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VICTORIA PELLETIER

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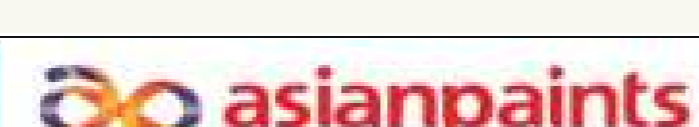
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From The Editor's Desk

Dear Readers, As the business landscape continues to evolve at a rapid pace, this issue of Corporate World Magazine is dedicated to exploring the strategies, insights, and leadership philosophies that are shaping the future. From the transformative power of technology to the timeless importance of resilience and adaptability, we bring you stories that reflect the dynamic spirit of the corporate world.

Our cover story spotlights Victoria Pelletier, showcasing her exceptional leadership driven by resilience and transformative vision. This edition also features exclusive interviews with industry trailblazers, offering actionable insights on innovation, sustainable growth, and strategic preparation for the challenges shaping tomorrow's business landscape.

In our next edition, get ready for inspiring stories and powerful leadership insights from world-renowned leaders. These exclusive conversations will unlock invaluable perspectives on how top organizations are shaping the future—by pioneering cutting-edge technologies, championing inclusivity, and driving impactful sustainability initiatives.

Until Then
HAPPY READING!



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Leading with Resilience and Transformative Vision.

Victoria Pelletier, a dynamic speaker and author, introduces Unstoppable You—an inspiring organization dedicated to empowering individuals to lead with purpose and passion.



Victoria Pelletier, a dynamic speaker and author, introduces Unstoppable You—an inspiring organization dedicated to empowering individuals to lead with purpose and passion.

As a dynamic C-Suite executive, TEDx speaker, author, and champion of diversity and inclusion, Victoria leverages her early life challenges to drive positive change and empower others. Victoria is the Founder & CEO of Unstoppable You, a strategic advisory platform offering executive coaching, personal brand development, authorship support, and more for individuals and organizations.

Her influence extends globally—recognized among the Top 100 Outstanding LGBTQ Executive Leaders, Women of Influence, and Top 30 Most Influential Business Leaders in Tech. Her inspiring keynotes and tailored coaching sessions have motivated leaders across industries to lead with authenticity and purpose. Victoria's forward-thinking approach emphasizes the value of personal resilience and empathy as vital elements of impactful leadership.

As a renowned speaker and author, Victoria continues to inspire others to embrace their unique journeys and redefine success on their own terms. In this interview, she shares insights on her company's mission, emerging industry trends, and the critical role of diversity and inclusion in leadership today.

Can you share how your early experiences influenced your career aspirations?
My early life was marked by significant adversity—circumstances that could have easily defined my future negatively. But I refused to let my background or biology set limits on my potential. Instead, I chose to rewrite my story, turning obstacles into opportunities. Resilience became my cornerstone. Facing life's challenges head-on taught me that surviving hardships wasn't enough; I wanted to thrive.

Victoria Pelletier

is recognized across North America as a dynamic, captivating keynote speaker, published author and dynamic executive.

This inner drive pushed me to excel and build something meaningful. More importantly, it sparked a passion to help others navigate their own challenges and unlock their potential. These formative experiences shaped my path to leadership and transformation. They inspired me to empower others—not just to overcome adversity but to use it as a launchpad for greatness. This mission has guided me from the boardroom to the C-suite, and now into coaching and public speaking, where I share my story and encourage others to redefine their own journeys.

What makes a TEDx event truly transformative for the audience?
A truly transformative TEDx event combines powerful storytelling with actionable insights that stay with the audience long after the event concludes. While it's easy to inspire people in the moment, the real impact happens when attendees leave feeling emotionally moved and equipped with practical tools they can apply in their own lives.

The most memorable TEDx talks are those that tap into universal human experiences. When speakers show vulnerability and authenticity, they create a meaningful connection with the audience. Sharing stories of resilience, failure, and transformation allows people to see themselves reflected in the narrative. To be truly transformative, however, these stories must be accompanied by clear, actionable takeaways that inspire change.

Ultimately, a great TEDx event challenges the audience to think differently, feel more deeply, and take intentional action. It's about more than just ideas worth spreading—it's about ideas that spark real, lasting change.



Sharing stories of resilience, failure, and transformation allows people to see themselves reflected in the narrative, and purpose-driven leadership. These stories must be accompanied by clear, actionable takeaways that inspire change.



Ultimately, our goal is to equip people with the mindset and tools they need to become unstoppable, no matter what challenges they face

How do you stay up to date with industry trends?
I consider myself a lifelong learner, and I stay curious is at the heart of how I stay on top of industry trends. My go-to sources for learning are audiobooks and podcasts, as they allow me to absorb information efficiently while managing a busy schedule. Audiobooks cover everything from leadership insights to the latest in technology, while podcasts offer quick, valuable perspectives from industry experts and thought leaders.

Networking is another essential part of my approach. Whether it's attending conferences, connecting at events, or having virtual coffee chats, I'm always seeking to meet new people and broaden my circle. These conversations often provide cutting-edge insights that haven't reached mainstream platforms yet, and I find that diverse perspectives help me understand trends from various angles.

Ultimately, my commitment to continuous learning and openness to fresh ideas is what helps me stay ahead in an ever-evolving landscape.

How do you ensure that the perspectives shared on stage are both balanced and inclusive, reflecting a range of voices?
Ensuring diversity and inclusion on stage starts with being purposeful and proactive. I actively seek out voices from diverse, underrepresented groups, ensuring their insights are not only heard but woven into the conversation. It's about creating an environment where diverse perspectives are genuinely integrated, not just included for the sake of it.

I focus on fostering a space where everyone feels empowered to share their authentic experiences. This openness is essential for creating meaningful, impactful discussions. When people feel truly seen and heard, the conversation moves beyond surface-level exchanges and becomes transformative.

Whether it's a keynote or a panel, inclusivity is always my top priority. I believe that diverse, balanced perspectives drive better outcomes for all. True leadership means valuing every voice and using those perspectives to fuel progress.

With your demanding schedule, how do you ensure a healthy balance between work and personal life, and what strategies do you use to stay energized and focused?
I'm not a big fan of the term "work-life balance"—for me, it's more about "work-life integration." When you're passionate about your work, the boundaries tend to blur, and that's completely fine. I always say, "where there's conviction, there's capacity." When you're deeply committed, you naturally find the time and energy to make it all work.

That said, I do have non-negotiables. My daily workouts, six days a week, are non-negotiable. They're vital not just for my physical health, but for my mental focus and clarity. I've learned that if I don't take care of myself first, I can't be fully present or effective in either my professional or personal life.

What has been the most impactful lesson you've learned as a woman in leadership, and what key factors do you believe have contributed to your success?
As a woman leader, one of the most valuable lessons I've learned is the power of authenticity. In an environment that often expects women to conform to conventional leadership

norms, embracing my true self and leadership style has set me apart. Authenticity not only enhances my effectiveness as a leader but also inspires others to lead in their own unique way.

Throughout my career, I've been fortunate to receive recognition for my work. The key factors behind my success include a deep passion for what I do, coupled with unwavering perseverance. Passion fuels my drive and keeps me focused, while perseverance enables me to overcome setbacks and stay committed to long-term goals. I've also placed a strong emphasis on continuous learning and adaptability. In an ever-evolving business landscape, staying ahead of industry trends and embracing new technologies has been critical to thriving in dynamic environments.

Another key ingredient to my success is effective networking and relationship-building. It's not just about making connections but creating a community of mentors, peers, and collaborators who share insights and help advance mutual growth. Networking with a mindset of generosity rather than self-interest has opened doors to invaluable opportunities.

A disciplined work ethic is equally crucial. Success is rarely instantaneous, and I've learned that consistent, focused effort is the backbone of any significant achievement. Additionally, I see failure as an opportunity for growth, not a setback. By embracing failure as a part of the learning process,

I've been able to refine my strategies and take calculated risks that have fueled further success. Finally, surrounding myself with a talented, high-performing team has been essential. Success is never achieved in isolation, and a strong, diverse team amplifies ideas and brings fresh perspectives to the table. These principles—passion, adaptability, relationships, discipline, resilience, and teamwork—have all contributed to my journey, and they offer valuable insights for anyone striving for success.

