



ARAB BUSINESS CLUB

MAGAZINE

PROFILES

INTERVIEWS

INVESTMENT

OPPORTUNITIES

Tunisia...

ONE YEAR
AFTER THE
JASMINE
REVOLUTION

QATAR

TO DIVERSIFY
ECONOMY
AWAY FROM
CARBONS

MEGA PROJECTS ARE BACK

MOHAMMED
BIN RASHID CITY
ANNOUNCED

RESOURCES

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EVENT PLANNING 101

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DECEMBER





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REPORT

Qatar has seen enormous economic growth over the past few years, its GDP spurred by the massive increase in LNG exports, alongside its historical oil export income, to reach \$173.8bn in 2011. However, the country is also currently engaged in a strategic push to diversify its economy away from the sale of its finite natural resources and into more sustainable income models, including global financial investments, the creation of tourism and sporting event destinations, a world-class carrier in Qatar Airways, and the creation of a global financial hub.



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BEST BUSINESS PRACTICE

Studies show that your words account for only 7% of the message you convey. The remaining 93% is non-verbal. 55% of communication is based on what people see and the other 38% is transmitted through tone of voice. Therefore, we need to pay attention to the way we "sound" because whenever the words do not match the voice, it is the words that are lying. The spoken words and the voice must be compatible for people to buy into what we say.



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RESOURCES – ENTREPRENEURSHIP

Stepping into the conference room, you realize that you're headed into an appointment with very little information on what's about to happen or with whom you'll be meeting. You know the names of the participants, but would not recognize them if you passed them on the street. Nonetheless, you're pleased with the opportunity and eager about what may materialize from this gathering.



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2013 is at our door steps, yet given the number of major real estate announcements over the past few weeks, one could be forgiven for thinking that we were back in 2006 and 2007 again!

Mega projects are coming back to Dubai in a big way and, as always, with mega projects come mega opportunities. Not only will the new projects create more jobs and Announce to the world that Dubai is back, they will also create thousands of investment opportunities of all sizes and in all fields and sectors.

However, no matter how much investment opportunities are out there, they will be of little use without the proper means of sharing them and finding the right partners to cooperate with in order to execute plans as efficiently as possible and with highest levels of ROI. It's here where business clubs come to the forefront of the investment scene.

Not only do they provide you with the ability to share investment opportunities and the most recent industry trends, but they also provide you with the priceless service of finding the right partners with whom you can coordinate

to capture that lucrative chance without wasting time and resources trying to find that partner yourself.


Arab Business Club is among the largest, if not the largest, communities for business leaders, investors and decision makers in the region, and today we find ourselves in a unique position at the wake of Dubai's resurrection as the dream land for ambitious and out-of-the-box thinking investors from all over the world.

Join Arab Business Club, get a place in our trend-setting networking events and leverage the power of being a member of the largest and most established business communities in the region.



Hamdan

Hamdan Mohamed Al Morshedi
President and Publisher

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Dubai is Back, or Is It?

Dubai is back, or, at least, that's what Dubai is trying to say with the announcement of several jaw-dropping mega-projects, the likes of which the Emirate has never experienced since it was hit with the financial tsunami of 2008-2009.

The largest of the new projects to be unveiled was Mohammed Bin Rashid City, which consists of 100 hotels, the world's biggest shopping mall and a Universal Studios theme park. Dubai quickly followed up that announcement with the unveiling of plans for a new \$2.7bn entertainment complex in Jebel Ali that will feature five theme parks. Other projects that have been announced in recent months include a \$1bn replica of the Taj Mahal and a canal connecting the city's business district to the sea. Astonishing list no matter how you look at it, but could it really be achieved? Could be the start of a new boom era, or is it just another over-reaching attempt? Prior to the bust most of these projects were driven by off-plan selling of real estate. It was somebody else's money. But in this case Dubai will have to go to banks or its own banks for financing or will have to start looking at other financing vehicles, and people are not talking in a very positive manner about this (being achieved). Even more, Dubai has 50 million people coming through its international airport each year, with only about 10 million of them staying in hotels. If we can get a further chunk of that 50 million to come and stay that alone could be a basis for saying there is room for all these mega projects. The massive scale of some of these projects has left some analysts questioning whether proper due diligence and demand forecasting has been done to prove they are

viable. For example: How have they come up with the figure of 100 hotels? Is the largest shopping mall in the world (conveniently named "Mall of the World") going to steal business from the other large malls in Dubai and continue the process of killing the small malls, or is it going to increase the total number of visitors to the Emirate and thus will fill up all the malls in Dubai and not just this one?

Is it viable to have so many theme parks in a country that has hot climate for almost half the year? There are certainly long months of the year when you'll not want to be wandering between attractions at a theme park. Even if they are shaded, you're going to need air conditioned corridors, and those normally are not financially viable! Having 100 hotels built is certainly necessary and useful, especially if they were branded budget hotels and built over a period of 10-15 years, for example. But they are likely to be an overkill if they were all 5 and 4 stars hotels and built in 5 years if time (as usually is the case with Dubai's ambitious projects)!

Such projects will certainly help the real-estate sector prosper on the short term, but won't the rising rents put much more pressure on the average employee (be it a citizen or an expat) and therefore on the thousands of SMEs upon which Dubai's knowledge-based economy is built?

A quick look; at these questions leaves an unmistakable feeling that the Emirate is treading some very shallow and foggy waters, announcing such ambitious projects at such tough times! Let's hope she can navigate through them safely and revive its glorious past again, to the good of everyone!

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Arab Business Club Signs MOU with TAITRA and MEBA to Strengthen Relations with Taiwan

True to its goals and constant thrive to expand its reach and provide its members and country with more benefits and opportunities, Arab Business Club, the regions premier society for business leaders, signed a Memorandum of Understanding (MOU) with Taiwan External Trade Development Council (TAITRA) and the Middle East Business Association (MEBA) to fortify relations with Taiwan and to offer the club members and the business community in the UAE –in general- an easy access to the opportunities in Taiwan.



The MOU was signed during a seminar titled “Meet Taiwan - The Emerging Hub in Asia” held at the Shangri-La Hotel in Dubai on November the 4th 2012. Mr Hamdan Mohamed Al Morshedi, President Chairman of the Board, signed the MOU on behalf of Arab Business Club, while Mr. Walter MS Yeh, Executive Vice President of TAITRA signed the MOU on behalf of both TAITRA and MEBA.

Taiwan is a key link in the global ICT supply chain. It houses a complete industry chain encompassing upstream parts and components, midstream OEM assembly and downstream brand marketing.





Besides, the Taiwan ICT industry holds several world records and is home to many of the world's largest makers of computers and associated hardware. Taiwan's professionals have a strong grasp of global market share, moving proactively and responding rapidly to the latest developments and trends.

Plus, these experienced key players constantly refine and incorporate their expertise with innovative thinking on R&D and manufacturing process, to produce the most value added and high-end products specialized in the fields of construction, automotive, ICT, medical and aerospace.

Being the 3rd largest trade partner of

Taiwan in the middle and near east region, the United Arab Emirates has established a strong relation with Taiwan in the industrial development in multiple aspects. The total trade between the UAE and Taiwan reached US\$ 5.9 billion in 2011.

"Taiwan's trade relationship with United Arab Emirates has shown a steady growth of 17% in comparison with the previous year. The signing of the MOU with Arab Business Club and organizing these seminars, is a reflection of our commitment to further strengthen our trade ties with United Arab Emirates and the businesses here," said Mr. Walter Yeh, Executive Vice President of TAITRA and MEBA.

Hamdan Mohamed Al Morshedi, President and Chairman of the Board, Arab Business Club: "We have signed the MOU with TAITRA and MEBA to fortify our relationship with Taiwan and to offer the business community in United Arab Emirates an easy access to the opportunities in Taiwan"



“These seminars were dedicated to provide an overall picture on Taiwan’s industries of ICT, auto parts & accessories, electronics, fastener and building materials,” Yeh added.

Commenting on the signing of the MOU, Mr. Hamdan Mohamed Al Morshedi, President and Chairman of the Board of Arab Business Club, said: “The seminar acts as the best platform for local companies to explore more cooperative opportunities with all prominent Taiwan companies in the future and to strengthen existing partnerships.”





"We have signed the MOU with TAITRA and MEBA to fortify our relationship with Taiwan and to offer the business community in United Arab Emirates an easy access to the opportunities in Taiwan" Al Morshedi added.

Senior members of the business landscape from across UAE attended the seminar and the signing of the agreement.

"Mr. Walter MS Yeh, Executive Vice President of TAITRA: "We have signed the MOU with TAITRA and MEBA to fortify our relationship with Taiwan and to offer the business community in United Arab Emirates an easy access to the opportunities in Taiwan"

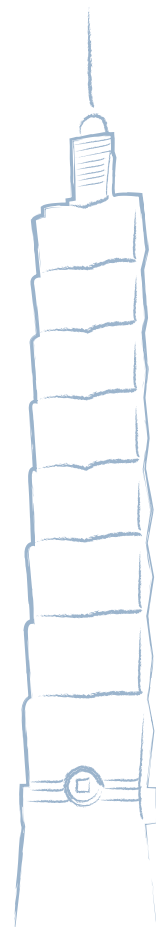




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Arab Business Club & the Republic of Angola to Further Develop Mutual Relationships



On November the 14th 2012, the Arab Business Club office in Dubai held a meeting between Mr. Hamdan Mohamed Al Morshedi, President and Chairman of the Board, Arab Business Club, and a delegation from the Angolan Embassy in Abu Dhabi comprising H.E. Flavio Fonseca, Ambassador of the Republic of Angola in the UAE, and Counselor Carlos Sardinha Dias, also from the Angolan Embassy, in addition to Managers from TAAG Airlines (National Airlines of Angola) and prominent Businessmen from the Republic of Angola.

The two parties discussed mutual relations and the prospects of further cooperation between Arab Business Club and the the Republic of Angola.

Being one of the most important commu-

nities for business leaders in the region, the Angolan delegation introduced the Club's president to the vast and varied investment opportunities available for investors in Angola, many of which can be attractive to investors from the GCC region.

Mr. Hamdan, in return, gave his Angolan guests a detailed explanation about the opportunities and projects that the club members are interested in and informed them about the upcoming schedule of Arab Business Club and the several initiatives and events that are going to be launched by the club in the upcoming months.

The 2 parties exchanged gifts and set up plans in motions for increasing cooperation and coordination between their honorable members.

During the meeting Arab Business Club

signed an MOU with TAAG Airlines that will see the club's monthly magazine "Arab Business Club Magazine" distributed on board the business class of all TAAG flights.

"Arab Business Club signed an MOU with TAAG Airlines that will see the club's monthly magazine "Arab Business Club Magazine" distributed on board the business class of all TAAG flights."



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Arab Business Club & Antigua & Barbuda Discuss Prospects of Cooperation



On November the 20th 2012, Mr. Hamdan Mohamed Al Morshedi, President and Chairman of the Board, Arab Business Club, had a meeting with H.E. Baldwin Spencer, Prime Minister of Antigua and Barbuda, a twin-island nation lying between the Caribbean Sea and the Atlantic Ocean. The meeting was also attended by a delegation from the government of Antigua and Barbuda and distinguished businessmen from Russia and Pakistan. The two parties discussed mutual relations and the prospects of further cooperation between Arab Business Club and Antigua and Barbuda, especially in line with the "Citizenship for Investment" program that is currently being prepared by the country and scheduled to be launched early next year.

