

For Six Month Period Ending May 31, 2010  
(Insert date)

**I - REGISTRANT**

1. (a) Name of Registrant: Hill & Knowlton, Inc.  
(b) Registration No.: 3301

(c) Business Address(es) of Registrant  
607 14th Street, NW Suite 300  
Washington, D.C. 20005

2. Has there been a change in the information previously furnished in connection with the following:

(a) If an individual:  
(1) Residence address(es) Yes  No   
(2) Citizenship Yes  No   
(3) Occupation Yes  No

(b) If an organization:  
(1) Name Yes  No   
(2) Ownership or control Yes  No   
(3) Branch offices Yes  No

(c) Explain fully all changes, if any, indicated in items (a) and (b) above.

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IF THE REGISTRANT IS AN INDIVIDUAL, OMIT RESPONSE TO ITEMS 3, 4 AND 5(a).

3. If you have previously filed Exhibit C<sup>1</sup>, state whether any changes therein have occurred during this 6 month reporting period.

Yes  No

If yes, have you filed an amendment to the Exhibit C? Yes  No

If no, please attach the required amendment.

<sup>1</sup> The Exhibit C, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, and by laws of a registrant that is an organization. (A waiver of the requirement to file an Exhibit C may be obtained for good cause upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530.)

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4. (a) Have any persons ceased acting as partners, officers, directors or similar officials of the registrant during this 6 month reporting period? Yes  No

If yes, furnish the following information:

Name	Position	Date connection ended
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See attachment I (4-a)

(b) Have any persons become partners, officers, directors or similar officials during this 6 month reporting period? Yes  No

If yes, furnish the following information:

Name	Residence address	Citizenship	Position	Date assumed
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See attachment I (4-b)

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5. (a) Has any person named in item 4(b) rendered services directly in furtherance of the interests of any foreign principal? Yes  No

If yes, identify each such person and describe his service.

(b) Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period? Yes  No

If yes, furnish the following information:

Name	Position or connection	Date terminated
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See attachment I (5-b)

(c) During this 6 month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity? Yes  No

If yes, furnish the following information:

Name	Residence address	Citizenship	Position	Date assumed
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6. Have short form registration statements been filed by all of the persons named in Items 5(a) and 5(c) of the supplemental statement? Yes  No

If no, list names of persons who have not filed the required statement.

Not applicable.

**II - FOREIGN PRINCIPAL**

7. Has your connection with any foreign principal ended during this 6 month reporting period?

Yes  No

If yes, furnish the following information:

Name of foreign principal	Date of termination
Qatar Financial Centre Authority (through Hill & Knowlton Qatar LLC)	December 6, 2009
twofour54 FZ-LLC (through Gulf Hill & Knowlton)	December 31, 2009
Abu Dhabi Future Energy Company (Masdar) (through Gulf Hill & Knowlton WLL)	March 21, 2010

8. Have you acquired any new foreign principal<sup>2</sup> during this 6 month reporting period?

Yes  No

If yes, furnish the following information:

Name and address of foreign principal	Date acquired
Abu Dhabi Future Energy Company (Masdar) (through Gulf Hill & Knowlton WLL)	December 2009

9. In addition to those named in Items 7 and 8, if any, list foreign principals<sup>2</sup> whom you continued to represent during the 6 month reporting period.

Association of Dutch Insurers (Verbond van verzekeraars)  
Special Court for Sierra Leone  
The Information Technology Industry Development Agency, ITIDA (through Hill & Knowlton, London)

10. **EXHIBITS A AND B**

(a) Have you filed for each of the newly acquired foreign principals in Item 8 the following:

Exhibit A <sup>3</sup>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Exhibit B <sup>4</sup>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

If no, please attach the required exhibit.

(b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during the 6 month period? Yes  No

If yes, have you filed an amendment to these exhibits? Yes  No

If no, please attach the required amendment.

<sup>2</sup> The term "foreign principal" includes, in addition to those defined in Section 1(b) of the Act, an individual organization any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual. (See Rule 100(a)(9).) A registrant who represents more than one foreign principal is required to list in the statements he files under the Act only those principals for whom he is not entitled to claim exemption under Section 3 of the Act. (See Rule 208.)

