

CEC

MAGAZINE

INSPIRING THE BUSINESS WORLD

FIND YOUR IKIGAI

Change the way you live, lead & work

INNOVATE

CONQUERING THE GREAT DIGITAL DIVIDE

How to get ahead and stay there

DEALING WITH DIVERSITY

The key to playing the generation game

INSPIRE

ENGAGING THE BOARD

Get their buy-in from the beginning

SHOULD YOU INVEST IN CORPORATE ARTWORKS?

Lessons in LEADERSHIP

Insight Enterprises' Wolfgang Ebermann talks strategy, philosophy and building a successful team





TOMMY HILFIGE



THE CHAINSMOKER

#TOMMYXTHECHAINSMOKERS

SMALL
LUXURY
HOTELS
OF THE WORLD

Independently minded



slh.com

on the cover

10 **LESSONS IN LEADERSHIP**
INSIGHT ENTERPRISES' WOLFGANG EBERMANN TALKS STRATEGY, PHILOSOPHY AND BUILDING A SUCCESSFUL TEAM

26 **ENGAGING THE BOARD**
GET THEIR BUY-IN FROM THE BEGINNING

34 **DEALING WITH DIVERSITY**
THE KEY TO PLAYING THE GENERATION GAME

44 **FIND YOUR IKIGAI**
CHANGE THE WAY YOU LIVE, LEAD AND WORK

60 **CONQUERING THE GREAT DIGITAL DIVIDE**
HOW TO GET AHEAD AND STAY THERE

78 **SHOULD YOU INVEST IN CORPORATE ARTWORKS?**



Cover image: Grantly Lynch



26





INSPIRE

20 | LEADING BY DISRUPTION

Taryn Williams, CEO and founder of *theright.fit* and *WINK Models*, has always been a problem solver who likes to challenge the status quo

22 | MARK JOHNSON

Molton Brown's global president discusses how the company tailors its prestigious fragrance brand for modern consumers

28 | MAMUKA BAKHTADZE

The former CEO of Georgian Railway dealt with challenges of geography, politics and logistics in modernising the national rail

40 | MASOOD MAHMOOD

For satellite operator *Yahsat*, space is the limit, as its CEO explains

“Disrupting the market that your business is already in while still operating that business is daring.”

Taryn Williams

20

INNOVATE

48 | LETICIA GONÇALVES

Monsanto is conquering Europe one crop field at a time as the company's president drives change in digital and sustainable agriculture

52 | OLIVER PABST

This CEO is just what Mammut Sports Group needed to boost growth, increase digitisation and propel the company into the future

56 | TERENCE MOODLEY

The Link Africa CEO sought economic and social change in his home country of South Africa, so he made it happen

62 | THINUS MULDER

Dark Fibre Africa's open access network has changed the game for internet service providers

70 | CHRISTIAN WERNER

With excellent market knowledge and the international expertise of a major IT market leader, CEO Christian Werner is leading Logicalis Deutschland straight to the top



22

INVEST

82 | IAN WALSH

The president and CEO of TRU Simulation + Training discusses the continued growth of the business and the plans for the future

88 | JOHANNES LINDEN

As PIA Automation Holding settles after the recent acquisition of M&R Automation, its newly elected CEO describes the company's direction for the future

INDULGE

96 | BROCKY MOUNTAIN HIGH

Stephen Corby puts a Ferrari 488 GTB through its paces at world-renowned Mount Panorama

100 | FROM PARIS WITH LOVE

A first visit to the French capital leaves an enduring impression

104 | THE LAST WORD

The world's most influential entertainer, Oprah Winfrey



100





LOST

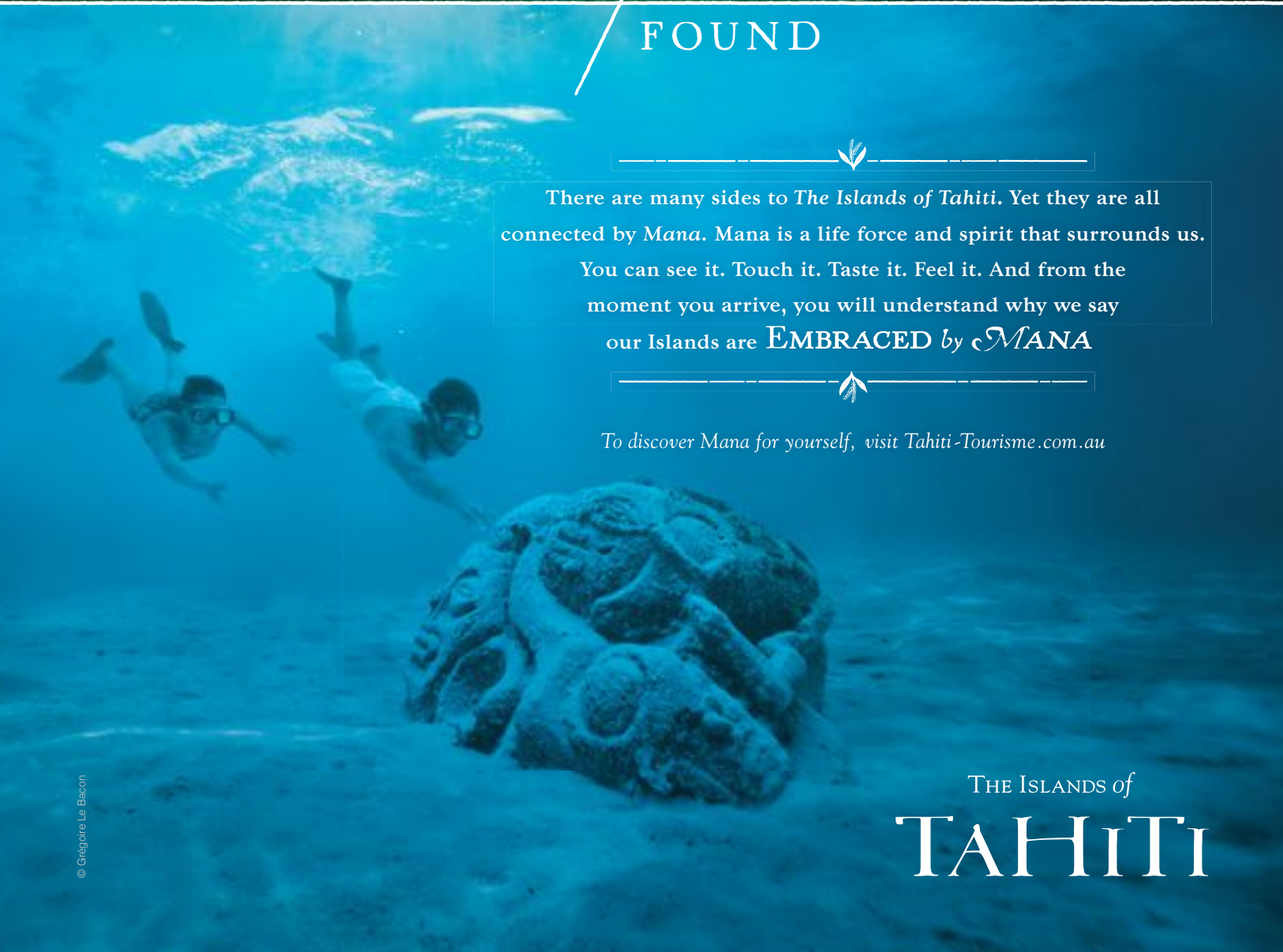
FOUND



There are many sides to *The Islands of Tahiti*. Yet they are all connected by *Mana*. *Mana* is a life force and spirit that surrounds us. You can see it. Touch it. Taste it. Feel it. And from the moment you arrive, you will understand why we say our Islands are **EMBRACED** by *MANA*



To discover *Mana* for yourself, visit Tahiti-Tourisme.com.au





Welcome to the new issue of *The CEO Magazine*, our first for 2018. This month we have lots of fascinating features that I hope will inspire you to innovate, invest and indulge.

First up is our cover story with Wolfgang Ebermann (page 10). The President of Insight Enterprises' EMEA arm is a strategic leader with great vision – he reveals how business leaders can take advantage of future success using IT as an innovator for excellence.

Searching for your purpose? You might just find it over on page 44 or, at the very least, learn where to look for it as we investigate the Japanese concept of *ikigai*. Loosely translated as your purpose in life, once identified, it is believed to have the power to change the way you work, lead and live. What's more, understanding the impact it has on you and your team can help you achieve your organisational, and personal, goals.

We also ask the question, are you revolution ready? (page 60), and reveal how having your board primed for action rather than reaction can make all the difference to your brand (page 26).

We investigate the rising trend in corporate art collections, we take a hair-raising spin around Australia's Bathurst race track, in a Ferrari no less, and we visit the most romantic city in the world Paris. It has certainly inspired me to book another trip there soon – I hope that it inspires you too.

Enjoy the issue, see you next month.

A handwritten signature in black ink that reads "Susan". The script is elegant and cursive.

Susan Armstrong
Editor-in-Chief

CEOTM MAGAZINE

INSPIRING THE BUSINESS WORLD

Editor-in-Chief SUSAN ARMSTRONG

EDITORIAL

Features Editor SANCHIA PEGLEY
Features Editor (EMEA) EMMA WHEATON
Assistant Editor SKYE HOKLAS
Senior Journalist SIMONE HENDERSON-SMART
Journalists ADRIAN FLORES, HOLLY JOHNSON,
DANIEL HERBORN, SHARON MASIGE
Digital News Journalist JOE MCDONOUGH
Chief Sub-Editor GITA SANKARAN
Sub-Editor LES SAVAGE

DESIGN & PRODUCTION

Art Direction & Design CAITLIN BERTINSHAW
Graphic Designers MELITA WATSON, KEELAN WITTON
Operations Manager CIARA EVANS
Senior Production Coordinator (Australia) NYSSA BOOTH
Production Coordinator (Asia) VALERIE LOO
Production Coordinator/Office Manager (EMEA) TYNE UZO

MARKETING & DIGITAL

Head of Digital and Marketing UYEN VU
Digital Content Producer AMANDA SMUIN
Digital Coordinator KATE BERGSENG
Senior Developer DANIEL GUNDI
Software Engineer FELIX NORIEL
IT Admin (Australia) MICHAEL WALLACE

FINANCE & OFFICE MANAGEMENT

Accounts CRAIG BOUNDS – accounts@theceomagazine.com
Finance Manager (EMEA) VIKTORIJA JOCYTE
Finance Manager (Asia) HENG HOOK TYE
Office Manager (Australia) LAURA SCOTT
Office Manager (Asia) SASHA SIVAKUMAR

HUMAN RESOURCES

Human Resources Manager ANNA WARMUS-PAVONE
Human Resources Administrator MARCELA MEDINA

EMEA

General Manager
TEDDY ALEXANDER – teddy.alexander@theceomagazine.com
Regional Manager
LAURA REDMOND
Senior Media & Communications Managers
ARMAN ARYA, NEAL GREGORY, ANDREA NEIRA
Media & Communications Managers – Europe
NATALIE CHARALAMBOUS, CAI HARROLD, JAMIE PALMER,
MICHAL PECHTA, BENJAMIN THILL, PETER NICHOLS, REBEKAH BLACK,
AMINE BOUNOU, CHARLES ERIBENNE
Media & Communications Manager – Middle East & Africa
LEAH AGAR, DOVILE BERNADISIUTE, PETER NGARA,
TAPIWA KACHINDA-HOFISI, RYAN WERNBERG

AUSTRALIA & NEW ZEALAND

Head of Sales & Media
STEVE SUMMERS – steve.summers@theceomagazine.com
National Display & Sponsorship Manager
RUPERT BALLINGER
National Partnerships Manager
EMILY EWENS
Senior Media & Communications Managers
KAREN GUNN, MARIA STRANGIO, JAMES WALMSLEY
Media & Communications Managers
SHANNON JONAS, SAMUEL LORIMER, ETHAN MCLAUGHLIN,
DANNIELLE WATTS

ASIA | INDIA & SOUTH ASIA

Senior Media & Communications Managers – Asia
GARY HO, DAISY TAN
Media & Communications Managers – Asia
KRISHNA ADVANI, ANNA AH-TUNE, SUNIE LOW, MARC MARANAN,
GEORGE MEJO, TOSIN MONINGKA, RIO PUTRA SALIM, CRIS-AN SAGABAEN
Media & Communications Managers – Greater China
PAMELA CHUNG, FLORA GU
Senior Media & Communications Managers – India
SANJAY BEJJARAM, VIVEK RAMANATHAN
Media & Communications Managers – India
MANAS KHANDELWAL, PRAGATI SINGH, RIYA TULSYAN, AANCHAL VIJH

ENQUIRIES: info@theceomagazine.com

EXECUTIVE TEAM

Co-Founder & CEO CHRIS DUTTON
Co-Founder ANNA DUTTON
Managing Director & Publisher DANIEL DI LORETO
Director – Asia-Pacific DAVID JEPSON

Australia (HQ)
Level 1, 7 Grosvenor Place,
Brookvale, Sydney
NSW 2100
T: +61 2 8925 7400

Europe
Drottninggatan 61,
111 21, Stockholm
Sweden
T: +46 8 4102 0077

Singapore
8 Shenton Way,
32-01 AXA Tower,
Singapore 068811
T: +65 6817 7500

Philippines
Level 17, 6750 Ayala Avenue,
Makati City, Manila,
Philippines 1226
T: +63 2755 7664

India
Level 7, Maximus Towers,
Building 2A, Hi-Tech City,
Hyderabad-500 081, India
T: +91 40 4033 9761

INSPIRE

CAN THE JAPANESE
CONCEPT OF *IKIGAI*
CHANGE THE WAY YOU
LIVE, WORK AND LEAD?

—*IKIGAI: FINDING YOUR PURPOSE*, P44





“Success is DEPENDENT on clarity.”

Wolfgang Ebermann shares how cloud computing will change the workplace as we know it, and how not to be left behind.

WORDS **DANIEL HERBORN** • IMAGES **GRANTLY LYNCH**

On the surface, Insight Enterprises is a company offering both software and hardware as well as a range of cloud-based services to clients across government and industry. Dig a little deeper, however, and it becomes clear that something far more ambitious and forward-thinking is going on. The company is aiming to equip organisations with all the tools they need to take part in an unprecedented digital transformation, offering solutions in fields such as network security, data virtualisation, data protection and office productivity.

Wolfgang Ebermann, president of Insight’s EMEA arm, came into his current role after more than two decades at Microsoft, where he held a series of executive positions, including vice-president and COO of Central Eastern Europe. At the technology giant, he had responsibility for more than 2,000 employees and worked across major sales, marketing and service portfolios. He also previously worked at Hewlett-Packard, in marketing and strategic account management.

This experience saw him become an enthusiastic advocate for the idea that companies should not only embrace digitisation, but place it at the very centre of their operations. The effects of this digital transformation are projected to be »



profound and wide-reaching, ushering in a fundamental shift in how businesses make profits. Jan van Vonno, Lead Digital Analyst for International Data Corporation (IDC) Europe, predicts that by 2020 more than 40 per cent of the Top 500 European companies will generate most of their business from digitally enhanced products, services and business processes. Jan confirms there's a clear trend that the executive profile of next-generation CEOs is changing. IDC even predicts that by 2020, one-third of new CEOs and COOs will have spent at least five years in a tech leadership role. Adidas CEO Kasper Rørsted is an example of this new breed of leader, bringing with him a wealth of digital experience and a focus on appealing to younger demographics through digital engagement.

Asked about how CEOs can drive top-down digital transformation, Wolfgang says that strategic leadership is vital. "First, the CEO has to make digital transformation a key strategic priority of the company. Second, that CEO needs to decide who is the owner responsible for that transformation."

Wolfgang points out that digital transformation is already happening at great pace and cites the rapid take-up of smartphones as a key example of this. Morgan Stanley has reported there are now

DIGITAL TRANSFORMATION ON THE RISE

Experts at IDC are projecting a dramatic growth in digital transformation initiatives. They expect the percentage of companies creating such initiatives to more than double by 2020, increasing from 22 per cent currently to almost 50 per cent.

Similarly, IDC predicts that 67 per cent of the CEOs of Global 2000 companies will have digital transformation as a central part of their corporate strategy by 2018.

some 2.8 billion smartphones in circulation and 1.5 billion have been shipped in the past year alone. For many, this technology is a ubiquitous part of daily life.

"The smartphone is becoming the digital assistant for private and business use. Based on that, companies have to think about whether the smartphone is having an impact on their current product and services portfolio. Do they need to adapt their product and services offerings to be truly digitally enabled? If their products and services don't adapt and take advantage of that digital assistant, they might lose out on the opportunity for future growth.

"If you really want to take advantage of future success using IT as an innovator for

excellence, then you have to think about how you can alternate your key business processes even more to take advantage of IT and to digitise your processes. Most important, is to think about how you can modernise the way you run, not just your IT, but also your key business processes.”

Digitisation also promises to change the face of the workforce itself, Wolfgang says. Embracing this change means facilitating new ways of working and ensuring that IT innovation as well as mobile devices and technology are incorporated into the workplace. “Many businesses know that their workforce is the most important way to drive productivity, but it is also one of the big cost factors in many organisations,” Wolfgang explains. He adds that Europe has particular challenges around increasing workforce productivity and that a digital transformation will help meet these challenges as well as accommodate more flexible ways of working, including remotely and collaboratively.

Wolfgang also predicts that digitisation will completely disrupt current models of client engagement and retention. Companies must embrace digitisation to engage with clients and to ensure their marketing and sales strategies are aligned with how clients receive information. “Digitisation allows you to show the client that you’re interested in engaging with them in new ways,” Wolfgang explains. “It allows you to drive new client acquisitions, but also to drive client retention and grow sales. This requires the marketing world to be well-integrated with your sales engagement.

“With this approach, you will build true client success teams as opposed to the partners who work in isolation and based on old technology. First, you need to advance your incentives to make them digital-assistant enabled. Second, you need to increase the digitisation of your processes and organisation. Third, you need to modernise your workplace to become more productive. Fourth, you will need to digitise your

“Digitisation allows you to show the client that you’re interested in engaging with them in new ways.”

marketing and sales force in enabling client engagement, going forward.”

Wolfgang says that all businesses can benefit from a strategic shift to digitisation, even old technology industries and those that have been traditionally hesitant to accept digitisation. “Those that are slow and reluctant need to accept that the smartphone is becoming the personal assistant in both private and business life,” he explains. “The research on this is very clear. It cannot be neglected. Companies that neglect digitisation will miss future growth opportunities.”

Wolfgang nominates Amazon, the world’s largest online retailer by sales and market capitalisation, as a model of how companies should adapt their products and services to capitalise on the ubiquity of the digital assistant that is the mobile phone. “In the sphere of retail services, they have taken the business of purely on-premise stores and transformed that business in a significant way,” he says. “The same is true when you look at how Netflix is changing the traditional entertainment industry and the way in which we consume media. Businesses need to assess the impact of the personal assistant in both business and private life.

“Operational efficiency has been altered very quickly by digitisation. In parts of Europe, because of our high cost structure, if you want to stay competitive in a global world, you have to do your assessment in terms of driving operational effectiveness. If you don’t, you run the risk of not staying competitive.” »


THE CHANGING FACE OF IT

While IT is an omnipresent part of contemporary commerce, Wolfgang says it will continue to evolve rapidly. Many CFOs have noted that up to 80 per cent of spending on IT is currently devoted to maintaining existing infrastructure. However, Wolfgang says that the function of IT will change to the point that it becomes a driver of growth and the key to optimising productivity.

Cloud computing is a particular focus for Insight; it has sold more than seven million client cloud seats internationally. This technology is foundational to digital transformation, and Insight believes it will bolster productivity and innovation, so businesses no longer have to be tied to a single location. In this way, it can allow companies to increasingly tap into the global workforce and share information and resources more quickly and easily. It has already been identified as a market segment experiencing brisk growth, with current industry analyst forecasts suggesting the global market for cloud services will have grown by 18 per cent in 2017. US research and advisory firm Gartner expects cloud computing to become a US\$240 billion industry in the coming year.

