

# CORPORATE

JUNE 2020

INVESTMENT TIMES

WORLD'S TOP NEXTGEN INVESTMENTS MAGAZINE

**AHEAD OF THE PACK**

**IN TIMES OF DISRUPTION**

**MASOOD AL AWAR**

**CHIEF EXECUTIVE OFFICER**

**MEDALLION ASSOCIATES**



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**CORPORATE INVESTMENT TIMES**



Gareema (Rima) M.

## THE CEO DESK

### FOUNDER AND GROUP CEO CIT NETWORKS

*"A dream does not become reality through magic; it takes sweat, determination, and hard work."*  
Colin Powell, former U.S. Defense Secretary

June 2020, and the months coming up, would always be remembered as one of those times when a world fighting against an invisible enemy decided to take it in its stride and move onwards with a massive economic rebuilding in order to save the global economy.

Not just a state, country or region, but the World.

& at such a time when investments are on hold, jobs are dwindling fast all over the world, I think the time has come for the innovators, inventors and passionate minds to focus on the real aspects of their projects and ideas.

As the global pandemic, COVID 19, forces more and more investors to stay on the cautious side the core values of 'a good investment' stand the same as a decade before. Not data gathering, not freebies or unsustainable loss making business models but project ideas with real value addition, real and foreseeable ROI, real & sustainable profits.

It's time for us to embrace project ideas and more importantly, the people behind, who are passionate about their ideas, who do not have anything else to do other than 'making it work'.

It's time for the investors to encourage people with  
**#NoExitPlan!**

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CEO Medallion Associates Ltd.

Dubai

# MASOOD AL AWAR

# AHEAD OF THE PACK IN TIMES OF DISRUPTION

*Medallion Associates Ltd. Dubai*

*One of the fast-growing Real Estate investment and advisory local firms with a global business network that have been assigned by the Dubai Land Department as an exclusive international promotional trustee with offices in London and Malaysia to attract RE investment.*

A brilliant visionary CEO along with talented executives and ambitious team created together a platform of excellence and disruption blinding strategy and insights to deliver tremendous value to their clients.

This pandemic has shown us that no one is immune – from individuals to businesses, governments and financial markets. Yet, agility, resilience, preparedness and

people-first approach have been key to business stamina and a vital ingredient to the UAE's operational continuity.

The UAE, this great nation that went through many crises over time is supported by a strong and visionary leadership that always seized the opportunities of crises to elevate even more its position of a global economic leader. As with all crises, the UAE will

come out stronger with more learnings to lead the Middle-East, and Medallion associates is aiming to be part of the solution and inspire for greatness.

In order to thrive in this transformative age, real estate corporations must embrace disruption and establish a long-term vision in a rapidly changing world. The real estate industry is facing disruptive forces which combined with the expected post-covid-19 outbreak effects are making the challenge even more steep. For Medallion associates, the real estate industry is a fertile ground for all kind of disruption:

#### Disrupting the customer base

At Medallion, we strongly believe that the attractiveness of foreign investment post covid-19 will be highly correlated to the recovery packages in place. The UAE is putting in place one of the strongest and generous recovery plans making it a very attractive investment destination.

Furthermore, Dubai has a lot to offer to the foreign investors, specially in term of education, second properties usage, high rental yields, stable economy, safety living and an attractive permanent residency program, which are usually the main interests behind overseas property investments.

However, for local companies to be able to take advantage of this expected capital in-flow, they must have a capital of trust and integrity. The first contingency plan to any crisis must be the reinforcement of the trust, the trust of internal and external stakeholders on the organisation's capacity to forge ahead and navigate successfully the crisis but most importantly the trust in its leadership capacity to take actions to cope with the current reality

instead of spending a tremendous and disproportionate amount of time thinking about the future and in certain way escaping the reality.

While everyone is struggling to find a way to manage the post covid-19 reopening

CEO

## Medallion Associates Ltd.

*Masood Al Awar has over 30 years of extensive experience in banking, government and real estate. Al Awar ensures that Medallion efficiently delivers its products and services following the company's corporate values of accountability, integrity, professionalism, courage and Innovation.*

*Al Awar also served prominent real estate firms starting with EMAAR properties, SOROUH Real estate PJSC, TASWEEK Real estate and also DUBAI PROPERTIES a subsidiary of DUBAI HOLDING, where he held executive roles and practiced the entire development life cycle in both emirates Dubai & Abu Dhabi.*

*Al Awar is known to be apprehensive about the consensus and a fervent fighter for disruption as he played a key role in planning of 'Smart Living City', the first event that gathered decision-makers, experts and professionals from around the world to discuss and promote the latest technologies and innovations related to smart cities and smart human capital.*

*Al Awar holds an MBA degree from UK and graduated part of the first batch of HH sheikh Mohammed Bin Rashid Leadership Development Program in 2005. Al Awar has combined both government and private sector experiences to pursue a new real estate investment approach in the UAE.*

*He also has the distortional achievement of beating the six times world champion of Snooker Steve Davis in Dubai 1990 while representing UAE as a Snooker Champion.*



# MASOOD AL AWAR

and the financial impact of the outbreak, including effects on results of operations, future periods and liquidity and capital resources, Medallion is leveraging years of investment in its integrity and trustworthy backed by highly well-known and trusted professionals to attract foreign investors believing in its competitive edge of creative deal structures and winning commercial strategies with their power to seamlessly execute the planning, along with leveraging their accountability value by placing 'Performance' at the core of their entire value chain with clearly defined KPIs and best practices.

Over AED 500millions is the total on-going financing round at their final negotiations stage from foreign private investors believing in the capacity of the UAE to bounce back even stronger than ever and believing in Medallion associates along with its brilliant leadership to achieve operational excellence at all levels and take advantage from the post covid-19 opportunities.

#### Disrupting the market offer

Our moto at Medallion is: 'never give your back to a crisis, instead, bounce back even stronger than ever'. At Medallion, we strongly believe that while disruption poses threats to traditional business model and products, there are tremendous opportunities embedded in the changes taking place

The affordable housing market in the UAE flourished after the 2008/09 crisis, marking a phase of maturity of the local real estate sector but started showing signs of severe fatigue from an offer perspective.

Medallion however believed since its inception in

## EXECUTIVE DIRECTOR Medallion Associates Ltd.

*Amine Sabri has spent over a decade developing his knowledge, expertise and experience with the top-tier advisory firms in the World.*

*He first joined Deloitte and EY in Canada and reached leadership position, but had also the opportunity to work overseas in the U.S., Singapore, Belgium and UAE. With a CPA and CA certifications, his experience is as much diversified as his passion for business; he has a broad level of across external financial audit, tax, strategy, M&A and due diligence.*

*He also acted as an elected board of directors' member for Canadian corporations from the banking and the retail sectors.*

*Sabri is also known for completing successful real estate developments in Canada and North-Africa, embracing his passion for the Real Estate industry and his ambition for achieving greatness.*

2019 that we are heading towards a new long cycle, characterized mainly by a prolonged bust and few booms, and that investors would be looking for new innovative products. Today more than ever, due to the expected downtrend in the customers' spending capacity, investors should consider jumping in affordable homes' investment type. We are in deed anticipating a tremendous demand for this type of residential properties.



# AMINE SABRI

Our development arm is engaged since 2019 in a Private-Public Partnership (PPP) for the development of 4,000 affordable housing units with a total budget over AED 2billion and involving bankers from Asia, contractors from Europe, asset and property manager from the UAE, majority shareholder from Dubai, a Dubai's government authority and a complex financing structuring.

Today more than ever, we need to re-think our local housing offer's balance and innovate to introduce innovative products spanning the gamut from housing cooperatives, subsidized homes and affordable housing.

#### Disrupting the competition

Medallion's executives anticipated very early in 2020, when a lockdown in the UAE was yet to be announced, that this outbreak in China would be a global crisis and we would witness companies shutting down their operations and governments across the globe imposing strict circulation rules to their citizens.

We chose then to roll up our sleeves, predicted a large liquidity crisis and worked hard then to find solutions. Since then, we have put in place a financing structuring product as part of our Advisory offering and we have been witnessing a tremendous demand for this set of products through which we offer complex out-of-the-box financing mechanisms.

## DEVAHARAN APPUKUTTEN



### EXECUTIVE DIRECTOR, **Medallion Associates Ltd.**

*Devaharan A. (Deva) has 40 years of corporate experience culminating at holding CEO/Board of Director Level positions in the following Industries; Investment & Financial Management, Resorts & Hospitality, Information Technology (IT) Marketing for Business Format Franchise Systems and Business Management He has served on Board of Companies in Malaysia, Singapore, Thailand & Indonesia in the abovementioned sectors.*

*He holds an MBA in Investment Finance and has been trained in Kepnor Tregore's Problem Solving and Decision Making Skills for the Rational Manager, Total Quality Management (T.Q.M.) Retail Lending and Credit Administration Series by The Equipment Leasing Association of Malaysia, Presentation and Negotiating Skills by Peter Rogen, Inc, of New York, USA, Designing Business Solutions deploying Collaborative Middleware in Systems Integration and Project Management for Web Enabled & Mobile Technology Software, in automating Databases by IMI Software Ltd of Hyderabad India. He has led Market Research for New Business Development, traveling to Australia, New Zealand, Switzerland and the USA for such purposes. He has a track record of beginning, turning around and completing complex Projects under challenging and adverse conditions.*



We have currently over Dh5.5 billion complex capital raise in progress as of May 2020, involving international investment bankers, and we are in the final negotiation stage with other local medium to large businesses to support them to forge ahead these challenging times.

We have been managing successfully all this remotely. Proof that we can work, deliver value, achieve greatness, dream big and inspire success even under lockdown, and proof that despite the naysayers, the UAE will remain a great economy and a greater nation!



We are also working on a set of innovative real estate products that will renovate the concept of property and we will do very exciting announcements shortly with the goal of bringing the tremendous global capital flow and huge wealth redistribution that we are witnessing now toward our beloved country, to support our local businesses and our international landmark of land of opportunities.



MEDALLION ASSOCIATES



H.E. Mr. Sultan Buti Bin Mejren (DLD) & Mr. Masood Al Awar (Signing Ceremony)



Mr. Masood Al Awar during "Dubai Into the Future Event"



**AN IMPRESSIVE INNOVATION TACKLING TWO OF**  
**BLOCKCHAIN'S MOST STRINGENT**  
**ADOPTION HURDLES**



# NGRAVE - A New S-Curve Innovation In The Digital Asset Space, removing the Blockchain And Crypto's Achilles Heel

The blockchain space is terrorized by an increasing frequency and size of cryptocurrency hacks. Every single day, millions are misappropriated. Digital asset security company NGRAVE introduces an impressive innovation that tackles both the security and usability adoption hurdles for blockchain technology. NGRAVE ZERO is the first hardware wallet with an EAL7 security certification.

### The realm of blockchain and cryptocurrencies is not safe

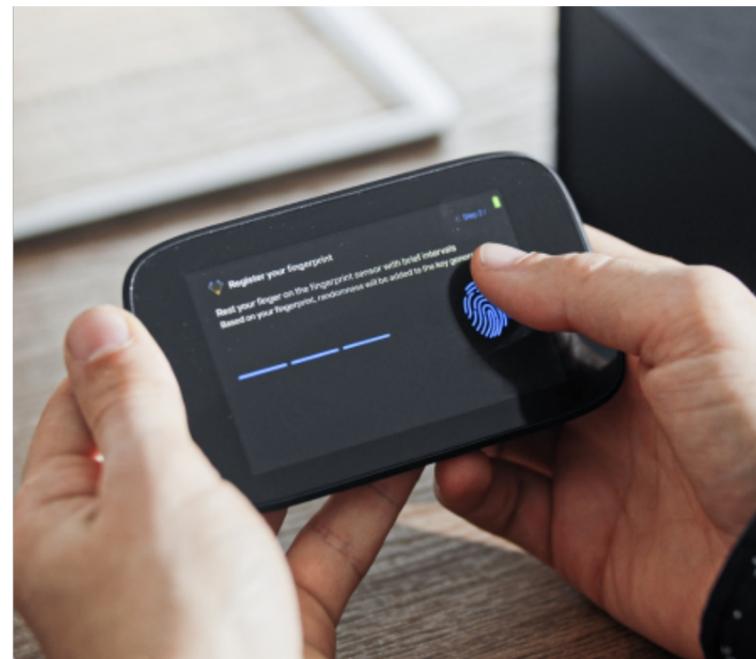
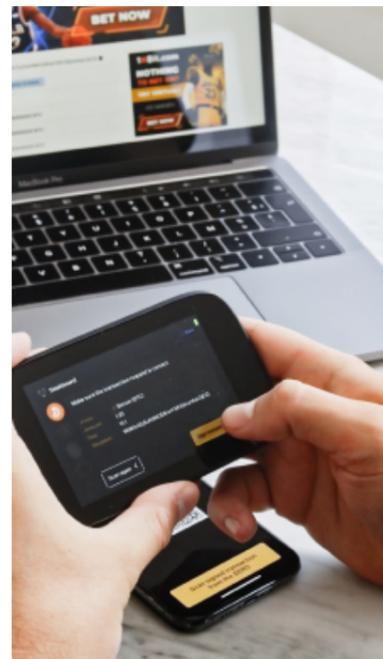
For those new to blockchain and the realm of bitcoin and thousands of other so-called "cryptocurrencies", the first important lesson many learn is that investing in these digital assets is far from a safe endeavour. Whereas many are lured into this market by its promising historic returns and the extreme volatility that can lead to get-rich-quick schemes, the most extreme form of volatility - losing one's full investment principal - is something that occurs far too often in this

market niche. In 2018, a record amount of \$2.5 billion was stolen from cryptocurrency wallets. In 2019, the previous record was pulverized by a whopping \$4.5 billion. If you just bought your first coins, let this be a warning.

But no bad news without a silver lining. With the advent of newcomer NGRAVE, security and usability in the blockchain sector and the wider digital asset space will very likely never be the same again. This blockchain technology company has taken on the mission to render owning and managing digital assets and cryptocurrencies radically more seamless and secure. To that end, NGRAVE has aligned world leading players behind its cause and has recently introduced a unique and jaw dropping product suite to remove blockchain technology's Achilles heel: the private key paradox.

### The Private Key Paradox

Private keys are one of the core concepts of cryptography and blockchain. A bitcoin wallet



100% Offline





consists of a public key, being the account or address that holds the user's actual bitcoin, and a private key, basically the password that gives access to and full ownership of what's on the public key. The beauty of private keys is that there are  $2^{256}$  or  $10^{80}$  different possible values, which corresponds to the estimated number of atoms in the universe. What follows is that it is practically impossible to brute force a private key, which comes down to trying all possible values until the right one is found. Even for quantum computers, this is an impossible task for the time being. And this exact feature of private keys is what makes blockchain so secure. Nobody can crack it. But then again - and here's the catch - nobody has to.

If your private key is generated or kept somewhere online - say, on a crypto exchange - there's no need to brute force them. An attacker simply has to find the key, which is magnitudes easier to accomplish than a brute force. And that's where the paradox kicks in: the private key is both the fundamental strength underlying blockchain, but also its biggest weakness.

**Hardware wallets**

So what does this mean in practice? Well, there are

a few ways one can hold crypto today. The most commonly used platforms are online ("hot") crypto exchanges and online apps or browser extensions. These all have a massive vulnerability: they are online.

