

Executive

www.executive-magazine.com

Nº 193
August 2015





AVAILABLE AT:

 **ATAMIAN**

ABC DBAYEH, Tel: 01 256 655 Ext: 201 • ABC ASHRAFIEH, Tel: 01 256 655 EXT:205

MEGA



Speedmaster
GEORGE CLOONEY'S CHOICE

Ω
OMEGA

THE HEAD SAYS
YES.
*THE HEART SAYS
DEFINITELY, YES.*



MASERATI GHIBLI. STARTING FROM \$103,000*

*EXCL. VAT

THE ALL NEW MASERATI GHIBLI IS POWERED BY A RANGE OF ADVANCED 3.0 LITRE V6 ENGINES WITH 8-SPEED ZF AUTO, AND IS AVAILABLE WITH MASERATI'S Q4 INTELLIGENT ALL WHEEL DRIVE SYSTEM.

www.maserati.com

G.A. Bazerji & Sons LLC
DORA HIGHWAY, JISR AREA, TANNOUS TOWER
Tel.: (01) 263 111

www.lebanon.maserati.com

facebook.com/MaseratiLebanon



MASERATI
Ghibli

IT STINKS



Driving home to Verdun after dinner in Badaro in late July, I thought I'd somehow slipped back in time to the 1980s. I looked down at my steering wheel. I was not in a DeLorean, so it wasn't time travel. But it sure felt like a war zone. The streetlights were out, but the roads were glowing. Thick black smoke and bright orange flames made the few people on the street look menacing. I kept looking for debris caused by the bombs, but only saw burning mountains of garbage. It was a flashback to the most terrifying experiences I've had in this country.

Since then, I've seen reminders of the civil war in all the photos of blocked roads, angry demonstrators and trash fires. Protesters are even piling rubbish in front of banks, which they accuse of actively participating in the government's corruption. This resentment towards the private sector and the feeling that it is a detestable part of the system is eerily similar to the general sentiment on the street back in 1975. People are once again being manipulated. The banking sector that has been dodging foreign attacks since 2006 is actually helping keep this country afloat economically, storing savings for both rich and poor alike. It's clear to me that these protesters are following marching orders given by the politicians who are the designers of this crisis. Channeling their anger at one of our few productive sectors is lunacy intended to divert people's attention from the truth.

But why am I surprised? Since the end of the civil war, waste management has been nothing but a well designed cash cow and you can be damn sure the warlords in power have gotten their milk. Whatever solution our politicians are pretending to find today is just a creative and innovative way to re-distribute our wealth. They don't care about designing the best waste management plan for Lebanon. They are only creative when designing ways that will make them richer.

This month we're calling on our readers to employ Design Thinking to imagine creative and innovative solutions to Lebanon's problems. For a change, we want a human-centered approach to addressing this country's woes that will truly benefit the people. Our politicians are doing the exact opposite with waste management. They spoke at the end of July of 'temporary solutions' – a quick fix. The only real quick fix would be getting rid of them once and for all and bringing to power people who actually care about this country and its citizens.

As we drown in trash and struggle to breathe, it is clear that our political class is even better than our foes at destroying our quality of life in pursuit of more personal illicit gain. Their strategy will backfire. And it will backfire soon.

Yasser Akkaoui

Yasser Akkaoui
Editor-in-chief

Contents

#193

AUGUST 2015

Last Month

8

July's essential headlines

Leaders

10

10 Beirut trash crisis

Finance

18

18 Working with and against financial sanctions

20 MEAB injects a bit of youth to its boardroom

Economics & Policy

22

22 A matter of perspective: Q&A with British ambassador to Lebanon, Tom Fletcher

Special Report: Design

28

28 Overview: The evolution of 'design'

32 Comment: How scanners became storybooks

34 UNIDO: Sharing Lebanon's artisanal treasures with the world

36 Furniture:

- Georges Amatoury
- ACID

• Karina Succar

42 Jewelry:

- Hadidian
- Ralph Rizk: 3D Matrix

46 Advertising:

Design of the times

50 Comment:

Strategic design

52 ABC: Solar energy

54 Quotes: The evolving role of 'design'

60 Executive Design

Challenge: Instructions

Hospitality & Tourism

62

62 Where the Lebanese are travelling

68 Ramadan economy

72 Adding up the airmiles

LIFE

74

74 Beirut Street Food Festival

78 Issam Merheb

80 Vanina

84 Review: 'One night on Broadway'

86 Artscoops

Brand Voice

91

91 Waterfront City Business Park

Business Essentials

96

96 Company bulletin

100 Conferences & exhibitions

Last Word

104

104 Lebanon's doppelgänger

60

On the cover

Enter the #ExecutiveDesignChallenge

Design a human-centered solution to a problem of your choice for the chance to initiate real, lasting change. For more information, check out the instructions on page 60.



ECONOMICS & POLICY
British Ambassador Tom Fletcher Q&A

22



BRAND VOICE
Waterfront City Business Park

91

TURN COMPANY EXPENSES INTO MILES.

\$1 = 1 Cedar Mile shared between company and employee.

"The Corporate" Cedar Miles card is your company's smarter choice. It is a valuable tool that helps you manage your employees' business expenses and turns them into tangible benefits – more Cedar Miles for every dollar spent using the card.

- Welcome bonus of 4,000 miles
- Free unlimited access to 500 VIP airport lounges including the MEA Cedar Lounge*
- Tracking of all business expenses, including travel, accommodation, entertainment, car rental and corporate events
- Concierge service
- Premium insurance program
- Travel and hotel savings

*Terms and conditions apply

www.bankaudi.com.lb

 1570



Bank Audi

Executive3

Responsible director Antoine Chidiac
Managing director & editor-in-chief Yasser Akkaoui

Editor-at-large Thomas Schellen
Real estate & industry editor Matt Nash
Hospitality & tourism editor Nabila Rahhal
Economics & policy editor Jeremy Arbid
Deputy editor Livia Bergmeijer
Executive Life editor Sara Ghorra
Photojournalist Greg Demarque (Additional photos from AFP, Getty, Reuters)
Art direction Tanya Salem of Smart Box sarl
Illustrations Joseph Kaï
Contributors Tania Anaissie, Reina Arakji and Samer Karam

Operations manager Lucy Moussa
Web development manager Magali Hardan
Sales & marketing manager Graziella Nassar Aouad
Marketing representative Karine Ayoub Mattar
Online advertising Michele Hobeika
Public relations manager Maguy Ghorayeb
Subscriptions manager Roula Emanuel
Subscriptions Gladys Najjar
Distribution manager Katia Massoud
Accountant Fadi Bechara

Published by NewsMedia sal

Sehnaoui Center, 7th floor, Ashrafieh, Beirut
Tel/fax: 01/611-696
editorial@executive.com.lb

Contact us – We need your input.
Please contact us with any suggestions or comments at:
www.executive-magazine.com or
editorial@executive.com.lb

For subscriptions – subscribers@executive.com.lb

© 2015 All rights reserved. Copying for purposes other than personal or internal reference use without express written permission from NewsMedia sal is prohibited.

HISTORY AND HEROES.



LUMINOR SUBMERSIBLE 1950
3 DAYS CHRONO FLYBACK
AUTOMATIC TITANIO (REF. 615)

PANERAI
LABORATORIO DI IDEE.



WADIH MRAD
Since 1934

PANERAI BOUTIQUE

BEIRUT SOUKS - Weygand St. - paneraiboutiquebeirut@idm.net.lb - +961 1 999 939

Also available at Wadih Mrad

ACHRAFIEH - Quantum Tower - +961 1 333 339, Dbayeh Highway - Antelias - +961 4 404 438 / 39

PANERAI.COM

QUOTE OF THE MONTH

“ THERE ARE SO MANY EMPTY LUXURY APARTMENTS IN BEIRUT, I'M SURE WE CAN STORE ALL THE RUBBISH THERE UNTIL WE FIND A SOLUTION. ”

KARL SHARRO, architect and political satirist

> Byblos Bank and the American University of Beirut published their Consumer Confidence Index results for the second half of 2014. Consumer sentiment hovered around 35% in the second half of the year before jumping to a high of 45.5% in November – largely due to an improved perception of security, a fall in global oil prices, a reduction to telecom tariffs, and a food safety campaign.

> The United States Department of Commerce announced in its Country Commercial Guide (CCG) that it exported \$1.3 billion worth of goods to Lebanon, 5.9% of Lebanon's total imports, in 2014. The CCG said that fuel oil (\$306 million) and vehicles (\$227 million) were top exports to Lebanon.

> The Ministry of Public Health announced that its new unified prescription forms would go into effect on August 10. The regulation aims to improve the monitoring of prescription medication and will encourage a switch from expensive brand name medicines

to the generic equivalent, a move that could save money for patients and the government.

> The World Gold Council said that, as of May 2015, Lebanon's gold reserves totaled 286.8 tons, valued at \$11 billion. The reserves totaled one fifth of Lebanon's total reserves, including gold and hard currency.

> A delegation of the Progressive Socialist Party led by party chieftain Walid Jomblatt met with former Prime Minister Saad Hariri at his residence in Jeddah, Saudi Arabia, offering its condolences over the passing of Prince Saud Faisal who died on July 9 in Los Angeles, California.

> Fatah security chief Talal al Ourdani was assassinated on July 25th in Lebanon's Ain El Helwe, the country's largest Palestinian refugee camp. A June firefight in the camp between Fatah and Jund al Sham, an Al Qaeda affiliate, killed at least two.

> Hezbollah leader Sayyed Hassan Nasrallah said on July 25th that the



Hezbollah leader Sayyed Hassan Nasrallah addresses his supporters

group's relationship with its primary patron, Iran, would not change following the latter's agreement to cease uranium enrichment in exchange for lifting economic sanctions. The group has propped up Syria's dictatorship during

generation and gas exploration.

> Protesters have again closed the Naameh garbage dump, an overflowing landfill scheduled for decommissioning in 2004.



Beirut's garbage piles grow

that country's civil war, largely in coordination with Iran. Hezbollah's death toll in fighting near the Lebanese border town, Zabadani, has reached 15 since the battle began in late June.

> World powers reached an agreement with Iran over the country's nuclear program allowing sanctions to be lifted from the Iranian economy in exchange for ceasing uranium enrichment. Lifting sanctions could benefit Lebanon with local economists projecting Iranian investments in the energy sector – electricity

With no available solution for waste disposal Sukleen has not emptied garbage bins throughout the Beirut and Mount Lebanon area since July 17. With garbage piling up on the streets, protesters have blocked a highway south of Beirut, leading to clashes with the Lebanese Army.

> A July 8 cabinet meeting erupted into a shouting match between Foreign Minister Gebran Bassil and Prime Minister Tamam Salam after the former accused the latter of violating Lebanon's constitution in light of the presidential vacuum. 

WELCOME TO MY WORLD



In the lead role: John Travolta, movie legend and aviation aficionado. Guest star: the legendary North American X-15 that smashed all speed and altitude records and opened the gateway to space. Production: Breitling, the privileged partner of aviation thanks to its reliable, accurate and innovative instruments – such as the famous Chronomat, the ultimate chronograph. Welcome to a world of legends, feats and performance.



CHRONOMAT 44

 **TAMER**



INSTRUMENTS FOR PROFESSIONALS™

> Waste

Wading knee deep in trash, literal and political

As the piles of trash grow bigger, we demand long-term solutions

There's nothing more frustrating for those of us who deal in facts to see rumor, opinion and plain horse-shit posing as debate. The one thing that stinks more than the actual trash rotting on our streets is the national conversation about waste management. We demand real answers and vow to use these pages to showcase them for our readers in upcoming issues.

As evidenced by repeated, unsustainable promises that a 'temporary solution' was found while trash piles continued to grow, our politicians continue to not deal with us honestly concerning this matter. Not only did it take several days for the 'solution' to actually take hold, but let's take a serious look at the very notion of a solution for garbage that is not long term. Waste is a health risk, and to dispose of it in an environmentally responsible way that does not poison the people living near it requires planning. You cannot simply burn it on the street, nor can you simply dump it into an abandoned quarry or open field. Both of these 'temporary solutions' harm the environment and pose risks to human health.

What many don't know is that modern landfills are actually referred to as 'sanitary landfills' as they are engineered in a way to prevent rotting garbage from polluting groundwater and the surrounding landscape. (Naameh, by the way, is a sanitary landfill.) However, you cannot build one overnight - it takes months. Similarly, there are safe ways to incinerate refuse with little left over. Ironically, one byproduct of waste incineration is often electricity, but who in Lebanon needs more state-provided electricity? Waste incineration plants also take time to build. And money. So whatever 'temporary' solution is used, please know that it will hurt the environment and carry with it health risks. Not to mention the Lebanese penchant for 'temporary' to be a by-word for long-lasting, if not permanent.

And remember, we're only in this mess because of the government's inability to manage waste properly. The plan for tendering new contracts proposed earlier this year could never have solved the Naameh problem even if companies had bid and won those contracts because of the state's reactive decision to close Naameh by July 17. No replacement could have been realistically built in the timeframe the government imposed.

Moreover, the entire debate about the landfill deserves more robust investigation. Anyone who has been near Naameh knows that it stinks. It is unclear to us if the smell comes from the actual landfill itself or from the new truck-fulls of waste that came in an endless parade (i.e. an operational stink that would go away once the trucks stop bringing more garbage). While no one likes foul odors, they alone are not proof that Naameh is poisoning people. The government insists that Naameh is a sanitary landfill that expanded as its lifespan increased, meaning that all of the extra capacity waste is in a sanitary landfill, not simply strewn about in the general vicinity. Activists and residents, on the other hand, insist that Naameh is a filthy cancer causer. Neither have publically presented evidence to support their claims. We'll do our best to find any evidence that's out there.

No discussion of garbage is complete, of course, without mentioning the commercial group, Averda, tasked with cleaning up after us. Averda has two companies; Sukleen which collects the waste and Sukomi which treats and landfills it. And yes, we said 'treats.' Sukomi does turn some organic waste into compost and does some recycling. Could it do more? For sure. But let's make sure we have our basic facts right before we start making demands. Averda founder Maysarah Sukkar is allegedly a 'Hariri man' who won the contracts for cleaning up Beirut and most of Mount Lebanon in one corrupt way or another. Thus far, these al-



legations have neither been proven nor disproven, and we might not be able to offer a definitive answer either. What we will answer in future, however, is how the price Averda's companies charge compare internationally. Let's all be clear that this is not as straightforward as it may sound. First, we don't have a confirmed figure on how much Beirut and most of Mount Lebanon pay for waste disposal. There are figures floating around, but the government is not transparent on this topic. In fact, back in 2010, there was a fight in the cabinet over extending contracts for Sukleen and Sukomi. Some politicians alleged the contracts were state secrets. They decried extending what they could not read. Earlier this year, Executive mentioned this episode to an official responsible for waste management. "Lies," he cried. The official said that any parliamentarian or minister could read the contracts whenever the need arose. In fact, this official stressed how "anyone who has the right" to see them is welcome to. Executive was deemed to not have that right. More troubling, the official seemed ignorant to the idea that the public has the right to see them. We all pay taxes, right? Compounding the problem is the necessity to compare apples to apples. Even if we

ACTIVISTS AND RESIDENTS... INSIST THAT NAAMEH IS A FILTHY CANCER CAUSER

find a compelling reason to trust the oft-cited trash collection figure of \$140 per ton, we must make sure that we compare it properly. Sukleen and Sukomi are paid to collect, treat and dispose of waste. So the price per ton includes all three steps. When you hear someone say, "But in London/Cairo/Amman/New York it's \$X cheaper," this is only

true if the price abroad includes everything Averda is doing in Lebanon. Perhaps London only pays \$35 per ton for street sweeping but much more for the rest of the trash death cycle. (Note that figure is purely an example. It did not result from even a basic Google search so don't quote it.) We'll do our best to find a reliable price-per-ton figure for waste management in Beirut and surrounding districts and attempt to put that price in context.

Starting now, Executive will do three things concerning waste management in Lebanon: Investigate claims about how clean Naameh is or is not; report on international best practice for both technology and pricing in waste management; and raise a stink until we see a sustainable solution that will work. This won't be an easy task, but we're happy with the challenge. Stay tuned for what we find, and in the mean time, stay clean.



WOMEN MAKE
EXCELLENT PARTNERS.
THAT'S WHY
54%
OF OUR EMPLOYEES
ARE FEMALE.

JUST ONE OF A THOUSAND WAYS WE ARE
A PARTNER FOR YOUR AMBITIONS.



01/03 79 13 32

Short N°: 1332

Call Center: 1272

 **BANQUE
LIBANO-FRANÇAISE**

info@eblf.com

www.eblf.com

Working with and against financial sanctions

Banks and businesses are being crippled by US anti terror financial regulations *By Thomas Schellen*

It has never been easier to be branded a financial pariah. You wake up one morning and when you check your correspondence you find that you have been given the ominous title of “specially designated national” (SDN) by the Office of Foreign Assets Control (OFAC) at the United States Department of the Treasury.

This designation means that, according to “evidence” which can range from classified information of US intelligence services to reports in your local newspaper, you have been found to be a perpetrator of terror, narcotics, weapons of mass destruction or other threats to the national security, foreign policy or economy of the United States. As of this moment, you are a financial outcast with whom no US citizen or corporation with American interests will do any business. If you have assets in the US, these will be frozen.

International criminals, but also people with ties to organizations such as Hezbollah and persons doing business with sanctioned countries such as Iran and previously Cuba, are frequently added to the SDN list without much public attention, except for rare cases when big names in business are concerned. In one such recent case, Lebanese magnate Kassem Hejeij (Middle East and Africa Bank) was listed by OFAC on the grounds of “direct ties to Hezbollah organizational elements”. His alleged misdeeds also included investing “in infrastructure that Hezbollah uses in both Lebanon and Iraq.”

The worst thing for economically active people hit by the SDN hammer is that their businesses are just as ostracized as they themselves are. This was the implication for Hejeij

when he was placed on the SDN list in early June. His business interests, most importantly the Middle East and Africa Bank (MEAB) under his chairmanship and majority ownership were in acute danger of being crippled. Hejeij, despite protesting and declaring his determination to fight the SDN label foisted upon him, eventually stepped down from his position, sold his shareholdings in MEAB, and overnight became a thoroughly private individual as far as business is concerned. Within one month, MEAB had presented a new management team, gotten busy on new business plans and started communicating its intended future [see story on page 20].

IS THERE A DEFENSE?

The good news about the case of Kassem Hejeij and MEAB is that it cannot be compared to the notorious dismantling of the Lebanese Canadian Bank on the basis of money laundering allegations by the US treasury more than four years ago, says Paul Morcos, a Beirut-based lawyer and consultant specialized in banking. “It is not realistic to compare the two cases of LCB and Kassem Hejeij since the [Middle East and Africa] bank was not listed on OFAC but rather the name of the chairman,” he explains.

In the LCB case, the bank was sold and its identity dissolved to control the damage. According to Morcos if MEAB itself had been accused, it would also in the Hejeij case have led to “catastrophic results” beginning with a total shutdown of all correspondent banking relationships. “This distinction is to differentiate between listing the juristic person of the bank, which was not the case, versus listing the natural person. This

is why I think that there was a chance to handle the situation differently than other cases when banks are listed,” he says.

Being based, as Beirut observers are, far outside the Beltway, it would be idle speculation to wonder why the treasury department’s officials chose this particular time to target Hejeij, or why the department’s top man in the Office for Terrorism and Financial Intelligence, acting (and according to President Obama to be fully appointed) under-secretary Adam Szubin, would last month issue a fiery press release specifically attacking Hezbollah and declaring that his office would “pursue all of Hezbollah’s revenue sources, whether charitable fundraising, criminal proceeds, or state sponsorship.”

Statements of this sort are well-worn in the American repertoire, as was the name of Hezbollah’s Mustafa Badreddine who was highlighted in the July 21 dispatch. In past scenarios, such sanctions messages were interpreted to be warnings, or threats, demanding good behavior from Lebanon.

Whatever the hidden sticks-and-carrots in the current American strategy may be, it remains possible that the last word has not yet been spoken on whether the potential threat to MEAB has been solved with the intra-familial transfer of chairmanship at the bank. In more general terms, however, all signals suggest that Lebanese and Arab banks cannot relax their attention when it comes to compliance with the US agenda.

One problem, Morcos says, is the American insistence on publicly confronting alleged financial facilitators of terrorism without giving these entities a chance to cooperate.



He recalls how Arab participants in a 2006 workshop with officials from the Federal Reserve Bank of New York were asking the US entities not to expose Arab banks in public statements immediately after having discovered a concern, but first to employ information channels such as the financial intelligence units that exist in all countries of the region.

As Morcos remembers, this request was brushed aside by the official in question, with a reference to the victims of the 9/11 Twin Towers attack who had been murdered without any consideration. The single-minded US desire to fight terrorism finance in the sharpest way possible has kept relationships problematic since that time, Morcos says, and argues, “Now is another occasion to reemphasize that any subpoena and any suspicion should be channeled through official channels, i.e. the financial investigative units and through the central bank of Lebanon, especially since it works efficiently. Why not adhere to this channel instead of spreading the word as news, which has a dramatic impact on depositors’ interests and even on the sector here?”

NO ALTERNATIVE TO COMPLIANCE

Financial institutions need to abide by anti money-laundering (AML) and combating the finance of terrorism (CFT) rules, and have had to learn their lessons in this regard as even top international banks changed their processes only after being hit with multi-billion dollar fines for having facilitated financial transactions with sanctioned countries such as Sudan, Iran, and Cuba, says the secretary general of the Union of Arab Banks (UAB), Wissam Fattouh.

“In my opinion, penalties for non-compliance with AML and CFT or also with [Foreign Account Tax Compliance Act] regulations are

very good. Banks need to behave and this is not only about issues related to AML and CFT but also about corporate governance and violations of rules such as exchange rate manipulations,” he says.

While the strengthening of international regulations and enforcement of penalties against rule-breaking banks comes with general questions about the proportionality and effectiveness of such penalties, Arab banks in Fattouh’s view struggle with a different set of challenges that are grounded in the presence of economically powerful terror organizations, namely ISIS.

In order to deny these organizations an increase in power

“ADVANCING FINANCIAL INCLUSION AND JOB CREATION ARE PRIORITIES...IN THE WAR AGAINST THE SOURCES OF TERRORISM.”

because of their ability to provide jobs, populations in ISIS-affected countries need to be offered economic opportunities and better jobs. In this context, Arab banks have a major role in developing employment structures through the financing of small and micro businesses.

“Advancing financial inclusion and job creation are priorities where banks play a role in the war against the sources of terrorism, [namely] the economic distresses that enable terror groups. It is my opinion that banks have to play a large role in economic growth through SME finance, housing and real estate finance, infrastructure lending, etc,” Fattouh tells EXECUTIVE.

However, this is exactly where the emphasis on AML and CFT compliance clashes with the banks’ responsibility to expand their national economies. As Fattouh points out, micro entrepreneurs and small

business owners more often than not run ventures where compliance checks on their customers are nearly impossible to enforce and financing of SMEs with a dedicated lending program may turn out to be too risky for banks purely from a compliance perspective.

RISKS OF FIXATION ON AML-CFT

Extreme AML-CFT compliance pressure is counterproductive to the overall global targets of achieving greater financial inclusion and universal access to finance, which have been highlighted most recently in the United Nations’ Addis Ababa Action Agenda, which was globally adopted by UN member states last month at the Third International Conference on Financing for Development in the Ethiopian capital. The agenda noted [in article 38] without being more specific that “some risk-mitigating measures” in finance could create barriers against access to formal financial services by micro, small and medium enterprises.

Risk mitigation, or rather risk deflection, is another AML-CFT induced challenge for the relationships between Arab banks and international banks, as well as among Arab banks themselves. This is because of a temptation for banks to sever correspondent banking ties when compliance requirements make these relationships too cumbersome. Called de-risking, the practice potentially impedes international finance for smaller partners and according to Fattouh is generally ill-advised and not the intention of US stakeholders. “From the point of view of the regulator and the treasury, banks have to continue to understand risk and manage it, not talk about de-risking, and I agree with them. But we are witnessing some international banks cutting their relationships with Arab banks,” Fattouh explains.

De-risking is an economy 101 decision; banks compare the rewards



GOLDEN POINTS NOW ON YOUR SMART PHONE!



Download our new app on your smart phone
from **Google Play** or the **App Store**!



VISA



PEACE OF MIND

HOPEFUL NEWS FROM THE DE-RISKING FRONT

The good news is that de-risking and other impacts of greater compliance pressures are perceived as manageable by banks across the Arab world. A recently released joint study by the Union of Arab Banks and the International Monetary Fund shows that the region's bankers noted increased costs related to correspondent banking due to stricter AML/CFT enforcement. However, "wholesale de-risking by global banks does not appear to have taken place so far," the report said. On the other hand, regional banks did not indicate that they had taken several measures to improve their immunity to ML/FT risks.

The study was conducted in spring 2015 via a survey sent to 471 banks in 20 MENA countries. The response rate of about 25 percent was not very high and further research is warranted according to the study's authors, but the exercise provided useful indications on the business impacts of AML/CFT measures, Foreign Account Tax Compliance Act (FATCA) and Basel 3.

The highest impact was perceived in the area of correspondent banking where 40 percent of responding banks indicated that these relationships were becoming "more demanding, more time-consuming, more complex, and expensive to maintain." Impacts on remittance flows were seen as minor, and so were business impediments related to FATCA and Basel 3.

Impacts were more pronounced for banks in countries classified by the Financial Action Task Force (FATF) as having strategic deficiencies in AML/CFT regimes that are however in the process of being addressed under "high-level political commitment". In the four MENA countries in this category – Iraq, Sudan, Syria and Yemen – banks' responses indicated higher negative impacts on business due to the introduction of FATCA and significantly higher impediments of remittances but lower cost impacts due to the stricter AML/CFT regimes.

When compared with banks in the non FATF designated countries, banks in the four designated countries showed significantly less eagerness to take measures that would reduce ML/FT risks or to enhance their FATCA compliance. The study pointed to a possible reason for this underwhelming implementation of new compliance measures – a paltry 3 percent of banks in sanctioned countries enhanced their customer due diligence to lower ML/FT risks versus 33 percent in the other countries – in the fact that their nation's inclusion on the sanction list nullified any individual efforts for achieving greater compliance. Over one third of the banks that responded to the survey – 41 out of 117 – were based in sanctioned countries.

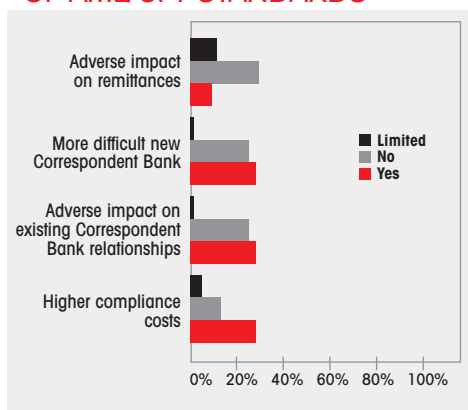
Also a counter-intuitive result of the study was the situation of regional de-risking. Whilst the study did not directly identify the countries whose banks undertook regional de-risking, it said that about 10 percent of the survey respondents had closed some correspondent banking relationships with banks in sanctioned countries and/or weak AML/CFT policies – meaning that "de-risking of regional correspondent banking relations by MENA banks", as the study termed it, is a subject which warrants attention.

of doing business with individuals and institutions with the cost of compliance attached to having those relationships. This positively implies that decisions on correspondent banking are non-ideological for the vast majority of commercial banks and financial institutions, supporting the assumption that current occurrences of de-risking are a temporary phenomena and will not impede global financial structures in the longer term.