Cloud technology also has the capacity to facilitate new modes of customer engagement and employee empowerment. A recent survey by *MIT Technology Review* found that cloud technology can facilitate common reporting tools and information sharing, which will help integrate previously disparate departments such as human resources, information technology and finance. The technology can even be the foundation of new products and services as well as recalibrated and more efficient business models.

Cloud technology also offers more versatility than many realise, Wolfgang says, and can be an invaluable enabler of flexibility and corporate agility. “Companies need to think about how they can refuse to run their IT infrastructure with a lower cost base, and



“It became evident to me very quickly that the culture of Insight was very much aligned with my personal value system.”

moving from a topic-oriented, pure-owned, data centre-developed strategy to a smart data centre in the cloud.” The latter, he explains, allows a business to easily upscale or downscale capacity as needed and without requiring any pre-investment. Intelligence solutions are also much more straightforward and cost-effective with cloud computing as they avoid the necessity for a company to make its own hardware.

“Over the past two decades, IT has been seen as a must-have in business,” Wolfgang notes. “When you look at the key vendors, whether it is on the software or hardware side, they sold technology at its best. They sold technology products and, to understand that language, you had to be able to translate that into business language.

“That was a successful journey; however, if the IT industry is not evolving towards helping businesses to drive the business outcome, then it will not be able to make an impact despite the fact that it's innovating in an agile way. The innovations might not get adopted because people might just not understand the benefits of IT, and it won't be accepted as a strategic effort for helping businesses stay on course with regards to their future success. »





“The IT industry has to acknowledge that it needs to go from a technology style that was successful in the past, to a business style for the future. That transformation has to happen. IT companies that are able to transform themselves to become IT Business Advisories, are the ones that can help others understand the importance and strategic capability of technology going forward. I think that is the responsibility of the industry. You see many IT companies accepting that and transforming themselves. We are also on that journey right now.

As Microsoft CEO Satya Nadella has observed, companies electing to opt out of the digital revolution are a thing of the past; every business is now a digital business. Insight firmly believes that every organisation, regardless of its size or sector, can use digital technology to lower costs, drive innovation and optimise efficiency. Leveraging the possibilities of digitisation requires leadership and organisational buy-in, however, and this is an area in which many businesses could improve. Market research firm Forrester has estimated that only 27 per cent of contemporary businesses have a coherent strategy that sets out how they will create customer value as a digital business.

“You need to have the right attitude. Attitude means you are hungry for continuous development. You have to self-evolve and not stand still.”

JOURNEY TO INSIGHT

During his more than two decades at Microsoft, Wolfgang became familiar with Insight, which ranks as Microsoft’s biggest partner, worldwide. He says the deep synergies between the two companies made for an easier transition into his current role.

“When I had the chance to talk to the CEO and the board of Insight, it became evident to me very quickly that the culture of Insight, as represented by the CEO and the board, was very much aligned with my personal value system. For me, working at »

“For the past 20 years, HP and Insight have built one of the most formidable global technology partnerships in the industry. The diversity in customer experience combined with the strongest technology and services portfolio allows HP and Insight to deliver real value.” – Neil Sawyer, Channel Director, HP Inc. UK



Insight 

T H E W O L F

H P - R E I N V E N T I N G S E C U R I T Y

Security is at the heart of everything we do, from the very first stage of design through to final delivery.

HP is building a symbiotic relationship between digital life and security, continually delivering the most secure business devices on the market and making life better and safer for everyone, everywhere.

HP has sought to address endpoint security through a range of new PC and print product innovations, as well as raising awareness of network vulnerabilities.

To learn more visit www.uk.insight.com/hp-wolf and see how you can keep the Wolf from your door.

EXPONENTIAL GROWTH OF THE DIGITAL ECONOMY

The World Economic Forum has predicted that the digital economy will be worth more than US\$100 trillion by the year 2025. The Forum has also stated that businesses, NGOs and public officials will need to coordinate to fully realise the 'combinatorial' benefits of new digital technologies, including artificial intelligence, analytics and mobile and cloud technology. A study of more than 400 large companies undertaken by the MIT Sloan School of Management found significant benefits from companies that embrace digital transformation. Companies that have bought into this technology are, on average, 26 per cent more profitable than those who have not embraced the technology, the study found.

a company where my value system aligned with the company value system and seeing a real fit, that was the foundation for making the change.”

The opportunity to work for a Fortune 500 company with a global footprint was also appealing to Wolfgang, who started his career with Hewlett Packard, another IT company with a global focus. “I always enjoyed working in international companies and in international roles. So, I saw again a great match and the chance to join a company that was launching a Fortune 500 company on a global scale.

“The trigger point was that I was engaging the CEO and the board, they were interested and open-minded about transforming their successful business to the next level. I was sharing my interest in how to transform the organisation. Being a core member in helping a Fortune 500, helping them evolve really appealed to me. Having that ability to partner with the CEO and the board in an engaging way, that was

basically the trigger point to make that decision to join Insight.”

Wolfgang’s time at Microsoft, the world’s largest software vendor, and hardware vendor Hewlett Packard, gave him valuable exposure to the vendor side of the IT business. “When you work vendor side, you can’t really see the opportunity and benefit of having your own IT with your own product development team,” he reflects.

“When I joined Insight, it became clear to me that, as an IT reseller, you become the agent between the vendors and clients. Your real differential at that moment is that you represent a portfolio of products, rather than just one vendor. In that case, you are not the only one because there are other IT resellers on a global scale who are technically the same. With that, differentiation becomes more sophisticated or you end up with a very price-aggressive play. For the cost-benefit, you demonstrate to the client that you have a unique advantage. That’s different compared with the vendor side of the world.”

THE FUTURE OF EMEA

Insight’s EMEA group covers 12 nations and Wolfgang identifies there are particular challenges across the region. While different countries covered by the group have divergent cultures, he sees a lack of organisational dexterity in responding to and driving change as a common problem. “Although they are very fine countries, as a general rule, they have rarely seen change as the new normal,” he explains. “The agility of other continents is ahead of what I am experiencing right now in Europe. You have cloud adoption happening faster in India than Europe. UK, the North market, Netherlands, they are all fast-adopting. Countries like Germany, France, Austria, Switzerland are all slower in driving agility around adaptation.”

An outlier to this trend is the swift adaptation to smartphones which, Wolfgang says, has happened more rapidly in Europe than the US. It gives him hope that the European countries are open to digital transformation of their businesses, as long as there is a commitment from the highest levels of management to facilitate this shift.

“Europe as a union needs to stay aligned; however, there are challenges that we need to address quickly to ensure that we stay united, if we want to win against the other continents and other global players in the market. Recent circumstances in the past two or three years have raised some questions around the benefits of the European Union. We will need to solve those questions and together find the best way to stay competitive and relevant on a global scale.”

LEADERSHIP PHILOSOPHY

Wolfgang’s substantial experience led him to develop a leadership philosophy that is built on people, clarity of strategy and operational excellence.

“If you focus on people’s strengths and empower them with smart goals they will excel. Building a successful team includes recruiting strong talent with a diverse set of skills and strengths; utilising these will ensure business goals and objectives are achieved,” says Wolfgang.

“Business success heavily relies on having a focused and clear strategy in place. You need to have a ‘North star’ plan to keep you and your team focused and committed. In today’s agile business world you must ensure your plan includes operational excellence at all stages of execution, ensuring your strategy can adapt to changing business and customer needs.”

“You can’t have a good strategy without a defined operation rhythm,” he notes. “A cohesive leadership team that leads by example will deliver true operational excellence with the foundations being built on trust, a strong cultural value system, ethics and integrity.

“At Insight, we foster constructive dialogue, respectfully challenging each other when we need to, reaching the right business decision with full commitment from the team. Ultimately it’s trust, confidence in each other’s capabilities, commitment, accountability and the hunger to drive results that makes a winning leadership team.” ■



This cloud gives insight into
every swing.



LEADING BY

disruption

CEO and founder of theright.fit and WINK Models, Taryn Williams has always been a problem solver who likes to challenge the status quo.

ENTERING A NEW MARKET TO BE A DISRUPTER IS

brave, BUT
DISRUPTING THE
MARKET THAT
YOUR BUSINESS IS
ALREADY IN WHILE
STILL OPERATING
THAT BUSINESS IS
daring.

Entrepreneurs who can solve problems with disruptive solutions change industries. However, the essence of what makes a person disruptive doesn't start the day they launch a business. It is ingrained in them, and is then built on a foundation of knowledge, resources and abilities.

At the age of 21, with the blissful naivety of youth and about €20,000 in savings, I started my first business: WINK Models. Having worked in the industry for several years as a model and producer, there were so many things I loved about it, yet I was frustrated by the way agencies worked with models. It was common practice for models to be paid late, not in full, or not at all, and jobs could be few and far between. I felt compelled to fix what I saw as a broken business model.

From day one, WINK's company policy was to pay all models within seven days, regardless of whether we got paid by the client. I am proud to say that, to this day, we still pay within seven days. The company was completely bootstrapped, saw fast growth, and has just celebrated its tenth anniversary.

DISRUPT OR BE DISRUPTED

The lessons I learned during those first few years allowed me to watch the market and adapt to what the company needed to grow. I quickly realised how important technology was in allowing us to scale up and successfully manage our talent in a streamlined way. We started by building the first industry app, which allowed us to integrate payroll, accounting and live web updates. The technology allowed us to facilitate a sustainable structure, it removed the key dependencies in the business, and we thrived. That's when the idea came for my current business, *theright.fit*.

Theright.fit is a two-sided marketplace for creative talent and influencers that makes it easy, efficient and cost-effective for brands to create impactful campaigns. The platform empowers a wide array of talent including models, influencers, actors, photographers, stylists, videographers and make-up artists to control their careers and build their brands online. It can be hard to find work as a freelancer, and talent are traditionally charged a commission on every booking. *Theright.fit* gives talent the tools to build their brand profile online via the site and connects them to jobs they may not otherwise have found. For the clients, they can book and pay for their entire campaign in the one place, knowing that they're working with professional, fully screened talent.

While many people have asked me why I would risk disrupting the success of my existing business, I believe no business is immune to disruption and, as an entrepreneur, it is my duty to ensure my

companies are constantly evolving and building. I see a place for both, depending on the client's needs and budget.

PARTNERING, DELEGATING AND COLLABORATING

Being at the helm of not one, but two, businesses, both at different life stages, was a steep learning curve for me. I knew that to continue to achieve growth, I needed to start delegating. I have an amazing managing director at WINK who controls the day-to-day operations of the business. This has allowed me to focus my efforts on *theright.fit* to ensure that we are delivering the best possible platform and creating a company culture that impacts our teams, our clients and the industry.

With technology allowing us to operate in a global environment, we knew early on that we would need outside investment and working capital support. As those who have raised capital know, the journey is like a full-time job and, for a period, limits the time you can put into the everyday operations of the company. My advice to anyone considering investment capital is to make sure you are crystal clear on what you are looking for in your investors outside of capital, and that you are aligned with them on what success looks like.

Having grown one business before, I knew how important it was to surround myself with the right people, and I really wanted to have the best in market as soon as possible. Six months into the business, we secured a €485,000 seed-funding round, with experts in online marketplaces, Airtree Ventures, who have been a constant support throughout the journey.

ARE YOU RECOGNISING THE OPPORTUNITY?

I firmly believe that the fastest way to go backwards is to stand still. From an early age, I have been focused on problem solving and challenging the status quo.

The idea for both my businesses came from a desire to improve an existing situation and to meet a market need. This has caused a flow-on effect to others in the industry who are feeling the pressure to also do so.

Whether it's through technology, ideas, systems or people, I challenge you to look at the industry you are in and ask yourself these two questions: 'What can be done to improve efficiency?' and 'How can I be a part of it?'

If you're serious about being a leader and making a difference, you will find the answer.

For those serious about really impacting their industry and seeing disruption as more than a buzzword but an actuality, the next question can only be: How do I make it happen? ■



A PIONEER *in fragrance*

Molton Brown Global President Mark Johnson discusses how the company tailors its prestigious fragrance brand to suit the needs of modern consumers.

WORDS SHARON MASIGE • IMAGES BEN LISTER

Established more than 40 years ago, British luxury fragrance brand Molton Brown continues to find innovative ways to bring its collections to modern audiences. “What sets Molton Brown apart is the complexity and authenticity of our fragrances,” Global President Mark Johnson tells *The CEO Magazine*. “It is about the quality of the extracts and the ingredients we use, and about the way we work with our master perfumers. We give them total creative freedom.”

Mark emphasises that the company’s success is due to its focus on two key areas: its brand (brand awareness, positioning and equity); and its engagement with consumers. “We’ve done a very good job of putting that foundation in place and putting Molton Brown at the forefront as a pioneer within the world of fragrance,” he says. »



To stay ahead of the market, the company invests in new, innovative products, and Mark says its collections are much loved because they make a statement. “When Molton Brown was established, it started as a hair salon, offering natural haircare treatments, at a time of a very synthetic market,” he says. “Since then, and in many ways, we have been making our own trends.” Molton Brown wants to create a fragrance experience that will have consumers coming back again and again. “A fragrance should be something you can experience in every aspect of your life,” Mark continues. “How it makes you feel and the story behind it is really where we focus.”

Molton Brown believes in maintaining strategic and long-term relationships with its suppliers to consistently deliver best-quality products to consumers. “We work with people and organisations that understand the experience we want to deliver and how we want to engage with consumers, rather than just filling a gap,” Mark explains. “When you look at the master perfumers we have worked with over the years, in some cases we are now working with the second generation of families.”

And it's not just perfumers who have remained loyal. Another major supplier is Pusterla 1880, which develops luxury cases and boxes for the likes of Bulgari, Elie Saab and Givenchy. The family business, which was founded by Alessandro Pusterla more than 130 years ago, links perfectly with Molton Brown's heritage and its high standards.

Mark joined Molton Brown in 2003 and was instrumental in establishing the brand in the US. With a background in accounting, he gained experience at a resort development company in New York where he became familiar with the world's luxury hotels. After exploring options for his next career move, Mark jumped at the chance to work for Molton Brown. The US subsidiary started with a small team of five in New York, with Mark working as the financial controller. He then rose to general manager before securing the global president position in 2014. One of the division's main focuses was to move the Molton Brown brand away from the idea that it was just a bath and body products store.

“A fragrance should be something you can experience in every aspect of your life. How it makes you feel and the story behind it is really where we focus.”

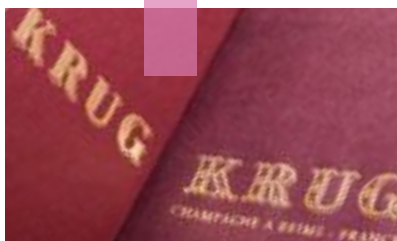
In 2016, the global fragrance market was worth an estimated US\$48 billion, according to Euromonitor International.

“When we started the US division, our plan was to take this beautiful brand with its British heritage, replicate the operating model, and make it relevant within a new customer base,” Mark says. “The biggest challenge was how to get people to identify and understand the fragrance credentials the brand has.”

Having worked at Molton Brown for 14 years, Mark says there are two things he is most proud of. “The first would probably be the success of building the brand's presence in the US and doing it in a meaningful way,” he says. “The second is having the opportunity to become the global president and maintain the legacy of Molton Brown, something we have done very well over the past three years.”

Mark's vision for the future is to nurture the company before it is passed on to the next generation. “I want them to inherit a brand with a rich heritage and put them in a very good place to continue to build upon that legacy and continue to be pioneers of sensorial experience,” he says. “And from a pragmatic standpoint, I want there to be a greater Molton Brown presence worldwide.” ■

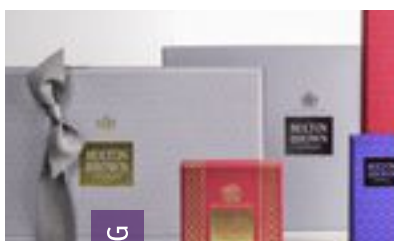
Pusterla 1880



TRAYS



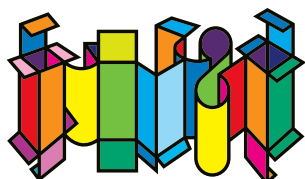
RIGID BOXES



TRANSPARENT PACKAGING



FOLDING BOXES



Pusterla 1880

www.pusterla1880.com

info@pusterla1880.com

Servizio commerciale Italia ed altri paesi: Tel. +39 0331 1665500

Service Commercial France: Tél. +33 2 43 60 12 30



Get *on* BOARD

HAVING THE BOARD PRIMED FOR ACTION RATHER THAN REACTION CAN BE THE DIFFERENCE BETWEEN A POWERFUL BRAND AND A MEDIOCRE ONE. WORDS • PIP STOCKS

We intuitively know that customer experience is what keeps clients truly engaged. This is particularly important in the current climate; in a time of rapid change, the way global businesses create and nurture an emotional connection with their customers is more crucial than ever.

It's unfortunate then that results from recent 'Board Effectiveness' research, issued jointly by Deloitte and the

Australian Marketing Institute (AMI), indicated many antipodean businesses in all sectors are reacting slowly to disruptive change. The report, undertaken by the Australian Institute of Company Directors, also showed that those adapting their models are generally doing so out of a competitor response – because someone has already beaten them to it. This disconnect between what customers are seeking and what businesses are providing stems from the board and upper management, the paper

HOW TO create A BETTER experience

showed, noting that “the businesses most profoundly disrupted are those that know the least about their customers, while the ones succeeding are the ones building their knowledge of their customers, deriving insights from their markets, and improving their marketing effectiveness and audience engagement through a continuous data feedback loop”.

Put simply: embrace the customers’ needs or be disrupted by them.

To understand this disconnect we should first look at how customer expectations have risen significantly in the past two years. The Temkin Group’s 2016 Customer Experience Rating study showed a severe decline in customer experience, with the percentage of ‘good’ and ‘excellent’ companies dropping from 35 per cent in 2015 to just 18 per cent in 2016. In our increasingly immediate, personalised and connected world, customer expectations are rising faster than most companies can keep up.

Knowing that customers now expect every interaction they have with a company to be the best experience they can have, delivering superior customer experience is paramount. But, as we know, in order to deliver this, we first need to understand our customers – and a lot of boards don’t. This is caused by a number of factors: a lack of diversity or adequate representation of the ‘real’ customer in the boardroom; an absence of the CMO on the board; and most crucially, a distance from the actual customer experience – the board is often significantly removed due to both status and location.

The distance between top-level decision makers and the customer experience they are accountable for is the issue itself. You can’t have a conversation about ‘the numbers’ without understanding how they connect to the customer, and the conversation you’re having with those customers through your business. We know customers become loyal because they are emotionally attached – a business that optimises for an emotional connection outperforms competitors by 85 per cent in sales growth. So while the ‘experience’ and ‘numbers’ conversations might seem disparate, they both need to happen at a board level.

Beyond the knowledge that understanding our customer leads to results, the disconnect between the board and customers can only be filled by taking significant steps to bring the board into the customer experience. ■

DEVELOP PROGRAMS

Develop a program that has your teams (including your board) spend time with the key customers. Connecting with them in a physical setting and shadowing them as they experience your business highlights the small details that are lost in Big Data. It also helps the business to better understand the consumer.

THINK ABOUT MARKETING

Having someone on the board who has in-depth customer interest and a picture of how the business is perceived in the ‘real world’ is crucial to filling the knowledge gaps, particularly if this person is (and they should be) prepared to educate the rest of the board.

ENSURE THERE IS DIVERSITY

Including people on the board who represent the ‘real’ person you’re trying to connect with provides a greater understanding of your customers’ needs.

REVIEW YOUR DATA IN-DEPTH

There is a variety of data points that boards should refer to in order to ensure their business is creating a powerful customer experience and the obvious ones are sales and net promoter score (NPS). Other recommendations include: repeat purchase numbers; marketing programs that offer a referral incentive; brand-tracking studies to monitor likeability; and closeness scores.

In an era of major disruption and when good isn’t ‘good enough’, boards have the opportunity to be pivotal in prioritising and driving customer experience, and creating a powerful brand. As Deloitte partner and CMO David Redhill commented in 2016: “Boards need to respond to the increasing power of the connected customer and focus their business strategy and operations on the customer’s needs.”