Even worse, in the case of exchanges, the user never sees or owns any of the private keys. He receives a password to log on to the platform where he can see only his public keys. And this is exactly what leads to the mindblowing frequency of exchanges vanishing in an exit scam: as they control the private keys, they control the funds. But even if an exchange has good intentions, there are still numerous online hackers trying out their toolbox in an attempt to find users' precious private keys. And that is where hardware wallets can make a difference. These are semi-offline ("cold") devices such as encrypted USB-based solutions - also known as

hardware security modules or hsm's - that can create private keys offline and keep the private keys protected when signing transactions. Whereas these solutions are great in theory, the current versions in the market are not only cumbersome to use, but also still have security flaws.

**Enter NGRAVE**

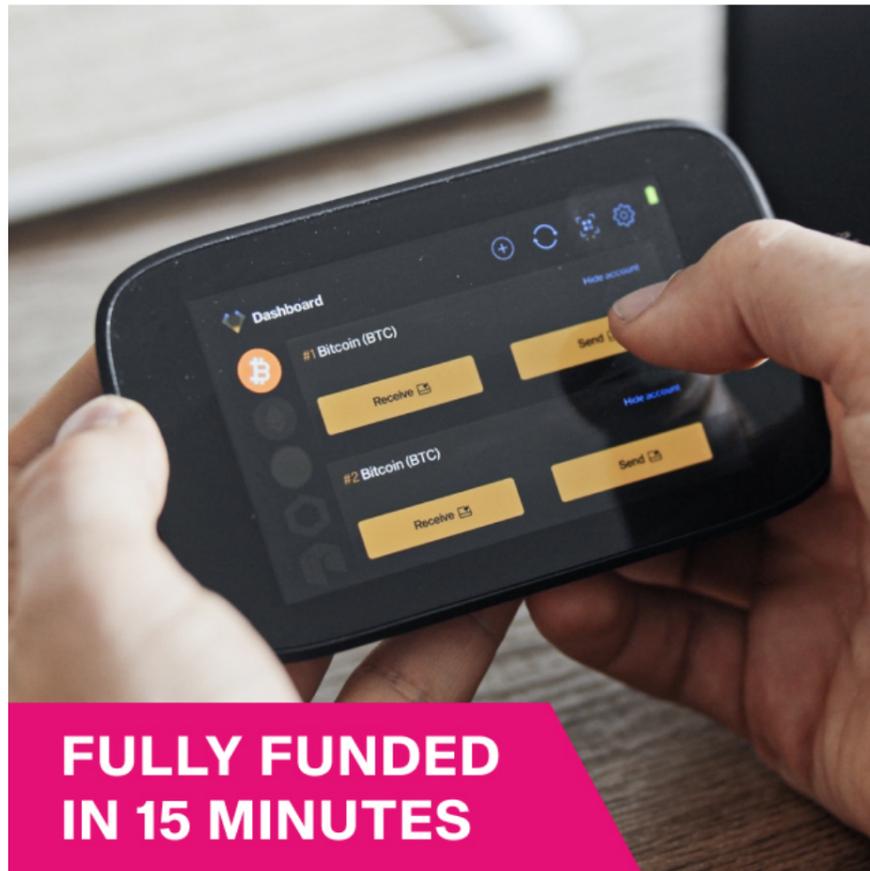
The genesis story of NGRAVE starts with CTO Xavier Hendrickx entering the crypto space in 2013. A year later, he is among many victims of the third largest hack in crypto history, when 850,000

bitcoins are misappropriated from the leading crypto exchange Mt. Gox. Valued at a whopping \$450 million at the time, the amount of stolen bitcoin is worth an astounding \$3 billion today. As if that wasn't enough, one of Hendrickx's later blockchain endeavours became one of the most impacted projects from another high profile hack. The project he worked for, Swarm City, lost 44,000 Ether (approximately \$10 million) in the Parity hack in 2017. However, this time around, different teams put their heads together, figured out the vulnerabilities that led to the hack, and the ethical hacking team saved 500 projects and over \$200 million from suffering the same fate. In the aftermath, Hendrickx became CTO of SwarmCity. Yet, he had found a new and growing passion for security.

Fast forward to April 2018. The three co-founders brainstorm on the one question that keeps them up at night and that will lead to the founding of

**Start Truly Owning What Is Yours**





NGRAVE: "Which solution in the market would we fully entrust with our very first till our very last bitcoin or other cryptocurrency?" No answer. So, Ruben, Edouard and Xavier decided to build it themselves. Two months later, they are pitching their vision and first functional prototype to the world leading R&D institute for nanoelectronics, Imec, which is also known for taping the first atom-size chip back in 2018. Over the summer, NGRAVE joined forces with COSIC, a leading research group on applied industrial cryptography and hardware security, known for a.o. successfully hacking the Tesla vehicles, twice.

#### NGRAVE ZERO - The Coldest Wallet

May 26, 2020, about two years since the team's inception meeting, NGRAVE introduces its flagship product ZERO to the world through Indiegogo, the largest crowdfunding platform for hardware tech products. In less than 15 minutes, the campaign goal of 100 backers is reached. 5 days later, the campaign stands at 500 backers and counting.

ZERO is a 100% offline touch screen device, making it truly "The Coldest Wallet". ZERO can create a cryptocurrency

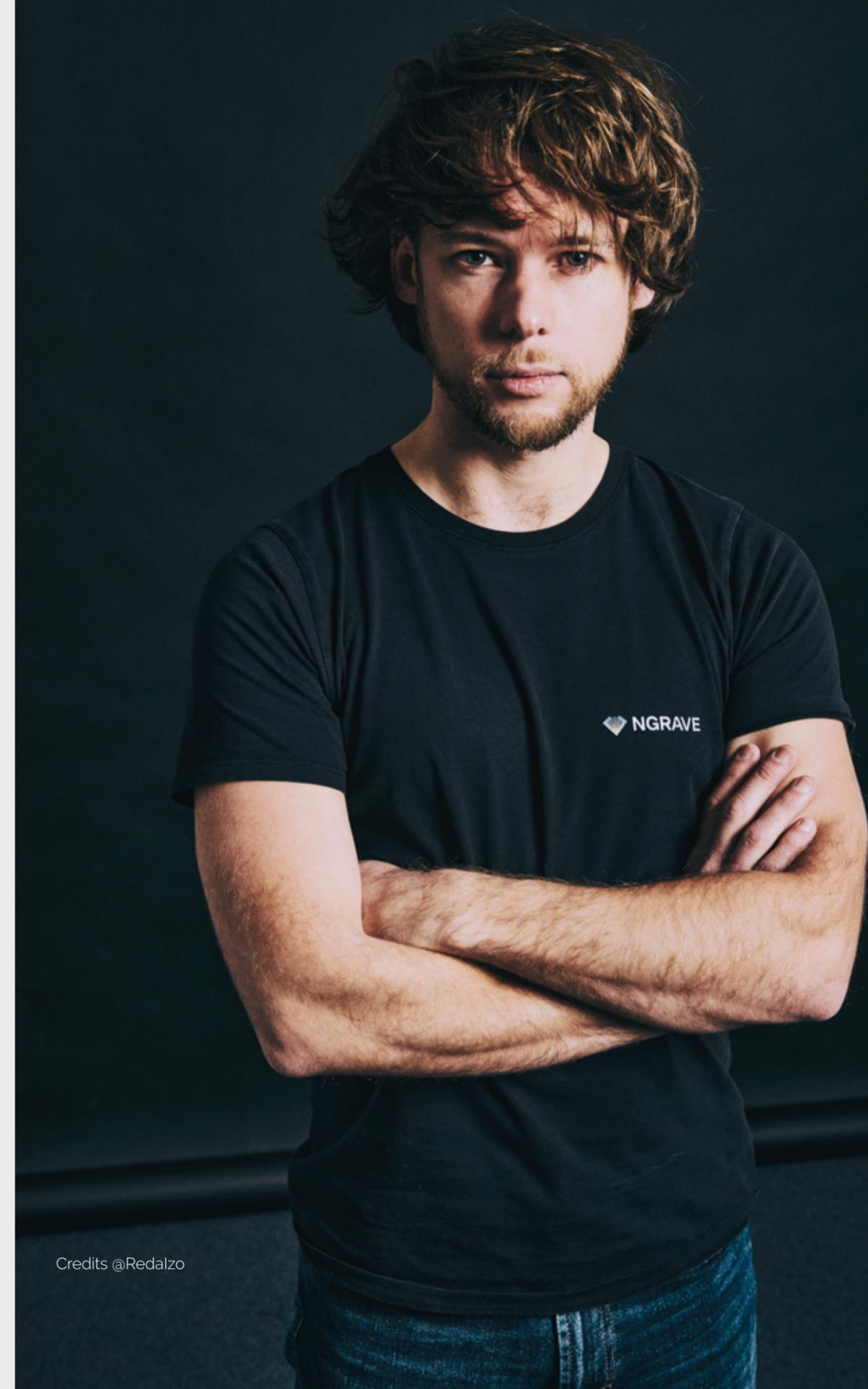
# RUBEN MERRE

## NGRAVE CEO

*A repeat entrepreneur, Ruben started his first business when he was eight years old. Later in life, he launched the first automated online investment platform in his country, before scaling it internationally. After receiving a M.Sc. in Business Engineering, Ruben started his professional career as a strategy consultant at Deloitte, after which he joined a startup in management consulting where he conducted strategic projects in multiple countries and in six different languages, playing an important role in expanding the business.*

*In parallel with his professional career, Ruben – a lifelong learner – also continued his studies, earning several postgraduate degrees in business topics. He also finished the Oxford Blockchain Strategy program. Ruben published best-selling investment courses through Udemy in 2014-2016, and led a multi-million dollar undertaking of an international financial institution to set up a new business unit focusing on automated investing and trading platforms, where he headed over 20 teams and 100+ people between 2016 and 2018.*

*In 2018, Ruben found a new passion in blockchain and co-founded NGRAVE.*



Credits @Redalzo



# EDOUARD VANHAM

## NGRAVE COO

*A former IT and management consultant, making him the ideal translator of business requirements to the back-end side. Edouard is a connector, which also proved crucial for NGRAVE, as it was Edouard who got Ruben and Xavier acquainted and excited about a collaboration.*

*A fast learner and the go-to person to bring structure in any kind of chaos, Edouard was called upon early in his career to jump through a vast variety of IT and business projects, from digital transformation and IT implementation projects, to being asked to manage the crisis communication of a financial institution when the platform went down. In 2016, Edouard also set up and led a blockchain task force for his employer. Edouard is the person who, when people tell him something isn't possible, gets an even larger motivation boost to get things done.*

*Today, Edouard is leading the Operations side at NGRAVE, making his passion his profession. Edouard has a M.Sc. in Business Engineering (MBE).*

## EAL7

### The Highest Security Certification

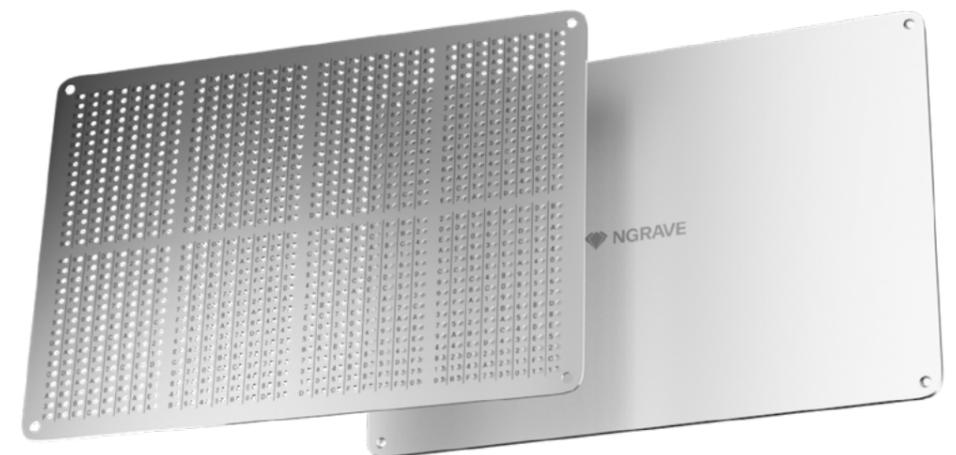
Designed for extremely high risk situations

Source: <https://www.commoncriteriaportal.org/>

wallet out of thin air, including the private keys, completely offline". Even for receiving and signing transactions, the device remains fully "airgapped", meaning no USB or network connection (e.g. Wifi, 4G, NFC, Bluetooth) is required. ZERO is also tamper proof against

physical attacks and is designed to detect intrusions, upon which the apparatus wipes all the keys. To top it off, the secure firmware has earned the highest security certification in the world: EAL7. ZERO's looks are mouth watering with an "Apple"-esque design, and,

NGRAVE GRAPHENE consists of two stainless steel plates and an embossing pen to make a backup that is also a cryptographic puzzle



following the same philosophy, all complexity – including the most advanced contemporary cryptographic protocols – is hidden behind a slick 4 inch touch screen experience.

#### GRAPHENE - The Coldest Backup

But NGRAVE didn't stop at ZERO. Merre & co. believe security needs to be an end-to-end solution. Therefore, all what-ifs have been examined, and appropriate innovations were made over the full user journey of owning and managing digital assets. In the event the hardware wallet is lost, today's incumbent solutions provide so-called "paper wallets", which are sheets of paper on which the recovery key is written.

As paper is a fragile medium, NGRAVE invented the GRAPHENE, a cryptographic puzzle consisting of two stainless steel plates, making it a highly resilient backup solution. The puzzle factor is a design innovation to make sure that if a third party finds the backup, it is useless and the recovery key is not exposed.

Finally, NGRAVE also offers a mobile app,

referred to as LIQUID, for consulting your crypto positions in real time, while your private keys are safe, offline on the ZERO.

Meanwhile, NGRAVE has attracted some other known names in the industry. One of them none other than Jean-Jacques Quisquater, second reference of Satoshi's 2008 bitcoin paper, and acclaimed cryptography professional with over 50 years of experience, 200 published articles, and 20 patents.