Being one of the most important communities for business leaders in the region, the delegation of Antigua introduced the Club's president to the vast and varied investment opportunities available for investors in Angola, many of which can be attractive to investors from the GCC region.

Mr. Hamdan, in return, gave his Antiguan guests a detailed explanation about the opportunities and projects that the club members are interested in and informed them about the upcoming schedule of Arab Business Club and the several initiatives and events that are going to be launched by the club in the upcoming months.

The 2 parties set up plans in motions for increasing cooperation and coordination.

"Arab Business Club signed an MOU with TAAG Airlines that will see the club's monthly magazine "Arab Business Club Magazine" distributed on board the business class of all TAAG flights."



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Mohammed Bin Rashid City

**We do not
anticipate
the future.
We build it...**

Dubai has announced plans to build a massive tourism and retail development that will include the world's biggest mall and a park larger than London's Hyde Park. The ruler of Dubai, Sheikh Mohammed bin Rashid Al Maktoum, said Dubai Holding and Emaar Properties will jointly build the development, which will be called 'Mohammad Bin Rashid City'.

Details of the development were jaw-dropping, even by Dubai standards. The project will include a park 30% bigger than Hyde Park in London, a retail complex named the "Mall of the World" that will be able to host 80 million visitors a year and include over 100 hotels, and a family entertainment center developed by Universal Studios that will be attached to the mall.

The development will also include a district of art galleries, golf courses, and new residential areas. No cost was stated



for the project, which will be located between Emirates Road, Al Khail Road and Shaikh Zayed Road.

Shaikh Mohammed said that the current accelerated growth rates require Dubai to start immediate preparations for the future because within just six years, the number of passengers passing through Dubai airport will reach more than 90 million people. "Our development initiatives concerning infrastructure in all sectors should be aligned with this

growth rate and we have the determination to reach our objectives and be the first in the region to achieve them," he said.

"We have a vision and high aspirations. The future does not wait for those who are hesitant. We do not anticipate the future. We build it," Shaikh Mohammed added. Making the announcement, Shaikh Mohammed emphasized: "The current facilities available in Dubai need to be scaled up in line with the future ambitions for the city. Therefore, we have

to start work immediately on the third phase of development that is aligned to our Vision till 2030 and boost the UAE economy to enable it to enter a new era in which it will become the capital of entrepreneurship, arts, culture, and family tourism for over two billion people.”

The new city will be located between Emirates Road, Al Khail Road and Shaikh Zayed Road, and will include the Mohammed bin Rashid Gardens project. It will be connected to Downtown Dubai and Business Bay through a crossing that will be named the “Cultural Crossing” which will include art galleries and create the largest area for arts in the region. Mall of the World will be connected to a family entertainment center which will be developed in collaboration with Universal Studios International. This center will be the largest in the region and is expected to attract six million visitors each year.

Mohammed bin Rashid City will be designed keeping in mind global environmental standards, and will include a specialized area in creativity, innovation and entrepreneurship. This area will provide an integrated environment to support entrepreneurship and attract talents looking for a platform to support their projects and innovations in various sectors, paving the way for a new economy based on knowledge, creativity and innovation.

The new city will include residential areas built on green building standards in terms of energy consumption, waste treatment and conservation of natural environment. It will also feature a number of golf courses under well-known international names. The new city project will be implemented by Dubai Holding and Emaar Properties and will be marked as the biggest joint venture in real estate industry regionally.

Attractions will be needed to spur demand

Asked about why Dubai would see the need to build such a massive project,



Mathew Green, head of research & consultancy UAE, CBRE Middle East, said that one of the main factors driving this development is a desire by the Dubai government to improve its infrastructure so that it will have a better chance of winning its bid to host the World Expo in 2020.

“We are seeing a lot of projects being reviewed and re-enacted based on their desire to win this event. I think that’s maybe why we have seen so many new projects being announced. All of this is linked in to that (World Expo bid),” he said. In terms of the viability of the development, Green said a lot will depend on when the various components are delivered and whether demand drivers have been put in place.

“It is a huge undertaking but as long as it’s done in a sensible way then there is definitely demand for certain asset segments in this market, but it needs to be managed in a way that we don’t go back to creating another bubble that puts us back to square one in terms of recovery again,” he said. Green said it’s impor-

tant for Dubai Properties and Emaar to maintain a large degree of control over the project and ensure that it is phased in correctly.

“If you look at some of the projects from the heady days of 2007, like Business Bay, for example, the master developers sold maybe a couple of hundred plots to private developers, which meant they had kind of lost control in terms of phasing in the development and controlling how supply entered the market. So the delivery has to be well thought out to ensure you are providing what the end user is demanding as opposed to just building and hoping that there is demand later,” he said.

Green also said it will be important for the Universal theme park to be finished ahead of time to help create demand. “At the end of the day there already is a lot of supply in this market, so before you build a huge mall and all these new hotels you need to create the demand drivers. You can’t just build 100 hotels and have the drivers created afterward,” he said.

AMIR SADR COUTTS & CO.



Amir Sadr is Co-Head of Coutts Middle East. Based in Dubai, Amir is responsible for developing Coutts' High Net Worth and Ultra High Net Worth (UHNW) propositions in the Middle East – a key area of focus in the business's current expansion drive.

Amir has over 17 years' experience managing wealth within both the institutional and family office space. Prior to joining Coutts, Amir spent 12 years at Bank of America Merrill Lynch where he successfully created and led the business's Institutional Client Group and the Family Office Group. Amir ran Merrill Lynch's Middle East Wealth business from 2008 to the end of 2010, during which time he was based in Dubai. Prior to that, Amir worked for four years within Lehman Brothers' Institutional Client Group and spent several years at the start of his career in an equity sales capacity for Bear Stearns International and Merrill Lynch. Being one of the latest new members in Arab Business Club, we had a short but informative chat with Amir...

- **Tell us more about Coutts & Co., its goals, vision and success story.**

- Coutts is one of the world's oldest and most prestigious banks, founded in London over 300 years ago. Coutts offers tailored wealth management, banking, trust and tax services to high net worth and ultra high net worth individuals. We are headquartered in London, serv-

ing clients from over 40 offices across the world with representation in key international financial centres including Dubai, Doha, Abu Dhabi, Geneva, Hong Kong, Singapore and Zurich. We have a strong growth ambition for our international brand with a goal of doubling the size of our business between 2012 and 2015. Our priority markets include the UK and Channel Islands, selected markets in Asia, Middle East, Eastern and Central Europe and Western Europe.

- **What differentiates Coutts & Co. from other banks offering similar service?**

- Wealth structuring is a key component of our offering. We also go beyond the realms of traditional wealth management. Through the Coutts Wealth Institute we advise clients on managing their wealth through family business, philanthropy and next generation services. Client relationships are at the heart of what we do. Our business is driven by building 'intelligent' long term relationships with clients through more thoughtful dialogue and advice and enhanced investment and product offerings.

- **What's the future strategy of Coutts & Co. and how do you see its position in the future?**

We are deeply committed to our clients in the Middle East and the region represents a core growth market for us. Last year we announced ambitious plans to substantially grow the business in the region and have made over 15 new appointments this year. We have a great heritage and brand that is recognized across the world. Our goal is to leverage this and bring a unique offering to the Middle East.

“Headquartered in London, Coutts serves clients from over 40 offices across the world with representation in key international financial centers including Dubai, Doha, Abu Dhabi, Geneva, Hong Kong, Singapore and Zurich.”





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The Leading Hotels of The World... Redefining Hospitality!

The Leading Hotels of the World (LHW) is the largest luxury hospitality organization in the world and it's something that we are extremely proud of. LHW, actually, represents over 430 of the finest hotels, resorts and spas in more than 80 countries. The company celebrates its 85th anniversary next year.

LHW's main job is to give a certificate of quality to our members after passing a very thorough inspection that contains some 1,500 quality tests, an inspection that is repeated every six months. It's really like an ISO for hotels, LHW selects only hotels that meet its high standards for quality and distinctiveness and the inspection tests cover almost everything: The rooms, the staff, the carpets, the view, the swimming pool, the restaurants, the towels...etc. The purpose of these tests is to ensure that members receive the best quality of service and are really proud to be "Leading members".

LHW's umbrella, currently, has 23 regional offices including offices in Milan, Frankfurt, London, Paris and New York. In 2005 the brand launched its office in Dubai to cover the MENA market: "Here, we are following the same business model: create awareness, work actively to create a strong customer base, gain corporate accounts, and get travel agencies on-board to provide top quality booking services for members. And due to our belief in the company and supporting figures that present the Middle East as a productive market, we increased our staff and moved to a larger office last May." Says Hatem Chatter, Regional Director, Middle East, The Leading Hotels of The World, Ltd.

One of the unique services offered by

"The advantage of booking through us, is that we give full services to our customers including booking the room, tickets, restaurants, family offers, etc."

LHW to their individual customers is the "Leaders Club Card", the card follows the same principal as that of some hotels with members receiving a membership card. The difference, however, is that LHW card covers 430 hotels around the world! The Leaders Club Card is divided into two categories: The "Access Card" at a cost of \$200 and the "Unlimited Leaders Club Card" for \$1200. Through offering these attractive cards, we gain loyal clients who are able to enjoy the wealth of advantages that they provide. Furthermore, costs associated with the card are easily recovered, especially for frequent travelers.

"Imagine a guest who books in a Middle East hotel for a 10-night stay for two people with breakfast included, at a total cost of \$1000. With our card, the couple would get the breakfast for free, therefore saving them 200\$ by paying just \$800 instead. In ad-

dition, our card would enable the guests to use free internet, amounting to further saving of \$30 per day." Says Mr. Hatem. "We offer 3 ways to make a booking, through our website, using the GDS code for our corporate accounts, and the toll free phone number which, the toll free number, worked very well for us in the MENA region. We have a professional team that can help the caller with travel ideas, or offer him/her our membership cards." He concluded.

• **Tell us more about yourself, how long have you been in the UAE in general? And when did you join LHW?**

I've been in Dubai for 10 years and I love it! I started my career as regional manager of "Rosewood Hotels and Resorts", and then as regional director of a collection of hotels. Finally, in 2007 I joined the LHW family which I'm extremely proud to be a part of.

• **How can you describe the concept of LHW?**

Established in 1928 by several influential and forward-thinking European hoteliers, LHW started as a small club of hotels with only 38 initial members. Then, step by step it took a new and more commercial direction, while maintaining the same values and traditions that characterize the Swiss philosophy of hospitality, which as we know is the best in the world.

- **In addition to the quality certification, what are the other services provided by LHW to its members?**

Our clients are our partners, so we work closely with them. Sometimes our customers send some of their staff to us for training. Also, during any inspection, if a hotel has something that needs to be improved, we advise the hotel management and try to solve all issues with them.

- **What is the difference between booking through LHW and booking through typical travel agencies?**

The advantage of booking through us, is that we give full services to our customers including booking the room, tickets, restaurants, family offers... everything. Just call our staff and you will feel the difference.