“Having the right
 ——— TEAM ———
by your side is very
 IMPORTANT.”

Georgian Railway has dealt with challenges of geography, politics and logistics in modernising the national rail.

WORDS **DANIEL HERBORN** • IMAGES **GEORGIAN RAILWAY**

Stretching more than 2,300 kilometres from the Black Sea to the Caspian Sea and navigating steep mountainous climbs and narrow canyons, Georgian Railway’s network is a strategically vital and extremely complex piece of Eastern European infrastructure. Founded in 1865, it is operated by a government-owned company that is now the biggest employer in Georgia.

Mamuka’s path to CEO of Georgian Railways involved building up his knowledge of the varying technical, managerial and economic elements that make up the role. He studied electromechanical engineering, and organisation and management of foreign economic affairs, before completing a master’s degree in economics.

He originally joined Georgian Railway in 2005, when it was beginning a complete structural reorganisation under the guidance of an American consulting firm. “It was really challenging to be part of the Booz Allen Hamilton project, which envisaged a restructuring of the railway,” he says.

Mamuka then returned to his studies, completing an MBA from INSEAD and spending time on the board of Georgian Industrial Group and as an executive director at Georgian International Energy Corporation. During this time, he built up know-how that he finds valuable today. It was, he says, “undoubtedly a major working experience that helps me drive such an enormous organisation.” In 2013, Mamuka returned to Georgian Railway as its CEO. »


“Being able to rely on my managers gives me more time to focus on planning and strategic development.”

Not only is Mamuka helming a large-scale company; Georgian Railway is undergoing unprecedented change while implementing an ambitious multi-year modernisation project. The aim is to optimise traffic, cargo movement and infrastructure, reduce operational expenses, improve safety and decrease travel times, in addition to introducing a streamlined maintenance system. Mamuka says his role is concerned with the big picture of the railway. With this in mind, he is comfortable delegating responsibility where necessary. “All the major infrastructure projects and general projects in our company are supervised by managers who are the most suitable employees with the best qualifications, experience and skills,” he explains. “I am involved in all aspects of the strategic projects, helping to resolve the key issues.”

Having clearly delineated responsibility across the project is essential, Mamuka explains. “I get reports on every issue of major importance. I get updated information from each of the project managers on a weekly basis. If they need me for any emergency reasons, they will directly contact me immediately. Being able to rely on my managers gives me more time to focus on planning and strategic development.”

Mamuka sees his clarity of vision as his strength as a leader. “Having the right team by your side that you can consult anytime is very important,” he adds. “I am always listening to my team’s point of view on any topic. When there is an important issue, we do discuss it a lot and argue the pros and cons to find better ways.”

With a workforce of almost 13,000 people, a railway network that includes more than 1,400 bridges, operational and maintenance projects can involve hundreds



of kilometres of rail and may span multiple years. Mamuka says that keeping staff motivated across such long-term projects is vital. He adds that Georgian Railway’s generous bonus scheme, with a predefined bonus pool linked to performance incentives, is an important motivational tool.

The company is also committed to investing in its human capital and broadening the knowledge base of its staff. It helps upskill its employees by sponsoring opportunities to study abroad. “We offer our staff various opportunities to develop,” he explains. “There are a lot of reasons for them to stay in the company and continue doing their best for mutual benefit.”

Mamuka is overseeing the Baku–Tbilisi–Kars (BTK) Railway, which will play a major role in opening up freight business between the European and Asian continents, and is a key component of the modernisation project. The project was first discussed in the 90s and its construction has taken several years. The variable terrain presented numerous construction and logistical challenges, while the international financing of the project was complicated by political considerations.

Yet there was a determination to complete the strategically important upgrade. “The BTK Railway is of paramount importance not only for the region but from

a continental perspective as well,” Mamuka says. “The network will be able to carry one million passengers and more than six million tonnes of cargo per annum. It is expected the railway will have a major economic impact on the region, facilitating trade and investment between Kazakhstan, Azerbaijan and Georgia.”

It has been a high-profile project that has attracted significant interest across Central and East Asia. “It will enable Turkey and Asia to transport cargo via railway in a much shorter time and with more reliability. As such, the project will add more viability to the Middle Corridor stretching from China to Europe,” he says.

According to Mamuka, there are a number of local infrastructure projects that are important to Georgian Railway, in terms of increasing operational efficiency. In particular, the modernisation project has an objective of mitigating bottleneck areas. One area of particular concern is the line between Tbilisi, the Georgian capital and Mamuka’s

home city, and the Black Sea. Trains have been slowed significantly as they move through the gorge section in this area.

The modernisation project will include the construction of a two-part tunnel system, consisting of parallel tubes, which is expected to allow trains to consistently achieve speeds of 80km/hour through the gorge section and an average of 120km/hour on other parts of the line. The bypass is expected to be operational by late 2019 and will be the longest railway tunnel in the country. It will also free up some 100 hectares of land in the city centre, and alleviate the safety and environmental concerns currently caused by trains running through the gorges.

The railway has changed focus several times throughout its history, updating from a steam system to electric engines in the 60s and expanding to meet demand from growing industries like wine, tea and fruits, as well as the heightened popularity of ski tourism along the line. More recently, it has updated its passenger fleet, introducing »

www.ilf.com



50 years of experience and innovation in providing world-class project management, engineering and consultancy services shaped ILF Consulting Engineers into your trusted advisor worldwide.

50 YEARS OF ENGINEERING EXCELLENCE

ILF Consulting Engineers Georgia LLC

20 Ushangi Chkheidze Street
0102 Tbilisi, Georgia
Phone 1 +995 (59) 151 72 84
Phone 2 +995 (59) 140 99 41
E-Mail info.tbilisi@ilf.com

ILF Consulting Engineers Austria GmbH

Feldkreuzstraße 3
6063 Rum, Austria
Tel. +43 (512) 24 12 - 0
Fax +43 (512) 24 12 - 5900
E-Mail info.ibk@ilf.com



Ground Transportation solutions

Wherever safety and security matter, we deliver

PERFORMANCE
Boost availability,
reliability and capacity

CONNECTIVITY
Guarantee seamless mobility
of people and goods

SAFETY
Protect your critical
infrastructure

EXPERIENCE
Deliver enjoyable
passenger journey

VISION
Embrace next
generation technology

Millions of critical decisions are made every day in transportation. Thales is at the heart of this, with the ability to manage complex engineering projects. We provide rail and urban signalling solutions, communications and supervision technologies, fare collection systems and maintenance support. The Thales Group's expertise also allows us to quickly address cybersecurity threats. Wherever safety and security are critical, Thales delivers.

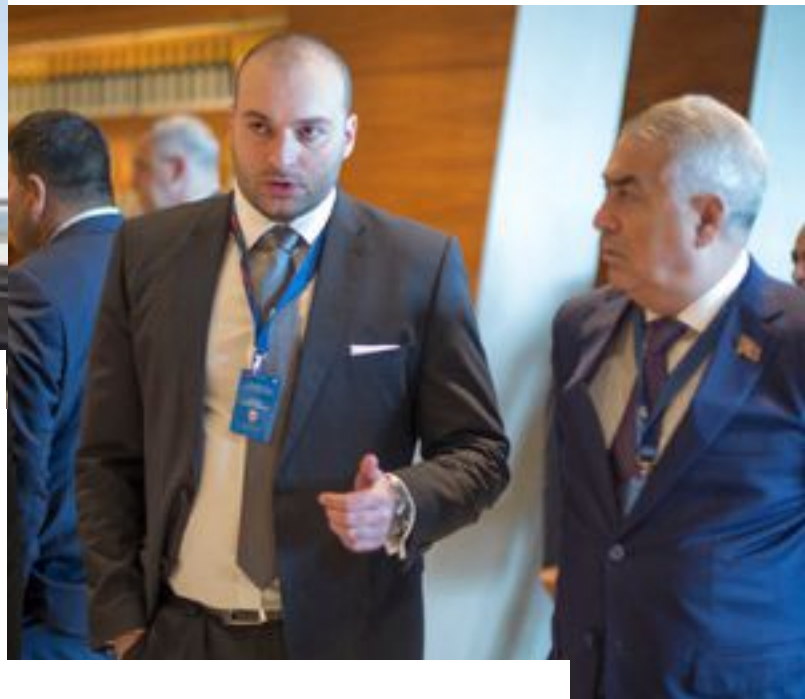


four double-decker electric trains manufactured by Swiss company Stadler Bussnang AG. Each of the new trains has a maximum speed of 160km/hour and seats a total of 530 passengers. The railway's main business, however, remains freight. It owns and operates a significant amount of rolling stock, with more than 7,300 working freight cars and 85 operational freight locomotives.

There have also been discussions around extending the railway network to China, India and Iran, opening up new routes and stimulating local economies. In the short term, Mamuka says the company will continue to evolve and introduce new technology. "It is essential to use automated business processes in the railway industry," he says. "We are modernising our processes, starting with financial management and ending with logistics.

"For the stable development of the company, it is crucial to implement modern systems such as SAP. After that system is fully implemented, we expect an increase in operational outcome, a decrease in material, technical and financial expenses, as well as a decrease in accounts receivables. These automated business processes will help us realise new strategies and will undoubtedly increase the company's effectiveness overall."

Georgian Railway is determined to invest heavily in its human capital and processes, and the transition to SAP will form a key component of this. The implementation of SAP will bring about significant efficiency gains, but requires significant buy-in from staff. "I believe it is a crucial project and it requires a lot of IT staff to adjust, fit and integrate the current working system with SAP, as well as educating current employees on how to work in the new system," explains Mamuka. "Thankfully, my team fully supports the



change and is doing its best to make the integration as flexible and smooth as possible."

Faced with the demands of implementing major organisational changes, Mamuka has been given reason to think about how to achieve work-life balance. "Being a CEO always takes a lot of time, especially in a huge organisation like Georgian Railway," he says. "My work involves a lot of travelling throughout Georgia, as well as abroad. But modern systems and the internet allow me to always be in touch with family and friends."

Above all, Mamuka welcomed the complexity and challenges of his role at Georgian Railway. "It's easier when you enjoy your work on an everyday basis." ■

The CEO Magazine spoke to Mamuka prior to his new role as the Georgian Government's Minister of Finance.

"Being a CEO always takes a lot of time ... but modern systems and the internet allow me to always be in touch."



A vertical illustration on the left side of the page shows a diverse group of people in business attire. At the top is a young man with a friendly expression. Below him are several other individuals, including a woman with dark hair and a man with a beard, all smiling or looking pleasant. The style is clean and modern, using flat colors and simple shapes.

THE GENERATION GAME

With today's workplace accommodating ages from 20 to 70, how best to handle the dynamics of such a diverse set of staff needs and attitudes?

WORDS • STEPHEN CORBY

For the first time, we have five generations working side by side: the outgoing traditionalists through to the incoming generation Z. As the boss, the fresh challenge is how to manage the dynamics of the most diverse workforce industry has ever seen.

As alarming and implausible as it may seem, people who were born while most of us were partying like it was 1999 (because it was, in fact, 1999) are now rolling out of universities and into workplaces. This is the kind of knowledge that makes even millennials feel like Mick Jagger.

These generation Z workers will be joining colleagues from generation Y, generation X and the people who started this whole generation game, the Baby Boomers, as well as the declining number of 'traditionalists' (born pre-1946) in the same offices.

As you may have noticed, this presents a whole world of challenges for a management team suddenly tasked with balancing the needs, and attitudes, of people aged from 20 to 70.

So what's new about that, you might wonder. After all, people of different ages have always joined the workforce, even back when young people were just young people, and not card-carrying members of a generation with a consonant attached.

"We've always had different generations at work, but they were ranked based on age and experience," says Mark McCrindle, head of the McCrindle social research firm. "You had the older people running the show, you had the middle people in middle management, and the young people on the frontline.

"But now you've got graduates who are managing older people. You've got retrained older people coming into junior positions. You've got a mix of generations on the same team doing the exact same jobs. That presents legitimate management challenges."

The way the C-suite meets these challenges can have a significant impact on a company's fortunes. A global study recently conducted by the University of Sydney's Business School found that companies that manage intergenerational workplaces well are more innovative, and more successful, than those that don't.

Yes, it literally pays to have a workforce that gets along, and understanding what defines and drives each of those generations is the key. »

GENERATION Z (BORN 1996 AND BEYOND)

Self-reliant, engaged, wants flexibility

These bright-eyed, screen-worshipping graduates, only now joining the employment market, will form just the first wave of an enduring assault on the workforce, quickly becoming a not-so-silent majority. And like any majority, they will be seeking to change a company's culture rather than conform to the existing one.

"The starting point is simply to understand the data," McCrindle says. "And the employment data is showing that currently Baby Boomers and generation X workers comprise the majority of the workforce. However, within a decade, by 2025, generations Y and Z will together comprise two-thirds of the workforce. So they're quickly entering the arena and will soon become not just the majority but the vast majority."

Research suggests this new wave of workers will be looking to be more than just a cog in the machine, no matter how successful that machine is. They want to engage and be engaged, and to feel like they are personally making a difference.

"If you can bring in a leadership style that is more participative and collaborative than perhaps the autocratic style that used to dominate, that's going to really engage with the younger worker," McCrindle says.

"Moving away from the command-and-control model to one that's flatter in structure, one that involves the younger generation in giving a bit of a shape to things, that's going to work. That speaks their language. They're hitting their early 20s as they launch into a career, and they're ready to roll their sleeves up and get involved. They feel pretty empowered, and they want to have a bit of a say and to influence something."

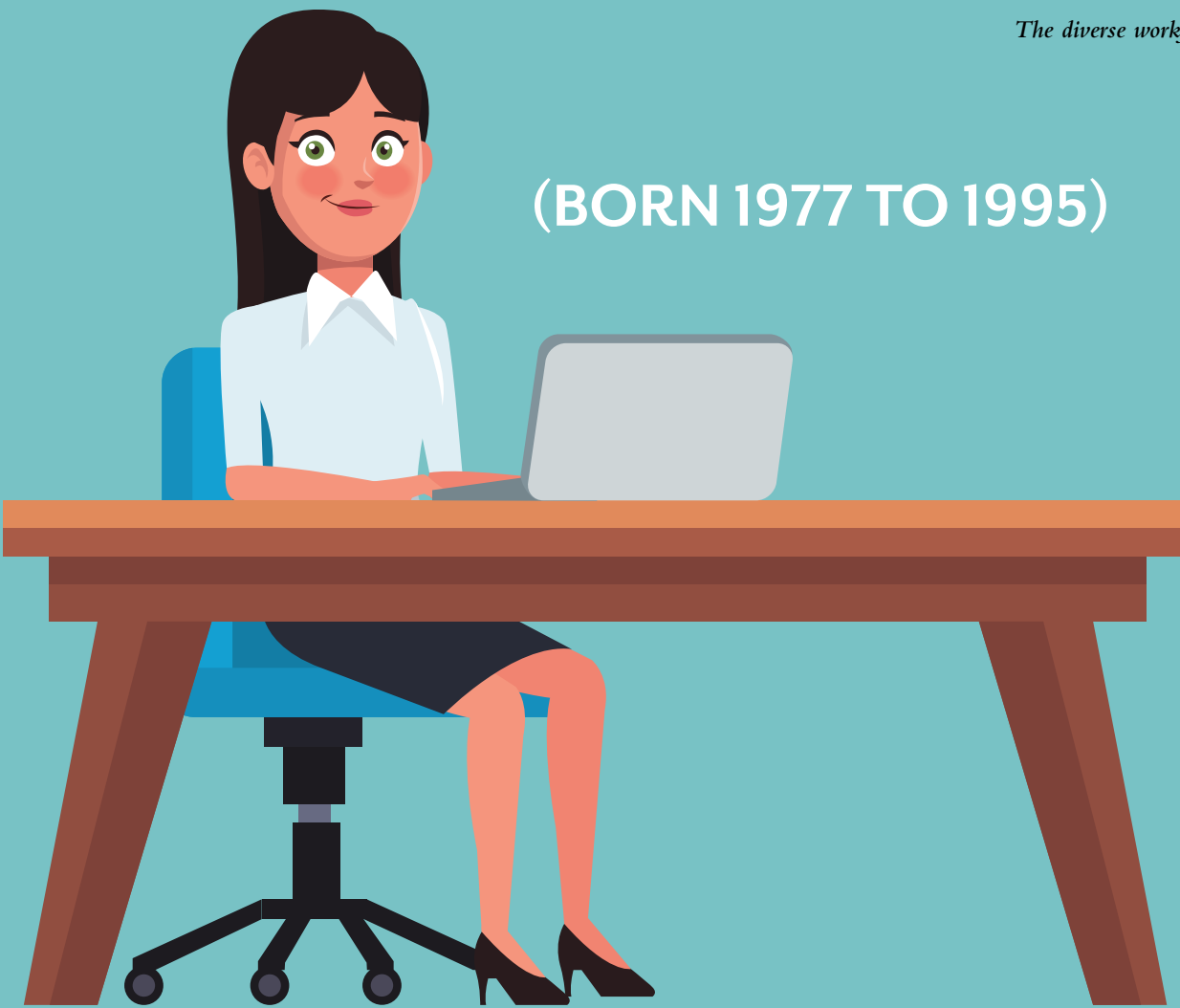
And that's not all, says McCrindle. They also want to make a difference. They don't just want to be an employee and be told what to do; they want to feel engaged and like they're having an impact. "We have to tap into that. What a great resource to have – you've got a motivated and activated generation that wants a seat at the table. That should be every employer's dream."

The downside, of course, is that if you don't engage them, they'll leave. The idea of a 'job for life' is about as outdated as typewriters, with the average high-school leaver today expected to have 17 different employers over a lifetime.



GENERATION Y

(BORN 1977 TO 1995)



Multitasker, eager, motivated

If there's a generation more roundly vilified than those who identify as millennials, it seems likely it hasn't been born yet. They're too lazy to work, too demanding when they do land a job, and are more obsessed with smashing avocados at music festivals than building anything that even resembles a meaningful career.

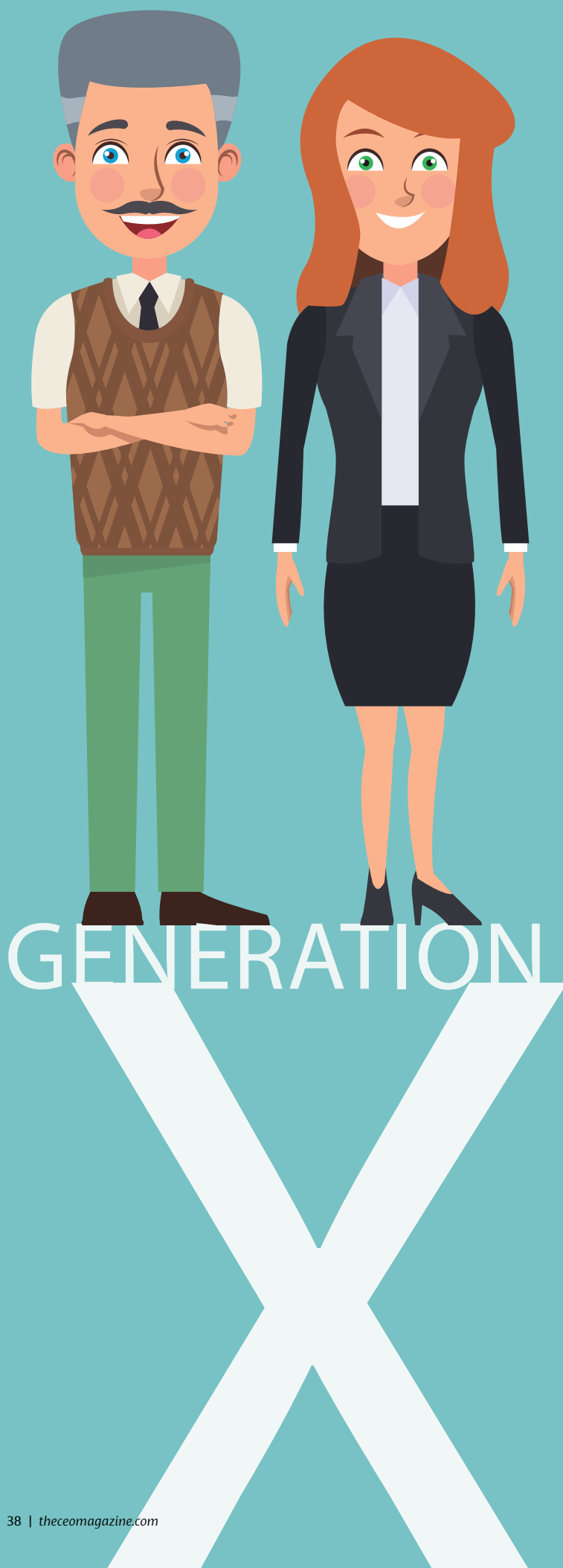
Or so we're told by pundits and commentators on a near-daily basis. Interesting, then, that the genuine experts disagree wholeheartedly, and are quick to point out that organisations that embrace and value the varied skill sets of young workers are largely more successful than those that don't.

