

# Erospeak

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ISSUE 15 DECEMBER 2013



## PRIDE AND GLORY

MOHAMMED BIN RASHID AL MAKTOUM BUSINESS AWARD 2013



### EROS GOT TALENT 2013

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INTERNATIONAL SPEAK  
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CHAIRMAN'S MESSAGE

Last month I was a truly honored as I went up the stage to receive the prestigious MAKTOUM BIN RASHID AL MAKTOUM BUSINESS AWARD from HH SHEIKH MAKTOUM BIN MOHAMMED BIN RASHID AL MAKTOUM, Deputy Ruler of Dubai. This award is the highest honor a private enterprise receives from the Government of Dubai.

Since our foundation in 1967, we have continuously retained best business practices and have continuously driven all team members to the same goal. As the organization grew at a fast pace this became difficult but all the more pertinent. It is very gratifying that Deepak Jabarti & Niranjan Ghawri have guided the team to excellence and today with this Award we have reached a pinnacle. This pinnacle is just a step as we continue to aspire with higher goals and global visions. I am sure all of you share this vision as we drive ourselves to further excellence and continue to set benchmarks for the industry to follow.

It was a truly honored moment as I went up the stage to receive the award from His Highness. It is an award bestowed by all of us and I would like to congratulate all of an excellent job done.

Yousaf Badi  
Chairman & Managing Director  
Eros Group



**EROS**  
GROUP



FROM THE CEO'S DESK

The United Arab Emirates is truly unique. In many countries a distributor has to think local but in the UAE with 191 nationalities living and working in harmony and calling the UAE home speaking local takes a whole new meaning. It is in such a scenario that the local distributor of an international brand plays a very major role. The local expertise, understanding of the local channels and existing relationships are crucial factors in ensuring a brand fits into the local small landscape.

Eros Group has been part of the UAE landscape since 1967 and took the distribution of PepsiCo in 1994 since then its outlook has always been what we like to call 'globaly'. Spreading global while staying local has made us today the leading distributor in the UAE in consumer electronics - a vision we had outlined in 2007. But this has not just been because of our understanding of the UAE, it is also because we understand channels and see new opportunities.

In 1981 when I joined Eros Group, the distribution channels were limited to the traditional soup



EDITOR'S NOTE

The closing issue for the year end always captures the best moments of the year. In this year Eros had a super year as we celebrated our success in 2013 with recognitions from 3 reputed bodies including the Highest award a private organization can receive from the Government of Dubai. Our first 46th anniversary

markets re-quit the mix of a sprinkling of small retailers since 1985 the UAE fast evolved to become a modern budding economy of the 21st century. A fast evolving country also meant a fast evolving commercial landscape. New opportunities became available and Eros Group kept pace with the trends from the big box retailers to e-tailing from business consultants to large projects to hotel system integrators, Eros Group catered to all and led the way in delivering on consumer expectations. It has supported and nurtured the growth of traditional markets through its Mobile Vehicles which deliver on smartphones, mobiles and accessories to independent retailers thereby reducing their inventory on take and stock holding and ensuring improved financial liquidity. In the recent past this has been crucial to the Group's success as when we had concentrated it was only for mobiles but today it delivers accessories as well as products.

But like technology trade channels also keep evolving and offers one to one connectivity. The BYOD (Bring Your Own Device) policy now being initiated by educational institutions where children are being encouraged to bring tablets to school. Also sometimes it could arise geo-politically as UAE serves as a special event in our financial area which creates business opportunities as well as threats.

We keep a close eye to the ground and share information with business and trade partners to keep ourselves ahead of the curve. As UAE leads to host the World Expo in 2020, the country is now poised to grow at an exponential pace, which while many fear, we relish the challenges and the opportunities this new phase will provide. Bring it on!

Deepak Jabarti  
Chief Executive Officer  
Eros Group

UAE is also enjoyed a fabulous opening and is set to become a central feature. Erospeak spoke with our brand partner UNISYS and goes across the border to learn more about our distribution partner GENETCO in China. The annual 2013 Eros Retail & Meet looks showcased in this issue.

Regular features like Marketplace, Product Launches and the ever popular People Speak are also in home. As we close another year successfully we wish you a prosperous 2014. Season's greetings!