What advice do you have for others in demanding roles?
Success begins with a strong belief in yourself—trust in your abilities and your vision. Confidence is the foundation for breaking new ground and challenging the status quo. Embrace boldness and innovation, daring to explore unconventional solutions and take risks, as true progress often thrives in uncharted territory. Surround yourself with a supportive network of mentors, allies, and peers who inspire and challenge you. A strong network offers valuable guidance, support, and opens doors to new opportunities. Resilience is key, especially when disruption brings setbacks. Learn from failures and use them as stepping stones for growth. Lead with purpose and passion, aligning your work with your core values. A clear sense of purpose fuels determination and inspires others to join your journey. Lastly, lean into discomfort. Growth and opportunity often lie just beyond your comfort zone, where challenges and fears become powerful catalysts for success.



Our impact stretches across industries—from tech innovators in Silicon Valley to top executives in global corporations. We help change-makers rethink leadership, empower teams, and build personal brands grounded in authenticity. By equipping them with the tools to navigate challenges with clarity and confidence, we're sparking a ripple of transformation that reaches far beyond the U.S.

At Unstoppable You, we believe that when individuals are empowered to lead as their most authentic selves, their impact becomes limitless—shaping the future of business, driving societal change, and inspiring others to do the same.

What exciting future plans and goals does "Unstoppable You" have in store?
The future of Unstoppable You is all about amplifying our impact and expanding our reach. With the release of my upcoming books and a TEDx talk on healthy resilience, we're positioned to take these powerful insights to a broader audience. The themes of authenticity, resilience, and leadership are universal, and I'm excited to share these messages with even more people around the world.

Looking ahead, we'll focus on strengthening our executive and career coaching services, particularly helping leaders navigate fast-changing, disruptive environments with resilience. My mission is to guide individuals not just to survive but to thrive—empowering them to apply the lessons from my work in practical, real-world scenarios—whether they're leading teams, scaling businesses, or building personal brands.

Alongside our coaching, Unstoppable You will continue delivering transformative keynote speeches and strategic consulting, with a greater focus on resilience and whole-person leadership. We aim to collaborate with organizations worldwide to build cultures where people are empowered to lead authentically and drive meaningful change.

In Opinion:-

Navigating Off-Plan Investments: Strategies for Success in Dubai's Evolving Real-Estate Market

Dubai's real estate sector is widely regarded as one of the most dynamic in the world. With its continuously evolving skyline, booming economy, and strategic positioning as a global business hub, the market offers investors substantial potential, especially in off-plan properties. Off-plan investments — where properties are purchased before they are completed — have become an attractive avenue for those seeking high returns, flexible payment plans, and early access to prime real estate. However, buying off-plan comes with its unique set of considerations and risks, which require careful planning and due diligence.



A Market on the Rise
Off-plan properties, which are real estate units purchased from developers before construction is complete, have seen a remarkable surge in popularity in Dubai. According to Property Monitor, off-plan sales in Q3 2024 recorded a year-on-year volume growth of 58.7%, reaching 31,800 transactions, the highest quarterly volume ever recorded. In terms of value, sales increased by 42.3% year-on-year, amounting to AED 67.45 billion compared to AED 47.39 billion in Q3 2023.

The appeal of off-plan investments lies in their potential for capital appreciation, as early buyers benefit from value increases as development progresses. According to Knight Frank, these prime properties in Dubai were expected to experience annual appreciation rates of 5–10% at the end of 2024, depending on location and specific projects.

This thriving sector is bolstered by robust infrastructure development, investor-friendly regulations, and a high demand for premium real estate. Strategic areas such as Dubai Creek Harbour, Mohammed bin Rashid City, and Meydan Harbour are particularly offering excellent growth prospects.

Adding to the sector's credibility, Dubai's regulations provide strong buyer protection. Developers are required to register projects with the Dubai Land Department (DLD) and maintain escrow accounts to secure construction funds, fostering transparency and trust.

Emerging Trends in Off-Plan Investments
1. Sustainability and Tech Integration: Developers are increasingly integrating sustainable designs and smart technology into new projects, meeting the rising demand from eco-conscious and tech-savvy buyers.

2. Infrastructure and Connectivity: Areas with planned metro expansions, business hubs, or leisure destinations are witnessing increased investor interest.

3. Tailored Payment Plans: Creative post-handover plans and flexible payment options are making off-plan properties more accessible to a wider range of investors.

Key Benefits of Investing in Off-Plan Properties
1. Price Appreciation Potential: One of the biggest advantages of buying off-plan is the potential for capital gains. By purchasing early, investors can often secure properties at lower prices than when they are completed, with the promise of price increases as the project nears its final stages.

2. Flexible Payment Plans: Developers often offer attractive payment structures, such as staggered payment plans. These allow buyers to spread the cost over several years or even pay after taking possession, which helps manage cash flow. For instance, some developers require only a 10-20% down payment, with the remaining balance spread out across construction or even after handover.

3. Exclusive Access to Prime Locations: Off-plan buyers often get early access to new properties in high-demand areas, including well-established locations like Dubai Marina, Downtown Dubai, and the emerging Dubai South district. This gives investors a chance to secure prime real estate before they are available on the secondary market.

4. Discounted Prices: Off-plan properties are typically sold at a discount — often between 10-30% lower than completed properties, providing an opportunity for significant capital appreciation once the property is finished.

Steps to Buy Off-Plan Properties in Dubai:
1. Choose the Right Developer: The developer's reputation is critical when purchasing off-plan. Major developers such as Emaar Properties, Damac Properties, and Nakheel are known for their track record in delivering high-quality projects on time. Always research the developer's previous projects to assess their reliability.

registered with the Dubai Land Department, and that an escrow account has been opened to safeguard your investment.

5. Factor in Additional Costs: Beyond the purchase price, buyers should consider other costs such as the 4% DLD registration fee, service charges, and any post-handover fees. It's recommended to set aside 5-7% of the property's value for these additional expenses.

Hot Areas for Off-Plan Investment
Certain areas of Dubai are poised for substantial growth in 2024, making them prime locations for off-plan investments. Dubai Creek

Harbour stands out due to its proximity to downtown and its waterfront appeal, while Dubai South is attracting attention due to the Expo 2020 site and growing demand for affordable housing. Jumeirah Village Circle (JVC) and Business Bay are also key areas witnessing substantial development.

Conclusion
Off-plan properties in Dubai present exciting investment opportunities, offering the potential for significant capital appreciation, flexible payment options, and access to prime locations.

However, these benefits are accompanied by risks such as delays, market fluctuations, and developer instability. By conducting thorough research, choosing reputable developers, and understanding payment structures and additional costs, investors can mitigate these risks and capitalize on Dubai's ever-growing real estate market.

Staying informed about Dubai's market trends — including the growing demand for sustainable and tech-integrated properties — is crucial to making informed investment decisions. With the right approach, off-plan properties can be a rewarding avenue for real estate investment in Dubai's dynamic market.

Arash Jalili is the CEO of Unique Properties, one of Dubai's most awarded and reputable real estate brokerages. Our success as one of Dubai's top real estate agencies is credited to our inspiring business partner and a skilled team of experienced, multilingual professionals



Crafting Financial Futures With Personalized Excellence.

In an interview with Corporate World, Razin Ashraf, Managing Director, Divine Solutions Japan speaks about his diversified experience and the key lessons he has learnt throughout his successful career.

The rise of influential Japanese business leaders has seen remarkable growth in recent years. In 2015, Japanese executives accounted for just 10% of Fortune Global 500 CEOs, but by 2023, this figure had climbed to 15%. This reflects Japan's success in nurturing visionary leaders who drive innovation and contribute significantly to economic progress. These trailblazers not only transform industries but also inspire the next generation of entrepreneurs and emerging leaders.

The financial services sector is also undergoing significant change, driven by evolving trends that redefine service delivery. Technologies like artificial intelligence (AI), machine learning (ML), and blockchain are at the forefront of this digital revolution, enhancing innovation and operational efficiency. Fintech disruptors challenge traditional financial institutions, while open banking fosters a more collaborative and personalized approach to services. Improved omnichannel experiences are now a priority, aiming to deliver seamless interactions and superior customer service.