Leanne Cutcher is Professor of Management at Sydney University's School of Business, and has just completed a major global study of intergenerational workplaces. She says we need to reframe the idea of experience, understanding that it can be more than an employee's working history – something in which millennials are clearly at a disadvantage.

"One of the words that came up a lot was 'experience'. And what we found was the way in which that idea of 'being experienced' is understood is often the difference," she says. "We've found that if you have a very open view of what 'being experienced' means as a manager of your team, you're going to get much more innovative practices developing. Someone recently out of university, for example, will have the most up-to-date knowledge, as well as experience in working with the latest software and technology.

"This is a generation that wants to be valued, so a good manager in the C-suite will see that as an energy they can tap into. Because the problem is, if they feel that they're not being valued, they probably will walk away from the organisation."

It's easy to assume the source of any inter-office anguish is these upstart kids, with neither the time nor inclination to be told what to do by some meddling older person. But that's not the case, with Sydney University actually pointing the blame at older workers, many of whom see younger employees as a threat, and treat them as such. »



GENERATION

(BORN 1965 TO 1976)

Task-oriented, self-reliant, work-life balance

Less interested in job-hopping than their younger colleagues, generation X workers want to commit to a workplace, and they want to feel that their experience is being valued and that they can safely share their knowledge without being herded out the door the moment they do.

“We found the opposite to what we were expecting,” Cutcher says. “We thought we would find lots of younger workers saying of their older colleagues, ‘Oh, they’re old fuddy-duddies; they don’t know what they’re doing.’”

“Actually, we found the opposite. And when you get people saying things like, ‘Young people don’t know what they’re doing,’ then instead of it being about a culture of sharing knowledge it becomes almost like you’re hoarding knowledge. It becomes your currency. You can’t really blame people for doing that if they don’t feel like they’re going to get recognised for sharing. If people feel like they’re just handing over to the next group coming through, and then they’ll be pushed out of the door, where’s the incentive for them to impart their knowledge?”

Workers who belong to generation X want the traditional linear career path shifted to something more flexible, so that those approaching the halfway point in their careers, and beyond, can feel their knowledge is valuable and appreciated, and that sharing it with their younger colleagues won’t be a shortcut to redundancy.

If the only way to move in an organisation is up, it doesn’t leave a lot of options for the people nearing the top of the corporate tree.

“You’ve got to allow people to move across and move back, as well as go up – and without having any of those negative connotations that this often has,” Cutcher says.

“They want to be able to contribute; they want to share their knowledge and experience. But their managers are saying, ‘There aren’t any systems within the organisation that allow me to recognise an older person and the contribution that they’re making to the team, because I’m only able to recognise ambition.’”

“Organisations need to think about it in a different way, because it goes to attracting a diverse workforce. And our research shows that in organisations where there’s diversity of age, as in people are doing all that sharing of knowledge, they are more innovative.”

BABY BOOMERS

(BORN 1946 TO 1964)

Questions authority, self-centred, crusades causes

The reality here is that, for the most part, Baby Boomers have clawed their way to the top of the corporate tree by now, and they'll be setting the workplace tone as a result.

But while that's not always the case, it doesn't make it any easier for any members of generations X, Y or Z who might want to shake up the workplace, only to be stymied by a Baby Boomer boss.

The answer, says McCrindle, is for everyone to understand the real and tangible benefits of age diversity. This is something that starts with Baby Boomers, who are often in a position to change a workplace's culture.

"Why have diversity, any diversity? We know that we need to represent our community. We know that different cultures or genders will help us do that. They'll bring different perspectives. They'll give us a more holistic view, and therefore, a more lasting and relevant solution to a diverse client base and a diverse community," he says.

"The same arguments hold true with generational diversity. Yes, there's a bit of pain and a bit of challenge and a bit of adaption needed, but if we can get that functional, thriving generational diversity, we will have a range of age groups who therefore can connect more naturally across the different client or customer bases.

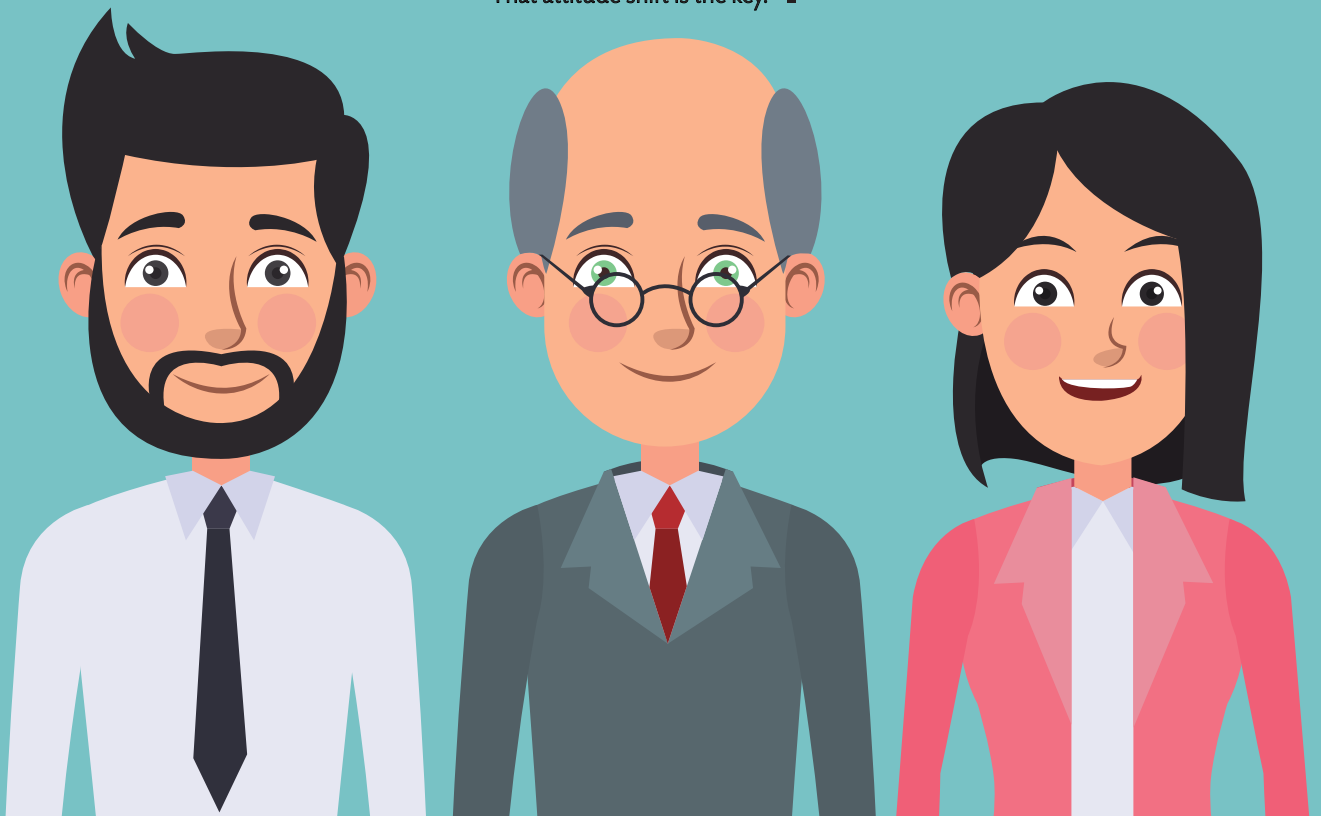
The younger generation will keep us a bit more in touch with the trends, the changes. The older generations will bring that experience, that flexibility, and some of the broader perspectives that only come when you've been through a few business cycles or been through a number of scenarios."

In short, Baby Boomers – no matter their company rank – have to be a little flexible here, and lose the 'that's the way it's always been done' approach, embracing instead the possibility of trying something different.

"That's where the intergenerational workplace can work well, where we do understand the strength this generation brings, and we do a bit more listening rather than thinking that 'here's how it's going to be'," McCrindle says.

"The older generation needs to move away from that 'I'm the older one. I've got the experience. I'll tell you how it is' idea. It's taking the principal point that each generation brings strengths and unique aspects, and listening to them.

That attitude shift is the key." ■



“We serve
thousands of
people who
would otherwise
have no way
of connecting
with the world.”



SKY-HIGH ambitions

For satellite operator Yahsat, space is the limit.

WORDS **HOLLY JOHNSON** • IMAGES **YAHSAT**

At this very moment, more than 1,400 active satellites orbit Earth. Having already produced some of the Middle East's most powerful satellites, Yahsat has now set its sights on Africa, Brazil and beyond. Based in the United Arab Emirates (UAE), the company provides satellite solutions to both government and commercial entities. CEO Masood Mahmood says Yahsat has achieved the highly coveted, number one satellite broadband position in Africa – something that many other international operators have shied away from due to the inherent challenges. “We became global within five years, leading the way for other companies to follow in our footsteps,” he says. “Today we are live, directly or indirectly, in 55 countries.”

Masood started his career in business development before working as vice-president at Mubadala's Information and Communications Technology (ICT) unit. The investment arm of the Government of Abu Dhabi, Mubadala focuses on the diversification of the UAE through investments in globally integrated industry

sectors. Here, Masood oversaw corporate strategy and managed all ICT assets, including Yahsat. “I joined Yahsat as deputy CEO in 2012, playing a key role in carrying the company from the development phase into the operations phase,” says Masood. This was a key time for the company, as it looked to transition to a more global, commercially focused operator. “I took over as CEO one year later and immediately we began a rollout of all commercial and government operations,” he says. “The mandate was too good not to accept. Yahsat was a strategic asset for Mubadala, and my ambition was to expand its regional and global operations.”

The CEO oversaw the rollout of YahClick, Yahsat's flagship satellite broadband internet service that spans 28 countries in the Middle East, Africa, Central and South West Asia. Bridging the technological gap for unserved and underserved communities, YahClick services home and business users, government entities and NGOs. Yahsat's current fleet includes Al Yah 1, launched in 2011, Al Yah 2, launched in 2012, and Al Yah 3, which launches in late January. This third satellite will mark the company's first entry »

into South America, providing coverage to more than 95 per cent of Brazil's population. YahClick will also penetrate 19 additional African markets, almost tripling its reach across the continent and covering 60 per cent of Africa's population.

"We serve thousands of people who would otherwise have no way of connecting with the world, given their location outside the traditional telecommunications infrastructure grid," explains Masood. "Before our services, more than 100 schools and clinics in the remote villages of Kenya had no means of communication with primary healthcare and education facilities in the cities. Now they're able to receive proper medical attention and remote online education."

"In terms of our government operations, we are a critical component of the strategic defence capabilities of the UAE, Bahrain and the Gulf Cooperation Council's armed forces," says Masood.

Looking to the future, Yahsat is focused on the next wave of satellite communication trends, particularly in aero-connectivity, IP broadband, smart metering, and low bandwidth solutions such as the IoT.

In late 2017, Yahsat sponsored the Gulf Information Technology Exhibition Student Lab Competition, an initiative to promote innovation and creativity among students in communications technology, science, engineering and computing. On top of a cash prize, the winner will attend the launch of the Al Yah 3 satellite, and all participants were offered the opportunity to intern at Yahsat.

"I aim to build a collaborative engine where the best minds are empowered and not hindered."

"We will continue to overcome challenges by anticipating risk factors, strengthening our distributor relationships, and making sure the company stays as lean and agile as possible," Masood says. "However, the space industry is growing exponentially. We have seen huge, deep-pocketed competitors enter the market including Facebook, Google, OneWeb, Blue Origin and Amazon, as well as the growth of established competitors such as SpaceX."

Yahsat is firmly committed to Abu Dhabi's 2030 vision, helping to diversify the UAE's knowledge-based economy by providing the region with innovative satellite solutions that help grow the ICT sector and create jobs across the region. Yahsat is focused on the growth and development of local talent with a 62 per cent Emirati workforce, while 92 per cent of its satellite operators are UAE nationals.

Masood has a strong focus on quality human capital, empowering his employees to succeed and become role models within their community. "I aim to build a collaborative engine where the best minds are empowered and not hindered. I ensure that Yahsat is the place to be for top talent on a global scale," explains Masood. "We are not just a business and an operational environment, but a place for research, development and innovation. We have achieved this through our internship and training programs and our collaboration with the Masdar Institute of Science and Technology."

"Ultimately, we provide a window to the world for people who would otherwise be living in the dark, and that is truly satisfying work. You don't get that kind of satisfaction in many other businesses. We connect patients to doctors, troops to base camps, and peacekeeping missions to the United Nations posts in the region.

"We touch people's lives in such a significant way, and it's extremely satisfying to see our hard work reflected in a well-connected world." ■

Orbital ATK Delivers...

Products That Bring Millions of
People Together Each Day



The Partner You Can Count On™

Orbital ATK's GEOStar™ product line provides an affordable, flexible and reliable satellite platform for geostationary communications.

#OrbitalATKDelivers



ikigai

Finding your purpose

The Japanese concept of *ikigai* translates loosely as your purpose in life – and finding it could change the way you live, work and lead.

WORDS • DOMINI STUART

Why do you do what you do? It sounds like a simple question but, in the context of *ikigai*, it's the key to living and working in a more productive and fulfilling way.

According to Japanese tradition, your *ikigai* lies at the heart of four overlapping circles – what you love, what you do well, what the world needs, and what you're paid for.

The word has no direct English translation, but Associate Professor Akihiro Hasegawa, who conducts research into *ikigai* at the Toyo Eiwa University in Japan, suggests: 'reason for living', 'self-actualisation', 'meaning of life', 'purpose in life', or perhaps all four.

Ikigai is still relatively unfamiliar outside Japan, but the broad concept has been taught for many years. Authors including Eckhart Tolle, Rick Warren and Deepak Chopra have written dozens of books on the subject of finding your purpose, and in yoga philosophy this is an aspect of dharma.

Repa Patel, director of Leading Mindfully, draws on the prevailing principles of *ikigai* to help business leaders connect to their passions and align with their higher purpose in their role.

"Understanding the impact this has on you, your teams and your wider organisation can help you harness your energy to achieve personal and organisational goals," she says.

STRENGTHENED LEADERSHIP

When Melinda Crole was asked to act as interim CEO of YMCA Australia, she hesitated.

"I had the confidence and support of the board, but I wasn't 100 per cent convinced I was the right person for the job," she says.

Then one of Crole's directors introduced her to Patel.

"Repa supported me professionally by encouraging me to think about who I am, why I'm here, and how I could bring my best to this particular role," says Crole. "Once I understood my meaning and purpose, I realised I could be the leader I needed to be and bring a strength to the organisation that hadn't been there before."

At the time, YMCA Australia had just embarked on the challenging process of transforming the 150-year-old organisation.

"We had started to focus on creating space for young people to develop, grow and be



inspired to make a positive impact,” says Crole. “This fit beautifully with my own purpose of maintaining the human rights of children and young people, and listening to their voices. Like finding my *ikigai*, I had been through a process of uncovering what I’m best at, what I love, and what the organisation needs. When there’s a confluence of these three elements, I think you’re bound to get the best outcome in the work that you do, and for most of us that includes the fourth aspect of *ikigai* – what you’re paid for.”

In November 2016, Crole accepted the offer of a permanent position as CEO.

“Finding my purpose significantly increased my confidence as well as my capability, including a deepening of my leadership skills,” she says. “My personal style of leadership is very collaborative, and I am now much better at recognising where other people’s strengths lie. It’s also far easier to make good decisions, and do so for the right reasons, when you always have a clear purpose in mind.”

Knowing your *ikigai* can also help in the search for a new role.

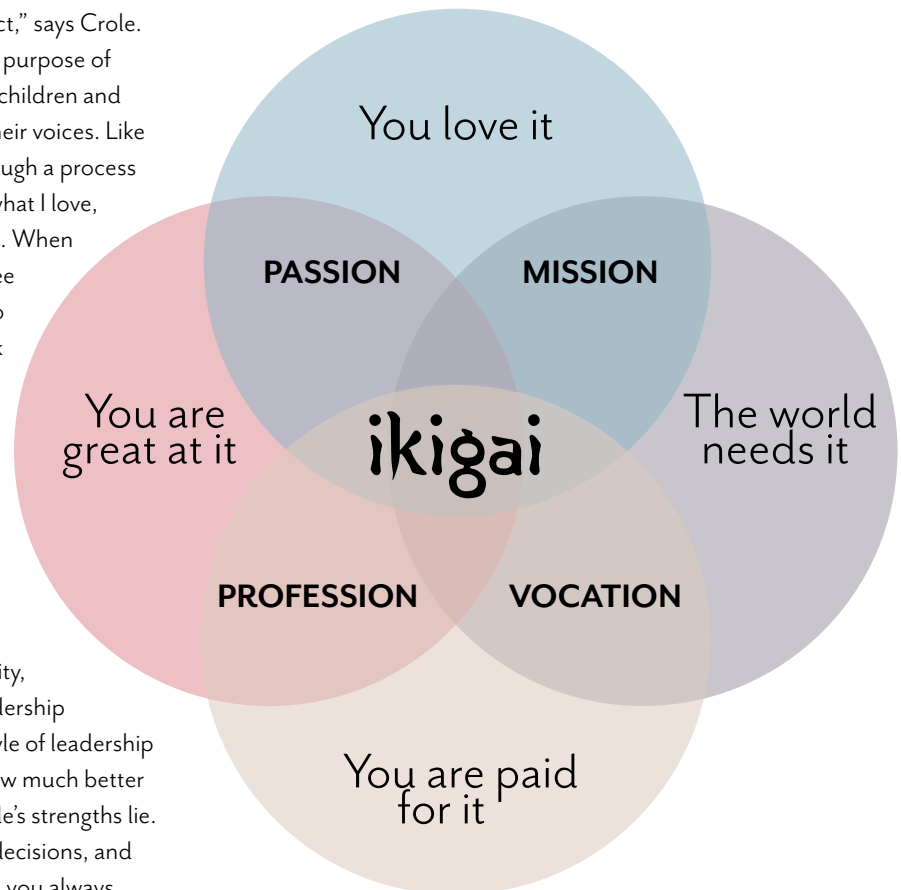
“Most people can list their skills but find it difficult to explain the ‘how’ of what they can do,” says Patel. “Building your sense of purpose into personal marketing documents such as your résumé and online profiles provide a deeper insight into the qualities you would bring to an organisation. This could be a key differentiator.”

DRAWING ON RESEARCH

According to Patel, some C-suite executives are sceptical about the value of introspection, so she makes a point of highlighting the facts.

“I always begin by referring to the research,” says Patel. “I work at the intersection of mindfulness, neuroscience and positive change, and there’s plenty of literature to support the benefits of looking inward to find your purpose.”

It can take a while to distil the essence of what makes life worth living, she continues. “When we’re identifying what we love, for example, we need to get beneath superficial



answers such as ‘I enjoy golf’, just as your true meaning and purpose is even deeper than your feelings for your family,” says Patel.

She usually starts with a strengths assessment because most of her clients are familiar with this concept. Patel then watches for changes in energy as they talk.