Rajat Asthana  
Editor, Erospeak

## LINKSYS: CONNECTED LIFESTYLE



**AMANULLA KHAN**  
DIRECTOR, EMERGING MARKETS, LINKSYS

Linksys was founded on 25th April, 1998 in a small garage in Irvine, California by Victor and Janie Isaac. Its first product was called MultiShare – which connected multiple PCs to a printer. After the successful launch of that product there has been no looking back. Today LINKSYS is a global brand delivering networking solutions for individuals and corporates.

Erospeak spoke with Amanulla Khan, Director, Emerging Markets, LINKSYS to learn more about the brand.

Can you give us an overview of what is Linksys' core product portfolio?

We are focused on enabling a connected lifestyle for people at home and at work. You can think of wireless routers for your home, range extender or a Powerline adapter to connect your Smart TV to the Internet. Our products create connections between devices and people. The same is for our new SMB product line – we offer a full connectivity solution now for office environments.

Given that technology is fast evolving and getting smart and integrated where do you feel the Linksys system fits in?

If we zoom in to the home for a moment – everything is getting more connected. It started with your computer but now your Smart TV, tablet, smartphones are already connected. The next step are your light bulbs, shades, air conditioning and other devices that you will then be able to connect. This all doesn't happen without a powerful home Wi-Fi network – that's where we come in. We offer the reliable and powerful connection for all your devices at home – performance perfection.

Linksys has been bought by Belkin from Cisco. What does that mean for the consumer?

In March of 2013, Belkin purchased the Linksys consumer product portfolio from Cisco. Belkin's intention for purchasing Linksys was to honor the heritage of the Linksys brand and premium market positioning and further expand the product line in consumer wireless, SMB and service provider market segments.

Basically there is no difference for the consumer. Belkin will continue to invest in the Linksys brand and a lot of the same people are behind the business as before. The entire engineering group for example moved over to Belkin and are working on new and exciting



## LINKSYS



Linksys products. The same counts for the local sales and marketing organization.

The Eros – Linksys partnership is a relatively new one (under five years). How was the experience to partner with a distributor with limited IT experience?

Partnering with a Consumer Electronics focused distributor was first for any Home Networking vendor in the region and the strategy paid-off more than our own estimates. Retail is about details, its about execution, its about leveraging resources, its about delivering unmatched experiences to the consumer. Eros has years of experience delivering successful business for most of the brands they represent and for Linksys they have delivered unmatched success both for us as a vendor and to our retail partners. We are extremely pleased with our partnership with Eros and we have used this model and replicated in other markets with similar success.

What is the Linksys secret to success?

The Linksys success is a mixture of product quality and reliability and of course being at the right place at the right time. Linksys was for example the first vendor to offer 802.11g routers with the WRT54G – a product that has been sold almost 50 million times and is still selling today.



GENETCO : MAKING OMAN COUNT



**DR. MUTHANNA AL DURRAH**  
CEO, GENETCO

After completing his doctorate in 1988, Dr. Muthanna has been part of launching prestigious brands like IKEA in Kuwait, Araby's, Radio Shack & Mobile Shop in Egypt. In 2009, he joined GENETCO as CEO and since then with a fast paced growth has made the Oman consumer electronics business count.

Erospeak spoke with Dr. Muthanna to learn more about his plans for GENETCO. Excerpts:

Can you give an overview of the Oman market?

Oman's geographical stretch makes it the 2nd largest country in the GCC. Yet, the country has the lowest Gross Income per capita (US\$ 21,530) among the Group. In recent years the government has heavily invested in infrastructure development followed by education and health. Tourism is now being focused on beyond its immediate neighbors to make it an international destination.

Commercially, Oman is still predominantly a redistribution market through its large resellers/dealers (150 outlets). Locally organized retailers have also increased their presence in Muscat which should have some impact in the period to come.

With over 4 decades of experience, GENETCO is one of the leading distributors in Oman. How has the journey been?

Genetco was established in 1971. In 42 years Genetco has gained significant reputation and market share in Medical, Retail, Distribution, Engineering Projects, Cold Rooms, Facilities Management, Services, and Office Automation. The Company has become one of the largest and most diversified companies in Trade and Engineering in the Sultanate of Oman. It is

one of very few companies in Oman with 100% market penetration with dealers, tied up with all Power Retailers and Hyper Markets, 7 showrooms, and special teams for Institutional and Government sales.

Genetco is customer focused and service oriented and has achieved top of the line quality assurance in providing products and services to all its customers. Our After sales service facilities has 70 engineers and technicians, 20 trucks and four Branches across Oman.

