business leaders community

SEPTEMBER 2012 VOLUME 1 ISSUE 6

نادي الأعمال العربي
Arab Business Club

ARAB BUSINESS CLUB
MAGAZINE

PROFILES ● INTERVIEWS ● INVESTMENT ● OPPORTUNITIES

4 Years Going Stronger

Arab Business Club Celebrates its 4th Anniversary

REPORT
Optimism Amid Uncertainities

Management
From Manager to Leader

Market Analysis
Dubai Residential Sector Bouncing Back!

Best Business Practice
Perfecting your Plan

September 2012, Vol. 1 Issue 6
ISSN 2304-3989
AED 15, GCC $5, EUROPE €3
REST OF THE WORLD $6

CONTENTS

COVER STORY

4 Years Going Stronger…

On August the 8th 2008, The Arab Business Club was launched armed with nothing but solid plans and limitless ambition. 4 years and many milestones later, the club stands as one of the biggest business clubs in the region with offices in Dubai and New York, more than 8500 members from 27 countries, ambassadors in several key cities and countries and regular activities that have proven to be exceptionally effective in bringing together investors and forging solid and fruitful business ties all over the world.

نادي الأعمال العربي
Arab Business Club

Arab Business Club

Event on 11 - 12 October 2012

Bucharest

Contact:

DACIANA ALMEIDA NICHITA

+4072 880 0190

bucharest@arabbusinessclub.org

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

CONTENTS

MARKET ANALYSIS

BEST BUSINESS PRACTICE

PLUS

It's been 4 years...

On August the 8th 2008, we launched the Arab Business Club, armed with nothing but solid plans and boundless ambition. 4 years and many milestones later, we find ourselves in the unique position of being one of the biggest and most successful business clubs in the region with offices in Dubai and New York, more than 8500 members from 27 countries, ambassadors in several key cities and countries and regular activities that have proven to be exceptionally effective in bringing together investors and forging solid and fruitful business ties; all over the world. I'm sure that those who have been with us since the beginnings do realize how long have we come since those early days.

All this said and done, our bag is not empty, yet! On the contrary, we've launched several projects and initiatives to help our members get more value out of their membership and achieve higher levels of success and profitability.

In the next few days we will be launching a new magazine, in Arabic this time, focusing on entrepreneurship in the region. The magazine which will be called "Riyadah" will provide all the resources needed by entrepreneurs in the region; be it business advices, insights, market analysis, governmental initiatives and legislations or inspiring success stories and interviews.

Continuing our tradition of providing our members with the highest added value for their membership, Arab Business Club signed a commercial cooperation agreement with Al E3lania satellite channel.

This agreement will allow our members to benefit from considerable discounts when advertising for their businesses in Al E3lania Channel. The agreement will also help the club getting more exposure and attract new members, who will bring new possibilities and business opportunities to the club.

Join our club today and see what you have been missing!

Hamdan

Hamdan Mohamed Al Morshedi
President and Publisher

@HamdanMorshedi

About the Arab Business Club

Who we are

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

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

What we do

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

Through our ambitious strategies, our members have registered success by signing strategic partnerships, closed business deals, joined new markets and entered successful business ventures.

Our members

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

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

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

Our ambassadors

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

Back to work!

Now, that the holy month of Ramadan and the summer holidays are over, the pace of business in the region is picking up and the economic cycle is quickly returning to its neck-breaking pace, especially in Dubai, the Middle East's number one business hub.

This issue marks the ٤th anniversary of Arab Business Club, that's why we have a special feature to tell the story of the club's unique adventure, which so him move from a novel idea in the head of a young entrepreneur to become one of the most influential business entities in the region. This feature makes for our cover story for this issue.

Last month, Arab Business Club took the opportunity of the holy month of Ramadan to invite some of its elite members to a charming Ramadan Suhoor evening at one of Dubai's most luxurious hotels, details about this lovely evening could be found in our pictorial section.

Another interesting topic in this issue is the second part of a summary and analysis we did of a detailed report dubbed 'GCC Investment Strategy' published by Global Research, the ١st part of which we've published in our August issue. The article, named 'Optimism amid Uncertainties' focuses on the investment potential of GCC countries sector by sector and country by country.

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

Enjoy,

Basel Aal Bannoud
Editor

ARAB BUSINESS CLUB MAGAZINE

President & Publisher
Hamdan Mohamed Al Morshedi
hamdan@arabbusinessclub.org

Editor
Basel Aal Bannoud
editorial@arabbusinessclub.org

Editorial Assistant
Eman Ahamed
editor@arabbusinessclub.org

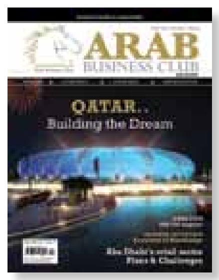
Contributors
Dr. Sultan Al Shaali
Hind Jamjom
Noura Al Suwaidi

Art Director
Rafi Dohlian
mag@arabbusinessclub.org

Sales & Marketing
Jason Ncube
business@arabbusinessclub.org

Subscriptions
Annabelle Crisostomo
sub@arabbusinessclub.org

Printed By
Mazoon Printing, Publishing & Advertising LLC



Distributed by:

نجم الشمال للنشر والتوزيع
Northern Star
Publishing & Distribution

Northern Star
Publishing & Distribution
Office No. 111, Pyramid Centre
Oud Metha, P.O. Box 2188
Dubai - United Arab Emirates
Tel: +971 4 3583000
Fax: +971 4 3583003
www.arabbusinessclub.org

@Arab_Business

www.facebook.com/Arabbusinessclub

FLEMING GULF
CONFERENCES

The 3rd Middle East
SME Forum 2012

المنتدى الثالث للشركات الصغيرة والمتوسطة في الشرق الأوسط

17 – 18 SEPTEMBER 2012 | ROCCO FORTE HOTEL | ABU DHABI – UNITED ARAB EMIRATES

ATTEND AND LEARN | SPONSOR AND EXHIBIT | PARTNER AND PROMOTE | SPEAK AND SHARE

REQUEST CONFERENCE AGENDA: **mohor.mukherjee@fleminggulf.com**

For more information:
E : **mohor.mukherjee@fleminggulf.com**

T : **+971 4609 1570**
W: **www.fleminggulf.com/3rdsmeforum**

LEAD SPONSOR:

بنك أبوظبي التجاري
ADCB
LONG LIVE AMBITION

SUPPORTING ASSOCIATION:

نادي الأعمال العربي
Arab Business Club

MEDIA PARTNERS:

Islamic Finance news
CAPITAL
Islamica
QFINANCE
SME WORLD
FinRoad
MEES
BarclayHedge
Executive

Arab Business Club Signs a Commercial Cooperation Agreement with AL E3lania Satellite Channel

On August the 3rd 2012, Arab Business Club signed a commercial cooperation agreement with Al E3lania satellite channel headquartered in Saudi Arabia. This agreement aims at expanding the cooperation between the two companies so they can benefit from each other's resources and facilities and utilize them to achieve more exposure and presence and provide more added value for the services they provide.

According to the agreement, Arab Business Club will become the sole advertisement agent foe Al E3lania Channel in UAE, and will take care of all what is needed to expand the channel's presence and recognition in the country. While Al E3lania was named Media Partner of Arab Business Club, with the task of strengthening the club's presence in the kingdom in terms of subscription, ads and other media activities. The channel will also work on promoting the club and help it expand in GCC countries and the Arab World.

The agreement entitles the club members, counting in excess of 8500, to benefit from special discounts when they advertise for their companies in Al E3lania Channel, while advertisers in Al E3lania Channel will also benefit from special discount on the cost of Arab Business Club membership.

The agreement was signed by Mr. Hamdan Mohamed Al Murshedi, president of Arab Business Club and Engineer Salem Al Masrahi, president of Al E3lania Satellite Channel. Speaking about the agreement, Mr. Hamdan said: "This agreement is a testament to our commitment towards our members to always bring them new and useful services than could help them grow their businesses and give their membership in Arab Business Club an exceptional value. The agreement will also allow us to achieve more exposure and attract new members, be it from Saudi Arabia or from other Arab countries, and those new members will bring with them more investment opportunities to share with our members."

Mr. Salem Al Masrahi, also, praised the idea and stressed the importance of the agreement and the partnership between the two companies and the benefits that could be attained through such cooperation.

Al E3lania Satellite Channel is one of the distinguished advertising channels in the region. It provides a wide range of advertising services on its TV channel and on its popular website, which sees 500,000 visits and 3000 new ads per day! The channel can be found on Nilesat on 11334 H frequency. The channel's website can be found at: www.ale3lania.com.

Kuwaiti Investment Firms to Bite Debt Bullet

Distressed Kuwaiti investment firms might increasingly resort to debt-for-equity swaps and principal reductions to cut their debt load as they continue to struggle with high levels of leverage and depressed real estate and stock valuations.

Hit hard by the financial crisis of 2008, most of Kuwait's investment firms have traditionally resorted to maturity extensions to avoid default. "Maturity extension has been the modus operandi across the GCC and Kuwait is no different," said Ahmad Alanani, senior executive officer with Exotix in Dubai.

Eager to avoid expensive writedowns on their books, creditor banks have generally accommodated the investment houses' requests to delay principal and interest payments, hoping in a quick turnaround for the sector.

"Creditors... were hoping for asset values to recover enough to get repaid fully," noted Khalid Howladar, senior credit officer at Moody's Investor Service. "Given that prices have still not really recovered, an increase in debt-for-equity swaps and principal reductions may now be more likely."

In fact, while maturity extensions have allowed many Kuwaiti companies the extra breathing room they needed to stay in business, they have done nothing to reduce the excessive leverage these firms had accumulated during the boom years of their asset-buying spree.

A USD433m debt-for-equity swap to be discussed in a September 2 meeting by shareholders of Global Investment House, a Kuwaiti investment firm undergoing its second restructuring in three years, is expected to pique the interest of bankers and issuers alike.

"This move is very, very rare in the region. If they manage to do it, people are going to look at these kind of deals more closely," said an origination banker.

"Extend & pretend. This was the model applied with Global Investment House in 2009 when the company restructured the first time," said Exotix's Alanani. "They have finally realised that a reduction in the debt load was the only way for them to survive as a going concern."

Some point out that abundant liquidity in the Gulf could allow distressed firms to find alternative sources of funding. "Local banks have been very supportive," noted the origination banker.

Another Kuwaiti investment company, National Industries Group, is a case in point. The company decided last week to drop a four-year extension request on the repayment of its maturing sukuk, after securing a three-year syndicated murabaha facility locally. "At the end of the day, it very much depends on the name," said a source close to the transaction. "But you can't prioritise shareholders over bondholders. What are they going to get in return?"

Other alternatives, seen in the larger Dubai restructurings, include maintaining principal balances on the outstanding debt, while reducing coupon payments to below market prices.

"Depending on the underlying business this may just further delay recognition of the problem or possibly provide time for recovery," noted Moody's Howladar.

It seems, however, that many of these firms have been kicking the can down the road for too long. "I believe we are going to see more and more principal reductions and debt-for-equity swaps in private sector restructurings," said Alanani, "and that in my view is a positive." (Reporting By Davide Scigliuzzo, Editing by Helene Durand, Chris Spink)

Oman to Invest over $100bn in Oil and Gas Sector

Ten-year strategy to sustain oil and gas production over long-term Investments in Oman's mainstay oil and gas industry are projected to exceed $100 billion over the next ten years, underscoring the sector's preeminent role in fuelling the country's long-term socio-economic development.

According to a top official of the Ministry of Oil and Gas, the outlay — the biggest ever in the Sultanate's modern history — is central to the government's goal of sustaining oil and gas output over long-term.

"Investments in the oil sector over the 2013-2022 timeframe will be in excess of $60 — 70 billion," said Shaikh Ali bin Thabit al Battashi, Adviser to the Ministry of Oil and Gas. "In the gas sector alone, Oman will invest more than $40 billion in exploration and production activities. Thus, over the next 10 years, we will see a gross investment in oil and gas of over $100 billion — 110 billion," he added.

Good Time for Stock Pickers in UAE

According to an old trader's rule states, investors should liquidate their portfolios before they go on holiday. This summer turned out to be different (so far), at least for those who bought UAE-listed shares before the Ramadan/mid-summer season started.

From June 4 until August 8, the Dubai Financial Market General Index (DFMGI) gained 8.2%. The surge was triggered mainly by slightly easing tensions between Iran and the West and better-than-expected economic news from Asia, Europe and the US.

While China put all efforts to secure a soft landing of its economy, chances for partial bailout of indebted Spain rose, and in the US, the labor market showed a boost in the influential non-farm payroll employment in July, raising Barack Obama's chances for being re-elected in November.

Elsewhere in the GCC, markets in Doha and Riyadh also posted significant advances, while Kuwait and Bahrain fell back. With a year-to-date gain of 15% (as of August 8), Dubai's DFMGI is the best performing equity index in the Gulf region. In the same period, the ADXGI in Abu Dhabi gained five percent. Trading volumes rose moderately at both markets.

Strong quarterly earnings lift indexes

Besides geopolitical tailwinds, encouraging quarterly earnings reports lifted both gauges. DFM bellwether Emaar Properties recorded a 146% increase in net profit in the second quarter, and in the last four weeks its share price rose over 10%. On August 1, Emaar shares were trading close to a one-year high. The old rule from the heydays that "When Emaar goes well, Dubai goes well", still applies.

In Abu Dhabi, Aldar Properties and Sorouh Real Estate, who are on the way to seal a merger, also reported str0ng Q2 results. Aldar saw a 146% rise in net profits from April to June, while Sorouh said it earned 34% more in the last quarter. The stocks of both developers hit multi-month highs at the start of August.