“People really do light up when they’re talking about their passion,” she says. “When I see that, I feed what they said back to them to gauge whether it rings true.”

LIGHTENING THE LOAD

Finding your *ikigai* may not shorten your working hours, but it could help to lighten the load and improve your overall sense of wellbeing.

“I don’t have much spare time at the moment because the transformation is all-consuming, but I do have the energy and drive to go to work every day and give my very best,” says Crole. “When your work is your purpose and passion combined, it’s something you’re happy to live and breathe.” ■

WE HAVE ALL THE DATACENTER SOLUTIONS

Delta InfraSuite Datacenter Solutions



Micro Datacenter



Modular Datacenter



Containerised Datacenter



Power Container



DCIM



Cooling



AC Power



Converged Power



The power behind competitiveness

With current trends in big data, the IP traffic of enterprises is expected to grow rapidly over the next few years. To meet the changes in the IT business environment, Delta's InfraSuite - Datacenter Infrastructure Solutions - offers a comprehensive, modular and highly integrated portfolio to support the creation of high-performance datacenters. As a global leader in thermal and power management solutions, Delta has further strengthened its leading position in datacenter infrastructure with a complete offering of AC or DC power, cooling systems, monitoring platforms, from micro and modular to containerised solutions.



More information and success stories about Delta InfraSuite
www.deltapowersolutions.com



THE EXECUTIVE WITH A
WHOLE TOOLBOX OF
SPECIALISED SKILLS

– CHRISTIAN WERNER, CEO,
LOGICALIS DEUTSCHLAND, P70

A professional portrait of Christian Werner, CEO of Logicalis Deutschland, P70. He is a middle-aged man with short, dark hair, smiling warmly at the camera. He is wearing a dark grey suit jacket over a white dress shirt and a red patterned tie. The background is a plain, light blue-grey color.

INNOVATE

“The DIGITISATION

of agriculture is happening now.”

Monsanto is conquering Europe one crop field at a time as Leticia Gonçalves drives change in digital and sustainable agriculture.

WORDS **HOLLY JOHNSON** • IMAGES **LUCIAN HUNZIKER**

Since *The CEO Magazine* last spoke with Leticia Gonçalves almost two years ago, she has continued to shape Monsanto Europe with a ‘one vision, one culture’ approach. Monsanto is a world leader committed to creating a range of agricultural solutions to nourish our growing population. The company produces seeds for row crops such as corn, soybean and cotton, as well as more than 2,000 vegetable seed varieties that help farmers have better harvests while using water and other crucial resources more sustainably.

After joining Monsanto in 1997, Leticia held several US and international management positions before becoming president for Europe in 2014. “Over the past few years, I have transformed the vision and

culture of the region from separate countries to one vision and one culture with multiple sites,” says Leticia.

From the early 2000s to today, Monsanto has emerged as a leading agricultural technology company. It is committed to helping farmers to grow crops more sustainably by using more-efficient production methods, while conserving natural resources and reducing carbon emissions. The company collaborates with farmers, researchers, universities, not-for-profit organisations, and other partners to help tackle some of the world’s greatest challenges.

There are approximately 170 million hectares of field crops in Europe, with more than 80 per cent of these growing wheat or barley, areas not yet covered by Monsanto. “Europe’s agriculture industry presents »



a tremendous opportunity,” says Leticia. “We will continue to drive growth in our mainstream business while also looking for new opportunities. We are an innovative company with a collaborative approach. I’m driving the vision of a pan-European business while still respecting the individuality of each customer and the cultural differences of each country,” says Leticia, adding that Monsanto Europe has two new offices in Amsterdam and Budapest acting as regional hubs, instead of being on a country-by-country basis. “We are modernising our operations to work cross-functionally and pan-regionally. We are redefining our strategies, tools and systems in the region, and leveraging knowledge and skills across every function.”

Leticia has overcome personal and professional challenges in her role as president. “Being a female leader in the male-dominated agriculture industry has presented an obvious challenge. Agriculture is very ‘macho,’” she says, and as such Monsanto is “focusing on leadership, personal

development, and leveraging inclusiveness as one of our key competencies.”

Under Leticia’s leadership, Monsanto has expanded from selling products and moved to an integrated-solutions approach by helping farmers with the best risk management practices. “Our mentality is not just selling, but bringing sustainable solutions to farmers in a more holistic way,” she says.

When it comes to further expansion, digital agriculture in Europe is the second-largest upcoming market in the world, and Monsanto Europe is positioned for success. “Digital technology has the power to revolutionise the way farmers do their jobs. There is huge diversity in crop production systems in Europe, and we plan to use digital agriculture to branch out into other areas,” explains Leticia. “Partnerships are an important part of our future strategy. No single company can bring the entire solution for sustainable agriculture – it needs to be done together. We have longstanding relationships with strategic partners in



an **NTT DATA** Company

- DIGITAL EXPERIENCE**
- DATA AND INTELLIGENCE**
- INFORMATION SECURITY**
- INTERNET OF THINGS**
- OPTIMISE IT**
- INTELLIGENT AUTOMATION INFORMATION**

TRANSFORMATION IS AN ATTITUDE

everis.com

Consulting, Transformation, Technology and Operations

“Being a female leader in the male-dominated agriculture industry has presented an obvious challenge.”

our community, with a strong focus on those that are pan-European.”

Monsanto Europe’s investment strategy includes a €500-million, decade-long expansion of production capacity in several European countries to meet high regional and global customer demand.

In 2013, Monsanto acquired The Climate Corporation, a San Francisco-based start-up focused on weather monitoring and providing agronomic advice for farmers. Monsanto also acquired Estonian company VitalFields in 2016, and HydroBio in 2017, a US software company, to expand upon its digital farming capabilities in Europe.

“Further, we have launched AquaTEK, a water-irrigation management solution we developed in partnership with the University of Milan. We expanded into Spain, Italy and Portugal in 2017, with plans to move into other European countries this year,” says Leticia.

The digital application uses satellite imagery and weather forecasting to provide farmers with a more holistic water-management tool. “Farmers make 40 agronomic decisions each year, and now all the information they need is at their fingertips. This app allows them to make decisions in real time and increase efficiency,” says Leticia. “The digitisation of agriculture

is happening now and we are taking the lead with our digital offering and many exciting tools yet to come.”

By 2050, the planet’s population is estimated to grow from seven to nine billion, while the area of farmable land is expected to shrink. “This means we’ll need to produce more with less,” says Leticia. “This year alone saw an expansion of our offering in biological seed applied solutions in Europe. Monsanto has partnered with Denmark-based biotechnology leader Novozymes to form The BioAg Alliance, focused on developing new microbial solutions to transform agriculture.”

These microbial and biological solutions can be successfully used to replace traditional fertilisers, and applied in industries ranging from personal health care to food processing. “We truly believe that the Alliance will accelerate innovation, optimise integrated solutions, and extend benefits to new crops and geographies, and that’s an exciting future I want to be part of,” says Leticia. “I’m passionate about diversity and inclusion, so I’m looking forward to the combination of talents, knowledge and expertise. Both companies share a commitment to producing more with less, increasing food security and improving sustainability.”

Monsanto is actively promoting climate-smart agriculture, which benefits farmers while significantly reducing greenhouse gas emissions and advancing agronomic practices.

“Monsanto has pledged to make its whole operation carbon neutral by 2021. We are also making 50 per cent more food available while halving our landfill emissions from commercial agriculture by 2030,” says Leticia. “At the end of the day, it’s about more than just business. I truly believe we are in an exciting time in agriculture and Monsanto is in a great position to be farmers’ partner of choice, as well as an innovative global leader in integrated digital agriculture solutions.” ■

Climbing *INTO THE* FUTURE

With sports and fashion in his blood, Oliver Pabst, CEO of the Swiss premium outdoor sports brand Mammut, aims for profitable growth and accelerates the digitisation of the company.

WORDS **HOLLY JOHNSON** • IMAGES **MAMMUT SPORTS GROUP**

From the moment 51-year-old Oliver Pabst took over the role as CEO of Mammut Sports Group in September 2016, his mission was clear: to transform the company throughout the consolidation phase and to bring the business into the new age. Building on the strong heritage of the innovative brand, Oliver has since sharpened the company's multichannel strategy, driven ecommerce forward, and identified crucial key growth areas. "I love that Mammut is built from tradition. It's a strong brand that has deep roots within the market. The highly skilled as well as motivated team and our clear vision of where we want to go are essential for the future of the company," says Oliver.

Oliver has sports and fashion in his blood, having grown up in a family that designed, developed, produced and distributed men's and women's clothing. "From the very beginning, I loved products, fabrics and innovation – it's been part of my life since I was a boy," says Oliver. With this history, and his many years on the management board of Munich-based sports and fashion manufacturer Willy Bogner, Oliver has the set of skills needed to evolve the Mammut brand. Established in Switzerland in 1862, Mammut is one of the leading players in its market, driven by a continuous quest for innovation and distinguished by the highest quality, functionality and safety.

Oliver explains the challenges of taking over the company and maintaining employee relationships in the process: "I truly admire what the team has built over the past years, and we've seen amazing growth from SF25 to SF250 million," he says. »



PIONEERING TEXTILES AND TECHNOLOGY FOR TRAILBLAZERS



SWISS INNOVATION SINCE 1868

Trailblazers of all kinds can appreciate textiles and technologies from Schoeller as ideal travel companions. With maximum functionality and feelgood comfort, they protect and support outdoor enthusiasts – and generally improve quality of life.

Schoeller stands for high quality, unusual design and the spirit of innovation. The renowned technologies company develops and manufactures its products in the midst of the wonderful Swiss Alps, constantly keeping nature top of mind and giving sustainability top priority.

As a system supplier of solution-oriented products with tangible and visible added value, Schoeller Textil partners perfectly with the Mammut Sports Group. The successful cooperation between these two Swiss companies has enjoyed a long tradition.

Time and again, this synergy has resulted in pioneering products for adventurers that have shaped the outdoor sector – and which will continue to ensure that no mountain is too high and no adventure too challenging to be successfully tackled with Mammut clothing in Schoeller fabrics.

In March 2016, the internationally active holding company Conzzeta AG approved a five-year strategic program for Mammut, targeted at consolidating its leading position in the German-speaking countries of Europe and accelerating growth in selected international markets.

“We have three core pillars of growth while consistently following our multichannel strategy – internationalising further as we expand our reach through Asia and America, scaling our digital ecommerce channels and strengthening the focus on our customers and our products to deliver the very best,” explains Oliver. “Today, we are doing roughly 20 per cent of our business in Asia. That’s twice as much as five years ago. We have an excellent team on the ground in China, Korea and Japan who are working on growing this number continuously.”

Mammut is investing substantially in the digitisation of the company, which will play a central role in its future growth. “We are now going through the logistics chain in an end-to-end approach, identifying which processes can be improved through increased digitisation,” explains Oliver.

The company is also adopting a more customer-centric mindset through high personal involvement and putting the customer at the centre of its decision-making process. “We are transforming the company into a ‘sell out’ rather than a ‘sell in’ oriented company,” explains Oliver. “The client behaviour has changed; today’s clients expect us to be present across all channels. Therefore, we have to build our own direct-to-consumer business. At the same time, we have to strengthen our ties with the wholesale channel.” This approach means

“Schoeller and Mammut have shared a successful and innovative partnership for many years. Schoeller develops unique textile structures that allow Mammut to manufacture an innovative garment collection with a distinct focus on performance and comfort. The synergy works to create remarkable products.” – Siegfried Winkelbeiner, CEO, Schoeller Textiles

“I love that Mammut is built from tradition. It’s a strong brand.”

supporting and evolving retailers and partners throughout the entire product distribution cycle. “Partnerships must be transparent, and problem solving is much easier if you have a good personal relationship built on trust, mutual KPIs, and a shared vision for the future,” says Oliver.

Built on this basis, partnerships with selected dealers as well as suppliers are usually long-lasting. Schoeller, for example, an innovative Swiss textile supplier, has been delivering highly functional fabrics to Mammut for almost 30 years now.

In 2017, the Fair Wear Foundation (FWF) awarded Mammut its ‘Leader’ rating – for the fourth consecutive year – based on the company’s efforts to continuously improve working conditions along its supply chains. Having been a member of FWF since 2008, Mammut is committed to implementing the world’s leading standard for fair clothing.

“Corporate social responsibility is embedded in our product development,” says Oliver. “As a responsible outdoor sports brand, it is our obligation to keep the footprint in nature as small as possible.” ■

CONSCIOUS CLOTHING

The Fair Wear Foundation (FWF) is a group of trade unions, non-government organisations and business associations that works with 80 member companies to improve labour conditions in the textile and clothing industry. FWF’s member companies represent 120 brands based across Europe, Asia and Africa, with products sold in more than 20,000 retail outlets in 80 countries around the world.



TRENCHLESS TECH

Terence Moodley sought economic and social change in his home country of South Africa, so he made it happen.

WORDS **HOLLY JOHNSON** • IMAGES **EMIL VON MALTITZ**

As one of South Africa's leading fibre optic network operators, Link Africa is dedicated in its efforts to connect people throughout the country, create modern IT and communication infrastructure, and stimulate social and economic development. Launched in 2011, and now with CEO Terence Moodley at its helm, the company continues to deliver on its mission to make high-speed ICT infrastructure available to all service providers so that it reaches businesses, homes, clinics, schools and community centres across the country. With a 20-year entrepreneurial background in IT, Terence was quick to find his feet at Link Africa, starting out as CFO and rising to the position of CEO in 2013. »



“My business partners and I became involved with Link Africa when it was just a start-up. Playing to my strengths in financial management, I successfully led the company through an aggressive growth period,” says Terence. Over this time, the company grew from 50 to 350 employees throughout South Africa’s three major metropolitan areas: Durban, Cape Town and Johannesburg.

“Our revenue doubled each year, and the size and length of our fibre optic network grew rapidly from 200 kilometres to 3,000 kilometres,” he says.

By utilising existing underground municipal services such as sewer and stormwater systems, the company’s approach using FOCUS™ technology – for which Link Africa has the exclusive South African rights – is non-disruptive and non-invasive. Since entering the fibre optic market, Link Africa has lowered the price of communication in South Africa, created competition, and provided direct employment opportunities.

“We have employed hundreds of people directly. Most of our team are local and many are women, which is important in South Africa,” says Terence. “Through our employment of labour contractors, we have created approximately 45,000 indirect jobs and approximately R500 million [approximately €30 million] of direct foreign investment in South Africa.”

Link Africa transitioned through its start-up phase to become an open-access operator and Level 1 provider, making it a major competitor in the country. “It is both a technology and a construction company, making us unique in our competitiveness,” says Terence. The company installs FOCUS in the previously underused network of underground sewers, stormwater drains and service ducts, allowing it to reach areas other fibre optic networks cannot. “Innovation is in our essence. We are pioneers through our use of trenchless technology,” says Terence. “We innovate by being nimble and responsive to market needs in terms of product development and service delivery, to enable self-service by our end customers.”

“We innovate by being nimble and responsive to market needs.”

With its goal of providing universal access for all, Link Africa plans to build fibre infrastructure to 2.5 million homes in six cities using this technology. “One of our key strategies has been to build core networks in the three major metropolitan areas of Durban, Cape Town and Johannesburg. These networks are based on the requirements of our mobile customers and have enabled us to service clients across the country. We are also conducting several trials in Diepsloot and the surrounding towns, and we hope to make progress there soon,” says Terence.

It has, however, been a bumpy road to success for Link Africa. “Because the technology was new to the country, we were unsure of our right to use it in sewers and stormwater pipelines. We treaded water in court for three years before the Constitutional Court confirmed our right as a licence holder to deploy our cables under South Africa’s *Electronic Communications Act*. This process taught us great patience and proved to me that justice always prevails in the end.”

When the business took off, Terence struggled to find deep-pocketed equity partners with a long-term horizon in their returns. “We soon realised that we had to take control of our destiny, generate our own revenue, and stop relying on third parties,” he says. “Choosing the right partner is crucial to success. We seek partnerships with like-minded entities that have the dual objective of building a sustainable business and at the same time transforming our society.”

In 2016, Link Africa teamed up with Vast – an open-access wi-fi provider with hotspots throughout the country – to take fibre to South Africa’s underprivileged communities. Completed in June 2017, the project has already improved the lives of township residents while enriching public spaces throughout the country. “It all comes down to open communication, empowerment and decisiveness,” he says. “In everything we do, we are focused on our goal: to bring about the sustainable transformation of South Africa’s economy and society by making communication services accessible to all.” ■

“Link Africa values the importance of strategic partnership in creating futureproof communication networks based on fibre optic technology. A long-term relationship built on trust, transparency and knowledge sharing is key in its approach towards suppliers.” – Wim Bank, Managing Director, TKH Telecom



ACE – TOTAL SOLUTIONS FOR MODERN FIBRE OPTIC NETWORKS

The demand for broadband solutions is constantly rising. That means the number of fibre optic networks is also increasing worldwide. The size and topology of these networks vary by region. Therefore TKF is constantly innovating in the field of Telecom Solutions, for improved, flexible, cost saving and easy to install solutions!



TKF CONNECTIVITY SOLUTIONS

www.tkf.eu | www.ace-fibreoptic.com



member of the TKH Group <



KILL YOUR DARLINGS

Consumers move fast, so you need to move faster if you want to stay ahead.

WORDS • FI BENDALL

There is a popular phrase among fiction writers, attributed to the English author Sir Arthur Quiller-Couch: “Kill your darlings.”

That’s exactly what Netflix CEO Reed Hastings did in 2011 when he spun off the still extremely profitable DVD-by-mail part of the Netflix business and turned it into a thing called Qwikster, which died a quick death.

Hastings showed an appreciation for the unravelling story of digital transformation and the need to ruthlessly shed dead skin when required. Netflix could have clung to its DVD business while trying to gear up for the disruption to come as streaming services gained traction among consumers, but instead Hastings embraced the Red Queen Hypothesis of evolving in order to survive. The brand launched its streaming service in Canada in 2010 and Hastings could see from its success that this was the way of the future. He saw DVD-by-mail was an anachronism in the making, so the only thing left for him to do was move faster than any of his competitors to make streaming happen.

“In 2010 or 2011, out of 30 VPs, we had five people who were still focused on DVDs. We had to kick them out of the executive team meetings because we needed to eat, sleep and breathe streaming,” Hastings told LinkedIn founder Reid Hoffman in an interview.

Having been the industry disrupter that put Blockbuster to the sword, Netflix was now disrupting its own business model in order to stay ahead. It was reinventing itself in direct response to advances in digital streaming technologies and consumer broadband uptake. It wanted to be where its customers were going before they got there. Netflix could not afford to drag with it the operational costs or cultural baggage of the DVD part of its business. It had been working on streaming since the early 2000s, but the technology was finally in place along with the audience numbers to make the model work.

Consumers move fast; Netflix had to move faster.

Hastings knew that for effective digital transformation, Netflix would have to consider the way its operations, culture and business model would be changed. All three of those elements had to be

opened up and re-imagined in a way that put the customer front and centre.

With Netflix as the streaming home of TV blockbusters like *Mad Men*, *Breaking Bad* and *House of Cards*, its CEO could appreciate the power of a strong narrative. The digital transformation narrative is continually evolving, with twists and turns few of us can predict. Major plot points like the Internet of Things, augmented and virtual reality, AI and automation, and Big Data analytics are all in play. Furthermore, blockchain and cryptocurrencies look set to reshape industries such as banking, finance and insurance.

There is no hiding from digital transformation. Companies that still silo digital or lump it in as part of some innovation division are missing the boat by a long way. These companies are misunderstanding the fact that digital by its very nature has the power to entirely alter the core structure of an organisation, whether that is through customer engagement (via things like social media), operations (think optimisation through data analysis), or business model (moving from selling products to creating platforms and networks for services).

ARE YOU EVOLUTION READY?

Companies that want to leap ahead of the pack when it comes to digital transformation have to consider these seven areas:

1 Business model Are you selling a product or a service? Are you creating value for customers through a platform that allows third-party services to grow and share profit? Can you turn one-off products or services into subscription-based models?