As the company evolves and grows it is continuously developing a very strong infrastructure, policies and procedures, as well as training programs to ensure top quality of its operations and services.

With more power retailers basing



themselves in Oman do you see a shift in consumer shopping habits and expectations?

The change is imminent however the process will be slow due to few major factors. The geographical stretch is limiting power retailers to be present in all locations. The locals also trust and buy from the local dealers who have been present for the last few decades and also provide the consumer extended credit facilities. The personalized services of the local dealer will prevail over these power retailers where there is no comfort of a one to one with the owner. Nevertheless the shift from dealers to power retailers and Hypermarkets is taking place.

GENETCO has been a key partner for Eros Group in Oman with Hitachi and TCL. How has the relationship been?

The relationship between GENETCO & EROS has been a win-win relationship. The bonding and a likewise vision to mutually grow and compete in the market eased the conflict to drive the relationship to a better tomorrow. Since 2011, Genetco has almost doubled the business. This impressive achievement in a very difficult market would not have been possible without the substantial support of EROS.

Genetco's strategy to build the Eros business in Oman depended on proper positioning with special focus on organized retail, significant marketing campaigns and promotions at the same time ensuring 100% solid after sales service, training sales team and service technicians have proven to be a very well placed investment and today the perception of Hitachi & TCL in Oman is great 'value for money'.





**TCL**  
The Creative Life

Smart TV

Android 4.0  
Dual-core processor  
Gesture control  
Social TV

**NEVER KNEW THAT INTERNET WOULD SOUND SO GOOD!!**

50"

JBL CINEMA SB 200 - Soundbar  
Pulsed-field subwoofer  
Control, universal remote speaker  
HDMI and optical digital audio inputs  
Bass boost

Perfectly

**+ R0 449.9**

Genetco

Al Araini Complex 24588806 | Seeb 24422707 | Sar 25542659  
Buraimi 99704611 | Salalah 23291066, 23297873

SOUNDBAR

JBL

TOMORROW TOGETHER

HITACHI

MADE IN MALAYSIA

RAS-S18CPZ  
Capacity 18,200 BTU/h

RAS-S24CPZ\*  
Capacity 24,200 BTU/h

RAS-S36CPZ  
Capacity 36,100 BTU/h

55°C outside no Sweat Inside!  
23% Improved Efficiency\*  
14% Higher Airflow\*

Refreshing cool, healthier air

**TCL**  
The Creative Life

TCL. Simply Unbeatable.

## EROS GOT TALENT 2013



WINNER - EROS GOT TALENT - DANCE



WINNER - EROS GOT TALENT - SINGING



RUNNER-UP - EROS GOT TALENT - SINGING



RUNNER-UP - EROS GOT TALENT - DANCE



SPECIAL MENTION - EROS GOT TALENT - DANCING



LIGHTING OF THE LAMP BY THE OLDEST AND NEWEST MEMBERS OF THE EROS FAMILY



PHILIPPINES CULTURAL DANCE



NEPAL CULTURAL DANCE



SPECIAL CLOSING SONG BY BUSINESS GROUP HEADS



MOST WHOLESOME ENTERTAINMENT



NADEEM SHAIK-



MARIA NINA ANIR



JOHNSON AND TEAM



MICHAEL DAVID



LAXMI HARIHARAN



ABHIJEET BOSE



JAVID AHMAD



DWORO FUND (EDDY)



ADITHI



ELITE JUDGES PANEL



NAZMUL HASAN



## MOHAMMED BIN RASHID AL MAKTOUM BUSINESS AWARD 2013



Under the patronage of His Highness Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the Mohammed Bin Rashid Al Maktoum Business Awards (MRM Business Award) recognizes and rewards firms that contribute to the UAE's economic development. The Dubai Chamber of Commerce and Industry launched the MRM Business Awards in 2005 to encourage businesses to analyze their current practices and to enhance performance by promoting excellence.

The award was presented by His Highness Maktoum Bin Mohammed Bin Rashid Al Maktoum, Deputy Ruler of Dubai, to Youssuf Bedri, Chairman & Managing Director, Eros Group.

"It is a great honor to receive such a prestigious award by His Highness as recognition for our hard work over the years. This reward will definitely motivate us to work harder and continue to contribute to the UAE economy and be a part of its success and growth. Our customers will also benefit as we promise to continue to provide the best products with the highest service standards," said Mr Youssuf Bedri, Chairman & Managing

Director, Eros Group.