Meanwhile, EFG Hermes has raised the target level for the DFMGI from 1,660 to 1,680, in case the gauge breaks out from its current channel from 1,480 to 1,560. Domestic data fuel the new risk appetite. Earlier in the July, the Dubai Land Department announced the highest number of unit sales and unit value recorded during any July on record, reaching more than Dhs2bn ($545m).

The UAE as politically stable and Gulf state with an open economy partially benefits from the ongoing turmoil in some Arab countries. In addition, the Emirate of Dubai's bid to host World Expo 2020 generated a new "feel-good factor" in the UAE.

Nevertheless, the apparent midsummer night's dream deserves closer inspection. Stocks' performances reveal blatant differences. While logistics provider Aramex, listed on the DFM, added only half a percentage point in the last six months, shooting-star Emaar added in the same period almost 20%, while Dubai Islamic Bank shed 10%, although DIB reported a 27% jumps in Q2 net profit, beating expectations.

In addition, the quarterly loss of Dhs11.2m which Arabtec Construction announced on August 8 reminded the financial community that despite the green shoots seen in the real estate sector not all market participants are out of the woods yet. Though Arabtec shares have doubled in value since January 1, the stock has been fluctuating around Dhs3 since May and could benefit from the summer rally as did Emaar or DFM (the only Arab bourse which is traded publicly).

And at the NASDAQ Dubai, shares of Dubai Ports (DP) World have been trading in a range between $10 to $11 since May, although the world's third largest maritime port operator reported on August 1 a 7.5% increase in container volumes in H1 2012. The ADX offers a similar picture. While Aldar hit a four-month high and RAK Properties gained 17.25% year-to-date, shares of telecom giant Etisalat added 5.9% "only".

Two conclusions can be drawn of the actions at UAE markets. Firstly, stocks do not rise in value because the underlying entity is generating profits but because there is demand for the shares. Secondly, despite all apparent signs that the UAE is on a recovery path (the HSBC UAE Purchasing Managers' Index hit 53.4 points in July, signaling the thirty-fifth successive month-on- month improvement), investors will continue to meticulously select shares.

Desperate to Attract Investment, Jordan Tarts-Up Law

The government has endorsed a draft investment law and referred it to the Legislation and Opinion Bureau, Industry and Trade Minister Shabib Ammari said on Wednesday night.

In remarks during an iftar ceremony, organized by the Irbid Chamber of Industry, Ammari said the new law will address distortions and flaws in the current law.

He added that the draft law, which will be placed on the agenda of the Lower House's second extraordinary session, includes 59 articles that deal with the problems facing investors in the Kingdom.

The law unified all the departments and commissions concerned with investment in one entity to facilitate procedures for investors, Ammari continued.

Under the law, a higher council for investment will be established to endorse strategies and national policies concerning investment besides setting up plans and programs needed to implement these policies and promote them.

The law will enable the private sector to take part in making decisions and drawing up investment policies as five members of the commission's board will be from the private sector, the minister indicated.

He stressed that investors will not lose any of the privileges given to them under the current law.

The new law will also deal with bureaucracy to facilitate the opening of businesses and attract investments, Ammari said, noting that many investors complained of problems in the implementation of their projects due to bureaucracy.

Tunisia: New Investment Code to be Submitted to NCA Late December

The new Investment Incentives Code will be submitted to the National Constituent Assembly (NCA) late December 2012, announced Minister of Investment and International Co-operation Riadh Bettaieb.

During a meeting held in Tunis with presidents of the two Tunisian employers' organizations , the Tunisian Union of Industry, Trade and Handicrafts (UTICA) and the Confederation of Tunisian Citizen Enterprises (CONECT), Mr. Bettaieb said the revised version of the Code aims to meet the expectations of Tunisians in terms of employment, regional balance and attraction of public and private investment.

This Code should take into account the specifics of each Governorate to encourage investors to create projects in regions, UTICA President Wided Bouchamaoui said.

She recommended a partial revision of the Code to save time by keeping its positive points, while introducing reforms likely to encourage investment in inland regions.

She also emphasized the role of the State which should develop industrial areas and create mega-projects to attract Tunisian and foreign investors.

Mrs. Bouchamaoui singled out bureaucracy which is behind the delays recorded in the implementation of many projects, calling to ease administrative procedures.

Mr. Tarek Cherif, President of CONECT, called for a full revision of the Code so as to give all possible advantages to investors, as it is the case in other countries.

Regarding investment in regions, he opted for the decentralization of services and creation of appropriate infrastructure to attract investors.

Speaking of the major obstacles to investment, he pointed to the slowness of administrative procedures (file processing, funding...) and recommended developing

as soon as possible micro-credit institutions and redressing the image of businesses and entrepreneurs.

This meeting with the presidents of the Tunisian employers' organizations is part of a set of consultations to be conducted by the Ministry of Investment with sides concerned by the revision of the Investment Incentives Code (joint chambers, UGTT, accountants and lawyers...).

4 Years Going Stronger…

Arab Business Club celebrates its 4th Anniversary

On August the 8th 2008, The Arab Business Club was launched armed with nothing but solid plans and limitless ambition. 4 years and many milestones later, the club stands as one of the biggest business clubs in the region with offices in Dubai and New York, more than 8500 members from 27 countries, ambassadors in several key cities and countries and regular activities that have proven to be exceptionally effective in bringing together investors and forging solid and fruitful business ties all over the world.

> *Arab Business Club members are decision makers, top-management professionals and key-players with a wealth of experience in their respective industries. Membership is open to only top management business elites, C-Level Corporates and decision makers from all competitive business sectors and industries worldwide.*

Doing business today is vastly different to what it used to be a decade ago. The huge revolution in communication and transportation sectors and their ever increasing capabilities have made international investment collaboration much easier than it used to be, while the global nature of today's economies made sharing investment opportunities not only possible but, also, necessary!

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

Limitless possibilities

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

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

The Arab Business Club was built on the concept of sharing investment opportunities between its members and bringing together business men and decision makers from all over the world to open new horizons for business and development. The concept is simple, yet, it proved to be quite effective: People like to do business with people they know and trust. And as a global membership-driven club, Arab Business Club Always presents his members with many possibilities:

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

A True Success Story

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

The true pillars on which the club built its success, however, is its unique and carefully chosen members. Arab Business Club members are decision makers, top-management professionals and key-players with a wealth of experience in their respective industries. The Club has a carefully-selected network of members from many sectors including finance, real estate, aviation, media, oil and gas, construction, design, manufacturing, trade and export, and agriculture among many others.

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

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

The Club's –now famous- networking events were not limited to the Middle east, as the last 3 years so those events reach Munich, Dusseldorf, San Francisco, Moscow, Croatia and Romania!

The Man Behind

The Club's Founder and President, Mr. Hamdan Mohamed Al Murshedi, is a true pioneer and entrepreneur with limitless ambition and unwinding determination. A firm believer in technology, communication and social networks, Mr. Hamdan has always sought to break the political, geographical and social barriers and bring entrepreneurs and businessmen and women from all over the world together. His relentless drive towards growth and expansion has seen the club rises to become the success it is today, with plenty of expansion steps scheduled to come down the pipe in the next few months, chief among them The Young Arab Business Club, a business club dedicated to university graduates, under the age of 30, working in business organizations.

We're not Done Yet!

All this said and done, The Club's bag is not empty, yet! On the contrary, it has launched several projects and initiatives to help its members get more value out of their membership and achieve higher levels of success and profitability, with other projects coming down the pipe very soon.

The Club took the concept, even further, through the introduction of Arab Business Club Magazine as a media carrier to allow for the club's message to reach even further and penetrate markets usually out of the reach of an ordinary local or regional business club. This, together with perfectly-executed activities such as club events and programs and the unique "Club Ambassadors" concept, ensure that membership in the Arab Business Club is not comparable to a membership in any of the run-of-the-mill clubs here and there. It's a highly rewarding and beneficial membership that allows its carrier to position him/herself at the right spot to benefit from the promising business opportunities being discussed in the club's circles.

Continuing its tradition of providing its members with the highest added value for their membership, Arab Business Club signed a commercial cooperation agreement with Al E3lania satellite channel. This agreement will allow club members to benefit from considerable discounts when advertising for their businesses in Al E3lania Channel. The agreement will also help the club getting more exposure and attract new members, who will bring new possibilities and business opportunities to the club.

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

Dubai Residential Sector Bouncing Back!

Dubai's residential market continued its positive momentum in the second quarter of 2012, as sale prices for villas in in prime areas of the emirate rose 21% compared to the same period last year, according to a new report by Jones Lang Lasalle.

Rents for villas and apartments in established communities and prime buildings across the emirate also rose 10% and 9%, respectively, the report said.

Building on momentum that began in the end of 2011, Dubai's residential market "looks to have bottomed out", with villa prices and rents in established locations expected to continue to rise in the coming months, JLL added.

"The villa market began to see some uptick towards the end of 2011 and this trend has continued into 2012. As of May 2012, villa sale indices have increased by 21% y-o-y and are now 9% higher than early 2008 levels," the report said.

Villa rents have also increased 5% compared to the levels of January 2009 and are almost back to their peak levels, the report said. By comparison, apartment rents are 30% lower relative to January 2009 levels, the report said, but they are expected to continue to rise over the remainder of this year.

Meanwhile, apartment sale indices remained stable (up by one per cent y-o-y), but remain 18% lower compared to January 2008.

The report noted that while prime residential assets in well-established locations continue to see improved performance, secondary buildings and locations are still suffering from rental and price declines.

In the second quarter, nearly 3,000 new residential units were added to the market, taking the total inventory to around 344,000 units.

Notable projects handed over in this quarter included The Villa phase three in Dubailand, two towers in Dubai Marina, three buildings in Dubai Silicon Oasis and a complex of 26 buildings in International City.

International City has the largest proportion (16%) of residential supply completed since 2009. Dubai Marina, Discovery Gardens and Jumeirah Lakes Towers are other submarkets that have witnessed increases in residential stock.

Based on estimates from developers, JLL says a total of 24,000 additional units are currently scheduled to be delivered in the second half of the year.

The main locations expected to see new completions in the coming six months are Al Furjan (4,000 units), Jumeirah Village (3,400 units), Dubai Marina (2,300 units), Dubai Sports City (2,200 units) and Dubai Silicon Oasis (1,800 units).

Optimism amid Uncertainties -2- Investment in GCC countries in 2012

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

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

In the last issue we stopped at the projections and forecasts for the Banking Sector in the GCC, and in this issue we will continue to tackle the rest of the key economic sector in the region and examine them from an investor's point of view.

Cement Sector

Over-supply to persist; strong spending plans to shrink the gap

Cement capacity in the GCC is expected to reach 120.7mn tons by 2013, a 13.0% increase from 2011. While cement demand is expected to reach 88mn tons in 2013, up 6.6% from 82.5mn tons in 2011 and 78.3mn tons in 2010. Capacity increase is driven majorly by KSA where it is expected to reach 58mn tons while demand is expected to be at par with the capacity increase and is expected to increase by 8.3% during the period 2011-13. UAE is expected to witness an increase in the oversupply with capacity touching 43mtpa by 2013 and demand expected to remain in the range of 18-20mtpa. We expect cement over-supply to continue till 2013. However, the over-supply situation in the GCC is likely to shrink on the back of huge spending plans announced by Saudi Arabia, Qatar and Kuwait.

Reconstruction activities in Afghanistan & Iraq to gather pace

We believe that security issues have improved in Afghanistan and Iraq which is seconded by exit of international allied forces. Pace of construction remained slow in the past years but as the powers have been assigned to local people, we believe that they will kick off the much needed mega projects in a drive to reduce the poverty levels and provide employment opportunities to their youth. Hence we believe that Afghanistan and Iraq would kick off their much needed projects which would benefit their close neighbors as they very little indigenous cement production and the plants which are still producing are quite old and obsolete. We anticipate UAE and Omani cement companies to benefit as Saudi Arabia's conditional exports remain in force.

Saudi Arabia budgets out huge spending plans Saudi Arabia

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

Focus on cost-savings; deriving value from supply chain

Companies in GCC are likely to focus on cost-saving measures such as installation of in-house power plants to compensate for the decline in volume sales and realization prices and increase in transportation and freight costs. In addition, various companies have banked on horizontal and vertical integration. Some of them have ventured into concrete block business while others have got stake in lime stone quarries, shipping companies, power plants, cement baggaging plants and port terminals etc.

Delay in construction projects and government intervention to be the key risks

Key risks to the sector arise from delay in the execution of the big ticket government development plans particularly in Kuwait. Another major factor would be the imposition of trade bans. Saudi Arabia has imposed a cement export ban which has adversely affected the revenues of various companies. Any similar move elsewhere would generate the same impact.

Dubai construction market will remain fundamentally weak in the coming years. However there are ample opportunities for contractors in Saudi Arabia, Abu Dhabi & Qatar.

Outlook: Positive on Saudi Arabia, Neutral on Oman & Qatar and Negative on UAE

We expect Saudi Arabia to remain in the forefront in the backdrop of huge spending plans followed by Oman & Qatar. In addition, the delay in commissioning of around 4.0mtpa of cement capacity in Saudi Arabia in 2012 due to fuel shortages is likely to benefit large number of existing players in the form of price support. Meanwhile in Oman, despite the inflow of cheaper cement from UAE, we believe, the cement companies would continue to benefit from the government projects which are going on in the country as both the companies are government backed. In Qatar, we anticipate demand to maintain status quo as the projects and contracts related to World Cup are yet to begin. UAE would cast its shadow on all the GCC countries as its excess capacity would continue to initiate price wars and take away their market share.

Construction Sector

Over USD1.8tn of projects underway in GCC; roughly 24% inactive

The lingering global financial downturn and the political uncertainty caused by this years' uprisings is reflected in the exit of several mega real estate projects from the list as developers exercise caution and put planned schemes on hold. Nevertheless there are USD1.4tn of active projects in GCC in hydrocarbons, public infrastructure projects, refineries, power plants, roads, hospitals and various other segments.