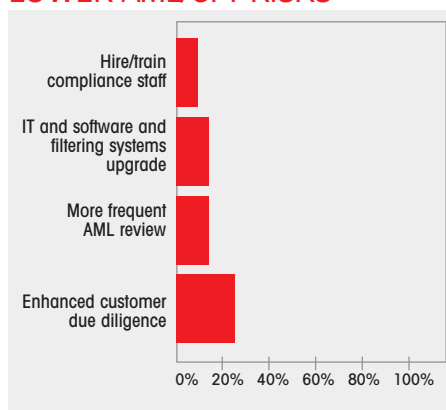
However, Fattouh is concerned that the region's bankers could lose something much more precious than correspondent banking relations or even licenses: their risk cultures. "My impression is that law enforcement is changing the hearts and minds of bankers, which is very dangerous," he says. "Banks are by themselves conservative. When they feel the pressure of law enforcement upon them, it changes the spirit and this is my worry, as it could impact the role of banking negatively."

Practical tools for making the burdens of AML-CFT compliance less costly for Arab banks could include an authoritative regional entity empowered to carry out compliance checking as intermediary for all banks in the region, Fattouh suggests, noting that such an initiative is not currently feasible for the UAB and could be initiated

IMPACT OF ENFORCEMENT OF AML/CFT STANDARDS



MEASURES TAKEN TO LOWER AML/CFT RISKS



Fiat with




500X HAS ARRIVED.



NEW FIAT 500X. THE ALL NEW CROSSOVER BY FIAT.
BIGGER, MORE POWERFUL AND ALWAYS READY FOR ACTION.

Saad & Trad s.a.l. Beirut 01 613670 - Tripoli 06 614740 - Jounieh 09 913567

 / Saad & Trad SAL

www.saadtrad.com

info@saadtrad.com



500x.fiat500.com

DE-RISKING SURVEY RESPONSES: COUNTRIES CLASSIFIED AS "IMPROVING GLOBAL AML/CFT COMPLIANCE: ONGOING PROCESS" VERSUS COUNTRIES NOT CLASSIFIED

	Non FATF designation: Bank Response			FATF designation: Bank Response ¹		
	Yes	No	Limited	Yes	No	Limited
Survey questions:						
Impact of stricter enforcement of AML/CFT standards on:						
Higher compliance costs	38%	7%	8%	10%	18%	0%
Adverse impact on existing Correspondent Bank relationships	29%	20%	0%	23%	33%	0%
More difficult new Correspondent Bank relationships	32%	20%	0%	15%	31%	0%
Adverse impact on remittances	1%	36%	17%	26%	23%	5%
Measures taken to lower AML/CFT risks						
Enhanced customer due diligence	33%	0%	0%	3%	0%	0%
More frequent AML review	18%	0%	0%	0%	0%	0%
IT and software and filtering systems upgrade	17%	0%	0%	3%	0%	0%
Hire/train compliance staff	12%	0%	0%	3%	0%	0%
Impact of the introduction FATCA						
Loss in customers and business	12%	34%	22%	26%	13%	15%
Higher compliance costs	59%	0%	16%	59%	0%	5%
Measures taken to comply with FATCA						
Staff training/hire compliance staff	55%	0%	1%	38%	0%	0%
Introduced FATCA compliant policies, process and procedures	57%	0%	1%	33%	0%	0%
Hire consultants	21%	0%	1%	3%	0%	0%
Changes to IT / software / reporting systems	57%	0%	1%	33%	0%	0%

Source: International Monetary Fund and Union of Arab Bank Survey; Staff calculations
1/ Banks from Iraq, Sudan, Syria, and Yemen.

perhaps by the Arab Monetary Fund acting as the secretariat of Arab central banks. However, to facilitate dialog between Arab and international bankers the UAB will expand its private sector dialog program on combating the financing of terrorism from a US-MENA dialog to a EU-MENA dialog, which will be inaugurated on September 3 in Brussels.

To help Arab banks with the cost and behavior challenges of the many sanctioned waters they have to operate in, UAB is currently working on compiling a code of ethics which, according to Fattouh, will guide banks in their approach to four central points, namely a) rules and regulations, b) corporate governance, c) financial inclusion and universal financial access and d) financing of the economy. The parameters for the project have been assembled and he hopes for publication of the Code of

**“MY IMPRESSION
IS THAT LAW
ENFORCEMENT IS
CHANGING THE
HEARTS AND MINDS
OF BANKERS, WHICH IS
VERY DANGEROUS.”**

Ethics as guidebook for Arab banks by November, Fattouh says.

In the meanwhile, the American crusade against the financing of terrorism will continue and implicated persons will have to struggle if they want to contest their pariah status. Comments shared by US law firms suggest that even proving one's innocence has not been the most successful approach for removal from the SDN list – delisting was more often achieved by offenders for admissions of guilt rather than protestations of innocence.

Another option of interest to the region and of great potential business value for Lebanese banks, although not in any way likely to benefit people accused of Hezbollah affiliations, is the change of US political views. As Cuba was finally allowed to hoist its flag over its recently reopened embassy in Washington D.C., it was no surprise that a single OFAC update had already announced the deletion of more than 50 Cuba-related names from the SDN list. What the US calls “sanctions relief” vis-à-vis Iran will take at least several more months to gain momentum, but the prospects for new opportunities from the Iran deal are infinitely more promising than making any attempt to change minds across the Atlantic about the status of people who act as open bank accounts for alleged Hezbollah operatives or invest in mysterious infrastructures that can be used by the organization.



SAMSUNG

 Curved Monitor

Curved for Ultimate Immersive Experience



LS27D590C

\$444^{TTC}

- Full HD
- Wide viewing angle 176°
- Gaming Mode
- Built-in dual stereo speaker
- VGA, HDMI, AUDIO IN, Ready for Wall Mount



CERTIFIED BY
ISO 9001: 2008

Call our Hotline: 01.484999
Visit us at www.samsungctc.com

To Know
More



Samsung Lebanon



DOWNLOAD
SAMSUNG CTC APP!

MEAB injects a bit of youth to its boardroom

Ali Hejeij has plans to boost MEAB's size and scope *By Thomas Schellen*

Their corporate narrative is what Wikipedia might call “a stub”, or an article in need of expansion. But when Middle East and Africa Bank (MEAB) implement an interactive timeline in the history section of its online identity, the months of June and July 2015 will carry pivotal content.

Within the space of 10 days starting June 15, the mid-sized bank, which holds \$1.5 billion in deposits and ranks 15th in the Lebanese banking sector in that category (2014 figures), welcomed a young new chairman who is also the bank's new majority shareholder and a seasoned Lebanese banker with 30 years of experience as a general manager. The new leadership duo, Chairman Ali Hejeij and GM Nabih Haddad, lost no time embarking on a review of the bank's business plan and strategy that was in full swing by end of June. While doing so, MEAB management lit the boosters on a new image building effort and proactive communications approach with a July 15 dinner for Lebanese media bigwigs. In between, the bank's new leaders even found time to open a new retail branch, MEAB's 21st, on Beirut's Corniche Mazra.

The intense frenzy of the period was to a very significant (but not fully quantifiable) degree involuntary. It had been triggered in early June by a measure originating in the United States' treasury's Office of Foreign Assets Control, or OFAC, under which Lebanese citizen Kassem Hejeij – Ali Hejeij's father and then chairman of MEAB – was put on a list of persons alleged to be involved in financing of terrorism. In Kassem's case, the accusation was consorting with Hezbollah.



At 34, Ali Hejeij is the youngest current chairman of any bank in Lebanon

**ANOTHER GROWTH MARKER WAS
BRANCH EXPANSION WHERE MEAB
ALMOST DOUBLED ITS NETWORK
BETWEEN 2010 AND JULY 2015**

MEAB and other companies under Hejeij family ownership were excluded from American action and thus it was prudent to protect the economic assets from being sanctioned by association. Advised by legal experts and central bankers, Kassem Hejeij immediately decided to step down and fully divest his shares in the bank he had founded in the early 1990s.

MEAB GROWTH SPURT

Ergo, the transfer of ownership to Ali Hejeij who, according to an MEAB statement, was already a board member and shareholder with a non-specified stake in the bank. With the rapid transaction in an ownership sphere valued above \$100 million, his majority expanded to “about 85 percent”, Hejeij told EXECUTIVE.

Including himself, MEAB has five board members, Hejeij said, and none of the other board members owns more than five percent in the bank. Not yet 35 years of age, the new chairman had been working in the management of construction companies in Gabon and Equatorial Guinea for most of the past ten years, after he had acquired a degree in banking and finance from a university in Lebanon. The construction companies are affiliated with the Hejeij family, which built a fortune in Africa from the 1970s onward.

Growth of MEAB in recent years had been quiet but brisk. “Growth from 2012 to 2013 and from 2013 to 2014 was about six percent [year on year] in terms of both assets and deposits and our net profit of 2013 was approximately \$18 million,” Hejeij said in the interview with EXECUTIVE. According to figures cited by him, the bank’s increase in deposits between 2013 and 2014

amounted to about \$100 million. His declared growth target for the bank is to surpass \$2 billion in deposits, from the current \$1.6 billion implied by the cited growth in 2014.

According to the Liban Banque’s yearbooks for 2010 and 2014, MEAB climbed from a 0.4 percent market share in banking sector deposits in 2009 to 1.1 percent in 2013, which was reflected in an 11-spot gain in its sector position in that category over the four-year period. Another growth marker was branch expansion where MEAB almost doubled its network between 2010 and July 2015, consisting of the additions of seven domestic branches and two branches in the Iraqi cities of Baghdad and Basra.

FUTURE STRATEGY

The bank’s growth in recent years is being analyzed under the business assessment and plan that Hejeij and MEAB management are currently carrying out, Haddad

“MY NEXT TARGET IS TO REACH THE ALPHA GROUP {OF BANKS}.”

explained. “The bank grew very fast in a very short period of time. To assure this growth we should go back to the roots and make sure that everything else will follow,” he said.

The process will include strategic decisions on how to further develop the electronic banking services at MEAB, training of the young workforce in the branch network, and investments in corporate governance structures, Haddad added.

For Hejeij, fast aggressive moves and efforts to disrupt the complacent Lebanese banking sector are not on the MEAB agenda in the near future. “My first priority

is to concentrate on my institution, which needs time for the new team and to make my recommendations. We are walking forward now, but slowly. Five to six months later, we can move faster. My next target, after finishing the interior [process] is to reach the alpha group [size of banks with over \$2 billion in deposits],” he said.

Not much more can be said about the bank’s plans and strategy at this point. Haddad declined to comment as yet on MEAB’s views and intentions in corporate banking and services for businesses. Africa is not currently a specific focus or expansion target for the bank according to Hejeij.

As MEAB is generally seeking to grow its exposure outside of Lebanon, management, according to Haddad, is looking at the situation in Iraq and assessing the bank’s exposure there from angles such as human resources and security. “If we decide to continue in Iraq, we will expand,” Hejeij said.

In the first weeks after the change at the top, which saw Ali Hejeij becoming both the youngest current chairman of any bank in Lebanon and the youngest person to ascend to the role in decades, his message in interviews and media statements followed the same line. He repeatedly emphasised MEAB’s compliance with Lebanese and international financial rules and the bank’s firm alignment with standards on anti-money laundering and combating of financing of terrorism. In measures which sought to make international markets more comfortable with MEAB, Hejeij says he wants to achieve diversification in the bank’s ownership by bringing in either institutions or individual investors with high reputation. But this, he says, “is in the long term and [should] not be expected to happen within the next few years.” ■

A matter of perspective

Tom Fletcher speaks to EXECUTIVE as he prepares to leave his post as ambassador to Lebanon *By EXECUTIVE editors*

During a long, wide-ranging exit interview, departing UK Ambassador Tom Fletcher tells EXECUTIVE and other journalists that over the past four years, the British government has increased 100-fold the assistance it provides to Lebanon, from GBP 2 million per year to GBP 200 million.

The massive increase in aid money was triggered by the Syrian refugee crisis, but Fletcher notes that host communities are increasingly getting their cut. As he's known for doing, the ambassador also lauded Lebanon for hosting so many of its neighbors.

E Mr. Ambassador, as you have told us, the United Kingdom has greatly increased its humanitarian assistance to Lebanon. We came here to mainly discuss economic issues with you but let us first ask how you view the problem of growing unwillingness to admit new refugees?

The important thing for us is that the most vulnerable people are getting help, but it is also important that we have a partnership with the government because we do recognize how difficult it is here. So we try to find a pragmatic way through, but we also try to hold everyone to their humanitarian obligation, even though it's not easy. If I'm honest, it's very difficult to lecture people about keeping their borders open.

E Why?

Because not every [country] has their borders open.

E But you didn't close Scotland.

[Laughs] No, Scotland's open for business. And we sell, by the way, more Scottish salmon, more Scottish whiskey, here in Lebanon, per capita, than anywhere in the world. I was

actually in tears the morning of the referendum, when the Scots voted to stay. It was a very emotional moment for all of us, but I was happy as well for our trade stats, because we rely on exports. We also sell more Jaguars, Bentleys and Princess Yachts, per capita, than anywhere in the world. And Panadol, bizarrely. There are 250 million panadol tablets sold here every year.

E You've said trade between the UK and Lebanon has doubled in your four years, and looking at the Panadol stat, is there any re-export going on?

The model that works well here is not just thinking that it's trade between the UK and Lebanon, but that it's trade between the British and the Lebanese. So what we've tried to do is connect people who want to be connected. If you've got a guy making a new type of spoon in Belfast, we'll connect him with a Lebanese network

"I'VE BEEN CONSISTENTLY TRYING TO PROVIDE AN IMAGE OF LEBANON THAT DOESN'T JUST FOCUS ON THE BOMBS."

that will sell those spoons in West Africa, South America and so on. Our trade team compiled a list of Lebanese distributors who want new whiskey brands. As new whiskeys come to the market, they're saying, 'We want to be the distributor of that whiskey.'

E Your mandate is to help British exports to Lebanon. What about the reverse, are more Lebanese products now headed for the UK?

It's not explicitly part of my mandate, but I've always tried to

encourage, for example, the Lebanese wine industry to get a good foothold in the UK. And it's doing very well. It's still quite expensive, at the UK end, but Lebanese wine has a real cache. Lots of agricultural products, nuts and so on, are also doing really well. But I guess the one where I've really tried to help is just on improving Lebanon's general image because in a way, so much depends on that. I've been consistently trying to provide an image that doesn't just focus on the bombs and the terrorism and so on.

E Where does the UK Lebanon Tech Hub fit in?

Let's see in three years' time [about that].

E But it's only a two-year initiative.

I reckon it will run longer than that. It's got legs. I think the two-year phase will be a government to government phase as we create that framework, and then we just let them go.

E Where do you see the future of entrepreneurial collaborations between Lebanon and the UK, is it more outsourcing from the UK to Lebanese suppliers; knowledge transfer; entrepreneurial spirit infusion into Nordic development plans? What's the formula?

All of the above, really. One thing I was struck by when I went to see the Tripoli Entrepreneurs' Club up there, [was when] they said all we need is an internet connection and a room and we'll do the rest. They said that every couple of months guys come along and smash their internet connection. So it's as simple as that. There's a kind of dividing line there, and they're very much on the front line, really, of whether this region sinks or swims, and I would back them. I'm never





going to be a tech entrepreneur or really understand the cutting edge of innovation, at all. When I started here, some people said to me, 'you're too young to be an ambassador.' And I now realize that I'm probably too old to be an ambassador here because a lot of the future growth is coming from people who are in their early 20s.

E How are you treating the anniversary of Sykes-Picot? The way you see it, has all of this past been digested? Have we overcome history?

It's interesting you should raise that. I was back in London last week with all the ambassadors from the region and it's a subject that I brought up. I think it's fair to say that any school child in this region, whether they're learning in French or in English, knows these [terms like Sykes-Picot]. [By contrast] only a very small percentage of school children in the UK and France will have that same sense of significance of these names and events. And particularly now, people across the region can see, for better or worse, that some of the lines that were drawn in the sand are disappearing.

I don't think that you're going to see Britain or France dwelling on these anniversaries in a big way. For me it's part of history but I also realize it's still part of people's lives here especially when they worry about what's happening to those boundaries.

E Turkey didn't exactly popularize commemorating the Armenian genocide this year so it would not be unusual to try and neglect or deny the

Sykes-Picot agreement, with yours as one of the most civilized countries in the history of mankind? Don't you want to take a slightly different approach of restitution and reconciliation?

Yeah, and we've always tried here to draw on the lessons of the Northern Ireland experience, to try and see what we can learn from reconciliation, coexistence, transitional justice and so on. I won't be here for these anniversaries. If I was, I'd like to think we'd come up with a creative way

"I'M NEITHER MARCH 8 NOR MARCH 14...JUST PRO-LEBANESE."

to have a different conversation about reconciliation, the role of the state and so on in the region. I hope we can find a way into that conversation. We really do need the Syrian state to survive, the Iraqi state to survive. These are very important issues to everyone around here.

E So in your view we cannot bury the nation state in the Middle East?

Yeah. It's the least bad model that we have at the moment.

E Turning to more hands-on issues in your future, do you want to become the Tony Blair of entrepreneurship in the Middle East?

Did you mean that in a positive way?

E Well, Mr. Blair made it a personal mandate of peace building in the Middle Eastern development after leaving office. You mentioned at a EuroMoney conference in June that you might move more into entrepreneurship. Can you tell us more about that?

I definitely wouldn't put myself in the same category as Tony Blair.

E Entrepreneurship is a little bit smaller than peace building.

I don't have plans to focus

personally on entrepreneurship type work but who knows what will happen. My focus will probably be more on education, considering that there are millions of kids out of school, and trying and get those kids in school. That's important.

E As a private citizen with the credentials of former ambassador, you have a privileged position. From your point of view, is that a good economic prospect for Lebanon?

I won't be hustling business, but there's one area where I think I can help. If someone pops up in Rio representing Lebanon, [the Lebanese expats will wonder] are they March 8 or 14, are they Armenian or Druze – they're instantly labeled in a way that often can undermine their effort. So in a way it's strange, sometimes it's easier for a foreigner to come in and look around and say look at these amazing people. I'm neither March 8 nor March 14, or anything else, just pro-Lebanese.

E Did you find any Lebanese heritage in you somewhere from the time of the crusades?

We've all got some Lebanese in us haven't we? Although I don't want to bring up the crusades either, Sykes-Picot and Balfour were bad enough. We all came through here at some point but no, I haven't discovered any direct Lebanese, the Fletchers can't trace our lineage back that far.

E What would be your advice to your successor, not in the diplomatic briefings that you can't talk to us about, but in the experience of life and family life in Lebanon?

There's a number of us [ambassadors] who are all leaving at the same time from so many of those countries that have real interest in backing Lebanon's stability. I hope they're able to continue this idea that there is not a conspiracy against Lebanon. There is a conspiracy in favour of Lebanon.





A JOURNEY THROUGH TIME – WITH RIMOWA

ABC ACHRAFIEH L3
TEL: 01-212888 EXT: 2313

BHV – CITY MALL
TEL: 01-905000 EXT: 1668

FATTAL SHOWROOM, SIN EL FIL
TEL: 01-512002 EXT: 371

ABC DBAYEH LI
04 – 416000 EXT: 2130

TRUNK CONCEPT STORE
TEL: 01-973347



كما في ٣١ كانون الاول		(القيم بملايين ل.ل.)
٢٠١٣	٢٠١٤	الأرباح والخسائر
٣,٥٠٥	٤,٤٩٦	الفوائد والإيرادات المشابهة
(١,٠٠٧)	(١,٢٥٢)	الفوائد والأعباء المشابهة
٢,٤٩٨	٣,٢٤٤	صافي الإيرادات من الفوائد
١٠,٣٢٥	١٠,٣٠٠	الإيرادات من العمولات
(٥,٤٩٦)	(٥,١٩٩)	الأعباء من العمولات
٤,٨٢٩	٥,١٠١	صافي الإيرادات من العمولات
		صافي أرباح/خسائر عمليات الأدوات المالية المصنفة بالقيمة العادلة مقابل حساب الأرباح والخسائر منها: صافي أرباح وخسائر غير محققة
		صافي أرباح/خسائر الاستثمارات المالية
٦,٢٣٧	٤,٦٥٣	إيرادات تشغيلية أخرى
١٣,٥٦٤	١٢,٩٩٨	مجموع الإيرادات التشغيلية
		خسائر الائتمان
		منها: خسائر الائتمان العائدة لأدوات الدين المصنفة بالكلفة المطفأة
		مؤونات تدني قيمة الاستثمارات المالية الأخرى (شركات تابعة وزميلة)
١٣,٥٦٤	١٢,٩٩٨	صافي الإيرادات التشغيلية
(٥,٥٧٣)	(٥,٠١٤)	أعباء المستخدمين وملحقاتها
(٥,٩٩٦)	(٥,١٥٦)	مصاريف إدارية وأعباء تشغيلية أخرى
(٦١٩)	(٥٦١)	مخصصات استهلاكات ومؤونات الأصول الثابتة المادية
		إطفاء الأصول الثابتة غير المادية
		مخصصات تدني قيمة الشهرة
(١٢,١٨٨)	(١٠,٧٣١)	مجموع الأعباء التشغيلية
١,٣٧٦	٢,٢٦٧	الأرباح التشغيلية
		حصتنا في نتائج مؤسسات مرتبطة
		وفقا للحقوق الصافية
		صافي أرباح أو (خسائر) بيع أو استبعاد الموجودات الأخرى
١,٣٧٦	٢,٢٦٧	النتائج قبل الضريبة
(١١١)	(١٨٨)	الضريبة على الأرباح
		النتيجة بعد الضريبة من النشاطات العادية
		النتيجة بعد الضريبة للنشاطات المتوقفة وأفيدالتصفية
١,٢٦٥	٢,٠٧٩	النتائج الصافية
		النتائج الصافية - حصة الأقلية
		النتائج الصافية - حصة المجموعة
		حصة السهم العادي من الأرباح
٠,٠١٢٧	٠,٠٢٠٨	(earnings per share (EPS))
		حصة السهم العادي للمخفضة من الأرباح (diluted EPS)

مفوض المراقبة

السادة Ernst & Young

السادة سمعان غلام وشركاهم

كما في ٣١ كانون الاول		(القيم بملايين ل.ل.)
٢٠١٣	٢٠١٤	خارج الميزانية
		تعهدات تمويل
٤,١١٦	٤,١١٦	تعهدات معطاة للمصارف والمؤسسات المالية
٠	٠	تعهدات مستلمة من المصارف والمؤسسات المالية
		تعهدات للربائين
		تعهدات ضمان
		تكفل وكفالات وضمائن أخرى معطاة للمصارف والمؤسسات المالية
		منها: أدوات المشتقات الائتمانية (credit derivatives)
		تكفل وكفالات وضمائن أخرى مستلمة من المصارف والمؤسسات المالية
		منها: أدوات المشتقات الائتمانية (credit derivatives)
		تكفل وكفالات وضمائن معطاة للربائين
٦١,٣٣٢	٥٣,٥٤٧	تكفل وكفالات وضمائن مستلمة من الربائين
		تعهدات على سندات مالية
		سندات مالية للاستلام
		منها: قيم مباعه مع حق اعادة الشراء أو الاسترداد
		سندات مالية للتسليم
		منها: قيم مشتراة مع حق اعادة الشراء أو الاسترداد
		عمليات بالعملات الأجنبية
		عملات أجنبية للاستلام
		عملات أجنبية للتسليم
		تعهدات على الأدوات المالية لأجل
		تعهدات أخرى
١٢,٦١٢	٥,٨٣٥	مطالبات ناجمة عن نزاعات قضائية
		حسابات الائتمان
		- خاضعة لتعليمات محددة
		- خاضعة لتوظيفات استثنائية
		موجودات حسابات ادارة الأموال
٥٠,٨٩٦	٤٤,٦٠٥	هيات الاستثمار الجماعي
٤٢٤,٧٨٠	٤٠٧,٦١١	الأدوات والمنتجات المالية المرتبطة بمؤشرات ومشتقات مالية
		تعهدات مشكوك بتنفيذها
٥,٨٣٤	٥,٦٧١	ديون الربائين الرديئة المنقولة للذكر الى خارج الميزانية

مجلس الادارة

الرئيس

عضو

عضو

عضو

عضو

عضو

عضو

عضو

السيد انطون صحنواي

بنك سوسيتيه جنرال في لبنان ش.م.ل.

الأستاذ جيب السعد

السيد طارق شهاب

السيد خليل صحنواي

السيد جورج صغبيني

السيد سليمان معزاري

الميزانية المعدة للنشر

(القيم بـملايين ل.ل.)

كما في ٣١ كانون الاول		الموجودات
٢٠١٣	٢٠١٤	
٥٩٦	٨٩٠	الصندوق ومؤسسات الاصدار
٨٣.٣١٥	١٥٧.٥٢٦	الودائع لدى المصارف والمؤسسات المالية
		المركز الرئيسي، المؤسسة الأم،
٦.٩٠٥	١٠.١١٠	المصارف والمؤسسات المالية الشقيقة والتابعة
		قروض للمصارف وللمؤسسات المالية
		واتفاقيات اعادة البيع
		أصول مالية معطاة كضمانة
		ادوات مشتقات مالية
		اسهم وحصص بالقيمة العادلة مقابل
٣٠٨	٣١٦	حساب الارباح والخسائر
		ادوات دين موجودات مالية اخرى بالقيمة العادلة
١٦٠.٧٤٤	٢٣٥.٧٥١	مقابل حساب الارباح والخسائر
		منها صافي التسليفات والقروض المصنفة
١٦٠.٧٤٤	٢٣٥.٧٥١	بالقيمة العادلة مقابل حساب الارباح والخسائر
		صافي التسليفات والقروض للزبائن بالكلفة المطفأة
١٩٥	٦٣	صافي التسليفات والقروض للجهات المقربة
		المدينون بموجب قبولات
		ادوات دين بالكلفة المطفأة
		أسهم وحصص بالقيمة العادلة مقابل
		عناصر الدخل الشامل الاخر
		حصص ومساهمات في الشركات التابعة والزميلة
		أصول مأخوذة استيفاء لديون
٥.١٠٥	٤.٧٧٠	أصول ثابتة مادية
٤٢٨	٣٧٩	أصول ثابتة غير مادية
		أصول غير متداولة برسم البيع
١.٥١٧	٨.٠٥٣	موجودات أخرى
		الشهرة
٢٥٩.١١٣	٤١٧.٨٥٨	مجموع الموجودات (**)

(*) ان وجدت في الوضعية المجمعة

(**) بعد تنزيل مبلغ ٨٥١٠ يمثل مؤونة الديون والقيم المشكوك بتحصيلها ومبلغ ٧٥٣١ يمثل فوائد غير محققة.

(القيم بـملايين ل.ل.)