**NGRAVE is a very promising company, on the verge of turning the crypto world upside down. With a multitude of relevant innovations, it brings a new era of security and ease-of-use, crucial to removing two of the most significant adoption hurdles for blockchain technology. Keep an eye on this one.**



## XAVIER HENDRICKX

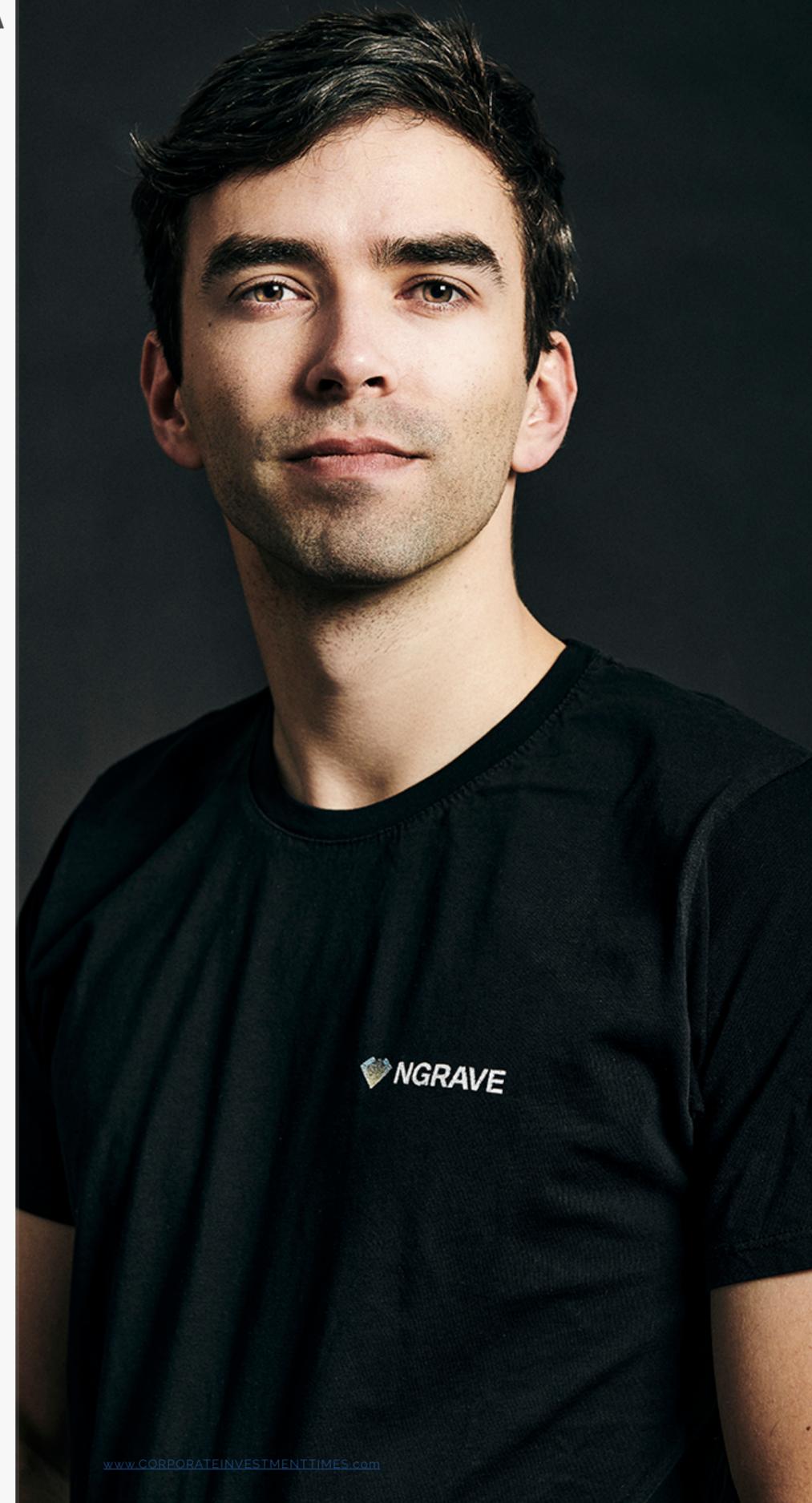
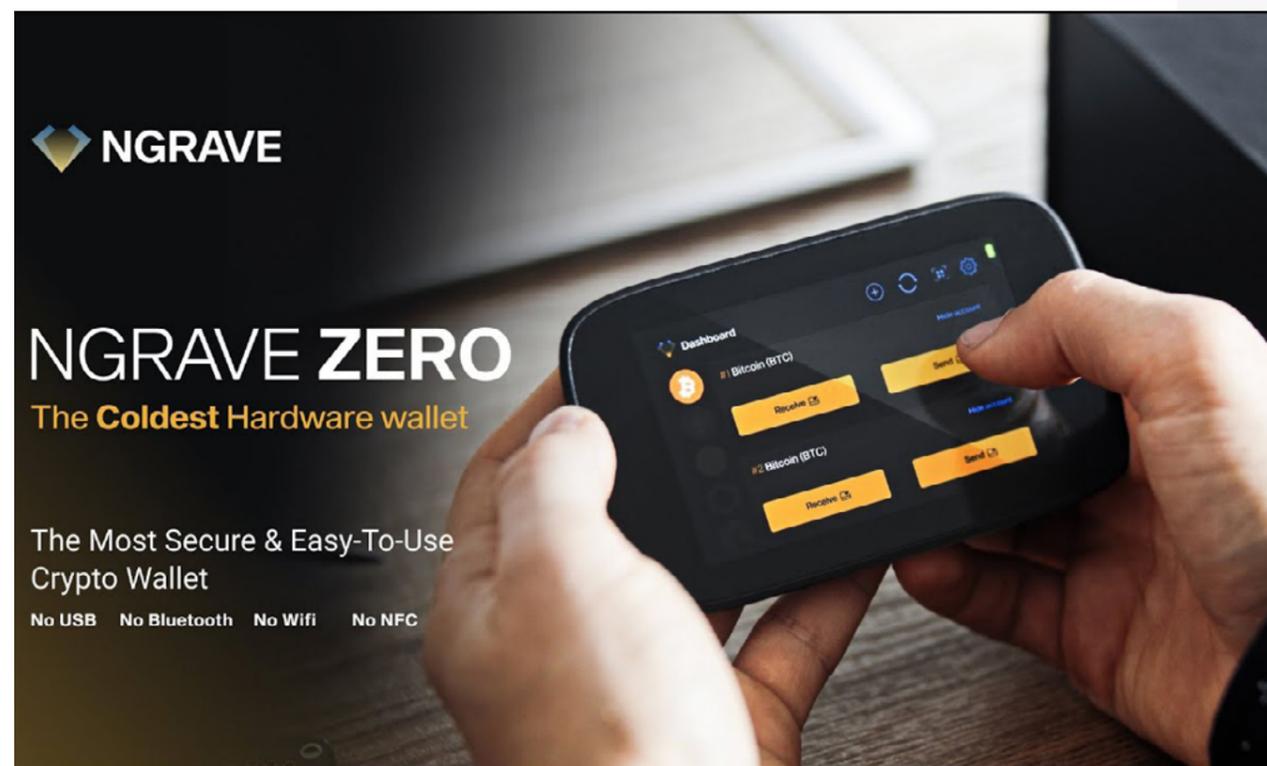
### NGRAVE CTO

*Xavier Hendrickx is partly university-educated in Computer Science, mostly self-taught. Xavier has been in the crypto space since 2013 and has experienced several high-profile security breaches first hand, including the Mt. Gox hack in 2014 and the DAO hack in 2016.*

*This made him very conscious about the security issue in blockchain's brave new world. While Xavier was studying Computer Science, he also engaged in developing automated trading bots for crypto.*

*He was scouted by a Belgo-American blockchain project called SwarmCity, a project that was hacked in 2017 for 44,000 ETH (\$10 million). Hendrickx stood at the front lines in the mitigation attempts that followed suit and where multiple projects were "white-hat"-hacked in order to protect them from losing funds. In 2018, Xavier became CTO of Swarm City.*

*He then got in touch with Edouard and Ruben, and founded NGRAVE to eradicate the insecurity in crypto.*



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# BLOCKCHAIN Revolutionizing Crowdfunding

# PROF. AHMED BANAFA

the No.1 Voice to Follow in Tech &  
influencer on LinkedIn  
Expert: IoT-Blockchain-AI, Author,  
Keynote Speaker  
Global Contributor



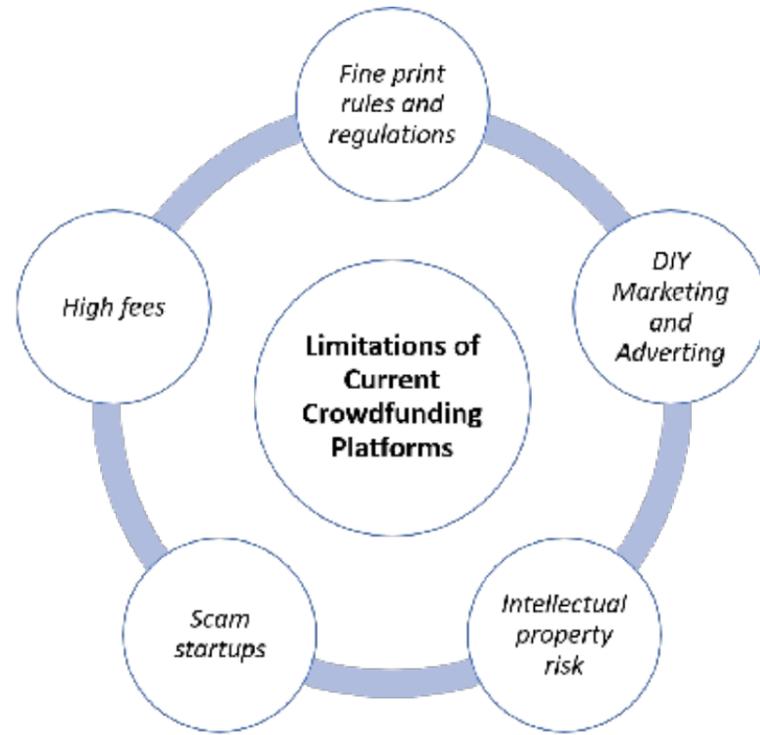
According to experts, there are five key benefits of crowdfunding platforms: efficiency, reach, easier presentation, built-in PR and marketing, and near-immediate validation of concept, which explains why crowdfunding has become an extremely useful alternative to venture capital (VC), and has also allowed non-traditional projects, such as those started by in-need families or hopeful creatives, a new audience to pitch their cause.

To date, \$34 billion has been raised through crowdfunding initiatives, adding roughly \$65 billion to the global economy in line with projections that show a possible \$90 billion valuation for all crowdfunding sources, surpassing venture capital funding in the process.

Limitations of Current Crowdfunding Platforms:

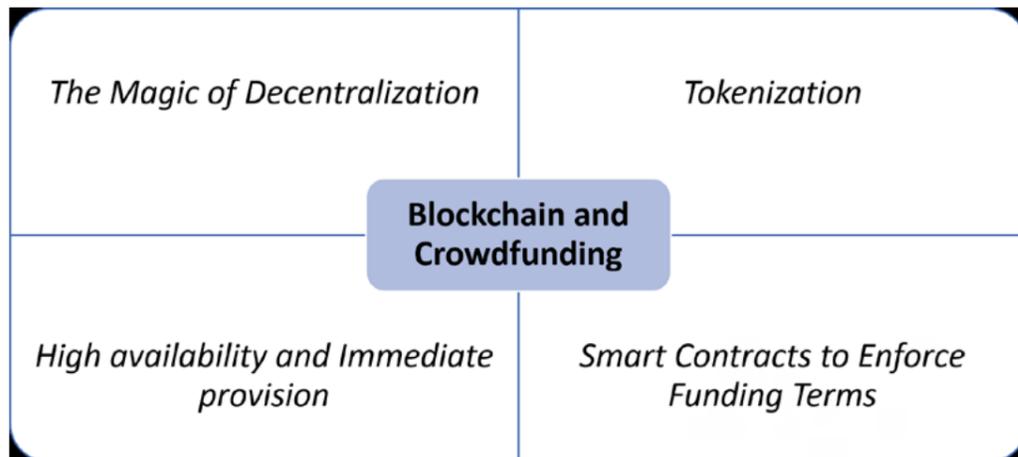
1. High fees: Crowdfunding platforms take a fee for every project listed. Sometimes, this is a flat fee while others require a percentage

strains the fundraising process when start-



ups are looking for every single dollar to help.

2. Fine print rules and regulations: Not all platforms accept services as a possible project and demand real tangible products,



of the total proceeds raised by contributors. This cut into the availability of funds and

such mindset cripple's innovation and narrow the horizon of new products and services.

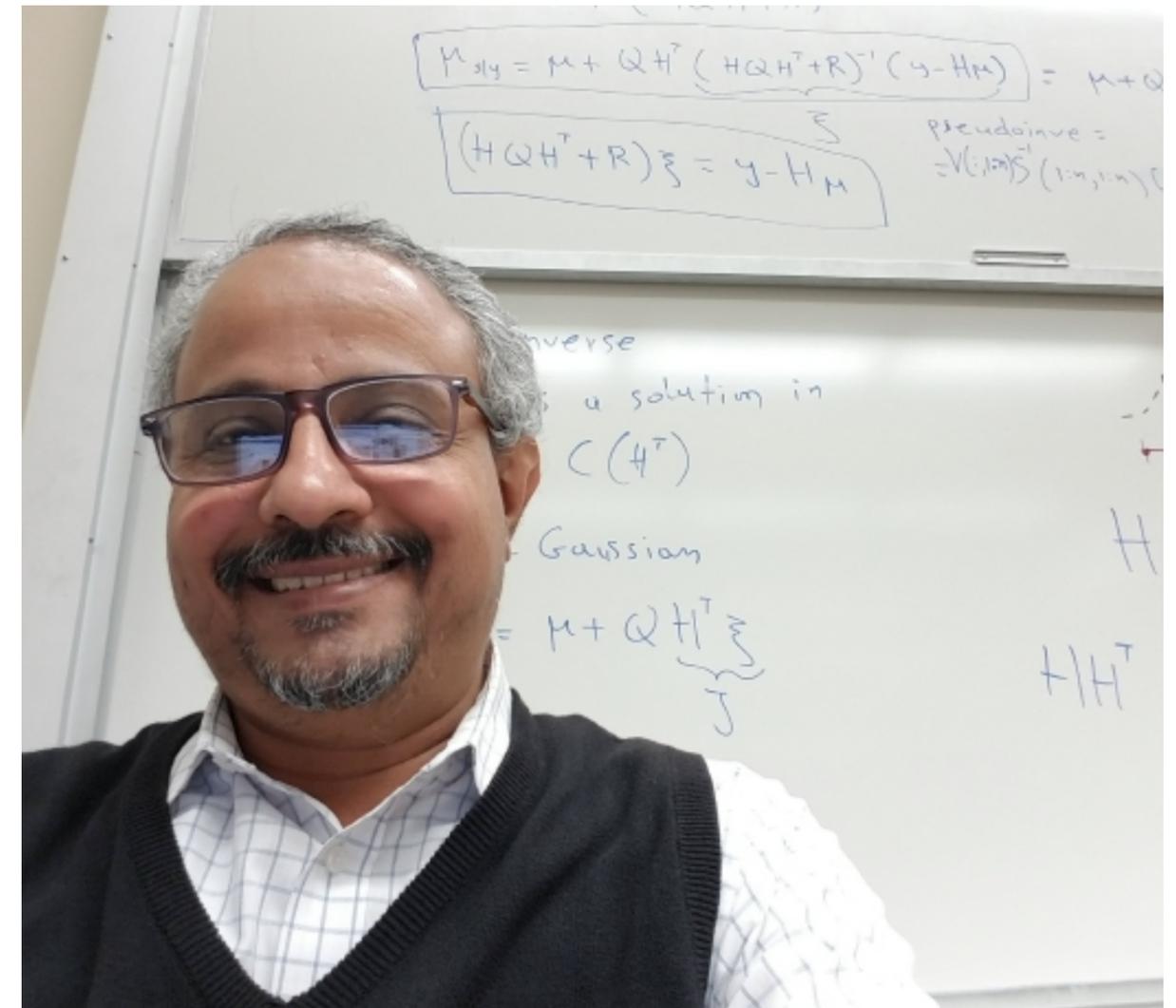
- DIY Marketing and Adverting: With few exception platforms will not help with spreading the word about new startups, which means startups need to pay for marketing and adverting yet another strain on limited funds available for them, and take their focus from innovation and creativity.
- Scam startups: In some cases, startups turn up as scams and produce nothing leaving investors with empty hands and no way to get their money back.
- Intellectual property risk: In some case startups have no protection of their IP , and leaving them exposed to experience investors who can take the idea and enter the market early with all the resources they have.