- **How did the crisis of 08/09 influence your business?**

I strongly believe in the MENA region and specifically in Dubai. The biggest crisis was in 2009, and it was normal because the emirate has so many international links with Europe, the USA and the Far East. But as regional manager, I can assure you that Dubai was only temporarily affected by the crisis. After 2009 Dubai bounced back very quickly

and recovered its economic performance, with the economy growing even stronger than before. Personally, I think that the crisis helped the economy of Dubai a little bit, especially where employment is concerned, because before 2008/2009, the employment situation was very volatile. It was easy for a person to get a job and easy for him to lose it. But now when you get job you know that you can keep it for a long time, which adds to market stability.

- **In 08/09 almost all the hotels around the world reduced their rates to face the crisis except in Dubai, why?**

Crises happen all the time and I expect that we will face another one in 2015. Decreasing the rates won't solve the problem—it's a mistake that unfortunately lots of hotels made in 2009. Dubai Hotels were wise enough to maintain their rates, but at the same time create many offers such as offering one extra free night if a customer pays for three nights. This way, a hotel does not show that it is suffering, unlike when rates are decreased. So for me, it was a well-planned move by hotels in Dubai to not follow the global trend because once you lowered your rates it will be very difficult if not impossible to raise them again.

New Regional Sales and Marketing Manager



As a part of its efforts to strengthen its position and expand its business in the Middle East, The Leading Hotels of The World appointed MS. Gessy Gitapuri as a new Sales and Marketing manager for the Middle East region.

Gessy has the critical mission of expanding the company's portfolio of leading hotels in the region as well as working with current clients on improving their performance and achieving even higher levels of success and customer satisfaction.

Gessy has a strong and attested background in marketing and business development, built through the various positions she occupied in several leading company's and groups throughout the region: Tamani Hotels and Resorts, Aresco Group of Companies, Hilton Worldwide, Unilever, Korean Air, InterContinental Hotels Group to name a few.

Bennett Jones in the Middle East

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Bennett Jones is the only Canadian-based firm to have established a legal practice in the United Arab Emirates and Qatar. We have assembled a team of GCC-resident senior advisors with 100 years of experience on the ground in the Gulf.

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Tunisia...

One Year after the Jasmine Revolution

As Tunisia moves away from its former regime in the wake of the 2011 Jasmine Revolution, policymakers need to seize this historic opportunity to take a fresh look at how the country's economic strategy can seek to overcome four key challenges: high rates of youth unemployment, a large number of marginal jobs, increasing income inequality, and substantial regional disparities.

As it addresses these four challenges, the government focus needs to shift from supporting economic growth in sectors with low technology content and limited markets to removing structural bottlenecks in the business environment. Tunisia has built its growth strategy on low-skilled sectors that rely on cheap labor and do not provide enough jobs for new educated workers.

During the last decade, the labor force's level of education has substantially increased, but this fundamental change has not been matched by a similar trend in labor demand. Tunisia's growth strategy has also suffered because of political interference in business, many administrative and regulatory barriers, and ineffective social and regional redistribution mechanisms.

Overcoming Challenges

- To overcome the first challenge of high rates of youth unemployment, Tunisia needs to develop a sustainable process of job creation that relies on a competitive private sector; the government must remove barriers to entrepreneurship and investment. Although the country has achieved a relatively high average economic growth rate of nearly 5 percent during the past decade, private investment has remained low. The former regime pursued a political agenda vis-à-vis the private sector that entailed costly incentive programs, tolerance of tax fraud, and easy access to financing and public-sector contracts as tools to gain the loyalty of private business. The government now instead needs to open different economic sectors to competition and abolish the system of privileges, revise the investment code to rationalize state aid mechanisms, fight corruption, and enforce business regulations.
- To overcome the second challenge of a large number of marginal jobs, policymakers need to design adequate incentives to channel resources toward selected high-value-added and knowledge-intensive sectors, and stimulate product innovation and market diversification. There are real opportunities in agriculture, industry, and services to promote an intensive use of human capital and adapt education and training to meet labor demand. For instance, the country can progressively shift from low-return and highly volatile mass beach tourism to medium- and high-service content tourist niches. It can also shift from call centers to software development and communication services that have a high value added. To diversify markets, Tunisia needs to break its heavy reliance on the sluggish European market and intensively target the expanding African and Asian markets.
- To overcome the third challenge of increasing income inequality, Tunisia must review its public finance with a view to achieving social justice and equitable sharing of the tax burden. The current tax system creates several distortions that make income distribution even more unequal. To this end, the government needs to streamline tax regulations and eliminate unjustified tax breaks, crack down on tax evaders, and ensure that all taxpayers contribute according to their capacity. The government also needs to rationalize public spending, reduce costly and regressive universal fuel subsidies, better target assistance programs to the poor, and improve the delivery of public services.
- To overcome the fourth challenge of ineffective social and regional redistribution mechanisms—which have led to wide disparities between the country's interior and coastal regions in public infrastructure and access to social services—the government should design a comprehensive development strategy that promotes parity in access to basic services, such as education and health, across the country's regions. The government can also promote labor mobility between regions by investing in transportation infrastructure, easing access to affordable housing, and developing regional complementarities. Such measures will expand opportunities for the people in the interior of the country without depriving those on the coast and eventually lead to a more balanced standard of living among the regions.



During the last decade, the labor force's level of education has substantially increased, but this fundamental change has not been matched by a similar trend in labor demand.

Tunisia's Economy under Ben Ali

Before the January 14 Jasmine Revolution, Tunisia was neither an economic miracle nor a full success story, but it was doing better than its neighbors. It has achieved an average economic growth rate of nearly 5 percent during the last decade, outpacing other Middle Eastern and North African and lower middle-income countries' averages. It has also kept its domestic and external economic imbalances under control. Thanks to its successful family planning policy, the population growth rate has declined sharply, to less than 1.1 percent a year. As a consequence, Tunisia has boasted a per capita growth in gross domestic product (GDP) of more than 3 percent a year during the past decade, a relatively impressive performance compared with most Arab countries. Its per capita income, which stood at \$2,713 in 2005, reached \$3,720 by the end of 2010. Furthermore, its economy was relatively diversified, with an increasingly important role for the service sector, whose share has increased from 55 percent in the early 1990s to more than 62 percent currently. In the meantime, the contribution of agriculture to GDP

has declined from 13 percent to 8 percent since the 1990s. The country has diversified its exports with a relatively high share of manufacturing.

Despite its economic growth and macroeconomic performance, however, Tunisia is a complex case, with a delicate authoritarian bargain between the regime and society. For a long time, the

“Policymakers need to design adequate incentives to channel resources toward selected high-value-added and knowledge-intensive sectors”

regime was able to provide economic and social gains to large segments of the population and secure its legitimacy and political stability in return. The authoritarian bargain, however, broke down due to the growing inability of the economy to create jobs for educated labor, the proliferation of marginal and poorly paid jobs in the informal sector, and rising income inequality and regional disparities. Gradually, the losers from the status quo became more numerous than the winners, which led to the erosion of the regime's legitimacy. Repression alone could no longer keep the Ben Ali government afloat.

Managing the Economic Transition

Before the downfall of Ben Ali's regime, Tunisia's economic growth in 2011 was expected to reach 5.4 percent, the budget deficit was not to exceed 2.5 percent of GDP, and the public debt ratio was expected to remain below 40 percent. The country's interim government had to handle different economic prospects due to revolution-related disruptions and the negative impact of the Libya conflict, and it had to face higher fuel and food prices on international markets. With the economic cost of the revolution estimated at 5 percent of GDP, growth for 2011 is expected to range between 0 and 1 percent.

Tourism, which represents 6.5 percent of GDP and is the largest provider of foreign exchange, declined by more than 50 percent. Foreign direct investment (FDI) dwindled by 20 percent and more than 80 foreign companies left the country.

The situation in the labor market worsened, both due to layoffs and the return of Tunisian migrant workers fleeing Libya. The number of unemployed people

increased to 700,000, compared with fewer than 500,000 at the end of 2010.

As a result, the unemployment rate reached 17 percent, compared with 14 percent before the revolution. Both the public deficit and current account deficit increased. The complementary financial law approved in June set the deficit to no more than 5 percent. The country had to face the double handicap of a liquidity shortage and the high cost of external finance due to the downgrading of its sovereign rating.

In its efforts to address this situation, the interim government made two key sets of decisions.



- First, on April 1, it announced the “short-term economic and social program,” composed of seventeen measures, whose objective is to create an immediate economic impact without harming future prospects. The program has five priorities: security, job creation, support for economic activity and access to finance, the promotion of regional development, and the provision of targeted social aid. But except for job creation and the support of economic activity through fiscal and financial incentives, most of the other measures seem vague and lack any firm schedule for implementation. For instance, one measure is to launch infrastructure projects necessary for investments, another is to launch a program to promote Tunisia’s new image.

- Second, the interim government amended the 2011 State Budget, and a complementary budget bill was approved in June 2011 with the objective of readjusting state resources, so as to take

into consideration the financial impact of the exceptional measures taken after the Jasmine Revolution. Public projected spending was increased by 11 percent (including a 17 percent increase in current spending and a 13 percent decline in capital spending).

The interim government faced three constraints. First, it had a short and uncertain time horizon. Second, it had limited resources for absorbing the economic cost of the revolution and facing the negative impact of the Libyan turmoil, while still responding to the high expectations of large segments of society. Third, it also had to confront the issue of its legitimacy and deal with ambiguity about the exact boundaries of its jurisdiction. According to government statements, this mission tends to be skewed more toward managing daily concerns and paving the road for free and fair elections than toward engaging in broad reforms. In practice, however,

there are differences in opinion among the Interim Cabinet’s various members. Tunisia’s economy also struggled due to the Libyan war. Foreign trade was dramatically affected since the Tunisian economy depends heavily on exports to Libya. In addition, hundreds of Tunisian workers were required to return from Libya, which meant they lost their jobs and called on the government for financial support.

Moreover, Tunisia’s sheltering of thousands of refugees escaping from the civil war in Libya was a costly humanitarian project for its government.

The euro crisis represents an additional problem for the economy since 80% of Tunisia’s exports are devoted to Europe, its foremost trade partner. The recession in Europe has also reduced the currency transfers from Tunisian immigrants to Tunisia. As a consequence, the annual growth rate of the economy has fallen from 4% to 1.9%



As a result, the Jbali government has focused on receiving financial aid and loans from rich countries in order to promote Tunisian economic activities through infrastructure projects and the recruitment of thousands of civil servants. In other words, the government has adopted the Keynesian fiscal stimulus to boost the economy, as such a policy is considered appropriate when unemployment is high. Tunisia has already received donations and loans; accordingly the government expects to realize a growth rate of 4% in 2012. In addition, the end of the corrupted regime of the former president, Zine El-Abideen Ben Ali, could improve the economic situation since Tunisia was losing three points in its growth rate every year due to corruption.

Despite these reasons for optimism, Tunisians have not yet noticed significant change. The same problems remain. State institutions became weak after the revolution as people enjoyed their unlimited sensation of freedom. Security forces and other control services have failed to ensure stability and public or-

der. Even civil servants have sometimes felt insecure in their offices due to the use of violence at protests, as the government is still not controlling the country properly.