Saudi Arabia continues is to remain at the top with highest number of active projects followed by UAE more specifically Abu Dhabi as Dubai still reels with problems related to its debt maturities. UAE projects market continues to fall as more and more of Dubai based projects have either come online or have been completely shelved off. There are various opportunities available for construction contracting companies in Saudi Arabia, Kuwait & Qatar and these markets will continue to be sought after by various companies.

Backlog growth momentum to continue

Backlog growth which is the key driver for the top line of contracting companies has started to pick up in recent quarters driven by new order wins in Saudi Arabia. As of 2011, we anticipate backlog roughly of companies within our coverage to touch USD13.3bn as compared to USD12.3bn at the end of 2010. Within our coverage we believe that the share of Saudi Arabia is set to touch 40% in 2011 from 29% in 2010 and 18% in 2009. Looking at the individual companies' backlogs, we believe that the risk of further project cancellations is behind us. Going forward, growth in backlogs will largely be a function of the end sub-sector and geographical exposure of individual companies. Amongst our coverage, Saudi Arabian contractors are estimated to report stronger growth in backlog by 31% followed by DSI whose backlog is estimated to grow by 24%.

Margins to shrink in the long run

MENA region contractors' margins have remained significantly higher than the international peers. These were higher as during the construction boom, developers were awarded high margin contracts. However, lately that phase has passed and now competition has emerged which has forced contractors to shift their business mix. Nevertheless we believe that margins would remain under pressure in the long run as many international contractors have entered the market.

Although prices have recovered, the long-term outlook for petrochemical products appears set to be challenged.

Long-term growth to remain firm
Regardless of the collapse in regional real estate markets, we believe long-term outlook for construction contractors remains attractive. The region displays relatively unique characteristics: decent demographics, strong state budget surpluses fueled by high oil prices, muscular sovereign wealth funds and a drive to diversify economies. Hence we believe infrastructure and construction boom in MENA region would translate well in terms of profitability for regional contractors. In our view Dubai construction market will remain fundamentally weak in the coming years as the Emirate is facing issues related to oversupply and sliding real estate prices. However there are ample opportunities for contractors in Saudi Arabia, Abu Dhabi & Qatar.

Petrochemical Sector

Oil prices expected to remain at current levels
After posting gains of over 25% in 2010, the same trend continued and the oil prices registered a further gain of 26.2% in 2011. For 2012, oil outlook is anything but clear, as macroeconomic, geopolitical and physical supply/demand factors all seem to point in different directions. Economic turbulence is shaking oil demand as the slowdown hits manufacturing activities worldwide. Slow oil demand, initiated in the OECD region, has moved to China and India, leading to a downward revision in next year's oil demand growth forecast. Other regions are also expected to experience an economic slowdown, including countries like Brazil and several Latin American economies. Hence we assume volatility in oil prices and expect average prices in 2012 would maintain at the same level as they were in 2011.

"There are various opportunities available for construction contracting companies in Saudi Arabia, Kuwait & Qatar and these markets will continue to be sought after by various companies."

GCC countries continue to pump money into petrochemical projects
High oil prices and steady production levels fueled economic growth in the region. Energy sector continued to dominate GCC countries' revenues despite rigorous diversification efforts made by these economies to develop the non-oil sectors. In order to continue to benefit from previous high oil prices, GCC countries are focused on expanding their output by adding various new products to their offerings. As of today total value of planned projects in the regional petroleum sector is estimated at USD353bn. Despite this optimistic scenario, project postponement and cancellation trend continues to plague the market. Saudi Arabia currently has approximately 147 projects upcoming in the petroleum sector, with an estimated cumulative value of USD215bn. These projects are focused heavily on the upstream oil and gas segment. One of the major upcoming projects is the Yanbu Integrated Refinery & Petrochemicals Complex that is currently in the study phase and has an estimated budget of USD20bn. Another major upcoming project is the Jizan Refinery Project that has an estimated budget of USD7bn.

UAE follows with 116 projects with an estimated cumulative value of USD98bnUAE currently has roughly 116 projects upcoming in the petroleum sector, at an estimated cumulative value of USD98bn. These projects are focused heavily on the upstream oil and gas segment. One of the major upcoming projects is the Tacaamol – Al-Gharbia Chemicals Industrial City project that is currently in planned phase, and has an estimated budget of USD20bn. Another major upcoming project is the Zadco and has an estimated budget of USD10bn.

Shift in feedstock

The GCC is currently experiencing a shortage of ethane, historically the prime feedstock for its petrochemical plants, due to the increased domestic demand to fuel other industries, primarily power, steel, and aluminium. Moreover, the region is developing policies to give priority to domestic gas use over export, phase out price subsidies, and align domestic natural gas prices with export prices. As a result, some project owners such as ChemaWeyaat in the UAE, Saudi Kayan and owners of future downstream petrochemical clusters in Saudi Arabia are moving away from ethane-based, export orientated petrochemical production and are now developing plans to produce a wider slate of high-value specialty chemicals for the automotive, textile, electronic, construction, agricultural, and pharmaceutical industries.

Regional fertilizer companies continue to grow

We expect regional fertilizer capacity to increase at a CAGR of 16.4% during 2009-13 with most of the expansion of 13.3m tons expected from Saudi Arabia followed by Oman and Qatar. The major expansion in Saudi Arabia and Qatar is mainly due to:

- Availability of undisrupted supply of feedstock gas at highly subsidized prices.
- Ongoing demand-supply gap in Asian & Far East markets.
- Expectations of average prices of fertilizer products to remain strong.

We do not see any significant deliveries for EEC or Dar Alarkan in Saudi as well as a sluggish 2012 Abu Dhabi market for the two Abu Dhabi based developers; Aldar and Sorouh.

Consequently, these factors will lead the regional fertilizer sector to continue its growth with gross margins to remain at an average of 68% during 2011-13.

Outlook

Demand for petrochemicals and their offshoots have historically trailed global economic trends due to the nature of their end uses. During the onset of the global economic crisis, demand and, therefore, prices of petrochemical products plummeted to historic lows. Although prices have since recovered, the long-term outlook for petrochemical products appears set to be challenged and shaped by the emerging trends affecting the global petrochemical sector value chain. Within the sector we remain Bullish on SABIC & YANSAB while SAFCO offers significant dividend yield.

Real Estate Sector

2011 harsh on UAE, but Dubai is showing early signs of stabilization

In spite of the several project cancellations and delays that took place in the two major UAE markets, 2011 proved yet another tough year for the Dubai and Abu Dhabi property markets as expected earlier on the year. Average prices for residential units dropped 12% and 17% on average in both markets, respectively whereas apartment rents followed a similar pattern moving down 9% and 12%. The quarterly rate of decline, however, is starting to signal early signs of stabilization with Dubai villa rents increasing slightly in the third quarter while the pace of decline in apartment rents has decelerated significantly compared to the 2009 – 2010 period.

Office rents also followed suit down 10% on average in Dubai and 20% in Abu Dhabi reflecting the slowdown in business activity coupled with relentless new supply entering the two markets leaving them with an estimated vacancy of 45% in Dubai and 20% in Abu Dhabi up from 40% in the former and 10% in the latter at the end of 2010.

Expect selective solidity in Dubai, More downward pressure in Abu Dhabi

Digging into 2012, Dubai selling prices of residential units should bottom out by 1H12 but is still off from a general price appreciation as the market will remain overflowed with excess supply and significant new inorganic demand is not expected in 2012, in our view. We expect the same for the office market as new supply equivalent to 20% of existing capacity is expected to enter the market during 2012 and 2013. For the Dubai hospitality segment, we do not expect the improvements that took place during 2011 as a result of the Arab spring to be extended further in 2012 but see a more negative spell on leisure tourism and business travel from the overall negative global sentiment. For the retail segment, we see further stability as the absence of new future supply, the firmness of rental rates and moderate vacancy rates during 2011 act as positive indicators in the near future.

In Abu Dhabi, we expect 2012 to see a further 15% drop in selling prices of residential units and 10% drop in rents as new supply continues to enter the market. We also expect further deterioration in the office market as considerable new supply is currently in the pipeline pressuring both property prices and rental rates downwards. Our outlook on Abu Dhabi hospitality segment is also negative for 2012 given the new supply entering the market coupled with low demand for tourism and an already feeble performance in 2011. The retail segment was able to maintain stable performance in terms of rental rates on the absence of new quality supply but is expected to see further downward pressures going forward as several deliveries are scheduled in 2012 and 2013.

Saudi maintained its upward drift, increasing vacancy rates in the office segment

In Riyadh, the residential market comfortably absorbed the new supply of c.25,000 units delivered throughout 2011. Selling prices in the residential market maintained their upward trend supported by the rise of input commodity prices like steel and cement along with increasing land prices. Villa and apartment rents increased 9% and 10% YoY on average. Villa and apartment rents in Jeddah also reported a 12% and 15% annual increase as the market continued to suffer from a state of undersupply.

Vacancies in the office market increased in 2011 to around 15% in Riyadh up from 10% at the end of 2010 as the market fails to totally absorb the new 290,000 sqm of office space. Average rents have inched higher during the year despite the increasing vacancies as tenants became more willing to upgrade to higher quality premises at slightly higher rates passing the vacancies through to lower grade sites. In Jeddah, current vacancy rates also stand at around 10-15% but are expected to increase as new supply of 180,000sqm will enter the market in 2012 and 2013 whereas vacancies in the CBD are, already, much higher reaching up to 20%.

Kuwaiti land prices continued to push housing prices higher

Land prices in Kuwait maintained their long term upward move in 2011 after slowing down in the period between 1Q08 and 2Q10 increasing by an average of 20%. The majority of transactions remained in the private housing segment, which meant that land price inflation was passed through to prices of houses with transactions in some areas witnessing increases of 25-30% over 2010 prices.

The office market, on the other hand, is highly oversupplied with some alarming vacancy rates in the CBD that reached as high as 30% during 2011 with very low take up rate for new deliveries. The retail segment, however, maintained its strong posture and footfall growth during the year for the already operating well positioned malls while new market entrants are still struggling to attract shoppers, which could be an early sign of saturation, in our view.

Property managers to remain on the forefront in 2012

We expect asset managers with strong visible recurring income profile to outperform in 2012, on a relative basis, as was the case in 2011. Our opinion is developed given our analysis of the eight real estate companies under our coverage where we do not see any significant deliveries for EEC or Dar Alarkan in Saudi as well as a sluggish 2012 Abu Dhabi market for the two Abu Dhabi based developers; Aldar and Sorouh. Emaar is our favorite story in terms of international developments deliveries although risks of delays and defaults could materialize if the political situation in the region worsens.

In Kuwait, Phase III of Mabanee's star project; The Avenues Mall will start operations, which should boost 2012 earnings before almost doubling it 2013. Salhia also has a decent recurring income profile but net earnings are squeezed by high debt service costs. Emaar's very strong retail portfolio is expected to maintain its strong operational performance while the hospitality segment could face some obstacles in terms of sustaining its 2011 ADRs and vacancy rates. Akaria is another visible story providing stable revenue generation with potential risks to earnings forecasts mostly to the upside on unaccounted for land sales. For Aldar and Sorouh, the outlook remains bleak in the short term given market conditions and squeezed margins realized on recent deliveries. Specifically for Aldar, concerns linger over the need for more financing, and perhaps further dilution, in the near future in case new convertibles are issued. For Dar Alarkan, we maintain our view that the company will be able to meet its debt obligations on the 2012 Sukuk. This means that external financing is urgently needed to revamp the slowing down construction activity of the development projects. We believe securing this kind of financing will act as a major boost to the stock price.

Utilities Sector

The GCC countries are witnessing burgeoning power demand and the sector is growing at the rate of 8%-10% annually. According to the World Energy Council, the GCC will require 100 GW of additional power over the next 10 years to meet demand. The GCC power sector will require about USD50bn of investments in new power generating capacity and USD20bn in desalination. The forecast for 2030 represents a compound annual growth rate of 7% per annum. This forecast compares to a global rate of 1.8% per annum, placing the GCC countries with one of the highest power demand growth rates in the world.

GCC Power and Water sector ramping up capacity base

As per the latest industry data there are 44 power and water projects in the GCC valued at USD31.9bn already underway or due to begin in 2012.

- The UAE leads the way with 11 projects valued at USD10bn, including the USD800mn Hassyan 1 Independent Power Plant, on which construction is slated to begin in 2012.
- Saudi Arabia also has 11 new projects underway or due to start in 2012, valued at USD8.6bn, including the USD2bn Al Qurrayah Independent Power Plant (IPP).
- In Kuwait, ten projects are underway valued at USD3.4bn, seven of which will begin construction in 2012.
- Bahrain has three projects valued at USD4.1bn, including the independent water and power plant in Al Dur, which has been ongoing since 2008.
- Qatar has three projects valued at USD3.3bn, while Oman has six projects valued at USD2.5bn, all of which will begin construction in 2012.

This investment in power generation is essential to meet the demand emanating from the aggressive diversification attempts and infrastructure led developments in the GCC countries.

Thrust on IWPPs

The IWPP model has helped GCC countries meet demand for electricity and water, which is rising rapidly on the back of growing populations and energy-intensive infrastructure and industrial projects. Private projects account for around 40,000MW of power capacity in the region. The year 2011 witnessed 3 IPPs being awarded in the GCC with 7,500MW of new capacity contracted. It is likely that 2012 will also follow the suit with almost same volume. Saudi Arabia, Oman and possibly Abu Dhabi are all planning to award more private capacity and are due to be joined by Kuwait and Dubai, the GCC's last bastions of state generation.