<sup>3</sup> The Exhibit A, which is filed on Form NSD-3 (Formerly CRM-157), sets forth the information required to be disclosed concerning each foreign principal.

<sup>4</sup> The Exhibit B, which is filed on Form NSD-4 (Formerly CRM-155), sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

### III - ACTIVITIES

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11. During this 6 month reporting period, have you engaged in any activities for or rendered any services to any foreign principal named in Items 7, 8, and 9 of this statement?      Yes       No

If yes, identify each such foreign principal and describe in full detail your activities and services:  
See attachment III (11)

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12. During this 6 month reporting period, have you on behalf of any foreign principal engaged in political activity<sup>5</sup> as defined below?  
Yes       No

If yes, identify each such foreign principal and describe in full detail all such political activity, indicating, among other things, the relations, interests and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored or delivered speeches, lectures or radio and TV broadcasts, give details as to dates and places of delivery, names of speakers and subject matter.

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13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits any or all of your foreign principals?      Yes       No

If yes, describe fully.

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<sup>5</sup> The term "political activities" means any activity that the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

IV - FINANCIAL INFORMATION

14. (a) RECEIPTS - MONIES

During this 6 month reporting period, have you received from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income or money either as compensation or otherwise? Yes [X] No [ ]

If no, explain why.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies<sup>6</sup>.

Date From whom Purpose Amount

See attachment IV (14a)

Total

(b) RECEIPTS - FUND RAISING CAMPAIGN

During this 6 month reporting period, have you received, as part of a fund raising campaign<sup>7</sup>, any money on behalf of any foreign principal named in items 7, 8, or 9 of this statement? Yes [ ] No [X]

If yes, have you filed an Exhibit D<sup>8</sup> to your registration? Yes [ ] No [ ]

If yes, indicate the date the Exhibit D was filed. Date \_\_\_\_\_

(c) RECEIPTS - THINGS OF VALUE

During this 6 month reporting period, have you received any thing of value<sup>9</sup> other than money from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal? Yes [ ] No [X]

If yes, furnish the following information:

Name of foreign principal Date received Description of thing of value Purpose

6-7 A registrant is required to file an Exhibit D if he collects or receives contributions, loans, money, or other things of value for a foreign principal, as part of a fund raising campaign. (See Rule 201(e).)

8 An Exhibit D, for which no printed form is provided, sets forth an account of money collected or received as a result of a fund raising campaign and transmitted for a foreign principal.

9 Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks," and the like.

15. (a) **DISBURSEMENTS – MONIES**

During this 6 month reporting period, have you

(1) disbursed or expended monies in connection with activity on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes  No

(2) transmitted monies to any such foreign principal? Yes  No

If no, explain in full detail why there were no disbursements made on behalf of any foreign principal.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies, including monies transmitted, if any, to each foreign principal.

Date	To whom	Purpose	Amount
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See attachment IV(15-a)

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Total

**(b) DISBURSEMENTS – THINGS OF VALUE**

During this 6 month reporting period, have you disposed of anything of value<sup>10</sup> other than money in furtherance of or in connection with activities on behalf of any foreign principal named in Items 7, 8, or 9 of this statement?

Yes  No

If yes, furnish the following information:

Date disposed	Name of person to whom given	On behalf of what foreign principal	Description of thing of value	Purpose
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**(c) DISBURSEMENTS – POLITICAL CONTRIBUTIONS**

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or other things of value<sup>11</sup> in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Yes  No

If yes, furnish the following information:

Date	Amount or thing of value	Name of political organization	Name of candidate
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<sup>10, 11</sup> Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks" and the like.

V - INFORMATIONAL MATERIALS

16. During this 6 month reporting period, did you prepare, disseminate or cause to be disseminated any informational materials<sup>12</sup>?  
Yes  No

IF YES, RESPOND TO THE REMAINING ITEMS IN SECTION V.