2 Operations Are you using all the data available to your business to improve and optimise systems and processes? Can you implement AI and automation to take care of lower-end operational matters in order to free up your staff to provide higher-end value to your customers? Will a shift to IoT-enabled machines improve safety and reliability in operations?

3 Talent and skills Are you doing all you can to attract digital-literate employees who are passionate about embracing transformation? Is the culture of your company truly open to innovation and agile modes of development?

4 Data Have you developed a data plan that progresses from simple collection and storage of data through to analysis and output? Are you testing outcomes against your data? Are you modelling innovations such as potential new business models against available data?

5 Measurement Are you measuring the effects and outcomes of digital initiatives, or clinging to outmoded KPI measures that fail to tell the full story? Are your metrics failing to capture the collateral damage or benefit of digital transformation? Are you measuring customer outcomes or are you fixated on employee surveillance?

6 Security Digital does not come without risk or cost. Are you mitigating the risks that come with digital transformation by continual investment in cybersecurity measures?

7 Stakeholders Are you communicating the importance of digital transformation to stakeholders such as the board and investors? If your stakeholders are not informed and persuaded by your digital transformation case, it will soon flounder. Don't rely on technology to sell itself. Know your digital transformation story and sell that narrative. Make your stakeholders understand the value it will create for customers.

Hastings took a chance at Netflix by relegating its DVD operation to the dustbin of history. He killed his darlings, so to speak. Businesses that want to leap ahead of the digital curve need to think across business models, operations and culture. You need to be ready to invest, but also to divest. You need to look at the full gamut of technology available to you, empower your people, and aim to bring value to customers in ways you may not have done in the past. Businesses need to be where their customers will be. Digital can help them get there fast. ■



DFA— ENABLING A DIGITAL WORLD

DFA's open-access network has changed the game for internet service providers.

WORDS **SIMONE HENDERSON-SMART** • IMAGES **DARK FIBRE AFRICA**

In 2008, a seemingly innocuous South African High Court ruling had a significant impact on the telecommunications industry and the players in the sector. The outcome of the ruling was that value-added network service providers (VANs) would have the right to implement and operate their own telecommunications network infrastructure and were no longer compelled to use the network services of the licensed fixed and mobile operators at the time. Almost overnight these VANs were transformed to electronic communication network service providers.

Dark Fibre Africa (DFA) supported this ruling, as it enabled its network and business expansion plans based on open access. Executive Director and CEO Thinus Mulder explains: “The ruling that VANs could self-provide its network and infrastructure facilities opened up the environment for a wholesale open-access fibre network to flourish. »

“The resulting annuity income and predictable cashflow has enabled us to invest.”

“The open-access model was disruptive, because it meant that it was not necessary for every telco operator and network service provider to self-provide. They could acquire network infrastructure services from a wholesale open-access provider who could aggregate industry demand and reach economies of scale much quicker than individual operators if they had to implement themselves.”

At the outset, says Thinus, the business plan was based on a few targeted customers, the idea being that the major telcos would purchase dark fibre for their network architecture, rather than building their own fibre infrastructure. It was an enormous success, with DFA growing its customer base significantly on the back of signed long-term contracts. “The resulting annuity income and predictable cashflow has enabled us to invest in network expansion and densification, giving our customers access to more geographical markets and end users in a cost-efficient manner. We also invest in proactive maintenance and network assurance technologies, ensuring high network availability and reliability for our customers and their clients.”

As a result, DFA has significantly reduced the capital expenditure and associated management input costs of telco operators

and service providers in building and operating networks. The wholesale open-access model supported efficient and accelerated deployment of networks to deal with the growing demand for information and communication services in the South African business and consumer market segments. More importantly, adds Thinus, “DFA addressed the need for cost-efficient and reliable infrastructure, which meant that service providers could focus on delivering compelling business and consumer services and applications to the market. We paved the way for service-based competition, which was to the benefit of end users.”

DFA’s customer value proposition has been a catalyst for its sustainable business growth since inception. “When I joined DFA, it was a very small team – just 13 of us,” Thinus recalls. “Today, we have a national footprint spread across all the major metro areas in South Africa, employing more than 900 people directly in DFA and close to 2,000 additional resources including the subcontractors that we use. We have invested over R8 billion in the network and installed more than 10,000 kilometres [duct distance] of national fibre. Our network provides access to 30,000 business end points and connects over 10,000 base stations for the mobile operators in the country,” he says.

“Our customer base comprises all the mobile network operators, fixed network operators, internet service providers, large enterprises, government departments, state-owned enterprises, and municipalities. We also connect all the major centres in the country,” says Thinus. Fibre connectivity plays a critical role in supporting the delivery of fixed and mobile information and telecommunication services in the country, and with DFA being a key partner to mobile operators and service providers, Thinus acknowledges the responsibility and accountability that goes with this role. »

Connectivity that redefines business

Complete communications. On-demand and self-service.

Magellan Ethernet services from DFA

Unmatched network service delivery

Accelerated Ethernet managed services delivery, virtual routing, and firewalls improved South Africa's ICT infrastructure—and made high-speed connectivity more affordable.

Unique partnership and integration

Enabled fast integration of automated solutions over DFA's multi-vendor network through consultation with Willcom.

Seamless orchestration

Increased network programmability for fast service rollout through a self-service portal with Ciena's Blue Planet orchestration software.

For more information please visit: www.dfafrica.co.za

He also attributes a large part of the company's success to getting things right from the start and defining a set of core principles for the business. This has included ensuring that they would not compromise on the quality of the network. "At the very beginning, we as a management team decided that we would raise enough capital to build a high-quality network. We developed robust network and deployment specifications which covered our trenching depths and the choice of equipment. We would never sacrifice quality to reduce deployment cost.

"This decision has paid dividends, as it enabled us to keep our network uptime at a really high standard of 99.99 per cent on average over the past 10 years. That's why we have such long-term relationships with our customers; they found us reliable and very predictable."

Thinus goes on to say that Team DFA – "our people" – is what he considers to be the company's greatest asset. He is passionate

"My father used to say to me, 'Always stay humble and give more than you take.' That's how I try to live my life."

about providing a great learning environment that will enable his employees to grow towards and to achieve their aspirations and full potential. "While we are a company that is growing at significant pace, we actively invest in staff to keep them engaged and passionate about their contribution to the business and the experience they deliver to our customers. We encourage them to live our values in everything they do." All DFA staff members are also beneficiaries of the company's growth and business performance through a share appreciation rights scheme.

Innovation and knowledge sharing is also a key component of the way things work at

"DFA has embarked on a pioneering business to realise open-access fibre connectivity, and Dartcom has been privileged to support it on this journey. DFA's high-quality network will ensure reliable broadband communication services well into the future." – Graham Gamble, CEO, Dartcom SA



ABOUT US

Dartcom SA is a specialist distributor of telecommunications components and equipment. We are the country's premier specialist distributor of radio frequency (RF), fibre optic communications technologies, including sub systems, accessories, batteries, telecommunication access, termination equipment and outside plant hardware and software systems.

Dartcom SA is a proudly South African company with a strong commitment to customer satisfaction, exceptional service levels and the advancement of the telecommunication industry in Africa.

Tel +27 (0)12 345 7530 | Fax +27 (0)12 345 7600 | e-mail info@dartcom.co.za
Route 21 Corporate Park, 55 Regency Drive, Irene, South Africa, 0062
Private Bag X116, Centurion, 0046, South Africa
www.dartcom.co.za

DARTCOM SA IS A LEVEL 3 B-BBEE CONTRIBUTOR



DFA. “You have to remain receptive to new ideas, and, as a result, a lot of suggestions cross my table on a daily basis. We evaluate these ideas based on business fundamentals, which include strategic fit, value creation and return on investment,” says Thinus. DFA also engages with industry peers and analysts to stay on top of what’s happening in the rest of the world. Thinus comments that, in addition to attending key industry and analyst conferences, it also brings in industry experts to update the organisation on trends and industry developments.

This culture of knowledge sharing and industry analysis has informed key investment decisions. “We identified three growth areas in the industry, namely IoT, FTTB [Fibre to the Building], and FTTH [Fibre to the Home],” Thinus adds. “We recently established a wholly owned subsidiary, SqwidNet, which is the Sigfox IoT network operator in South Africa. The connection and revenue forecast for IoT in South Africa and

predictions from the analysts are phenomenal, and with 75 per cent population coverage to date, we are confident that SqwidNet is a significant player in this space. It recently won the IoT Product/Service of the Year Award at AfricaCom 2017, and has also been identified as one of the top three IoT companies to watch in South Africa.

“We have also acquired a significant majority stake in South African Digital Villages, a wholesale open-access FTTH provider. The FTTH market is growing at an exponential rate as consumer demand is driven by the consumption of rich media services,” says Thinus.

FTTB growth is also high, as mobile operators look towards deployment of 5G networks, and as business users move to adopt cloud-based business services and applications. “We have evolved our product sets from dark fibre services only to include managed ethernet services. We were also recently accredited by the Metro Ethernet Forum to »



ClearlineIS, Your Broadband Infrastructure Solutions Provider

Specialised ICT Services and Solutions for Optic Fibre Connectivity and Infrastructure Environments.



Solutions Office

- Solutions Engineering
- Survey & Design
- Client Interface and Management
- Council Approvals



Last Mile Solutions

- Last Mile Drop Solutions
- Broadband Access Solutions



Support Services

- Tailor-made Service Level Agreements
- 120 x Internal teams nationally
- National Call Centre 24/7/365



Specialised Services

- Fibre Installation, Splicing and Acceptance Testing
- Directional Cross-Road Drilling



Metro & Long Haul Solutions

- Wayleave Management
- Civil Works
- Project Management
- Client Management

For more information:
08000FIBRE (34273)
info@clearlineis.co.za
www.clearlineis.co.za

deliver Carrier Ethernet 2.0, Access EPL and Access EVPL services,” adds Thinus. This reflects DFA’s commitment to deliver relevant products that meet the needs of the FTTB markets that they serve through their channel of service providers.

On a more personal level, Thinus ascribes a great deal of his leadership principles to this piece of advice he received from his dad: “Always stay humble and give more than you take.” He also believes strongly in investing in oneself. “They say that for every rand that you invest in yourself, you get three times that in return. I do try to invest in myself as much as I can, taking every opportunity to learn and read about new things,” adds Thinus. He likes to focus on strategy, and follows a collaborative process, with a strong focus on creating value. He places a great deal of trust in his executive team and empowers them to execute the strategy, and, in some cases, remains hands-on to help them get started.

“Collectively, the executive team has more than 150 years of ICT experience, which is an invaluable asset,” says Thinus. “This has been a key contributor to the success of the business; it enables us to move at pace into execution mode. Once we’ve made a decision, we roll it out, and we regularly track and measure progress against a defined scorecard to ensure success. This enables us to focus our efforts on management by exception, which is much more efficient for the business.

“We continuously look at ways to streamline our internal processes and systems, looking at automation where possible and making it easier for our systems to integrate with our customers’ systems and processes. We want to make it easier and frictionless for customers to do business with us. We have invested in catalogue-driven order management and multi-domain service orchestration, which will result in a significant improvement in customer



WHAT WE OFFER

SOLUTIONS FOR COMMUNICATIONS & DIGITAL SERVICE PROVIDERS



SOA & iPaaS Application Platform

Our platforms solve complex systems integration problems utilising service orchestration.



Service Offer Management

Offer catalogue and order life-cycle management solutions to support digital ecosystems.



Solutions for B2B2X Billing Models

We support complex charging and billing models for multi-party digital ecosystems.



Customer Centricity & Loyalty

Our platforms support your customer centricity initiatives with a loyalty engine that uses the TM Forum Loyalty Management API.

PREPARED FOR THE DIGITAL ERA?

With over 15 years of experience in market offer and service fulfilment solutions for Communications Service Providers, Globetom is ready to provide solutions to forward thinking, next generation Digital Service Providers.



www.globetom.com

DIGITAL SERVICE ENABLEMENT

Globetom has comprehensive platforms to support your cloud service enablement strategy.



BUILD
Processes



DEPLOY
Services



MANAGE
Services



MONETISE
Services



ASSURE
Revenue



RETAIN
Customers



experience and efficient service delivery.”

Thinus adds that the company has also made strategic acquisitions with the goal of having control over the quality of its network. These include MCT Telecommunications, which deploys and project manages complex fibre projects, and Conduct Telecommunications, which deploys in-building reticulation.

Thinus says that DFA has contributed significantly to the industry by defining the standards for fibre deployment, which is still used today by most operators who deploy fibre infrastructure. In addition to this, DFA will continue to lobby for the mandatory inclusion of fibre ducts by the construction industry in greenfield developments. “We see it as a fourth utility,” he says. “It’s not legislated by bylaws in South Africa yet, but I think it will come.

“Our vision is to enable a high-speed digital world where innovation and meaningful connections prosper. We are proud of the contribution that DFA makes to the inclusion and participation of South Africa and its citizens in the digital economy,” concludes Thinus. ■

“Our vision is to enable a high-speed digital world where innovation and meaningful connections prosper.”

“Globetom delivers fibre order fulfilment solutions to DFA to optimise their time to market, from order placement to delivery. We are finding the new journey with DFA exciting because of the energy of the organisation and its focus on growth.” – Philip Stander, Managing Director, Globetom

*“It has
never been
COOLER
to work
in IT.”*


With excellent market knowledge and the international expertise of a major IT market leader, CEO Christian Werner is leading Logicalis Deutschland straight to the top.

WORDS **HOLLY JOHNSON** • IMAGES **LOGICALIS DEUTSCHLAND**

He may be only 12 months into the job, but Logicalis Deutschland CEO Christian Werner brings with him a wealth of knowledge. The executive comes from the company’s strategic partner – multinational computer technology corporation Oracle. This means he brings with him a whole toolbox of specialised skills and knowledge. Christian had worked for the database producer in Germany for six years, most recently as its senior manager responsible for expanding the country’s partner landscape.

His career, however, began in a slightly different field, in sales at Siemens Information Systems in 1992. This was then followed by valuable international sales experience with Sun Microsystems from 1995 to 2010. A stint in Sydney as »





“I was brought on board to meet the demand for an experienced leader.”

senior manager for channel programs and operations for Australia and New Zealand led him to a country lead position in Germany. Then, in 2010, Sun Microsystems was acquired by the database producer Oracle, and Christian was one of just a few board members to survive the takeover. From 2010 to 2012, he headed the company’s hardware channel in Germany, Norway, Denmark, Finland, Sweden and Switzerland.

“In 2012, I led a major reorganisation, where we combined our three channel organisations,” says Christian, who claims the longest service history in the German management team since the Sun acquisition. He developed strong relationships and worked closely with key partners including the founders of Inforsacom Logicalis, who quickly recognised his leadership potential. Thus, in January 2017, Christian was appointed as the CEO of Logicalis Deutschland – the German arm of the international IT system house.

Logicalis’s beginnings date back to 1997, when Datatec bought an English networking integrator, Logical Networks. Like its current CEO, the company rapidly gained a respected international standing. Through an intensive

globalisation strategy that resulted in the acquisition and integration of 20 IT companies, in 2001 the Logicalis Group became the formal legal holding company.

Headquartered in the UK, the company develops and implements information and communications technology solutions for customers across Europe, North America and Asia-Pacific. “I was brought on board to meet the demand for an experienced leader who had a history of successfully reorganising and streamlining organisations,” says Christian. “I am well connected to the market and to the key players in the German IT scene, so I brought a significant network of contacts to the company.”

Through global collaboration with key strategic partners such as Cisco and Oracle, the company benefits from the technical capability, professional competence, and references that inform its international activities. Logicalis Deutschland sees itself as a service provider, bridging the gap between the requirements of the customers and the technologies of different manufacturers.

“My strategy has been to first leverage the global presence of Logicalis to

“Logicalis is a trusted partner for Oracle. We have a transparent and open working relationship and there is a great deal of trust. While partnerships can have challenges, we work through these together to deliver the best possible outcome to our mutual customers.” – Sam Srinivasan, Channel Sales Leader Europe North, Oracle

maximise the benefits for our customers,” says Christian. “The group prides itself on innovation, quality and first-class customer service. We currently have subsidiaries in 26 countries, and this is what sets us apart in Germany.” Christian explains that the German market is crucial for the company. Even though it is already well positioned in the areas of cloud, network and security solutions, it is still showing significant growth potential.

“My second priority was to transform the traditional business of the system integrator from on-premise to as-a-service, since many of our customers are looking for a shift to public cloud services. In the time I’ve been here, we have already had significant successes and have closed several massive managed service deals.

“My third priority was to reduce execution accidents. I believe that we can secure a competitive advantage if our operations are backed by industry trust. To earn this trust, I am putting a strong focus on optimising our processes and implementing new tools,” explains Christian. “This includes bringing new releases of our configuration management and enterprise resource planning systems, implementing faster decision cycles, and streamlining the approval process. Such tasks may seem boring, but they’re important for our customers, and that’s what matters.” Logicalis supports technical solutions with full life-cycle

management, from planning, design, implementation and integration to support, management and optimisation.

The company is on track to become one of the top 10 IT service providers in Germany by 2020. “If we maintain our current projections and continue to focus on the areas in which we can make the biggest difference, we will easily achieve this position,” says Christian. “The combination of our global network with our ability to leverage skills gives us the highest possible level of flexibility and agility.”

Logicalis customers are able to implement global IT rollouts with a single point of contact. “Almost every decision is made locally, allowing us to be much quicker than our key competitors. However, we are also able to access the knowledge and competencies of our teams throughout the world – with more than 4,000 employees worldwide. Whether we need advice from Brazil, Spain or the UK, support is given instantly,” says Christian.

While many of its competitors focus on Germany, Austria and Switzerland, Logicalis’s scope is worldwide. “Our focus for the future is to leverage our strength. Our services are unmatched. Not one of our competitors has the same level of security operations centres as we do in Europe,” says Christian.

Nevertheless, digitisation presents several challenges for the IT sector, forcing companies to put their IT infrastructure to the test and adapt to remain flexible and competitive. “IT is becoming »

THE RIGHT ADVICE

Christian credits his best piece of business advice to his former boss at Sun Microsystems. “He was a manager with an established, multinational business background who had lived in North America, Asia, Europe and now Australia. He told me, ‘Listen to your customers as often and as much as you can.’ It is that simple,” says Christian. “If you truly understand your customer and what issues they’re facing, then you are in the best position to come up with a suitable solution. If you only see them as someone you hope to get business from, you won’t get very far.”

“It’s important to find our sweet spot where we can combine our capabilities to provide services, convert knowledge and transform products into business value for our customers.”

increasingly complex. The demand is increasing, the possibilities are increasing, and the market is moving fast,” explains Christian. “Our customers see new possibilities for cloud solutions and software as a service rather than an on-premise solution. This is making the job of a CIO or digital officer difficult. We aim to make their daily lives a little easier by simplifying their IT.”

The speed of innovation is also increasing significantly. “In the past, it would often take months to achieve service approval, allocate resources, and organise everything in a data centre,” says Christian. “Now it takes a simple phone call to get the best service and resources to arrive the next day. No excuses and no delay. However, this is putting a great deal of pressure on IT companies to increase agility and innovation.”

Christian describes Logicalis’s key partners as a toolbox for the company. “We only use the best tools to build world-class innovation services for our customers: this makes the difference between success and failure. For example, Oracle is a world leader in innovation, so we aim to stay on top of its developments and maintain the highest level of certification,” he explains. “It is about much more than simply selling product A to customer B at a margin of C. For a company our size, it’s important to find our sweet spot where we can combine our capabilities to provide services, convert knowledge and transform products into business value for our customers.”

With a modern solutions portfolio, international competence and strategic partnerships with top IT companies, Logicalis Deutschland is well positioned for a prosperous future. “IT has developed across the world as a major factor of competitiveness.

We are in the middle of a fascinating growth period filled with new technologies and developments,” says Christian. “If you think back 20 years ago, IT was just a cost centre and a boring guy who no-one listened to. Today, IT is a commodity, not a burden. Having worked in the industry for the past 25 years, I can say that it has never been cooler to work in IT.” ■

THE INNOVATION ALLIANCE

Logicalis Deutschland is a proud member of the Innovation Alliance – led by Cisco. The alliance is a coalition of system houses, software developers, service providers, resellers and consultants that combine their competencies to drive the issue of digitisation in small- and medium-sized enterprises.