With all the above limitations of current crowdfunding platforms, blockchain technology, among all its benefits, can be best put to use by providing provable milestones as contingencies for giving, with smart contracts releasing funds only once milestones establish that the money is being used the way that it is said to be.

By providing greater oversight into individual campaigns and reducing the amount of trust required to donate in good conscience, crowdfunding can become an even more legitimate means of funding a vast spectrum of projects and causes.

How Blockchain helps Crowdfunding

- The Magic of Decentralization: Startups



are not going to rely on any platform or combination of platforms to enable creators to raise funds. Startups no longer be beholden to the rules, regulations, and whims of the most popular crowdfunding platforms on the internet. Literally, any project has a chance of getting visibility and getting funded.

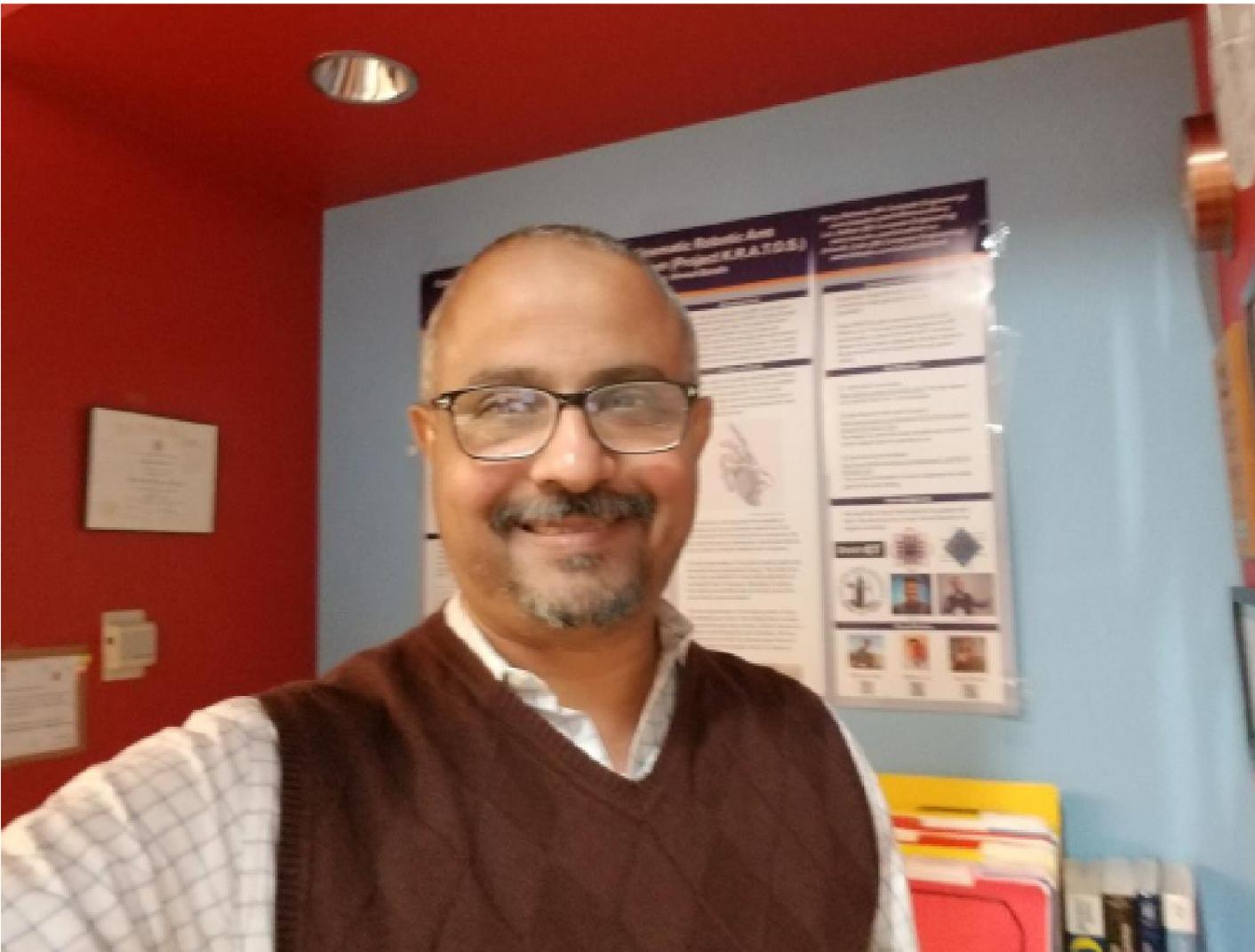
It also eliminates the problem of fees. While blockchain upkeep does cost a bit of money, it will cut back drastically on transaction fees. This makes crowdfunding less expensive for creators and investors.

2. Tokenization: Instead of using crowdfunding to enable preorders of upcoming tangible products, blockchain could rely on asset

tokenization to provide investors with equity or some similar concept of ownership, for example Initial Coin Offering (ICO). That way, investors will see success proportional to the eventual success of the company. This could potentially open whole new worlds of investment opportunity.

Startups could save money on hiring employees by compensating them partially in fractional ownership of the business, converting it into an employee-owned enterprise. Asset tokens become their own form of currency in this model, enabling organizations to do more like hire professionals like marketers and advertisers

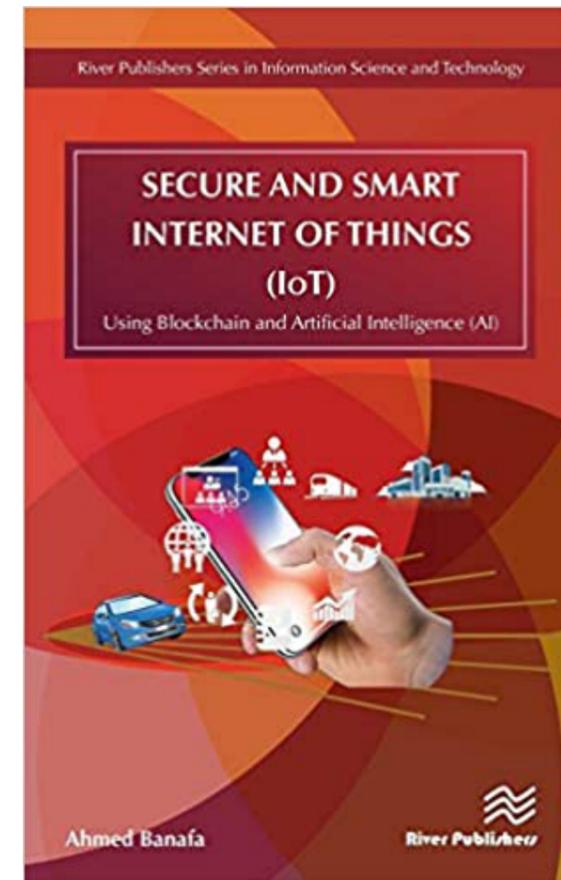
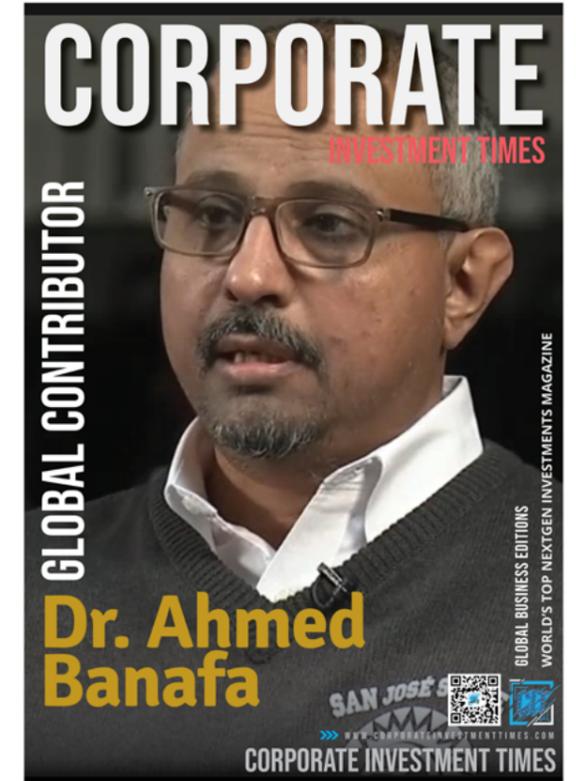
3. High availability and Immediate provision: Any project using a blockchain-based crowdfunding model can potentially get



funded. Also, any person with an internet connection can contribute to those projects. Blockchain-based crowdfunders wouldn't have to worry about the "fraud" that have plagued modern-day crowdfunding projects. Instead contributors will immediately receive fractional enterprise or product ownership.

4. Smart Contracts to Enforce Funding Terms: There are several ways in which blockchain-enabled smart contracts could provide greater accountability in crowdfunding. Primarily, these contracts would provide built-in milestones that would prevent funds from being released without provenance as to a project or campaign's legitimacy.

This would prevent large sums of money from being squandered by those who are either ill-intended or not qualified to be running a crowdfunding campaign in the first place.



# FULLY DIGITAL BANKS IS THE WORLD READY?



World's first global digital bank aimed solely at businesses and high-net-worth individuals and providing tax-exempt, and tailored personal and corporate banking services to clients in 180 countries.

24/7 cloud-based access and real time insights, EQIBank's strategy is to accelerate simplification, using Open Banking Standards and Open APIs to create a new global standard of banking.

**EQIBank**  
Banking Evolved

Data-enabled services have made their way into more aspects of life than ever as a consequence of the COVID19 pandemic. When it comes to the banking sector, the move towards digital has been brewing for a long time, and recent studies confirm the trend. Already a

the banking sector. Governments on the other hand have needed to adjust and consider digital alternatives for sending stimulus checks for the citizens, as cashing out physical checks has become nearly impossible.

It will be interesting to see how the pandemic will change consumers' digital behaviour in the long term and how the digital banking will be transformed as a result.

The digital banking industry after pandemic will unlikely go through a complete makeover, but the existing digital trends will certainly accelerate as

a result of COVID-19.

User experience, "the new must" of digital banking

The need for more digital banking services has been there for a long time already, and the banks have gradually increased their digital services to respond to that demand. Nevertheless the expectations are high on the clients' side. Digital experiences offered by digital giants such as Airbnb's and Ubers have raised the bar when it comes to the expectations for consumer experience.

Clients expect to receive frictionless and straightforward digital services as well as meaningful online experiences, such as being able to open an account without ever walking into the branch. Banks will also be expected to sell more

## EQIBank

**EQIBank Launches Digital Multi-Currency Accounts for Businesses and HNWIs**

third of all consumers would prefer not to have to go into a branch to conduct financial transactions according to the Mintel report, "Attitudes Toward Digital Trends and Fintech US, October 2019".

Adobe survey published in October 2019 confirms this consumer tendency and reports that nearly three in five consumers (59%) would not do business with a financial institution that didn't offer digital or mobile banking services. This trend seems to be especially true for Millennial and Gen Z consumers.

As a consequence of the pandemic, visits to brick-and-mortar branches have stopped or drastically declined, and online banking activity has increased. COVID 19 crisis has made customers adopt online banking and digital banking apps. As customers get used to bank digitally, and see how convenient it actually is, less likely they are to return to physical branches.

Furthermore the banks have had to adjust to the new situation moving part of their staff to work remotely. It is likely that some of the posts will remain online, and remote work will become more common in



## TIM FROST

### Channel Partner Director

*with an extensive career in the fintech and blockchain industry Tim has helped many early stage companies with growth and development of business lines.*

*Tim was a member of the founding team of Wirex, growing Wirex business through the early stages of the project. Tim is also a frequent speaker at blockchain and fintech conferences.*

*Tim Frost is an entrepreneur in the blockchain and fintech space, Tim is highly specialised in the realm of marketing and business development. His extensive experience has earned him significant influence in the field and has been instrumental in helping leverage global blockchain ventures.*

**Using his skillsets, he has helped build some of the most prolific companies in the industry.**

# JASON BLICK

## Director & CEO

*qualified as a UK attorney and served as the nationwide manager of BerrmansLace Mawer, who specialise in financial services.*

*He went on to manage legal and compliance in over 90 countries for Sun Microsystems, overseeing over €1.5 billion per year in transactions.*

*He later became the CEO of Financial Partners Bank, with over 12,000 clients and \$1.2 billion AUA.*

*He is the founder of Cayman Enterprise City, the Cayman Commodities and Derivative Exchange, and he served on the board of the Cayman Islands Government Special Economic Zone Authority.*



products via digital channels, as the sales opportunities through branches have decreased.

It seems evident that for financial institutions, digital customer experience needs to become the priority. Streamlined client centered banking experience will give the competitive advantage to the banks on the forefront of digitization.

Digital experience is crucial when it comes to customer onboarding and digital services offered by the banks. We are expected to see more digital banking apps offering a streamlined and simplified user experience, which will open up digital banking also to customer segments that are less tech savvy.

technologies toward agile and scalable digital technologies, such as cloud platforms and AI or machine learning.

These technologies will enable banks to better handle surges in incoming queries while adding new digital features quickly with scale.

How to bring trust to digital banks

The trend towards fully digital banking services has been strong and growing, but there seem to be some barriers left. What is then stopping the clients from moving over to fully digital banking service and using digital-only providers as their primary financial institution?

According to recent surveys, it is all about trust. According to Marqeta data more than

# EQIBank

Banks will need to move towards digital apps that enable a deeper customer engagement, away from purely transactional digital apps.

Banks will see an accelerated pace of change in the digital market, and innovation in digital banking between financial institutions is likely to accelerate. The increase in digital competition will require banks to deliver enhancements and features via their digital banking apps, and implement those updates in a quick and reliable manner.

The financial institutions will need to adapt to changes very quickly which will put a lot of strain on legacy technology infrastructure. It is likely that banks in the near future will move away from legacy

half of U.S. consumers (54%) feel a digital bank is a riskier place to put their money, and almost half (48%) say they would limit how much money they would deposit into a digital bank.

At the same time third of the respondents rank security as the most important factor when selecting a financial institution, far above reputation, digital capability and even branch location"

The way clients view digital-bank risk could be slowing their adoption and digital banks have still to win the trust and confidence of customers. At the same time COVID19 has made many take the leap of trust towards digital banking quicker than some would have been ready to do in normal circumstances.

Nevertheless the studies show that if people are convinced their money will remain as secure as it is with the current branch, they are willing to switch.



In some cases digital banks are seen as mere fintech projects created by tech engineers, and they don't necessarily inspire the much needed trust.

EQIBank has been able to narrow that trust gap between digital banking and traditional banking by bringing in decades of experience in the traditional banking sector, without neglecting the personalized touch through dedicated account managers.

According to Accenture research the average deposit for digital banks in the UK has dropped by 25 per cent from £350 to £260 per customer. At the same time EQIBank has continued to grow the average AUM for each client to above \$200,000 USD.

EQIBank's successful average deposit size, which is 60,000% larger than for UK based digital banks, can be explained by strong client relationships and transparency.

Every EQIBank client has a dedicated client relationship manager.

Being fully digital does not mean that you need to lose the personal touch. Clients still need the personal relationship and banking partners who know and understand their needs.

EQIBank has been built around this philosophy and

the clients have entrusted EQIBank to run their international businesses and financial planning.

**EQIBank**  
Banking Evolved



# Artificial Intelligence and the Rebirth of the Marketing Sector

Emerging technologies have brought about great changes in promoting products and impacting customers. This has been fostered by the appearance of innovations such as AI, Quantum Computing & Augmented Reality (AR).