However, these advancements also introduce complex challenges. Regulatory compliance remains a significant hurdle, requiring firms to stay updated with ever-changing rules and standards. Cybersecurity is another critical concern, necessitating robust defenses to protect sensitive information and prevent financial crimes. As technology evolves, firms must navigate both the opportunities and risks of digital transformation while safeguarding customer privacy and maintaining trust.

Razin Ashraf stands out as a transformative leader making a substantial impact on Japan's business environment. His strategic vision has addressed key industry challenges, including the difficulty of attracting younger talent. By showcasing the growth opportunities within Japan-focused operations, Ashraf has successfully highlighted the firm's unique value proposition. He also emphasizes the importance of diversification, exploring opportunities beyond the financial sector to drive sustainable growth. By recruiting skilled individuals and fostering a culture of innovation, Ashraf has positioned the firm for continued success. His journey is a testament to resilience and strategic foresight, offering inspiration to future leaders navigating the complexities of modern business.

Can you share a brief overview of your professional journey and what drives your daily motivation? My professional journey began in Tokyo in 2007, where I launched my career with Hays Japan, a prominent British recruitment firm. Starting as a junior consultant fresh out of my studies in Australia, I quickly immersed myself in the dynamic world of financial services recruitment. At Hays, I specialized in the banking sector, gradually progressing to lead the Front Office division.

Over time, I took on broader responsibilities, managing teams across banking, insurance, and financial technology, ultimately overseeing the entire Financial Services recruitment division.

After over eight enriching years at Hays, I felt ready to chart my own path. In 2016, I founded Divine Solutions Japan, driven by a vision to create a more tailored and impactful approach to recruitment. My daily motivation stems from a passion for connecting talent with opportunity, fostering growth for individuals and organizations alike, and continually pushing the boundaries of what's possible in the recruitment industry.

How would you describe your leadership style? I lead with a balance of hands-on guidance and collaboration. Every team member's input matters, fostering a culture where ideas flow freely, and decisions are shared. Instead of top-down management, we focus on nurturing talent to build strong, client-focused consultants.

Prioritizing cultural fit and understanding our clients' needs deeply has earned us their trust. This allows us to connect candidates and companies seamlessly, often bypassing traditional processes—reflecting the credibility and relationships we've built.

What have been some of the toughest challenges in your journey, and what lessons have you learned from overcoming them? One significant challenge has been attracting and retaining young talent. Many early-career professionals are drawn to larger, global firms, while our focus remains primarily on Japan.

Another hurdle has been expanding beyond the financial sector. While we've explored new industries, finding the right talent to lead these ventures has been complex. This experience taught us the importance of adaptability and innovative thinking—solutions often lie in reimagining traditional approaches and investing in people who share our vision for growth.



How would you describe Divine Solutions Japan and its current market position? Divine Solutions Japan may be boutique in size, but we stand out as one of Tokyo's top five financial services recruitment specialists. Our expertise lies primarily in Front Office roles, especially within investment banking and sell-side sectors like fixed income and equities. Additionally, we've built a solid reputation in buy-side recruitment, covering asset management, hedge funds, technology, risk management, corporate banking, and fintech.

We work closely with both domestic and international financial institutions, with a particular strength in global markets. Our focused approach and deep industry connections enable us to deliver tailored solutions, earning the trust of leading firms and candidates alike.

What is the future destination you envision for Divine Solutions Japan? Looking ahead, I'm committed to staying deeply involved in the core aspects of our business—driving sales, overseeing recruitment, and nurturing talent. My vision includes expanding our leadership team by bringing on skilled managers to support our growth ambitions and exploring new industry sectors.

In the short to mid-term, we're targeting significant milestones: growing our team to 20 consultants in Japan and establishing a London office with an additional 10 consultants within two years. Our goal is to create a cohesive culture across both locations, positioning ourselves as a respected international firm known for excellence and innovation.

Jason Teoh Kheng Swee

Shaping Ethical Leadership in an Evolving Business Landscape.

Jason Teoh Kheng Swee, Chief Compliance Officer at Revenue Group Berhad

In today's fast-paced business environment, Chief Compliance Officer (CCO) plays a critical role in ensuring that organizations adhere to legal, regulatory, and ethical standards, safeguarding their long-term success. By fostering a culture of integrity and accountability, a CCO not only protects a company's reputation but also mitigates risks, strengthens stakeholder trust, and drives sustainable growth. Corporate World Magazine recently had the opportunity to sit down with Jason Teoh Kheng Swee, Chief Compliance Officer at Revenue Group Berhad, and delve deep into his leadership approach, balancing compliance excellence with a forward-thinking approach.

Jason's commitment to continuous learning and development empowers his team to stay ahead of regulatory shifts, ensuring they remain aligned with the latest industry standards. His strategic focus on robust internal controls cutting-edge technology, and transparent practices helps navigate compliance risks while driving innovation.

By prioritizing work-life balance, setting clear goals, and encouraging open communication, Jason fosters a collaborative and high-performing environment that thrives on trust and progress.

Let's dive into his inspiring journey and gain insights into how he leads the charge in compliance, innovation, and organizational success.

Can you tell us about your professional journey and how it led you to your current role? My career began in retail, before I moved into broadcast media, where I gained experience in finance and procurement at Astro, Malaysia's leading satellite TV company. After transitioning to the private sector, I worked as a finance manager and eventually spent over 13 years in consumer banking. This diverse background has shaped my understanding of the critical relationship between compliance and customer experience, which is often overlooked in traditional banking. These experiences have provided me with a well-rounded perspective that I bring to my role today.

As the Chief Compliance Officer at Revenue Group Berhad, how would you describe your leadership style? My leadership style is based on collaboration and objectivity. I believe in a consultative approach where all viewpoints are heard, fostering an environment that encourages innovation and sound decision-making. This ensures we remain adaptable and responsive to changing regulatory landscapes while also driving the company forward.

What approaches do you use to identify and evaluate compliance risks within the organization? To effectively monitor and assess compliance risks, I use straightforward strategies that are easily understood at every level of the organization. I leverage technology for real-time monitoring, conduct regular risk assessments, and promote a culture of open communication and transparency.

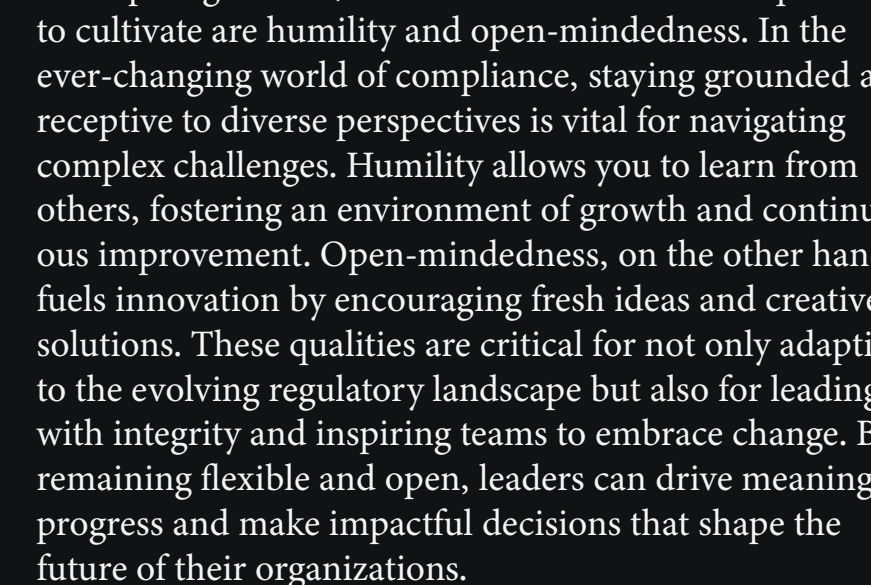
My approach focuses on aligning compliance with both customer needs and regulatory requirements through sustainable, logical actions. By fostering a collaborative environment and encouraging diverse perspectives, I drive innovation and sound decision-making. I integrate compliance into the company's strategic framework, prioritizing proactive risk management, continuous improvement, and maintaining a customer-focused approach.

What is the next milestone you aim to achieve in your professional journey? Looking ahead, I am excited to embrace the next chapter of my professional journey eager to take on new challenges and seize emerging opportunities. Being named as one of Top Chief Compliance Officers in Malaysia twice is a humbling achievement. This recognition is a testament to the collective effort of my colleagues and the unwavering support of our Executive Directors and Board Members at Revenue Group.