كما في ٣١ كانون الاول		المطلوبات
٢٠١٣	٢٠١٤	
		مؤسسات الاصدار
٩٠.٤٤٠	١٤٧.٤٥٠	مصارف ومؤسسات مالية واتفاقيات إعادة شراء
٣٣.٢٧٣	٥١.٥٧١	المركز الرئيسي، الفروع، المؤسسة الأم
		والشقيقة والتابعة
		أصول مالية مأخوذة كضمانة
		أدوات مشتقات مالية
		مطلوبات مالية بالقيمة العادلة مقابل
		حساب الأرباح والخسائر
١١٦.٢٥٨	١٩٠.٠١٦	منها: الودائع وحسابات الزبائن الدائنة
		ودائع وحسابات الجهات المقربة
		مطلوبات متمثلة بأوراق مصرفية أو مالية
		تعهدات بموجب قبولات
٦.٠١٩	١٢.٧٤٣	مطلوبات أخرى
٤.٢٦٨	٤.٣٩٤	مؤونات لمواجهة الاخطار والاعباء
		ديون مرسوسة وما يماثلها
		المطلوبات غير متداولة برسم البيع
٢٥٠.٢٥٨	٤٠٦.١٧٤	مجموع المطلوبات
		حقوق المساهمين - حصة المجموعة
٥.٠٠٠	٧.٥٠٠	الرأسمال-أسهم عادية
		الرأسمال-أسهم تفضيلية وما يماثلها
		علاوات اصدار الاسهم العادية
		علاوات اصدار الاسهم التفضيلية
		المقدمات النقدية المخصصة للرأسمال
٢.٥٩٠	٢.١٠٥	الاحتياطات المرتبطة برأس المال
		الادوات الرأس مالية المعاد شراؤها
		ارباح مدورة
		فائض اعادة تقييم العقارات
		التغير في القيمة العادلة للادوات المالية
		المصنفة مقابل عناصر الدخل الشامل الاخرى
		التغير في القيمة العادلة للمشتقات المالية
		الهادفة للتحوط للتدفقات النقدية
		فروقات تحويل العملات الاجنبية
		احتياطات حرة قابلة للتوزيع
		احتياطات غير قابلة للتوزيع (قانونية والزامية)
١.٢٦٥	٢.٠٧٩	نتائج الدورة المالية - ارباح او (خسائر)
		حقوق الاقلية
		حسابات الاعباء والايرادات
		(في حال وضعية دورية غير نهائية)
٨.٨٥٥	١١.٦٨٤	مجموع حقوق المساهمين/المركز الرئيسي
٢٥٩.١١٣	٤١٧.٨٥٨	مجموع المطلوبات وحقوق المساهمين/المركز الرئيسي

The evolution of 'design'

Design today is about human-centered experiences and thinking outside the box

Design is as old as humanity itself. In fact, there's increasing evidence that it's even older. Think Australopithecus with an iPhone.

Ok, not an iPhone but a stone purposefully smashed with other stones to create a sharp edge (an iStone, if you will), and maybe not Australopithecus, depending on which school of pre-human taxonomy you prefer. But just this year, scientists working in Kenya announced the 2012 discovery of the oldest known purpose-built stone tools, which date back as many as 3.3 million years, well before Homo Sapiens came into existence. Since then, the notion of design has evolved, even if its most advanced forms have not quite yet surfaced here in Lebanon.

WHAT IS DESIGN?

Based on numerous conversations had for this special report, which ranged from the specific to a level of abstraction that still somewhat boggle our minds, the most succinct definition of design seems to be 'creativity with a purpose'. The purpose can be as mundane as getting food into our mouths or as corporate as creating a sense of brand loyalty among consumers by designing a friendly, hassle-free customer experience. Design was once the sole domain of the person creating an object, be it a blacksmith, cobbler or carpenter. Today, however, it has become a craft unto its own. And it's just as important for selling things as it is for as it is for creating them.

Giulio Vinaccia, an Italian designer, working with the UN on a new design-oriented program in Lebanon says product designers today are being brought into the process of creating an item at a far earlier stage than before. Previously they were seen as "tailors," he says, who were there to merely make something look nice. "Twenty years ago I received a brief of 20 pages to make a glass. The company said, 'It's a glass for red wine and this kind of glass needs to have the mouth very open to intake oxygen' and we were only the 'tailor' to design the correct shape." Now the same company will write to my office and say 'Giulio, we're not selling glasses, what should we do?'" Product designers are now being brought in earlier in the commodity creation life cycle, not only to make the creation look nice, but also to help give it a sexy story to make sure it sells. Outside the manufacturing plant, companies need slick websites and the bigger ones hire ad agencies and marketing firms, all of which employ legions of designers. There are designers in just about every field, and even those who may not call themselves designers – like educators and magazine writers – could be considered among the ilk.

THE 'CREATIVE ECONOMY'

Because there seems to be a designer lurking in every office closet (or sitting next to you at the coffee shop and working remotely), it is difficult to put a figure on how much the industry as a whole is worth. They're big players in the so-called "Creative Economy", a sector which does not yet have a universally accepted definition. The UN Industrial Development Organization cites from the United Nations Conference on Trade and Development (UNCTAD) "Creative Economy Report 2010" that it contributes nearly 5 percent to Lebanon's economy and accounts for over 4 percent of employment. The UN heaped praise on the state of creativity in this country, commenting on its website that "The strength and dynamism of cultural and creative industries in Lebanon are rooted in multifaceted cultural influences, deep-rooted private initiatives and the country's privileged geographical location. Beirut, for instance, has been regaining and consolidating its role as a regional hub in design, advertising, architecture, fashion, gastronomy and publishing — even if the related value chains are often not completely covered and if some important linkages (such as collaborative work and initiatives, investments, etc.) are still weak." Despite Lebanon's reputation for innovation and creativity, design in its newest incarnation – as an inventive solution provider – has not taken off here. But the evangelists have arrived.

"NEW" DESIGN

Since the 1960s, there's been a developing notion that designers simply think differently than, say, bankers or dockworkers. Around 15 years ago, a new industry was born: designers became problem-solving consultants. They began to think up creative ways to tackle social problems such as homelessness, offer government tips on how to more easily interact with and court the business world with a customer-centric sales pitch. Call it what you will – service design, experience design, strategic design, design thinking – what's on offer is all pretty much the same. Designers use an innovative method when problem solving which can help a company's bottom line, an approach which these "new" consultants claim executives, mid-level managers and traditional management gurus lack.

"Most traditional consultancies will always analyse from within the organization. They will look at your processes, your systems, and understand the people and the policies to see how we can optimize. And it's great if that optimization, in the end, also benefits [a customer's] experience. [...] But it's very analytical and it's very numbers based," says Anne Meijer, business development manager at Livework Studios, a service



GRAPHIC

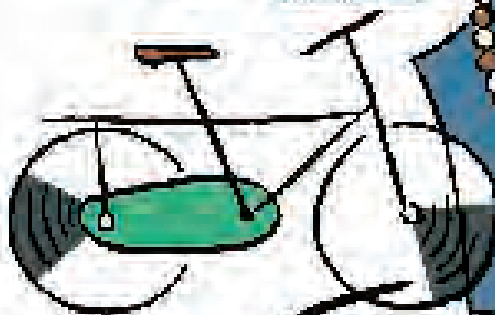
FURNITURE



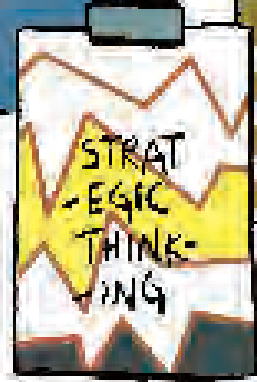
e



FASHION



INDUSTRIAL



N

JEWELRY

design company based in five major world cities, including Beirut, currently working with the local strategic consultancy Brand Cell. “Service design is more and more coming inward. We basically bring the customer into the organization. First we show and make the organization understand what the customer is experiencing. Then we imagine how we can use this experience, and understand what it means for an organization and the business.”

To understand this better, imagine a bank where customers complain they spend 15 to 20 minutes waiting to see a teller each time they come to a branch. A traditional consultant might suggest adding more tellers or instituting a policy whereby each teller must limit interactions with customers to a maximum of ten minutes. A design consultant, on the other hand, would interview customers to find out why they’re coming to the bank, and interview tellers to find out what their processes are for dealing with customers. This interview technique leads to “visualizing” ways to 1) reduce the need for people to enter a branch – which can involve using new technologies like websites, e-banking or even ATMs – and 2) speed up the process once they’re there. Visualizing means just that. Think post-it notes, storyboards and reducing often complex information into a visual, digestible form the way designers are renown to do. It’s all very right-brain and quite the contrast to the ruthless penny-pinching associated with the “old way” of business optimization. One of the leading firms in this new field, US-based IDEO, says in describing its work: “Nobody wants to run an organization on feeling, intuition, and inspiration, but an over-reliance on the rational and the analytical can be just as risky.” IDEO’s use of design as a problem solving tool, the company assures, “provides an integrated third way.”

Meijer also added that, as a consultancy, “we need to give [clients] short term benefits,” that are more tangible than abstract outcomes (like customer loyalty) which are hard to quantify. A prime example would be identifying redundancies and firing them along with other optimizations that more quickly prove a consultant’s bill is worth paying. Joe Ayoub, CEO of Brand Cell, adds that, with only one completed service design solution thus far offered in Lebanon, the company is charging “maybe not as much as we would love,” but is hopeful that “next year, we will command the price on service design.”

THE LESS PROFITABLE MODEL

As noted above, the “design is different” gospel preached by this new wave of consultants has 50-year-old roots and it’s not just business in need of salvation. For an example of evolution in a petri dish, we once again turn to London (See: the Peppered Moth’s reaction to the Industrial Revolution). Seventy years ago, the government formed a council on design to keep the country competitive in industrial design. Today, the Design Council touts itself as “champion[ing] great design that improves lives.” They’re talking new designer meets


social challenge, something Doreen Toutikian sees is sorely lacking in Lebanon. “What we don’t need is another chair,” she says. Toutikian directs the non-profit MENA Design Research Center, organizer of the annual Beirut Design Week, a seven-day orgy of all things design launched in 2012. That year, the MENA DRC hosted a program that let designers use their prowess to try tackling real-life problems people in Lebanon face. Ideas which were generated included a new traffic management system for Gemmazyeh; a “sustainable consumerism project” that would have turned plastic bags into other useable and sellable objects in Bourj Hammoud, and a device that lets users monitor how much electricity they use to avoid blowing a fuse when using the generator, and to conserve power. While almost none came to fruition, she argues the process helped change how participating designers think, so she considers it a success story anyway.

She says the MENA DRC trains young designers and will keep on spreading the word about design’s potential to transform the world, working from the bottom up to create an ecosystem focused on solving Lebanon’s myriad problems.

TRIED AND TRUE

While the direct economic benefits of this new iteration of design are hard to quantify, there are continued efforts to use the more aesthetic aspects of the discipline to grow business and create employment in Lebanon. UNIDO’s creative and cultural industries cluster project is matching furniture manufactures and jewelry makers with young designers in an attempt to boost these traditional industries now in various states of disrepair (see story on page 36).

Still missing from the equation, however, is state support for any of these initiatives. While the UNIDO program shows promise, it is unclear whether the cluster will survive once the money from outside dries up. Foreign funding to help local creative industries and designers has come to Lebanon in the past. However, two prominent initiatives, the Lebanon Creative Cluster and the Beirut Creative Cluster, ceased functioning when the money dried up, according to Salim Tannous, former director of the BCC. The LCC launched in 2009 and, based on its time capsule of a website, died by 2010. It did not achieve its stated objectives (“increasing the coordination across the creative industry ecosystem,” “channeling government resources and programs,” and “enabling capital formation,” among others) and EXECUTIVE was unable to reach someone directly involved in the project for further comment.

The BCC started work in 2012 and was more focused. Tannous explains that it catered to any company whose products end up on a screen, be it TV, cinema, computer, tablet or smartphone, but failed to become financially self-sufficient as a cluster, which prompted him to leave as manager earlier this year. Building an ecosystem for the creative economy in general or for a design economy specifically, therefore, will likely require government financing. 



Bank of Beirut
Eway

E-Commerce Gateway

Internet Payment Solution

Go global with your business and break down all geographical barriers. With Bank of Beirut Eway, the E-Commerce gateway from Bank of Beirut, the world now is your marketplace.



Lebanon | UK | Germany | Sultanate of Oman | Australia | Cyprus | UAE
Nigeria | Iraq | Libya | Ghana

www.bankofbeirut.com
24/7 Customer Service
1262 | +961 5 955 262

> **Innovation**

How scanners became storybooks

Design thinking as a driver of innovation

Doug Dietz is a legend. He is the man that transformed the once miserable experience of receiving a MRI scan into a magical adventure. Doug is a design thinker.

He is an alumnus of our Stanford Hasso Plattner Institute of Design (d.school) Executive Education program. Doug was on the General Electric (GE) team that designed nuclear scanners (used to conduct MRIs). When they were first installed, he excitedly visited a hospital to observe them in use. What he saw was a small, 7-year old girl hiding behind her mother's legs, terrified of the upcoming scan. The loud sounds, flashing lights, and deadly-looking stretcher brought her to tears. She was so upset, the family had to go home and reschedule the scan for another day. Hundreds of other children that year had to be sedated to undergo the MRI tests. As Doug describes it, "I went for kudos, but what I got was a kick in the ass." He found it an incredibly heartbreaking and humbling experience.

Motivated to make a change after this encounter, he came to the Stanford University d.school to learn Design Thinking. He learned that by focusing on his users, he could make the largest impact. When his superiors at GE dismissed his request to conduct this work, he used his personal time after work and on weekends to move forward. He created an advisory board of children in Chicago, consulted experts at children's museums, and spoke to a number of families in hospitals. As he progressed, his focus shifted many times until he reached a truly magical solution. He turned the MRI rooms into adventures that make children feel they are in forests, oceans, or cities. The machines and walls are painted with scenes, the technicians wear costumes and act, and children receive storybooks the night before preparing them for their upcoming "adventure."

The results are incredible. When Doug visited after the change, he observed a small girl with her family. After the scan, she tugged on her mother's skirt and asked, "Mommy, can we come back tomorrow?" The number of children needing sedation has dropped to almost zero.

Aside from the heart-warming change for families and children, Doug and his team have greatly improved the way teams design healthcare services. When talking to hospitals looking to buy either GE's machines or a competitor's, GE has secured multi-million dollar deals because the hospitals wanted Doug's magical designs installed. And now within GE, engineering and marketing teams are asking Doug to join early discussions as they make changes to the machines. Engineers motivated by his story began to think, "How can we make the machines quieter and less scary?" As a result, GE will soon be releasing this new quiet MRI machine – an amazing advancement.

Doug's story is a prime example that shows if you focus on your users and their deeper needs, you can transform people's


lives. This is so powerful that, naturally, more people will want your product/service. This can also transform how other groups in your organization work, scaling the desire for innovation.

Though you may not work in healthcare or work with children, we all have the ability to bring delight and novelty into our work. I truly believe that all people are inherently creative, but our school and work environments often stifle us. Design Thinking helps us re-engage our creativity. It is a problem-solving process that can be applied to any field. It consists of five process steps and a set of mindsets that radically shift how we work. The key element of design thinking is a focus on the user. Humans are the key to building successful solutions, and only by deeply understanding our end users can we truly innovate.

Design thinking as we know it came to life in Silicon Valley. Startups in the Valley are eagerly applying it to their work, and it has become a key element of many Startup ecosystems around the world. Now, large companies are doing the same. Organizations like Fidelity, Jet Blue, Procter & Gamble, Capitol One, and more have opened internal Design Thinking innovation labs. They are attracting top young talent, developing innovative new offerings, and transforming their industries.

Aside from focusing on your users, what does being a design thinker mean? It means you believe in a bias towards action (do instead of talk), you build on your teammates' work and make them look good, you seek answers from others who have different life experiences than you (and you really listen), and you work with teammates who come from a diversity of backgrounds and value their perspective. You also believe in iterating quickly and often at low resolution to learn as fast as possible.

Wherever you are today, you can creatively solve problems in this human-centric way. You can start small, by interviewing one customer. Get to know them - what's their story and how does your product or service fit into their lives? There are free resources on the d.school website. You can run a beginning crash course in design thinking for your colleagues or you can go through the Online Crash Course. The books "Creative Confidence" by Tom and David Kelley and "The Achievement Habit" by Bernie Roth are good reads on the topic. Also look for opportunities to access design thinking here in Lebanon. Every time I am here, I meet more people practicing it.

Design thinking is radically shifting how we work and disrupting industries across the world. And, maybe, with a little listening and prototyping, you'll find yourself in an imaginative storybook of your own. 

*Tania Anaissie, Hasso Plattner Institute of Design,
Stanford University*

RICHARD MILLE

A RACING MACHINE ON THE WRIST



CALIBRE RM 016

© Didier Gourdon

Cadrans
Maison de Haute Horlogerie

24 Park Avenue, Karagulla Building,
Beirut Central District. Tel: 01 975 333/444
www.cadrans.com.lb

www.richardmille.com

Sharing Lebanon's artisanal treasures with the world

UNIDO's ambitious plan to link up Lebanese designers with markets in the West



Challenging economic times have left Lebanon's smaller manufacturers in a precarious situation, with few potential customers in the local market and a lack of government support beyond a few free zones and tax breaks for exports, meaning foreign markets are difficult to reach. Enter UNIDO (United Nations Industrial Development Organization), which has launched a pilot program to support manufacturers in Lebanon's creative industries. Taken as a whole, UNIDO says these industries contributed five percent to Lebanon's gross domestic product in 2010 – the latest comparison available, and accounted for four percent of the national workforce that year. But there is

potential for more.

Design, UNIDO says, is a useful tool for further economic development and job creation. Their plan is to build a system of support, starting with artisanal jewelry makers in the Beirut suburb of Bourj Hammoud and furniture makers in Tripoli, Lebanon's second largest city. "They both are suffering – Tripoli is suffering very much, but also Bourj Hammoud – because of the lack of tourists, especially Gulf tourists," says Giulio Vinaccia, an industrial design consultant leading UNIDO's program. Matched with Lebanese celebrity designers, UNIDO will instill business prowess among artisans and, with buyers already in place,

facilitate access to European markets.

MELTING POT OF CREATIVITY

Harnessing Lebanon's creativity requires a structured approach; "Creativity now is a science, it has a methodology and has a logic to follow," says Vinaccia. As part of a larger program amongst countries of the Southern Mediterranean, UNIDO's initiative for Lebanon is to scale up artisanal production, starting first with the jewelry and furniture makers.

There is no shortage of creativity amongst Lebanese jewelry and furniture designers. "Lebanese are born with hundreds of different stories. They know the traditions of Mohammed and of Armenian design. All that is fantastic for being creative, and that's why it's so good in Lebanon – it's a melting pot. This is the perfect environment for creativity," he says.

Other creative industry clusters have not achieved the success touted [see overview on page 28] in part because those producers did not have markets prearranged to sell their products. Seeing this, UNIDO considers it a priority to establish a market for designers to sell their goods. Vinaccia tells EXECUTIVE that Tripoli's furniture makers will be sending tables to Habitat, a French retailer of household furnishings. "We went to Paris, we made the deal. They said build us some prototypes, check the quality, send them to us, and we'll put them in stock. This was the first homework I gave to them [furniture makers]. For them it's so easy, no? But they need to understand how to arrive at mass production and how to maintain the quality."

Vinaccia points out the need to professionalize Lebanon's designers. "You need to be a mix of manager and designer with a toolbox of organization, business development, and marketing skills," he says. "To that end, UNIDO includes a capacity building phase to its program which includes matching amateur designers with celebrity mentors in the field." Being linked to big Lebanese names – designers like Nada Debs, Vinaccia says – will help open doors for the artisans, particularly once their products reach the market.

Finally, to maintain the technical knowhow of artisanal craft and to introduce new design approaches and technologies, UNIDO has hooked up with Académie Libanaise des Beaux-Arts (ALBA), a local design school. This, Vinaccia says, brings UNIDO's program full circle by linking students from the academic environment with designers in the workshop.

NATIONAL IDENTITY

"You need to understand that design is no longer the dress of the products – it is the soul," says Vinaccia. Products nowadays, he says, need to be as aesthetically pleasing as they are functional. But they also need to tell a story that impresses the buyer with a unique image of the country that produced it.

In the heat of the United States' global trade negotiations, geographic indicators (GIs) – names for products that correspond specifically to location of origin – stand out as a point of contention. GIs appeal to national identity and the Europeans, in negotiating the Transatlantic Trade and Investment Partnership with the Americans, argue that regional foods like Greek feta or French champagne should be legally protected as intellectual property. The idea makes sense – in many cases GIs can be identified with historic connotations to their nation of origin. This means that wine produced in Napa Valley, for example, has brand name power and is thus quite lucrative for farmers and producers.

UNIDO's idea to nurture Lebanese jewelry and furniture is similar. Tying national identity to the products would develop brand name recognition – 'made in Lebanon' is a powerful sell, particularly to the expatriate community yearning for a piece of home. But it is premature to think they could be considered geographic indicators, and UNIDO does not anticipate branding protection as part of their strategy.

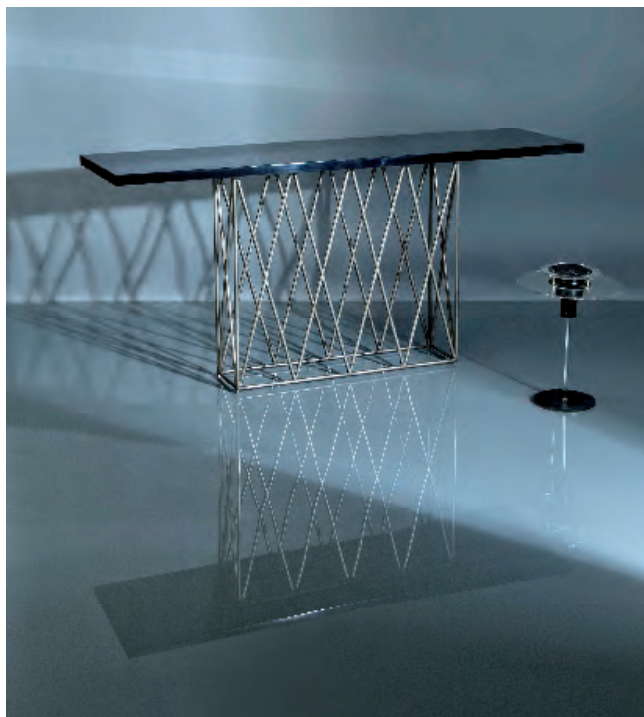
The history of producing jewelry in Bourj Hammoud and furniture in Tripoli, however, is real, and for some in UNIDO's program, like Hadidian Jewelry, the business stretches back generations. The jewelry and furniture trades are symbolic of their respective neighborhoods, which Vinaccia says is a selling point.

Like Lebanon's previous clusters, the UNIDO program is only possible through external funding – the European Union in this case. In the past, once funding dried up similar programs were discontinued and participants were left to soldier on with no one facilitating access to buyers in foreign markets. The UNIDO cluster project is still in its infancy, but if the model for the jewelry and furniture makers proves successful, the plan is to expand the program to other clusters, Cristiano Pasini, UNIDO's country representative tells EXECUTIVE. "We are doing something very meaningful for these two clusters – I'm sure we're going to scale up."

**"DESIGN IS NO
LONGER THE DRESS OF
THE PRODUCT -
IT IS THE SOUL."**

Amatoury's Design for the Future

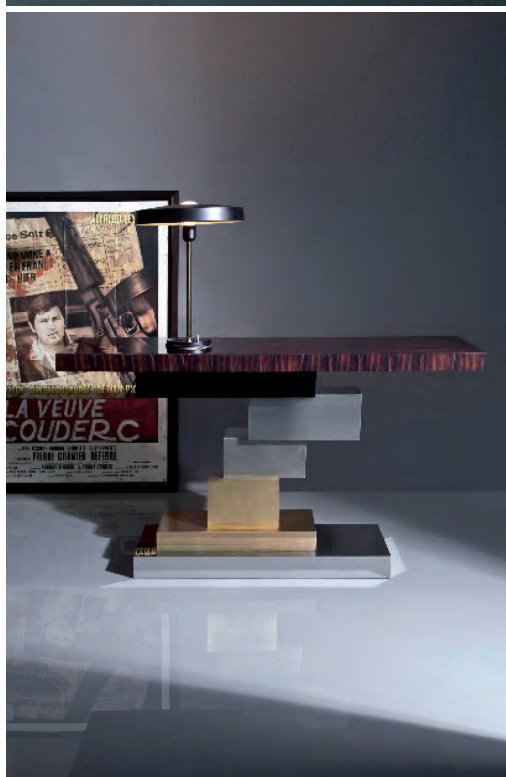
Modern furniture inspired by classic styles *By Jeremy Arbid*



Zig zagging through the gentrified neighborhood of Furn el Hayek under a glaring Beirut sun, EXECUTIVE found itself on a quest for furniture design nirvana, and maybe a cold glass of water. Searching out the gallery of Georges Amatoury was the mission of the day and, after sneaking a peek at his collection of furniture from past decades, we met Amatoury in his showroom.

“By collecting, refurbishing, buying and selling iconic pieces from the 20th century, my DNA has been transformed and fashioned by these famous styles. I decided to start my [furniture] line to pay tributes to these aesthetics, but with contemporary techniques and knowhow,” said Amatoury, describing his design philosophy to EXECUTIVE.

Amatoury is amongst a talented class of Lebanese designers that proud compatriots point to when asked for examples of local innovators. In his own words he is a second generation designer – his father being a professional






**“BY COLLECTING,
REFURBISHING,
BUYING AND SELLING
PIECES FROM THE 20TH
CENTURY, MY DNA HAS
BEEN TRANSFORMED.”**

architect. During Amatoury’s formative years, the family collected art deco pieces – a decorative art style from the 1920’s – and this mixed influence of architecture and art collection dominates his approach to design.

In many instances Amatoury’s furniture is driven by the ideas of his clients who commission him to design furniture for their villas, penthouses and modern offices. Pieces from past collections now furnish the Qasr al Sanawbar, the French ambassador’s residence at the Beirut hippodrome. Amatoury is also the exclusive producer of Hugues Chevalier – a French furniture designer – in Lebanon.