In GCC as such there is no shortage of power on an aggregate level in the region, at a granular level pockets of overcapacity currently exist. This is the case in Saudi Arabia and within parts of the UAE, such as Abu Dhabi and Dubai, while Sharjah suffers from electricity shortages. Kuwait, Oman, and Bahrain all experience power shortages at times of peak demand. Till now Kuwait was the only GCC country not to embrace private developers, however, it is planning to beef-up its capacity and is set to award its first privately developed power and water projects. In a short span of time Qatar has ramped up the capacity on a rapid pace. This made the Qatar the surplus state and during the summer of 2011, it has exported 200MW of surplus electricity to the GCC electricity grid (GCCIA).

The increasingly high cost of burning liquid fuels and the environmental concerns over coal have left nuclear power as the favored option in much of the GCC.

Focusing on nuclear energy

Perhaps the biggest challenge facing utilities in the coming years will be how to secure the necessary feedstock to power the new capacity. With the exception of Qatar, all GCC states are facing increasingly tight gas markets leaving governments with little option but to pursue alternative energy production. In Saudi Arabia and Kuwait, liquid fuels, in the form of crude oil and diesel, have overtaken gas as the largest source of feedstock. However, this has come at a high price with Riyadh alone burning an estimated 800,000 b/d in its power plants. The increasingly high cost of burning liquid fuels and the environmental concerns over coal have left nuclear power as the favored option in much of the GCC. There is a growing acknowledgement in the GCC that nuclear power will have to play a significant role in future if the high power demand growth is to be met and electricity shortages are to be averted. Toward this end, Saudi Arabia has plans to spend more than USD100bn to build 16 nuclear energy plants over the next few years. The kingdom is keen to develop solar and other renewable energy technologies to reduce dependence on oil and gas. It has allocated USD3bn to produce solar energy panels in Jubail and Yanbu.

The UAE has recently signed contracts for the supply of nuclear fuel with Australia.

Outlook

Industry experts are of the opinion that the power sector in the GCC region has seen exponential growth, with demand for electrical power to triple over the next 25 years. Leaving aside the global recession, massive investments are being planned in the GCC especially in mega energy and industrial sectors. Expanding population and social developments are other major drivers for utilities demand to grow at such high rates. We have optimistic stance for the sector as a whole. We cover 3 utilities companies in GCC, Qatar Electricity & Water Co. (Qatar), Saudi Electricity Co. (KSA), and Abu Dhabi National Energy Co. – Taqa (UAE). Out of this, QEWC is our preferred pick as we consider it as a safe bet due to its cost-plus agreements with KAHRAMAA, its sole customer. Saudi Electricity though it is operating in a high demand growth country, its highly subsidized residential tariffs and huge capex requirements makes it not a preferred bet.

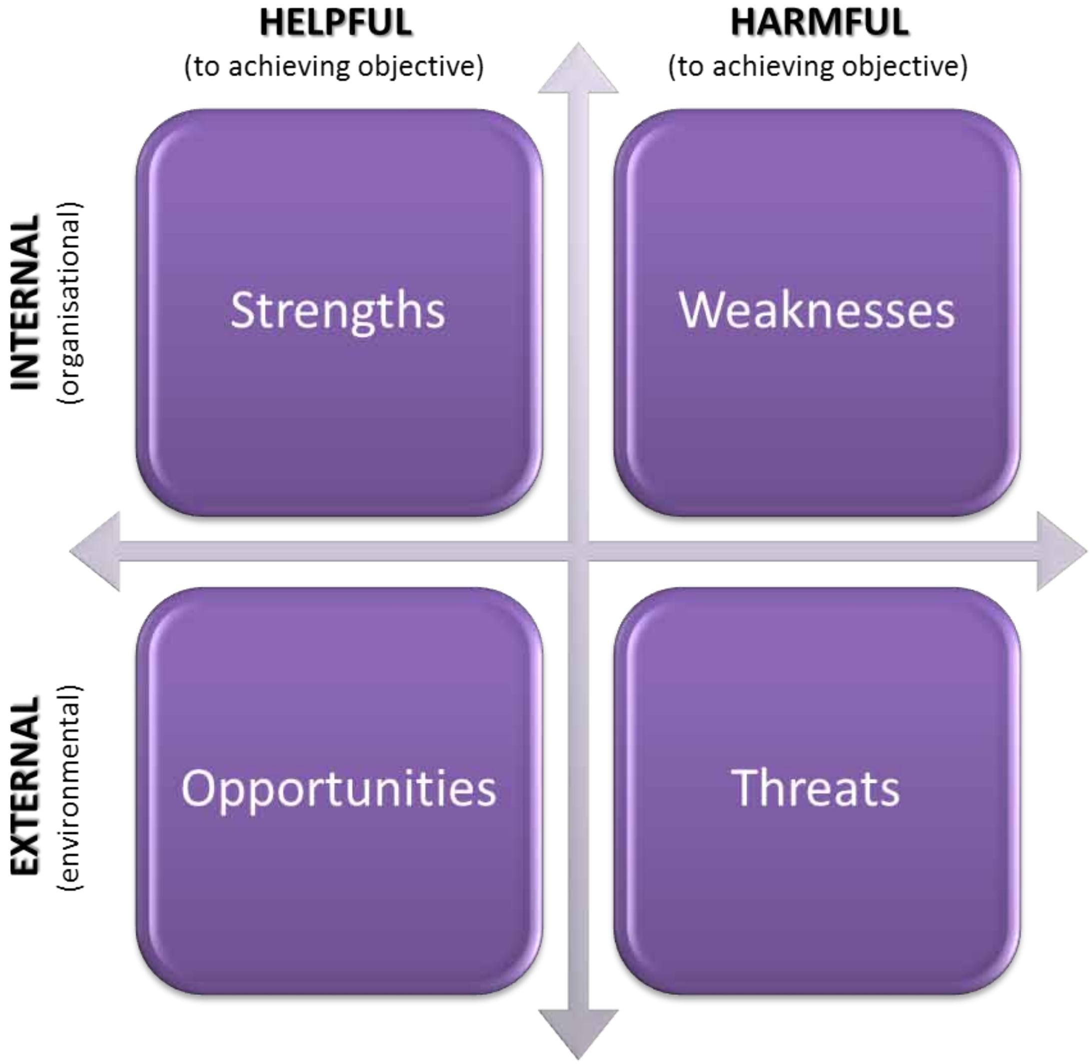
Want to Sharpen Your Professional Image?*

Learn How to Shine in Any Professional Situation:

Introduction Protocol
Professional Communication
Dress For Success
Relationship Building/Networking
Office Etiquette
Cross Cultural Interactions
Dining/Entertaining Etiquette
Social Manners

Hind Jamjoom
Certified and Accredited Image Consultant (AICI)
Contact by Email: hind@kojamjoom.com

*Programs are adapted to the clients'/audience' needs and time requirements.



Strategy 103:
Perfecting your Plan

No Writer, Author or Poet is ever completely satisfied with his writings, every once in a while they will go back to their work and change a few things here and there. Not because it requires any changes, but since the individual is on a never ending learning path, his thoughts and opinions might either develop or change with time.

Business plans however change more than any other writings. The variables, risks, market intelligence and many other factors will always influence the business owner or manager to consider further options, calculate and anticipate different outcomes.

The market intelligence operates on information traffic; the more information you can gather through research will accurate your plan and add to its potential day by day. This process starts with the basic but effective S.W.O.T. analysis and P.E.S.T. analysis.

S.W.O.T. analysis stands for Strength, Weakness, Opportunities, and Threats, both internal and external aspect of the organization. P.E.S.T. analysis is mostly external influence from the Political aspects, such as stability, Economical, Social and Technological.

Identifying the genuine Strengths of your organization and utilizing them to aim for the best Opportunities, while working on your Weaknesses and keeping an eye on the Threats, is the most excellent practice to develop your organization and business plan.

The Political stability and risk factor plays a very important role in your business stability and growth, starting from the government stability, taxation, employee and safety low, social welfare, trade regulation, and government ownership of industry and attitude to monopolies and competition policy are extremely important aspects to cover in your plan.

Economical analysis starts from the total GDP and GDP per head, growth rates and trends as well as inflation, interest rates, currency fluctuation, business cycle and finally energy, transport and communication costs.

Socially, always take into consideration the shifts in cultures and values, lifestyles, demographic changes and consumer behavior. Never forget, that those are your clients and you need to know them as much as you know yourself and/or your business.

"Socially, always take into consideration the shifts in cultures and values, lifestyles, demographic changes and consumer behavior."

Technological aspects fluctuate from business to business; nevertheless, we live in a period where technology is of the essence. Always observe government and industry focus on technological efforts, new patent and products, speed of change and adoption of new technologies and finally the impact of the internet.

Those are two basic elements if mastered will serve as the best tools of strategic planning.

About Dr. Sultan Al Shaali

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

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

Business Etiqu

Change the one thing that matters about your social image

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

Understanding business etiquette is not just about what fork to use or what to wear at a networking event. It is about making other people around you feel comfortable and that's why sometimes, no matter how hard someone tries, building the right relationship will always be a challenge. Business relationships are not different, what differentiates a successful salesman from his peers is his knowledge of some basic social skills that attract clients and make them more at ease dealing with him.

People Will Always Remember Your Kindness

Many people are afraid of making a social faux pas, but don't realize that making others feel bad is the ultimate taboo, and is far worse than bad table manners!

Similarly, people don't like to listen to complaints and to the negative experiences life has put you through. Incorporating positive approach will most definitely attract people to you and give you more advantages in your socializing events.

Even if you have hit the top of ladder, avoid criticism and gossip at any cost, and if you cant say something nice about someone; don't say anything at all. It is definitely safer than regretting what you shouldn't have said as you never know when it may fire back.

People may forget your name and your designation, but they will always remember the way you made them feel. Whether you are dealing with a client or a business colleague, your kind actions are emotional deposits in the persons that you can draw from in the future.

ette...

How to Shine Like a Polished Professional?

- Ask your clients out for coffee or lunch. Entertaining your business associates regularly gives them a chance to know you better and to remind them of how you can help them in their business.
- When you plan a business trip or meet with business visitors, educate yourself about their foreign codes of conduct. Knowing and respecting customs and cultural differences will reflect well on you and will save you from awkward moments.
- Carry your business cards everywhere you go. You never know whom you may meet in the supermarket or at your hairdresser but remember, never give out your business card unless you are asked, unless you are in a networking event, of course.
- When networking, always keep your right hand free, so that you can shake hands with people you meet.
- Do not abandon someone you have just met at a party. Introduce that person to someone else before you excuse yourself.
- Address people by the way they like to be addressed. Just because in your country it is OK to call a business peer by his first name, doesn't mean that it is the same everywhere else! Wait for an introduction to get an idea of how to address others.
- It is more respectful to address an elderly person as Mr., Mrs., or Ms., unless they tell you otherwise.
- Always start business introductions with the highest-ranking person first.
- If you are having a business meal, the boss should always be the one picking up the check (man or woman).

Best Social Protocol:

- Smile and greet people when you pass them in the hallway or the street
- Keep your voice down when speaking to others in public places
- Accept compliments with grace and a thank-you
- Admit when you are wrong
- Have a sense of humor
- Be sensitive to another person's point of view
- Answer improper questions with a little wit
- Remember peoples names
- Gently correct someone if they call you by the wrong name
- Return phone calls and emails within forty-eight hours

Top Social Faux Pas:

- If you are the host, never order before your companion(s)
- Never take a client to a restaurant you haven't been to before
- If you are a guest, never complain about your food, no matter how bad you think it is
- Being "fashionably late" is so disrespectful
- Do not discuss politics, religion or belief systems with your clients
- Do not give unsolicited advise to your peers or clients
- Don't ignore any client or colleague just because you are especially busy
- It is rude to talk and text on a cell phone while in a restaurant even if you are on your own
- Don't ask the price of the food before ordering; read the menu!
- Never engage in argument with a rude person

Remember, you don't get second chance to make good first impression so never underestimate the power of your image!

Happy Socializing!

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 Licoln, 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, Mikyajy, Mihyar 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

Rolex Oyster Perpetual Submariner...

A timeless tool and luxurious time piece!

The Submariner, introduced in 1953, was the first watch to be water-resistant up to 100 meters (330 feet). It was later strengthened by its patented triple-seal Triplock winding crown, making it capable of withstanding depths of up to 300 meters (1,000 feet).

The quintessential divers' watch, the absolute reference in its genre, the Rolex Submariner has expanded its horizons far beyond the element of its birth in 1953, while denying nothing of its aquatic origins. At home in the depths of the oceans, a universe in which it remains the basic instrument of every diver, it long ago conquered terra firma, as the watch of action.

The Rolex Oyster Perpetual Submariner Date 116610LN diver was officially revealed in the beginning of 2010 as a replacement for the outdated 16610 model.

Compared to its predecessor, the 116610 has received a scratch-resistant ceramic bezel, and an updated bracelet with the Glidelock claps, which makes it very comfortable to adjust the bracelet, when needed.

Also, the new watch is powered by an updated Rolex Caliber 3135, automatic COSC-certified chronometer movement. The Submariner's rotatable bezel is a key functionality of the watch. The graduations provide the diver with an accurate indication of diving time. For safety reasons, it rotates only counterclockwise, so there is no chance of overestimating dive time or the amount of breathing mix remaining in the tanks. The luminescent capsule ensures legibility, no matter how light-deprived the environment. The 116610 has received a scratch-resistant ceramic bezel, and an updated bracelet with the Glidelock claps, which makes it very comfortable to adjust the bracelet, when needed.

CREED GREEN IRISH TWEED...

Pure masculinity & freshness

As refreshing as a walk through the Irish countryside, Green Irish Tweed is one of the signature scents of the House of CREED. It's rich, fresh, green, spicy, sporty, original and unforgettable.

As classic as a perfectly tailored tuxedo on Oscar night, Green Irish Tweed is loyally worn by today's Hollywood leading men who ask for it by name. A film colony legend like the stars who wear it, Green Irish Tweed has an invigorating freshness and pure masculinity that have made it not only one of the most artistic fragrances from Olivier CREED, but also one of the most successful.