Their trust, mentorship, and guidance have been instrumental in my growth and success in strategic compliance leadership.

As I continue forward, I am committed to fostering a leadership style rooted in humility and progress. These values drive my approach, helping me stay grounded while encouraging continuous learning and improvement. By keeping an open mind, I remain open to innovation, embracing diverse perspectives to navigate the ever-changing regulatory and business landscapes. With this solid foundation and ongoing support, I look forward to advancing excellence in compliance and nurturing a culture of integrity, respect, and progress at Revenue Group Berhad.

What advice would you give to aspiring leaders in the compliance and governance space? For aspiring leaders, I believe the most essential qualities to cultivate are humility and open-mindedness. In the ever-changing world of compliance, staying grounded and receptive to diverse perspectives is vital for navigating complex challenges. Humility allows you to learn from others, fostering an environment of growth and continuous improvement. Open-mindedness, on the other hand, fuels innovation by encouraging fresh ideas and creative solutions. These qualities are critical for not only adapting to the evolving regulatory landscape but also for leading with integrity and inspiring teams to embrace change. By remaining flexible and open, leaders can drive meaningful progress and make impactful decisions that shape the future of their organizations.



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Building on a Legacy of Excellence and Trust to Deliver Outstanding Results.

Easa Saleh Al Gurg Group (ESAG), one of the UAE's most established and reputable family-owned business conglomerates, proudly announces the launch of Born28, its 28th company and latest addition to its portfolio of market-leading ventures. Born28 is a full-service creative marketing firm with a strong emphasis on digital innovation and strategic communication.

The company, helmed by CEO, Alyza Beg, will redefine the digital marketing landscape by offering bespoke creative solutions for brands seeking to elevate their presence in an increasingly digital-first world. Born28 has already secured an impressive roster of clients across diverse sectors, including luxury retail, government, and education, underscoring its expertise and capabilities in delivering impactful campaigns.

With a focus on creativity, collaboration, and technology, Born28 will support clients across various industries, leveraging its parent company's legacy of excellence and trust to drive results.

Alyza Beg, CEO of Born28, expressed her enthusiasm about the launch, stating, "Born28 represents a bold step forward in how creative marketing meets the digital age. As part of the Easa Saleh Al Gurg Group, we are proud to combine the Group's trusted reputation with cutting-edge marketing solutions. Our purpose is to empower brands to not only meet the only meet the challenges of today's digital-first marketplace but to thrive in it."

With our exceptional team and inspiring clients, Born28 is ready to leave its mark as a transformative force in the marketing landscape.

Since its inception in 1960, ESAG has built a legacy of innovation and trust, partnering with leading global and regional brands across diverse industries. The launch of Born28 marks a significant milestone for the Group, reaffirming its commitment to evolving with market demands while maintaining its focus on excellence and integrity.

"Born28 is a full-service creative marketing firm with a strong emphasis on digital innovation and strategic communication."

—Alyza Beg, CEO of Born28



Empowering Individuals to Capture Global Opportunities.



In a world filled with limitless potential, few individuals have the ability to inspire others to step out of their comfort zones and seize opportunities beyond their current horizons. Devfanny Artha, the Founder and CEO of TRANSFORME, is one such remarkable individual. A visionary leader, she is dedicated to empowering Indonesia's youth by helping them break free from self-imposed limitations and embrace the possibilities of education, career, and personal growth on the global stage. Through her work as an IELTS tutor and mentor, Devfanny is not just teaching language skills; she is fostering a mindset that transcends borders and encourages individuals to pursue opportunities in foreign lands. In this interview, we delve deeper into the inspiring journey of TRANSFORME and the impact it's having on Indonesian professionals.

The Journey of TRANSFORME: A Vision for Global Empowerment

Devfanny's journey to founding TRANSFORME was shaped by both her academic and professional experiences. With a background in pharmacy, she went on to earn a Master's degree in Media and Communication from the University of Westminster in London in 2012. During her time in London, Devfanny worked as an Assistant Attaché for Indonesian Education at the Indonesian Embassy. It was here that she realized a critical issue—despite their talents, many Indonesians lacked the confidence and skills necessary to pursue education or career opportunities abroad. The most significant barrier? A lack of proficiency in English, which held many back from seizing global opportunities.

Upon returning to Indonesia, Devfanny took on the role of Head of Public Relations at the Faculty of Pharmacy at Universitas Indonesia. It was during this period that she decided to channel her passion for helping others and her expertise in English into creating a solution for Indonesian professionals. In 2018, she launched devfanny.com, an IELTS English training platform. Then, in 2020, alongside several other women founders, she established TRANSFORME. The mission of TRANSFORME is clear: to help Indonesian professionals build the necessary skills and confidence to access education and career opportunities abroad.

Flagship Offerings: Comprehensive Support for Every Aspiring Professional

TRANSFORME's offerings are as diverse as the needs of the individuals it serves. One of its flagship programs is the SIGAP (Scholarship Incubator and Global Accelerator Program), a comprehensive yearly program aimed at providing non-formal education while helping participants hone their language and professional skills. This program is designed with a long-term approach in mind, ensuring that learners not only improve their English proficiency but also develop a mindset geared toward success in a globalized world.

Another significant offering is the Ph.D. Preparation Program, which supports individuals seeking to advance their academic careers abroad. The Career Preparation Program is also a key part of TRANSFORME's portfolio, equipping professionals with the tools needed to pursue opportunities overseas in a variety of fields. All these programs are offered at affordable prices, and TRANSFORME provides a holistic approach to learning through webinars, workshops, mentorship, and focus groups. The team ensures that learners are on track by offering tailored monthly schedules, setting clear goals to ensure that every participant is progressing at the right pace.

Personalized Approach: Matching the Right Program to the Right Individual

What truly sets TRANSFORME apart is its personalized approach to every learner's needs. Devfanny explains that the first step in recommending a program is to understand the individual's goals. For example, those looking to improve their English skills are advised to enroll in the IELTS course, while those with good English proficiency but seeking funded scholarships are directed to the Scholarship Incubator Program.

If a candidate requires assistance with the application process, TRANSFORME offers tailored support. Unlike other organizations that focus on only one aspect, TRANSFORME takes a comprehensive approach, ensuring that its clients receive support from the beginning of their journey to the very end.

Transformative Success: A Case Study of Change and Growth

One of the most inspiring stories of transformation at TRANSFORME is that of a woman, a mother of three, who enrolled in the IELTS program during the COVID-19 pandemic. Despite the challenges of balancing motherhood with her studies, she dedicated herself to the course and earned an impressive IELTS score. The following year, she joined the Scholarship Incubator Program and successfully secured a scholarship for her master's degree. After relocating to the UK, she continued her education and is now pursuing additional courses that align with her evolving career goals. This is a testament to the power of TRANSFORME's programs to not only teach language skills but to foster the confidence and perseverance needed to achieve significant personal and professional milestones.

Building a Strong Team: Commitment to Reflection and Client Satisfaction

The success of TRANSFORME is also a reflection of its strong and dedicated team. As Devfanny highlights, leading a team requires strategic planning, setting clear targets, and ensuring that each team member has the resources and support they need to thrive. During the early stages of the organization, Devfanny and her co-founders were cautious about hiring until they had reached a certain revenue milestone. Once the team expanded, they were deliberate in choosing team members for specific roles to ensure optimal performance.

The team includes program coordinators, social media experts, digital marketing professionals, event organizers, business development staff, video editors, IT specialists, and English language assistants. What motivates the team the most, according to Devfanny, is the shared goal of helping clients succeed. Each team member is driven by a deep commitment to client satisfaction, ensuring that every learner's journey is supported and their goals are met.

A Vision for the Future: Empowering Indonesian Youth Globally

Looking ahead, Devfanny is determined to continue empowering Indonesian youth to break free from self-imposed limitations and embrace the opportunities that exist beyond their borders. Through TRANSFORME's programs, she hopes to provide not just language training, but a transformative experience that enables individuals to realize their potential and achieve their dreams. By equipping Indonesian professionals with the right skills, mindset, and support, TRANSFORME is playing a pivotal role in shaping the next generation of global leaders. Devfanny Artha's work with TRANSFORME is a testament to the power of education, mentorship, and a global mindset. In a world full of opportunities, she is leading the charge to help individuals step confidently into the unknown, armed with the skills and knowledge to succeed in their personal and professional lives. Whether it's learning a new language, securing a scholarship, or preparing for a global career, TRANSFORME is lighting the way for Indonesians to achieve their dreams and create a lasting impact on the world stage.