As a result, the economic recovery has not started yet for two main reasons. First, the political discourse of the current government does not have enough strength to direct Tunisians towards the same goals. It is essentially a problem of communication between the government and citizens, who have high expectations after the revolution. The silence of the government has increased the fears of citizens as well as foreign investors. People are unaware of the real challenges and difficulties of this phase. Some observers explain the critical situation due to the lack of experience of the current ministers, who were in the opposition for many years. Meanwhile, the minister of finance has argued that the government cannot present any plan before the budget rectifications in March 2012.

Second, the current political reform process has not been followed by either new

administrative measures or law reforms. The government should present a clear plan and then quickly turn them into actions and respect good governance characteristics, particularly the rule of law. In fact, the state needs to recuperate its strength to fight economic obstacles such as anarchy, smuggling, and tax evasion. The realization of the expected public and private projects depends on the security situation.

Economic Forecast for the short term

The Revolution holds great promise for Tunisia and the longer term dividends could well be significant in terms of economic growth and social equity and cohesion. However, the country's political situation remains fragile. In addition to political transition challenges, in the short term, the government is facing the immediate urgency caused by a reduced fiscal space and increasing social demands while challenges related to youth unemployment, regional disparities and economic disenfranchisement cannot be left unaddressed.

Tourism, which represents 6.5 percent of GDP and is the largest provider of foreign exchange, declined by more than 50 percent. Foreign direct investment (FDI) dwindled by 20 percent and more than 80 foreign companies left the country



The authorities estimated that during the recent upheavals between USD 5 and 8 billion (around 4% of GDP) were lost, tourism receipts have been seriously affected, key investments have been put on hold and thousands of jobs have been lost.

During the month of January 2011, TND 1.8 billion was injected into the banking sector to contain a massive withdrawal.

appropriate communication channels to show its efforts and achievements. Even if the current government is working hard, nothing will change without promotional efforts. Moreover, work cannot be provided for all the unemployed without proper communication.

In fact, all the current Tunisian economic problems seem to be related to political will. Human and financial



“The Revolution holds great promise for Tunisia and the longer term dividends could well be significant in terms of economic growth and social equity and cohesion.”

This contrasts with the over-liquidity situation Tunisia had faced, recently, leading to a mop-up of TND 1.1 billion last year. Foreign exchange reserves fell from TND 13 billion (147 days of import) end-December 2010 to TND 12.2 billion (139 days) in January 2011.

Therefore, the government should now reassure citizens, investors and organizations that the situation is improving and is under control. It should also find the

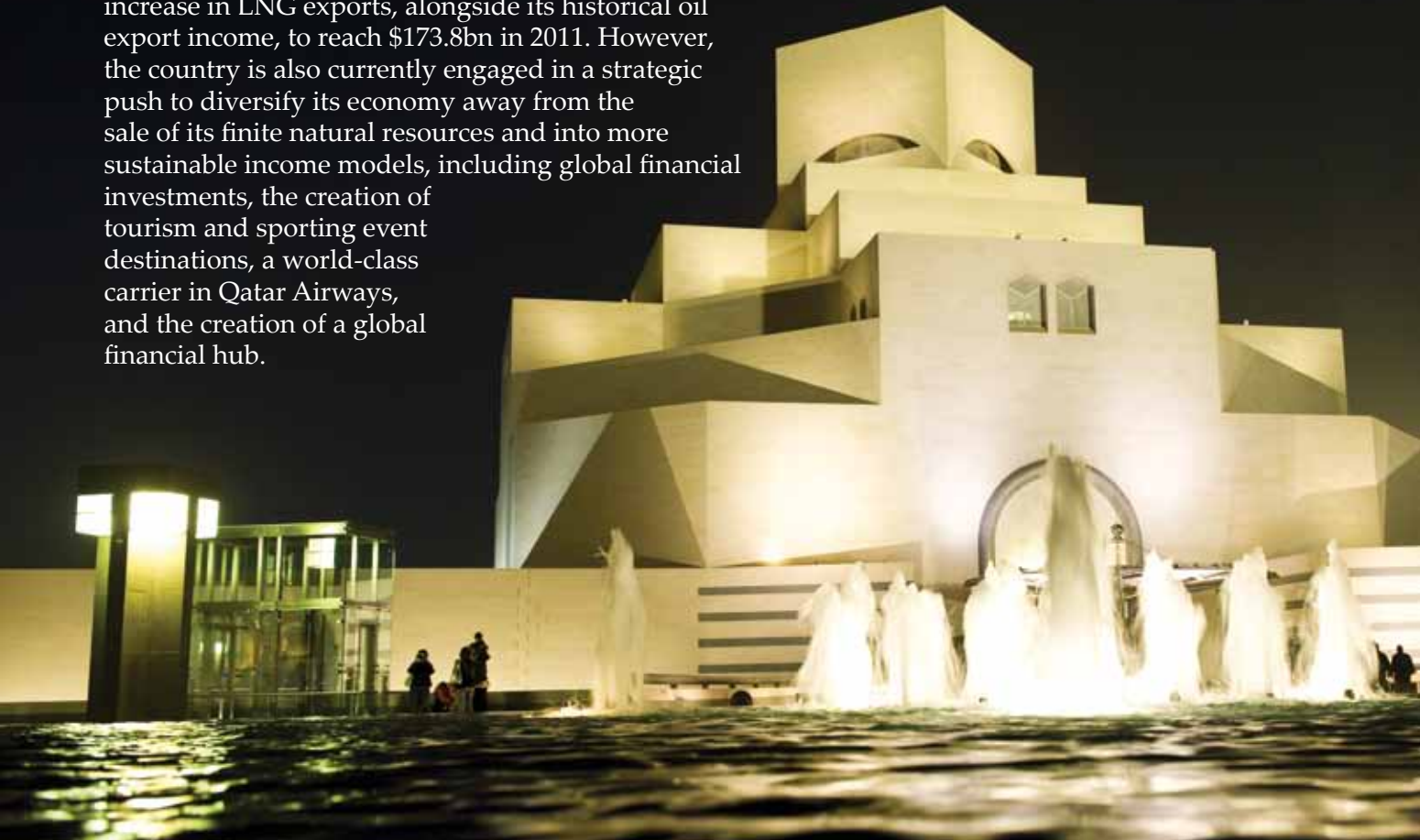
resources are available but the government needs to reinforce the means of work. Therefore, the success of new democratic reform in Tunisia depends on accelerating the economic recovery, which will reflect upon political stability, good governance, and social harmony.

The difficult economic situation requires both immediate and long-term solutions. The short-term solution in-

volves improving the political and security situation, which should in turn open the way for a stronger tourism season in 2012. This would serve as a first, modest step to put a stop to the drain on hard currency. As for the long-term solutions, there are many options available. There should certainly be some attempt to open new and promising markets. The next budget, which has not been discussed yet, must also explore the possibility of increased borrowing from abroad to close the widening budget deficit.

Qatar Seeks to Diversify Its Economy

Qatar has seen enormous economic growth over the past few years, its GDP spurred by the massive increase in LNG exports, alongside its historical oil export income, to reach \$173.8bn in 2011. However, the country is also currently engaged in a strategic push to diversify its economy away from the sale of its finite natural resources and into more sustainable income models, including global financial investments, the creation of tourism and sporting event destinations, a world-class carrier in Qatar Airways, and the creation of a global financial hub.





The recently released IMF World Economic Outlook projects that Qatar's real GDP will grow 6.3% in 2012 - down from 14.1% in 2011, slowing down to 4.3% in 2013 as the hydrocarbon export boost begins to plateau. With oil prices forecast to remain above \$100 per barrel the country's current account balance is forecast to remain strong however, at 29.6% of GDP in 2012 and 26.8% in 2013.

"Looking ahead, the main issue facing Middle East oil exporters is how to take advantage of their current positive position to strengthen their resilience against oil price declines and diversify their economies to boost private-sector job creation," Masood Ahmed, Director of the IMF's Middle East and Central Asia Department said in a statement on the report's release. "Fiscal policy could gradually shift to bolstering national savings, and countries could ease the pace of government spending, especially on expenditures that are hard to reverse, like public-sector hiring," he added.

Qatar's economic diversification into non-energy sectors is well underway, but the country nevertheless benefits from a significant financial buffer. Currently oil and gas still account for approximately 85% of export earnings and 70% of government income. A revenue source that is sustainable for the mid-to-long term as proven oil reserves account for 25 billion barrels (enough to continue at current output levels for at least the next 55 years), while proved natural gas reserves top a staggering 25 trillion cubic metres - 13% of the global total.

Prospects of Growth

In 2008 Qatar published its Vision 2030, a roadmap of how the country would focus on four key areas of development; human, social, economic and environmental, in order to oversee the creation of a regional hub for high-level industrial activities and a modern, knowledge-based economy. The roadmap, which calls for the leveraging of the country's hydrocarbon-created wealth to fund investment in infrastructure for these projects, is overseen by the not-for-profit Qatar Foundation.

The awarding of the 2022 FIFA World Cup has also provided a boost to the country's in-

frastructure and construction market - and, by extension, laid the groundwork for positioning Qatar as a major global tourism and sporting event destination.

"The investment in the infrastructure projects [projected as over \$200bn over the next 10 years] is a major source of Qatar's economic diversification," HE Yousef Hussain Kamal, Qatar's Minister of Economy and Finance said in his opening address to the Mena Investment Management Forum in November. "The upcoming rail and metro projects, New Doha International airports and the Lusail City projects offer wide range of funding opportunities for the investors."

Alongside its increased infrastructure spending, Qatar is expanding capacity in its petrochemical sector, with expectations that investment will top \$25bn until 2020, allowing for increased exports of more complex products to the global market.


In addition, Qatar has set in place a series of regulatory and legislative programmes to reform its financial sector in order to attract more participation from foreign entities, as well as to encourage growth in the SME sector to provide a self-sustaining base for the local economy. The Qatar Financial Centre has also made progress in creating a niche identity as a global hub by including in its offerings specific focus on financial sectors such as the insurance and reinsurance markets.

Looking abroad, Qatar has been maximising its current account surplus to take advantage of reduced pricing for key investments such as real estate, banking, manufacturing and international brands in markets more directly affected by the financial downturn. The country's foreign investments last year alone topped \$6bn.

Apart from its stakes in France's Total and the Anglo-Dutch Shell oil companies, Qatar - through the Qatar Investment Authority also has holds investments in a number of high-profile real estate, hospitality, manufacturing, sporting and retail brands overseas, such as Harrods and the Shard building in London, the Raffles Hotel Group, locations in New York and Paris, Volkswagen, Credit Suisse, and Xstrata.

Your Voice Speaks Volumes... Do You “Sound” Professional?

Words by Hind Jamjoom
Certified and Accredited Image Consultant (AICI)



“We often refuse to accept an idea merely because the tone of voice in which it has been expressed is unsympathetic to us.- Friedrich Nietzsche: German classical scholar, philosopher and critic of culture, 1844-1900”

Studies show that your words account for only 7% of the message you convey. The remaining 93% is non-verbal. 55% of communication is based on what people see and the other 38% is transmitted through tone of voice. Therefore, we need to pay attention to the way we “sound” because whenever the words do not match the voice, it is the words that are lying. The spoken words and the voice must be compatible for people to buy into what we say.