One of the fields that has been highly impacted by this tech revolution is marketing. The relationship of artificial intelligence with digital marketing and its future is changing day-by-day with the constant evolution of methods and the development of applications. Artificial intelligence and digital marketing are two concepts doomed to be merged. AI is that technology with the aim to develop systems or devices capable of thinking like a human being and imitating their cognitive reasoning.

On the other hand, marketing is based on the collection and analysis of customer data with the aim of designing effective business strategies. In turn, artificial intelligence is capable of performing these tasks in an automated and reasoned way. For this reason, it is of great help during the entire purchase funnel.

There are numerous tools that allow us to use artificial intelligence applied to marketing strategies and tools. It is estimated that marketing will be fully automated by 2030.

WHAT IMPACT DOES ARTIFICIAL INTELLIGENCE HAVE ON MARKETING TODAY?

Artificial intelligence applications in marketing have



# DR. RAUL V. RODRIGUEZ

Dean, Woxsen School of Business, Woxsen University

An author, columnist, and registered expert in artificial intelligence, intelligent systems, and multi-agent systems at the European Commission.

the ultimate goal of optimizing strategies to improve companies' operating results. These are some of the benefits of this technology:

#### MORE INTERACTIVE MARKETING

One of the great desires of any brand is to know the users' wishes to offer them suitable products. Furthermore, what is sought is not only to know the needs, but to anticipate them.

Intelligent systems are capable of predicting future needs of an emotional nature. It does this through tools that are capable of analyzing behaviors and developing behavior patterns based on the trail that users leave on the internet. This is termed as Sentiment Analysis.

#### ACCURATE TARGET AUDIENCE

On the other hand, AI can also analyse internet users



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#### ACCURATE TARGET AUDIENCE

On the other hand, AI can also analyse internet users based on their browsing, purchase history, and even their messages on social media and messaging apps.

This allows the company to create user profiles and segment the audience to offer products according to their needs.

With the advancement of technology, tools that use artificial intelligence in digital marketing offer more personalised search results that are more

tailored to each individual user. Smart advertising campaigns

The possibility of segmenting the public based on their tastes and emotional needs allows brands to carry out smarter advertising campaigns.

It is not just about offering the right product for each customer profile, but advertising it in a timely manner, through the most effective channels and through personalized messages that make each client feel unique.

#### APPLICATIONS OF ARTIFICIAL INTELLIGENCE IN DIGITAL MARKETING

The impact of AI in the marketing sector has led brands to implement tools that make use of complex algorithms to process the data as if they were a human brain. The difference is that in this case everything is executed through an artificial neural network. Some of the key hands-on applications are the following:

#### CONTENT GENERATION

AI can be very helpful in generating quality content. In today's digital age we are saturated with the content available on the internet. There is an excess of information that makes it very difficult to stand out from the rest.

This is what is called infocination, or information overload. Does your first paragraph not appeal to me? I read another article. I don't like the first few seconds of your video? I see another one.

It's that simple.

The applications that you can have in this field can be varied:

- Writing original content: there are tools capable of creating original and quality content

based on certain terms and keywords. There is the example of platforms like Articoolo.

- Text editing: certain applications allow you to edit texts, review the content or check spelling and grammar, something especially useful for those who write texts in a language other than their native language.
- Text translation: the first translation software was limited to translating word by word, which rendered translations in languages such as English, where the syntactic order of the sentences is different, meaningless. Now, thanks to artificial intelligence, human-like translations can be achieved.
- Topic Search: AI enables automated keyword searches based on the user's interests or terms used by competitors.
- Plagiarism review & quality verification: Cross-checking original content, especially useful for academic journals. Publishers such as Elsevier are already making use of such innovative approaches.

#### SEO

SEO (Search Engine Optimization) positioning, also called organic positioning or search engine optimization, has consistently evolved in the last decades. For example, Google is estimated to modify its algorithm about 500 times a year to refine its search results, which analyzes more than 200 variables, and in relation to this, decides which content is more relevant.

In other words, what results to show and in what order.

However, one of the most interesting novelties of this search engine was the incorporation of RankBrain in 2015, an artificial intelligence system that allows Google to agglutinate searches based on word clouds. Knowing how Google works is essential to develop SEO strategies.

#### PROGRAMMATIC ADVERTISING

Programmatic advertising is a type of advertising that is based on the purchase of audiences and not of spaces. Therefore, advertisers need to have tools to analyze and segment customers to offer advertising campaigns tailored to their tastes and needs.

For example, when browsing the internet you have surely been surprised by an advertisement or a banner related to content, products or services that you have recently searched for. This is because there is an artificial intelligence



-machine learning- algorithm processing your behavior in real time.

With the advancement of technology, the gap in advertising for companies that use AI tools, and those that do not, will just increase. Companies such as Amazon and Netflix utilise advanced

algorithms capable of predicting behavior with greater accuracy due to deep learning.

#### PREDICTIVE ANALYTICS

The rise of Big Data has caused companies to accumulate large amounts of information about users. However, that data must be processed in some way to route it towards a specific objective, and that's where artificial intelligence comes in the picture.

Big Data is the pillar on which AI is based, which is the ability to predict behaviors to develop more effective business strategies.

#### CHATBOTS

A chatbot is a computer application that allows you to simulate a conversation with a client. The most basic offer standard answers to specific questions, but increasingly complex chatbots can process a large number of messages and, more importantly, learn on the go.

The advantage of such programs is that they allow sales people or customer service professionals to focus on more productive tasks. The doubts that the users transmit to the customer service are resolved by a robot that analyzes the messages and processes the correct response in each case.

#### EMAIL MARKETING

Email marketing is another area where artificial intelligence is increasingly used. Its main benefits are the possibility of segmenting content and targeting each user, avoiding spam filters or the ability to carry out campaigns in a simple, fast and automated way.

Like everything else, it has its drawbacks. For example, messages can be too fast and direct. Furthermore, algorithms are not always 100% reliable, and there are people who continue to value human interaction, a feeling that a machine cannot replace by itself.

Over time, the deficiencies that some of these tools still present will be alleviated, offering increasingly effective email advertising campaigns.

#### WEB DESIGN

Artificial intelligence is also changing the way websites are being designed. For example, there are tools such as Wix ADI that allow you to design a web page or logo automatically based on the content or images provided. Others like Colormind choose the ideal colors for the web based on previously used color ranges.

#### USER EXPERIENCE (UX)

One of the great objectives of artificial intelligence in marketing is to improve the user experience (UX). This concept seeks to increase user identification with the brand and improve customer loyalty and retention.

When you browse any website you want to find what you are looking for quickly. Until now, the three-click rule used to be used. It said that if a user could not find what he was looking for in three clicks, he would leave the page.

However, now we are looking for an even greater usability, to have everything available from the first moment.

Personalized content,

virtual assistants or a voice recognition interface such as Siri, Cortana, or Alexa, are just some of the tools that offer the user a more pleasant and effective experience.

#### PROCESS AUTOMATION

Finally, AI's main essence is to automate processes. This includes those tedious secondary tasks that are time-consuming and prevent marketing professionals from engaging in more relevant duties.

Additionally, it is able to guide them in the right direction, as if it were a superintelligence that

processes thousands, millions of data to draw a conclusion on their behalf.

In short, it interacts with its environment to offer fast, structured and reliable responses.

There is still room for improvement in this particular context, but there is no doubt that intelligent systems are an increasingly necessary advancement for any advertising, marketing and sales department.



# UNDERSTANDING THE DYNAMICS OF FUNDS IN UAE

**Kokila Alagh**, Founder at KARM Legal Consultants, United Arab Emirates



## Barkha Doshi

*Barkha is a Senior Associate at KARM Legal and the most recent addition to the KARM team, having previously practiced in India as a corporate and capital markets lawyer for over 5 years. Barkha has experience in equity and debt capital markets, IPO and general corporate/commercial matters.*

*At KARM, she is also closely working in the firm's fintech, crowdfunding and token offerings practice. She has assisted clients in the process of obtaining a crowdfunding license from the concerned regulatory authorities and drafted the regulatory business plan along with the related policies. She is also engaged with the firm's funds practice where she advises on all aspects of incorporation of funds in DIFC and ADGM and their management, operation and related carry arrangements.*

## Poojitha Janarthanan

*Poojitha is an Associate at KARM Legal, and as part of the research team, has experience in assisting clients in the FinTech and Blockchain sector with regulatory compliance, licensing, incorporation and general business requirements.*

*Poojitha has previous legal experience in India and Dubai, she has worked with clients that include major companies in the financial services industry, oil and gas industry, the securities industry and the cosmetics industry to assist with the Value Added Tax (VAT) implementation in the GCC region.*

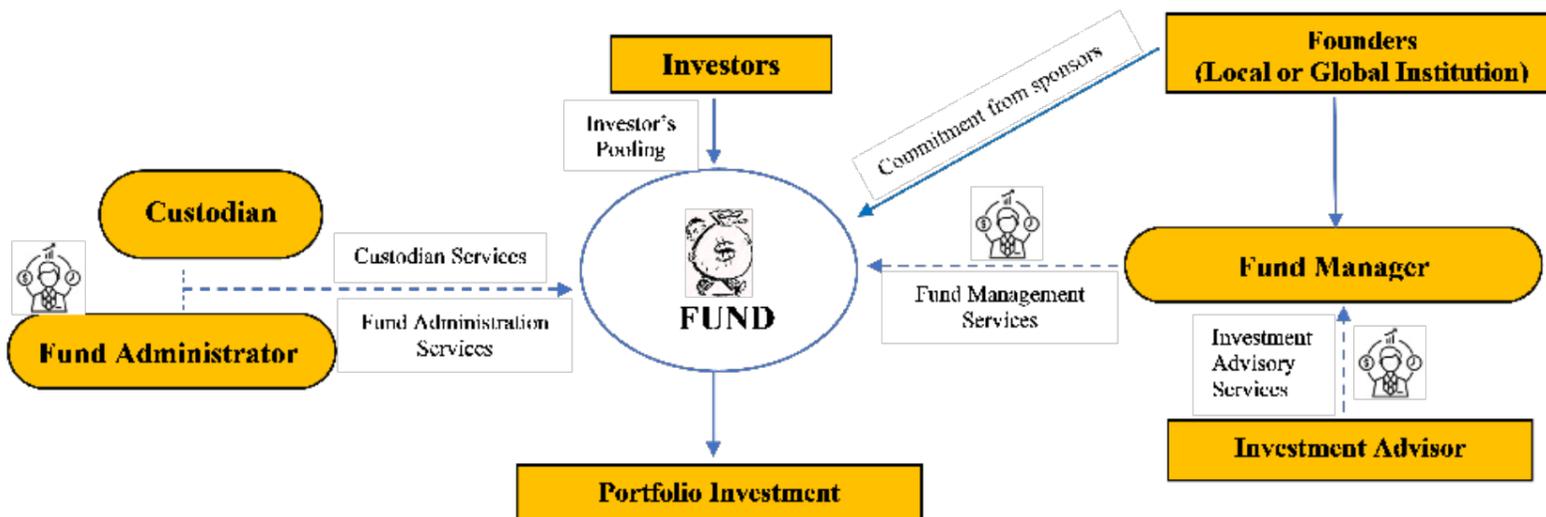
*She has worked with international law firms and government companies in Dubai to assist clients in the shipping and marine industry as well.*



Financial markets play a vital role in the economic development of a country. They facilitate the allocation of scarce resources by transferring them from savers to borrowers, thereby accelerating investment activities in the economy. A key aspect in the financial market is incorporation of funds.

directly. From a regulatory viewpoint, the jurisdiction should allow flexibility in raising commitments from residents as well as non-resident investors, making investments and distribution of profits.

An investment fund is a pool of capital that a

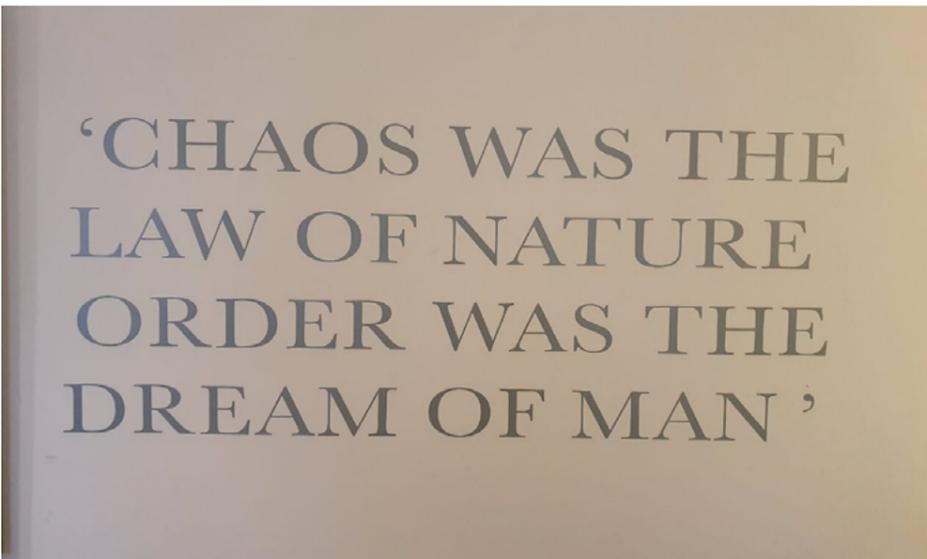


Individuals, businesses, and governments all use funds to set aside money. Individuals might establish an emergency fund or rainy-day fund to pay for unforeseen expenses or a trust fund to set aside money for a specific purpose. Individual and institutional investors can also place money in different types of funds with the goal of earning money.

Regulators are increasingly focusing on new investment products and different types of funds to stimulate the financial markets. As a result regulators are constantly updating their regulatory frameworks and the investment products and fund vehicles offered continue to evolve. There are several factors that are considered while determining the choice of jurisdiction or regulator for setting up a pooled investment vehicle. A suitable jurisdiction for setting up a fund should primarily allow tax neutrality to the investors. 'Neutrality' ensures investors are not subject to any higher taxes than if they were to invest

number of individual investors pay into, which is used to collectively invest in stocks and bonds. It is a fund in which each investor owns their individual shares, but they don't have any influence on where the money in the fund is invested. Investment funds are established and managed by investment fund management companies. Funds manage the assets of many investors and invest them in securities, such as equity shares, bonds, treasury bills and other financial instruments.

- **Founder:** An individual/ entity incorporating the fund to pool the money allocated for a specific is termed as a founder.
- **Fund Manager:** A fund manager is responsible for implementing a fund's investment strategy and managing its trading activities. It should be authorized by Financial Services Regulatory Authority ("FSRA")/ Dubai



Financial Services Authority ("DFSA") to create, manage, wind-up Funds. A Fund Manager can be based in ADGM/DFSA (domestic) or outside ADGM/ DFSA (foreign) regulated and located in a recognized jurisdiction.

Manager if insufficient in-house resources.

REGULATION OF FUNDS IN UNITED ARAB EMIRATES

The United Arab Emirates has created an ideal market, infrastructure and tax efficiencies for the setting up and management of such investment funds within their financial free zones in the emirates of Dubai and Abu Dhabi.

Dubai - Dubai International Financial Centre (DIFC) In the emirate of Dubai, a financial free zone that facilitates the setting up and managing of such funds is the Dubai International Financial Centre (DIFC) and is regulated by the Dubai Financial Services Authority (DFSA) under the DIFC Collective Investment Funds Regime.