Legacy technology unlikely to impede the quest for artificial intelligence and machine learning gains in the Middle East and the world

- In a study commissioned by Eaton, more than 120 decision makers in the UAE and KSA in the utility, data center, building and manufacturing segments were asked about the ways new technologies like AI are affecting the continuity of their digitalization efforts

DUBAI – Fewer barriers in the United Arab Emirates (UAE) and the Kingdom of Saudi Arabia (KSA) believe that legacy technology poses a barrier to digitalization at this time compared to 2022, according to a new study commissioned by Eaton, a global leader in intelligent power management. Companies are currently reaping the benefits associated with artificial intelligence (AI) and machine learning (ML) to advance their digitalization efforts.

Eaton commissioned S&P Global Market Intelligence to survey digital transformation leaders from the data center, utilities, buildings and manufacturing sectors in the Middle East and other global markets. The findings of the study, detailed in the second Eaton Brightlayer® research report, show that digitalization strategies are being developed quickly in these sectors. Fewer than one-in-four companies (23%) surveyed said that legacy technology poses a barrier to digitalization compared with one-in-three (33%) who were asked the same question in 2022. Newly emerging AI and ML capabilities are also showing huge potential to transform businesses, are credited with this 10% shift in sentiment over a period of less than 24 months.

Qasem Nouredin, Managing Director at Eaton Middle East, said: "Businesses in the UAE and KSA are accelerating their efforts towards digital transformation. This report emphasizes the pivotal role of digital technologies in driving business objectives and shows how urgently businesses want to implement technologies that incorporate AI and ML. It shows that demand for data centers has increased, driven by artificial intelligence and other advanced technologies. Other B2B sectors in the UAE and KSA like manufacturing, utilities, and building/facilities management continue to advance their digitalization efforts to achieve their digital transformation and sustainability goals, aligning with national objectives."

- Top findings in each sector are as follows:
- Data centers are scaling up to meet growing demand and are focusing on facility upgrades (42.8%), expanding capacity (38.6%) and improving IT asset performance utilization (32.8%).
 - Utilities are under pressure because while 55% point to outdated infrastructure as their biggest problem, they expect grid capacity requirements to rise significantly over the next 10 years, with 40% predicting extra capacity requirements of up to 49%.
 - Manufacturers believe AI could facilitate decarbonization and boost their environmental, sustainability and governance (ESG) scores (66%), as well as improve electrical energy monitoring and optimization (55%) and enhance digital twin (68%) and predictive maintenance applications (64%).
 - Building operators are focusing on digital transformation to help them achieve sustainability targets (upwards of 46%), with most large building owners (54%) planning to install building management systems within the next year to help them optimize energy use, and many seeing AI as a future tool to help them predict space utilization (66%).

Navigating Leadership in a Competitive World.

Mushtaq Hussain
CFO of Najmat Al-Samawa

In today's globalized and complex business environment, the role of a CFO has never been more critical—or more dynamic. Beyond managing costs and profitability, today's CFOs are strategic architects, influencing growth, talent development, technological transformation, and even environmental, social, and governance (ESG) initiatives. They're the linchpins of the C-suite, ensuring every aspect of the business ecosystem operates seamlessly.

Mushtaq Hussain, CFO of Najmat Al-Samawa—a subsidiary of ASLIL, UAE—exemplifies this new era of financial leadership. With deep experience in the cement manufacturing sector, Mushtaq is driving sustainable growth by leveraging his financial acumen and leadership vision.



In an exclusive interview with Corporate World Magazine, Mushtaq shared his journey and perspectives on leading through transformation. Below are the key insights from our conversation.

- 1. What's your secret to impactful leadership in today's competitive landscape?**
Leadership is fundamentally a mindset. It shapes how you think and act with empathy, integrity, and precision. While no leader is perfect, I believe there are key qualities that define effective leadership in today's dynamic world. These include empathy, true communication, patience, and a clear vision. These traits help leaders build trust, foster strong teams, and navigate change effectively.
- 2. Can you reveal the core values and strategies that fuel your achievements?**
The pillars of my success are integrity, a positive attitude, and adaptability. Working with global organizations has highlighted the importance of adopting new environments while maintaining core leadership principles. Each industry has unique dynamics, but adaptability and strategic vision remain constants. Building strong, cohesive teams and fostering open communication are essential across all sectors—be it manufacturing, construction, appliances, or tech. These strategies ensure sustained growth and success.
- 3. Give us an overview of your professional journey and share the milestones that have defined your path to success.**
I'm a Certified Corporate Director with CPA, MBA, and MBEcon degrees from reputed institutions. My professional journey spans over two decades, including extensive experience in multicultural environments across MENA and even war-zone areas. I've managed multi-million dollar financing for mega projects and implemented ERP/MRP systems as a change management expert.

Some key motivators have been:

- * A deep sense of responsibility
- * Upholding integrity
- * Embracing new challenges
- * Engaging with top-tier companies and stakeholders

These factors have shaped my journey and contributed to my achievements.

4. What are the key qualities you prioritize in your leadership to foster a culture of excellence?
Leadership isn't just about directing a team; it's about embodying values that foster trust and organizational excellence. High-integrity leadership is non-negotiable, whether in start-ups or global corporations.

Key strategies include:

Empowerment and Delegation: Providing team members with leadership opportunities to build confidence and decision-making skills.

Mentorship and Coaching: Sharing experiences to help team members grow.

Continuous Learning: Supporting workshops, training, and certifications.

Setting Clear Goals: Aligning individual aspirations with organizational objectives.

Encouraging Innovation: Creating an environment where new ideas thrive.

Constructive Feedback: Regularly highlighting strengths and areas for improvement.

Collaboration: Promoting teamwork and peer learning.

Decision-Making and Risk-Taking: Preparing leaders to perform under pressure.

These elements cultivate capable leaders who drive organizational success.

5. What approach do you use when making complex decisions, particularly when balancing short-term challenges with long-term goals?
My philosophy is simple: "At the end of the day, the team wins in all business situations." I adopt a transformational approach focused on training, brainstorming, and delegation.

Balancing short-term and long-term goals involves a strategic perspective. Long-term planning sets the foundation, while short-term objectives serve as stepping stones. This dual focus is crucial in both personal and professional life, ensuring sustainable success. Navigating modern challenges requires understanding immediate needs without losing sight of the broader vision.

6. With over 23 years of experience, what has your journey to success been like, and what guiding principles or 'success mantras' have driven you along the way?
Success isn't an everyday event—it's the result of consistent hard work. Different people define success differently, but for me, key factors have been continuous effort, training and development, team building, and delegating authority. Achieving success involves meeting milestones through persistence and strategic action.

7. With your wealth of industry experience, what advice do you offer to emerging leaders in the field?
I encourage emerging leaders to adopt a growth mindset, centered on team-building. Lead with empathy and curiosity—understand your team's strengths, aspirations, and needs, and align them with organizational goals. Innovate boldly and challenge the status quo to foster growth and productivity.

Create a culture of continuous learning and collaboration, where individuals feel empowered to contribute and develop. Most importantly, be resilient. Growth is a long-term journey requiring patience, consistency, and a solutions-focused mindset. These principles will help shape the next generation of leaders.

Empowering Corporate Transformation Through Strategy and Empathy

In an exclusive interview with Corporate World, Request Machimbira, Consulting Director and Group CEO of Proficiency Consulting Group International, underscores the pivotal role of strategic leadership and human capital development in driving organizational productivity and sustainable growth by improving productivity and effectiveness of corporates through Human Capital and Strategic Formulation. Let's Explore Request Machimbira's impactful interventions, from strategy formulation and business process re-engineering to organizational design, human capital audits, team building, executive coaching, and more—tailored solutions driving productivity and growth.