Why Is The Tone of Voice So Important?

Tone of voice is defined as the quality of a person's voice. These qualities are made of the pitch, characteristics and volume of the voice. The way the words are delivered and the manner are speaking also make up the tone.

A Stanford University study found that people make judgment about a per-

son's credibility based on the way he/she speaks. Your voice quality, grammar and pronunciation impact others and make their first impressions.

If you speak at a low volume, you may be considered weak or afraid. If your tone is clear, strong and full of exuberance, people may think you are confident. Someone who speaks with no inflection can be thought of as boring and unimaginative, regardless of how intelligent he/she may be.

What Does Your Voice Say About Your Personality?

Your voice sells people on your knowledge level and professionalism. It helps you to gain their support when difficulties arise. In order to make it sound the best it can be, you need to know how you “really” sound not how you “think” you sound.

The best way to know how you sound to others is to listen to a recoding of yourself.

This will give you a straightforward feedback about how you sound. Listen to the recording of your voice objectively and think; if you were someone else, what personality traits do you automatically assume about the speaker? Would you say they are more likely to be confident, authoritative, understanding, independent, attentive, interesting, energetic, dynamic, mindful of others, warm, caring, respectful, etc.

Over time you will gain awareness of your voice and will be able to review your word choice.

What is the voice that people love listening to?

1. **Natural**, calm and free sound. This sound has a calming effect on others, because you appear to be relaxed and in control. You can achieve this voice by learning to control your breath. There are various breathing exercises designed to reduce anxiety and they are equally effective for a better voice (think meditation classes).
2. **Articulated** voice: Words are clear and the endings are as well audible as the beginnings. This will give your voice more authority and soulful quality.
3. Proper **Pronunciation** of the words, or "diction". Pronunciation is "how" to say a word and is different from articulation in that words can be mispronounced but still be spoken clearly! Often people don't realize they are using poor diction because it becomes a verbal habit.
4. It has appropriate **Volume**, pitch and tone. This is determined by how loud or quiet your voice is, as well as the range it travels through (high to low), and its quality. Think of women who sound like little girls; they are not always taken seriously by their coworkers. Likewise, men who are always loud regardless of circumstances overwhelm their hearers and can appear aggressive and inconsiderate.
5. **Pausing** in the right place for the right length of time. Silence can speak louder than words however, if you speak too slowly, with several pauses between words for no apparent reason, you will irritate others who are impatiently waiting



for you to get to the point!

6. Proper speaking **Rate**. This refers to the speed your words come out of your mouth at. Speaking either too fast may give the impression that you are nervous. If you don't have time to say what you want to say, arrange another time to pick up the conversation.

Taking control of how you sound, will give you the confidence to speak up, be heard and to be treated as a professional.

The Image of Your Employees in Their Voice:

On my article of June 2012, I described your employees as "Ambassadors"; because when an employee interacts with a customer that employee IS the company. Make sure every employee represents the image your company wants. They need to understand the impact of their voice on their business relationship and that voice sells people on their knowledge level and professionalism.

Remember, habits are hard to break, but if you stick with it you will be rewarded with good control over your voice; which will most definitely reflect positively on your total image!

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





For those who haven't joined one of the ever-growing list of online business networking sites, these services are specifically tailored to facilitate communication and referrals for professional purposes. You submit your contacts, invite friends and colleagues to be part of an "inner circle" of business or personal associates, then use the system to seek "friends of friends" or business contacts of your associates. Soon, this inner circle of contacts expands as individuals are contacted directly or as introductions are made by mutual friends and associates. Where services such as Friendster, MySpace and Connexion have been successful bringing singles and groups together based

on affinity and mutual interests, business-networking services are now offering a parallel experience in the professional world. Along with LinkedIn are such offerings as Ryze and Tribe.net. This use of online, friend/associate-based networking will prove to be one of the most valuable business tools the Internet has yet provided. Although the number of these services available to entrepreneurs and businesspeople is growing, LinkedIn strikes us as the easiest to embrace, and the most effective. Typically, each service has formal sign-up steps that assist you in creating your online identity. This may include information relating to your current job, previous positions, and general interests.

Some business networking sites enable you to publish your own "blog," or join specific community discussion groups.

Familiar Formula

Often, the key to using a business network successfully involves the creation of your personal friends — or business connections — group. The registration process is similar across the various social networking websites but LinkedIn boasts one of the simplest methods of inviting and maintaining your social network. By simply uploading an exported file from your contact manager, LinkedIn can immediately tell which friends of yours are members of the service.

Leveraging Social Networking Sites to Generate Business

Stepping into the conference room, you realize that you're headed into an appointment with very little information on what's about to happen or with whom you'll be meeting. You know the names of the participants, but would not recognize them if you passed them on the street. Nonetheless, you're pleased with the opportunity and eager about what may materialize from this gathering.

Now here's the punch line: this entire in-person meeting was arranged online with the assistance of "web introductions," through the business networking service LinkedIn.

This method of contact maintenance and connection group development makes LinkedIn a breeze to start with, immediately enabling you to gain access to your contacts, without having to laboriously enter emails to discover if associates are already there.

With your account set up and contacts entered a small but growing network of individuals can now easily search your personal network for relevant business contacts. This may be as simple as entering a name of an individual you're seeking, or specifying a broad search for contacts within a specific industry. This ease of creating personal contacts and developing online business events makes

the service much more efficient than the traditional (and often stilted) network mixer.

Although most online business networks are currently free, the model will soon change to a subscription basis, and just as many IM users have AOL and MSN accounts, those in the business world will need to join and maintain accounts on multiple services, until bridges are built to connect them all. The pay-for-network service model is familiar to most businesses. Offline business networking events are rarely free, and even high-priced events rarely allow people to find who they need. By contrast, online business networks enable members to

seek a confident introduction through a friend, to a much-needed business contact - clearly, a valuable capability.

Beyond Introductions

Although your "blind" meeting went well, and your new business contact is now part of your personal business network, it's not much of a stretch to imagine a time when the in-person meeting itself will be all but obsolete. With the growing array of Web-based live communication tools, an online business networking site can offer a meeting environment where professionals can converse, face to face, through the site's own technologies.



The natural next step beyond assisting with the network meeting process is to provide an online application facilitating rich, real-time communication. Just as in the online dating world competition for members depends on expanding feature sets, leaders in the emerging online business networking space will separate themselves by implementing new applications that support better methods of business collaboration online. Forward-thinking entrepreneurs will do well to begin getting comfortable with online audio and video technology, so that they can be among the early adopters as these services become available.

How to Use Online Networks to Market your Business

LinkedIn maybe the way to go in order to build successful business relations

and partnerships, the power of social networking sites, however, is not limited to this function; they can be very effective tools in marketing your business and promoting your products and services to your targeted customers. Two social networks come to mind immediately in this regard: Facebook and Twitter.

Here are some of the ways that you can use social networks to market your company and you:

- **Research your market.** You have two ears and one mouth; listen more than you talk. Through participation in these communities, companies can learn about consumer interests and reactions with a candor rarely found in focus groups and surveys.
- **Create Competence:** If becoming an expert in your field is part of your marketing strategy, social networks give

you a much more accessible outlet than the media. You can speak up in a mailing list, discussion forum, or blog, and reach hundreds or thousands of people. Say something useful, original, and profound, and you will get quoted and linked to, reaching even more people.

- **Build and reinforce your brand:** Every signature in an e-mail or on the Web, and every profile online, is an opportunity to reinforce your brand.
- **Unveil a human voice:** Networked markets demand openness from the companies who want to sell into those markets. Organizations should have more people participating virtually than just professional marketers. A happy employee is a more powerful brand evangelist than almost anyone in Marketing. This is one reason why Microsoft has approximately 1,200 bloggers out of 55,000 employees.

- **Associate yourself with a not-for-profit cause:** People are much more willing to gather around a cause than a company.
- **Micro-target:** If you have identified a particular narrowly-defined groups to

presence and started growing your network online, here are steps you can take to leverage virtual relationships for marketing:

- **Pull, don't push.** Focus on awareness, not persuasion. Your participation, your

“Word-of-mouth flows through social networks; Leaders of networks are excellent lighthouse customers. If the most prominent blogger in your field likes what you sell, you will create a powerful evangelist.”

target, the odds are good that you can identify a virtual community where they are already gathered. Are you selling consulting services to independent bookstores? If it doesn't already exist, just create a virtual community for your target pool, seed it with your closest relationships, and watch it grow.

- **Ignite word-of-mouth buzz:** If you have a new product or service, word-of-mouth—satisfied customers talking about you—is one of the most effective ways to establish your Competence. Word-of-mouth flows through social networks; Leaders of networks are excellent lighthouse customers. If the most prominent blogger in your field likes what you sell, you will create a powerful evangelist

Action Plan

A common mistake many marketers make when dealing with online communication is in thinking that it can be turned on and off like an advertising campaign. Online networks are generally not very receptive to marketing messages from brand new members. You must earn the right to talk about your product through participation in and contribution to the community. Similarly, you cannot simply leave when the campaign is over, or you will be seen as shallow and a “user.” People do not want to be used; please do not use people. Once you've established your personal

signatures, and your profiles will create awareness. Those who are interested will be attracted to you and will come to you for information and assistance.

- **Create a standard template for e-mail and Web signatures** for all your employees. Reinforce your brand with every communication. It can be simple

text, but it's easy enough to incorporate your company logo, as well. However, some people do not consider elaborate signatures appropriate for general correspondence.

- **Cross-promote.** Link to your Web site in your e-mail signature. Link to your communities from your Web site. Link to your personal profile page from your community page. Link, link, link.
- **Create a community** around a cause or topic associated with your brand. Music groups, films, authors, and many technology companies can often support a community around their brand. However, many other companies do not have that type of user base. Instead they can build a community around a cause, as Avon does with its Breast Cancer Crusade.
- Be consistent, not persistent. Long gaps in your participation will be noticed, and if your participation conveniently peaks for the two weeks before your marketing campaign, people will see it as manipulative.





How to Become a Great Public Speaker

If you are going to be successful as an entrepreneur, you have to be a great presenter. At various times, you will be in front of audiences that could include potential financing sources, customers, the media and others who can ease your path to become known and respected in your niche or make it incredibly difficult for you. How you come across when communicating your ideas has a lot to do with whether others will help you or not.

Here is a core set of guidelines to help you as you craft and deliver your presentations:

Make Sure Your Audience is Ready to Listen

If you are presenting to one individual or a small group, it's a good practice to make sure you have their permission to start your presentation. If they have something

boil it down to three core things. Tell them the three points you are going to cover, then cover them, then tell them what you just told them.

What's in it For Me?

When you convey your points, all that matters to the audience is what's in it for them. While it's your presentation, it's not about you. They don't care about you.

"Avoid podiums if at all possible. Obstructing the audience's view of you with a block of wood minimizes the impact of what you're saying and puts an emotional barrier (as well as a physical one) between you and your listeners."

else on their mind and you don't deal with it first, their attention will be diverted. So ask if the audience is ready for you to begin before you proceed.