17. Identify each such foreign principal.

- twofour54 FZ-LLC (through Gulf Hill & Knowlton)
- Abu Dhabi Future Energy Company (Masdar)(through Gulf Hill & Knowlton WLL)
- The Information Technology Industry Development Agency, ITIDA (through Hill & Knowlton, London)

18. During this 6 month reporting period, has any foreign principal established a budget or allocated a specified sum of money to finance your activities in preparing or disseminating informational materials? Yes  No

If yes, identify each such foreign principal, specify amount, and indicate for what period of time.

19. During this 6 month reporting period, did your activities in preparing, disseminating or causing the dissemination of informational materials include the use of any of the following:

- Radio or TV broadcasts
- Magazine or newspaper articles
- Motion picture films
- Letters or telegrams
- Advertising campaigns
- Press releases
- Pamphlets or other publications
- Lectures or speeches
- Internet
- Other (specify) email

20. During this 6 month reporting period, did you disseminate or cause to be disseminated informational materials among any of the following groups:

- Public officials
- Newspapers
- Libraries
- Legislators
- Editors
- Educational institutions
- Government agencies
- Civic groups or associations
- Nationality groups
- Other (specify) trade publications, journalists

21. What language was used in the informational materials:

- English
- Other (specify) \_\_\_\_\_

22. Did you file with the Registration Unit, U.S. Department of Justice a copy of each item of such informational materials disseminated or caused to be disseminated during this 6 month reporting period? Yes  No

Filed as part of this supplemental statement

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act? Yes  No

See item #22 above

12 The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

**VI - EXECUTION**

In accordance with 28 U.S.C. §1746, the undersigned swear(s) or affirm(s) under penalty of perjury that he/she has (they have) read the information set forth in this registration statement and the attached exhibits and that he/she is (they are) familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her (their) knowledge and belief, except that the undersigned make(s) no representation as to the truth or accuracy of the information contained in the attached Short Form Registration Statement(s), if any, insofar as such information is not within his/her (their) personal knowledge.

(Date of signature )

(Type or print name under each signature<sup>13</sup>)

08.13.10

  
LISA SCHUYLER

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<sup>13</sup> This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.





U.S. Department of Justice

National Security Division

Washington, DC 20530

THIS FORM IS TO BE AN OFFICIAL ATTACHMENT TO YOUR CURRENT SUPPLEMENTAL STATEMENT - PLEASE EXECUTE IN TRIPLICATE

SHORT-FORM REGISTRATION INFORMATION SHEET

SECTION A

The Department records list active short-form registration statements for the following persons of your organization filed on the date indicated by each name. If a person is not still functioning in the same capacity directly on behalf of the foreign principal, please show the date of termination.

**Short Form List for Registrant: Hill & Knowlton, Inc.**

Last Name	First Name and Other Names	Registration Date	Termination Date	Role
Cox	James O. III	3/13/2002	9/30/2009	
Mankiewicz	Frank	7/18/1983		
Wallace	Bronwyn	6/10/2004		
Goldberg	Judy	1/31/2007		
Boettrich	Katherine	5/30/2007		
Etchison	Debbie	5/30/2007	7/26/2009	
Buchanan	Sheila	8/9/2007	9/30/2009	
Poulos	Peter A.	8/9/2007	12/6/2009	
Williams	Amanda	6/30/2008	12/6/2009	
Pettit	Noble Gregory	6/30/2008	12/6/2009	
Ames	Alexandra K.	12/23/2008	5/7/2010	
Derman	Mitchell	12/23/2008	3/5/2010	
Friar	Sarah	12/23/2008		
Griffin	Megan	12/23/2008	1/16/2010	
Silva	Abraham	12/23/2008	9/30/2009	
Wood	Erin	12/23/2008		
Lamb	Austin	12/23/2008	12/31/2008	
Mangum	Jeff	12/23/2008	9/30/2009	
Schwartz	Stacy	7/31/2009	12/31/2009	
Yaya	Natashia	7/31/2009	4/30/2010	
Godoua	Caitlin	7/31/2009	12/31/2009	
Edel	Stephanie	7/31/2009	12/6/2009	
Wilson	Andrew	7/31/2009	10/18/2009	
Williamson	Sarah	7/31/2009		
Cuneo	Andrew	7/31/2009		
Newton	Kimberly Kelly	7/31/2009		
Anderson	Jessica	7/31/2009	12/6/2009	
Kehs	Michael	7/31/2009	12/21/2008	
Mercer	Amirah	1/29/2010		
Kontalipos	Helen	1/29/2010		
Neal	Terry M.	1/29/2010		
Hoffman	Jennifer	1/29/2010		
Truskey	Vanessa L.	1/29/2010		