The DIFC Collective Investment Funds Regime was first introduced in 2006 and is governed by the Collective Investment Law 2010 (DIFC Law No. 2 of 2010), the Regulatory Law of the DIFC (DIFC Law No. 4 of 2004 and the rules enacted under the Collective Investment Rules (CIR) Module of the DFSA Rulebook. This regime primarily focuses on the formation and structuring of investment funds in DIFC including the management and administration of the funds.

The main objective in adopting and enacting this regime to create an attractive jurisdiction for the establishment of investments funds and alike. The regulatory framework draws on international standards including the International Organization of Securities Commission (IOSCO) principles to balance the facilitation of business with adequate investor protection. Pursuant to this object, the DFSA regulates all the key participants in the fund management service sector including the fund administrators, custodians and trustees.

Under the DIFC Funds Regime, there are two types of Funds: Domestic Funds and Foreign Funds.

- **Fund:** It includes a domestic fund established in ADGM or DFSA along with a foreign fund.
- **Fund Administrator:** It is responsible inter alia for fund accounting, valuation, maintaining the register of unitholders, issuance, and redemption of units, etc.
- **Custodian:** It is responsible for the safe custody of fund property and is generally outsourced to Custodian unless due to the nature of the fund it is not practical (e.g. a PE Fund or a VC Fund).
- **Investment Advisor:** Investment Advisor shall plan, direct, or coordinate investment strategy or operations for a large pool of liquid assets supplied by institutional investors or individual investors. It is responsible for non-discretionary advice in respect of the fund's assets/property as per the prospectus and investment strategy and may or may be outsourced by the Fund

A Foreign Fund is a fund which is established or domiciled in a jurisdiction other than the DIFC and is not an External Fund.

The types of Domestic Funds available in DIFC are as follows:

various fund vehicles available to Fund Managers in DIFC. For example, there are three types of vehicles that can be used to establish a Domestic Fund, such as Investment Companies, Investment Trusts and Investment Partnerships. Furthermore, Fund Managers of the open-ended Umbrella Funds

|                             | Public Funds   | Exempt Funds  | Qualified Investor Funds   |
|-----------------------------|--|---|--|
| <b>Key Features</b>         | The Public Fund regime provides greater protection to retail investors through requirements such as the independent oversight of a fund and the detailed disclosure requirements in a Prospectus.  | The Exempt Fund regime allows a fast-track notification process, wherein the DFSA aims to complete the process within a period of five business days and implements lesser regulatory requirements than a Public Fund | The Qualified Investor Fund (QIF) regime provides proportionate regulation, allowing flexibility for QIF managers and QIFs.<br><br>The regime requires self-certification regarding the adequacy of systems and controls and allows a fast-track notification process where the DFSA aims to complete the process within a period of two business days |
| <b>Level of Regulation</b>  | Detailed regulation in line with IOSCO standards   | Somewhat less stringent than for Public Funds   | Significantly less stringent than for Exempt Funds   |
| <b>Investors and Offer</b>  | <ul style="list-style-type: none"> <li>Unitholders include Retail Clients; or</li> <li>Has, or intends to have, more than 100 unitholders; or</li> <li>Some or all of its units are offered to investors by way of public offer</li> </ul> | <ul style="list-style-type: none"> <li>Only Professional Clients;</li> <li>Has 100 or fewer unitholders; and</li> <li>Units are offered to persons only by way of a Private Placement</li> </ul>                      | <ul style="list-style-type: none"> <li>Only Professional Clients;</li> <li>Has 50 or fewer unitholders; and</li> <li>Units are offered to persons only by way of a Private Placement</li> </ul>  |
| <b>Minimum Subscription</b> | N/A  | USD 50,000  | USD 500,000  |

In addition to this, DIFC also classifies Specialist Fund in other categories such as Islamic Funds, Hedge Funds, Property Funds including Real Estate Investment Trusts (REITs) or Private Equity Funds. The regulatory requirements applicable to these Specialist Funds vary and depend on the risks associated with each type of fund.

These types of funds can be structured using

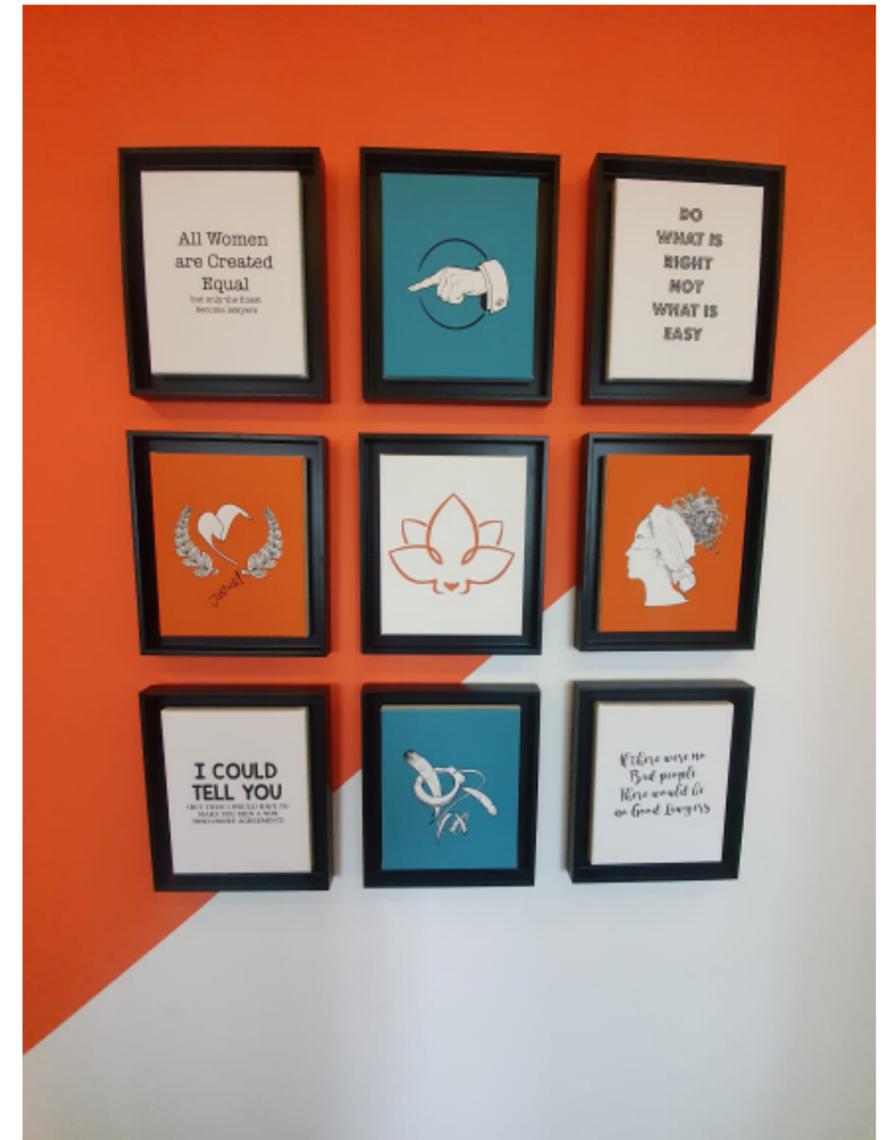
additionally have the flexibility to use the Protected Cell Company (PCC) structure. This allows investors in each Sub-Fund of the Umbrella Fund to have legal segregation from liabilities arising in other Sub-Funds.

Abu Dhabi - ABU DHABI GLOBAL MARKET (ADGM) In the emirate of Abu Dhabi, a financial free zone that facilitates the setting up and managing of such

funds is the Abu Dhabi Global Market (ADGM) and is regulated by the Financial Services Regulatory Authority (FSRA) under the ADGM Funds Regime. The ADGM Funds Regime is governed by the Financial Services and Markets Regulations of 2015 and the rules enacted under the FSRA Legislation. This framework aims to balance a business stimulating environment for the relevant market players whilst still maintaining the necessary levels of investor protection.

Drawing directly from the Common Law system, the FSRA has implemented an innovative Funds Regime that has taken into consideration sector-specific requirements and implemented this into their regulatory requirements. For example, the Venture Capital Fund Manager (VCFM) regime reduces the regulatory requirements applied to qualifying VCFMs and this includes zero regulatory capital requirements. Under the Private REIT regime, the REIT Managers can launch products in private placement without listing requirements.

The ADGM Funds Regime recognizes that the ability for new players to enter the market with ease is fundamental to developing a dynamic and robust funds industry. The FSRA allows Fund Managers licensed from within or outside ADGM to establish funds utilizing a wide range of fund vehicles. The regulatory framework allows fund managers to establish different types of funds, including Sharia-compliant funds.



ADGM authorized Fund Managers can choose to establish and manage funds outside of ADGM, whilst any firm with the appropriate ADGM FSRA permission can also promote and sell units from both ADGM funds and foreign funds.

Under the ADGM Funds Regime, there are two kinds of funds: Domestic Funds; and Foreign Funds. Domestic Funds are established and domiciled in ADGM and can be managed by either a domestic or foreign fund manager. A Domestic Fund can be set-up as a Public Fund, Exempt Fund or Qualified Investor Fund.

The distinguishing factors between these funds are

described below:

commercial convenience and tax efficiency for

|                             | Public Funds   | Exempt Funds   | Qualified Investor Funds  |
|-----------------------------|--|--|---|
| <b>Key Features</b>         | Public Funds require registration with the FSRA including the requirement of a prospectus and may be subject to risk-diversification requirements regarding its investment and borrowing powers. | A key differentiator for ADGM Exempt Funds and Funds established in other jurisdictions is that there is a relatively low minimum investment level as well as not being constrained by an arbitrary maximum number of investors. | QIFs only require notification to the FSRA prior to the initial offer of units and there are no upper limits on investor numbers. |
| <b>Level of Regulation</b>  | Detailed regulation, like a public offering.   | Less stringent regulations when compared to that of Public Funds.  | Least stringent   |
| <b>Investors and Offer</b>  | The unit holders include all clients, including retail clients via a Public Offer.   | Only offered to professional clients and are offered via a Private Placement.  | Only offered to professional clients via a Private Placement.   |
| <b>Minimum Subscription</b> | N/A  | USD 50,000   | USD 500,000   |

ADGM provides a wide range of structuring options for the establishment of funds including Special-Purpose Vehicles (SPV), Restricted Scope Companies or a General Partner SPV. The regulatory framework enables the umbrella fund structure wherein a single umbrella fund may have more than one distinct sub-fund, each with its own investment objective and policy. ADGM Funds can also operate under the master/feeder structure wherein the fund may act as a feeder to a foreign fund or as a feeder to another ADGM fund.

To conclude, the selection of the fund vehicle requires careful planning and is driven by a variety of considerations as the same would have a profound impact on the investors in the fund. While deciding on the optimum structure for a fund, varied objectives such as limited liability for investors,

investors and managers need to be considered. Fund vehicles have historically been in investor friendly and tax neutral jurisdictions and both, ADGM and DFSA offer pooling of investments via funds by creating an efficient business environment and operating in coherence with international regulatory standards.

Post the financial crisis, regulatory

requirements globally have increased and so has the cost of compliance. Regulatory frameworks are tasked with the onerous task of balancing protecting financial markets and investors without strangling innovation and growth.

The UAE has achieved this along with their attractive tax regime, to stimulate the funds industry while still ensuring investor protections.



# ACCESSING TRUE ALPHA



## Aradhna Dayal Founder and CEO of Access Alts Asia

*Aradhna Dayal is Founder and CEO of Access Alts Asia, an Asia-focused, members-only investment club that brings together some of the world's largest Family Offices and Institutional Investors (Endowments, Foundations, Pensions, Strategic Investors) with two primary goals: Invest in high-alpha alternative investment opportunities and build Billion-dollar cross-border businesses. The club hosts three Member Meets: in New York, Dubai and Shanghai, every year and allows members to explore early-stage deals, co-investments, VC, Private equity or Hedge Funds all the way from Shanghai to Silicon Valley. A super networker, entrepreneur, and visionary leader,*

*Aradhna has studied Global Strategic Management at Harvard Business School. As the fourth-generation family member of a large landowning family in India, Aradhna established her family office, Regal Ford Asia, in Hong Kong 25 years back, making her the first female CIO in Greater China. Aradhna also pioneered revitalization of Industrial Buildings in Hong Kong, creating affordable office space for small businesses.*

*An avid tech investor, Aradhna is on the advisory committees of Oloid and Endowment Global Research. As a philanthropist, Aradhna serves on committees of Teach For China and Move4Migrants.*

*When not speaking on international platforms or lobbying for Women on Boards, Aradhna enjoys her time as a mother to two feisty Gen Nexts.*





As markets become more correlated due to Covid, accessing true alpha has emerged as the biggest challenge for global investors. Access to a global network that facilitates highly localized investment opportunities in different parts of the world is the real answer, believes Aradhna Dayal, founder of Access Alts Asia, a powerful network of some of the largest business families and institutional investors worldwide with about \$1.2 trillion in investible assets.

#### Building and East-West Bridge

Aradhna, who has been managing her family office based in Hong Kong for 25 years, built Access Alts Asia on the extensive network she had nurtured within Pension Fund investors, Endowments & Foundations and Family Offices in the US, Middle East and Asia through her investing career.

"About five years back, I noticed that many of my family office friends wanted to come to Asia and look for eclectic, non-traditional investment opportunities but could not find a trusted network to come through," noted Aradhna. "In an increasingly connected world, Access Alts Asia fills an important niche by providing the first, independent conduit between East and the West, connecting Asia to the World."

Access Alts was initially aimed at facilitating access to some of the best early-mid stage Deals, Co-investing opportunities as well as Public and private market funds (VC, Private Equity and Hedge Funds) across Asia.

"But more than anything else, I want to build a trusted, discreet "family-like" platform for global investors to share investment ideas and local insights freely - one that allows them to not just to invest but also to build billion-dollar cross-border businesses."

As the CIO of an Asia-focused family office that has generated 18% annualized returns for two decades, Aradhna understands Asia well. "But our real strength is the deep relationships and trust we have built with strategic investors such as Tencent, Baidu and JD.com in Greater China; with top Venture Capitalists in South East Asia; with the largest university endowments and institutions such as the International Monetary Fund in the US; and with key family offices in Silicon valley."

This allows Access Alts club member to understand government policy, demographic changes and themes such as digitalization in different parts of the world way ahead of the market. It also allows them to identify niche early state, seed stage or growth stage opportunities in VC, PE or public markets.



## ROCKEFELLER CAPITAL MANAGEMENT



Aradhna believes that to be successful investors today, we need to demonstrate three core attributes: Network, Knowledge and Navigate.

### NETWORK

Access Alts Asia hosts three Members Meets annually (New York, Dubai, Shanghai) by bringing together some of the top entrepreneurs, strategic investors, multi-generational business families, institutional investors and fund managers. Each member has its own merit, opines Aradhna. "Entrepreneurs usually give us a great perspective on the viability of the business idea when we are looking at early stage investing. Strategic investors, such as Alibaba or PayTM are great sources of deals, as pretty much all start-up founders come to them to help accelerate their ideas first.

Business Families, on the other hand, are a nimble and the unique source of local intel and capital in the sectors they operate in. Finally, institutional investors are apt at assessing how robust the infrastructure and risk management of your investment target is. After all, they deploy

government capital or retirement money on behalf of people and need to be extra vigilant. They are also a great source of long-term capital," explains Aradhna. A combination of all these elements under one roof creates a unique network, allowing for the creation of sustainable, profitable investment portfolios.