A seasoned Strategy and HR Specialist with a proven track record, Request Machimbira has collaborated with over 300 organizations across Africa, including Tanzania, Namibia, South Africa, Zambia, and Zimbabwe. His expertise spans strategy formulation, organizational design, and the implementation of performance management systems like the Balanced Scorecard and 360-degree feedback. Focused on enhancing productivity and driving effectiveness, he is deeply committed to advancing business growth in emerging economies.

Named Executive Coach of the Year in 2016, Machimbira brings a passion for executive coaching and management development. As President of Thinkers Hub, a pioneering platform for entrepreneurial development, he fosters innovation and growth among members worldwide.

In his role as Consulting Director and Group CEO of Proficiency Consulting Group International, Machimbira continues to shape impactful strategies for diverse corporate environments. Through his insights, regularly featured in Corporate World Magazine, he empowers businesses to navigate the complexities of modern challenges and

achieve sustainable success.

Q. What sparked your passion for strategy and HR consulting, and how has your journey shaped your expertise along the way?
Growing up, I witnessed organizations grappling with countless challenges, repeatedly using the same approaches yet expecting different outcomes. This inspired me to specialize in strategy and establish a company dedicated to strategy facilitation, organizational development, and innovative solutions. My goal has always been to help organizations thrive by enhancing productivity and sustainability, contributing to a better and more prosperous world.

Q. As an award-winning executive coach, what core principles shape your approach to empowering leaders and driving transformation?
My coaching philosophy is built on the belief that every individual holds the potential to grow into their best self, and every organization can achieve greater heights. Success stems from a commitment to intentional growth both personal and institutional. With the right mindset and a willingness to embrace change, anyone can unlock new possibilities and achieve

meaningful improvement.

Q. Having worked with over 300 corporations across Africa, what has been the most fulfilling and transformative experience in your career?
My career has taken me to Bolivia, Tanzania, Malawi, Zambia, and South Africa, with the majority of my assignments in Zimbabwe. While it's difficult to pinpoint a single intervention, each experience has been rewarding in its own right. Ultimately, the greatest reward for me is fulfillment—witnessing the transformation of an institution and knowing that I played a role in that change. That sense of contribution is the true measure of success in my work.

Q. Can you share a particularly challenging project you've tackled and the strategies you used to overcome obstacles and achieve success?
Every strategic plan is unique, shaped by the specific challenges an organization faces. While I won't single out a particular project, the most challenging aspect of any strategy is achieving consensus. For example, when six executives are involved, one may see pricing as the issue, another branding, and someone else may point to people.

The key to success is aligning perspectives and identifying the true problem, which sets the stage for a powerful strategic response.

Q. How do you manage to balance your roles as Consulting Director, CEO, and President of THINKERS HUB while staying focused and effective?

Each person is endowed with multiple abilities, as reflected in the Book of Matthew, where talents are given according to one's potential. I've come to realize that I possess a diverse skill set that allows me to thrive in different roles. However, the key to my balance lies in a strategically structured team and clear portfolios designed to serve our diverse constituencies. By leveraging my ability to plan strategically for the various entities I'm involved with, I've found a formula for success that keeps me focused and effective.

Q. In your experience, what are the biggest barriers to boosting productivity in developing economies, and how do you tackle them effectively?

Third-world economies face unique challenges that vary from one country to another. In nations like mine, currency issues can severely impact competitiveness, escalating production costs and destabilizing the economy. Another critical barrier is the lack of focus on research and development within local communities. Often, budgets for R&D are minimal, hindering the ability to base interventions on empirical evidence. Many economies are now discovering valuable resources like diamonds and gold, which should have been identified decades ago! It's more about being connected and knowing that I played a role in that change. That sense of contribution is the true measure of success in my work.

Q. How do you stay ahead of emerging trends in HR metrics and dashboards, and what tools do you recommend for businesses to leverage in this space?

Thanks to digital advancement, the world has become a global village, with platforms that allow us to effortlessly stay connected and track global developments. Social media plays a vital role in this, as communities on LinkedIn, Facebook, and other platforms—along



with specialized WhatsApp groups—help us stay informed and up-to-date on the latest trends and insights in real time.

Q. What role do you see technology playing in the future of HR consulting, and how do you envision it transforming the industry?
Technology is already reshaping the HR consulting industry, driving efficiency and enhancing customer-centricity, though its pace of adoption may vary by region. It enables smoother, cost-effective interventions—such as simplifying surveys and eliminating manual processes. Technology has also

strengthened global interconnectedness, making it easier to deliver services across borders. For example, I can now run programs for the National Bank of Malawi and clients in Tanzania, all from my desk in Harare, Zimbabwe.

However, technology has its limitations. While it enhances efficiency, it cannot replace the empathy and human connection essential in consulting. Additionally, for economies facing high unemployment, technology may pose challenges by displacing jobs.

ADMAF AT ABU DHABI ART 2024 EXCLUSIVE COMMISSIONS, AWARDS AND PANELS WITH GLOBAL PARTICIPATION

Abu Dhabi, United Arab Emirates, 27 November 2024:

Since its inception, the Abu Dhabi Music & Arts Foundation (ADMAF) has continued its annual participation at Abu Dhabi Art, held under the patronage of His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council. Each November, ADMAF presents a dynamic programme that includes installations, exhibitions, panels, and events across various venues, offering a platform for art sales by participating galleries and showcasing installation works by leading international artists. Through its continued participation, ADMAF underscores its commitment to fostering creativity, innovation, and cultural exchange, while supporting distinguished artists and stimulating dialogues aimed at presenting new ideas in the fields of art and culture.

Under the patronage of H.H. Sheikh Shamsa bint Hamdan Al Nahyan, Assistant President of the Red Crescent Authority for Women's Affairs, and in collaboration with New York University Abu Dhabi, the winner of the twelfth edition of The Christo and Jeanne-Claude Award 2024 was unveiled.

Additionally, ADMAF presented exclusive commissioned artwork by Emirati artist Ayesha Hadhir - as part of its programme at Abu Dhabi Art, highlighting the intersection of arts, culture, and innovation. Elsewhere, ADMAF hosted a creative dialogue on the concept of utopia, aesthetics and ideals in the virtual world with the participation of artists from the Nam June Paik Art Center.



Her Excellency Huda Ibrahim Al Khamis-Kanoo, Founder of Abu Dhabi Music & Arts Foundation and Artistic Director of the Abu Dhabi Festival said: Abu Dhabi Art, under the patronage of His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and

Chairman of the Abu Dhabi Executive Council, embodies the creative vision of the capital and the sustainability of the renaissance of the arts including talks, artworks, participations and partnerships from the UAE and the world. **H.E. commented:** "We affirm our sustained commitment to supporting

creativity, innovation, cultural exchange, and foreseeing the future with artificial intelligence technologies. Through our ongoing partnership with the Korea Foundation for International Cultural Exchange (KOFICE), Abu Dhabi Art - the region's most prominent arts event - and the House of Artisans in Abu Dhabi, we offer a range of exclusive commissions, awards, and specialised seminars with arts activists from the UAE and the UAE."

H.E. added: "Under the patronage of H.H. Sheikh Shamsa bint Hamdan Al Nahyan, Assistant President of the Red Crescent Authority for Women's Affairs, and in collaboration with New York University Abu Dhabi, we unveiled the Daterete Bee Hotel as the winner of the twelfth edition of The Christo and Jeanne-Claude Award 2024. The project, created by Sara Farha and Khaled Shalkha under the supervision of Dr. Christamma Bonin, Assistant Professor of the College of Architecture, Art and Design at the American University of Sharjah, highlights the importance of environmental sustainability. Additionally, we presented the exclusive commissioned work "Woven by Hands, Walked by Generations," by Emirati visual artist

Ayesha Hadhir, which is inspired by authenticity and embodies Sada handcraft. The piece incorporates recycled fabric and features nets created by artificial intelligence."

Unveiling the Christo and Jeanne-Claude Awards Work: Daterete Bee Hotel
Held under the patronage of H.H. Sheikh Shamsa bint Hamdan Al Nahyan, ADMAF was pleased to unveil the winning work of the twelfth edition of The Christo and Jeanne-Claude Award. Daterete Bee Hotel, by artists Sara Farha and Khaled Shalkha. This innovative piece was unveiled at Abu Dhabi Art for a VIP audience on 19 November and will be on display until 24 November. Following the fair, the installation will be moved to NYU Abu Dhabi from 26 November to 11 December, and Um Al Emarat Park from 12 to 27 December.