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**Additional Registrants to be included:**

Nelson	Deborah	8/9/2007
Crane	Emily	8/9/2007
Husemann	Claudia	5/14/2010
Zinkowski	Charles	5/14/2010
Kaiser	Christina	5/14/2010
Andersen	Jay	5/14/2010
Sharma	Anisha	5/14/2010
Rosen	Emily	7/15/2010
Reynolds	Josh	7/15/2010
Busbee	Ruth	7/15/2010
Durand	Judi	7/15/2010
Biance	Kristen	8/12/2010



U.S. Department of Justice

National Security Division

Washington, DC 20530

SECTION B

In addition to those persons listed in Section A, list below all current employees rendering services directly on behalf of the foreign principals(s) who have not filed short-form registration statements. (Do not list clerks, secretaries, typists or employees in a similar or related capacity). If there is some question as to whether an employee has an obligation to file a short-form, please address a letter to the Registration Unit describing the activities and connection with the foreign principal.

Name	Function	Date Hired
	N/A	

Signature: *[Handwritten Signature]*

Date: 08.13.10

Title: CHIEF OPERATING OFFICER

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Attachment I (4-a)

NAME	POSITION	DATE CONNECTION ENDED
Imbres, Peter H.	Senior Vice President	12/07/2009
Olsson, Erin	Senior Vice President	02/02/2010
Derman, Mitchell B.	Vice President	03/04/2010
Smith, Molly R.	Senior Vice President	03/12/2010
Trigonoplos, Darren S.	Senior Vice President	03/31/2010
Adams, Vickee J.	Senior Vice President	04/02/2010
Wilson Syrek, Kristen	Vice President	04/15/2010
Holmes, Charles M.	Vice President	04/15/2010
Champlain, Susan W.	Vice President	05/21/2010
Gemignani, Robert E.	Chief Talent Officer	05/24/2010

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## Attachment I (4-b)

NAME	RESIDENCE ADDRESS	CITIZENSHIP	POSITION	DATE ASSUMED
Griffin, William J.	436 Jefferson Avenue, Glencoe, IL 60022	US	Senior Vice President	1/1/2010
Fannin, Rebecca A.	293 Gundry Drive, Falls Church, VA 22046	US	Vice President	1/19/2010
Thiele, Susan L.	531 Park Avenue, #1, Hoboken, NJ 07030	US	Senior Vice President	2/1/2010
Nelson, William M.	1155 N. La Cienega Blvd, #611, West Hollywood, CA 90069	US	Senior Vice President	2/1/2010
Slevin, Patrick J.	825 Rainey Run, Monticello, FL 32344	US	Senior Vice President	2/22/2010
Northrup, Elizabeth E.	5235 Elliott Road, Bethesda, MD 20816	US	Senior Vice President	4/15/2010
Trounson, Benjamin N.	223 Milligan Road, West Babylon, NY 11704	US	Senior Vice President	4/19/2010
McIntyre, Daniel J.	5 Orchard Lane, Katonah, NY 10536	US	Worldwide HCPL SVP	5/17/2010
Glass, Eric M.	217 Willard North, San Francisco, CA 94118	US	Vice President	1/1/2010

Attachment I (5-b)

<b>NAME</b>	<b>POSITION</b>	<b>DATE TERMINATED</b>
Ames, Alexandra	Account Executive	05/07/2010
Jaya, Natashia	Assistant Account Executive	04/30/2010
Derman, Mitchell	Vice President	03/05/2010
Griffin, Megan	Account Executive	01/16/2010
Kumaraswamy, Ramya	Account Supervisor	03/28/2010
Cunningham, Porlan	Account Executive	4/10/2010

**Attachment III (11)**

Association of Dutch Insurers (Verbond van Verzekeraars)

Reported on and analyzed news coverage.