Summarize Up Front and Keep it Simple

When you start a presentation to a group, don't have a long, meandering introduction. Tell them quickly what you are going to discuss in just a few points--three is a good number. Why three and not six or 10? Because the half-life of your audience's memory is likely to be very brief. It has often been said that by the time an audience leaves your presentation, they've forgotten 20 percent of what you said. By the following day, they've lost 50 percent of your message. Within four days, they can't recall 80 percent of what you said. So

They care about themselves. So your presentation has to be focused on their needs.

Show, Don't Tell

No matter what you are conveying, you want to show people, through real anecdotes and human stories, what you mean. Personalized stories are always more convincing than statistics or generalities alone.

Take Control

When you present to a group, your audience wants you to take control of the room. The groundrules are yours to set. If you want questions at the end and not during the presentation, say so. If you want to request that people silence their cell phones and other electronic gear, let them know.

Want the room set up a certain way? Arrive early and rearrange it to suit your needs. Taking control is not possible if you arrive for your presentation two minutes before it's due to start. Whenever possible, arrive one hour early. Try to get access to the meeting room and make sure it's set up in a way that will benefit you. Arriving early will also assure that you have time to relax, cool off (or warm up), comb your hair and otherwise get comfortable.

Stage Management


Where is your light coming from? Not every presentation room has great lighting. If you stand in the wrong place in some rooms, your features will be washed out. Make sure you optimize where you position yourself. Avoid podiums if at all possible. Obstructing the audience's view of you with a block of wood minimizes the impact of what you're saying and puts an emotional barrier (as well as a physical one) between you and your listeners. The podium is usually a crutch for the speaker--literally something to hold onto. Wherever possible, try to avoid it.

Connect with Individuals

Some people talk to a room in the "say and spray" style -- they keep their eyes darting all around the room from person to person, without ever really landing to convey an idea or concept. Instead, find a person in the room and sell your statement. Wait for the nod or acknowledgement before moving on to another person. When other people see someone in their group connecting with you, they will listen more intently to what you're saying because they know their turn is coming and you'll be focusing on them soon.

"By the time an audience leaves your presentation, they've forgotten 20 percent of what you said. By the following day, they've lost 50 percent of your message. Within four days, they can't recall 80 percent of what you said."

Event Planning 101



Just like any business project, the first step is to organize all of the information you have and identify the most urgent matters. Before you begin choosing a venue or hiring a speaker, you need to know the basic parameters of your event. It is almost impossible to talk details and costs with a third-party until you have more of the specifics ironed out.

Key Details

Here are the key details you should define before contacting outside vendor:

Date

Everything revolves around the date of your special event. Ideally you want to have three potential dates in mind so that you can compare availability and prices across the board. Try to include different days of the week for maximum flexibility.

Time Frame

Even a single hour difference can make an impact on your planning, so you really need to get specific about your anticipated time frames. For example, starting at 10am instead of 8am means you may not need to allocate a breakfast budget.

Attendance Numbers

This is one detail that is often too broadly estimated for productive negotiations. Get

realistic with your attendance projections. Discuss in advance who you will invite and put your projections together on a spreadsheet. Attendance and budget are directly correlated, so don't haphazardly guess about the number of people you think will attend.

Breakout Sessions

You may only need one banquet room if you are hosting a dinner, but a full scale conference will likely require additional breakout rooms and an exhibition space. Once again, you won't be able to measure costs until you define how much space you need. For conferences, the best approach is to plan a mock itinerary in your very first meeting. Sharing ideas and piecing them together on paper will help steer you through the next planning decisions.

Budget vs. Costs

It might sound impractical to work on a

budget before knowing venue and catering costs, but working this way provides a benchmark for you to measure all of vendor proposals. Begin with your revenue sources. How much should you charge for attendance? Will you call on sponsors to help offset costs? What will exhibitors pay to participate? Revenues will ultimately dictate your budget, so it only makes sense to project them first.

Marketing

After you have identified your revenue sources, the next step is to outline your marketing plan. What is the best way to reach and engage your revenue generators? Perhaps you have a list of potential attendees as an employer or membership association. That would obviously be helpful, but what about sponsors and exhibitors? If you are planning to attract more than 20 exhibitors then you must be able to reach them.

Targeted marketing campaigns cost money, and that cuts into your revenues.

Transportation and Lodging

Running a local conference typically eliminates any concerns about transportation. However, you still need to address lodging for speakers, exhibitors and special guests. Some hotels provide discounts on meeting space if you book enough room nights. The only way to capitalize on this is by knowing your lodging needs in advance. Go back through your attendance data and project how many guests are from outside your area. Now all of this probably sounds like a lot of information to gather up front, and it is. But keep in mind that these are the details that affect everything else in the planning process. You might be initially attracted to the more “glamorous” tasks, like site visits and menu planning. Just remember that their time will come. For now though, focus on the facts so that you can make the best decisions later.

Overlooked Resources

As event planners, we are accustomed to working against the odds. This can include creating a menu that suits a large group of international executives, to locating Mr. Thompson’s missing laptop minutes before he takes the stage. We take pride in making the impossible happen! But despite our penchant for solving problems, the fact is we need good people around us to make it all happen. Sometimes the “star player” emerges out of nowhere. The server who goes the extra mile to get your guest his favorite bourbon is one example I’m sure you have all experienced. But you don’t always have to wait until the event begins to find your hero. There are plenty of superstars just waiting to show off their talents if only you would give them the chance.

1. Interns

Before you entered the event planning industry you likely dreamed of the day you would be hired for the position. Guess what? There are thousands of people out there who have that same dream, and they are willing to work for free in order to prove themselves. Your event planning intern can assist you on everything from running errands to making sure a VIP gets the special attention he or she needs. Talk to your local college about the ways you can help students gain valuable

experience in our industry. If you’re lucky, you might even get introduced to the next full-time member of your staff.

2. Catering Managers

Communicating directly with the catering department while planning your event will significantly increase the efficiency of your meal. This is not a knock against your coordinator or sales contact, but ultimately you want to touch base with the people who are actually cooking and serving the food. After all, who knows better what menu items will present themselves best at a dinner for 500? I would recommend meeting with the catering manager and head chef for any event with 200 guests or more. The subtle details you’ll learn at this meeting may very well change what entrée you choose.

3. Sponsors

Event sponsors should be utilized for more than just their checkbooks. In fact, building an actual relationship with potential sponsors can provide an invaluable stream of resources. Try to think beyond cash donations when meeting with prospects for the first time. What type of business are they in? How could their products and services help take your event to the next level? Also keep in mind that a true partnership involves the reciprocation of generosity. Distinguish your sponsorship opportunity by offering more than a small advertisement in the event program. Find a way to interact with your donors outside of the event so they can see the progress of your organization’s work.

4. Media

Even the smallest mention of your event in the right media channel can generate an enormous spike in RSVP’s. People want to be seen where the action is, and if you can leverage the power of the newsmakers, then you’ll have no problem reaching your attendance goals. Just to be clear, I’m not talking about buying ad space here. What you really want is unsolicited traffic, and this requires gaining the support of social influencers in your area. Brainstorm a list of TV reporters, radio personalities and socialites in your region. Give them all free tickets and tell them you need help spreading the word. Incentivize them correctly and the rest will take care of itself.

Agenda
Introduction
Presentation
Discussion
Summary

“Event sponsors should be utilized for more than just their checkbooks. In fact, building an actual relationship with potential sponsors can provide an invaluable stream of resources.”

Al Habtoor Group in collaboration with Emaar on investments in Belarus

The Al Habtoor Group and Emaar are in talks to collaborate on investments in Belarus. Senior executives from both Dubai conglomerates today discussed investment opportunities in the eastern European country at the Al Habtoor Group head office on Al Wasel Road.

Ahmad Thani Al Matrooshi, Managing Director, Emaar Properties came to meet with Khalaf Ahmad Al Habtoor, Chairman, Al Habtoor Group.

Present at the meeting were Mohammed Al Habtoor, Vice-Chairman and CEO; Mohammed Fadhel Al Mazrooei, Managing Director; Maan Halabi, Executive Director and Sanjeev Agarwala, Director Strategy & Business Development.

The meeting comes after Mr. Al Habtoor spent four days in Belarus in mid-October to look at potential investment opportunities there. Al Habtoor was invited to the capital Minsk on invitation from the Prime Minister of Belarus Mikhail Myasnikovich

who had visited the UAE earlier in the year. Al Habtoor has held several meeting with Belarus' senior officials, including Viktor Lukashenko, Assistant to the Belarus President for National Security Affairs, earlier this month.

"Belarus is a beautiful country, full of business opportunities. I was very impressed following my visit there" he said.

The Al Habtoor Group and Emaar discussed possible joint ventures in Belarus and agreed that a joint team from both groups would travel to Minsk to study opportunities as early as possible. They will focus on possible collaboration in multi-purpose complexes and hospitality facilities in the country.

Mohammed Fadhel Al Mazrooei said, "We will jointly study projects in Belarus. Emaar has a proven track record in the UAE and international markets. We have many synergies. A combination of the Al Habtoor Group and Emaar will make a very strong team."



In recent months the UAE and Belarus have been bolstering bilateral cooperation, especially in the areas of trade and investment, as well as boosting of partnerships between the private sectors of the two countries and setting up of joint projects in promising sectors.

The UAE recently sent a delegation to the 7th Belarus Investment Forum led by Engineer Mohammad Ahmad Bin Abdul Aziz Al Shehi, undersecretary of the Ministry of Economy.

Lebanon's Khoury Home acquired by investors

Lebanese home appliances retailer Khoury Home has announced private equity fund EuroMena II and Syrian investor Moussa Farhan have acquired a stake in the

family-run business, The Daily Star has reported. "The acquisition of the Khoury family shares is the best choice for the future of the company in order to fuel its prospective expansion and growth on the local and regional levels," Romen Mathieu, managing director of EuroMena II, said. He said Khoury Home will continue investing to cover all Lebanese areas, highlighting that the Bekaa Valley, the south and the north of Lebanon could all see more branches opened.



Omani-Chinese alliance awarded fixed-line license for Muscat

Oman has awarded a consortium of Awaser Oman Co and Hong Kong-based PCCW International a first-class license to set up and operate a system for public fixed telecoms in Muscat governorate, Muscat Daily has reported. Awaser Oman is managed and advised by leading practitioners in the sultanate's telecoms industry, while PCCW International is a wholly owned subsidiary of PCCW Ltd, a Hong Kong-based international telecom operator with significant interests in Middle East countries such as Saudi Arabia, Egypt, and the UAE.





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Saudi Arabia awards Samsung, Shanghai Electric \$3bn contract

Saudi's state-owned Saline Water Conversion Corp (SWCC) has announced it has awarded a consortium including Samsung Engineering and Shanghai Electric a SR11.3bn (\$3bn) contract to build a water desalination plant on the Red Sea coast of the kingdom, Reuters has reported. The new plant will have a capacity of 550,000 cubic metres per day of desalinated water and a power capacity of 2,500 megawatts. Water consumption in the country is already almost double the per capita global average and increasing at an ever faster rate with the rapid expansion of population and industrial development.



Kuwait Finance House Board Recommends Increasing Capital by 20% to Support Expansions, cement growth

Kuwait Finance House (KFH) board decided during its meeting on November 26th to increase its capital by 20%. The share price and the premium will be determined later after obtaining necessary approvals from supervisory authorities. This increase serves to assist in achieving approved strategy objectives as part of KFH five-year plan 2012-2016, in addition to supporting its local and global expansion efforts.