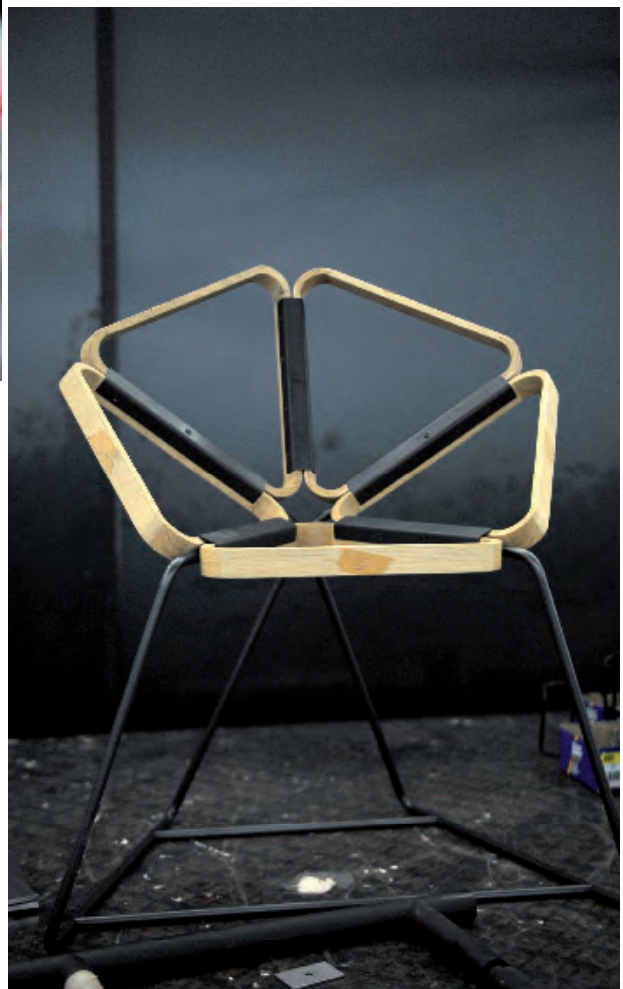
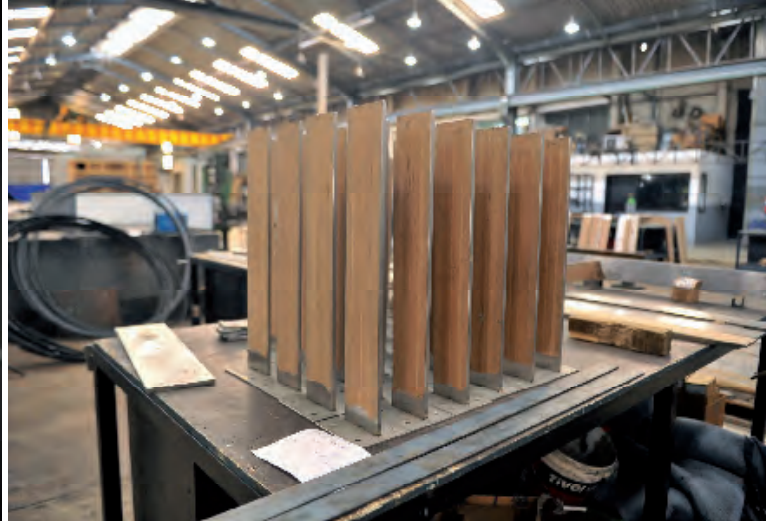
Producing his furniture is not a one man show – he employs between 8 and 12 workmen, depending on the amount of projects, at his artisanal workshop in Adonis, with two designers contributing to the creative vision for each piece. He also delegates management of his

Achrafieh gallery, freeing himself from the more tedious administrative tasks. All told, Amatoury employs 15 full time and contractual employees in Lebanon to design, produce and sell his furniture.

As with most Lebanese businesses, the past several years have been challenging for Amatoury. “When we can end up with a 20 percent net profit we are happy but that’s not always the case. If the market is performing well we’re doing 20-plus [percent] net margin. But if the market is slow and overhead is almost the same, then we drop to between 5 and 10 percent.” According to him, previous years had seen record highs in requests before a more recent lull in commissions – “2008 through 2011 were just perfect [but] for us the two bad years were 2013 and 2014,” in which Amatoury says his revenues declined, with 2012 being only an average year. He says the slowdown of the past few years came at a somewhat convenient time as it refocused his attention on designing new furniture for his current collection, which was introduced at the end of 2013. In addition to showing this collection in his Beirut galleries, Amatoury’s pieces are shown in Dubai and Paris, with plans to showcase his collection in London and New York in the next year. 

ACID pushes forward in a stumbling market

Adding creativity and class to 'made in Lebanon' *By Jeremy Arbid*



If wayfinding alone were any indication of architectural and industrial design prowess, then Karim Chaya would definitely top the list of Lebanon's finest. Navigating Lebanon's chaotic thoroughfares often requires steely resolve, and the signs guiding hapless drivers to Chaya's Debayeh factory do more than just provide direction. They offer a first clue to his design philosophy – sophisticated simplicity, creative spontaneity, precise design, and, as Chaya puts it, consistency in the pursuit of quality.

"The most important thing that we offer is the service. From that stems design quality and our main goal to constantly deliver very high quality," says Chaya – the managing partner and cofounder of Abillama Chaya Industrial Design (ACID), a local firm that custom builds products for a niche clientele. The firm designs and manufactures everything from furniture to staircases. You name it, ACID can make it, all in Lebanon.




The company today employs 180 people, 30 of whom are architects, engineers and designers. 10 are administrators, and the rest are technical workers splitting duties between the factory floor and onsite installation. Chaya spends much of his time as a consultant to other designers. “A lot of architects and designers come to us to study the feasibility of their design – we’re very specialized in what we do. We assemble all the knowhow that they might need under one roof.”

While the company’s financial performance remains robust, Fouad Matta, managing director of ACID, told EXECUTIVE that exports over the past few years have suffered. This is largely due to regional and global trends – the fluctuation in the strength of the Euro against the US Dollar has diminished profits in the European market, their main export destination. Likewise, uncertainty surrounding Lebanon’s security situation in light of the spillover from the war in Syria has dissuaded some new potential clients, who fear the company might not be able to deliver, from contracting ACID. Syria’s civil war has also disrupted traditional trade routes, forcing ACID to turn to the sea, where shipping to the GCC markets can take a month compared to a week overland. Matta points out that this substantial increase in delivery time has cost ACID several contracts in Dubai.

**“THE MOST IMPORTANT
THING THAT WE OFFER IS
THE SERVICE. FROM THERE
STEMS DESIGN QUALITY.”**

Founding partner Raed Abillama has stepped back from ACID to set up his own architecture firm, Raed Abillama Architects, leaving Chaya to oversee the company by himself. Formally he is the head of sales at ACID, but he is also an accomplished furniture designer and artist. This range of experience enables him to take on the dual role of ensuring quality within the firm and engaging with clients.

But the creative vision instilled by Chaya and Abillama is still what guides the company - and the factory itself is a testament to this. From the grass covered rooftop picnic area that doubles as an open air corridor to the can of Spam, an American brand of canned meat, decorating Chaya’s office, every aspect of the company is cultivated. Chaya’s philosophy is truly reflected in the culture of the company; industrial design is architecture for objects, and seeing that unabbreviated approach applied to the physical layout of the facility could very well be the metaphorical bucket used to draw from the well of creative inspiration. 

Turning a passion into a business

Karina Sukar adds luxury and style to Lebanese homes, one piece of furniture at a time *By Jeremy Arbid*



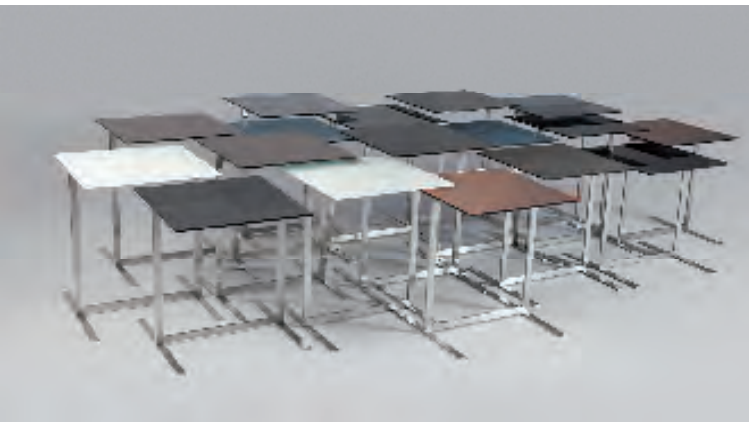
Beirutis often think that Gemmayze is solely a place to relax or catch a late night drink after a long day at the office. But if revellers walked around this affluent Achrafieh residential district during daylight hours, they would find one of Lebanon's finest custom furniture designers tucked away in the back streets of the neighborhood.

It seems everybody in the furniture business today is mixing contemporary features with styles from past eras, but Karina Sukar does it differently. Her approach to designing luxury furniture is defined by features that are less abstract than they are precise. Sukar's personality is that of a perfectionist with a strict eye for detail, qualities she may have picked up as a student of interior architecture. She acknowledges these attributes as core elements of her design approach – "I try to confine my ideas and designs to something that I can execute very well with perfect detail and a perfect finish," she says – as Sukar's showroom manager unabashedly nods in agreement.

Her gallery, Karina Sukar's Store, is meticulously

organized with furniture dotting the showroom floor. At a first glance, this all seems strictly prearranged. But as she describes why a certain divan fits in a certain place under complementary lighting, it implies a flexibility that allows her to improvise with the arrangement of pieces from her collection to fit a client's taste.

Over the last few years business has not been bad, but Sukar says that the country's deteriorating economy and the regional turmoil have had an impact on her bottom line. "If we were in a better situation in Lebanon, my profits would have been better," she says. Having featured her designs abroad in galleries in New York, Ibiza and Dubai, Sukar's visibility is rising and driving more commissions and sales her way, but she says she has no near-term plans to open her own gallery outside of Lebanon. "It costs a lot and I don't want to overstep my financial capabilities. And honestly I don't want the hassle – you have to be everywhere." Scaling up would tie her down with all the tedious administrative duties that are demanded by an expanding business. She



[SUKAR] MAINTAINS THAT DESIGNING FURNITURE IS ONLY A HOBBY

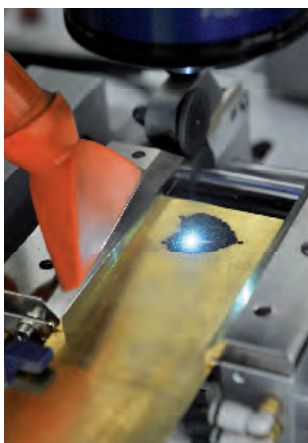
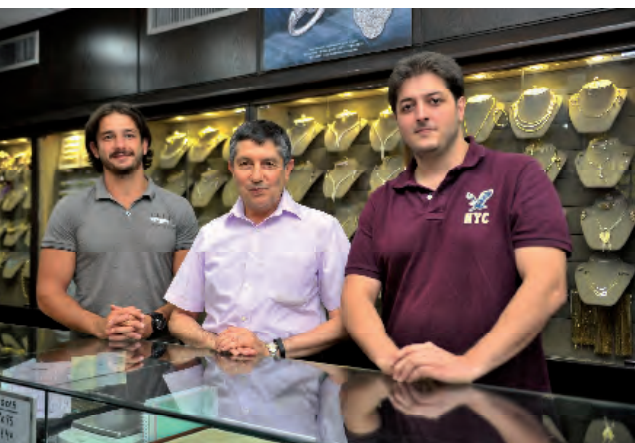


prefers, for the time being, to focus on the creative aspects of the business.

Sukar's main occupation is leading her other company, Karina Sukar Interior Architecture & Design. She maintains that designing furniture is only a hobby and passion – one that she has been able to transform into a business. “I only look at the bottom line at the end of the year. I know I’m not losing money, but I am also not designing to become rich.”

Family heirlooms

Family-owned jewelers in Bourj Hammoud are embracing the modern world of 3D printing *By Jeremy Arbid*



**SHOPPERS CAN PERUSE
THE JEWELRY DISPLAYS
IN SEARCH OF THE
PERFECT BLING**

Jewelry making has long been an artisanal tradition in Beirut's working class suburb of Bourj Hammoud. Clustered together near the Beirut River, many of these businesses stretch back generations.

After mingling with gallerists and shopkeepers dotted around the bustling Armenian neighbourhood of Bourj Hammoud – and taking a quick detour for a shawarma sujuk, a local delicacy – EXECUTIVE came across Hadidian Jewelry, a neighborhood cornerstone. The family owned business was established in the mid-1940s, says Levon Hadidian, a junior family member working in the business.

Their gallery is a fixture on Armenia Street – the main thoroughfare connecting Bourj Hammoud to Beirut's Mar Mikhael neighborhood – where shoppers can peruse the jewelry displays in search of the perfect bling. Just a few blocks away from the showroom is where Hadidian's jewelry is designed and manufactured.

Hadidian is a full scale jewelry manufacturer doing everything from designing to setting rare stones and diamonds. On the factory floor, technicians use computer software to design new jewelry concepts and create wax prototypes using 3D printers. Lasers cut the materials – often gold or silver, but also precious stones – to specific sizes before they are engraved and polished.

Their main clients, Hadidian tells EXECUTIVE, come from the wholesale side of the business. The jewelry maker sells his pieces to many local clients including other showrooms concentrated in Bourj Hammoud as well as other parts of the capital. He also exports his designs, primarily to Gulf countries.





fly to *Spain*
29,000
Card Miles



Offer valid till 30 September 2015

Akram Program



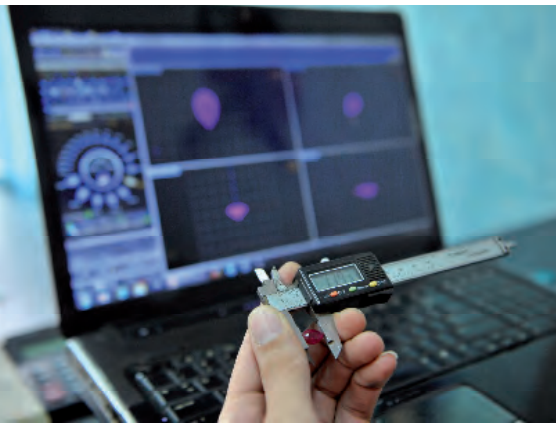
This summer, with Byblos Bank and MasterCard®, get the chance to discover the beauty of Spain! Book your travel ticket now with Akram Program, the most generous card loyalty program in Lebanon, for only 29,000 Card Miles and double your Points by using your card while abroad.



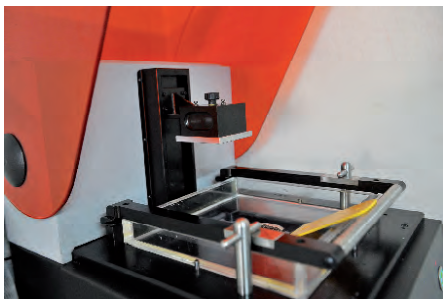
BYBLOS BANK

The Jewelry design for the 21st century

When inherited talent and modern day technology meet, a new type of design is born *By Jeremy Arbid*



[RIZK] BEGAN
FINDING WAYS
TO MODERNIZE
THE BUSINESS



Tucked away in one of the many narrow alleyways in Bourj Hammoud is Ralph Rizk's jewelry prototype 3D printing store. While the 3D Matrix and Diamond office space appears small and unimpressive, the technological work that gets done there cuts the jewelry manufacturing time by more than half and increases the precision in the end result immensely, according to Rizk.

Rizk says he started learning about the jewelry making business at the young age of seven as both his father and grandfather were jewelry designers. Gradually he began finding ways to modernize the business, moving from purely handmade to incorporating more technology and opening his own jewelry prototype making business in 1997 with no partners or other investors.

Rizk experimented with various technologies, including laser cutting, to increase the efficiency of his prototyping. He hit the jackpot with his purchase of Matrix, a 3D computer program and printer for wax prototypes, in 2004. Rizk says the cost of the machine starts at \$54,788 - going up according to size - aside from the taxes and transportation fees of bringing it to Lebanon; its operational costs reach up to \$30,000 to \$40,000 annually depending on the volume of work.

Rizk explains that he essentially takes any design, be

it hand drawn or photographed, runs it through a series of Matrix's computer programs where he sets the stone dimensions, draws other details and checks for errors before finally printing the prototype. The whole process takes a maximum of seven hours, whereas the manual designing of the same prototype would take up to four days and would be much less precise and detailed.

While Rizk taught himself to use Matrix, today he offers a series of twelve courses for \$1,500, where he teaches the basic techniques of using the 3D printer, leaving the design, sense and style up to the individual designer. Still, Rizk says there are only a handful of designers who have the same machine as him in Lebanon.

When the situation in the region was stable, Rizk sold his prototypes to jewelry factories, ateliers and stores in Lebanon and several other countries in the region, such as Syria, Saudi Arabia, Egypt, Qatar, UAE, Jordan, as well as countries such as Australia and France, who he says prefer Lebanese prototypes because they are cheaper.

Today, he says business is down by 80 percent, and his plans to expand his business into Syria, where the majority of his non-Lebanese clients used to come from, have been shelved until better days.





Rabat chooses averda after competitive international tender

averda, the largest provider of integrated waste management solutions across the emerging world, was awarded a 7-year contract to provide Rabat with city-cleaning services, during a ceremony held at Rabat Municipality.

This win is a result of averda's efforts, expertise, and dedication to serving Moroccan citizens in both the political and business capitals of Rabat and Casablanca. It is also the outcome of a competitive international tender involving renowned multinationals from the field of waste management.

"We are pleased to have been selected again as a waste management provider in Morocco's capital, and we look forward to a long-term collaboration with the city of Rabat," said Maysarah Sukkar, Chairman of averda.

He added, "averda will offer waste management services to over half a million in Rabat and will work closely with the city's council and local authorities to listen to, understand, and answer its stakeholders' expectations."

Morocco has been a strategic, long-term choice for averda since the company was awarded the contracts for sanitary landfill management, waste collection, and cleaning in 2012. Since that date, averda has been providing many provinces with extensive and sustainable environmental services that range from street cleaning to waste collection, treatment, disposal, and recycling.



Design of the times

Advertising is no longer a simple process of enticing users to obtain a product *By Thomas Schellen*



When you walk into a communications agency in Beirut, you know it. Dark wood paneling and bookshelves lined up with tomes in historic succession, a vault with a time lock on every floor, picture after picture of lovely high rises, or a garage-door-sized executive desk in mahogany. Think law office, bank headquarters, property developer, or (self-) important manufacturer. For an advertising or communications outfit, think open floor space, unconventional accessories (from basketball hoop to marketing murals), roughly hewn looks of concrete and glass or sometimes limestone on interior walls, communicative courtyards, and lots of alliterative post-its sticking to every conceivable (and inconceivable) vertical surface.

In short, if it trumpets creativity with notes of purple berries and minty hints of chaos, you are standing in the office of a Beirut advertising firm. This is the Lebanese industry that has been leading – and indeed supplying – the entire region with communications talent, creative talent, and design talent for at least five decades. It is an industry whose self-perception of being creative means that it is pregnant with new designs in every campaign, every pitch, and every presentation down to its office walls. The only design related questions of relevance here are: is design everything, is everything design, or both?

With so much design competency it has become clear that the advertising and marketing communication minds of Beirut don't have a single answer about the nature and importance of

design. Ask them and they spawn a whole library.

Firstly, design is nigh on impossible to define as a concept and the industry has a grip on this fact. "Design is a broad concept under which you can align life itself," says Omar Nasreddine, vice president for Central and Eastern Europe, the Middle East and Africa for global advertising agency Grey Group, a unit of world-leading marketing communications conglomerate WPP.

Life, thankfully, is beyond commerce. Adding measurability in form of marginal utility or market value then is key for getting design to work for the benefit of its author or intellectual owner. "In a business context, design is twofold: first it is design that we do, aesthetics, from packaging to artwork to ideas, and [secondly] there is the strategic bit which is all about how you design your own company, your own business strategy, your expansion," Nasreddine differentiates.

While cautioning that he is not comfortable with restricting the design discussion to strategic design, he continues, "But for the sake of making the discussion easier, one common denominator that defines all the ways in which you strategically design things, be it products, services, concepts, or structures, is optimization. The only reason why strategic design exists is to optimize anything – from a person to a product to a structure to an ideology, and if you do not apply the law of evolution to that design, it might as well have not been there."

KEEPING THE MIND PROFITABLE

What must never be amiss in using strategic design according to Nasreddine is profitability. This certainly reverberates with the business of media planning as another existential pillar of the marketing and communications industry. Standing besides the advertising agencies, specialized entities in advertising conglomerates that have often been referred to in industry lingo as media buying units (MBUs) are focused on designing and negotiating the avenues that will deliver return on investments (ROI) for the marketing dollars of their advertising clients.

From his perspective, as expert on media planning and buying, “design is creativity for us. We always focus on creativity in media buying – how can we be creative in our media approaches?” says Wissam Najjar, managing director for the Levant region at OMD, a worldwide media planning company and unit of Omnicom Group, a New York-based global marketing communications powerhouse.

“We know that the future is content so we focus a lot around content. For us creativity is about being creative through content, and for us being creative means that it has to make business sense to the client,” Najjar elaborates.

Explaining that things like getting gleaming awards for a campaign’s design will “not do anything for the client who wants volumes, to achieve targets, defend market share or gain it,” Najjar says the media planners speak a language with the client that is based on the fact “that he wants exposure and at the end of the day wants business and it all has to relate to ROI.”

This means that in his experience creativity and design aren’t quite everything for a media planner, because some creative ideas emerge as too complicated for deploying them in sales and the creative angle alone does not have “the scientific approach that we do,” Najjar says. “Our role is to sit together and craft a strategy which is doing well creatively and also as a business strategy.”

“Our design part comes in where we do something creative within the media itself. We think about how we can approach any media with a non-traditional manner,” he continues and references approaches such as the growing practice where adverts mimic the style of content providers such as news media publishers.

These so-called native adverts seamlessly blend into the platform formats of digital environments and provide advertisers with increased rates of engagement by media users, although Najjar notes that “some people feel frustrated [by native advertising] because they believe that they are being cheated.” But the cardinal question for media planners cannot be the displeasure of some, it appears, or a debate over the need for an impenetrable wall between marketing and content.

Where just a few years ago advertising groups in the Middle East were lamenting how the region was still lagging in its embrace of online advertising, the new ubiquity of

tools such as native advertising testify to the fact that the digitization of communications is perhaps slower here but no less of a challenge to advertising and media stakeholders to develop sustainable standards of governance, and at the same time achieve the economic aims that will allow both marketing communications and content publishers to grow.

For a media planner, this means being clear about priority one, Najjar says: “Our biggest topic is how to engage the customer, so anything we come up with has to be engaging.”

And of course the need to survive is right at the center of all changes in the communications sector, including the role and importance of design. With the advertising industry’s own exposure and adherence to the laws of evolution, design has always been present but in recent years it has risen higher and been given what Areej Mahmoud perceives as “its right place, the place where it should be.”

AN EVOLUTION IN INTELLIGENT DESIGN

“Design is for sure taking a more serious place in advertising and has been doing that for a few years,” says Mahmoud, who is head of creative at Leo Burnett Beirut, an international agency that is part of France-based advertising conglomerate Publicis.

He links the greater role of design to the industry’s departure from what he calls “the tyranny of the media,” the era when advertising industry minds were focused on which medium a message was to be placed in. “For a very long time the advertising industry was hijacked by media, where the thinking process of anyone in advertising was, ‘what are we putting on television, what are we putting on radio, what in the magazine, what’s outdoors?’”, he says.

The old approach according to him would seek to find a common ground between disjointed information strands on consumer, product, brand message and sales purposes associated with an advertising campaign and implement this in media according to placement priorities. For Mahmoud, this traditional way of thinking in advertising was overly formulaic. “I don’t think of design as a practice, because I am a designer. For me, thinking as a designer is looking at a problem and all its angles,” he sums up his definition of design and enthuses, “Since today we are free from the tyranny of media companies, you go back to solving a problem as a human being, not as a marketer, planner or salesman.”

As an example for how design thinking at an agency can solve problems when it is not bound to media, he cites approaches like that of New York-based agency R/GA whose Hammerhead navigation solution for bikers earned top awards at the 2015 Cannes Lions.

Approaches proving the validity of the design method in solving business problems are accumulating all over the advertising industry and it’s not only global agencies with pedigree that can deliver them. When Beirut-based agency



Interesting Times was offered a stab at a shampoo launch, their first thought was “boring”, says Ashraf Mansour, a managing partner and co-founder of Interesting Times.

But when they took the possibility seriously and decided to tackle it, what came out was a virtual concert with an interactive online audience of over 50,000 – and since the campaign’s focus was on Saudi Arabia and Egypt, this included an audience of over 20,000 in Saudi Arabia, most of whom, as Mansour emphasizes, likely never had a chance to attend a live concert. From the agencies’ perspective, its contribution not only helped sell a new soapy product but also allowed women in the kingdom to set their minds a little freer.

It was not necessarily a strategic design concept that was the basis of their startup a few years ago, after Mansour and several colleagues departed from multinational agency JWT to establish their own firm. Stepping out of their comfort zones as corporate executives created a specific spirit for the agency founders, he explains. “There was something in the narrative that became truth for us: it was like we want to be people living in interesting times, meaning the time of ongoing change. That was crucial for us and is something that we try hard to remain true to. We have eight different logos for Interesting Times [which express that] the name is the same, the spirit is the same but the interpretation doesn’t stop. From a design perspective this reflects the spirit. Is the design consistent? No, because the thought is not consistent, it is always changing.”

For Mansour, the starting point of every project is strategy which precedes design. “The way we see things is that everything is converging. Advertising, PR, design, everything is one. How does this lead to strategy? I think there needs to be a strategy and there needs to be an interpretation of this strategy in terms of PR, in terms of social, in terms of design.”

“IN LEBANON, FROM A DESIGN VIEW, WE HAVE THE TALENT [AND] WE HAVE THE TASTE.”

He agrees with the other advertising professionals interviewed by EXECUTIVE that there is considerable hype to the narrative depicting strategic design as a new discipline for practically everything. All the experts concur that these attitudes are due to everyone’s desire to own a profitable business, leading everyone to describe their own approach as the most innovative one, playing the eternal game of competition. In this game, “even naming has a strategy now,” chuckles Mansour.

AN EVER-CROWDED FIELD

Overlaps exist for example between strategic design consulting propositions and the methods of conventional financial consulting, says Nasreddine, but adds that the short-term orientation of many financial consultancies is surpassed, in his view, by the longer-term focus of strategic design. Plus, immersion into strategic design is today indispensable for anyone in advertising leadership, he says. “If I want to talk to a top notch client, I need to speak with top notch knowledge and no way can top notch knowledge exist without strategic design as a part of it.”

Where questions and some doubts may loom over the presence and strength of a design ecosystem in Lebanon [see overview on page 28], the experiences of professionals such as Nasreddine and Mahmoud speak with a historic depth on the design mentality in the country, as they cite the positive influences that mentors and models such as regional industry greats Philippe Skaff at Grey and Farid Chehab at Leo Burnett had on their own development.

While the professionals conversing with EXECUTIVE shared the concern that too many talented designers have been and are migrating away from Lebanon, this seems to support rather than disprove the evidence of a, however informal and tender, design ecosystem. Design talents keep sprouting in the country, or as Mansour says cheerily, “In Lebanon, from a design view, we have the talent, [and] we have the taste.” Mahmoud observes that some “mediocrity will be found everywhere” but he emphasizes, “I am proud of the design ecosystem. There are terrible designs but also good designs in the region and in Lebanon specifically we have some good schools that are run by really enlightened people.”

For OMD’s Najjar, the issue is less the state of the national design ecosystem but more the state of the nation and how to use the power of design and communications to upgrade perceptions of Lebanon. “Our role in communications is to spread more news about the positive things in Lebanon,” he says and proclaims, “let’s push positive news in Lebanon – in a fucked up system like Lebanon you have to take a first step and that’s changing the perceptions. How do you change it? By [employing the] media.”





**NOT
EVERYTHING
CHANGES
WITH TIME.**



***Tinol* PAINTS**

STAND THE TEST OF TIME

Head Office: Verdun Street, Tel: 01 812 345 • Factory: Choueifat, Tel: 05 435 500 • paints@tinol.com • www.tinol.com
Tinol World of Colors: Verdun, Tel: 01 812 812 • Bouchrieh, Tel: 01 245 222 • Choueifat, Tel: 05 430 043 • Fax: 01 867 071

> **Startups**

Taking a step back is actually the way forward

Strategic Design Must Drive Lebanon's Innovation and Growth Agenda

When I first moved to New York City, I did what everyone else does upon arrival; I looked up. I took in the instantly recognizable skyline, but I still could not understand what made the city so extraordinary. It was only when I began discovering the underground scenes that I finally recognized its sources of vitality and creativity. More literally, traveling on the city's subway system, I was quite intrigued by one signpost in particular. It was prominently displayed on platforms and trains and emphatically stated: "Sometimes to Move Forward, You Have to Ride Backwards First".