The 7th Cycle of the MRM Business Award 2013 was attended by participant companies, distinguished local and international business leaders as well as top executives to recognize and celebrate the 7th Cycle Award winners who exhibited exceptional business performance that ultimately contributes to the economic development of the UAE.

### HOW WERE WE SELECTED?

To be selected as an Award recipient, an organization must establish that it has systems and effective approach to ensure response to stakeholders' needs and expectations on ongoing basis while delivering products and/or services.

Our MRM Business Award application journey this year started in April when we submitted the pre-application form. In the month of June, an application document that outlined our approach and results on eight key areas was submitted, followed by a site visit in September by a team of Assessors to verify and clarify information in our application document.



### THE PRESTIGIOUS PANEL

The independent panel of judges is chaired by Sultan bin Saïed Al Mansoori, UAE Minister of Economy. Judges include Mohammed Thani Marzouq Al Rumaythi, President of the Federation of UAE Chambers of Commerce & Industry and Chairman of the Abu Dhabi Chamber of Commerce & Industry, Maryam Ghannam Al Marri, Director General, Government of Dubai, Media Office, Khoo Boon Hai, Senior Deputy Secretary, Ministry of Home Affairs, Singapore and Deputy Chairman of the Singapore Quality Award Governing Council, Mani Amanah, Secretary-General, Asian Productivity Organisation, Japan and Dr Henry Frenz, Director Emeritus of the Malcolm Baldrige Performance Excellence Programs, USA.

## BEST RE-EXPORTER OF THE YEAR BY DUBAI TRADE

The E-Service Excellence Award is an annual award organized by Dubai Trade to encourage "e-trial domination" in trade and logistics and to recognize the most active online performers throughout the year. EROS GROUP was awarded the Best Re-Exporter of the Year Award 2012 at the 5th E-Service Excellence Award held under the patronage of HH SHEIKH MAKTUUM BIN MOHAMMED BIN RASHID AL MAKTUUM, Deputy Ruler of Dubai.

Commenting on this occasion, Mr. Deepak Babani, CEO, EROS Group said, "It is a proud moment for all of us at Eros Group to receive the prestigious E-Service Excellence Award from Dubai Trade, the premier cross-border trade facilitator. We take this opportunity to thank all our principals, trade partners, staff and customers for taking us further ahead in our quest for excellence."

The 5th E-Service Excellence Award was held under the patronage of His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai.



## VOTED SUPERBRAND 2013

Eros Group has been voted a SuperBrand for 2013 by the SuperBrands Council, UAE - the world's largest independent brand arbiter. Following a comprehensive evaluation process, only exceptional brands that reach the requirements set by the UAE SuperBrands Council are awarded the title.

Mr. Deepak Babani, CEO and Mr. Niranjan Gudwani, Deputy CEO, Eros Group accepted the recognition on behalf of the entire team. They said, "It is a very proud moment for us today to have this title bestowed on us for the third consecutive year in a row. Our hard work as a team has paid off and it will encourage us to further enhance our service and expand reach. It gives us immense pleasure to accept this award."

The SuperBrand status is assigned to a company or a brand based on market dominance, quality, trust, longevity, accounting practices, goodwill, customer loyalty and market acceptance. The SuperBrands organization, which began in 1994, analyses the history and strength of different brands in over 40 countries and is universally commended for being an arbiter of branding excellence.



EROS PARTNERS MEET 2013 @ H HOTEL, DUBAI



EROS PARTNERS MEET 2013 @ H HOTEL, DUBAI









The Creative Life



BRAND: TCL  
SIZES: 50" AND 55"  
PRODUCT: SMART 4D LED TV



Dual Core processor



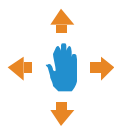
Android 4.0<sup>l</sup>

Android 4.0 platform search and access content easily and quickly.



TCL InScreen

Wirelessly access and share that content between TV and mobile or tablets.



Gesture Control

Control your TV with simple hand gestures.



Face Recognition

TV can recognize user's face.

## SONOS

THE WIRELESS HiFi SYSTEM



## GALAXY Tab 3 Kids

BRAND: SAMSUNG  
MODEL: SM-T2105  
PRODUCT: Samsung Buddy for Kids

Samsung introduces Samsung Galaxy Tab Kids, a specialized tablet made for kids. The Kid-friendly Tablet will bring a smile to any kid's face with just one glance, and within no time, the child will be a pro, using the simple and easy SWIPE and TOUCH function and fun characters. Parental Control allows parents to manage the apps on the child's Tab to protect them from harmful or inappropriate apps. Time Manager can set time limits on usage, so parents can control overuse of the tablet. Made for kids to enjoy and for parents' peace of mind, this specialized Tab, with enriching applications, is the perfect addition to a child's new digital life.