KFH Chairman Mohammed Al-Khodairi said that the board's decision coincides with the bank's plans to expand locally and globally, and goes hand-in-hand with the restructuring program ongoing at KFH. He added that the increase in capital also cements KFH's financial portfolio, and plays a prominent role in financing projects in Kuwait and the region.

KFH is considered to currently be one of the biggest Islamic bank in the world, and is the first Islamic bank to operate in Kuwait since 1978. The bank has extensive experience in investments, financing companies and individuals, and banking services. In addition, KFH is well-known in Kuwait and worldwide in the field of real estate and direct investment projects.

In 2011, KFH reviewed its operations in collaboration with Booz & Company, and other international experts in the management field, in order to reinforce KFH's competitive ability in Kuwait and worldwide, not to mention underlining KFH's globally leading status in the field of Islamic banking services and products.

Moreover, Al-Khodairi mentioned that KFH's new strategy is based on maintaining the bank's heritage and reputation as the most trusted Islamic bank globally, in addition to granting shareholders and depositors steady profit. In order to reach that goal, KFH focuses on improving operations and risk management. He added



that the plan is based on cementing KFH's position in the local market in the retail field through developing and improving products and services for its clients. In addition, the bank will also improve services in all branches. In the corporate field, KFH will seek to increase its share in strategic sectors. The bank's new strategy depends on strengthening the bank's investment abilities through focusing on profitable and income producing assets, which is what prompted KFH to restructure its investment portfolio.

The new strategy is based on improving coordination with KFH's subsidiaries in Malaysia, Bahrain, and Turkey, as well as other key areas, to achieve best level of sustainable profits.

KFH is currently embarking on a two-year restructuring plan that focuses on improving the bank's internal abilities and level of services offered to clients, such as upgrading technology and making investments in the human resources field through efficient incentives.



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Duqm Port Seeking Bids from Terminal Operators, Logistics Service Providers

Oman's Port of Duqm is set to invite international companies to operate a number of terminals, as well as invest in tank farms and logistics infrastructure



at the sultanate's newest maritime gateway on the Arabian Sea, Oman Daily Observer has reported. Port of Duqm Co (PDC), a joint venture of the Omani government and Consortium Antwerp Port (CAP) of Belgium, will initially start up these terminals, but eventually hand them over to operators when business picks up at the port, said the chief executive of PDC, Peter Broers. "We are looking for operators - companies that want to run terminals for containers, multipurpose cargo, bulk cargo, and liquid cargoes, as well as logistics operators to provide warehousing, storage, equipment and tank farming services," he said. "Later on, these terminal operators will be stakeholders in the port, while Port of Duqm will assume the role of regulator and port authority," added Broers.

New UAE Company Law Unlikely in 2012 - Official



A long-awaited law to allow further foreign ownership of companies in the United Arab Emirates (UAE) is unlikely to be passed in 2012, a senior government official said. A new UAE companies' law, meant to liberalize the country's economy, has been in the pipeline for some time and is awaiting cabinet approval.

"There are some issues, we are optimistic it will be out soon," Omar Abdullah, under-secretary in the Abu Dhabi department of economic development, told reporters on Thursday, adding the legislation would not be passed this year. Abdullah said the government is considering allowing full foreign ownership in certain sectors. Currently foreign companies are allowed only 49 per cent ownership outside of designated "free zones". "For specific sectors that can add value to the economy, 100 percent will be considered," he said. Sectors and companies that can contribute positively to the country's GDP, to the transfer of technology and the creation of jobs will be considered for full foreign ownership, he said on the sidelines of an event in the oil-rich emirate of Abu Dhabi. Loosening restrictions to attract more foreign investment is intended to make the economy more diverse and resilient while creating jobs for locals.

Petra Airlines Eyes Tie Up With Low-Cost Carrier in Europe

Jordan's Petra Airlines, which was this week granted approval to start operating scheduled passenger services from next March, is looking to tie up with a European low-cost carrier to operate flights from its base in Amman. "We have plans to operate five A320s by 2014 and have a schedule flight to most of the major cities in the MENA and GCC region, using Queen Alia International Airport-Amman as a hub," Riad Khashman, CEO of Petra Airlines said in a statement. Khashman added the carrier planned to increase its registered capital to US\$70m in order to fund its expansion plans and has ambitions to partner with a major European low-cost carrier in a bid to boost its route network.

In a statement, the airline confirmed it was in talks "to contract one of the international aviation consultants to develop a comprehensive business plan and ultimately attracting a potential strategic partner in the LCC (low-cost carrier) sphere, mainly European low-cost carriers, to benefit from having a platform in the region. This would allow Petra Airlines to provide services to Europe, MENA and GCC under Jordan open sky policy."

The carrier has previously operated charter flights to destinations including Armenia, Egypt, Italy, Saudi Arabia and Turkey.

In September, it was revealed Airport International Group (AIG), a consortium of investors redeveloping Jordan's Queen Alia International Airport, was in talks with the budget carrier easyJet to expand its network to Amman. "There are great opportunities for us to develop new routes from Europe to Amman, especially in the



low-cost segment," AIG's CEO Kjeld Binger told Arabian Business. EasyJet, Europe's second-largest low-cost carrier, launched its three-times-a-week Gatwick-Amman service in March 2011. The London Luton Airport-based carrier has 19 bases in Europe and 16 in the UK, including Manchester, Liverpool and Birmingham. AIG is spending US\$850m on expanding the Amman-based airport and improving existing facilities under a 25-year build-operate-transfer agreement, which will boost capacity from 3m to 9m passengers per year.

The first phase of the project is expected to be completed by February 2013, with the second phase expected to be complete at the end of 2014.



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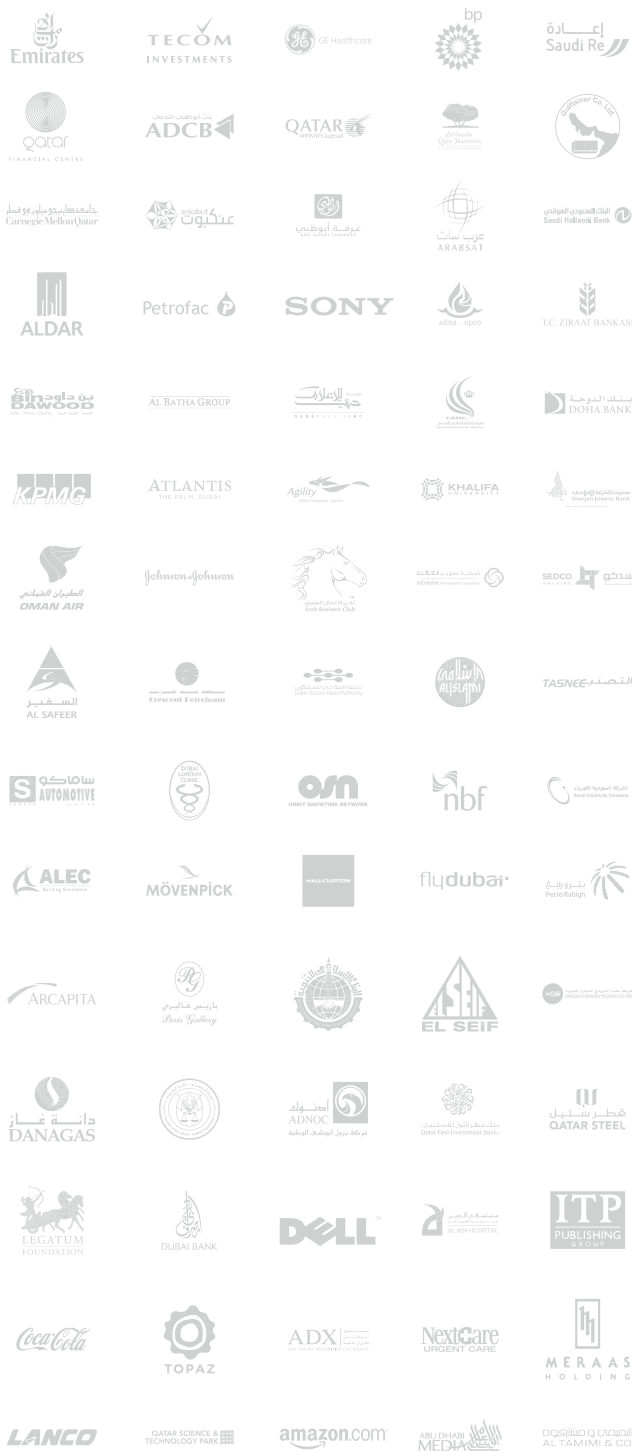
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TOURISM

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Dubai: Partner for a tourism company

Description

Leading and established tourism company in Dubai with its own compound is looking for a partner.

The offer

Cost: US\$ 1-2m

Contact: hamdan@imail.ae

Mobile: +97150 886 4116

TOURISM

Reference code: abc129

Abu Dhabi: Partner for a tourism company

Description

Leading and established tourism company in Dubai with its own desert compound and contracts with leading airlines for sale.

The offer

Cost: US\$ 12m

Contact: hamdan@imail.ae

Mobile: +97150 886 4116

SUPPLIER

Reference code: abc130

UAE: Importer for livestock from Angola

Description

We need an importer for livestock from Angola

The offer

Cost: US\$ 12m

Contact: hamdan@imail.ae

Mobile: +97150 886 4116

SUPPLIER

Reference code: abc131

UAE: Importer for Timber from Angola

Description

We need an importer for Timber from Angola

Contact: hamdan@imail.ae

Mobile: +97150 886 4116

SUPPORT SERVICES

Reference code: abc132

Angola: Marines Service and Maintenance

Description

We need an investor for a service facility for yachts and fishing boat engines in Angola.

The offer

Cost: US\$ 12m

Contact: hamdan@imail.ae

Mobile: +97150 886 4116

SUPPORT SERVICES

Reference code: abc133

Angola: Marines Service and Maintenance

Description

We need an investor for a service facility for yachts and fishing boat engines in Angola.

The offer

Cost: US\$ 12m

Contact: hamdan@imail.ae

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Reference code: abc115

UAE: Magazine distribution service**Description:**

We cover distribution services of magazines to Governments, companies, Embassies & consulates, hotels, Airport lounges, etc, in UAE; we also handle distribution to Bookstores, Fuel stations, and other places that sell magazine. We also use distribution of magazine via Emirates post.

We can send to our list, or you can provide us with your list.

We can handle the National media council approvals for international magazines for distribution as well.

Contact: hamdan@imail.ae
Mobile: +97150 886 4116

SUPPLIER

Reference code: abc134

Oman: Importer for Riot Police Gear to Oman**Description**

We need a supplier for Riot Police Gear to Oman

Contact: hamdan@imail.ae
Mobile: +97150 886 4116

SERVICES

Reference code: abc117

UAE: Business setup service

Complete solution for setting up your company in UAE, including company formation service sponsor/service agent, PRO service, market research, etc.

Please contact us at hm@wt.ae
Mobile: +97155 968 7177

Energy

Reference code: abc123

UAE: J.V in Renewable Energy, Bio Diesel Plant in Al Qouz**Description:**

an opportinuity to invest and become a partner in 100 MT PD Bio Diesel Plant. We use used cooking oil from various Kitchens n convert it in to Bio Diesel This is a Biodegradable substance used to run Diesel engine Truck or Generators. Also used as Recycled Base Lube in Automobile engine oil for blending. Plant is fully paid up n Urgent Require cash flow for Working Capital,100% production sold.