As counterintuitive as it sounds, this approach works. New York City's subway system is old, complex, and has many renovations taking place throughout the year. It is often more effective, therefore, to take a train that is moving a few stops opposite to your intended direction, and change later down the line to an express train which heads back in the right direction. It might sound long winded, but passengers often end up at their destinations sooner than had they taken the obvious choice of train pulling into the station.

I recall this signpost every time I read yet another article touting Beirut as the "next Silicon Valley". Lebanon's policy makers have decided to jump on the knowledge economy bandwagon by replicating other tech startup ecosystems, assuming that it's the expressway to economic growth and prosperity. The city is building technology parks and accelerators such as Beirut's Digital District, inviting prominent international speakers to our tech conferences and sending our entrepreneurs on road trips to Silicon Valley and New York City. We are also attempting to ease regulatory hurdles by offering incentives to form tech venture investment funds through Banque Du Liban's Circular 331.

This attitude towards technology and innovation, however, will hardly move us any closer to our desired long-term economic growth or increase our national living standards. To begin with, the majority of today's technology, including web-based and mobile products are built to capitalize upon network effects, where a slight initial advantage in the number of subscribers snowballs into exponential growth. We are building and unavoidably participating in a global winner-takes-all marketplace, where less than 10 percent of startups thrive or achieve superstar status, while the remaining 90 percent stall and fade away. What's more, nearly all of our booming tech startups, especially those with truly global reach, will end up relocating to Silicon Valley anyway, where markets are

bigger and regulations more favorable. What we are actually doing is investing in a tech startup ecosystem the returns of which do not enliven the whole economy and only accrue to the individual successful startup founders, their handful of employees, and of course their bankers and VCs.

Why are we building an ecosystem that is irrelevant to the majority of the Lebanese population and that will only grow to feed itself? What we truly need is to invest in Strategic Design, the application of design principles to realize a specific purpose. This will ensure that our actions are in fact creating the positive change we are looking for. And right on point, its methodology always starts by taking a step back, to reconsider our assumptions and reformulate our questions, before deciding on a course of action. Here are a few questions that we can start with: what would we gain by becoming the next Silicon Valley, and more importantly, what would we lose? Why are our creative minds working on competing globally when we have pressing local and regional challenges that desperately require innovative interventions? Why does our national innovation strategy involve the mere copying of another country's best practices, instead of truly carving a niche of our own?

Ultimately, Strategic Design is an instrument of choice. On the national level, it can guide our policy makers in determining where and how to intervene, what incentives to offer and what impact to seek. On the industry and individual business level, it can facilitate the uncovering of opportunities, which, incidentally, may or not may involve technology.

It is essential that we situate our economic activity in our genuine cultural identity and creative impulses, and that we build economic clusters around what makes us unique and distinctive. Our comparative advantage, on a global level, is obvious. Look no further than the fashion at the Oscars' red carpet or the winning creative communication campaigns at the Cannes Lions awards show. But we need not focus exclusively on making international headlines. Addressing any of our economic, social and ecological challenges through innovative interventions will invariably boost our employment levels and increase our standard of living. Why attempt to be the next Silicon Valley when we can be an original Lebanon?



REINA Y. ARAKJI is Director of the Strategic Design and Management (BBA) program at Parsons School of Design, NYC. She is co-founder of Design and Flow (D&F), an open innovation and curatorial platform that aims to foster dialogues about culture by using design as a tool for social change.

A high-angle, back-view shot of a person with dark, curly hair jumping into clear, turquoise water. Their arms are spread wide to the sides, and their legs are bent in mid-air. The water's surface is covered in fine ripples, reflecting the bright light.

LET'S GET THINGS MOVING

Obstacles are many, and so are excuses. Though sometimes it can be normal to have doubts, to overthink, or to hesitate, standing still has never been, and will never be an option. As such, SGBL drives progress by always moving forward, leaning on its solid experience, expert know-how, and innovative products. Attentive to its clients and alongside its partners, SGBL functions as a catalyst, accelerating the economy, and always with the same objective in mind: to get things moving.

Saving money one sunbeam at a time

ABC embraces solar energy to cut down its electricity bill



The problem could not have been more standard: how can ABC's department store in Ashrafieh reduce overhead to maximize profits? In 2012, the company began doing some research on electricity consumption with an energy audit. A solution soon followed: use that glowing orb which gives us life. In June, the department store went solar – partly.

Mohammad Abou Rich, the mall's technical director, told Executive that a system consisting of 4,000 square meters of photovoltaic panels on the mall's roof will supply 21 percent of the department store's yearly energy needs, saving ABC \$100,000 per year in dual energy bills. While the amount paid to design and build the system is "confidential," Abou Rich explains that because of the way the panel layout was designed – with the sun-suckers oriented east-west instead of north-south, as many of the other contractors who bid for the project proposed – the investment will be recouped in only five years because of the extra power supplied. Panel orientation east-west (in line with the path of the moving sun, for the astrophysically challenged) means the system produces "10 to 15 percent" more electricity than a north-south orientation, he says.





OUR IDEA OF LUXURY INTRODUCING THE ALL-NEW XC90

Order yours today



Gabriel Abou Adal & Co. sal

Badaro
National Museum Square
T +961 1 614615

Dora
Sea Side Road
T +961 1 889333



[volvocars.com/lb](https://www.volvocars.com/lb)

The evolving role of 'design' in the world of today

Leading industrialists discuss their understanding of the word 'design'

For many years, the term 'design' in the world of business referred mainly to the aesthetics of a product. Today, 'design' has become a concept which represents much more than just a drawing; it has come to reflect the outline of the brand identity, which understands every aspect of a company and its interaction with its customers.

A brand worth remembering is a brand with a unique personality. This is why design has evolved into a holistic blueprint transcending the product itself to encompass all other elements revolving around it.

Executive interviewed several designers to understand the role that this evolved concept of 'design' plays in their companies and products, and the resulting effect of employing design on their brand.

E To what extent does 'design' play a role in the creation and marketing of a product, and how do your customers interact with it?



NABIL KETTANEH - CHAIRMAN & CEO OF KETTANEH GROUP

"German car manufacturer Audi AG considers itself a global design patron and a responsible employer. At Audi, conventional ways of seeing and thinking are continually challenged in order to advance the company and play an active role in shaping the mobility of the future. An Audi cannot, and should not, be purely fashionable, particularly since trends are not set in stone. Rather, it must be timelessly modern. Audi is a company which considers commitment to design as part of its DNA.

As a progressive car manufacturer, Audi is constantly developing its design philosophy with each new generation of models. Audi's refined language and philosophy of design focuses on a strong link between technology and design. The Audi models of today are intended to be tomorrow's icons. Every Audi has the same genetic code: distinctiveness with the aim of striking an exciting compromise between emotion and reason, aesthetics and efficiency, as well as sportiness, progressiveness and sophistication.

Audi designs seek inspiration globally. Ideas might arise from observing an innovative house, a classic piece of furniture or a sensational dress. The Audi designers have to have their fingers on the pulse of the times and are guided by a variety of influences – be it from nature, architecture, art or film. The overriding goal is to give the product the characteristics of the brand with the four rings."

GEORGE BOU JAOUDE - MARKETING MANAGER OF INFINITY AT RYMCO

"Being automotive agents, designing the actual models is not in our scope of work. We work on designing ambiances and campaigns that fit the brand and the target audience. The design of the car is a major source of attraction and one of the most important factors for customers, as one first needs to like a car before proceeding to the next stages of the purchasing behavior.

However, 'design' extends beyond just the aesthetic or features of the car, as a good design in general also includes a suitable price tag. This delicate balance between quality and price is a considerable part of what constitutes good 'design'. Our brands are attentive to that balance and are always seeking innovative designs that cater to customers' needs and expectations across the different areas that they examine."



ENROLL NOW

(CLASSES START OCTOBER 2015)



OUR VISION IS TO BECOME

“The Center of Excellence for Executive Business Education in Lebanon and the Region “

The Faculty of Business and Management is dedicated to the education of current and future leaders in Lebanon and the Middle East Region. Our commitment is to be part of such a journey, ensuring that all our candidates are skilled and well equipped for the challenges ahead in their careers.

WHAT'S IN IT FOR THE ORGANIZATION?

Effective leaders are in great demand, hence recruiting one becomes a challenge. Smart organizations are led by smart CEO's and General Managers who can visualize the future and the challenges ahead and act to have their team developed and equipped with the skills necessary for such mission. They see the cost for a professional development program as an investment and not an expense. Our EMBA program is the best plan for your organization's future.

WHAT'S IN IT FOR YOU?

Upon completion of the EMBA program, you will :

- . Develop a shared vision and execute change
- . Create a positive environment when least expected
- . Set and meet Key Performance Indicators
- . Synthesize the functional disciplines of Accounting, Finance, Marketing, Planning, People & Cultures, Operations Management, Information Technology, & Innovation
- . Develop your team capabilities
- . Mentor the " new " leaders in your organization.

“Our UOB principles drive our behaviors,our behaviors impact our actions, our actions deliver our results and our results define us.”

For Inquiries:

Director: Executive Business Education
Center of Excellence for Executive Business Education
Faculty of Business and Management
University of Balamand

Contact Info: (961)6 930250
ext. 3867, ext. 3851

Email: emba@balamand.edu.lb

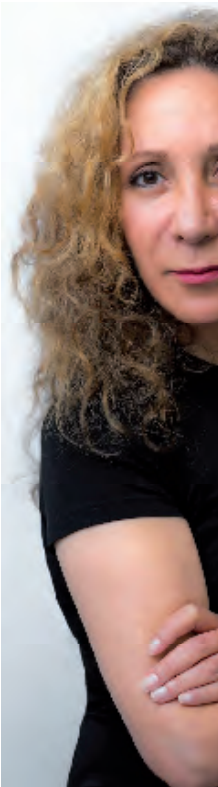
ADMISSION CRITERIA

- . Completed Application Form
- . Bachelor Degree + Official Transcript
- . 5 Years of Managerial Experience
- . Interview With EMBA Committee
- . English Proficiency Exam
- . 2 Letters of Recommendation
- . Curriculum Vitae (CV) + Three References

MICHEL TRAD - CHAIRMAN OF SAAD & TRAD SAL

"Today, design has become increasingly important. It is the main factor that reflects the image of the brand identity. When it comes to design, people tend to notice what they can relate to, and it is key to cutting through the clutter. This is why companies are investing in design more than ever, putting in place design centers that meticulously shape the personality of the brand, its corporate identity. Anything relating in any way to the brand is closely examined so as to echo the same message."

Whether the brand stands for modernity, performance, luxury, creativity or any other value, it is supposed to be reflected in the showroom, interior design, staff appearance and attitude, pre-and-post sale services, as well as in marketing activities such as ad campaigns and partnerships with other brands. Almost everything is taken into consideration since 'design' serves a purpose beyond simply the product's visual appeal."




"DESIGN IS NOT JUST A PRODUCT...IT IS A WAY OF THINKING."

REEM ACRA - FASHION DESIGNER

"The design is not just a product that is for sale, it is a way of thinking - a message. The Reem Acra label is represented by that design and how it is presented and packaged."

It is very important that there is one message in the design that evokes an emotion as well as the experience. The Reem Acra brand has depth with an emotional message-it is a brand that started with wedding dresses and brought a new kind of luxury to the table. The company as a whole represents the brand, all of our employees speak the same language so as to represent the same message that translates to the experience of a lifetime for the customer."



You see a bride playing a sonata.

At Fidus,
we see John Lennon's USD 2.1 million
"Imagine" piano.

We know a good investment when we see one

Private Wealth Management • Trading and Capital Markets • Funds & Structured Products Advisory

+961.1.990600 • www.fidus.com.lb

fidus
WEALTH MANAGEMENT



SABINE MAZLOUM - PEARL SPECIALIST, JEWELRY DESIGNER, CREATOR & OWNER OF THE SABINE MAZLOUM BRAND

“Design is who you are, your fingerprint, and the creativity which pours from your soul to make something unique. And this is your identity which makes you stand out from the crowd. However, the relationship between the design and the product itself is complementary.

Since I am a pearl specialist, the main material I work with is pearls. Each gem is unique by nature, and, depending on the characteristics of each pearl, I harmonise the design of my pieces. It is so important to keep the value of the pearl and at the same time to add my own touch of creativity. To start creating a design you have to have a foundation and you have to know where to start from.

Each individual picks a design that is close to their taste, which often represents their inner personality or what they want people to think of them. If the customer is comfortable with the piece they choose, it will fulfill the required desire and the right image they are trying to project to others. It will also give them the confidence to express themselves more.”



“DESIGN IS WHO YOU ARE, YOUR FINGERPRINT”

MIA KARAM - BRAND MANAGER AT LUXURY CLOTHING COMPANY SAL

“Design defines a product. Without it, it simply wouldn’t exist.

In fashion, the creation of a product starts with an inspiration, a mood board, a story. This turns into a sketch, which explodes into an infinite choice of fabrics, weights, colors, and volumes. It finally turns into a sample that is later perfected to become a sellable item.

This item will then be placed in the right environment and will attract a customer who will most likely fall in love with it and want to make it their own. After purchasing it, the item is given a new purpose and function each time it’s worn or carried.

Design greatly impacts a customer’s experience. Brands worldwide are investing first and foremost in innovative shop concepts in order to convey the brands’ identity, and have the customers immersed in the brands’ universe. It’s not just a matter of having an attractive and relaxing store environment or a clear display anymore. Brands are competing on a whole other level with the design of their flagships, going to leading architects to create state-of-the-art concepts for their targeted clientele. Design and fashion are inseparable today, and form a winning team.

The same goes for a working environment. Designing an office with specific codes that resemble the company’s identity will help the employees understand and thus convey better what the company’s values and missions are.”



You see a family recreating art.



At Fidus,
we see a USD 57 million
Van Gogh masterpiece.



We know a good investment when we see one
Private Wealth Management • Trading and Capital Markets • Funds & Structured Products Advisory
+961.1.990600 • www.fidus.com.lb

fidus
WEALTH MANAGEMENT

The EXECUTIVE DESIGN Challenge

August 2015



Are you passionate about initiating real change? Do you have ideas but don't know how to translate them into action? If yes, enter EXECUTIVE Magazine's human-centered design challenge to help us identify the top concerns of today and find long lasting, tangible solutions to them!

The #ExecutiveDesignChallenge is based around the principle of human-centered design. We want you to think of a problem that you are interested in and design a practical solution to it. The concept of human focus differentiates human-centered design from other conventional problem-solving techniques; if you understand the people at the center of an issue, the solution you create will be more effective. Essentially, we want you to design with purpose!

This challenge has three steps to it. Firstly, identify and outline a problem that is important to you. Secondly, come up with an innovative solution which is based around the principle of human-centered design. Finally, upload your solution onto our Facebook event page (see link below).

We have provided some guidelines to help clarify the process:

1. Make sure you have the front cover of EXECUTIVE's August Issue and the provided sketch pencil ready to use for the design challenge.

2. Think about a problem you wish to solve which is central to Lebanon and to human needs. This could be anything - from the rubbish collection crisis to the electricity shortage. Remember to place people at the center of your problem; what is it about these problems that affects people the most? How will they use the solution you provide for these problems? Some scrap paper might also come in handy for drafts or preliminary sketches, and drawings can be good conversation starters. Use the people around you to gain clearer answers, simply asking your family members or neighbors about what they think would be a good start!

3. Design a possible solution to your chosen problem which uses EXECUTIVE's August issue front cover as a frame. This design solution could come in many different forms,

including a drawing, a photograph, graphics, text, sculpture or even code!

For example, if you design a sculpture prototype, you could take a photo of it and place it onto EXECUTIVE's front cover. Feel free to add extra sketches or text to help explain your solution if necessary. You may submit more than one entry.

4. Once your design solution is on the front cover, upload it onto the Executive Design Challenge Facebook event page: bit.ly/executivedesignchallenge, accompanied by the hashtag "#ExecutiveDesignChallenge".

WHO CAN ENTER

The contest is open to Lebanese residents who are eighteen years of age or older at the time of entry. The organizer has the right to verify the eligibility of each entrant.

SELECTION OF WINNER

The number of "likes" each entry receives on Facebook will count for 50% of the final grade. A panel of judges chosen by EXECUTIVE Magazine will be comprised of experienced design industry professionals whose decision will count for the remaining 50% of the final grade. All judges' decisions are final and binding. The participant whose entry receives the highest score wins the competition.

PRIZE

The winner will be rewarded with a full-page spread of their elaborated design solution in one of EXECUTIVE's upcoming issues. Furthermore, the design solution will subsequently be turned into a more in-depth white paper to be presented to the relevant ministry concerned. EXECUTIVE will do its utmost to promote the proposed solution with the aim of bringing about substantial, concrete change.

The winner will be announced in early September, 2015.

GENERAL RULES

Deadline for submission is on the August 25, 2015. Entries uploaded past this date will not be considered.

By entering the contest, each entrant grants EXECUTIVE Magazine the right to use all statements and designs submitted on its social media platforms or in any advertising without compensation or approval.

Thank you for taking part in EXECUTIVE's Design Challenge. Enjoy and good luck!



Meetings & Events

Passionately Swiss.™



Planning your next exhibition, conference, congress, or celebration in the Lebanese capital? With a wide array of multi-purpose facilities, comprising 11 indoor and outdoor fully equipped venues catering for up to 500 guests, the Mövenpick Hotel Beirut is undeniably your venue of choice. For more information, please contact our Meetings & Events team by calling: +961 1 869666 Ext. 8234 or email: hotel.beirut.sales@moevenpick.com.

Mövenpick Hotel Beirut

Général de Gaulle Avenue

Raoucheh 2038 6908, Beirut - Lebanon

Phone + 961 1 869 666, Fax + 961 1 799 505

hotel.beirut@moevenpick.com

www.facebook.com/Moevenpick.Hotel.Beirut

[@MovenpickBei](https://twitter.com/MovenpickBei)

www.moevenpick-hotels.com



Captivating setting  fruitful meetings.

It's vacation time!

Lebanese travel agencies and the planning of summer holidays abroad *By Nabila Rahhal*



The summer season, when schools are off for two months and productivity at work slows down, is usually seen as the best time to leave one's home country for a well-deserved break and discover new cities around the globe.

Whether booked independently through airline search engines or planned as an all-inclusive package through travel agencies, leisure travel is often anticipated by travelers as the high point of the year, and by businesses as an important source of revenue.

In Lebanon, the idea of a vacation abroad is becoming more and more common, says Nakhal Travel's general manager Elie Nakhal, who sees this as a positive sign for travel agencies.

SUMMERTIME AND LEBANESE TRAVEL AGENCIES

According to the travel agencies interviewed for this article, the summer season traditionally constitutes between 40 and 60 percent of their annual turnover in terms of leisure travel. "In the summer, the leisure business increases at the expense of business travel, while the opposite is true in winter," says Nakhal, "though leisure travel still constitutes a bigger part of our business with roughly 60 percent."

Johnny Modawar, marketing manager at Wild Discovery Travel and Tourism, explains that many Lebanese only travel during the summer vacation, as opposed to traveling during other school or national holiday periods. This concentrates a lot of holiday traffic across the same period from

the end of June to mid-September. Some people, especially couples and those with no children, postpone their trips until mid-September onwards to avoid the crowds in the traditional vacation spots such as Mykonos, Greece or Ibiza, Spain. "Spa offerings are highly booked in September and October, mainly by couples, and in hotels that are known for their spas or regions that have curative aspects, like Evian in France," says Modawar.

For the past few years, the month of Ramadan has been falling during July, which has delayed the typical vacation time until the approach of Eid, making August the peak travel month for 2015. "Usually, people who fast don't travel during Ramadan so we consider it a low season. Speaking for myself and others in the business, we don't start our charter plane operations until Eid onwards with August being the main month for vacations in Lebanon and leisure travel decreasing by the end of September," explains Selim Boutros, director of Kurban, a travel agency in Lebanon.

THE EARLY BIRD CATCHES THE WORM

While Europeans and Americans tend to plan their leisure trips almost a year in advance, benefitting from special offers and discounted trips on hotels and airlines, the Lebanese are last minute planners, Boutros explains. "Previously, our flights didn't fill up to maximum until two weeks before departure, which is really last minute. Starting from three years ago, we are seeing bookings coming in earlier and earlier so this year we were selling Easter packages along with our summer packages," says Boutros, despite admitting that the bulk of their reservations still come at the last minute.

CHOICE OF DESTINATIONS

While Lebanese travelers may book their vacations at the last minute, the travel agencies charged with planning their vacations begin their work for the summer during the previous winter. “We choose to launch new destinations according to market segmentation and product strategy. First, we identify who is our target (profile, age bracket, purpose of the journey, types of needs to answer: honeymoon, family, adventure, relaxation trips etc.) We analyze the potential of this new destination to attract people then we build the product looking at the main interests of the destination, the airline connections out of Beirut, the leading hotels and resorts to partner with etc. We have our proper methodology when selecting hotels and many factors are to be taken into consideration such as the hotel’s location, amenities it offers to specific profiles such as families or honeymooners, hotel overall status and recent renovations and obviously its rates and flexibility towards clients,” says Modawar.

From a quick glance at street billboards, it is easy to see that most Lebanese travel agencies provide the “classic” destinations, namely the Turkish islands Bodrum and Marmaris, and the Greek islands of Mykonos or Santorini.

Boutros explains that the Turkish islands are the most popular destinations among Lebanese, chiefly because no visa is required to go there which presents a significant drop in cost if travelling with a family, in addition to saving time on the inconvenience of visa appointments. “Marmaris is our most popular travel destination because it is budget friendly and suits everyone, from families to young couples, with packages starting at \$400,” says Boutros.



“GREECE IS QUITE AFFORDABLE THIS YEAR BECAUSE OF THE COUNTRY’S ECONOMIC SITUATION.”

Indeed, the recent financial turmoil in the southern Mediterranean has an impact on holiday makers. “Greece is quite affordable this year because of the low Euro rate in general and because of the country’s economic situation [with the European Union] in particular,” says Modawar, who adds that hotels are giving guests more flexibility e.g. guests are no longer required to book for a full week, and instead can enjoy just a few days, which they couldn’t do in 2014. Modawar considers Kalamata, in southern Peloponnese Greece, as one of this summer’s new destinations by Wild Discovery, with the Costa Navarino Luxury Hotel Resort that presents a capacity of more than 700 rooms and amenities suitable for families and couples, as its main attraction. “We selected it in the winter and we arranged it with our airline partner Aegean Airlines to have direct flights there.”

IT’S A CHARTERED WORLD

The destinations which are relatively new to the Lebanese market are promoted by travel agencies with the creation of direct chartered flights. “Wild Discovery charts its own planes only with national airline companies such as MEA, Croatia Airlines, Aegean Airlines (national carrier of Greece), for quality and safety measures. The distribution channel of our charter flights is divided into two parts: either we sell these seats through Wild Discovery’s nine branches, meaning to our own clients, or we sell these seats through our network of subagents we deal with in Lebanon so they fill our planes with their own clients. Smaller travel agencies cannot charter planes on their own. The cost of operation, financial exposure and filling capacity is naturally very high, which is why they would rather buy from us,” explains Modawar.

ONLINE VERSUS TRAVEL AGENCY

The case for the live agent versus the online website

With the popularity and ease of use of online travel booking sites, it seems that many are foregoing agencies for the “do it yourself approach” in order to benefit from last minute discounted prices or other special offers. Yet, travel agencies insist that they bring added value to travel planning and provide services or reassurances that online booking sites can’t.

“It is true that online booking has become very popular, but the role of the travel agent remains necessary due to many factors. Today when you book online there is no one to really advise you on the kind of hotel you want and even if you do check the online reviews, it is not the same. We as travel agents, and based on our past experience with our clientele, are able to advise clients on which hotels or destinations suit them best,” says Nakhal.

Another reason Nakhal gives to justify the need for travel agents is that “everything is good until something goes wrong and when that happens, travel agents have a role to help in crisis management.” In his opinion websites are impersonal and follow guidelines blindly, so if a traveler books a trip online through a booking engine and something goes wrong, there is no one to negotiate with. He gives the example of how, when the July 2006 war took place and Lebanon’s airport closed for 30 days, Nakhal was able to reimburse the full amounts paid for planned trips, with no cancellation fees, to their clients, while those who had booked directly through Nakhal’s partners (such as Costa or Club Med) were not able to get their money back. “We are their partners and they know we are serious. The rules online are strict, and there is no room for maneuvering,” he explains.

Modawar explains that the role of the travel agent is especially viable in Lebanon where people are more used to having services provided for them rather than doing things for themselves. “Lebanese still like having a personal contact or someone to be able to refer to, and would pay extra to guarantee satisfaction,” he says giving the example of Wild Discovery, which plans to launch two more offices in Lebanon in 2016 as evidence of how big the demand for travel agencies still is in the country.

Tech savvy travelers

Yet, the prevalence of all the online travel booking sites cannot be denied and although the travel agents interviewed for this article do have an online presence, they say that people still tend to book their trips at the physical agency.

“Today what we are facing in Lebanon is, from our experience, that people are still visiting our agencies and taking our offers but also having a look online to compare and benchmark prices. The internet lacks the complete package of airlines, hotels and programs but instead has pieces that you blend on your own. This type of travel has its clients but these are not our core clients who are people who are still coming for our agency for the consultancy and expertise,” says Modawar explaining that this trend of online browsing and benchmarking places a positive pressure on them as agencies to always be up to date on the best hotels and deals.

Boutros gives the example of Go Kurban, their travel booking website which he describes as a “dynamic catalogue and online agency”, saying that in the five weeks since they launched (at the time of the interview late June) they have had more than 21,000 original users and 25,000 visitors but that people have yet to adopt the website and actually book online instead of just browsing the packages. “People are still afraid of online payment but I think it is just a process of adoption and we will get past that,” explains Boutros, enthusing about the plans they have to increase their online presence which include a new mobile website and a regional expansion of what he calls a “hybrid online agency”.

Chartered planes make summer traveling more convenient and less time consuming. Nakhal cites Vienna, Austria, and the Czech Republic as the ‘new’ destinations they are promoting this summer, through chartering direct flights to these places. “This makes it much more convenient for travelers who no longer have to take multiple connecting flights, which is why we consider this a creation of a ‘new’ destination, as chartered planes really encourage people to travel to these cities”. Nakhal explains that during last summer they chartered direct flights to Dubrovnik, Croatia, and Montenegro. This saved travelers from having to take three connecting flights to get to these places, and thereby opened a new market for these destinations, attracting both the high and medium end travelers.

“CHARTERED FLIGHTS ARE GOING EVERYWHERE.”

According to Boutros, this summer offers a lot of new destinations as “chartered [flights] are going everywhere.” For example, Barcelona is fast becoming a popular travel destination this summer partly because Kurban chartered Vueling Airlines to travel twice a week from Beirut. Kurban has also opened up Belgrade, Serbia, as a new destination for the Lebanese this year through collaboration with their airline partners.

THE LODGINGS PLAN

In parallel to planning chartered flights, travel agencies secure hotel rooms at the selected destinations early on as well. Boutros explains the process by highlighting their choice of hotels, which is based both on the selected destination and on their experience in past years. “Most of our rooms for the summer are prepaid at the beginning of the year and it’s an internal strategy

Own your chalet in Lebanon's largest beachfront resort - Tabarja

Destined to become the largest and most unique beachfront community along the shores of Lebanon, this 200,000 sqm mega project will seduce you with its magnificent low-rise architecture and contemporary design; 770 chalets each enjoying a private garden or terrace, and benefiting from 110,000 sqm of landscaped areas and amenities, on top of a 95,000 sqm yachting marina.