## HITACHI



BRAND: HITACHI  
MODEL: FWD184003  
PRODUCT: Bottom Loading Water Dispenser

- Stylish black finish
- 3 faucets
- Child lock

No more stained backs. No more splashed water. Say yes to convenience with the new Hitachi Bottom Loading Water Dispenser. Loaded with thoughtful little features, that make a big difference.

BRAND: SONOS  
MODEL NO: PBAR1UK1BLK  
PRODUCT: PLAY 1

**SIMPLE TO SET-UP, CONTROL, AND EXPAND :** Control your favorite music sources and listening experience with a free app for iOS, Android, Mac or PC. And since it is a modular system, you can easily add music to more rooms with the simple press of two buttons.

**STREAM ALL THE MUSIC ON EARTH :** A single app lets you play your entire music library, stream all of your favorite music services and tune in to more than 100,000 Internet radio stations and podcasts. Play the same song in every room, in perfect sync – or play different music in every room – from any source.

**AMPLIFIER :** Two Class-D digital amplifiers perfectly tuned to match the speakers and acoustic architecture.

**TWEETER :** One tweeter creates a crisp and accurate high frequency response.

**Evangeline Bernardino**

EABC

I joined Eros Group in 2006 and it is my first overseas job. It was very meaningful to me because I got the post similar to my previous job. Luckily I have my Seniors & Colleagues to thank, who believed in me for 7 years to utilize my skills & provided me a healthy work environment. Eros Group's enthusiasm and ability to motivate their employees, has resulted in a significant increase in my productivity. I'm very thankful & appreciate being a part of Eros Group.

**MOHD. ISMAIL MIAH**

AC Installation

I have been working in Eros for the past 7 years. It has been a very good journey with lots of learning and growth. The AC installation department is like a family to me and has helped me to grow as an individual as well. Eros provides a work environment where people from different cultures work together and hence everyone gets an opportunity to learn something new.

**PRABHULAL LADKHNI**

Logistics &amp; Warehousing

Eros being the leading distributor of Consumer Electronics in the UAE is one of the best companies to work in. I am very grateful to the management for giving me this opportunity. I have been working with Eros for more than a decade now but it is still as thrilling as it was on my first day. Eros has given me immense number of opportunities that have helped me in developing skills which have resulted in my growth. The management and my seniors are extremely helpful and they have guided me throughout my journey.

**BIRENDRA KC**

Logistics

My journey with Eros Group started 10 years ago in the Logistics department. The journey has been very pleasant and smooth where I have received constant support from my team. The Eros Management has made sure that they always take the best possible care of their employees. Another good thing about working in Eros is the cultural diversity. It helps you in broadening your perspectives and reducing boundaries.

**MOHD. AYYAZ**

Sharjah Branch

I joined Eros family in April 2007, since then I have always felt about it as a home away from home. I am delighted to represent a brand like Samsung, Wc, the Telecom team, have evolved over the last 7 years and have been able to establish ourselves as the leading distributors in the UAE. The organization on a whole has also reached great heights and as a result of the constant perseverance of the management and the employees, we have won the prestigious Mohammed Bin Rashid Al Maktoum Business Excellence Award. I am proud to be a part of Eros.

**FORECEL ORILLA**

HR &amp; Admin Department

I have been in Eros for 4 years now. Working in a Multi-cultural company like Eros is very challenging, but with the help and support of my superiors, colleagues and friends I have to overcome all the Challenges that I have encountered. Working in Eros is tough, but they always give us time to relax and enjoy with lots of activities. This helps us in having a balanced life.

EROS CULTURAL DRESS DAY



CUSTOMER EXCELLENCE PROGRAM



LENNOX PARTICIPATES @ BIG 5



BEST EMPLOYEE AWARDS



## STRATEGY FOR GROWTH



In today's world, for most organizations, growth is no longer an option. It is mandatory.

If we were to look at life, as we were growing up, we could make a few mistakes and we could take our own time to learn from our mistakes. However, as adults, while we are still entitled to make a few mistakes, most of us have neither the luxury of making them repeatedly, nor do we have time on our side.