The offer
US\$ 555,000

Contact: hamdan@imail.ae
Mobile: +97150 886 4116

Food & Beverages

Reference code: abc124

UAE: A RUNNING RESTAURANT IN PRIME LOCATION**Description:**

A RUNNING RESTAURANT FOR SALE IN BUR DUBAI (NEAR BURJUMAN CENTRE), 2000 sq.ft.

The Offer

US\$ 280,000, Annual rent: US\$ 70,000

Contact: uae@save.ae
Mobile: +97156 729 7000

Manufacturing

Reference code: abc125

UAE: Labels and Sticker factory for sales**Description:**

Factory for stickers and labels cards with its equipment and machinery and valid trade license in Quz 4 area. Size is 2000 sq.ft, the income is between 300 to 500 thousand AED.

The Offer:

US\$ 365,000 (Negotiable)

Contact: hamdan@imail.ae
Mobile: +97150 886 4116

CONSTRUCTION

Reference code: abc120

UAE: Contracting Company for sale

A contracting company (G+1 Grade, already finished meeting requirements to upgrade To G+4) with clean record and big government projects under construction.

Offer:

Cost: US\$ 838,000 Negotiable

Contact: hamdan@imail.ae
Mobile: +97150 886 4116

MANUFACTURING

Reference code: abc121

UAE: Furniture factory for sale**Description**

Furniture factory for sale with valid commercial trade license, 15 staff , accommodation: 6 rooms attached to factory, carpentry area, upholstery area , curtain area, painting area. The factory manufacture the following: doors, dressing rooms, sofas, wooden décor, curtains and all related furniture types. Area of the factory is 1500 square meters and it is located in Umm al-Quwain.

Offer

Cost: US\$ 190,500

Contact: hamdan@imail.ae
Mobile: +97150 886 4116

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call 0501351355
support@my.ae
help@my.ae.



MEMBERS' EXCLUSIVE

Business Set-up and Counseling Services

Arab Business Club, the premier global business leaders' community, is proud to provide its members with comprehensive and custom-tailored business set-up and counseling services that include:

- Helping with license documents and requirements.
- Providing influential and trust-worthy local partners.
- Business counseling services (Business ideas, investment opportunities, business buying/selling, feasibility studies, market research, etc.)
- Hiring and employment services.

For more information, please send your inquiries to setup@arabbusinessclub.org

4

Special Rates on Tours and Safaris

Arab Business Club is proud to provide its members with special rates on some of the UAE's most attractive and sought after tour and safari programs. The offer includes plenty of unique and carefully planned activities:

- Desert Safaris (different programs available)
- Shopping Tours
- Tours of all UAE cities
- Adventures (several programs available)
- Cruise ship Tours

For more information, please send your inquiries to tours@arabbusinessclub.org.

5



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ABC Latest Member List (DECEMBER ISSUE)

NAME	COMPANY	DESIGNATION	LOCATION	INDUSTRY
Nadir Ali Zafar	Singapore Business Council	President	U.A.E.	Non-Profit Organization
Abdalla Juma Al Sari	Fal Oil Co. Ltd	Chairman	U.A.E.	Oil and Bunker Trader
Mohammed Zaheer	Couts & Co	Vice President, Relationship Management	U.A.E.	Finance
Dr. Ghasan Al Khateri	Net Tours	CEO	U.A.E.	Travel and Tours
H.E. Romulo Acurio	Consulate General of Peru in Dubai	Consul General	U.A.E.	Government
Raj Chaturvedi	Premier Limousines and Leasing	General Manager	U.A.E.	Services
Naseer Aka	Couts & Co	Director, Relationship Management	U.A.E.	Finance
Majid Abdalla Juma Al Sari	Fal Oil Co. Ltd	Vice Chairman	U.A.E.	Oil and Bunker Trader
Claude Valle	French Business Council	President	U.A.E.	Non-Profit Organization
H.E. Young Jong Hong	Consulate General of the Republic of Korea in Dubai	Consul General	U.A.E.	Government
Antonio C.C. Ferandes	Linhas Aereas De Angola - TAAG EP	Regional Manager for Middle East & Southeast Asia	U.A.E.	Aviation
Mohammed Abdalla Juma Al Sari	Fal Oil Co. Ltd	Managing Director	U.A.E.	Oil and Bunker Trader
Peter Kruse	Couts & Co	Director, Relationship Management	U.A.E.	Finance
Raj Srivastava	Couts & Co	Vice President, Relationship Management	U.A.E.	Finance
Joseph Elaty	Queen's Fuel Limited	CEO	U.A.E.	Oil & Gas

ARAB BUSINESS CLUB

IN A GLANCE

Arab Business Club is an international business platform built for the World's business elites; particularly those who are interested in building trustworthy and beneficial business relations with the Arab World. We break through the barriers of culture, Geography and language and bring together elite Businessmen and women, investors, C-level management personnel and decision makers enabling fruitful business ties to be forged quickly and efficiently.

- Arab Business Club was established since August 2008.
- The Club has more than 8500 Members from 27 countries including Key business players, top management professionals, decision makers and high-ranking diplomats.

KEY ACTIVITIES

- Promoting investment opportunities worldwide.
- Promoting our members' services, products and investments.
- Business & investment matchmaking through our wide connections and regular events.
- Facilitating relations and communication with Arab governments and authorities. Bringing together investors and investment opportunities owners.
- Hosting and organizing exclusive and trend-setting business and networking events.
- Leading and supporting investors & business delegations to/from the Arab World.
- Supporting business setup and establishment in the region through providing advice, feasibility studies, consultancy, local partnerships and helping with licensing process.
- Providing Legal support and advice to our members.
- Hosting and organizing specialized events: Healthcare, Oil & Gas, Tourism, etc.

Arab Chambers of Commerce & Industry

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Fax: (213) 2-629991

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Djibouti

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Fax: (202) 3557940

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Fax: (964)1-8882305

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Jordan
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Fax: (965) 2452080

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ARAB BUSINESS CLUB MAGAZINE

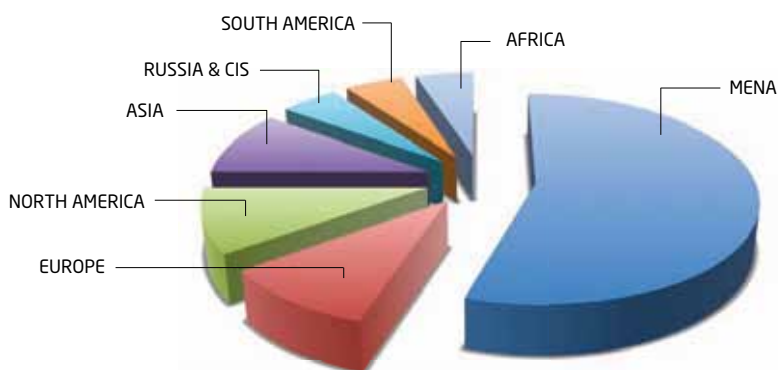
Arab Business Club Magazine is a monthly, market intelligence publication dedicated to members of the Arab Business Club and the international business & investment community. The magazine has a print run of 25,000 copies. With distribution in:

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ABC Magazine provides its classy readers with news updates, trend setting market intelligence, expert analyses, sector reviews, corporate investment opportunities, launches, event updates and many more.

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With a print run of more than 25,000 copies per month, the Arab Business Club Magazine is read by elite decision makers in all industries and sectors including: Company Owners, CEO's, Top Level Executives, Government Officials.

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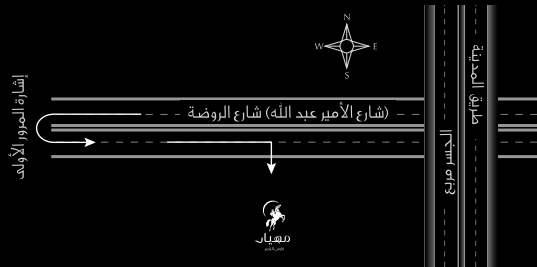
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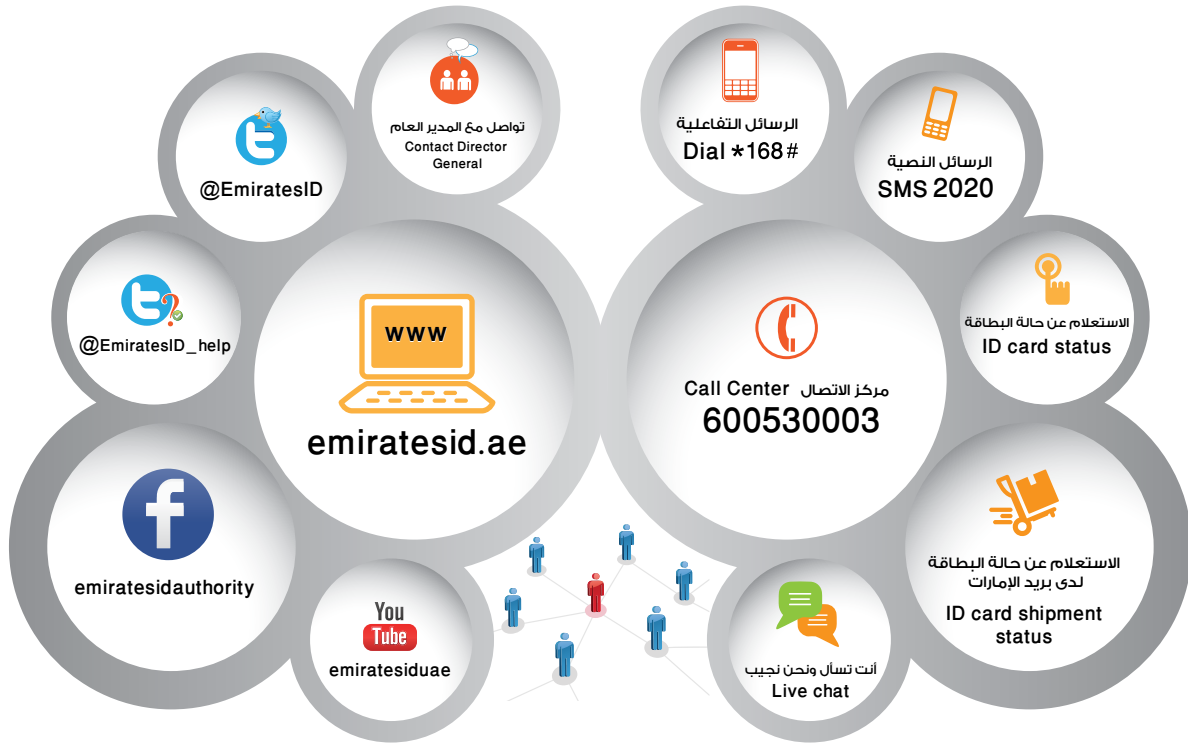
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قناة

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Vision: To be the principal reference for establishing personal identity & providing population data in the United Arab Emirates

Mission: To contribute to stability, security & national prosperity through the provision of personal identity, an accurate population register & innovative electronic services