Top Notes: French verbena, Florentine iris
Middle Notes: Violet leaves
Base Notes: Sandalwood from Mysore, ambergris

Tag Heuer Reflex Original Rimless Eyeglasses Redefined!

Iconic: TAG Heuer Avant-Garde Eyewear Reflex series offer a subtle yet unique and instantly recognizable design.

Ingenious: Reflex improves on typical frames that curve around the ear by substituting a straight, hinge-less temple. The temples grip your head lightly, and with no hinges, they fit comfortably under a helmet.

The temples hug the sides of face by applying lateral pressure, ensuring no slippage. Perfect for sports: no matter the movement, the glasses stay perfectly in place.

Innovative: Exceptional materials - light and durable beta-titanium coated in special elastomers – mean optimal comfort. A memory for the shape of your head and resistance that well exceeds European standards. The beta-titanium frame offers unparalleled lightness, while maintaining an exemplary tensile strength and resistance.

The New BMW 3 Series...

The benchmark in compact executive class

The new BMW 3 Series Sedan systematically continues the design tradition and features of the BMW brand. The sportingly elegant exterior creates the effect of coming from one single mold and conveys aesthetics and dynamics at first sight. Even in its sixth generation, the most frequently sold BMW vehicle in the world sets standards.

Inspired by a rich model history, the heart of the BMW brand appears in a modern and powerful design – always convincing with its BMW-typical proportions. Combined with the headlights, the striking BMW kidney grille forms a harmonious unit and follows on from the front design of earlier models, thus emphasizing the breadth and sporting character of the vehicle. For the first time, it exploits the full effect of the kidney grille from the side.

A view from the side highlights the precise contours. Extended, ascending lines stretch the vehicle optically, giving it enhanced dynamic character. Like its predecessors, the BMW 3 Series Sedan has the classical three-box design – in a modern interpretation. Long bonnet, short front overhang, long wheelbase and rear-set greenhouse promise pure dynamics. The flowing transition from the curving roof line to the flat standing rear window lends the vehicle a coupé-like appearance and a sportingly elegant lightness.

For the new BMW 3 Series Sedan, ten high-torque, low-consumption engines are available, which all work with modern BMW TwinPower Turbo technology. They are the powerful heart in the BMW 3 Series Sedan – and the definition of maximum driving dynamics.

Features such as Rear View Camera and Surround View, Park Assistant, Active Cruise Control, Contactless opening of the tailgate and advanced infotainment systems mean that your journey onboard the new 3 series will be as relaxing as it is enjoyable.

CONSTRUCTION

Reference code: abc121

Spain: Investor partner needed for the completion of a construction project of 7 houses in front of the beach located in Benicassim, SPAIN

7 semi-detached houses on construction, beachfront and unique location (no more free sites at this zone).
Each house is composed of:

- Three-story house, including garage.
- Terrace and individual garden zone.
- Communal zone, including swimming-pool.

Development of works at 40% completed:

- Pile works, footings and cement platform.
- Structure and partitions distribution.
- Distribution of fence and common zones in cement.

Project's documentations and authorizations are all in order.

Amount needed: 2 Million Euros.
Contact: hamdan@imail.ae
Mobile: +97150 886 4116

CONSTRUCTION

Reference code: abc112

UAE: Construction Company for partnership

Description

We are looking for a construction company searching for government & private projects in the UAE, including housing projects, buildings, bridges, infrastructure, etc.
Most of government projects are paid in advance in installments as the work progress.

The offer

The company should have the resources to build and finance projects, while the local partner will help in brining contracts. The company has to have minimum USD 35m to be able to handle such projects.
Contact: hamdan@imail.ae
Mobile: +97150 886 4116

CONSTRUCTION

Reference code: abc113

Libya: Construction Company up for partnership

Description

We are looking for a construction company who is looking for government infrastructure projects in Libya.
Most of government projects are paid in advance in installments as the work progress.

The offer

The company should have the resources to build and finance the projects, while the partner will help brining in contracts. The company has to have minimum US$ 70m to be able to handle such projects.

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

SPORTS

Reference code: abc110

Spain: Buyer for a First league football club

Description

One of the leading football clubs in the first league in Spain is up for sale or partnership.

The offer

Cost: Euro 80m

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

DISTRIBUTION

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

TRAVEL

Reference code: abc116

UAE: Travel & tourism trade license for sale or partnership

Description

2 years old travel & tourism license in Ajman, clean records, employees moved to another company, for sale or partnership

Offer

Cost: US$ 14,000

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

SERVICES

Reference code: abc118

UAE: Working cleaning business

with 8 female employees on company visa and with regular customers.

The offer

Cost: US$ 41500

Including trade license, Nissan Tida and contacts.

Contact: hamdan@imail.ae

Mobile: +97150 886 4116

SERVICES

Reference code: abc114

UAE: Business setup service

Do you want to build a business in the UAE without the hassle? We offer services and support for start-up businesses including:

Professional fee is AED 15,000 (USD 4,200) only for the first year. Services may vary according to proper discussions and negotiations*.

*Terms and conditions apply.

Contact: uae@save.ae

Mobile: +97156 729 7000

SERVICES

Reference code: abc119

UAE: cleaning company for sale

Description

Cleaning Services Company in Dubai with 14 Employees and 2 Toyota Vans, 2009 Model 15 passengers in very good condition and all equipment & machines for cleaning & Trade License.

The company was established 8 years ago and the assets include 14 employees with their visas and visa guaranties.

Offer:

Cost: US$ 86000 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

List your ad here so it can be seen by thousands of investors and business men all over the world.

Contact: ads@arabbusinessclub.org

To list your classified ad, contact: ads@arabbusinessclub.org, Rate: $100 per listing

Bahrain ready to slash cruise ship prices

Khalifa Bin Salman Port, Bahrain's largest port is set to drastically reduce passenger fees for each cruise ship in a bid to lure back operators when the new season opens in November, Gulf Daily News has reported. APM Terminals, which operates the port, will lose nearly BD70,000 ($184,512) this season after cutting back the passenger handling fee from BD3 per person to BD2 for the confirmed 33 liners docking at the port. "We all have to contribute towards getting cruise liners back to Bahrain and we have decided to make this contribution," company chief executive Marco Neelsen said.

Norwegian oil explorer Spectrum, which is carrying out the first 3-D seismic survey of Lebanon's offshore deposits, has said it is very likely there will be substantial quantities of natural gas and possibly oil off the Lebanese coast, The Daily Star has reported. "You will never know [how much gas there is] until you drill a well under the sea, [but] you can make an assessment from the site we surveyed," Spectrum CEO David Rowlands told the daily. "Our assessment indicates so far there is a significant volume of gas to be discovered, and maybe even oil."

Consumer lending to accelerate in UAE

mashreq المشرق

UAE lender Mashreq has said consumer lending, which expanded at between 6-7% in the first half of 2012, should grow at a much faster pace in the second half, possibly within the 10-12% range in the post-Eid period, Khaleej Times has reported. "The whole banking industry is not in a stagnant position as things are stable and growing industry-wide. We are beginning to see the return of responsible borrowers," Mashreq group head of retail banking Farhad Irani told the daily.

Scomi Group wins Qatar Petroleum contract

Qatar Petroleum has awarded Malaysian oilfield services firm Scomi a contract to supply drilling fluids and engineering services over three years, The Star has reported. Under the contract, which was awarded to Scomi Oiltools (Cayman), Qatar branch, the firm is to "formulate solutions for challenging drilling environments onshore as well as providing drilling fluids services for an initial four rigs with more rigs anticipated towards the end of the year," Scomi said.

Natural gas wealth in Lebanon significant, says Spectrum

Norwegian oil explorer Spectrum, which is carrying out the first 3-D seismic survey of Lebanon's offshore deposits, has said it is very likely there will be substantial quantities of natural gas and possibly oil off the Lebanese coast, The Daily Star has reported. "You will never know [how much gas there is] until you drill a well under the sea, [but] you can make an assessment from the site we surveyed," Spectrum CEO David Rowlands told the daily. "Our assessment indicates so far there is a significant volume of gas to be discovered, and maybe even oil."

NFT scores $8m energy deals in Abu Dhabi

UAE-based tower cranes and elevators specialists, Nouman Fouad Trading (NFT) has won supply contracts worth Dhs30m ($8.16m) for the expansion of major oil and energy projects in Abu Dhabi. The firm also completed a supply contract for tower cranes and elevators amounting to Dhs70m for Saudi Company-Nesma Partners, said Nabil Al Zahalawi, director and partner of NFT.

Al Baraka to provide Shariah-compliant finance to Egypt projects

Bahrain-based Al Baraka Banking Group has signed the first Islamic partnership contract to finance small projects in Egypt with the World Bank through the Social Fund and Al Baraka Bank Egypt, Gulf Today has reported. The total amount of the contract is EGP200m, divided equally between the Social Fund for Development through funding from the World Bank and the lender's Egyptian unit, Al Baraka Egypt.

Toronto-based gourmet burger chain signs deal for Kuwait

Mustafa Yusuf, founder and owner of Toronto's most dominant gourmet burger chain, has gained local stardom with his fast-casual concept, Big Smoke Burger. Since joining forces with Fransmart, the franchise development company behind booming brands such as Five Guys Burgers and Fries, Qdoba Mexican Grill, zpizza and Freshii, Big Smoke Burger is penetrating markets with astounding force, most recently launching a development deal for the country of Kuwait.

In addition to the five Toronto-based locations, Big Smoke has launched expansion in Kuwait, with franchisee Samar Al-Salem of Khabari International. As a prominent businesswoman in the Middle East, Al-Salem and her associates are well-versed and well-connected with the intricacies of retail and real estate throughout Kuwait. With ventures ranging from architectural lighting, Electrical contracting to Fashion furniture, she maintains a potent portfolio of diversified businesses that demonstrate a keen insight into what the Middle East craves.

"We had our sights set on the burger market, but we wanted something that stood out from the rest - Big Smoke Burger has the feel of an upscale burger lounge, with a modern, clean, cool atmosphere and higher standards of taste, staffing and procedures," Samar Al-Salem states. "They offer unique, fresh flavor combinations created by their addictive homemade sauces, their practice of flame broiling all burgers, and their famous Canadian dish called 'poutine.'"

Opening three restaurants over the next three years, with the first one slotted to open within the next 6 months, Al-Salem maintains exclusivity over Kuwait, noting that "with their profitable business model, powerful partners, and a unique and delicious flavor profile, we believe that Big Smoke is going to be a big hit in Kuwait."

From Manager to Leader

Ask anyone and they'll tell you. There's a difference between managers and leaders.

Ask them what that difference is and they may have a bit more difficulty. Suddenly the words become amorphous and undefined. Somehow leadership is an intangible - a charismatic component that some people have and others simply don't. That's why, according to the ubiquitous "they", it is such a rarity.

The difference between being a manager and being a leader is simple. Management is a career. Leadership is a calling.

You don't have to be tall, well-spoken and good looking to be a successful leader. You don't have to have that "special something" to fulfill the leadership role. What you have to have is clearly defined convictions - and, more importantly, the courage of your convictions to see them manifest into reality. Only when you understand your role as guide and steward based on your own most deeply held truths can you move from manager to leader.

Whether the group you oversee is called employees, associates, co-workers, teammates or anything else, what they are looking for is someone in whom they can place their trust. Someone they know is working for the greater good - for them and for the organization. They're looking for someone not only that they can - but that they want to - follow.

Because it is only when you have followers -people who have placed their trust in you - that you know you have moved into that leadership role. And the way you see it is that your organization is transcending all previous quality, productivity, innovation and revenue achievements. You're operating at such a high level of efficiency that you're giving budget back to the corporation - and you're still beating your goals.

You're achieving what you always dreamed could be achieved. And not only that, but it's actually easier than you thought.

Because you're a leader. Because the classic command and control management model - which, contrary to popular belief still applies even in our most progressive 21st century companies - is no longer in play. Sure, controls are in place. Sure, you're solving problems that arise.

But it's not just you alone. You have the people in whom you've put your trust - and who have happily and safely reciprocated - to help you create organizational success.

First Steps

Where to start? Begin by discovering exactly what your convictions are. Clarify and codify for yourself what you believe in. Then, take a nice step back and see how those beliefs are playing out in the organization as it stands today.
Don't start with an organizational assessment based on the numbers or your opinions about others. This is not about "them." This is all about you.

Ask yourself:

- What is important to me? What are my values, beliefs, ethics?
- How am I demonstrating those values, beliefs and ethics every day?
- Is the larger organization designed to support my values, beliefs and ethics?
- Where are the disconnects ¡V within my immediate organization and for myself with the larger enterprise?
- What can I do to change how I behave with my immediate organization to demonstrate my belief in them?
- What additional assistance do my employees need to succeed ¡V and how can I ensure that they get everything they need and more to create personal and organizational success?

Realistically, you'll go through this process not once, but many, many times. This is a periodic reality and cross-check to see how you're doing in your own context and, as you begin making changes, in the larger context. Because, while you can and should expect yourself and your immediate organization to make changes, you cannot - and should not - expect the larger organization to immediately respond or follow suit. This is a personal journey designed to assist you in being more - and helping those whose lives you touch to be more. Give the organization time. It'll get there. It's just a little bit slow.

What's Next?

As you identify your convictions and begin aligning your behaviors with those convictions, you are going to need to take steps to build a collaborative culture based on where you're going.
To do that, seek input from your employees about what they need and what their dreams are for their jobs and the larger organization. (They have them, you know). Talk to internal and external customers and suppliers about their needs. Find out what more and what else you can be and do to create success. Enroll and engage in conversation and communication. Sit back. Listen. Take in as much as you can. Look for trends and themes. Find out where the possibilities are - the connects and disconnects that you can effect.
Be more. Be all those things you always believed about yourself - and usually bring to the rest of your life.
Leaders aren't made or born. Leadership is a choice - a belief in and commitment to everything that is good and noble within you.