The alliance has set itself the task of opening up to the German middle class the possibilities offered by digitisation. More intelligent processes, more efficient work, smarter products, higher profit, less stress – that is what defines digitisation.

RESPONSIBLE
FOR
INNOVATION?

How do we



have confidence it's the **right path** today and tomorrow?
truly stand out in a crowded market?
identify **new business models**?
know **when to act**?

THE WEB CAN'T ANSWER THIS ONE.

We untangle complexity to inspire your customers, partners, and employees.

Our approach is about relevance™: yours and theirs. It's about firsts, like invention and discovery.

We deliver a combination of business intelligence, creativity, and know-how to an expanding digital world, where design and technology seamlessly coexist.

WE GUIDE INNOVATION.



DIGITAL INNOVATION AG




Leading food brands make it **OSI**

OSI Group is a premier food processing company. We make proprietary items that the world's leading food brands sell every day. You can count on OSI Group for:

- **A 360° innovation approach**, from concept to consumer
- **Trusted supply chains** for consistent quality and food integrity
- **Processing facilities worldwide** to make your products and speed them to market

Now make it **OSI** for your leading brand.

A World of Food Solutions

A professional portrait of Johannes Linden, CEO of PIA Automation Holding. He is a middle-aged man with short, graying hair and a beard, wearing a dark blue suit jacket over a white shirt. He has his arms crossed and is looking directly at the camera with a slight smile. The background is a plain, light gray wall.

THE FIVE STEPS THAT
MANUFACTURERS
CAN USE TO BETTER
ORGANISE THEIR
PROCESSES

-JOHANNES LINDEN, CEO,
PIA AUTOMATION HOLDING, P88

INVEST

CORPORATE *aesthetics*

CORPORATE ART COLLECTIONS ARE NO LONGER
MERELY SYMBOLS OF WEALTH AND PRESTIGE.

WORDS • JESSICA MUDDITT

Art isn't necessary to business, and some may even consider it an expensive and frivolous distraction, yet companies have been collecting it for centuries and are currently collecting more than ever before.

"We are approached by the big end of town, but, frankly, where we see the growth is in the smaller, new market entrants," says Geoff Henderson, Gallery Director of Kate Owen Gallery in Sydney, which provides a consultancy service to businesses.

Some say the flourishing of corporate art collections is due to a growing appreciation of its multilayered benefits. In days past, corporate collections tended to reflect the personal tastes of CEOs and were valued primarily as tangible markers of wealth used to impress clients.

"Art used to be purchased indiscriminately and in volume," writes art historian Shirley Reiff Howarth in

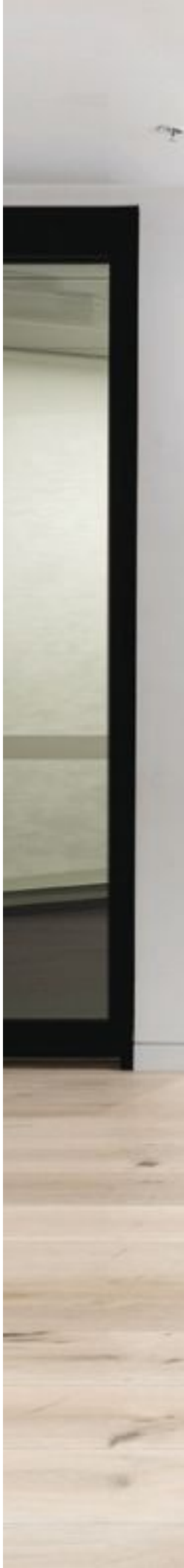
her 2017 book *Silent Partner: Corporate Art: The Insider's Guide to Art at Work*.

"One of the most important trends that has emerged in recent years is that the art collection is now viewed as a part of the company's overall image," says Howarth, who has edited the *International Directory of Corporate Art Collections* for the past 35 years.

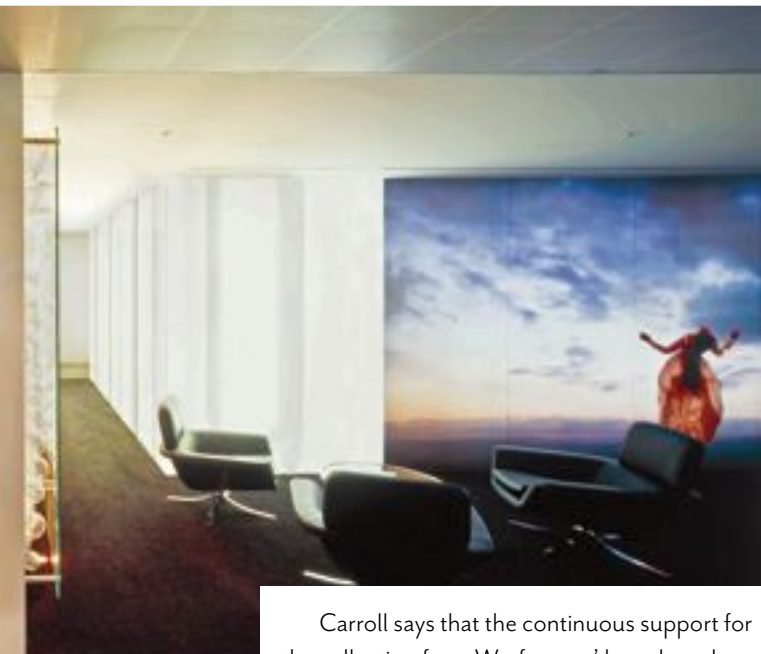
This rings true for Australian conglomerate Wesfarmers, which owns a "museum-quality collection" and hosts regular art talks for its staff.

"Our collection and talks have helped craft our identity and personality as a company, one that values creativity, critical thinking and innovation," says Helen Carroll, Manager of Wesfarmers Arts.

Most of its 900 artworks, by renowned New Zealand and Australian artists, are exhibited at its corporate office in Perth, Western Australia, and it also lends out pieces to museums and galleries. »







Carroll says that the continuous support for the collection from Wesfarmers' boards and managing directors over 40 years isn't the norm in the corporate art world.

"The collection isn't there for decoration, or for status. It's an active part of the life of the company. Personally, I think that's what helped it weather the storms."

When Australian beer giant Fosters in 2005 sold off its art collection – amassed in the 60s and 70s for around A\$2 million – for A\$13.3 million, it was the largest sum generated from the sale of a corporate art collection to date.

But according to Howarth, investment isn't usually the driving force behind corporate art collecting. "The idea of corporations buying art to keep in secret vaults is one of those misconceptions that keeps surfacing ... [Corporate investment in art] is almost never a conscious strategy."

Carroll disagrees. "At the heart of our collection has been a need to assure shareholders that whatever we acquire is a good, solid investment," she explains.

NEW PATRON OF ART

Companies are playing such an important role in supporting the arts that Howarth was prompted to describe the business sector as "the new patron of art".

"Many corporations are shouldering the responsibility of promoting art and culture in the society they belong to," she writes.

The support companies give the arts is recognised by the Corporate Art Awards, which were launched in 2015 and are held at Italy's



Ministry of Culture. In 2016, it received entries from 80 companies across 22 countries.

"We believe that art is the ultimate expression of corporate social responsibility," says Luca Desiata, the awards' curator.

The winner of last year's awards, Deutsche Bank, takes its role in supporting contemporary art seriously. As well as its *ArtMag* publication and international exhibitions, the bank also runs projects with museums and art fairs, and has an 'Artist of the Year' award to support emerging artists. "Deutsche Bank is committed to making contemporary art as accessible as possible, opening it up to new audiences as well as the general public," says Jill Valentine, Deutsche Bank's Head of Communications and CSR.

High-end brands similarly seek to cement themselves in the art world, seeing the added benefit of deepening customer relationships. "In this kind of segment you are not selling metal, you are selling dreams," Torsten Muller-Otvos, CEO of Rolls-Royce Motor Cars told the *BBC*. The luxury car maker's Rolls-Royce Art Programme runs exclusive art events and commissions contemporary artists.

However, when it comes to corporate art collections, according to Christopher McKenzie, Project Art Consultant with Corporate Art in Queensland, Australia, CEOs remain as invested as ever. "For most projects, it still comes down to the CEO's tastes," he says.

He recalls a developer who asked for his hotels to be decorated to reflect his family's story of migration while another personally selects the artwork for his hotels. McKenzie doesn't intend this as a criticism; he welcomes involvement from a company's leadership team. It's failing to enlist the help of an arts industry professional he cautions against.

“You can always tell when a project is what I call ‘plonk art’, when it’s been a last-minute thing of someone buying art without doing their research or working with an interior designer. There’ll be either too much art, not enough, or it’s in the wrong place,” he says.

Corporate Art’s managing director, Leanne Pearce, says that ultimately the level of input from a CEO varies enormously – as can budgets, which start from €95 a piece but can roll into thousands of euros.

Regardless of whether art is viewed as a potential financial return or as a way to fulfil CSR – or both – the benefits for employees are well documented, though often underestimated. A study by the University of Exeter in the UK found that employees in well-decorated workspaces were 17 per cent

more productive than those in spaces that were sparsely decorated.

BEWARE OF HEAVY TRAFFIC

It’s worth bearing in mind that expensive artwork in a business environment is going to be subject to a certain amount of wear and tear.

“We are pragmatic. We acquire work that doesn’t require a huge amount of maintenance or specific atmospheric conditions,” says Carroll. “It’s about placing objects where we know they are going to be looked after and not hanging them in high-traffic areas.”

Carroll also points out that the pride employees feel for the artworks helps keep them safe. “I find that our staff are our best source of protection. People always let me know if something looks like it might fall off the wall.” ■

CORPORATE ART AROUND THE WORLD

UBS ART COLLECTION, US

The UBS Art Collection has a ratio of one piece of artwork for every two staff members – and it has 60,000 staff. It’s insured for millions of dollars and features work by Lucian Freud and Roy Lichtenstein. Parts of the collection have been shown at New York’s Museum of Modern Art and London’s Tate Modern.

DEUTSCHE BANK, GERMANY

Deutsche Bank has the largest corporate art collection in the world, with some 57,000 works by 5,000 artists, which are overseen by eight curators. It runs free public tours four times a week.

SHISEIDO, JAPAN

Shiseido’s gallery opened in 1919 and, although it has had to close its doors temporarily due to earthquakes and war, it has hosted more than 3,100 exhibitions by some of Japan’s most significant artists.







Above *and* BEYOND

Ian Walsh, President and CEO of TRU Simulation + Training, discusses the continuing growth of the business and the plans for the future.

WORDS **SHARON MASIGE** • IMAGES **CHRISTINA ESTEBAN**

TRU Simulation + Training, a subsidiary of global aerospace and defence conglomerate Textron, continues to maintain consistent growth as a training solutions provider. Operating within the complex aviation simulation and training industry, the business has no plans to slow down, with a number of strategies already in place to take it to the next level.

TRU provides training devices to the commercial and defence industries, with systems such as full flight, classroom and fixed-base simulators. It also provides pilot and maintenance training through TRU's training centres.

"We are structured around our air transport market segment, our military and business segment, our training centres, and our aftermarket service and support," Ian Walsh, President and CEO of TRU Simulation + Training, explains.

"The company is growing across a number of areas including air transport, business, military and maintenance. We really want to beef up our ability to capture and go after the right customers globally, so we have improved that capability," Ian says.

Adding to this growth is TRU's recent acquisition of the aftermarket service ETOPS, which initially supported its air transport simulators. "We are now able to provide a full aftermarket service and support not just to our external customers but also to our internal training centres that we run on the business jet side and helicopter side," Ian says.

Having grown up both personally and professionally in the aviation industry, Ian says it is a complex environment in terms of training and simulation. This was particularly evident for TRU, as it covers multiple businesses and customer segments with different dynamics. "The air transport market is diverse. Whether you're talking about the big OEMs like Boeing and Airbus – both of whom we now have contracts with – or all the other players in between, they're now growing to the extent where they're looking at what kind of solutions they need for their aircrew and their pilots, and so on," Ian says. »

“Do they go to their primary training centres? Do they go to a distributed model? And what things can TRU provide them regionally, depending on their footprint? On the defence side, it’s diverse because there are tons of different needs and requirements. There is a whole range of solutions that different customers are looking for, whether it be US services, or allied countries or whoever.”

Despite the complex nature of the air transport industry, Ian says, TRU’s mission is to be the best among all other training solution providers. “Each of our businesses has different dynamics, different customer requirements and different solutions to be successful. The common denominator across all of them, and for TRU, is to not be the biggest player but to be the best player out there – to provide the right solutions to the right customers in the right way.”

There are a number of methods Ian implements to ensure the company stays ahead in the aviation sector. He says the company pays attention to what it can do on a recurring basis – online or offline – to help its customers maintain currency and proficiency. One of the first things TRU does is to stay updated when it comes to industry regulations. It takes part in industry committees and associations to understand the key trends, what requirements are coming, and what may be emerging or changing. “For example, thinking about how customers are using our devices, whether it’s recovery training, unique mission training, or cockpit crew coordination training. On the military side, it’s live, virtual constructive training, which I think is a big trend that’s been going on for a number of years, but I think is picking up speed,” Ian says.

Another method is from the product perspective: how to build affordable devices and do it in a way that has a good return for the company. “As technology continues to evolve and merge – as we think about other motion systems, mini-motion systems, visual systems, whatever it may be – there will



obviously be requirements for full flight devices,” Ian says. “It’s about how to make them affordable. That’s where we get into looking hard at our own operations, looking at our supply base and all those elements that go into a lean, effective and affordable production system. That’s a big focus area for us right now.”

On the customer side, Ian says, the key is being able to differentiate from competitors. “We really spend a lot of time understanding who that customer is and what their needs are to give them the best possible training experience that they can have at the right price. I think that’s what allows customers to come back to us over the competition,” he says.

TRU’s continued growth is reinforced by its partnerships with sister companies Textron Aviation and Bell, which has elevated its supplier base. “Their supply »

“We believe that a trusting and dynamic collaboration is key to a true strategic partnership such as the one we have with TRU Simulation + Training. It is a privilege to be considered a valued collaborator. Together, we’re eager to reach the next performance level.” – Léna Swennen, President and CEO, BHS Composites

YOUR INTEGRATED COMPOSITES PROVIDER

TRU SIMULATION + TRAINING
A Techtron Company

Courtesy of TRU Simulation + Training

BHS COMPOSITES, THE TURNKEY SPECIALISTS FOR LIGHTWEIGHT COMPOSITE FLIGHT SIMULATION STRUCTURES.

We design and build:

- Cockpits and dynamic or self-supporting domes
- Complete composite display systems for front projection, back projection or direct projection
- Aluminium honeycomb panels
- Exterior skins and panels

We offer state-of-the-art:

- Design and engineering services
- Full product development services and FEA
- Assemblies and pre-fit
- CNC precision machining

COMPOSITES
BHS

Established since 1994

Visit compositesbhs.com for all your aeronautics, transport, infrastructure and energy composite manufacturing projects.



“Now, because we’re a part of the big Textron family, we’re able to leverage those relationships much more.”

base overlaps our supply base,” Ian says. “Now, because we’re a part of the big Textron family, we’re able to leverage those relationships much more, working with their supply-chain leadership and managers.”

Following this partnership, TRU held its first suppliers summit earlier this year, with nearly 70 per cent of its suppliers gathering in Goose Creek in South Carolina to learn about TRU’s long-term plans. Ian described it as a “very productive couple of days”. “Your supply base, in my opinion, should never be a push or a pull; it should be a true partnership,” he says. “Their success is our success, and our success is their success. They get to understand that. They’re trying to make decisions on who they invest with and so on, and we want to make sure they understand who we are as a leadership team,

IAN WALSH’S TIPS FOR MAINTAINING BUSINESS GROWTH

1. **Keep up with industry regulations**
2. **Design products that will have a good return for the company**
3. **Ensure products are affordable**
4. **Differentiate yourself from your competitor**

who we are as a company, and, most importantly, what our long-term plans are.”

Looking ahead, TRU is aiming to focus not only on the programs it currently has but also on seeking out new opportunities. It has collaborations with Finnair, Avianca Airlines, Icelandair, Copa Airlines and India’s Flight Simulation Technique Centre, and recently secured a contract with Airbus to provide two devices for its training centres. In addition, TRU has a strong focus on ramping up its growth. “TRU Simulation + Training 20 months from now, compared with 20 months ago, is going to be an even bigger, more viable, powerful enterprise that provides the right solutions for our customer segments,” Ian says. “Just as an example, between last year and this year, we’ve almost doubled the size of our company. From a growth perspective, there’s a lot of opportunity out there. TRU has very aggressive growth targets. Over the next five years, you’re going to see a lot of the same dynamics and growth curves from us. That comes with its own set of challenges, which is very exciting for us.” ■

OUR EXPERTISE AT THE SERVICE OF YOUR AMBITIONS

Since 1979, the LG Cloutier Group has leveraged its expertise to design custom metal components tailored to the needs of its clientele.

Our professionals provide a complete manufacturing process and top-quality products, regardless of the complexity of your requirements. You benefit from turnkey services for the design, engineering, manufacturing, and assembly of components.

Within an environment covering 10,700 square metres of facilities, our team has the required certifications and mastery of equipment at the cutting edge of technology to bring your projects to the highest standards.

THE LG CLOUTIER GROUP CONSISTS OF:

- The expertise of close to 150 professionals
- Two factories dedicated to the manufacture of parts
- Assembly factory
- Engineering centre

GROUP LG CLOUTER

303 Boulevard Nilus-Leclerc
L'Islet (Quebec)
Canada G0R 2C0

T. 418 247-5071
F. 418 247-7924
lgcloutier.com





A worthy challenge

As PIA Automation Holding settles after a recent acquisition, newly elected CEO Johannes Linden describes the company's direction for the future.

WORDS **SHARON MASIGE** • IMAGES **PIA AUTOMATION HOLDING**

Every new acquisition is an opportunity for a company to learn from the fresh challenges wrought by the addition of different work cultures and production styles. Ready to take on such opportunities and steer the company afresh, Johannes Linden was elected as the CEO of PIA Automation Holding (PIA) following its acquisition of M&R Automation in June 2017.

PIA, a spin-off of Preh IMA Automation, develops assembly and manufacturing lines for companies in the automotive, renewable energy, consumer goods, medical and cosmetics sectors. It also provides services ranging from manual assembly workplaces to fully automatic production systems. Its new addition, M&R, holds a strong position in the automation space, providing engineering, manufacturing, assembly and commissioning services, with around 85 per cent of its sales coming from the automotive industry.

Upon his appointment as CEO, Johannes identified a range of opportunities to support the company's continuing success. One of the key advantages is its size, he notes. As an SME, its size is a competitive advantage that opens potential avenues for growth, both nationally and internationally. "We now have an international set-up, having true operational activities in Canada, the US, China and Europe," he says. "We are one of the few companies that have this international set-up, range of technologies and strength of financial investors. The combination of abilities we have from a technological and financial point of view is unique and sets us apart from the vast majority of our competitors." »

Its international reach is one of PIA's main differentiating factors, and it can use these combined capabilities to enhance its product offering. Johannes points out it is also a major aspect of the growing industrial focus on automation. "We have the possibility of using this international set-up in the best possible way because it is embedded in a growing industrial environment. Automation is also on the growth path and these two areas support each other," he says.

The M&R acquisition brought with it 1,300 employees, and PIA is now set to have an estimated turnover of €250 million. Of course, expansion is not without its challenges, particularly when combining different company cultures. "If you are a special machinery equipment builder, you have your own culture as a company. Now we are bringing different companies together, meaning we have to merge different cultures into one," Johannes explains. "That's a task and a challenge at the same time because

people are proud of where they are coming from and now you have to transfer this pride into a new sense of pride for the new PIA. It is a change-management effort, which is necessary, and management have to be encouraging enough so their employees follow it."