CALL 01 896 000

RISE
PROPERTIES

SAAB
MARINA

In Collaboration
with



Kyé
Beachfront Resort



as to whether we are conservative or aggressive in the number of rooms we get,” says Boutros, giving the example of Mykonos, which he says is tricky as it’s a very popular destination among travelers yet has few hotels. This causes a problem for many agencies, which are frequently left with more chartered flights than rooms.

Modawar also speaks of strategy when it comes to booking rooms, saying that agencies have to take risks to ensure availability before promoting the destination: “We fly to Mykonos twice a week so we have to guarantee room availability in this period, there-

“IT’S AN INTERNAL STRATEGY AS TO WHETHER WE ARE CONSERVATIVE OR AGGRESSIVE.”

fore we lock them in beforehand. These destinations are also in high demand in Europe and since we all take vacations at the same time (July to August) it is even more important for us to be ahead with both airlines and hotels,” he says.

THE COST OF TRAVELING

The generally dismal economic situation in Lebanon and the lower purchasing power among most Lebanese has taken its toll both on the choice of vacation and on travel agencies. “From the five star clients to the low income ones, the number one factor for all our clients is cost. I wish I could say value but it is more price: everyone is after a better deal,” says Boutros.

Modawar explains that the situation in Lebanon is causing agencies to promote quality travel but at very competitive prices, as not everybody can afford to go to luxurious destinations like the Caribbean or South Africa. Places like Croatia, Turkey and Greece have become a necessary part of a travel agency’s portfolio. “We are not always selling the 600 dollar packages but we have to have them,” he explains. Travel agencies do say that, while many of their more wealthy clients may skimp on the airline tickets, they tend to splurge on accommodation once they get to their destinations. “Our products cater both to the high end and mid income level markets. Our packages attract everybody but their choice of accommodation, number of nights, and specific cities reflect their income level,” says Nakhal. Whether on a budget or five star trip, it seems that travelling for vacation has become part of many Lebanese families’ summer plans, and travel agencies can subsequently accommodate and benefit from all price ranges.



Looking for a space as organized as you are?



روتانا
Rotana

Located at the heart of the happening city Beirut, Rotana hotels are the ultimate choice for a luxurious experience with the captivating views of the mountains and Mediterranean Sea.

From now until September 15th, book a group of 10 rooms and above and benefit from an amazing room rate of US \$99* at Gefinor Rotana or US \$95* at Raouché Arjaan by Rotana.

Many complimentary benefits included in each hotel package.

To find out more and to book contact:

Gefinor Rotana +9611371888 or email sales.beirut@rotana.com

Raouché Arjaan by Rotana +9611781111 or email sales.raouche@rotana.com

***Terms & conditions apply**

Gefinor
Rotana
Beirut

Raouché
Arjaan
by Rotana
Beirut

rotana.com

Beirut restaurants adapt for Ramadan

To survive, the hospitality industry must change the way it does business during Ramadan *By Nabila Rahhal*



RAMADAN AND THE HOSPITALITY INDUSTRY

The holy month of Ramadan has a significant economic impact on the hospitality industry, in terms of both hotels as well as food and beverages (F&B) venues. This impact can be either positive or negative, with some venues seeing an increase in footfall and others a sharp decrease. EXECUTIVE sat down with various stakeholders in the hospitality industry to find out about the impact of Ramadan on their business.

HOTEL OCCUPANCY DURING RAMADAN

During Ramadan, some hotels EXECUTIVE spoke to reported a drop in room occupancy despite the holiday falling in the usually busy summer month of July. Majed Najjar, Cluster Food and Beverage Manager at Lancaster Plaza Beirut, a five star hotel in Raouche, explained that during Ramadan people don't travel as much and prefer to stay in their home

country, causing an almost 20 percent drop in occupancy across the globe. "In Ramadan, travel is mainly only for urgent business. This is why we hotels rely on the F&B department during that month," says Najjar. He added that this drop is somewhat compensated for by the increase in occupancy which accompanies the week or ten days of the Eid holidays, with even some Lebanese who reside in Lebanon opting to spend a few nights in a hotel as a treat.

IMPACT ON NIGHTLIFE

Beirut's many bars and clubs are the most negatively impacted by the onset of Ramadan, a month where, in addition to fasting, practicing Muslims usually abstain from drinking alcohol for the whole month. According to Toni Rizk, CEO of TRI Concepts, a bar restaurant management company operating several bars in Beirut, the percentage drop in business during Ramadan differs from area to area.

Hamra Street's bars experienced an almost 60 percent drop in footfall, Uruguay Street's bars experienced a 40 percent drop and the bars in Mar Mikhael, an area still considered among Beirut's most active nightlife destinations, experienced an approximately 20 percent drop in footfall.

"There is nothing we can do in terms of offers or promotions to compensate for this loss during Ramadan since those who don't drink in Ramadan are doing so for religious beliefs and not for other factors. We just wait the month out and prepare for a hopefully very active Eid period which was the case this year," says Rizk.

INTERNATIONAL CUISINE RESTAURANTS

Rabih Nasrallah is the Operations Manager at Verdun Star, a compound of three restaurants which include Ward El Sham Lebanese restaurant, Caprice, an Italian and sushi restaurant, and Couch Potato, a children's entertainment center and diner. Nasrallah noted that the footfall for non-Lebanese cuisine restaurants during Ramadan is low, with a drop of 60 to 70 percent as compared to the other months of the year. Nasrallah explained that Verdun Star chose to shut Caprice for Ramadan rather than incur the loss of a slow month, and instead use Caprice's outdoor terrace to have more seating capacity for Ward El Sham which remains as popular during Ramadan. "Very few people choose to have an international Iftar before the last week of Ramadan, if at all, when they start getting bored of Lebanese cuisine," says Nasrallah.

In line with Nasrallah, Najjar explains that Prime 18, Lancaster Plaza's steakhouse and cigar lounge, closes during Ramadan because it is associated with wine and tobacco, for which

KENZO

THE NEW FRAGRANCES



L'EAU
KENZO
I N T E N S E

there is little ambiance and even fewer clients during Ramadan, especially since the hotel is located in the middle of Beirut and their F&B activity is centered around Ramadan during this month. “We also prefer not to have Iftar there to preserve the mood and quality of the venue which is more European with wine bottles and the like on display,” adds Najjar.

Mary Choueiry, the director of marketing for the Phoenicia Beirut, says that their outlets, which don't offer Iftars, such as the sushi restaurant Wok Wok or the Italian restaurant Caffé Mondo, have experienced a slight decrease in activity which is normal for the month of Ramadan. Some international cuisine restaurants, such as Verdun's Shogun or Zaitunay Bay's Al Forno, have tried to compensate for this anticipated decrease in their business by tailoring and marketing an Iftar formula created out of their normal menu, including a soup and salad with a main dish and dessert. Al Forno's manager on duty says this formula achieved success during the last two weeks of Ramadan when people were perhaps looking for a change from the dishes they could eat at home.

LEBANESE CUISINE RESTAURANTS AND IFTARS

The most well performing venues in the hospitality industry during Ramadan are the Lebanese cuisine venues which offer Iftar formulas. “We are doing well, there is a rush to restaurants and this is especially good in Ramadan since we rely on these two venues (Daoud Basha and Fume Bar) to compensate for the closure of the steakhouse during that period,” says Nasrallah.

Ward El Sham, which extends to a capacity of 230 people when including the Caprice terrace, was fully booked every night throughout Ramadan, and especially during the last week, according to Nasrallah. “What is interesting is that usually it takes ten days for restaurants to start filling up

during Ramadan as people tend to have their Iftars at home at first but with Ward El Sham, it took us three days before we started getting very busy,” enthused Nasrallah, who explained that even though it is only one month, Ramadan compensates for the slump in their other venues, especially since they have a set formula for all customers.

Choueiry also says they were fully booked for Iftar at Mosaic, which has a capacity of 330, during the whole month of Ramadan with a peak in reservations towards the second week of the month.

CORPORATE IFTARS

Aside from the casual gathering of friends and family for Iftars in restaurants, the bread and butter of the hospitality industry lies in the corporate Iftars which companies host for their employees and clientele during the holy month.

Choueiry says 60 percent of the Iftars at Phoenicia Hotel are corporate ones held at their banquet space with the number of guests reaching up to a thousand. Najjar says Lancaster Plaza has two banquet halls, one with a capacity of 350 and the other with a capacity of 150, in which they hosted 18 corporate Iftars this Ramadan, mainly for NGOs and pharmaceutical companies, who he says booked a week before Ramadan began.

For smaller corporations or bank divisions, restaurants are seen as more intimate settings. “We had corporate Iftars mainly for the banks in our region (Verdun) which have small groups of maximum 40 people. When a company has a hundred employees or more they usually prefer to go to hotels where space is guaranteed,” says Nasrallah.

PREPPING FOR THE BIG MEAL

Whether for a small group or a corporation, preparing for Iftars takes a lot of patience and the ability to remain cool under pressure, according

to the restaurateurs interviewed.


“The most difficult service anyone can work on in the hospitality sector is the Iftar service because what we usually do in three hours during daily operations when guests arrive, sit down and have a leisurely meal, we have to do in forty five minutes during Ramadan,” says Najjar, who added that there is a lot of pressure when handling Iftars as people should all be served and eating at the same time.

Choueiry says Phoenicia Hotel's executive chef starts preparing for Iftars and Souhours four months in advance with the selection of the appropriate menu.

OVERALL PERFORMANCE OF RAMADAN 2015

On the first day of Ramadan 2014, the suicide bombing incident in Duroy Hotel put a damper on people dining out in hotels. “The first ten days of last year's Ramadan were a real challenge also because the World Cup was taking place at the same time and people were choosing to go out for that instead of for Iftar,” adds Najjar.

This year, all those EXECUTIVE spoke to said they have had much more footfall and corporate Iftars during Ramadan than they did the previous year. Nasrallah says Ward El Sham, which is in its second year of operation, has 10 to 15 percent more footfall than it did last year: “this year we have a stronger reputation and many people tried us once and came back many times or for special occasions, which also gave us a push,” explains Nasrallah.

Najjar boasts an almost 100 percent increase in footfall for corporate banquets compared to last year, due to most of these events being cancelled last year after the bombing. He says that the restaurant Daoud Basha has 25 percent more footfall than last year. “It was a very good Ramadan for dining out; a very good month for our industry,” he concludes. 

Eden Park

P A R I S

Beirut Souks - ABC Achrafieh L0 - ABC Dbayeh L3
Tel. 01 - 990 409
www.eden-park.com

Adding up the airmiles

A handy guide to help you work out how to get the best deals with your air miles *By Nabila Rahhal*

	Credit Libanais	Banque Libano-Francaise
Card Scheme Name	Credit Libanais Loyalty Program	Air France-KLM Banque Libano-Francaise Visa Card
Airline Partner	Credit Libanais is not bound to a specific airline: Loyalty points of any debit, credit or charge card can be fully or partially redeemed for travel tickets to any destination and with any airline company, for travel packages or hotel accommodations, via Credit Libanais' subsidiary Hermes Tourism and Travel.	Air France and KLM Royal Dutch Airlines, members of the SkyTeam Alliance
Miles granted per amount spent	Each loyalty point is equivalent to 10 card miles. For credit cards, every \$10 spent will be converted to 1 loyalty point. For debit and charge cards, every \$10 spent will be converted to 0.5 loyalty point equivalent.	1.5 miles earned on the Flying Blue account for every \$1 spent with the card in Lebanon or abroad, in addition to the miles earned when travelling with Air France, KLM and other Flying Blue airline partners. Note: Flying Blue miles never expire so long as the card is used at least once in 20 months.
Miles needed for a ticket to a European destination	7,900 points for a ticket to Paris	40,000 miles during regular seasons for a ticket to London
Years the card scheme has been running at the bank	11 years	2 years
Average number of users who traded in their miles for airline tickets	30 percent (of card holders)	Miles redemption is directly managed by the international Flying Blue Program.

	Byblos Bank	Bank Audi	Bank Audi	BLOM Bank
	Akram Program	Frequent Flyer Program	Travel Rewards	Golden Points
	All airlines (prioritizing those with direct flights)	Middle East Airlines. However, cardholders can redeem their accumulated miles at any of Skyteam's 19 airline members	Cardholders can redeem their points against airline tickets from any airline company around the world.	Through travel agencies
	For all credit and charge cards, \$1 or equivalent in LBP or Euro equals 1 point. Also, customers can double their points/miles (\$1 = 2 Points/Miles) when using their debit cards at Byblos Bank's network of strategic merchants.	1.5 miles for every \$1 spent on "The Ultimate" Cedar Miles card 1 mile for every \$1 spent on the MasterCard Cedar Miles Platinum card 1 mile for every \$1.5 spent on the MasterCard Cedar Miles Classic card 1 mile for every \$1 spent on "The Corporate" Cedar Miles card, divided equally between the company and the employee	1 point for every \$10 spent on their card	For every \$1 spent using any of BLOM Bank cards clients automatically earn 1 BLOM Golden Mile and 1, 2 or 3 Golden Points depending on the number of domiciled bills. Note: no expiration date
	35,000 points/miles, irrespective of ticket price, and available even during peak seasons for a ticket to London. Also, periodic promotions allow clients to redeem tickets for fewer points/miles.	35,000 miles for a ticket to London	5,000 points for a ticket to London	35,000 miles for a ticket to London. BLOM cardholders have the unique advantage of paying the airline taxes related to their ticket with their accumulated points
	8 years	11 years	2 years	14 years
	Thousands of customers	80 percent (redemption ratio)	60 percent (redemption ratio)	N/A

THE BEIRUT STREET FOOD FESTIVAL, AN EVENT WITH A RIPPLE EFFECT

TAKING CULINARY ART TO THE STREETS

Words by **Sara Ghorra**



S

ome people's relationship with food is more of a passionate love affair. They take sensual pleasure in preparing it, and may even feel a hint of guilt when indulging in it. To them, food is pleasure, cooking is art, and the perfect dish is akin to a little piece of heaven.

Although not everybody has such strong feelings about culinary art, nobody can deny the fact that food is often much more than just a means to satisfy one's hunger. Food brings people together, and great food brings people even closer.

Anyone who has watched "Babette's Feast" (1987) will remember the superb final scene, depicting Babette's sumptuous French dinner being served to a small congregation of unusually austere people. Her guests, who are used to plain meals typical of their chaste existence, are presented with a feast which is lavish beyond their wildest dreams.

In that final scene we witness a fascinating transformation of energy among the invitees who initially find it almost sinful to comment on the earthly pleasures of their meal but whose inhibitions vanish as they discover exquisite flavors they had never before dreamed of. The feast elevates them to physical and

spiritual euphoria that mystically affects the dynamics of the diners and changes the atmosphere entirely.

There is no denying that the act of sharing a flavorful meal can have a real effect on those partaking in it. But what if such an exchange could take place outside the limited space of a dining room in a house, or a table at a restaurant? For instance in a public area, where more people could participate in the tasting ... what effect could it have then?

The answer is provided by Youmna Mteiny & Zeina Halawi - an energetic duo who are forging the trend of 'street food', one event at a time!

Youmna and Zeina merged their respective know-how in design and hospitality during March of this year, and kick started their endeavor of introducing new flavors to our scene through the "Beirut Street Food Festival (BSFF)".

That event, which took place last May in a public parking lot in Monot (Beirut), gathered 30 chefs and food lovers who presented both traditional and personally-crafted recipes to more than 10,000 participants. There were no company labels to be seen



and no references to the professionals amongst the chefs, only an attractive name relating to the dish being served at each stand. This intentional simplification made it more exciting for both the cooks and the tasters to discover new plates without any preconceptions.

However, this successful event is only part of Youmna & Zeina's bigger vision. Indeed, they have the goal of becoming trendsetters in Lebanon's hospitality industry, weaving a solid community from the culinary sphere and elevating our food-loving nation to a higher level while turning this yearly festival into a celebration recognized by the entire MENA region.

This might seem an ambitious goal considering their young age, but their palpable energy suggests otherwise. The pair, who completed their Master's Degrees in 'Culinary Management & Innovation' at the esteemed 'Institut Paul Bocuse' in France, had each taken a culinary course at the institute before deciding to embark on the full program, a year apart from one another. For Zeina, it was another personal reward, in addition to the 'International Etiquette and Protocol' course which she had taken at the 'Institut Villa Pierrefeu'. For Youmna, it was her graduation gift.

Their paths eventually crossed, leading them to partner up and build a culinary art platform in the shape of the non-profit organization 'BSFF'. And even though this initiative is far from being the bread and butter of the two 'Culinary Concept Creators', they are giving it equal importance.

What makes them stand out from the crowd is their approach, which draws simultaneously on Youmna's industrial design background as well as Zeina's hospitality management experience in some of the best luxury hotels in Asia.

The Beirut Street Food Festival was both the trigger for their mission, and what set off its momentum.



In order to keep that momentum alive, they have created "Discover".

"Discover" is a series of experiments they have designed and started carrying out at the environmentally-friendly hangout spots The Junkyard (since June) and The Garden State (since July). These bi-weekly tastings are an invitation to uncover not only innovative dishes and flavors but also different chefs (whether professionals, semi-professionals or amateurs). Indeed, at each of these tastings, 2-4 new culinary artists are introduced and present the tasters with personalized dishes according to that evening's theme. Each event proves more surprising than the last as the chefs' creativity blooms in an attempt to challenge the traditional.

But some of the most interesting things about Youmna & Zeina's endeavors are the broader consequences of their work, which are already extending beyond their events. Thanks to the ladies' BSFF model and their method of implementation, a great number of the featured cooks have since found themselves facing exciting new opportunities. Moreover, some of the 'chefs-at-heart' who had never considered turning their hobby into a full time job are finally taking the plunge.

Any witness to the culinary synergies they are creating would agree that Youmna & Zeina's BSFF

could become a game changer. By revealing so many diverse culinary talents to players in the hospitality industry and potential investors, they are encouraging not only the fusion of new tastes but also the growth of a new trend in the restaurant business.

If people had the chance to visit a restaurant because they knew the specialities of its chef, wouldn't it be satisfying for them to know that their bill would neither incorporate the cost of the premium location, the architecture, the interior decoration nor the other elements that aren't at the core of their outing? Real food lovers do not mind a minimalistic dining experience in a boutique restaurant consisting of a gourmet meal, a clean setting and good company (even if the latter is just a glass of fine wine!). Their aim is to satisfy their palate, without necessarily hurting their wallets. Indeed, we could point to some existing venues that are all about the food they serve (the likes of Motto, Jai Kitchen, Onno, etc.), which attest to the popularity and success of this concept.

Food is art. And just as an art collector would excitedly visit a gallery to discover what the latest addition to their collection could be, key players in the hospitality field ought to show up at the BSFF events to uncover preferred artists. As for the rest of the tasters, join the movement - even if only to enjoy the food!



Math?!? Nooo Problem!



RULE THE SCHOOL!



01-999666

ISSAM MERHEB'S SOCIAL CRITICISM THROUGH 'VELFIES'

A FUNNY PLEA FOR AUTHENTICITY

Words by **Sara Ghorra**



Issam ("SiMi") Merheb is Lebanon's latest viral sensation. His 60 second 'Velfies' (Video-Selfies), which he began filming from his car, have taken the social media scene by storm. In the videos, Issam shares his personal observations, sarcastically reflecting upon high society's latest symptoms of personality disorder.

Each of his videos is a comical example of the loss of personal identity that plagues our society. Although Issam used to express some of his thoughts through humorous and cynical Facebook statuses, it was only after he changed his method of delivery that these pertinent reflections started disseminating beyond his close circle of friends. Issam's popularity is now growing fast thanks to his casual, funny and concise videos which touch upon topics others

wouldn't dare tackle. Yet his revolt against our society's fake attitudes and its adoption of foreign trends is understandable to anyone who knows where he comes from.

Issam is the son of the late beloved Alain Merheb, 'King of Al-Howara' (Howara is a type of satirical song that talks about social, economic and political issues) and the dancer and choreographer Nay Lahoud Merheb. He grew up in a home filled with love and art, in an atmosphere that inspired individuality and authenticity. Issam's father, who was one of the nation's greatest treasures in the performing arts scene, was praised as one of the few people who endeavored to preserve our traditional artistic forms. He made it his lifelong mission to teach the world about Lebanese



Issam Merheb's father, Alain Merheb



music and dance, and his genuine pride in belonging to his nation touched many, particularly his family.

So it comes as no surprise that Issam (also a natural born performer, who showed his acting skills in his uncle Romeo Lahoud's play 'Tarik El Shams' in the summer of 2014 at Casino du Liban), shares his father's passion for Lebanese traditions. He is spicing it up with his own individually crafted satire and, thanks to his 'Velfies', his message is spreading fast.

In his videos, he reproaches the 'trendiest' chunk of our society both for their tendency to show off and their lack of modesty ('Cedars & Business Lounges' Velfie); for their sudden applause for causes they should already be supporting, prompted by an event that took place on another continent and which won't even affect them ('El Pride Bel Love' Velfie); and for any type of false emulating of the latest worldwide trends while getting further away from their Lebanese belonging ('Quinoa/Kale' Velfie).

The topics he is tackling might seem inconsequential when taken individually, but his broader message is far from petty. Although he sarcastically brands himself as a "#HaterForLife", his second hashtag implores "#SaveLebanon". And this genuine plea for a more authentic society, although packaged in a spontaneous and mocking manner, has more to it than pointless sarcasm.

Unsurprisingly, not everyone is a fan of Issam, especially those who do not enjoy the art of self-criticism. Yet few can remain unmoved to the obvious frustration which underlines his desire for a more candid society. Shouldn't we be grateful for the likes of Issam, one of the few who cares enough to publicly expose the signs of our society's loss of individual identity? Someone confidently satirizing the attitudes of those who supposedly make up the 'crème de la crème' of society, but who are actually uprooting themselves in a mannered attempt to seem more 'open'?

"#SaveLebanon", he preaches. And indeed, if we each started making an effort to detect and work on those small complexities that are distorting our sense of belonging to the colorful mosaic of our nation, we may eventually be able to collectively shape a healthier and truer society and perhaps, ultimately, 'save Lebanon'.



VANINA

"NOTHING IS LOST, EVERYTHING IS TRANSFORMED AND ART IS FORMED"

Words by **Sara Ghorra**



a

beautiful piece of jewelry is aesthetically appealing. A beautiful piece of jewelry with a story behind it is even more interesting.

And when the story is fueled by talent, creativity, entrepreneurial drive and a spirit of activism, a piece of jewelry can evolve into a tangible testimonial.

VANINA's range is an exquisitely crafted collection of stories; an assortment of subtle yet powerful statements embodied in unique handmade pieces, all echoing a single message: "Fashion is a Tool". Although the brand labels itself as 'Responsibly Capricious', anyone who takes a closer look would agree that it is first and foremost 'responsible', and only 'capricious' in as much as its creators are continuously inspired to raise awareness of ecological, social and cultural issues through the creation of novel designs.

Joanne Hayek and Tatiana Fayad, the duo behind VANINA, are childhood friends who have always shared a 'creative complicity'. They spontaneously designed their first piece of jewelry when they were 19, while experimenting with old, devalued Lebanese Lira coins. This developed into a collection they later named 'COINED'. The ladies had not planned to become jewelry designers as neither of their academic

paths were related to fashion. Joanne studied architecture at the American University Of Beirut (AUB), while Tatiana pursued a business degree from Saint-Joseph University (USJ).

And yet, what started as just a hobby back in 2007 is today a lifestyle brand recognized in some of the world's most prestigious cities, as well as a wholly integrated business with a personality that one can't help but admire. Over the course of eight years, VANINA has tastefully matured into a truly principled company with unshakable values, one of which is patriotism.

Joanne & Tatiana have made a point of producing every piece here in Lebanon, even if it has meant sacrificing monetary rewards which could have been gained by outsourcing. This contribution to the sustainability and growth of local communities and small businesses is perhaps what they are most fervent about. This positive involvement has not only benefitted the skilled craftsmen and women they partner with, but has also given a beautiful soul to their designs, one that is proving very attractive, especially to international clients.

Behind each of VANINA's jewelry collections lies a different mission, but all of them echo one of the



many causes they defend, among which are social responsibility, sustainable development and heritage conservation.

Social responsibility, and a concern with maintaining an equilibrium between the economy and the ecosystem, is apparent through most of their designs. Their collections 'DISCARDED' (based on CDs), 'COINED' (based on coins), 'UNLOCKED' (based on keys) and 'PATCHES' (based on cloth remains) to name but a few, saw the pair transform useless or discarded materials into beautiful modern pieces, while simultaneously reducing the impact of waste upon the environment.

This creative reuse was, and still is, one of the strongest traits of the brand, and one which they have endeavored to develop while collaborating with other parties who share their vision. Through Arcenciel's environmental program, for instance, they were able to turn tin cans into fancy evening bags, which saw the creation of 'CONSERVED'. As part of their 'STILL LIFE' collection, and with Swarovski's support for eco-jewelry, they also designed luxury pieces by matching non-biodegradable plastic bags with Swarovski crystals.

A creative collaboration with NK (Nour Kays)





enabled them to develop the technique of creating patterns by layering and fusing sheets of plastic bags. This resulted in the creation of a new material and a collection of the same name - 'PLASTILE'. Their innovative use of technology is also expressed in the edgy 'LEAVES' collection of stylish jewelry made from used paper sheets. Thanks to a partnership with 'More Than Printing' (MTP) and 'Arab Printing Press' (APP) and through MCor's special 3D printing technique, paper sheets were transformed into superb, geometrically-shaped jewelry pieces.

All these collections, impressive as they are, only make up part of the passion the two women share. They care not only about protecting the environment, but also about maintaining traditions. For their '90s we love you' line of shirts (individually stitched by Palestinians who live in the camps), they aimed to help preserve the heritage of Palestinian embroidery in collaboration with the NGO Inaash. In partnership with 'L'Artisan Du Liban', they also created the 'HALFA' collection of hand-woven shoulder bags made from local straw that grows in Akkar in the village of Koueishra.

Through VANINA, Joanne & Tatiana are 'using fashion as a tool', and are truly succeeding. They are transforming trite materials into pieces of art that are trendy, funky and modern, yet created in the most traditional ways. They are using technology in the direct service of environmental protection and waste minimization by creatively merging it with design. They are creating jobs and venturing into projects that raise awareness for the NGOs they collaborate with. They are always refining the process of 'standardized customization', which they developed to make sure their clients get unique pieces even when the demand is high. Finally, they are attempting to grow as steadily and as healthily as possible so as not to compromise the essence of their mission.

It isn't everyday that one has the pleasure to discover that beneath the surface of a glamorous jewelry brand lies a local business with a noble mission. If more companies adopted only some of the methods VANINA is using, we would surely witness a change on a much wider scale in Lebanon.





BEIRUT ART FAIR

ME.NA.SA.ART

**17-20
September
2015**

Beirut, Lebanon
BIEL, Hall 2

www.beirut-art-fair.com

'ONE NIGHT ON BROADWAY' BY ROY KHOURY

A LOCALLY CRAFTED BROADWAY MUSICAL

Words by **Sara Ghorra**



One of the delights no theater enthusiast would ever miss on a trip to London or New York is a West End or Broadway musical. This performance, which mingles the worlds of acting, singing and dancing, can be a truly enchanting spectacle, one which we have never had the chance to experience on our home soil ... until now!

For the very first time in Lebanon and the Middle East we have a chance to get a taste of the drama in the production "One Night on Broadway". This show, which gathers 25 artists and 25 members of the Lebanese Philharmonic Orchestra on stage, has already enthralled crowds on two fully booked nights at Casino du Liban back in May, and was one of the most anticipated events at the Zouk Mikael International Festival in July.