Be a leader.

3 Ways to Make Money out of Small Business Investment

Going one step further, if you or your family is considering making a small business investment, there are typically only three mechanisms through which you can experience a gain in net worth from the position. Knowing this is important because, too often, new investors jump head-first into a potential opportunity without a clear idea of how they will experience the financial benefits, only to find themselves overworked and, in some cases, broke.

1 Salaries Paid for Working at the Small Business on Payroll

For many small business investors, the company never generates more than enough for them, and their family, to live upon from salaries taken out of the company in exchange for working on the payroll. Though this can be considered a success in and of itself, the small business isn't really an investment per se at this stage. Instead, the founders have essentially created a job for themselves, which includes the benefits and drawbacks of self-employment. These payroll distributions can limit the total capital the company has to expand, explaining why many small businesses are never able to move beyond a single location or do more than a few hundred thousand dollars in sales. It is isn't unusual for more successful small businesses to begin as part-time ventures, allowing the founders to continue their day job until the company grows large enough to support their salary needs.

2 Dividends Paid from Profits Generated By the Small Business

Once a small business investment has become successful, there is profit remaining for the owners above and beyond the amount taken out of the business in salaries and wages. The owners can then decide to reinvest the profits for future expansion, or they can declare a dividend, using the money in their personal lives, often to build savings, acquire other investments such as stocks, bonds, or real estate, pay down debt, upgrade lifestyle, or give to charity.

Whether or not a small business investor, or any investor for that matter, reinvests his or her dividends can have an enormous effect on ultimate net worth, as illustrated in this 50-year case study of shares of The Coca-Cola Company. There is no right or wrong answer. If you desire to live better now, and give up more wealth in the future, taking dividends can be a rational course of action. If you would rather be richer in the future, and are willing to risk additional capital in that pursuit, reinvesting dividends can be the more intelligent strategy. In any event, when you move beyond having a mere job, dividends from profits are the second most common source of wealth for small business investors.

3 Capitalized Earnings When You Sell the Small Business

Once a company has grown beyond the realm of the small business, it may be attractive enough that outside investors want to own it. When this happens, they may offer to buy the company. With few exceptions, the primary source of value for an operating business that generates good returns on capital is the earnings power, not the assets on the balance sheet. For example, manufacturing plant machinery isn't worth much when bought on the liquidation market, but when acquired as part of an on-going company that produces large profits, it is valuable.

Investors will look at the earnings of the business and factor in growth, debt levels, and the economics of the industry as a whole. If things are attractive, they often apply a valuation multiple to the profit stream. This is the equivalent of the price-to-earnings ratio you hear so much about in the stock market. Thus, a business that earns $1,000,000 per year in profit might reasonably sell for $10,000,000 or $15,000,000. That figure is the "capitalized" earnings value of the firm.

Some small business owners, especially those around Silicon Valley, often form new ventures for the sole purpose of growing them to the point the earnings can be capitalized and the company sold. This is known in financial terms as a "liquidity event". There are even special types of investors that focus on this niche investment strategy, called venture capitalists.

Other Ways to Profit from a Small Business Investment

There are a handful of additional methods of making money from a small business investment that go beyond the basic three we have already discussed. One particularly popular technique is for the founding family to acquire real estate and then lease the facilities or properties to the business. Many of the most successful publicly traded retail companies, which began as small mom and pop stores, still have controlling families that lease real estate to the firm, providing rental income. This can be an intelligent technique, keeping wealth in the hands of the business founders instead of sending it to third-party landlords, provided the deals are fair to the small business; e.g., the agreements are made at market rents, the terms are comparable to other, similarly-situated properties, and the lease agreement term is of a reasonable duration. There are even complex ways to structure it so that little or not taxes are paid on these alternative sources of income, such as having the building owned by a retirement trust.

Key Performance Indicators... Why Are They Important?

Key performance indicators form an important part of the information required to determine and explain how a company progresses towards its business and marketing goals. However, many people are confused about what exactly constitutes a key performance indicator or KPI.

Basic KPI Definition

A key performance indicator is a quantifiable measure a company uses to determine how well it meets the set operational and strategic goals. This means different businesses have different KPIs depending on their respective performance criteria or priorities. At the same time, the indicators usually follow industry-wide standards.

There is a subtle difference between key performance indicators and marketing metrics. An important point to remember is that KPIs are marketing metrics but not all marketing metrics are KPIs. A business must know how to determine which marketing metrics qualify as their key performance indicators. These indicators do not necessarily have to be financial but are important in steering marketing vehicles for management. Without these indicators and the guidance they provide to businesses it's nearly impossible for them to achieve their full potential.

Characteristics of KPIs

- Quantitative: They can be presented in form of numbers.
- Practical: They integrate well with present company processes.
- Directional: They help to determine if a company is getting better.
- Actionable: They can be put into practice to effect desired change.

A key performance indicator must be based on legitimate data and provide context that echoes business objectives. They must be defined in a way that factors beyond the control of a company cannot interfere with their fulfillment. Another key factor is that they have specific time-frame divided into key checkpoints.

Examples of Key Performance Indicators

An organization's KPI is not the same as its goal. For example, a school may aim that all its students pass a course, but use its failure rate as a KPI to determine its position. On the other hand, a business may use the percentage of income it receives from the returning customers as its KPI.

Other examples of KPIs for businesses include:

- The status of existing customers.
- New customers they acquired.
- Customer attrition.
- Segmenting customers by profitability or demographics.
- Waiting time for customer orders.
- The length of stock-outs.

How to Choose KPIs

Businesses should take a number of steps before choosing the best key performance indicators, including:

- Having clearly defined business processes.
- Setting requirements for the business processes.
- Having qualitative and quantitative measurements of results.
- Determining variances and adjusting processes to meet their short-term objectives.

When choosing the right key performance indicators, a company should start by considering the factors management uses in managing the business. Then you must consider and identify whether these factors help in assessing the company's progress against its stated strategies. Do they also allow those who read the reports to make similar assessments externally?

Although industry standards matter, companies do not necessarily have to choose similar KPIs to their business peers. What is more important is how relevant the indicators are to the business or its unit/division.

There is no specific number of KPIs a company needs. In general, the number may be anywhere from four to 10 for many types of businesses, and they must be crucial to the success of the business. Nothing is important if everything is important. Companies should also review their objectives and strategies regularly and make necessary adjustments on their key performance indicators.

Key performance indicators are important to a business because they help it focus on common goals and ensure those goals stay aligned within the organization. This focus will help a business to stay on task and work on meaningful projects that will assist in reaching objectives faster.

"A key performance indicator must be based on legitimate data and provide context that echoes business objectives."

Analyze Your Profitability…

Asset management ratios are the key to analyzing how effectively and efficiency your small business is managing its assets to produce sales. Learning how to calculate, analyze, and manage your profitability from a number of different perspectives can be a lengthy and complicated process, however, and what we are going to do in this article is to introduce you to 2 of the most common ratios used to determine a business's profitability: Return on Investment (ROI) and Return on Equity (ROE).

Return on Investment

Every business owner lives and dies by their ROI or return on investment capital. ROI is also called ROA or return on assets. In other words, ROA or ROI measure how much net income you earn based on how efficiently you generate sales with your asset base.

Total assets include all current assets such as cash, inventory, and accounts receivable in addition to fixed assets such as plant and equipment. The reason that the return on assets ratio is also called the return on investment ratio is because "investment" refers to the firm's investment in its assets.

Calculation of the Return on Assets Ratio

The calculation of the Return on Assets ratio is as follows:

"Return on Assets = Net Income (Net Profit)/ Total Assets = ______%"

Where Net Income comes from the income statement and Total Assets come from the balance sheet.

Interpretation of the Return on Assets ratio

In order to interpret the Return on Assets ratio, you need comparative data such as trend (time series) or industry data. The business owner can look at the company's return on assets ratio across time and also at industry data to see where the company's return on assets ratio lies. The higher the return on assets ratio, the more efficiently the company is using its asset base to generate sales.

Return on Equity Ratio

The return on equity ratio, sometimes called return on net worth, is the most important of all the profitability ratios to investors in the company. It allows investors to see how effectively the money they invested in the firm is being used. It is essentially a measure of how investors have fared with regard to their investment in the firm. Return on equity is usually seen as the bottom line measure of firm performance.

Calculation of the Return on Equity Ratio

Return on equity is measured as follows:

"Net Income/Total Shareholders' Equity = _____%"

Total Shareholder's Equity includes the sum of Retained Earnings, Paid-in Capital, Common Stock, and Preferred Stock.

As an example, if the return on equity is 15%, that means, in an accounting sense, that the company generated 15 cents in profit for every dollar in equity.

The Dupont Model

Both ROI and ROE can be analyzed using tools that can help break down those numbers and see the actual performance of the various components of one's business. One of the most widely used tools in this regard is the Dupont Model. The Dupont Model is a valuable tool for business owners to use in order to analysis their return on investment (ROI) or return on assets (ROA). The extended Dupont Model also allows for analysis of return on equity.

There are so many financial ratios for a business owner to analyze that it is often easy to get lost in the details. Using the Dupont Model allows the business owner to break the firm's profitability down into component parts to see where it actually comes from.

Here are the steps in using the DuPont Model to calculate both return on investment and return on equity:

1. First, look at the company's Return on Investment (ROI) or Return on Assets (ROA) ratio which is:
   ROI = Net Income/Total Assets = _____%
   where net income is taken from the income statement and total assets is taken from the balance sheet. This ratio tells you how efficiently you have been using your asset base to generate sales.
   As an example, let's say that ABC, Inc., a small hardware firm, generated $113.5 million in sales in 2009 and had total assets of $2,000 million. Then, the calculation for ROI would be:
   ROI (ROA) = $113.5/$2,000 = 5.7%
   This doesn't tell you much, but it you look at a source for industry average ratios likeBizminer.com, you can compare your ROi with that of your industry. If your industry average is, for example, 9.0% for small hardware firms, then you know that your ROI is below the industry average.
2. Since the ROI (ROA) for ABC, Inc. is below the industry average, you want to find out why. To do that, you can use the Dupont Model and break down the ROI into its component parts. ROI will look like this:
   ROI = Net Income/Sales X Sales/Total Assets = _____% where Net Income/Sales is thenet profit margin and comes from the income statement and Sales/Total Assets is theTotal Asset Turnover and sales comes from the income statement and total assets comes from the balance sheet.
   ROI is composed of two parts: the company's profit margin and asset turnover or its ability to generate profit and make sales based on its asset base.
3. Next, you want to find out which part of ROI is causing the problem for your business - the profit margin or the asset turnover. If it is given that the net profit margin is 3.8% and the total asset turnover is 1.5X, then:
   ROI (ROA) = 3.8% X 1.5 = 5.7% which is what you got in Step 1. Now we know what each part of the equation contributed to the return on investment of the firm. ABC, Inc. earned 3.8 cents for every dollar of sales and turned its assets over 1.5X per year. If the small hardware company industry had a net profit margin of 5.0% and a total asset turnover of 1.8X, ABC, Inc. was low on both counts, particularly the net profit margin.
4. We have determined that the company we are using as an example, ABC, Inc. is performing poorly with regard to their ROI and the industry average. The extended Dupont Model allows us to examine return on equity in the same way.
   ROE = Net income available to common shareholders/Common Equity = _____%
   where Net Income comes from the income statement and Common Equity is the sum of all the equity accounts on the balance sheet.
   The return on equity ratio can be restated:
   ROE = ROI X Equity Multiplier or
   ROE = ROI X Total Assets/Common Equity where Total Assets are taken from the balance sheet as is Common Equity. The equity multiplier makes ROE different from ROI by adding the effects of debt to the equation.
5. Using the numbers from the example of the calculation of ROI, this is the next step in calculating return on equity or ROE:
   ROE = 5.7% X $2,000/$896 (common equity from balance sheet) = 12.7%
   If the ROE for ABC, Inc. is 12.7% and we get the industry average for the small hardware industry and it is 15.0%, ABC, Inc. is performing poorly with regard to ROE as well as ROI. ROE is a measure of the wealth of the shareholders of the company and is the profitability ratio shareholders look at most often.
6. This is the extended Dupont equation:
   ROE = (Net Profit Margin)(Total Asset Turnover)(Equity Multiplier)
   =Net Income/Sales X Sales/Total Asset Turnover X Total Assets/Common Equity
   Three elements interact to form the ROE of a company. These elements are the profit margin, the efficiency with which the firm uses its assets to generate sales (total asset turnover ratio), and the effect of debt on the firm (equity multiplier). For ABC, Inc., the net profit margin and asset turnover, in particular, are weak and are lowering the return on equity.

What You Need

- Find a source for industry average ratios.
- Balance sheet
- Income Statement
- Financial ratio analysis for your firm

EVENTS' DIARY

First event in Zadar - Croatia: 7th September 2012

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

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

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

Healthcare event: Oct 17, 2012

The Healthcare Meeting aims to be the foremost annual gathering of the Arab Business Owners and C-Level management from Hospitals, Ministries of Health, Healthcare City Hospitals, Pharmacies, Doctors, Medical Suppliers and Medical HR.
The program for the 2012 Health & Care Meeting is designed to provide an unrivaled platform for the world's leading manufacturers, wholesalers and distributors to meet the medical and scientific community from the Middle East and beyond.

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

The Energy, Oil & Gas Meeting aims to be the foremost annual gathering of the Arab Business Owners and C-Level management from Oil and Gas Industries, Petroleum Companies, Oil Logistics in Oil and Gas.
The program for the 2012 Energy, Oil and Gas Meeting is the place where oil and gas industry professionals get together to experience, discover, network, discuss and debate core industry issues.