Another challenge is streamlining and standardising the processes of the company's international divisions. Johannes stresses the importance of consistency in systems at each of PIA's centres worldwide, a key focus area of improvement for the company over the next 12–18 months. "We need to leverage the synergies we have because of our new international set-up," he says. "That means using the international production base and being able to produce equipment in one place even if it was produced in earlier times in another place. It is about being able to put everything on the same IT basis and rolling out the same SAP [systems, applications and products] as our ERP [enterprise resource planning] structure across all the different



Fascination Movement.

Power workout for your flexible feeding system. From the component right through to the complete interfaces solution, including the standardised software interfaces stances, we provide everything from a single source.

Yesterday. Today. Tomorrow.



afag.com

countries and putting the same ‘5S’ business practices into the manufacturing floor.”

Johannes says the combination of these international hubs is greater than the efforts of each individual worker. “Learning from each other and the best-practice examples we have within our team now makes us much more than the sum of the individuals we were at the beginning,” he says.

Maintaining a strong relationship with suppliers is another key area for the company to address during its period of expansion. PIA currently has around 12 suppliers that deliver hydraulics, electronics, industrial control systems (ICS) and programmable logic controller (PLC) products. “In the automation industry, the supplier base is very similar in different projects. You have the same automation suppliers, be it Siemens, Allen Bradley, Mitsubishi or Omron. If you then go to the pneumatics, you work with Festo or SMC. Again, that’s the same in every project,” Johannes explains. “We are relying on our partnerships because, as an automation company, the manufacturing depth, in terms of our own manufacturing of parts, is relatively low. So it’s much more an engineering approach than a manufacturing approach. We are very dependent on our suppliers and we see them on a regular basis so that we can work in close collaboration with them. We are, to a certain degree, also

dependent on their innovation capabilities, because their innovation is next to ours driving this industry.”

Johannes envisions even further growth for PIA in the future, and to get there he outlines three major aspects. The first is strengthening its customer base, which PIA has already proven. “The customer base we have is growing on an international basis. So our customer base has expanded into North America – including Mexico, the US and Canada – and into Asia. PIA is able to cope with this international growth because of the factories and the competent centres we have in these regions, and we can benefit from their growth,” Johannes says. “For instance, if we have started projects with a worldwide FMCG company here in Europe and now they want to grow in Asia, there’s a good chance we can bring that project with the supplier into the new Asian environment.

“Working in close collaboration with your customer is a very good platform to grow with them on an international »

“PIA stands for technology, quality and trust. Afag high-tech feeders made in Amberg are best in class. Afag handling components made in Switzerland meet highest-quality expectations – it’s no wonder, PIA and Afag have enjoyed a trusted relationship for more than 25 years.” – Markus Werro, CEO, Afag Holding

“Learning from each other and the best-practice examples we have within our team now makes us much more than the sum of the individuals we were at the beginning.”





basis.” Johannes adds that this will generate benefits for both parties. “Working with customers and growing together means you win with them. That’s what partnerships are about.”

The second aspect to support growth is the emphasis on automation which, Johannes says, accounts for a large proportion of the automotive business. This is particularly due to what he calls the “internationalisation of European customers”.

On top of that is the increasing trend for e-mobility – the use of electric-powered vehicles as an alternative to diesel power, in an effort to reduce carbon emissions. This, says Johannes, is gaining significant amounts of investment in the motor sector.

“E-mobility is driving a lot of investment into the automotive industry that wouldn’t have the same magnitude if we were to remain with old technologies. It’s about replacing that old technology, which means an increase in investment,” he says.

The third area driving growth for PIA is China’s contribution. Johannes refers to China as “the factory of the world”. “There are huge salary increases in China year on year, by around 15 per cent,” Johannes says. “It also had a GDP growth of 6.9 per cent in the second quarter. That is more than the whole GDP of Switzerland.”

Johannes notes that salary improvements led to China’s strategy to put innovation at the forefront of manufacturing. The Made in China 2025 program, launched in 2015, aims

THE 5S OF MANUFACTURING

The 5S business practices refer to the five steps that manufacturing companies can use to better organise their processes. These are based on five Japanese words:

Seiri, Seiton, Seiso, Seiketsu and Shitsuke.

Seiri (Sorting) – Cleaning out unnecessary clutter in your process

Seiton (Simplify) – Placing what you have left in order

Seiso (Sweep) – Cleaning all machines and other equipment

Seiketsu (Standardise) – Enforcing a common standard for all processes

Shitsuke (Sustain) – Maintaining these steps and including them in the company culture; improving any areas as necessary

to make China a major manufacturing power within 10 years. Under this scheme, the country will implement several principles and goals such as adapting institutions for innovation; promoting interdisciplinary collaborative innovation, digitisation and smart technologies; and placing a major focus on sustainability. “[The program] is aiming to put more automation into its factories,” Johannes adds.

Looking ahead, PIA will continue working to enhance its range of products. It will be starting a new Industry 4.0 platform that was developed in its Austrian facility. “This will be a big step for us, offering improvement potential for our customers. We can do this on an international basis in Europe, Asia and North America, and that again is a single combination of technology and global footprint that we offer. We have this international presence and are ready to serve the same customer everywhere in the world with the same technology and the same operational excellence standards that we have encountered in the past. We can do projects in the same way in North America, Mexico, Canada, Europe or in Asia, in particular China. That’s what we bring to the table and that’s the unique difference we have and make.” ■



Montageautomation GmbH
Basics, Modules & Systems

innovation



The right solution
for every production

www.dfs-automation.com

GET INSPIRED ON THE GO

Subscribe to *The CEO Magazine's* digital edition today and save!



AVAILABLE ON



A LUXURIOUS
GETAWAY TO THE
FRENCH CAPITAL.

- FROM PARIS WITH LOVE, P100



INDULGE

BROCKY MOUNTAIN HIGH

Australia's Bathurst race track in a Ferrari?
Don't mind if we do.

WORDS · STEPHEN CORBY

Pretty much every sport is a lot harder than it looks on television, even lawn bowls, but it's the potentially deadly ones that really raise the bar, and your heart rate, when it comes to trying them yourself. Watching the in-car footage of vrooming V8s belting around the Bathurst 1000 at the world famous Mount Panorama in Australia has always been a jaw-dropping spectacle, and one that creates a certain amount of awe at how the drivers (and the late, great Peter Brock in particular) do it. Who wouldn't want to have a go at replicating their feats of derring-do, particularly in a Ferrari?

That's what a few lucky Prancing Horse owners (and a few even luckier journalists) get to do every year when the legendary circuit is closed to the public for the Bathurst 12 Hour race, and it turns out to be an experience that's almost more fear than fun. The Mountain is no ordinary track and even race drivers will admit there are parts of it that are genuinely frightening. Most days of the year it is a public road, climbing 174 metres from the Main Straight to its highest point, Skyline. On race days it booms and brays to the sound of engines straining to push beyond 300km/h. »



While the bottom half resembles a normal race track, with lots of run-off and gravel traps to catch your stuff up, the top half is like very few circuits on earth; a concrete canyon of blind corners and bluff walls that leave no margin for error and plenty of potential for crushing impacts. To this extraordinary place we have brought one supremely special car; Ferrari's 488 GTB, a thing of fluid and fabulous beauty that is capable of feats of speed that boggle the brain.

With its twin-turbo V8 producing a whopping 493kW and 760Nm, the Ferrari 488 GTB can explode from a standing start to 200km/h in just 8.3 seconds (a mere 100km/h disappears in three seconds flat) and on to a top speed of 330km/h.

Theoretically, I should be able to lap the track not much slower than the V8 Supercars that blitz this circuit for The Great Race each year. Theoretically. The reality is that a giant, impenetrable and genuinely tangible wall of abject fear stands between me and those sorts of feats.

During the first couple of laps my eyes were so wide it felt like my eyelashes were fluttering the back of my neck. That would have been alarming enough, but I was more concerned about my inability to breathe, despite which I somehow found the oxygen to expunge swear words, loudly and repeatedly.

Yet, thanks to years of televisual feasting, it all feels familiar, and the initial climb up Mountain Straight, during which the Ferrari leapt effortlessly beyond 220km/h, is great fun, but once you turn into The Cutting – a concrete corkscrew of tight bends – you realise that you can't see through the corners, at all, and that committing to them is an act of faith and foolhardiness.

TOP OF THE MOUNTAIN

The flight across the top of The Mountain is even scarier, because it's faster, and there's a point at the Reid Park section where you have to place your car right near the wall (I've seen race drivers rip the wing mirrors off their cars here, they get so close to it) to line you up for the run into Skyline. Doing so feels like a complete defiance of sanity.

And yes, The Esses section, where you dip sharply back down the hill, looks steep on television, but in reality it's much worse than that. Picture the kind of



“WE HAVE BROUGHT ONE SUPREMELY SPECIAL CAR; FERRARI'S 488 GTB, A THING OF FLUID AND FABULOUS BEAUTY THAT IS CAPABLE OF FEATS OF SPEED THAT BOGGLE THE BRAIN.”

mountain pass where you're usually stuck behind slow trucks and faced with 25km/h advisory signs and you're part of the way there.

That scary section ends at Forrest's Elbow, which is named after a motorcyclist who scraped his elbow off here, before you hit the famous Conrod Straight, all 1.9km of it. This epic stretch opens up, tantalising you with the chance to explore 300km/h, but what you don't see on TV is how huge that big hump is three quarters of the way along – a climb that makes you feel like you're actually going to get airborne at 280km/h-plus. And that the result of doing so would be your fiery death. Racing drivers keep it pinned through here, and thus explore that rare air beyond 300, but my brain simply refused, insisting that I dab the brakes, and keep myself alive. The final chicanes and bends that lead up to the Main Straight are pure, fast fun, however, meaning you finish each lap with an enormous smile on your face.

What made the whole experience more magical than terrifying, in the end, was the Ferrari 488, which is so superb to drive – fast, firm, precise and beautifully balanced – that it put the minimum gap between thought and action, which is what you need at high speeds. It's hard to imagine any other road car feeling as comfortable in these extreme circumstances.



Lapping The Mountain at speed was unforgettable, and only served to grow the enormous respect I have for racing drivers. I'll be watching this year's event with freshly widened eyes. Getting around Bathurst without hitting any walls is some achievement, but doing so while battling other cars, and drivers, is the kind of sporting genius that's clearly beyond mere mortals. ■

MOTORING MADNESS

NÜRBURGRING 24 HOURS

Hosted at perhaps the only track more truly terrifying than Mount Panorama, the Nürburgring, or Nordschleife, in speed-mad Germany, the 24 Hour attracts a slightly ridiculous field of 200 cars, and more than 700 drivers, in May each year. Only the fact that the track is some 25km long makes those figures possible, but pure chaos is still the result. And the massive crowds that turn out each year wouldn't have it any other way.

MONACO GRAND PRIX

First held in 1929, this is perhaps the world's most famous motorsport event and, like Bathurst, it is held on a public road that's repurposed once a year, in May, for an extremely dangerous race set between concrete walls and steel barriers. Formula 1® cars somehow manage to average 240km/h around each highly technical and hugely difficult lap. With its harbour and super yachts, Monaco is undeniably one of the most beautiful settings for a car race, anywhere.

INDIANAPOLIS 500

The 500 refers to miles, which is a very long way to race, particularly around a banked oval circuit that looks, at first, pretty easy, until you consider that the cars average well in excess of 350km/h, and run into each other with horrific regularity. Held each Memorial Day weekend in the US, it is a huge event, with a crowd that has exceeded 350,000 people.

FROM PARIS *with love*

A first visit to the French capital leaves
an enduring impression.

WORDS • MONIQUE BUTTERWORTH





Vivid emotions and memories can be triggered by a sensory cue, and, for me, the blended scents of precious wood, rare spices and vanilla will forever evoke the feeling of being in Paris for the first time.

The long-awaited dream of visiting the romantic European centre for art, fashion, gastronomy and culture stepped up a notch upon setting foot inside Hôtel Barrière Le Fouquet's, a quintessentially Parisian luxury hotel on the corner of Avenue George V and one of the world's most famous streets – the Champs-Élysées.

A mere stone's throw from there and across the street from Louis Vuitton's flagship store, Fouquet's brasserie has been a must on the Parisian dining scene since 1899, just 10 years after the Eiffel Tower was built by Gustave Eiffel for the 1889 *Exposition Universelle* celebrating the centenary of the French Revolution.

More than a century later, architect Édouard François united five Haussmann buildings to create the stylish synergy of Hôtel Barrière Le Fouquet's and its eponymous brasserie when the hotel opened in November 2006. The hotel's exterior and the red awnings of its famous brasserie are instantly recognisable icons of this much-loved city. »



GRAND REOPENING

After six months of extensive renovations under renowned designer Jacques Garcia, the hotel was reopened in mid 2017. Its 81 luxurious rooms and suites are decorated in silk, suede and marble, in a neutral but chic palette with hints of black and gold, which add a masculine feel to the damask curtains and floral beige tone-on-tone carpet.

Smartly dressed valets usher you through the haute Hausmannian entry of the hotel, where you are enveloped by the unique scent, *Fugue à Paris* by Fouquet's, as you take in the opulent retro design on your way to the concierge.

The striking décor in rich velvet hues of gold, green, purple and red reflects the distinctive touch of a Garcia interior, and draws you towards the curved staircase.

Elegant wood panelling and walls adorned with black-and-white Harcourt photographs of French movie stars and celebrities of yesteryear complete the sophisticated vibe.

In 2018, the hotel will open an additional 19 new rooms and suites with sizes ranging from 37 square metres (large for Paris) up to the 250-square-metre

Presidential Suite, which boasts panoramic views of the Eiffel Tower and the Arc de Triomphe.

If that's not enough, you might like to consider taking over the hotel's entire fifth floor, to create the sumptuous Grand Suite de Paris – an extraordinary 530 square metres of floor space.

Regardless of your accommodation choice, a 24-hour butler will be assigned to your room to cater to your every whim and fancy.

Spacious black marble bathrooms feature both a large soaking tub (to take away some of the pain of a solid day's shopping along the couture boutique-lined Avenue George V) and a separate shower big enough for two – this is the city of love, after all.

Tech heads will delight in TV screens seamlessly embedded in giant mirrors, the Bluetooth sound system, and the dedicated in-room iPad to control almost everything in your suite.





DINING IN STYLE

While you're spoilt for choice with five restaurants and three bars in the hotel, it's the brasserie menu of the historical Fouquet's restaurant, designed by three-Michelin-starred Chef Pierre Gagnaire and executed by talented young chef Charles Boixel, you simply must experience.

The tables on Fouquet's terraces under the red awnings on the Champs-Élysées and Avenue George V are highly coveted; however, the main dining room – a historical Paris monument – is where you want to be. Each table here proudly displays a brass plaque with the name of a famous person, such as Edith Piaf or Charles Aznavour, who favoured the location.

Our evening starts with a glass of Veuve Clicquot, followed by pink shrimp, avocado and grapefruit mimosa, and that Parisian staple, beef fillet, complemented with a Saint-Emilion Grand Cru – Chartreuse de Faugères, Silvio Denz 2014. For dessert, it was impossible to go past the chef's French take on Australia's pavlova. Delicious all round.

The motion pictures theme continues, with photographs of stars adorning the walls, as, for more than 40 years, Fouquet's has hosted the gala dinner of the César Awards (the Oscars of French cinema), beneath the golden chandeliers of the dining room.

Following dinner, wander to L'Escadrille Bar for a nightcap. The bar is adorned with portraits of airmen and a majestic propeller, harking back to 1903 when an aviator landed his plane on the Champs-Élysées and celebrated at Fouquet's bar. The signature cocktail, dedicated to the heroes of aviation, is the Carré d'As, a concoction of gin and absinthe. A few of these, and you will indeed be flying.

With so much to do and so little time in Paris, it was a case of looking longingly at the renovated Spa Diane Barrière. With more than 740 square metres dedicated to beauty, relaxation and health, the luxe spa features eight treatment rooms, a hair salon, a stunning 15-metre-long swimming pool, separate male and female steam rooms, a sauna and state-of-the-art gym.

Upon checking out, it was impossible to resist purchasing some Fugue à Paris by Fouquet's perfume as a souvenir to remind me of my first, but certainly not last, visit to Paris. ■

hotelsbarriere.com

OPRAH WINFREY

It's been said she holds so much influence she can sway elections, damage industries and turn obscure books into bestsellers. How did she get to this point?



LIMITLESS POWER

"Passion is energy. Feel the power that comes from focusing on what excites you."



PUSH YOUR BOUNDARIES

"Do the one thing you think you cannot do. Fail at it. Try again. Do better the second time. The only people who never tumble are those who never mount the high wire."

A TOUGH CHILDHOOD

"One of the hardest things in life to learn is which bridges to cross and which bridges to burn."



SUCCESS IS THE REWARD

"The reason I've been able to be so financially successful is my focus has never, ever for one minute been money."

CAREER IN BRIEF

1971

Oprah lands her first job while still at school when WVOL hires her to read the news part-time. She also wins the Miss Black Tennessee Beauty Pageant.

1983

After working as a TV news anchor, Oprah gets her big break when she moves to Chicago. Using her trademark charm, empathy and humility, she knocks top-rated Phil Donahue off his talk-show perch with her reinvention of the genre. She negotiates ownership rights, starts her own production company, and is a millionaire at 32 when *The Oprah Winfrey Show* gets national syndication.

1985

Oprah plays Sofia in Steven Spielberg's *The Colour Purple* and receives an Oscar nomination.

1995

Her net worth hits US\$340 million, making Oprah the only African American on the *Forbes* 400 list.

1996

'The Oprah Effect' is born: book club 'favourites' become instant bestsellers. In 1998, Oprah tops *Entertainment Weekly's* list of the 101 most powerful people. *Forbes* names her the world's most powerful celebrity in 2005, 2007, 2008, 2010, and 2013.

2007

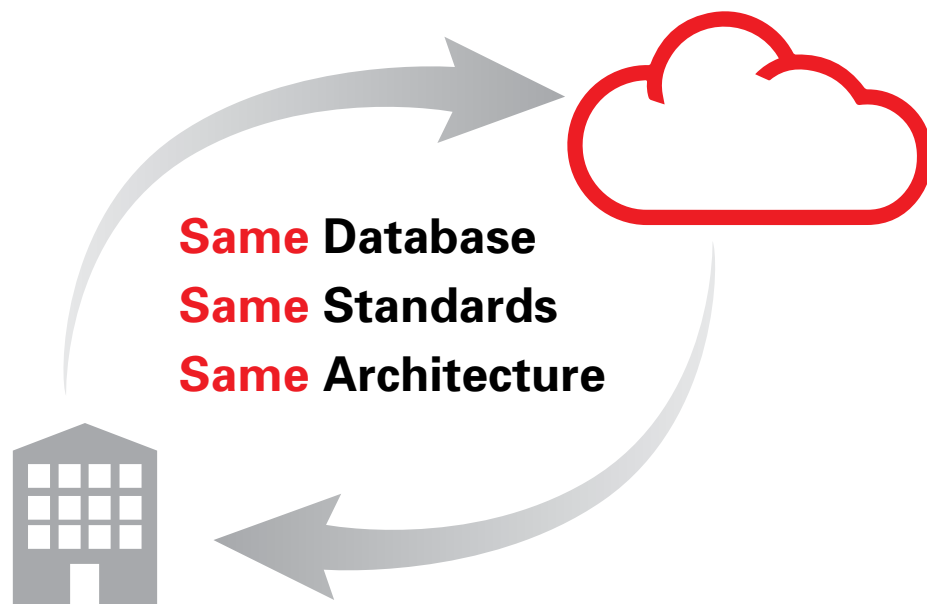
She endorses Barack Obama, with the Governor of Illinois calling her "the most instrumental person in electing Barack Obama president".

2017

Although her talk show last aired in 2011, Oprah continues to act, produce and publish, last year reprising her role as a journalist as specialist contributor on *60 Minutes*. Her current net worth is estimated at US\$3 billion. ■

Push a Button

Move Your Database to the Oracle Cloud



... or Back to Your Data Centre

ORACLE®

cloud.oracle.com/database

Making money

wherever you are