Sara Farha, an architectural engineer and urban planner, and Khaled Shalkha, a chemical engineer, co-founded Daterete Studio, where they merge material science with design to create sustainable solutions. Their work, Daterete Bee Hotel, blends design and innovation with

environmental consciousness, providing a sustainable habitat for pollinators and symbolising the importance of bees in our ecosystem.

Ayesha Hadhir's "Woven by Hands, Walked by Generations" Performance and Installation
ADMAF's collaboration with Emirati artist Ayesha Hadhir continues with her commissioned artwork, "Woven by Hands, Walked by Generations," presented as part of the "Craft as a Language" partners section at Abu Dhabi Art. This installation was powered by live handcraft performances by Afra Al Mansoori from the House of Artisans in Abu Dhabi, offering Abu Dhabi Art's audience of artists and visitors a unique cultural experience. Held daily at 6:00 pm at the Manarat Al Saadiyat Theatre, the performances showcased traditional handicrafts, immersing attendees in the artistry and heritage of the region. The performances, which were presented in partnership with House of Artisans, Abu Dhabi, and students from NYU Abu Dhabi's Arts and Humanities Division, Theatre Program, "Site Specific Performance Course," invited visitors to engage with the rich heritage and contemporary interpretations of Emirati craft.



The work embodies the Emirati Sada production process, using loom, copper, wood, carpet, and recycled fabric, reflecting the balance between tradition and innovation, as well as the rich cultural heritage of the UAE. The table, with its carved human legs, underscores our responsibility to preserve the handicrafts of our ancestors, while the Mandooos—a traditional chest—symbolises the transmission of heritage through generations. The AI-generated, intertwined network evokes the marine nets once used by UAE fishermen, connecting past practices with future possibilities. "Nol Al-Sada" weaves the threads of our cultural identity, linking the legacy of the past with the future, addressing future generations, reminding them of the ancient past and the stories, skills and spirit of those ancestors. Each element of the installation narrates the journey of our heritage—how we lean on the shoulders of those who were before us, and how we continue, like a loom, to weave our identity open to the world today and in the future.

Panel Discussion in Partnership with KOFICE and the Nam June Paik Art Center:

"We Are All Open Circuits: 1984-2024 - The Fading Fortunes of Network Utopianism"
On 21 November at 6:00 PM, ADMAF co-hosted a stimulating panel discussion titled "We Are All Open Circuits:

1984-2024 - The Fading Fortunes of Network Utopianism". Presented in partnership with the Korea Foundation for International Cultural Exchange (KOFICE) and the Nam June Paik Art Center, this conversation explored the tensions between the utopian vision of global connectivity and the realities of today's interconnected world, inspired by the work of the Father of Video Art, Nam June Paik. Moderated by curator, Maya El Khalil, the panel featured notable speakers including Dr. Nanhee Park, Director of the Nam June Paik Art Center and artists Byungjun Kwon, Ayoun Kim and Lawrence Abu Hamdan. The discussion delved into the power dynamics of our mediated present, reflecting on how technology shapes our collective experience.

Panel Discussion in Partnership with Abu Dhabi Art, "Craft as a Language"
On 22 November 2024 at 7:30pm, ADMAF presented a second panel at Manarat Al Saadiyat in partnership with Abu Dhabi Art, titled "Craft as a Language." Moderated by Chinasa Eraghisi, Assistant Arts Professor of Live Art at NYUAD, the panel featured Emirati visual artist Ayesha Hadhir, artist Meherunnisa Asad, and artist Sara Al Khyyal. The panel explored the idea of craft as a form of language—how diverse craft practices, ranging from visual arts and textiles to woodworking, ceramics, and beyond, serve as powerful tools for

communication and self-expression. Focusing on their work presented at Abu Dhabi Art, the panelists discussed how their craft transcends technical skill to become a rich, nuanced form of storytelling. Through the lens of their various disciplines, the panel examined how craft communicates to both the maker and the viewer, conveying personal narratives, cultural histories, and complex ideas. Each panelist introduced their work and creative process, while also sharing insights into the role that collaboration has played in shaping

Abu Dhabi Art 2024 at Manarat Al Saadiyat
Abu Dhabi Art 2024 took place from November 19-24 at Manarat Al Saadiyat, with VIP access for patrons and collectors on 19 November. The fair opened to the public from November 20-24, offering free entry with registration through the Abu Dhabi Art website.

ADMAF was proud to continue its commitment to fostering creativity, innovation, and cultural exchange through its active presence at Abu Dhabi Art. These initiatives reflect the Foundation's dedication to supporting groundbreaking artists and curating thought-provoking discussions that inspire new perspectives in art and culture.



Message by Chairman of Al Masaood Group On UAE National Day 2024



HE Masaood Ahmed Al Masaood
Chairman of Al Masaood Group

"As we celebrate the UAE's 53rd National Day, we are reminded of the incredible journey that has united our nation over the past five decades. This day is a celebration of our rich heritage, and the remarkable progress achieved through the visionary leadership of our nation and the tireless efforts of its people. Today stands as a powerful reflection to the solidarity, determination, and ambition that have transformed the UAE into a global symbol of innovation and progress.

Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and their respected counterparts, the Members of the UAE Supreme Council and Rulers of the Emirates. Their wise leadership remains the cornerstone of our nation's success, guiding us toward a future filled with promise and opportunity.

On this historic occasion, we honour the legacy left by our nation's forefathers, and extend our congratulations to our esteemed leaders, HH Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, HH Sheikh Mohammed bin

This significant day also serves as a reminder of our shared responsibility to contribute to the UAE's ongoing journey of growth and development. We take immense pride in being a part of it, and reaffirm our commitment to the ambitious vision of our nation to shape a brighter future for generations to come."

Coursera 2025 Job Skills Report GenAI and Business Skills Drive UAE Workforce Competitiveness

Coursera, a leading global online learning platform, has released its 2025 Job Skills Report, highlighting how the rapid growth of generative AI (GenAI) is reshaping industries and redefining in-demand skills. The report reveals that UAE learners are prioritizing GenAI and business skills to stay competitive and adapt to the region's evolving labor market.

GenAI is the fastest-growing skill Drawing on insights from over 7,000 enterprise learners and five million institutional customers, the report identifies GenAI as the fastest-growing skill globally, with course enrollments increasing by 866% year-over-year. In the UAE, this trend is evident, with GenAI skills leading the list for learners and reflecting the country's ambition to become a global AI leader. This is further underscored by the UAE's ranking among the top countries in Stanford HAI's Global AI Vibrancy Tool.

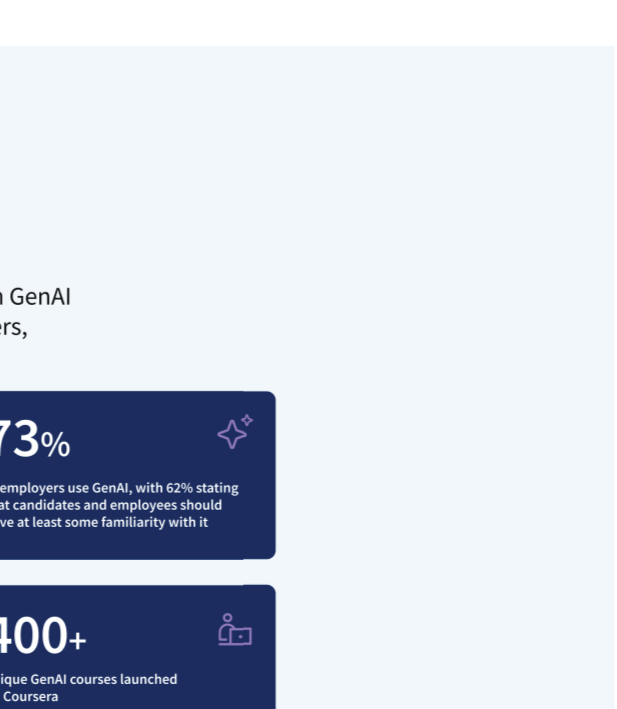
However, gender disparities persist: women accounted for only 28% of AI course enrollments in 2024, emphasizing the need for inclusive education and workplace policies to ensure diversity in technology.