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

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

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

Welcoming 2013 event will be the foremost annual gathering for Arab Business Owners and C-Level management from all business sectors and industries, the Club's old and new members, sponsors, and board members.
The program for the Welcoming 2013 is aimed to thank all active members, sponsors, and to have an overview of top achievers for the year; while giving us a clear overview and glimpse onto 2013.

For registration enquiries:
Arab Business Club T: +971 04 358 3000 Email: events@arabbusinessclub.org Website: www.arabbusinessclub.org/event

smeinfo Awards

powered by AMEinfo.com

Become an award-winning business. Celebrate innovation, success & growth.

Entry Deadline: 30 August 2012

Visit www.smeinfoawards.com to Enter NOW!

CATEGORIES

Recognising Businesses

- Business of the Year
- Emirati Business of the Year
- Small Business of the Year*
- Online Business of the Year
- Start-up Business of the Year**

Recognising Individuals

- Entrepreneur of the Year
- Business Leader of the Year

Recognising Innovation Business Initiatives & Product Development

- Sustainable Initiative of the Year
- Customer Focus of the Year
- Business Innovation of the Year
- People & Culture of the Year

Entrants must hold a valid trade license and have been trading for 2 years, have a turnover of 250m AED or less and less than 250 employees.

* Turnover 50m AED or less

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

WHY SHOULD YOU ENTER?

- Gain unparalleled exposure through SMEinfo and AMEinfo
- Raise your business and product profile
- Benchmark your business against other SMEs and competitors
- Celebrate your achievements
- Acknowledge your Team's contribution to your business success
- Recognise your business performance
- Tell your success story

Endorsing Partners

مؤسسة محمد بن راشد لتنمية المشاريع الصغيرة والمتوسطة
DUBAI SME
An Agency of the Department of Economic Development - Government of Dubai

صندوق خليفة لتطوير المشاريع
Khalifa Fund for Enterprise Development

Media Partner

نادي الأعمال العربي
Arab Business Club

Visit
www.smeinfoawards.com
To Enter NOW!

Mark your calendar

Kuwait International Property Show

24-29 September

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

Smart Airports World MENA 2012

26-28 September, 2012

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

Datamatix Gitex Conference

7-11 October, 2012

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

The Jordan Energy Investment Summit

10 - 12 October, 2012

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

Assur Expo 2012

10-13 October, 2012

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

In Shape

19-22 October

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

Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC) 2012

5-8 November, 2012

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

Cairo Buildex

8-11 November, 2012

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

Wellbeing 2012

11-14 November, 2012

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

To list your event on this page,
visit Where.ae and post your event there

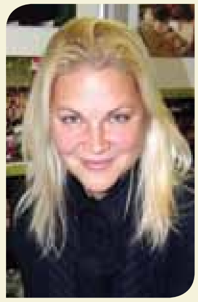
Arab Business Club Ambassadors

SEEMA AHMED AL-LANGAWI

Bahrain, Manama (Oct 2011 to Mar 2013)

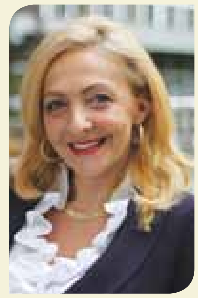
PAOLO STURIALE

Italy, Venice (Jan 2012 to Mar 2013)



HANA MEDIN

Croatia, Europe (Nov 2011 to Mar 2013)



DACIANA ALMEIDA NICHITA

Bucharest, Romania (Nov 2011 to Mar 2013)

Ms Seema Al Langawi is a Survey Engineer, land and property management consultant. Expert and Arbitrator in GCC arbitration centre. She has a PHD in studying and analyzing historical maps of Arabian Gulf. She has many awards under her belt; including the Gulf Engineering Union Award as a Lady Pioneer Engineer October 2009; Distinguished Member Award, Bahrain Society of Engineers, Bahrain - December 2006; Employee of the year Award, Minister Award, Ministry of Housing & Agriculture - June 2001; Minister Award for Silver Anniversary Activities from Ministry of Housing - March 2001 and Amiri Award for Academic Excellence, Bahrain, (from the Ruler of Bahrain) - October 1995.

He is the owner and director of Italian-based Sturiale Contemporary Arts gallery. In his capacity as director, he has been a dealer, curator and consultant representing a small exclusive group of important mid-career artists.

Prior to working with the group of artists now connected to SCA, Paolo was a great traveler and a professional musician. He played all over the world. It was from there that he setlled for a director's role in an advertisement agency that specialized in creative projects. While in this role, Paolo realized that he had a passion for art - he loved seeing and analyzing all works of art. So progressing to working with it on a full time basis was no surprise - it was a volcanic natural trend, waiting to erupt.

Ms Hana Medin is the founder and owner of Telluris-Medin. One of the company's basic activities is the huge production of humus of the Californian Red Worm, a highly nutritious organic fertilizer, which is used to treat all kinds of field crops and to enable pure ecological growth and development of plants from the very roots, therefore representing an irreplaceable basis for the maximum growth and healthy fruits. To be competitive on the market, the company has produced three brands of fertilizer, brand A, B and C.

The second basic activity – farming of snails Helix Aspersa Muller takes place in the town of Briševo, on a farm totaling 20,000 m2 in size. The entire production is carried out on two farms, Murvica and Briševo.

Daciana Almeida Nichita is the owner and general manager of Almex Consulting; the provider of consulting services to a high level of performance. The company offers investment deals with a real basis for achievement.

The company provides a full range of services for starting and developing documents of any type of investment. On the other hand, the Company initiated a program project "Investment for Romania" where it has conducted the first stage of business venture in the UAE called "Partner Romania". Through this venture, Almex is focusing on a better opening to foreign and domestic investors, to identify real instruments they need when they want to invest in Romania.

The first stage of this project is vying for an open dialogue between the Romanian businessmen and their Middle East counterparts, especially in the United Arab Emirates.

نادي الأعمال العربي™
Arab Business Club

By joining the ranks of our ambassadors you will become closer to the elite business circles in the Arab world, you will be known by thousands of well respected business people and you will be listed as our ambassador for your city/province.

Our Ambassador program is open to business men and women from all nationalities, and in order to join this elite group you should be a respected business man or woman, carrying the nationality of the country you want to become an ambassador of one off its cities and has the will and desire to actively work on promoting the club, its message and activities.

The ambassador joining fee is only $15000 per annum.

Arab Business Club Ramadan Suhoor Event…

Celebrating the holy month of Ramadan and it 4th Anniversary, Arab Business Club, one of the biggest and most prestigious communities for businessmen, investors and decision makers in the region, organized a Suhoor Evening at Shangri-La Hotel, Dubai. The event was attended by club members, renowned figures in the business world and members of the diplomatic community.

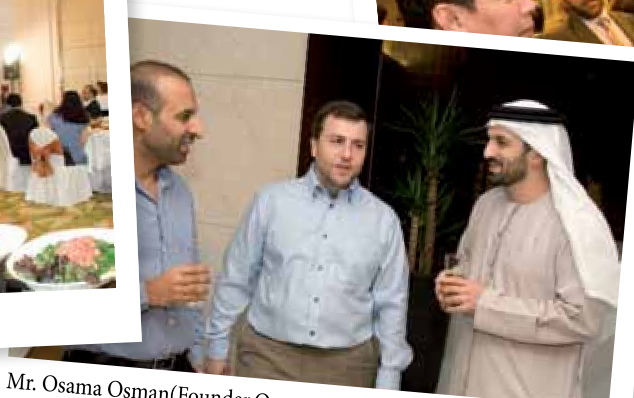
Mr.Karim Assad (Consultant,Professional Investment Consultants Middle East Ltd), H.E.Kaveh V. Vessali (Vice Consul, Economic Affairs Officer),H.E. Guy C. Hughes(Vice Consul,Consulate General of United States of America in Dubai) and Mr. Hamdan Mohamed Al Morshedi (President and Chairman of the Board,Arab Business Club)

Mr. Haji Obaidullah Sader Khail(Chairman,Afghan Business Council,U.A.E.)

Mr. Nadir Ali Zafar (President,Singapore Business Council-Dubai) and his wife,Mr.Ali Al Taher(Chairman,AST Group) and Ms. Rutz Patil(Business Development Executive,AST Group)

Oriental delights...

Mr. Cahyo Purnomo(ABC Elite Member,Head of Indonesia Investment Promotion Centre(IIPC) of Abu Dhabi),and H.E.Azmi Chang(Director General of the Commercial Office of the Republic of China(Taiwan) to Dubai



Mr. Osama Osman(Founder,Quran Works) and Mr. Aqil Ahmed (Quran Works) and Mr. Abdul Aziz Al Khouri(Partner,Strategy Director,Principle Consultants)

Mr.Thomas Joseph(Senior Marketing & Sales Officer,Sharjah Airport International Free Zone) H.E. Guy C. Hughes(Vice Consl,Consulate General of United States of America in Dubai)Mr. Raed A. Bukhatir, Head of Sales Department(Commercial Division)Sharjah Airport International Free Zone)H.E. Kristen J. Hughes(Vice Consul,Consulate General of the United States of America-Dubai)

Mr. Yunus Abdulhayye Ma(Director of Information Divison,Commercial Office of the Republic of China (Taiwan) to Dubai) and Mr. Abdul Aziz Al Khouri, (Partner, Strategy Director,Principle Consultants)

Mr. Haji Obaidullah Sader Khail(Chairman,Afghan Business Council,U.A.E.),H.E. Tina C. Lin(Vice Consul,Commercial Office of the Republic of China (Taiwan) to Dubai, U.A.E.) and wife of H.E. Azmi Chang

Mr. Amit Dhamani(Managing Director,Dhamani Jewels Llc) and Mr. Goulam-Raza Amarsy(CEO,Meydan IMAX Theatre)

A funny conversation!

Mr. Ali Ibrahim Anwar(Investment Officer,Malaysian Investment Development Authority(MIDA),Mr. Ahmed F. Shawket and Mr. Mushrek Ratal of Consulate General of the Republic of Iraq in Dubai

Ms. Lauren Assad,wife of Mr.Karim Assad,ABC Premium Member,Consultant,Professional Investment Consultants Middle East Ltd and Mr. David Lifschultz, CEO of Gen Oil Inc

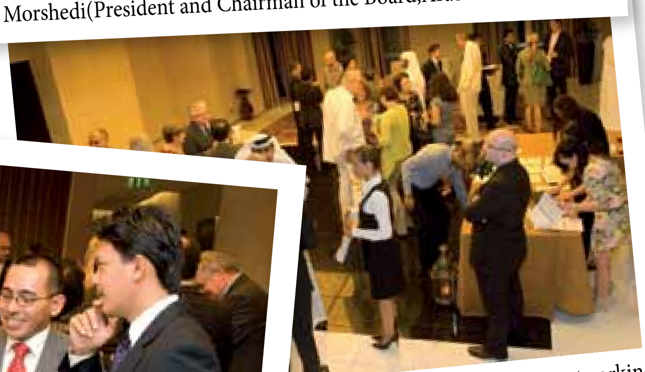
Hadaya Honey, a luxurious gift for the audience

Mr. Hamdan Mohamed Al Morshedi and H.E. Tran Ngoc Thach(Ambassador,Embassy of the Socialist Republic of Vietnam in UAE)

Mr. Hamdan Mohamed Al Morshedi(President and Chairman of the Board,Arab Business Club),H.E. Tran Ngoc Thach(Ambassador,Embassy of the Socialist Republic of Vietnam in UAE), Mr. Fahmy Ansara Dahalan(President,Malaysian Business Council-Dubai) and Mr. Faizal Jalaludin(Deputy Director/Vice Consul Investment,Malaysian Investment Development Authority, Dubai)

H.E. Mohammad Hamdan Bin Jarsh(Director General,University City,Government of Sharjah), Mr. Hamdan Mohamed Al Morshedi(President and Chairman of the Board,Arab Business Club)

Networking at its best!



More networking

H.E. Mohammad Hamdan Bin Jarsh(Director General,University City,Government of Sharjah) and Mr. Fahmy Ansara Dahalan(President,Malaysian Business Council-Dubai)

Mr. Osama Osman(Founder,Quran Works),Mr.Hamdan Mohamed Al Morshedi and Mr. Aqil Ahmed (Quran Works)

Mr. Yunus Abdulhayye Ma(Director of Information Divison,Commercial Office of the Republic of China (Taiwan)to Dubai),Mr. Cahyo Purnomo(ABC Elite Member,Head of Indonesia Investment Promotion Centre(IIPC) of Abu Dhabi) and H.E.Azmi Chang(Director General of the Commercial Office of the Republic of China(Taiwan) to Dubai

Mrs. Amal Magzoub (wife of H.E. Ashraf Hamouda),H.E. Ashraf Hamouda (Head,Partnership & Business Development,MENA,Eastern Europe & Central Asia) United Nations, World Food Programme and Mr. Hamdan Mohamed Al Morshedi (President and Chairman of the Board)

H.E. Ashraf Hamouda (Head,Partnership & Business Development,MENA,Eastern Europe & Central Asia)United Nations, World Food Programme and his wife Mrs. Amal Magzoub, Ms. Sylvana Verdureau, and H.E.Marie-Christine Lang (Consule Generale Adjointe,Consulate General of France in Dubai)

Unique entertainment, a local traditional dance group

Mr. Hamdan Mohamed Al Morshedi taking the stage to start his speech

PICTORIAL

Sylvana Verdureau,H.E.Marie-Christine Lang (Consule Generale Adjointe,Consulate General of France in Dubai),H.E. Kristen Hughes with husband H.E. Guy Hughes,both Vice Consul in Consulate General of the United States of America in Dubai

Mrs. Angelica Syed,Manager,MMA Meraj Media & Advertising Group and Mrs. Lauren Assad

Mr.Hamdan Mohamed Al Morshedi welcoming H.E. Ian Gibbons,MBE, Acting Consul General, British Embassy in Dubai and his wife Mrs. Karen Gibbons

Mr.and Mrs. Nadir Ali Zafar,President,Singapore Business Council in Dubai and Mr. Hamdan

Mesmerised!

