodity Brokers
Abdulaziz Al-Subaie	Warehousing Projects and Logistics Co.	CEO	KSA	Logistics
Mihai Dobrin	T-MBG	General Manager	France	Consultancy
H.E. Shokybayev Askar	The Consulate General of the Republic of Kazakhstan in Dubai and Northern Emirates	Consul General	U.A.E.	Government
H.E. Sharifa Alwiyah Aljunied	Consulate General of the Republic of Singapore in Dubai	Consul	U.A.E.	Government
Dr. Andreas Gulya	Kroisos Fze	General Manager	U.A.E.	Financing Media
Humaid Aylan	Al Taif Investments	General Manager	U.A.E.	Investment
Dumitru Singeorzan	Inversolar Energy	Manager	Romania	Energy
Francois Dumontel	UAE-Compare Group	Managing Director	U.A.E.	Consultancy
H.E. Ismat Ageed Siddiq	Consulate General of the Republic of Iraq in Dubai	Consul General	U.A.E.	Government
Philippe Cormier	Outils Coupants Hardmetal - Sicadur	Chairman	France	Mechanical / Industrial Engineering
H.E. Matsunaga Daisuke	Consulate General of Japan in Dubai	Consul General	U.A.E.	Government
Houssam Kerdoun	Ylef Cars	Managing Director	France	Transport
H.E. Somchai Charanasomboon	Royal Thai Embassy	Ambassador	U.A.E.	Government



## Arab Chambers of Commerce & Industry

### ALGIERS CHAMBER OF COMMERCE

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Amilcar Cabral, Bab-El Oued.  
Algiers, Algeria  
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Fax: (213) 2-629991

### BAHRAIN CHAMBER OF COMMERCE & INDUSTRY

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Manama, Bahrain  
Phone: (973) 229 555  
Fax: (973) 224 985

### DJIBOUTI CHAMBER OF COMMERCE

Place de LaGuarde  
PO Box 84  
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### FEDERATION OF EGYPTIAN CHAMBERS OF COMMERCE

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Fax: (202) 3557940

### FEDERATION OF IRAQI CHAMBERS OF COMMERCE

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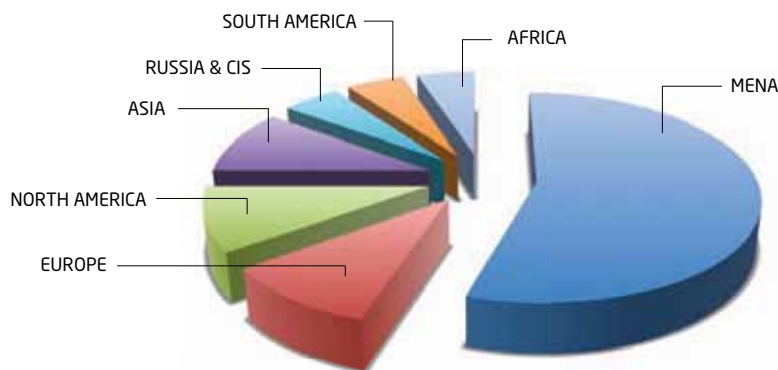
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