In absolutely the same fashion, there was a time when many of us could start businesses and allow them to grow at a pace which could be determined by us. In today's highly competitive environment, organizations and companies are compelled to shed their fat really fast. Whatever security existed some years ago has been taken away by the world of the Internet. Whatever be the product or service that may be offered by any company, there are a dozen others who are busy manufacturing the very same product or creating the same level of service even as we read this article.

It follows that it is no longer enough to just start a business. Sustained growth growth that is often exponential and not incremental, is essential, absolutely vital for success.

Management books do not offer any fool-proof formula that can help us balance growth and scale with stability and harmony. However, it is very, very clear that a clearly

defined strategy will prove to be the critical difference between helping businesses to start up, and getting them to scale up and grow. The same applies even to running a country, a city, a family or managing oneself.

We have all had the experience of sitting through many "strategy sessions", and realized that many of us who are discussing strategy do not really understand its true nature. Strategy and rapid growth go hand in hand. If incremental growth makes us happy, we don't need "strategy sessions". Most companies/organizations convert the act of strategizing to a formal annual session held close to the start of a fiscal year. Leaders and managers get into a huddle, there are brain-storming sessions, arguments over trends and case, then someone our CEO of competitive analysis thrown in. Most of us at such strategy sessions do not wish to fail. Failure is scary. So we end up talking about 5, 10, 15 percent growth over the previous year. We end up discussing a plan that will extend the lifespan of our stay by another fiscal year. Stake are low.

If we are not ambitious enough to scale up, and scale big, we will not need to engage with the term "Strategy".

A group that is baffling with ways to achieve only incremental growth is not really discussing "Strategy". We end up merely dribbling with plans to extrapolate from the present. So also, groups that come up with a plan that does not involve visible personal and organizational development, are creating only a "plan", not a "strategy".

A Strategy that stems from the analytical part of the brain arises primarily from data, and is based on rational thinking, will lack emotional appeal and may not get effectively executed. GREAT STRATEGY MUST HAVE

1. A CRYSTAL CLEAR VISION, A DREAM
2. AN EMOTIVE APPEAL OR ANGLE TO THE VISION OR DREAM. PEOPLE DO NOT FOLLOW WHAT THEY CANNOT EMOTIONALLY HOOK ON TO, OR REMEMBER.
3. A LARGE NUMBER OF FOLLOWERS WHO BELIEVE IN, AND ARE WILLING TO TAKE MASSIVE, SUSTAINED ACTION
4. AND A LARGER MAJORITY WHO BELIEVE IN "SUSTAINED ACTION", NOT IN "SUSTAINED SKEPTICISM"

Great strategy is not about a pie chart which is sliced, sliced to infinity, then multiplied with a radar graph, then divided to death by pivot tables. Great Strategy is simplicity that even a tea-buddy, a driver, a helper can understand. Great strategy is also not about dropping the word "strategy" ten times in a meeting to make it seem convincing enough that it is Strategy that is being discussed.

Speaking about emotions related to our industry, the story about Apple's breakthrough marketing strategy against the century-old IBM is the topic of many classroom debates and case studies.

Another super example is of what Samsung has recently done to the world of flat panel TVs and smartphones, and now to tablets, and maybe many more categories – these are also going to be discussed in classrooms as case studies for many, many years. A great Visionary Leader, an emotive appeal about a dream, a vision that each Korean member understands, a large number of followers who are into sustained action.

And one of the best, most fantastic models of how all four elements mentioned above have been converted into a successful, sustained strategy over time – The City of Dubai, and its current winning of the Expo 2020 bid. A Great, Visionary leader, every man in the street who can link up to the emotive value of the vision, and the entire city indulging in sustained positive action. So much so that majority of the expats in this city love Dubai as much as, or sometimes even more than their own countries of birth.

When it comes to strategy, simplicity and massive, sustained action is the smartest route. While great strategy may be created and executed at higher levels, its execution and success only comes when people executing it connect to it and understand it.

We should not be misguided into believing that strategy must look sophisticated, complex and beyond average comprehension to look like it's the real stuff.

While we as an organization are trying to work collectively on points 1 and 2, and are absolutely certain we will get there ultimately, are we all willing to be a part of the "MASSIVE SUSTAINED ACTION" GROUP, or are more of us belonging to the "SUSTAINED SKEPTICS" group?

Time will surely be the best judge.