Ms. Rutz Patil, Business Development Executive, AST Telecom(middle) with Mr. Allan Barnett,General Manager of Australian Business Council and his wife

Mr. Mohamed Obaid, ABC Elite Member,Managng Director-Entrepreneurs Business Services,Mr. Allan Barnett,General Manager of Australian Business Council and his wife

Mr. Hamdan Mohamed Al Morshedi, Mr. Mohamed Obaid(ABC Elite Member,Managing Director,Entrepreneurs Business Services,Mr. Allan Barnett,General Manager of Australian Business Council and his wife, having a lively coversation.

Mr. Hamdan Mohamed Al Morshedi having a serious discussion with Ms. Nahid Hayoun,President&CEO,Hayoun Group

Mr. Hamdan and H.E.Azmi Chang,Director General,Commercial Office of the Republic of China(Taiwan)to Dubai and his wife

Mr. Hamdan Mohamed, Mr. Ali Al Taher, Chairman, AST Telecom,Ms. Rutz Patil, Business Development Executive, AST Telecom

Mr. Hamdan Mohamed Al Morshedi and H.E. Mohammad Hamdan Bin Jarsh, ABC Elite Member, Director General,Universit City, Gov.of Sharjah

Mr. Hamdan Mohamed Al Morshedi and Mr. Francois Dumontel, ABC Premium Member,Managig Director, UAE-Compare Group

H.E.Azmi Chang,Director General,Commercial Office of the Republic of China(Taiwan)to Dubai and his wife with Mr.Wee Meng Chua,CFO Emaar Hospitality

Mr. Hamdan Mohamed Al Morshedi welcoming the honourable guests

Power Meets Success: Mr. Aamer Ghanem Almazrouei(CEO,Ugarit Industries LLC), Mr. Hamdan Mohamed Al Morshedi,H.E. Mohammad Hamdan Bin Jarsh(Director General,University City,Government of Sharjah),Mr. Marwan J. Al Sarkal(Chief Executive Officer,Shurooq, Sharjah Investment and Development Authority) and Mr. Ahmed Ali Moosa Al Naqbi (Executive Vice President,Ali Mousa & Sons Holding)

Its Suhoor time...

Mr. Hamdan Mohamed Al Morshedi(President and Chairman of the Board, Arab Business Club,Mr. Marwan J. Al Sarkal(Chief Executive Officer,Shurooq, Sharjah Investment and Development Authority)

Enjoying the delicious feast...

Al Nojoum Ballroom

Guests listning carefully to the president's speech

Enjoying the show

Mr. Hamdan Mohamed Al Morshedi, President of Arab Business Club, giving an inspiring speech

Mr. David Lifschultz(CEO of Gen Oil Inc.),H.E.Tran Ngoc Thach, (Ambassador of the Socialist Republic of Vietnam in UAE) and Mr. Hamdan

Mr. Nadir Ali Zafar (President,Singapore Business Council-Dubai) and his wife

ABC Latest Member List

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

Arab Chambers of Commerce & Industry

ALGIERS CHAMBER OF COMMERCE
Chambre de Commerce Palais Consulaire
B.P. 100 - Alger Ier Novembre 6, Bd
Amilcar Cabral, Bab-El Oued.
Algiers, Algeria
Phone: (213) 2-574444
Fax: (213) 2-629991

BAHRAIN CHAMBER OF COMMERCE & INDUSTRY
PO Box 248, King Faisal Highway
Manama, Bahrain
Phone: (973) 229 555
Fax: (973) 224 985

DJIBOUTI CHAMBER OF COMMERCE
Place de LaGuarde
PO Box 84
Djibouti,
Djibouti

FEDERATION OF EGYPTIAN CHAMBERS OF COMMERCE
4, Midan El Falaki Street
Cairo, Egypt
Phone: (202) 3551164
Fax: (202) 3557940

FEDERATION OF IRAQI CHAMBERS OF COMMERCE
P.O. Box 11348
Mustansir Street
Baghdad , Iraq
Phone: (964) 1-8888850
Fax: (964)1-8882305

FEDERATION OF JORDANIAN CHAMBERS OF COMMERCE
PO Box 7029
Amman,
Jordan
Phone: (962) 6-665492/674-495
Fax: (962) 6-685997

KUWAITI CHAMBER OF COMMERCE & INDUSTRY
Chamber's Building Ali Al Salem Street.
PO Box 775 13800
Safat, 13091
Kuwait
Phone: (965) 2439155/2468934
Fax: (965) 2452080

BEIRUT CHAMBER OF COMMERCE & INDUSTRY
PO Box 11801, Samayah 2100,
Justinian Street Beirut, Lebanon
Phone: (961) 1-353390
Fax: (961) 1-866802

GENERAL UNION OF ARAB CHAMBERS OF COMMERCE, INDUSTRY & AGRICULTURE
P.O. Box 2837-11
Beirut, Lebanon
Phone: (961) 1-814269

FEDERATION OF CHAMBERS OF COMMERCE, INDUSTRY & AGRICULTURE
P.O. Box 2321
Tripoli, Libya
Phone: (218) 21-33755

MAURITANIA CHAMBER OF COMMERCE & INDUSTRY
PO Box 215
Avenue de la Republique
Mauritania,
Mauritania
Phone: (222) 2-52214
Fax: (222) 2-53895

FEDERATION OF MOROCCAN CHAMBERS OF COMMERCE
6 Rue Erfoud
PO Box 218
Rabat, Morocco
Phone: (212) 7-767051
Fax: (212) 7-767076

OMAN CHAMBER OF COMMERCE AND INDUSTRY
PO Box 4400
Ruwi, Muscat, Oman
Phone: (968) 707674/684/694
Fax: (968) 708497

QATAR CHAMBER OF COMMERCE & INDUSTRY
PO Box 402
Doha, Qatar
Phone: (974) 324347/326366
Fax: (974) 324338

COUNCIL OF SAUDI CHAMBERS OF COMMERCE & INDUSTRY
PO Box 16683,
Riyadh, 11474
Saudi Arabia
Phone: (966) 1-4053200
Fax: (966) 1 4024747

MOGADISHU CHAMBER OF COMMERCE INDUSTRY & AGRICULTURE
P.O.Box 27
Via Asha
Mogadishu Somalia
Phone: (252) 3209

SUDAN CHAMBER OF COMMERCE
PO Box 1701
Khartoum, Sudan
Tel: 249-1172345

FEDERATION OF SYRIAN CHAMBERS OF COMMERCE
Damascus - Mousa Ben Nousair St.
P.O. Box 5909
Phone No. 0096311 3311504 / 3337344
Fax No. 0096311 3331127

TUNISIAN UNION OF INDUSTRY, COMMERCE & HANDICRAFTS
103 Avenue De La Liberte
Tunis,
Tunisia
Phone: (216) 1-780366
Fax: (216) 1-782143

FEDERATION OF THE U.A.E CHAMBER OF COMMERCE & INDUSTRY.
PO Box 3014,
Abu Dhabi
United Arab Emirates
Phone: (971) 2-214144
Fax: (971) 2- 339210

FEDERATION OF YEMEN CHAMBERS OF COMMERCE & INDUSTRYPO
box 16990, Hasaba, Airport Road
Sana'a
Phone: (967) 1-223539
Fax: (967) 1-251551

نادي الأعمال العربي
Arab Business Club

ARAB BUSINESS CLUB MAGAZINE

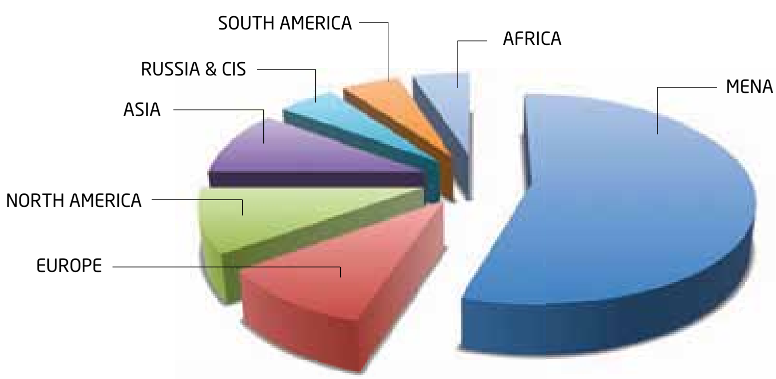
Arab Business Club Magazine is a monthly, market intelligence publication dedicated to members of the Arab Business Club and the international business & investment community. The magazine has a print run of 18,000 copies. With distribution in:

- Royality and Sheikh's Palaces
- Top Government Offices
- First Class and Diplomatic Airport Lounges
- Embassies
- Investment Agencies
- 5-Star Rated Hotels
- Business Councils
- International Corporations
- Top Arab Business Leaders
- International Events
- ABC Members World Wide
- Magazine Subscribers
- Media Agencies
- Corporate Events

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.

This one-stop resource provides an end-to-end marketing, linking between industry analysts, corporates, government officials and decision makers. It is the only publication where internationl advertises can reach the Arab decision maker and vice versa.

DISTRIBUTION



READERSHIP

With a print run of more than 18,000 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.

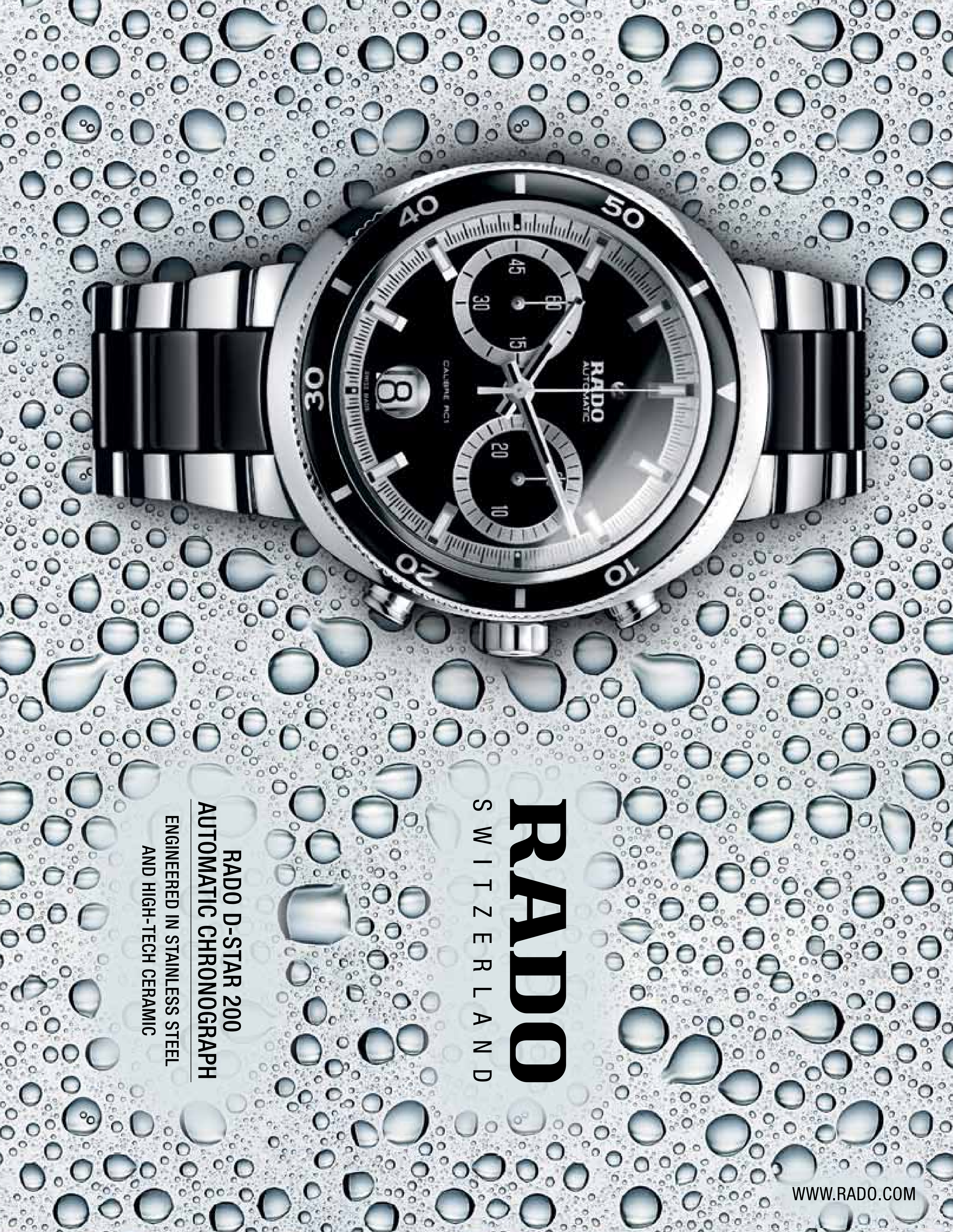
FOR ADVERTISING ENQUIRIES CONTACT

Arab Business Club

Tel: + 971 4 3583000; Mob: +971 50 703 6116
Email: ads@arabbusinessclub.org ; Web: www.arabbusinessclub.org

Northern Star Publishing & Distributions

P.O. Box : 2188, Dubai - UAE.
Tel: + 971 4 3583000; Mob: +971 50 1598118
Email: abc@northernstar.ae Web: www.northernstar.ae


RADO
SWITZERLAND
RADO D-STAR 200
AUTOMATIC CHRONOGRAPH
ENGINEERED IN STAINLESS STEEL
AND HIGH-TECH CERAMIC
WWW.RADO.COM