These capabilities reflect the UAE's standing as a regional and global business hub, where organizations increasingly rely on data-driven insights and effective management practices to maintain their competitive edge.

UAE learners in technology. Coursera's 2025 Job Skills Report also identifies business skills as a key area of focus for UAE learners. Skills such as compliance reporting, auditing, workforce development, human capital management, and forecasting rank among the top priorities.

The UAE's emphasis on business acumen is closely tied to its ambitious economic goals, including its push to attract multinational corporations and foster entrepreneurship. By mastering these high-demand skills, UAE learners are equipping themselves to support the country's long-term economic growth and resilience.

AI and advanced technologies are projected to contribute nearly 14% of the UAE's GDP by 2030. The country's early investments in AI have laid a strong foundation for growth, though challenges remain. A recent SAP YouGov survey revealed that 43% of UAE IT decision-makers cite a lack of skilled employees as a key obstacle to AI implementation. This presents a significant opportunity, with 84% of UAE companies planning to hire specialized AI talent within the next 15 months.



Cybersecurity: a global priority
Globally, cybersecurity and risk management skills rank among the top fastest-growing tech skills, as businesses respond to a 75% increase in cyberattacks in Q3 2024. While cybersecurity is not the top focus for UAE learners, the country has made notable strides in this domain. Public sector entities in the UAE face and thwart an average of 50,000 cybersecurity attacks daily, with the UAE Cybersecurity Council preventing 71 million attacks.

Data ethics is among the fastest-growing skills on Coursera, driven by the need for employees to responsibly manage and analyze customer data. Despite its importance, there is a notable gap in interest among students and job seekers. This presents a key opportunity for higher education institutions to enhance curricula, as 60%

of data leaders identify data governance as a critical concern. A Deloitte survey found that 78% of organizations prioritize "safe and secure" AI use as a top ethical principle.

The UAE has been proactive in addressing these challenges through initiatives like the Ethical Charter for Development and Use of AI, launched as part of the UAE's AI Strategy 2031. Learners who uphold their data ethics and governance will position themselves competitively for future roles in this critical field.

The report also highlights the importance of human skills in the workplace. Assertiveness and Communication ranked among the top 10 skills in 2024. However, while 84% of managers expect new hires to communicate effectively and contribute to meetings, 71% of Gen Z workers report challenges in doing so. Interestingly, younger students are prioritizing areas like waste management and business communication, while ESG-related skills are increasingly important, the report suggests that Gen Z workers should also focus on core human skills to better meet employer expectations and thrive in team-oriented environments.

AI skills doubled in enrollments year-over-year

AI skills doubled in enrollments year-over-year

Demand for risk management and cybersecurity skills is skyrocketing

Data ethics is among the fastest-growing skills on Coursera for employees, driven by the need to responsibly manage and analyze customer data

Project management skills saw a sharp rise in demand, jumping 70 spots on the fastest-growing skills list

Upskilling the workforce

With 9.4 million Coursera learners in the Middle East and North Africa, Arabic has emerged as the top language job seekers are learning in, after English. To meet this growing demand, Coursera has leveraged AI and machine learning to translate over 4,900 courses into 23 languages, including Arabic, enabling learners to enhance their skills, improve employability, and advance their careers.

As the UAE accelerates its AI adoption, developing a workforce equipped with both technical and human skills is essential to maintaining its status as a regional and global innovation hub. By championing education and embracing innovation, the UAE not only prepares its workforce for the future but also reinforces its role as a global leader in technology and business excellence.

Here are the fastest-growing skills for 2025

Trending AI, business, data science, and tech skills

The Jobs Skills Report 2025 draws on data from five million learners accessing Coursera through more than 7,000 institutions, including businesses, higher education institutions, and governments.

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GenAI is top priority, but learners also seek cutting-edge business and tech skills

Fastest-growing skills overall

Rank	Skill	Domain	Description
1	GenAI	AI	Use AI to generate text, images, and more.
2	Human resources (HR) technology	Business	Use tech to manage people and HR tasks.
3	Risk mitigation & control	Business	Identify and reduce risks to your business.
4	Assertiveness	Business	Communicate your needs clearly and respectfully.
5	Threat management & modeling	Tech	Identify and neutralize software threats.
6	Incident management & response	Tech	Manage and resolve IT incidents.
7	Stakeholder communications	Business	Communicate effectively with those who have an interest in your project or organization.
8	Security information & event management (SIEM)	Tech	Use SIEM to strengthen your security posture.
9	Business communication	Business	Communicate clearly and effectively at work.
10	Network planning & design	Tech	Design and build reliable computer networks.

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VOX Cinemas Unveils Redesigned 18-Screen Multiplex at Dubai Festival City Mall.



VOX Cinemas, the cinema arm of Majid Al Futtaim, is thrilled to announce the grand reopening of VOX Cinemas Dubai Festival City Mall. Following an extensive redesign, the state-of-the-art 18-screen multiplex now mirrors the elevated standards set across other VOX Cinemas locations, delivering an exceptional and customer-centric experience. The upgraded cinema also promises to exceed expectations with a blend of cutting-edge technology, luxurious comfort, and innovative features.

As a testament to its commitment to continuously enhancing the cinema experience, the newly redesigned VOX Cinemas Dubai Festival City Mall features a sophisticated, modern aesthetic and upgraded amenities and offers everything from the immersive IMAX experience to the indulgent GOLD and elevated Standard auditoriums with premium leather seating. Every detail has been carefully curated to provide guests with the ultimate movie experience, setting a new benchmark for cinema in Dubai.

Step into the future of film with the all-new IMAX at VOX Cinemas

Dubai Festival City Mall. Offering jaw-dropping visuals, next-level sound technology, and an incredibly immersive atmosphere, the IMAX screen delivers an unparalleled movie-going experience that brings films to life like never before.

For those seeking the ultimate luxury and relaxation, VOX Cinemas' renowned GOLD concept takes movie-watching to new heights. With reclining leather seats, blankets, and pillows, GOLD guests can indulge in a range of exquisite dishes, such as Truffle Chicken, Tuscan Sirloin Steak, and Basque Cheesecake, all delivered directly to their seat through exclusive in-theatre waiter service. The redesigned GOLD experience offers the perfect blend of cinema and fine dining, ensuring an unforgettable outing.

Along with the redesigned cinema spaces, the new Candy Bar introduces an array of signature snacks to enhance your visit, from VOX Popcorn and gourmet burgers to pizzas, hotdogs, and nachos. Every treat is crafted to satisfy your cravings, making your cinema experience even more enjoyable.

VOX Cinemas Dubai Festival City Mall has been carefully redesigned to uphold the brand's promise of delivering world-class entertainment, comfort, and innovation. Be among the first to experience the next level of cinema and luxury.

About Dubai Festival City Mall

Dubai Festival City Mall, one of the major shopping destinations in Dubai, stands as the super-regional flagship mall in the Al-Futtaim Real Estate portfolio, achieving over 23 million footfall in 2023. With over 400 outlets, the mall is home to renowned fashion and beauty brands like The Editor's Market, H&M, Watsons, Nike, Adidas, Sephora, MAC Cosmetics and more, as well as popular interior stores including IKEA and ACE.

A paradise for culinary delights, the destination offers iconic waterfront dining on Festival Bay and comprises 50 restaurants and cafés and the largest food court in Dubai. The mall promises an unrivalled gastronomic variety for visitors with a host of renowned

brands such as Joe & The Juice, L'ETO, EL&N, and Karaki Lounge and licensed concepts including Sayf Dubai and Helipad by Frozen Cherry. During the winter months, guests can enjoy the immersive and experiential destination The Bay by Social, featuring diverse food and beverage offering, cozy coffee counters, brand activation zones, interactive art installations, a carnival atmosphere and lush greenery.

The entertainment venue is also home to VOX Cinema Multiplex; the world-first BOUNCE-X Freestyle Terrain Park; the record breaking, global attraction IMAGINE; Fabyland, a 70,000 sq. ft. family entertainment centre; and Leo & Loona, Hello Park and Go Skate, all-in-one family destinations.

With creating exceptional experiences at the core of its mandate, the mall offers several signature services including car charging stations, EZ taxis inside the mall, valet parking, NOL charging stations and Mayed, the mall's personal happiness ambassador to provide personalized assistance to elevate the shopping experience.



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