There is another advantage of cultivating a global network: it is a sensible way to help our businesses grow cross border. "For example, last year Access Alts attempted bringing a regenerative heart technology from the US to China, which could easily be a Billion-dollar business," said Aradhna. More recently, Access Alts connected its gaming portfolio companies to a Middle East business family that owns some of the biggest shopping malls in the region.

### KNOWLEDGE

The world as we know it will change post Covid19 and knowing which sectors or "new" investment areas will emerge as winners will be a huge advantage. Access Alts Asia is looking at following

themes:

- Digital infrastructure in Asia is a niche emerging area that all investors should invest in. Countries are looking to build foundational services to power their IT with many interesting start-ups in this space.
- Virtual Consumerism, including Livestreaming of Ecommerce, will be a gamechanger as people shift to connect, shop and entertain themselves online.
- Smart Cities will lead the new way of living with several countries, including China, India and Singapore, piloting first Smart Cities. These will not be dystopian, sci-fi kind of places; rather these will be green, environment friendly, healthy, high-livable spaces with the technology 'in the air'.
- South East Asia as a region will produce the next set of Unicorns, after Gojek and Grab. Indonesia's Internet TAM market is rocketing, reaching \$228bn of GMV/GTV by 2025, predicts Goldman Sachs. A young, hyper internet-ed, population in Indonesia is behind this. All eyes are on the "Super App" that captures Indonesians' online spending.
- India has won accolades for its medical diplomacy during Covid19 and will be a major beneficiary of supply chain moving to the country.
- Not many know this, but China has just announced a US\$5 trillion initiative to build its Digital Economy and Infrastructure, similar to the physical infrastructure it built 10 years back. Expect 5G networks, Smart factories and transformational technologies.
- Wellbeing and Healthcare will be an important area to watch. All the way from vaccine development to contact tracing apps to Telemedicine, there will be innovations here.



## NAVIGATE

Family Offices are finding the current climate tricky, with many family businesses, built over generations, facing near extinction. While business families are tough, typically facing several crises over generations, Covid19 is particularly challenging as it threatens all traditional businesses as they stand today. "My advice to them is threefold," says Dayal.

"Take care of your people – they are your biggest strengths. Think about your "need to exist" as a business and pivot accordingly. And finally, bring in your Gen Next; they are young and innovative and your best weapons in a time like this."

## Focus On the Great Reopening

Finally, as the 'Great Reopening' begins post Covid 19, Access Alts is eyeing technologies that will facilitate the Future of Work and Life. "As an example, we are invested in a Silicon Valley-based company called Oloid that is providing a one-stop ID Management solution for deskless workers," says Aradhna.

This platform allows factory owners to conduct ID Checks on its workers, give access to secure areas, log their working hours as well as conduct temperature checks and contact tracing. This is done through a "No-touch" Facial recognition powered technology, and will be a gamechanger for any factory owner looking to reopen safely post Covid-19.

Now is a once in a lifetime opportunity for Family offices to invest in transformational technologies such as these, and Access Alts continues to power them.



# ESTABLISHING INNER PEACE

The most important thing is that now that "isolation" is coming to an end and we have to live anew, we are aware that it will not be the same. The people we knew will be different, the relationship with them will also be different. Suddenly we will have the feeling that we are in a completely different world, even though everything will look the same. We humans have changed inwardly.

The most important thing now is to find a balance in all this confusion, and we will be able to do that if we work on the personal variables in the following order:

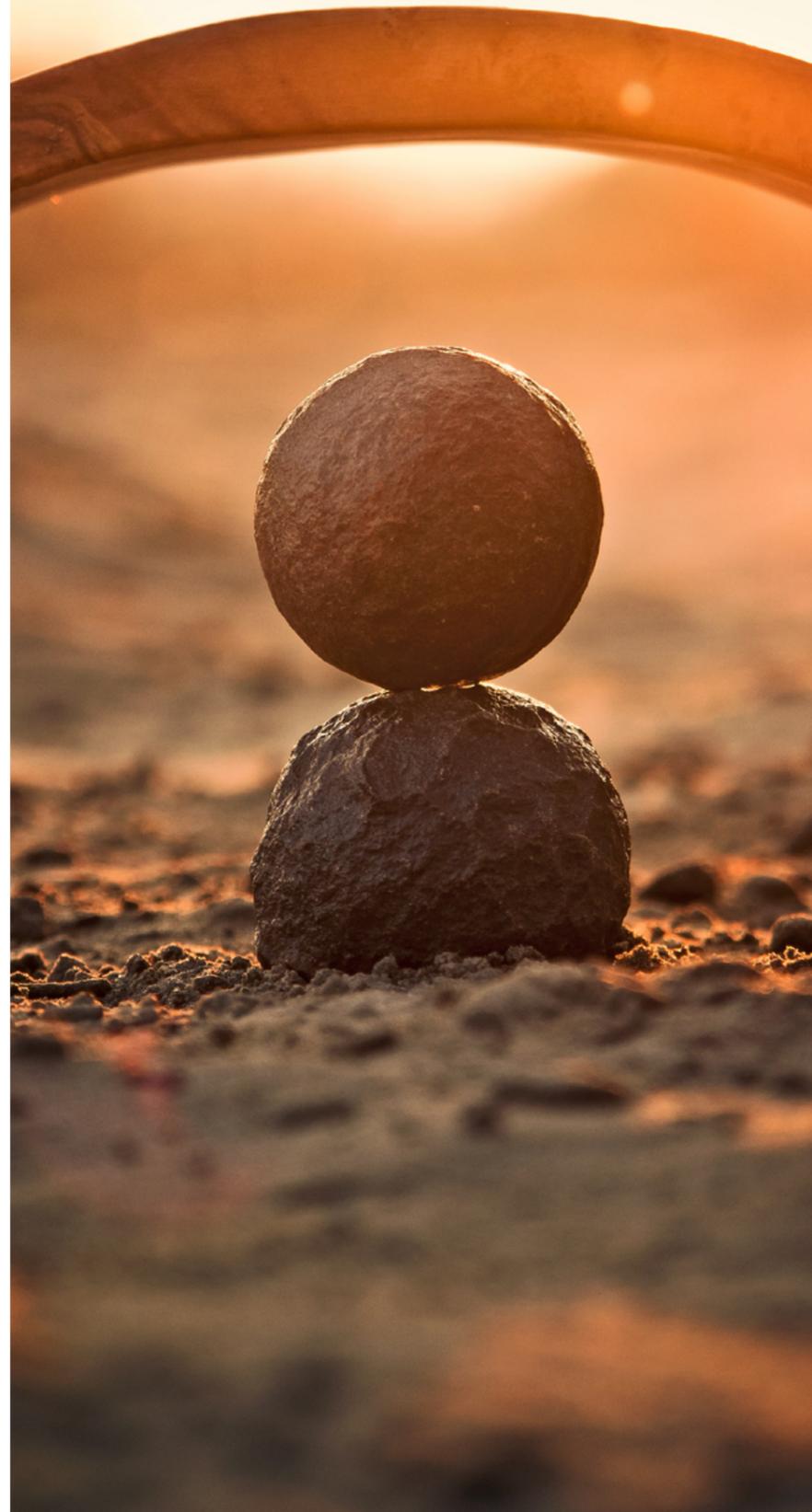
**So the first step is:**

**WORK ABOVE THE BODY (food, exercise)**

The central organ of the whole event is our brain. The brain needs enough oxygen and enough fresh blood. The higher the load, the higher the consumers. And if the body is not sufficiently supplied, it cannot supply the brain with enough high-quality oxygen and blood. In such a case the brain gives the body information to slow down and we suddenly become tired and lazy... The brain will make sure that it always has enough, even if other organs and body functions suffer. Personal transformation is an emotionally stressful process, so it is important that the body is strong enough to withstand these efforts.

**Second step: INTELLIGENCE**

The second quarter is our intellect, so again our brain. Since we spend most of the day dealing with a



## DR. MILAN KRAJNC

### PSYCHOTHERAPIST, CRISIS CAPTAIN



*A psychotherapist for directors and crisis captain in various companies. He is an expert in management psychology and corporate communication. He is an expert in solving the challenges that arise from the interaction of different personality types within a company or organization of any size and scope, from local to national levels.*

*He is able to complete projects that are already being undertaken as well as initiate transformation from the very beginning. He seeks out the root of a problem and eliminates it. He is Professor of Public Management on University of United Nations.*

*He is the author of Dynamic Leadership Model. And the author of more than 100 books in leadership and relationships. ([www.milankrajnc.com](http://www.milankrajnc.com))*



*Dr. Milan Krajnc has a degree in physics and engineering and continued his studies in psychotherapy and later earned a doctorate in leadership psychology. Therefore he has a very comprehensive approach to his work.*

*Today he works as an assistant professor for Public Management at the UN University of Peace, has had a private practice in the field of psychotherapy for 20 years and works as a crisis captain on crisis projects in the economy. He is the author of more than 100 books in the field of leadership and relationships.*

particular problem or the same types of problems, the brain becomes "unbalanced". They have to be given a counterweight. Therefore it is useful to introduce a brain exercise in the second half of the day, maybe a video game or reading books or learning from a completely different area, solving crosswords and mental challenges... Anything, but definitely not television.

Occasionally we look at some creative content or notes for current life, but anything else is not

recommended.

### Step Three: EMOTIONS

In third place are our emotions. I am not talking about love, romance, art... It's really fun. I mean, let's start exploring where we have fun. Above all, let's observe what we enjoy in our daily activities, where we find relaxation and playfulness. In short - to enjoy.

### Fourth step: SOUL

In the end, all that remains is our soul. That is really comforting or a retreat where we focus on ourselves. Some consider it a prayer, others a meditation, a third a beer after work, a fourth a walk in nature ... In short, it is a time when we can be alone and concentrate on our thoughts.

When we start to deal with these four components in parallel, we take a step towards inner peace. If we only deal with one or two components ... we will not get much further, because we will tear off other

components. In this way we will go round and round even more, and it will become more and more difficult for us ... To illustrate this with an example: If we only do sports, we will end up running a marathon or even longer (or we will constantly need more effort), but no peace, which we will never achieve.

Over a period of ten days, all activities must be equally satisfied with approximately the same intensity.

"But where do we have time for all this?" one could say. We have time. But in order not to create panic and confusion, it is important that you start making changes and slowly work on yourself, within the framework of what you are already doing. Above all, be aware that you will be slower and more tolerant at the finish line much earlier than when you are looking for shortcuts.

When we experience what we like about all these components, we suddenly start to have fun and focus more and more on ourselves. Suddenly we are no longer interested in the outside world but more in our inner world. So in a way, we form a fence against all the negative influences we have had so far, because we simply no longer see them. So we spontaneously stop dealing with negative things. We only deal with our energy.

With this we set out on the path of inner peace. This peace has to be constantly maintained. And how? So that you can enjoy the daily tasks. Eventually, you will not do anything that you do not enjoy doing.

With simple exercises for the most important answers

In order to facilitate the way there, I recommend the following exercise at the beginning. Set three alarms on your phone on the same day at different times. When the alarm goes off, ask yourself: "WHO AM I?" and "WHAT Do I FEEL do that? Do not look for answers. Just ask yourself. Repeat this throughout the whole process until you feel your first passion when searching for an activity.

The answers to these two questions will come naturally, completely spontaneously and when you least expect them (for at least three weeks, every day). So do not even bother to find them. Let it happen easily and by itself.



With this exercise you will bring back to life feelings that you have actually forgotten and that were suppressed in your early childhood.

At the same time add the following exercise: Meeting with yourself. Ask yourself every morning how you want to feel at the end of the day. If you do not feel like this at the end of the day, meet with yourself. Analyze the whole day in the meeting and you will see what activities prevented you from doing so. This means that these activities are draining energy from you. Start to change or remove them.

In this exercise you will concentrate on one day at a time. Be aware of the beginning and end of the day. This is how you actively start the day and consciously end it. You begin to live separately for each day.

While observing natural phenomena in the laboratory, I have seen that there are always seven phases; when an element changes its structure or the energy receives a higher frequency, a step back is no longer possible. So we can no longer determine the original structure of the material or return the energy with the lower frequency back into the energy. We called this quantum leap in quantum physics.

If we transfer the quantum leap from physics to psychology, then in inner development we call the quantum leap the moment when we notice a profound and final change in feeling and behavior. Then we realize that something has changed forever.

An external observer could actually say that these clients have only made one decision. But the decision making is extremely important for human life. We make 35,000 decisions every day. In order for a quantum leap in physics to occur, seven steps must be taken. The same goes for 7 steps in psychology.

This means that we go through these seven stages 35,000 times a day, and we are not even aware of them.

Occasionally we do not go through any of the seven phases and get stuck in place. Then we have the feeling that we are going in circles, which can take years. A psychotherapist is welcome here who can get us out of this vicious circle.

Therefore, based on all observations and a good knowledge of natural phenomena, I have developed a method that I Sirius Personal Transformation.

#### THE FIRST THREE PHASES ARE INTENDED FOR ANALYSIS.

But in order to analyze something, we must first put things aside. But this is only the first stage. When we put things aside, we see where we stand and what we need in the first place.

In the second stage we then remove everything that does not belong to us or that we believe no longer belongs to us. In life we feel this as redemption, as relief, we feel that we have experienced enlightenment. In fact, we have only made room to draw new energy. If we do not take quick steps forward at this stage, we will have even heavier burdens than before.

So in the third stage we have to think about what brought us here and what we want, with which we can fill this emptiness now, but it is possible that this emptiness will be enough for us. We must therefore arrange all the other things in such a way that we feel that we are in balance.

But the excitement starts to fade and a feeling of fear starts to develop... We begin to think about how much time, energy, money... we have lost... At the same time, we say where I was looking before, I was blind... and similar regrets.

So we should not stop at phase three, where we finish with the analysis...

#### IN THE THE FOURTH PHASE WE SET A NEW GOAL WE.

Where do we want to go next, but based on new

feelings and new insights about ourselves. Here there is still the fear, a guilty conscience, that we will betray someone now because we have to move on. That is why intensive physical activity is necessary to supply the body and the brain with enough oxygen to make the whole mental effort easier to manage. Although we are slowly moving into a new path, the energy of the old habits is still very present and pulling us back, so we need to be in good physical shape to be able to beat all these voices.

#### THE FIFTH PHASE: WE INTENSIVE ENCOUNTER GIVING UP OLD OF HABITS.

Here we usually change society... Almost everything that prevents us from expressing our own will. It depends, of course, on the phase and the area we are in. While we may be able to make a small change, such as quitting smoking, this will release 100 other unconscious congestions. The fifth phase is the most intense, but we already feel relief within ourselves, even if we feel that a storm is raging around us.

#### In the sixth phase, we take a new path.

In the sixth phase we say that after every rain the sun is shining and we begin to make our way to the desired sensations. Here the calls from the past are hardly to be heard. So in a way we are already walking a new path.

#### Seventh phase - a new way.

In the last phase we introduce the new path

almost completely into our whole life, where we no longer feel that we have changed anything, although our surroundings tell us how different we are.