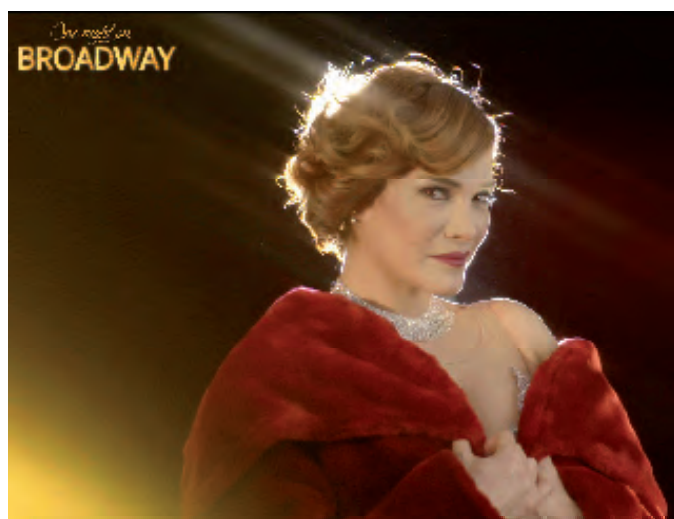
Yet the most exciting news of all is that this outstanding production was the creation of one of our own local talents, 26-year-old Roy Khoury, who graduated with honors from the 'Broadway Musical Theater' program at the New York Film Academy back in 2012.

"One Night on Broadway" is Roy's personalized musical, an artfully designed compilation of excerpts from twenty of Broadway's most famous shows. The

musical numbers include Footloose's "Mama Says", Chicago's "All That Jazz", Sister Act's "Raise Your Voice", The Addams Family's "When You're an Addams", Les Miserables' "I Dreamed a Dream", Hairspray's "You Can't Stop the Beat" as well as extracts from the enchanting Phantom Of The Opera, among others.

No two scenes are alike, with each stage setting distinguished by its unique décor, special costumes, and flamboyant troupe of actors, singers and dancers. Even better, no scene lasts more than five minutes, and the transitions from one to the next are as smooth as they are funny. Roy, the choreographer, director and musical director of the whole show wanted his musical to be a spectacular 'tasting' in which each member of the audience could find satisfaction.

The high quality of the show is a reflection of the rich experience Khoury gained during his studies, internships (at the 'Broadway Dance Center' & 'Steps on Broadway') as well as his participation in some Broadway musical performances. He took part in productions of 'Sister Act' (backstage as hair & make-up artist), 'The Lion King' (on stage as dancer and puppeteer) and 'Wicked' (as backing actor & singer) in New York.




Khoury has always been a fan of performance arts and, as a youngster, used to take singing, piano and violin lessons with private coaches, as well as dance classes in studios. His passion knew no boundaries, until he was injured in an accident that put him in a coma for two months in the middle of 12th grade.

After waking up from his coma, he decided to stop all other artistic activities and concentrated on filmmaking studies at the Academie Libanaise Des Beaux-Arts (ALBA). After two years, he stumbled upon the 'Broadway Musical Theater' program and applied on a whim. He received a callback within two days of submitting his video audition, and was invited to audition live in New York.

The two years he spent at the New York Film Academy were a period of highly intensive training. While there, he studied music theory, musical theater and theatrical scene, acquired acting techniques such as 'The Meisner technique', 'Stanislavski's system' and 'Uta Hagen's technique', exercised his vocals to adapt to several music genres and performed all types of dances (Classical, Tap, Jazz, Ballet, Ballroom, etc.).

Yet when he came back in 2012, he was disappointed to discover there was no place in Lebanon for somebody with his training. Broadway musicals were still foreign to the Middle East, and a university teaching position without a PhD was out of the question at any reputable university.

That is when he decided to establish his own dancing school - STEPS. For more than a year he experimented and innovated with his students, many of whom were interested in honing their skills and adapting them to the requirements of a musical. And that is how, just before the end of 2014, Khoury decided to create his first musical - 'One Night On Broadway' - featuring his troupe of acting, dancing and singing students!

Success is often difficult to come by, but when it happens, it is truly a reason for celebration. Khoury is one of many talented young Lebanese, yet he is also one of the few who had the fortune of being around people who took risks on him simply out of faith in his abilities. But their risk paid off as the show not only sold out and thrilled audiences keen to discover a new form of theater, but also raised the bar in our theater scene. Local talent and creativity is yearning to unveil itself, and we hope that "One Night on Broadway" will be the first in a long line of future Lebanese musicals. 

ARTSCOOPS: A BEIRUT BASED ONLINE ART PLATFORM

PURCHASING ART FROM THE MENA REGION IS NOW A CLICK AWAY

Words by **Sara Ghorra**



“Tell me what you collect, tell me how you collect, and I will tell you who you are.” - Jean Willy Mestach (1926-2014).

As the late artist and collector of African art Mestach aptly insinuates, assessing someone's private art collection is a subtle yet indisputably revealing glimpse into their mind and soul. Yet, although what one collects will always be unique to each individual, how one collects is slowly yet surely following the trend of almost everything else: going online.

Indeed, the art world has undergone great changes in the last few years with the rise of digitized art commerce, as hundreds of online art selling platforms have been created worldwide in response to a growing demand. Whether in terms of genre, media or style of the artwork or in terms of the artist's notoriety, the range offered by the international e-commerce websites is eclectic and expansive. Today, one can effortlessly explore a considerable chunk of the art market with the hope of finding and buying art that suits their taste, needs and budget.

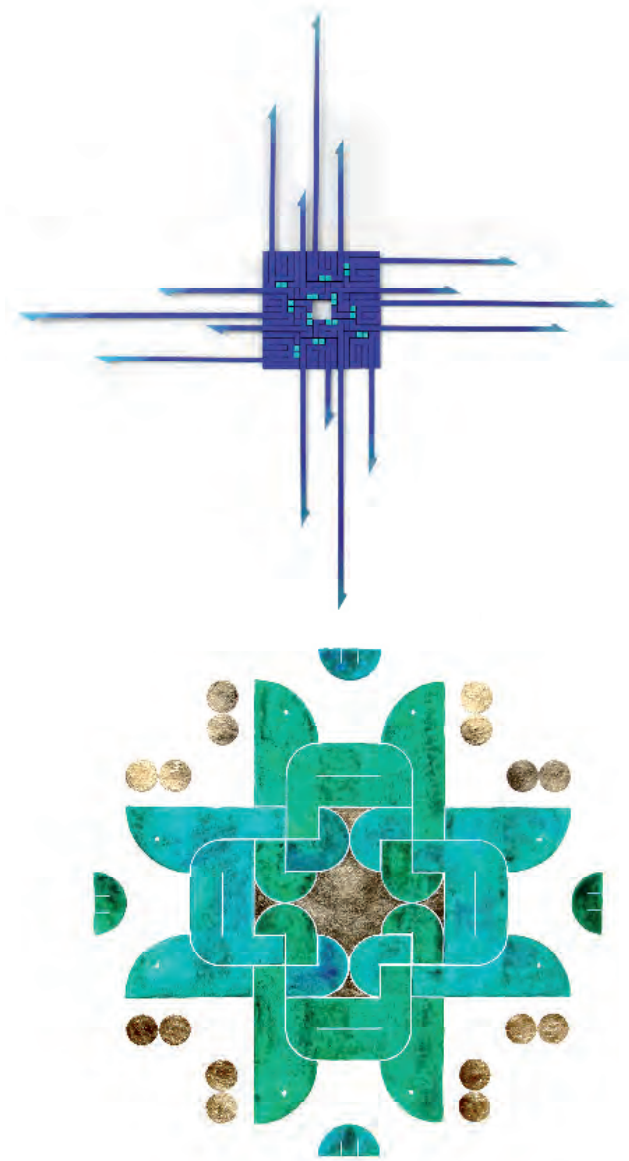
But even though the online marketplaces for contemporary art are numerous, very rare are those centered on art coming from the Arab world. And that is

why Artscoops came into existence. The Beirut based online art platform designed by mother and daughter, May and Raya Mamarbachi, launched less than a year ago and is the first one to focus solely on art from the Middle East and North Africa.

Artscoops gives one the opportunity to browse, discover and acquire contemporary pieces – mostly drawings, paintings, photographs and sculptures – created by both renowned and emerging artists from the region (prices for individual pieces start from just \$250 and can go up to \$100,000 and more). It partners with artists, cultural institutions and various commercial galleries, both in Lebanon and abroad, in an attempt to showcase and promote the best of Middle Eastern art.

In addition to its ongoing informative listing of artworks and their respective artists, Artscoops also curates online exhibitions, which feature harmoniously grouped artworks that correspond to a specific theme. Some of the galleries they collaborate with in Lebanon include Mark Hachem Gallery, Agjal, Art Factum, Galerie Janine Rubeiz and ArtLab, among others.

Once the desired artwork is selected, one can



make secure online payments via PayPal, one of the world's leading payment networks for e-commerce.

Another interesting area in Artscoops's range of work is the online auction, during which it invites potential buyers by e-mail to participate and engage in a continuous bidding process that happens over a span of 10 to 14 days, receiving its peak bids in the final 48 hours. It has previously organized an auction in association with Paddle8, the specialized international online auction house.

The platform's principal aim is to expose MENA artists to the world and to allow international collectors to get acquainted with their creations and be enticed enough to add some of them to their collection.

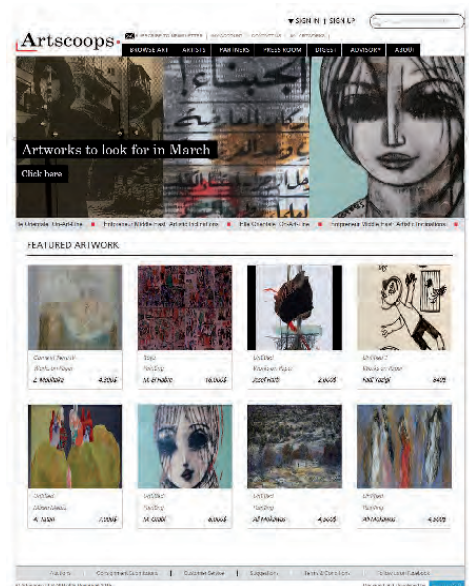
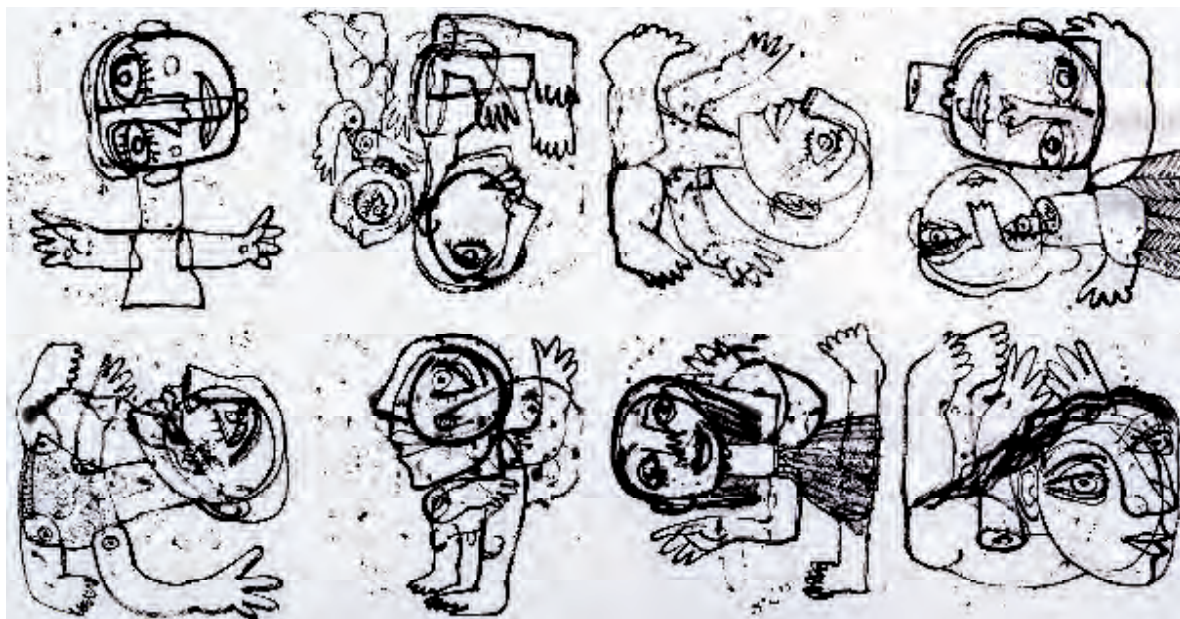
But beyond just being a bridge between buyers and sellers, Artscoops offers precious advisory services that benefit not only the collectors but also those

who have just started crafting their private collection.

As a matter of fact, more and more young men and women in Lebanon are contemplating buying art. But while their initial instinct might be to find the pieces that they would use to embellish their newly bought apartments and houses, Artscoops' Co-Founder Raya Mamarbachi suggests leading them on a further step.

Beyond just discovering the artworks that embody their personal aesthetic choices and hint at their individual sensibilities, the novice buyer has the opportunity to make a more thoughtful selection.

Indeed, in her publication "Evaluating Art as an Alternative Investment Asset", published in 2009 in The Capco Institute Journal of Financial Transformation (authored by Raya Mamarbachi, Marc Day and Giampiero Favato), Raya Mamarbachi examines the



changing role of art and its newfound appreciation as a very attractive object of investment. "Returns are just as attractive if not better in art than the stock market" states the paper, an alluring idea that is developed throughout with conclusions that shed new light on art collection.

Therefore, with the aim of educating and guiding, Artscoops offers the services of its team of art consultants, among whom are Raya Mamarbachi, May Bendiki Mamarbachi and Delphine Leccas. Their expertise can help any beginner to start their artistic journey, by introducing them to the type of artwork that echoes their preferred style, as well as guiding them on important matters of evaluation.

Norms are changing in all fields, and art is no exception. Although art pieces such as those auctioned at Sotheby's, Christie's and Philips can be worth hundreds of thousands of dollars if not millions, they comprise only a small part of the overall art market. The rest can be relatively affordable. And since it has now become possible to explore so much art in so little time, no matter one's location, it's just about the right time for budding art collectors to start the quest for the pieces that thrill them.





And then
there were two...

ADULTS ONLY
www.orchid-lifestyle.com

Orchid... Redefining the beach experience in Lebanon.

Batroun coastal road **71 - 94 94 04** | **Reservations recommended**



مصرف لبنان
BANQUE DU LIBAN

Under the Patronage of
H.E. Riad Salame'
Governor of Banque Du Liban

Banking Challenges Post Financial Crisis

التحديات المصرفية ما بعد الأزمة المالية



September 10th, 2015
Four Seasons Hotel
Beirut - Lebanon

Organized by

Al-Bank Wal-Mustathmer Group

Tel: +961 1 985411 / 2 / 3 / 4 - Mobile: +961 3 747431 - +961 81 606085 / 7

Executive BRAND VOICE

Advertising is killer...

But EXECUTIVE can help. We understand our readers and the companies that wish to reach them. However, we also know that most adverts fall on deaf ears.

That's why we have developed 'Brand Voice', an advertising space with a twist.

You have the ideas, and we have the editorial expertise to help. Unlike a classical advertorial, we don't simply want to reprint a pitched advert. We want to use our advanced resources to help you tailor your message to reach the greatest number of people possible. Send us your ideas, and we will help refine and translate your ambitions, strategies, concerns and calls for action into a voice that our readers cannot ignore. Our unique fine-tuning strategy ensures that your ideas receive the most amount of attention, and that you receive the best value for your money.

We want you to reach out and be read, to speak and be heard. We want to give your brand the voice it deserves. Become the activist you want through the space we have, and let Brand Voice be the spotlight you need to deliver your message.

Contact our sales and marketing team for more information.

THE FUTURE OF OFFICES THAT ENHANCE EMPLOYEE PRODUCTIVITY

Have you ever wondered what the secret to employee productivity is? This is the question Waterfront City asked itself before creating its Business Park. For months, the company has observed the best working environments in the world, seeking to identify the future trends in workspace design that increase productivity.

HERE IS WHAT THEY FOUND...

Research has shown that the design of an office is extremely important when it comes to getting things done efficiently and quickly. A good work environment has a huge impact on individual productivity, in particular affecting an employee's ability to concentrate. It also enhances creativity, and thus innovation, in the services industries, which is critical in competitive economies.

In the last fifteen years, well-known Silicon Valley companies such as Google, Facebook and Apple have been leading the way in terms of innovative work spaces, using fun, fresh and creative designs. Their goal was to create a work environment where employees actually look forward to spending a day at the office. The office complexes aim to stimulate creativity and inspire employees to give their best.

Companies like Apple, for example, have put tremendous effort into creating the perfect work environment by mixing business with pleasure in a setting where employees can relax and enjoy themselves, allowing their creative juices to flow and innovation levels to rise. Integrated business spaces that foster transparency, offer multiple options as to how and where to work and an environment that imitates life outside the office, with beautiful landscapes and natural lighting, are the best at improving employees' productivity and happiness. Waterfront City's Business Park offers just that: an elaborate campus made up of twelve office blocks, amphitheaters, abundant parking, green areas and retail spaces packed with the necessary services for offices, all nestled within a comprehensive urban space.

1. Flexible work

Being able to work when, where and how they want is one of the first concerns of today's employees. In addition to working from their offices and homes, more and more employees are now working from airplanes, hotels and



THE WORKSPACE

An aerial photograph of a modern urban waterfront development. In the foreground, several high-rise buildings with glass facades and green roofs are visible. A large marina filled with numerous sailboats and yachts is situated in the middle ground. The background shows a body of water extending to the horizon under a clear sky.

other remote locations. They need to be supported by technology in order to work efficiently no matter where they are. According to Makram Kaki, lead architect at Leftish, the company that designed the Business Park, Waterfront City will offer the kind of flexibility which tomorrow's workers are looking for. "In The Business Park, we wanted to make sure to offer as many options and opportunities as possible," he says. For example, the benefits of having 1600 parking spaces, surrounded by green open areas, a supportive retail network of stores, restaurants and other leisure facilities, are all distinctive elements for an advanced and productive environment. The entire Business Park is also covered with Wi-Fi in order to allow employees to be constantly connected."

2. Open Spaces vs Closed Spaces

Silicon Valley has been the leader in terms of open work spaces. Leading companies such as Google, Yahoo and eBay have all adopted the trend. However, the latest surveys show that although open spaces may stimulate collaboration and creativity and make employees feel like they are part of a relaxed and modern company, they also bring problems, the main one being a lack of privacy. Many

employees working in open spaces have reported being frustrated by distractions, which hindered their ability to concentrate and to think creatively, and led to poorer work performance.

One solution to the lack of privacy complaint is the inclusion of nook-areas where people can go and isolate themselves. Efficient working spaces should also provide a variety of purpose-built areas for specific activities such as formal meeting spaces, project rooms and individual work spaces that can be used by all employees.

The offices at the Business Park are of a Grade A standard, the highest for commercial office space. That grade includes open floor plans, abundant sunlight and building layouts structured to facilitate the adoption of the most advanced digital technologies and connectivity services. This infrastructure allows for customization of the office space between open floors and nook-areas that adapts easily to the requirements of any business.

3. Green Areas, Lighting and Acoustics

Having enough natural light and windows as well as passive or active contact with nature is a very efficient way to improve employee productivity and overall job satisfaction. If your office doesn't have windows, a simple potted-plant or a picture of the outside world can help. Good acoustics are also vital for creating a peaceful and stress-free environment that will allow employees to stay on task. Creating some privacy for workers at their desks

and isolated rooms for private discussions, as well as using sound-absorbing material in the ceilings and floors, will help manage the level of noise.

"Quality of life is our primary concern at Waterfront City. This is why we decided to build a Business Park that will put the workers in a state of mind that brings out their potential for creativity, productivity and innovation. The Business Park offers efficient floor plans, fully open spaces and offices from 100m² up to full floors of 800m², along with a unique campus layout with abundant green spaces and open areas. Landmarks include the great square in the middle of the park as well as the amphitheatre available for all companies at the Business Park to use," says Samer Bissat, Senior Development Director at Waterfront City.

According to him, Waterfront City is working on infrastructures that will not only improve employees' productivity, but also their overall happiness and well-being.

"Having green spaces complements the project's aim to be LEED (Leadership in Energy & Environmental Design) certified, that has led the Business Park to design abundant green spaces, as well as garden rooftops," he adds. "Employees at the park can also go outside and take walks, enjoy the sea view or sit in our parks during their breaks."

It may be some time before Google, Apple or Facebook open regional offices in Beirut, but if one day they do, it seems the only major office space that can cater to their preferences and demands is the Waterfront City Business Park.



بمساعدتك، حياتنا صار إلهًا طعمة

من ١٧ - ٢٣ آب

زوروا المطاعم المشاركة
وساهموا بإنقاذ حياة
طفل مصاب بالسرطان



saving lives,
celebrating hope



برعاية

تعرفوا على المطاعم المشاركة:
70 35 15 15 - www.eatoutforlife.com

Bank Audi continued in the first half of 2015 to consolidate its presence in countries with promising growth prospects, registering an adequate growth in assets and profits. Consolidated net profits grew by 7 percent relative to the first half of 2014, reaching \$202 million, of which 48 percent came from entities outside Lebanon.

The **CMA CGM Corporate Foundation for Children** has launched a call for projects for the third consecutive year on the theme: "Promoting equal opportunities for disadvantaged children". Thirteen associations in France and in Lebanon were selected to receive a total financial aid package of 140,000 Euros.

The All-New **Hyundai Sonata** has been recognized as part of the **AutoPacific Vehicle Satisfaction Awards** for offering outstanding quality with the new model launched in Africa and the Middle East last year having sold 25,034 units to date.

On the occasion of the charity event **Only Watch 2015** that will take place on November 7th in Geneva, **Vacheron Constantin** renews its support with a unique *Métiers d'Art Mécaniques Ajourées* timepiece.

Bassma, an NGO devoted to empowering destitute families, has come up with an initiative to raise money in order to continue its mission of working on social development and helping the deprived. Bassma designed an 18 carat bracelet that says "smile". The bracelet will be sold for \$120 in different locations and all profits will help the NGO empower families across Lebanon.

Adidas Originals gives the ZX FLUX a wild reptilian treatment for July with the ZX FLUX Snake Pack, with the brand new offerings of the ZX FLUX OG.

In a world of integrated technology, security platforms such as the **Samsung KNOX** have proven to be necessary in bringing enhanced security by protecting the integrity of the entire device.

Flydubai has announced a new agreement with Radixx International that will allow them to take the customer experience to a new high.

2015 is an important year for **Zenith**, the brand with the guiding star, as it celebrates its 150th anniversary, a milestone which provides an ideal occasion on which to take a panoramic look back across its history, the revolutions it has created and the feats it has accomplished.

Nissan rallying ace Emil Kneisser has started his first European campaign in fine style with a podium finish in the grueling Italian **Baja Rally**.

A loyal companion for all manner of human endeavors since its founding, **Zenith** naturally wished to associate with 40 or so other watch brands at **Only Watch**, a charity auction dedicated to the advancement of research on a serious degenerative neuromuscular disease.

Infiniti in the Middle East announced the appointment of **Four Communications** as its new Middle East PR agency, building on the recent appointment of Craig D'Silva to head up its PR and Corporate Communications activities across, the Middle East and Africa.

Bassoul-Heneine SAL, the official **MINI** importer in Lebanon, recently hosted its third edition of the biennial **MINI Ride and Drive** event to show gratitude and give back to **MINI's** loyal customers and this year, the theme of the event was 'MINI Pop-Up Picnic'.

Microsoft officially announced its 2015 Partner of the Year winners and finalists. For Lebanon, **Exquitech**, Microsoft's newest cloud partner and a young born-in-the cloud industry, came out on top.

On the occasion of Ramadan, TSC offered 500 free hot meals in the Ramadan Village which was set up by the **Makhzoumi Foundation** in Verdun, Beirut to welcome the families in need during the holy month.

Dubizzle is now a global company and part of the OLX global recognized network that reaches over 200 million monthly active users and 25 million monthly listings.

The **Manufacture de Haute Horlogerie Piaget** is reiterating its

support for research into Duchenne muscular dystrophy by taking part in **Only Watch** for the sixth consecutive time.

Three High-Impact Entrepreneurs from Lebanon got selected at **Endeavor's** 59th International Selection Panel in Amman earlier last month. Antoine Saab, founder of power storage and management company **Energy 24**, Rima Koteich El Hussein and Rana Koteich Najjar, founders of luxury confectionery and gift company **Blessing**, have now joined **Endeavor Lebanon's** previously-selected entrepreneurs to receive support and mentorship from the organization's 150 mentors and ten partners in Lebanon, in addition to over 2500 mentors from around the world.

Byblos Bank, on the occasion of the holy month of Ramadan, launched its promotion "From Iftar to Suhoor", allowing Byblos Bank's Debit and Credit Cardholders to double their Points/Miles by using their cards in restaurants and coffee shops across Lebanon, between 7:00 PM and 5:00 AM.

The **Coca-Cola Foundation**, in partnership with **INJAZ Al-Arab**, have announced the winners of the sixth edition of the 'Ripples of Happiness' program.

Gulf Air, the national carrier of the Kingdom of Bahrain, hosted an iftar in Beirut in celebration of the spirit of the holy month of Ramadan with key trade partners.

Bassoul Heneine SAL, the world's oldest **BMW Group** importer and official partner in Lebanon, highlights the elegant and versatile features of the **BMW X4** which marries all the hallmarks of an X model family member, with the sporting elegance of a classical coupé.

Under the auspices of His Excellency the Minister of Telecommunications Boutros Harb represented by the Head of the Owner Supervisory Board at the Ministry of Telecommunications, Gilbert Najjar, **Alfa** held its annual Media Iftar in honor of the press and media at the **Movenpick Hotel**.

BBAC announced the opening of its new branch in Hazmieh area, a which move comes as part of the bank's expansion strategy.

In April this year **Hyundai Motor Company** launched a global 'New Thinking' campaign entitled 'A Message to Space', which aimed to connect families and set a world record. The renowned **Cannes Lions** International Festival of Creativity 2015 honored the video as part of its 62nd year of recognizing excellence in brand communications.

On Friday July 3, **Adidas Originals** store located in Saad Zaghloul street in Downtown welcomed this summer's biggest sneaker event: the release of Kanye West's "Yeezy Boost 350" in collaboration with **Adidas**.

The impossibility of exactly repeating an action means that each example of the Radiomir Firenze watch is unique and different. Only 99 examples of this new Special Edition are being made and they are sold exclusively in **Officine Panerai's** historic Florence boutique in Piazza San Giovanni.

According to the tenth annual **Cisco®** Visual Networking Index Forecast 2015, by 2019, there will be nearly 3.9 billion global Internet users (more than 51 percent of the world's population), up from 2.8 billion in 2014.

On the occasion of the holy month of Ramadan, **Société Générale de Banque au Liban** hosted iftars in Tripoli, Tyre and Chitaura, in the presence of many regional and local personalities, including Tarek Chehab, deputy general manager - in charge of the commercial division as well as SGBL's regional and commercial management.

The Millennium Development Goals have produced the most successful anti-poverty movement in history and will serve as the jumping-off point for the new sustainable development agenda to be adopted this year, according to the final MDG report launched by **United Nations** Secretary-General Ban Ki-moon.