**We ourselves often do not perceive these changes because we are inside of what is happening and the environment sees a big change. We ourselves feel the changes much earlier, but when we calm down completely in the last phase, we no longer really know what it was all about, even if it was yesterday.**



# COVID-19 ACCELERATING HEALTH CARE INNOVATION



## DR JANE THOMASON,

Fintech | Digital Assets | Impact | SDG | ESG

In every way the COVID-19 Pandemic has been uncomfortable and disconcerting. For many it has been devastating. The enforced shift during the worst of the pandemic to virtual working, consuming and socializing has generated a seismic shift to virtual activity - anything that can be done virtually is. There is no part of our lives where this is more true for than health care. A

CoronaVirus Response Fund to support different initiatives run by organisations locally and globally to overcome the effect of CoronaVirus pandemic. The global community has really pulled together by holding more than 20 hackathons around the world (Global, UK, India, Germany, EU, Italy, US to name a few), to address the Pandemic. A list can be found here. These and many many efforts around the globe are showing how adversity spurs innovation, and that technology is a vital adjunct to both winning the COVID battle as well as helping us cope with life at home.

The pandemic is the first real test of futuristic and disruptive technologies that have been in development for decades. Companies are innovating in the fields of Tracking and Mapping; Data Integrity; Diagnostics; Supply Chain Provenance and integrity; Remote Care and Remote Working are summarised below.

### Tracking and Mapping

During a pandemic, maintaining the public's confidence in government is essential. Open-source digital platforms are improving the flow of information, resources and services between institutions and individuals. Companies like <https://adalabsafrica.com/about-us/> are experimenting with citizen data wallets to streamline the portability of health records.

Acoer provides health care and life sciences institutes with blockchain solutions to easily track the virus and visualize how it is spreading around the world using an app called HashLog. The coronavirus HashLog dashboard allows researchers, scientists and journalists to easily understand and follow the spread of the virus, as well as its trends over time from a wide set of public data including data from the Center for Disease Control and the World Health Organization. The platform's blockchain technology ensures that every piece of shared information cannot be manipulated or changed.

Sol E. Girouard, CAIA, from Harvard University writes on the use of AI for modelling responses

digital health economy is emerging and every business will want to understand how it needs to be part of the new health ecosystem in order to prevent the next pandemic. Every business will be a health business in one way or another.

No one was ready for the pandemic, nor was there an effective platform for international cooperation. Indeed, rather than collaborating, countries competed, for short supplies of personal protective equipment (PPE), testing kits and to safeguard or repair reputations. If a vaccine is ever invented, we can expect to see countries compete for doses. The combination of uncertainty and fear has caused legacy resistance to innovation to fall away.

Indeed, as I reported earlier, Covid-19 Is Spurring New Innovations. We have seen a multitude of solutions to the shortages of ventilators. In Italy, ventilator tubes that cost \$10k each were able to be 3D printed for \$1 each. Distilleries that usually made whiskey switched gears to provide hand sanitizer to first responders, hospitals, and the general public. 3D printers are supplying 3D printed face shields, while other companies have begun developing reusable, washable face masks made of antimicrobial fabric.

Annie Theriault from Grand Challenges Canada, outlined a whole range of solutions emerging in identity, big data, fintech, virtualhealth, supply chain, and research. Maanch has launched The

of COVID-19 and reports that the results of these early year AI models of risk estimation in sustained community transmission, suggests that at least a higher than 60% broad-based testing is necessary to avoid mass contagion.

Health tech company Metabiota, another health tech company, offered analysis about the spread of Covid-19, predicting it would reach South Korea, Japan, and Taiwan one week before it was reported inside their borders. By helping track and contain the spread of disease, these technologies may someday stop epidemics before they cross borders.

Arweave has developed a new type of blockchain where users pay upfront a low cost data storage. More than one million pieces of data are now stored on the permaweb, and nearly 200 apps have been developed. This includes apps like WeiBlocked, which trawls Weibo for content likely to be censored. It indexes these posts and decentralizes them in the storage of hundreds of Arweave nodes operated around the world.

The potential to become the immutable layer of the internet attracted the new \$8.3 million in funding just four months after Arweave raised its last \$5 million from Andreessen Horowitz, USV and Multicoon Capital. Along with video chat apps, Arweave is one of the startups benefiting from the unfortunate ripple effects of the tragic coronavirus.

### Diagnosics

Companies working on rapid diagnostics have accelerated and there are over 200 diagnostic tests available from innovators across the globe. This is creating constant improvements in testing accuracy along with higher throughputs and shorter time to results along with greater variety in point-of-care testing. The US American Chemical Society CAS has produced a special report, which you can read here. However, there are also companies seeking to prosper, which do not have accredited testing kits, for example, health authorities have fined an Australian company for making false claims that



its coronavirus test kits had been approved or endorsed by Australian and US authorities.

In another example, AI used in radiology imaging is also proving a major diagnostic tool for COVID-19. MobiHealthNews reports that using AI the detection of the lesion area can be done automatically and the quantitative analysis can be completed in 2-3 seconds, greatly improving the efficiency of accurate quantitative analysis.

### Supply Chain Integrity and Provenance

Images of donated supplies being taken by non-medical personnel have caused an outrage on social media. The coronavirus has proven that the medical supply chain remains an area with a legitimate need for blockchain provenance solutions. For example, Alipay along with the

10 minutes. GermFalcon, a germ-killing robot with strategically placed ultraviolet-C lamps, was developed to sanitize airplanes from most viruses on surfaces and in the surrounding air.

Tahmo is developing a wearable, wireless and continuous body thermometer, which can benefit nurses and doctors who need to track body temperature remotely in order to reduce the risk of becoming infected.

### POST COVID DIGITAL HEALTH ECONOMY

Multiple technologies are being deployed to identify coronavirus symptoms, find new treatments, and track the spread of the disease. Blockchain is securing medical records and tracking test kits, as well as tracking the spread. Robots and drones are making interactions with and treatment of sick patients easier. Surveillance tech is also helping find people who might be sick or who aren't wearing masks. Robotics and drones are taking on dangerous tasks.

COVID19 has caused the world to rethink globalisation

COVID19 has caused the world to rethink what we value

COVID -19 has caused the world to rethink how we live

COVID19 has caused the world to go digital first, but this exacerbates inequities for some.

**COVID has accelerated strategic innovation in health care and has been a catalyst for digital acceleration, technology solutions have pivoted and a game-changing factor is the levels of connectivity around the globe. This will continue and we will see a greater focus on pandemic, preparedness, business resilience, equality, community care, and access to health care.**

Zhejiang Provincial Health Commission and the Economy and Information Technology Department, has launched a blockchain-based platform that enables users to trace the demand and the supply chains of medical supplies. This included the recording and tracking of epidemic prevention materials, such as masks, gloves and other protective gear.

### Remote Care

Remote care and telemedicine is experiencing rapid growth. Remote care powered by 5G is already being used for remote diagnosis of Covid-19 in Wuhan, China. Hospitals and airports are using technology to monitor patients and disinfect facilities. BioSticker measures an individual's temperature, respiratory rate, heart rate, and coughing and can transmit updates every



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## HIGH-TECH CREATIVITY

### JANAK SARDA

FOUNDER & CEO

*Passionate about emerging technology, Janak distributes his time between Dubai, Germany and India, and leads the Blue Logic Digital team.*

*He brings his vision and experience as a business leader to the company, also serving as Managing Director of the Deshdoot Media Group in India and Calculus in Germany. He is the Vice President of the International Advertising Association for Youth Development Globally.*

*An active participant of various business forums, Janak is a regular visitor at global technology events such as the Mobile World Congress at Barcelona and the International Tourism Berlin (ITB) held in Germany.*

*If you have used your mobile to point at the fish at the Atlantis The Palm to find out which species they belong to or used your voice to ask Alexa to book a table at the hotel, then you know the magic of computer vision and conversational artificial intelligence.*

*Meet Blue Logic Digital, a leading creative high-tech company based in Dubai, which helps brands embrace this magic.*

You may imagine that a company working with artificial intelligence and computer vision must be creating complex, tech products. But when it comes to Blue Logic Digital, you'll be amazed to see the visually delightful and easy-to-use digital products that they create.

This is one specialized company that combines high-tech with creativity and helps brands adopt the tone of customer interaction expected by today's consumers. These interactions, which immerse users in the brand, are also called 'immersive digital experiences'.

Blue Logic has carved a very special place for itself in the Gulf region, becoming the partner of choice for leading brands seeking to embrace digital transformation and fulfill the needs of today's consumer. In the past, brands and retailers started to interact with individuals when they walked into a store. Today's consumer is different and is always connected to the web, and through a variety of devices.



The new consumer carries out research, browses products, and makes purchases, and many of these steps are on digital channels. A typical buyer may conduct a voice search, read reviews on social media, interact with a brand's mobile app, visit the website, interact with a chatbot on the site, and maybe even participate in a game on their online store. Blue Logic enables brands to deliver great experiences to buyers at every stage of this journey.

Healthcare, retail, education, aviation, and hospitality brands have gained a tremendous competitive edge as they have incorporated augmented reality, chatbots, computer vision, and gamification to their products, websites, and apps with the help of Blue Logic Digital. Blue Logic also excels at user experience design and creates world-class video and web content.

Dubai based Blue Logic Digital creates memorable

customer experiences by fulfilling the needs of users with logic and simplicity.

This magic is made possible thanks to the exceptional team that together has over 100+ man-years of experience across technology, communication, and design. This team is focused on adopting the most advanced technologies and deploying them for clients, making Blue Logic the digital trendsetters of the gulf region.

Janak Sarda, the founder and CEO of Blue Logic Digital, talks about the passion that drives the company. "Artificial intelligence is changing the way we conduct business daily. Dubai and the UAE have always propelled early adoption of such technologies. Brands and consumers alike adapt to this changing landscape

enthusiastically. We at Blue Logic help our customers capture these trends almost as instantly as they start trending globally. Our team at Blue Logic is encouraged and constantly motivated to have an early mover approach, as we constantly keep trying new methods of adding efficiency to the work we create."

The work culture and values of each member of the Blue Logic team are the main factors that have enabled the agency to occupy this leadership position. The Blue Logic mantra is - excellence in everything digital. Their passion for creating great customer experiences helps them to create competitive differentiation for their clients and themselves. The leadership also takes the reliability and assurance they must extend to clients very, very seriously.

Abhinav Kottalgi,  
Director,  
Technology of Blue  
Logic Digital talks

about the unique culture of the

company. "We place a great premium on learning continuously, but we also believe that sharing that learning is very important. This means that we take new concepts, ideas and technologies to all our colleagues, clients, and partners.

Each of us takes ownership for what we do - not just what we are expected to do, but always a little beyond that.

Another thing that's very important for us at Blue Logic is to respect everyone - from the newest entrant of the team to the senior-most member. And finally, we really value time. We believe that time equals opportunity and is extremely precious.

This culture pervades everything we do and has helped us to deliver hundreds of projects successfully and achieve very high levels of customer satisfaction."

**An Augmented Reality Based Treasure Hunt at Atlantis The Palm**

## ABHINAV KOTTALGI

### DIRECTOR, TECHNOLOGY

*Having successfully delivered digital projects in Singapore, India, Australia, US and Middle East over his experience spanning 20 years,*

*Abhinav enjoys working closely with entrepreneurs who are passionate about their businesses to come up with the best development approach to adopt AI.*

*At Blue Logic Digital, he focuses on driving innovation using emerging technologies to deliver cutting-edge digital solutions.*



When the iconic Atlantis The Palm hotel of Dubai was looking to increase engagement with specific segments of guests and incentivize them to try more of the food and entertainment options, they turned to Blue Logic for ideas and technology.

The Atlantis team shared an insight that they had about this segment – that they would love some innovative games. The Blue Logic team came up with the idea of a game-based augmented reality app, and designed a “treasure hunt”. Clues were placed at different places in the hotel's food and entertainment attractions.

Guests needed to book a table or purchase tickets to get access to the treasure hunt clues. This was done using QR codes, and point-and-shoot image recognition. The app was integrated with popular mobile wallets to make purchasing easy.

This treasure hunt proved to be a fantastic success, delivering a great return-on-investment for the hotel. The targeted hotel guests were led by the clues and rewards to discover many interesting options in the hotel. What's more, Blue Logic delivered this solution in just one and a half months - which was necessary to benefit from the peak tourist season.

**Chatbots Streamline Appointment Booking for a**



#### Leading Healthcare Chain

A leading healthcare chain of the Middle East wanted to make the process of setting appointments as easy and convenient as possible for patients, and also efficient for themselves. They had deployed a live-chat functionality on their website, so visitors could interact with a representative instantly.

When they analyzed user behavior on their website, they found that more and more patients were preferring to use the chat window to book appointments. Customers appreciated this easy and non-intrusive option for setting appointments.

The leadership team of the healthcare chain decided to accelerate this process by offering the chat window 24 x 7, and also in two languages - Arabic and English.

When they discussed this requirement with Blue

Logic, the specialists suggested that an artificial intelligence-based chatbot could provide this functionality, closely replicating the interaction that a website visitor would have with a human representative. Chatbots could book appointments 24 by 7 and converse with visitors in both the languages, while not requiring any additional staffing round the clock.

Blue Logic built a state-of-the-art, AI-powered, bilingual chatbot to manage the appointment booking system in a completely automated manner.

The chatbot can handle all aspects of the appointment booking process, right from creating a new request, rescheduling an appointment, canceling a booking, and viewing upcoming appointments.

It is able to book appointments immediately by checking the availability of the doctors.

Further, the chatbot can immediately answer a variety of queries related to insurance, lab reports, and other frequently asked questions. It is also trained to analyze preliminary symptomatic



information and guide the patient to the right specialist, as well as help to locate the nearest healthcare center.

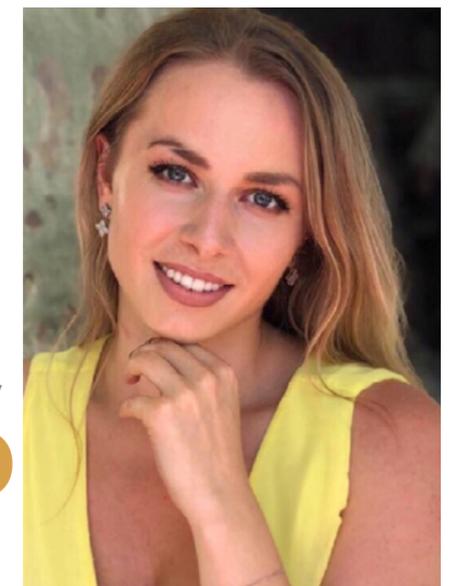
The chatbot enhanced the experience of customers visiting the website as they could have their queries answered, book appointments 24/7, and interact in the language of their choice.

The healthcare chain found real productivity benefits, as they could increase appointment bookings by 10x without needing more customer service executives.

There was a 20% reduction in phone calls to the call center, leading to an improvement in the existing call center team's productivity.

## A Special feature by ALINA TKACHENKO

Barcelona, Catalonia, Spain



**'CREDIBILITY'**  
**IS 'THE NEW CURRENCY'**



CREDIBILITY  
CREDIBILITY  
CREDIBILITY

OVER  
20 MILLION MONTHLY VIEWS  
0.8 MILLION\* DOWNLOADS  
AND COUNTING...



CORPORATE INVESTMENT TIMES

**FROM 'ME TOO'**  
**TO 'WHO ELSE?'**



POSITION  
POSITION  
POSITION

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20 MILLION MONTHLY VIEWS  
0.8 MILLION\* DOWNLOADS  
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CORPORATE INVESTMENT TIMES