TRACCS, the largest home-grown public relations network in the Middle East & North Africa, has been named the "Best Consultancy to Work For" in Continental Europe, Middle East and Africa by **The Holmes Report**, making it the first regional agency to ever win this prestigious accolade.

Starting June 30, 2015, British Airways' flights from Beirut in Lebanon arrive into London Heathrow's award-winning Terminal 5 (T5), the home of **British Airways**, which has been recognized as the world's best terminal for the fourth consecutive year in the **Skytrax** awards.

The sixteenth Argentario Sailing Week and second stage of the 2015 **Panerai Classic Yachts Challenge's Mediterranean Circuit** concluded at Porto Santo Stefano on Sunday, June 21, with victory for Manitou in the Vintage category, Sagittarius in the Classic and Mida in the Spirit of Tradition.

Starwood Hotels & Resorts Worldwide, Inc. announced the opening of **Grand Hills**, a Luxury Collection Hotel & Spa, a sanctuary set amidst exquisite gardens in the picturesque mountain village of Broumana, Lebanon. Owned by **Mouawad Village Broumana SAL.**, Grand Hills marks the entry of **The Luxury Collection** brand into Lebanon.

Jaguar Land Rover has revealed some of the prototype technologies that its UK-based research team are developing to deliver autonomous driving in the future.

ANB Motorcycles was at the center of the hottest and biggest beach party in Lebanon this summer, also known as the Full Moon Party, which was organized by **Maillon The Club at Praia Beach Resort** in Kaslik on Saturday, July 4, 2015.

In conjunction with its commitment to strengthen the Lebanese economy, **BBAC** participated in the launch of the "Authentic Shouf" campaign. The campaign, in collaboration with the Ministry of Tourism and Ministry of Economy and Trade, is a joint initiative by the **Beiteddine Art Festival Committee**, the **Association of Al Shouf Cedar Nature Reserve**, the **Shouf Traders Association** and the **Lebanese Franchise Association**.

During its participation as the distributor of an iconic motorcycle brand at the **Men's World Exhibition, Unicart**, the exclusive dealer of **Honda** in Lebanon and part of the **Tewtel Group** of Companies showcased its range of exciting models bringing more options to an expansive line of motorcycles and scooters.

On the occasion of Bastille Day, and in the framework of consolidating the bilateral bonds and relations between Lebanon and France, a high-level delegation headed by the President of the French Senate, Gérard Larcher, visited the **Lebanese Pavilion** at the **International 2015 Expo Milan Exhibition**.

ICE International Events celebrated the closing ceremony and festivities of the **Jounieh International Festival 2015** with a massive performance by the British singer and songwriter, Jessie J, on July 15, 2015.

After its success in **ABC** Ashrafieh and **BCC** Hazmieh, **P.F. Chang's** opened its doors at Zaitunay Bay on May 13, 2015.

Teach A Child held its annual fundraising dinner on Friday May 29, 2015. All proceeds of this event went to funding the organization's activities: supporting the education of underprivileged Lebanese children.

The fourth edition of the **Lebanon Water Festival** kicked off on July 26, with the International Jet Ski Race at the **Four Stars Resort** in Ghazir Bay.

Waterfront City, the 250,000 m2 master-planned community and the **Real Estate Syndicate of Lebanon** awarded the graduates of the real estate brokerage



course of the Syndicate in collaboration with **AUB – Continuing Education Center**.

In an attempt to offer guests new and authentic menu offerings ahead of the summer season, **Harry's Bar**, unveiled its new menu and introduced New Executive Chef Orazio Ganci, on June 12, 2015.

Novartis announced that the US Food and Drug Administration has approved its medicine LCZ696, for the treatment of heart failure.

The **Lebanon Water Festival** developed a communication plan with **Eurosport** at the request of the **Lebanese Ministry of Tourism**, to promote tourism in Lebanon and the development of its water sports.

Adding to the implicit spirit that has come to characterize the month of Ramadan, and further strengthening ties with the local media, **LG Electronics** invited its media club members to an eventful and entertaining Ramadan Iftar at Indigo on the Roof – **Le Gray** on June 6, 2015.

Alfa, managed by **Orascom Telecom**, has launched the exclusive Alfa 4x4, which offers discounts of up to 68 percent compared to normal tariffs for prepaid lines.

Folic Automotive, a member of

the **Tewtel Group** of Companies and the exclusive dealer of **Ford** and **Lincoln** in Lebanon, sponsored the annual **Heartbeat** Gala Dinner and concert by offering two car models.

The **Lebanese Society of Medical Oncology** and the **ESA Business School** in partnership with **Lilly**, came together to create a one of its kind cooperation, and roll out a professional education program; "Evidence-Based decision making in Healthcare Management".

With a committed cooperation between two big establishments in the public and private sector, the **Dekwaneh Municipality** in collaboration with **Boecker**, the largest provider of Public Health services in the region, launched the audit program on industrial companies.

LG Electronics announced that it has sold its 10 millionth LG TONE™ Series Bluetooth headset globally since launching the series in October of 2010 making it the number one wireless Bluetooth headset brand in the United States in terms of units sold.

LG Electronics introduced its innovative and efficient solar power system at Intersolar Europe in Munich, Germany which ran from June 10-12, 2015.

The **Ministry of Public Health**, in collaboration with **Boecker** held a formal ceremony to set official guidelines for child care as well as managerial and health standards for early childhood care.

As part of the "Alfa 4-Life" CSR Program, **Alfa** held the annual sport event for **Acsauvel** children with special needs, at the Champville Stadium in Deek El Mehdi.

Bank Audi and **Middle East Airlines** have announced the launch of "The Corporate" Cedar Miles card designed for small business owners as well as big corporations' owners and employees who frequently travel for business.

Folic Automotive, the exclusive

dealer of the **Ford** brand in Lebanon, and member of the Tewtel Group of Companies, took an active part at the annual **Lebanese Red Cross** Gala Dinner, being one of the main sponsors of the event.

Ideally located in the heart of the French capital's Golden Triangle, near the Champs-Élysées at 31 Avenue George V, the new **Elie Saab** boutique provides the ideal showcase for the House's creations.

Roche Lebanon employees participated in the 2015 Roche Children's Walk at more than 131 company sites across the world. The funds raised through the event will be used to support children in need.

Yaduna, the Women Heart Health Center, organized its first forum to demand the inclusion of women cardio-vascular prevention culture in the Lebanese health policies.

Vacheron Constantin delights in associating the intrinsic beauty of traditional artistic crafts with the subtle and cleverly mastered mechanics of Time. Two years after its first presentation, the manufacture unveils three new models from its Métiers d'Art Florilège collection.

Qatar First Bank, the first independent Shari'ah compliant bank authorized by the QFC Regulatory Authority, announced the appointment of veteran financial services professional Ziad Makkawi as its Chief Executive Officer with immediate effect.

On Wednesday July 22, 2015, a new concept store, **One Melrose**, opened its doors in Beirut Souk. The store features brands mainly from the United States.

As part of **Hilton** Worldwide's Corporate Social Responsibility and falling in line with our Travel with Purpose program, **Hilton Beirut Metropolitan Palace** and **Hilton Beirut Habtoor Grand** partnered with several non-profit organizations, including the **Lebanese Food Bank and Bassma**, to donate monthly surplus cooked meals and food supplies and offer them to those in need.



GLOBAL PR TRENDS SUMMIT-BEIRUT

8-9 October 2015, Mövenpick Hotel& Resort, Beirut

Register today for **Lebanon's first ever international PR event**
and hear groundbreaking presentations by:



Joyce Baz
Head of Communications, MENA

Google



Andrew Widger
Director, Media Relations, EMEA

Pfizer



Heather Mitchell
Global Head of PR and Social Media

Unilever



Donald Steel
Global Crisis Communications Expert
Former Chief Communications Advisor

BBC



Stuart Halsam
Head of Communications
and CSR, MENA

Deutsche Bank



Alex Malouf
Corporate Communications Manager

P&G

Get your tickets today by visiting www.thepworld.com
or sending an email to register@thepworld.com

ORGANISED BY



SUPPORTED BY



OFFICIAL BUSINESS MAGAZINE

Executive

CONFERENCES

DATE	NAME	ORGANIZERS	CONTACT / E-MAIL	WEBSITE
LEBANON				
27-28 Aug 9-Sep	The Fourth Annual HR Forum in the Arab Banks Cuban Lebanese Economic Forum	Union of Arab Banks Lebanese Cuban Businessmen Association MCE Group	+961 1 377800; uab@uabonline.org +961 1 990187; ceem@thecommercy.com	www.uabonline.org www.thecommercy.com
9-11 Sep	International Beirut Energy Forum	AI Iktissad Wal Aamal Group	+961 9 900110; bef@beirutenergyforum.com	www.beirutenergyforum.com
15-16 Sep	Iraqi Banking Forum	P World	+961 1 780 200; forums@iktissad.com	www.iktissadevents.com
8-9 Oct	Global PR Trends	Advanced Conferences and Meetings	+3892 5 111 350; info@thepworld.com	www.thepworld.com
14-15 Oct	Piling Tech Beirut		+971 4 361 4001; opportunities@acm-events.com	www.pilingtechbeirut.com
DUBAI				
6-Aug 4-Aug	UAE National Talents Acquisition Summit Twelfth GCC Financial Markets and Listed Companies Conference	Datamatix Group Datamatix Group	+971 4 332 6688; info@datamatixgroup.com +971 4 332 6688; info@datamatixgroup.com	www.datamatixgroup.com www.datamatixgroup.com
1-2 Sep 6-9 Sep	Smart Cities Leadership Development and Talent Transformation Middle East	Meed Events IQPC	+971 4818 0200; events@meed.com +971 4 364 2975; info@iqpc.com	www.meed.com www.iqpc.com
16-17 Sep 16-17 Sep 29 Sep - 1 Oct	Fifth GCC Government Future Leaders Conference WeatherTeck GCC Fifth GCC Municipalities and Smart Cities Conference	Datamatix Group IFP Datamatix Group	+971 4 332 6688; info@datamatixgroup.com +961 5 959 111; info@ifpexpo.com +971 4 332 6688; info@datamatixgroup.com	www.datamatixgroup.com www.ifpexpo.com www.datamatixgroup.com
5-6 Oct	Sixth Annual Waste Management Middle East Forum	Fleming Gulf	+971 4 609 1555; info@fleminggulf.com	www.fleminggulf.com
5-7 Oct 11-13 Oct 12-Oct 13-14 Oct	Future Retail 2015 Trade Credit and Risk Insurance Forum Dubai Investment Forum 13th Annual Middle East and Africa Airfinance Conference	Informa Middle East Informa Middle East Datamatix Group Euromoney Conferences	+971 4 336 5161; info-mea@informa.com +971 4 336 5161; info-mea@informa.com +971 4 332 6688; info@datamatixgroup.com +44 20779 8452; freddy.cobbold@euromoneyplc.com	www.informa-mea.com www.informa-mea.com www.datamatixgroup.com www.euromoneyconferences.com
18-22 Oct	Datamatix GITEX Conference for Government Leaders	Datamatix Group	+971 4 332 6688; info@datamatixgroup.com	www.datamatixgroup.com
19-22 Oct 22-Oct	Higher Education MENA Next Generation Television and Broadcasting Technology Conference	Informa Middle East Datamatix Group	+971 4 336 5161; info-mea@informa.com +971 4 332 6688; info@datamatixgroup.com	www.informa-mea.com www.datamatixgroup.com
25-29 Oct 26-29 Oct 28-Oct	Procurement Week MENA Rotat 2015 Gulf Capital SME Awards 2015	Informa Middle East Informa Middle East Meed Events	+971 4 336 5161; info-mea@informa.com +971 4 336 5161; info-mea@informa.com +971 4818 0200; events@meed.com	www.informa-mea.com www.informa-mea.com www.meed.com
ABU DHABI				
31 Aug - 2 Sep 6-8 Sep 12-Oct	Fourth Annual Corrosion Management Summit GIS Forum MENA Abu Dhabi Energy, Industry and Infrastructure Conference	Fleming Gulf IQPC Meed Events	+971 4 609 1555; info@fleminggulf.com +971 4 364 2975; info@iqpc.com +971 4818 0200; events@meed.com	www.fleminggulf.com www.iqpc.com www.meed.com
12-14 Oct	Eighth Edition MENA HR Summit	Fleming Gulf	+971 4 609 1555; info@fleminggulf.com	www.fleminggulf.com
QATAR				
7-8 Sep	Second Annual Future Interiors	Advanced Conferences and Meetings	+971 4 361 4001; opportunities@acm-events.com	www.acm-events.com
7-9 Sep 14-16 Sep 5-6 Oct 19-20 Oct 26-27 Oct	ITS and Road Safety Forum Qatar Transport Conference 2015 Fifth global Refining Technology Forum Qatar Contractors Forum and Awards Future Landscape and Public Realm Qatar	IQPC Meed Events Fleming Gulf IQPC IFP	+971 4 364 2975; info@iqpc.com +971 4818 0200; events@meed.com +971 4 609 1555; info@fleminggulf.com +971 4 364 2975; info@iqpc.com +961 5 959 111; info@ifpexpo.com	www.iqpc.com www.meed.com www.fleminggulf.com www.iqpc.com www.ifpexpo.com
SAUDI ARABIA				
10-Sep 12-13 Oct 13-14 Oct	Invest in Egypt 2015 District Cooling Arabia Mechanisms for Drying up the Sources of Terrorism Financing Forum	Meed Events Fleming Gulf Union of Arab Banks	+971 4818 0200; events@meed.com +971 4 609 1555; info@fleminggulf.com +961 1 377800; uab@uabonline.org	www.meed.com www.fleminggulf.com www.uabonline.org
27-29 Oct	Saudi Mining and Minerals 2015 Symposium	Meed Events	+971 4818 0200; events@meed.com	www.meed.com
OMAN				
13-15 Sep 26-29 Oct	Bridges and Highways Oman 2015 CSR Oman	IQPC Informa Middle East	+971 4 364 2975; info@iqpc.com +971 4 336 5161; info-mea@informa.com	www.iqpc.com www.informa-mea.com
BAHRAIN				
27-28 Oct	The Social Responsibility in Arab Banks Forum	Union of Arab Banks	+961 1 377800; uab@uabonline.org	www.uabonline.org
EGYPT				
8-10 Sep 27-28 Oct	Egypt Cyber Security Summit Solar Projects Egypt	IQPC Advanced Conferences and Meetings	+971 4 364 2975; info@iqpc.com +971 4 361 4001; opportunities@acm-events.com	www.iqpc.com www.pilingtechbeirut.com
JORDAN				
26-27 Aug 6-8 Oct	The Small and Medium Enterprises Forum Fourth Edition Middle East Homeland Security Summit	Union of Arab Banks Fleming Gulf	+961 1 377800; uab@uabonline.org +971 4 609 1555; info@fleminggulf.com	www.uabonline.org www.fleminggulf.com
KUWAIT				
23-25 Nov	Kuwait Projects 2015	Meed Events	+971 4818 0200; events@meed.com	www.meed.com

NEW INTERIOR



RESTAURANT BAR

Mar Maroun st. Saifi

CENTRALE

RESERVATIONS: 03 915 925 / 01 57 58 58



EXHIBITIONS

DATE	NAME	ORGANIZERS	CONTACT / E-MAIL	WEBSITE
LEBANON				
8-10 Sep	Middle East Security Show	Strategic and Security Services	+961 1 974 530; contact@smesbeirut.com	www.smesbeirut.com
23-26 Sep	Dream 2015	Promofair	+961 1 561600; info@promofair.com.lb	www.promofair.com.lb
28-30 Sep	Beirut International Property Fair	Promoteam	+961 1 339050; sm@promoteam-ltd.com	www.promoteam-ltd.com
DUBAI				
8-10 Sep	Cityscape Global	Informa Middle East	+971 4 336 5161; info-mea@informa.com	www.informa-mea.com
14-16 Sep	Materials Handling Middle East	EPOC Messe Frankfurt	+971 4 389 4500; info@epocmessefrankfurt.com	www.epocmessefrankfurt.com
14-16 Sep	Paper Arabia 2015	Al Fajer Information & Services	+971 4 340 6888; alfajer@emirates.net.ae	www.alfajer.net
14-15 Sep	Telecoms Worlds Middle East	Terrapinn Middle East	+971 14440 2500; enquiry.me@terrapinn.com	www.terrapinn.com
15-16 Sep	The Training and Development Show Middle East 2015	Terrapinn Middle East	+971 14440 2500; enquiry.me@terrapinn.com	www.terrapinn.com
15-16 Sep	The Digital Education Show Middle East	Terrapinn Middle East	+971 14440 2500; enquiry.me@terrapinn.com	www.terrapinn.com
5-6 Oct	Smart Parking UAE	IFP	+961 5 959 111; info@ifpexpo.com	www.ifpexpo.com
5-7 Oct	Future Retail 2015	Informa Middle East	+971 4 336 5161; info-mea@informa.com	www.informa-mea.com
6-7 Oct	The MENA Mining Show	Terrapinn Middle East	+971 14440 2500; enquiry.me@terrapinn.com	www.terrapinn.com
6-8 Oct	Light Middle East	EPOC Messe Frankfurt	+971 4 389 4500; info@epocmessefrankfurt.com	www.epocmessefrankfurt.com
25-26 Oct	The Aviation Festival Middle East 2015	Terrapinn Middle East	+971 14440 2500; enquiry.me@terrapinn.com	www.terrapinn.com
26-29 Oct	ROTATE 2015	Informa Middle East	+971 4 336 5161; info-mea@informa.com	www.informa-mea.com
ABU DHABI				
19-22 Oct	Higher Education	Informa Middle East	+971 4 336 5161; info-mea@informa.com	www.informa-mea.com
27-29 Oct	NAJAH	Informa Middle East	+971 4 336 5161; info-mea@informa.com	www.informa-mea.com
SAUDI ARABIA				
11-14 Oct	Saudi Agriculture	REC	+966 1 454 1448; info@recexpo.com	www.recexpo.com
18-20 Oct	Saudi HORECA	Hospitality Services	+961 1 480081; info@hospitalityservices.com.lb	www.hospitalityservices.com.lb
26-29 Oct	Saudi Build	REC	+966 1 454 1448; info@recexpo.com	www.recexpo.com
EGYPT				
16-19 Sep	Cityscape Egypt	Informa Middle East	+971 4 336 5161; info-mea@informa.com	www.informa-mea.com
QATAR				
7-8 Sep	Future interior Qatar	IFP	+961 5 959 111; info@ifpexpo.com	www.ifpexpo.com
25-26 Oct	Gulf Economic Forum	Exicon	+961 1 821 421; info@exicon-specialist.com	www.exicon-specialist.com
26-27 Oct	Future Landscape and Public Realm Qatar	IFP	+961 5 959 111; info@ifpexpo.com	www.ifpexpo.com
IRAQ				
5-8 Oct	Project Iraq	IFP	+961 5 959 111; info@ifpexpo.com	www.ifpexpo.com
BAHRAIN				
15-17 Sep	Middle East Process and Engineering Conference and Exhibition	Middle East Energy Events	+973 17558800; alexis@mee-events.com	www.meepec.org
KUWAIT				
14-16 Sep	The Big 5 Kuwait International Fair	DMG Events	+971 4 4380355; dmgdubai@dmgeventsme.com	www.dmgeventsme.com
5-10 Oct	Kuwait International Property Show	Top Expo Group	+965 25747360; info@topexpo.com	www.topexpo.com
OMAN				
7-9 Sep	Food and Hospitality Show	Oman Expo	+968 246 60124; info@omanexpo.com	www.omanexpo.com



> **Iran**

Lebanon's doppelgänger

The opening of Iran could be Lebanon's ticket to startup success

Imagine a country with a mix of ancient and modern cultures and religions, and 6000 years of history. Imagine a country where women and men are equally educated, and where technology and innovation combine.

Imagine a country with some of the highest Human Development Indicators (HDI) in the region but with a labor potential that remains untapped, and a stifling brain drain.

Imagine a country where the diaspora is a vast, successful, powerful pillar of its economy and its fledgling startup ecosystem struggled for years until a critical event resulted in overnight capital abundance.

To every Lebanese, in Lebanon and its diaspora, this country is Lebanon.

To me, this is also Iran, Lebanon's doppelgänger - not in all things for sure, but in entrepreneurship.

Lebanon's startup ecosystem was born around 2010, with 2 Venture Capital (VC) funds, an accelerator, a tech conference, a startup weekend, and an angel network. For 4 years, the country struggled to attract direct foreign investment for its startup ecosystem, as the sovereign risk was considered far too high for venture capital. Then in 2013, Lebanon's central bank intervened to stimulate the knowledge economy with BDL Circular 331. Overnight, over \$400 million were made available to startups, VCs, and accelerators. Today, Lebanon's startup ecosystem has transformed into the leading ecosystem in the Arab World, with a few international exits, over \$250 million in 7 VC funds, 3 accelerators, 3 angel networks, 2 tech conferences, 1 international startup conference, well-funded support institutions, and hundreds of entrepreneurs.

Meanwhile, Iran's fledgling startup scene has grown, despite sanctions, and been incrementally shaped by a few key stakeholders, including Avatech and Sarava, Iran's first accelerator and VC fund respectively. Support institutions have been driving the entrepreneurial culture, particularly through local versions of international events such as Startup Weekend and FailCon. Avatech runs a six-month extended acceleration cycle, with 10 startups completing in each cycle. With just over 100 startups operating in the country, the community has tentatively come together despite the global circumstances. So far, it has operated without access to international markets and foreign investment. If these barriers were removed, the startup system could blossom in a country which has more than enough potential. Half of Iran's population of over 80 million is under 30, with a high regional literacy rate. More than two thirds of Iranian homes have broadband access and mobile penetration is enormous, with a rate of 1.3 mobile connections per citizen. With these levels of connectivity, education and aptitude, Iran is an incredibly viable consumer market, particularly for startups.

The startup scene in both countries has evolved despite challenges. Government initiatives in Iran and Lebanon have been put in place to stimulate digital sectors. Iran set aside \$1 billion for an innovation fund for entrepreneurs, and is upgrading its infrastructure to accommodate the wave of growth. The Lebanese Ministry of Telecommunications has pledged to deliver Fiber-to-the-Home within the next couple of years. The two countries therefore not only share similar socio-economic and geopolitical challenges, but also the determination to overcome such problems in an innovative way.

After years of negotiations, world powers reached a deal with Iran on limiting nuclear activity in return for the lifting of sanctions. The future relief and, hopefully, removal of these presents a golden opportunity for Lebanon. Beirut is the bridge between Iran and the world, and in turn Iran is the untapped market that Lebanon can reach. Entering the GCC and European markets incurs large travel and legal costs for Lebanese companies, but a lack of visa restrictions between Iran and Lebanon facilitate easy working conditions with potentially fewer expenses. Although Eastern Europe has come to be a significant talent resource for Lebanon, it is culturally too different to be a natural extension. Turkey also has proven to be a good destination, but due to its strong homegrown economy, doing business there is highly competitive and there are clear signs of a slowing economy. Iran, on the other hand, has both the cultural and geographical proximity which would benefit Lebanon.

Today, a shared common language isn't a key requirement for economies to achieve top growth in their interaction. The primary driver of mutual economic benefits is knowledge industries, which require limited upfront capital investment. Code and design are the new common 'languages' found in those industries, and they transcend borders and cultures seamlessly. With both coders and designers abundant in Iran and Lebanon, it seems that a common language has been found between the two countries.

Lebanon can provide the knowledge industry investment Iran needs, and together the countries can produce ventures which are no copycats of powerhouses, but instead are globally competitive based solely on their own merits. In terms of entrepreneurship, Lebanon's future lies with its doppelgänger. 

SAMER KARAM is founder and chairman of Startup Megaphone



Mulberry Place
Bolton, Greater Manchester, UK



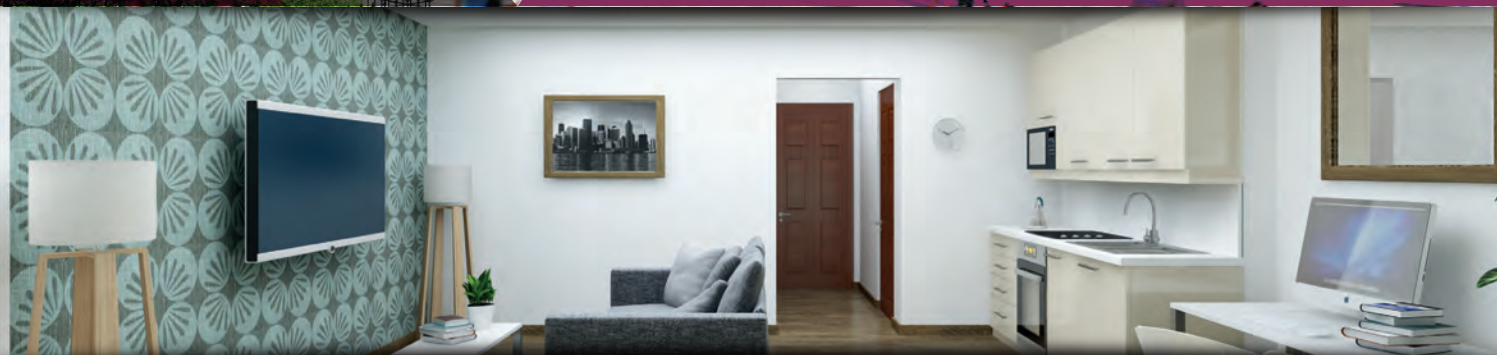
HMG
PROPERTIES
THE WORLD IS YOURS...



THE IDEAL
OPPORTUNITY

Starting Only
83,200 USD

9% Guaranteed Net Returns for **3** Years



- World-class furnished luxury apartments with fully equipped kitchens.
- Perfectly situated in the vibrant city of Bolton.

Minutes Away From The
Largest Media City
In Europe



OUR OFFICES USA | UNITED KINGDOM | SPAIN | PHILIPPINES | UAE | KUWAIT | BAHRAIN | EGYPT | LEBANON | JORDAN

Call Center

+961 1 791 666

Office: +961 1 866280/1

For more projects www.hmgproperties.com

Al Nakhle Bldg. 1st floor, Snoubra Street
Verdun. P.O.Box 13-5693 Beirut, Lebanon



NATIONAL
ASSOCIATION
OF
REALTORS®



info@hmgrealestate.net - Trade License No 1017804

IWC. ENGINEERED FOR MEN.



—— **Portugieser Annual Calendar. Ref. 5035:**

It took Portugal's ocean-going heroes centuries to become legends; IWC's Portugieser took just 75 years. For it is that long since the appearance of the first IWC Portugieser with a pocket watch movement marked the beginning of a new legendary era. And that revolutionary step forward is still mirrored today in the IWC-manufactured 52850 calibre. The fact that innovative new technology no longer needs an eternity to achieve leg-

endary status can be seen in the annual calendar, where the month, date and day can be read off at a glance.

IWC. ENGINEERED FOR MEN.

Mechanical movement, Pellaton automatic winding, IWC-manufactured 52850 calibre, 7-day power reserve, Power reserve display, Annual calendar with displays for the month, date and day, Sapphire glass, See-through sapphire-glass back, Water-resistant 3 bar, Diameter 44.2 mm

 **ATAMIAN**

IWC Boutique, Beirut Souks-Downtown, ext: 212
ABC Dbayeh, ext: 201 / ABC Ashrafieh, ext: 205
Beirut, Dora Highway, Tel: 01 25 66 55

IWC Schaffhausen, Switzerland. www.iwc.com

IWC
SCHAFFHAUSEN