Special Court for Sierra Leone

Provide counsel and public relations services including to raise awareness and support for the Special Court for Sierra Leone.

twofour54 FZ-LLC (through Gulf Hill & Knowlton)

Provide public relations counsel and media management and monitoring, including for international media launch event, to promote Abu Dhabi's media content zone as an emerging and critical center for media production and content.

Abu Dhabi Future Energy Company (Masdar) (through Gulf Hill & Knowlton WLL)

Provided public relations counsel and assistance to promote the World Future Energy Summit and to promote the role of the Abu Dhabi Future Energy Company (Masdar) in the area of renewable energy and clean technology solutions.

The Information Technology Industry Development Agency, ITIDA (through Hill & Knowlton, London)

Provide public relations counsel and assistance to promote Egypt's information and communications technology industry and Egypt as an outsourcing location.

Qatar Financial Center (through Hill & Knowlton, Qatar LLC)

Provide public relations counsel and assistance to create awareness among the U.S. media of business and financial opportunities in Qatar.

Attachment IV (14-a)

CLIENT	AMOUNT
Association of Dutch Insurers (Verbond van Verzekeraars):	\$ 4,200.00
Special Court for Sierra Leone	\$ 25,690.63
twofour54 FZ-LLC (through Gulf Hill & Knowlton)	\$ 18,437.00
The Information Technology Industry Development Agency, ITIDA (through Hill & Knowlton, London)	\$ 105,219.00
Qatar Financial Center (through Hill & Knowlton, Qatar LLC)	\$ 84,500.00
<b>TOTAL</b>	<b>\$ 238,046.63</b>

Attachment IV (15-a)

Description	Abu Dhabi Future Energy Company (Masdar) (through Gulf Hill & Knowlton WLL)	The Information Technology Industry Development Agency, ITIDA (through Hill & Knowlton, London)	Special Court for Sierra Leone
Subscriptions & Reference Books			23.95
Newswire		3,747.75	
Phone		2.67	
Office Service Fee	124.50	4,295.70	
Travel		88.23	15.00

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# **Informational materials**

## twofour54 Pillars

twofour54 is an integrated, state-of-the-art environment that supports and inspires content creators to flourish in the Middle East and North Africa.

twofour54's vision is to establish a community for Arabic content creation in the media and entertainment sector; a regional centre of excellence which is internationally renowned. The aim is to stimulate creative and professional partnerships in the film, broadcast, digital, TV, gaming, publishing and music industries.

twofour54 has three key pillars: twofour54 tadreeb (the training academy), twofour54 ibtikar (innovation and support) and twofour54 intaj (state-of-the-art production facilities) supported by business enabler twofour54 tawasol (one-stop-shop).

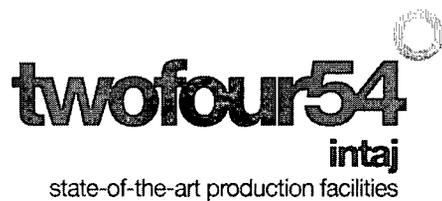


the training academy

**twofour54 tadreeb** –tadreeb is the region's premier vocational training academy, inviting media and entertainment professionals and graduates to gain and develop skills across a comprehensive range of media disciplines. twofour54 tadreeb is a dynamic partnership between twofour54 and global media players, the BBC, Thomson Foundation and Thomson Reuters Foundation, to offer world-class courses led by highly experienced instructors. All the academy's offerings are outcome-driven, practically focused training programmes.



**twofour54 ibtikar** – ibtikar provides media and entertainment industry funding and support for start up and early stage businesses and individuals with creative ideas and a passion for success. twofour54 ibtikar offers two sources of funding: *ventures* for entrepreneurs and businesses that need start-up, early stage or growth capital, business development and operational support; and *creative lab* grants for talent that would benefit from seed funding, development guidance and planning to get a great idea off the ground. Our core focus is on backing Arabic content for the region, across all areas of the media and entertainment industry including online, print, mobile, television, gaming and events.



**twofour54 intaj** –intaj supplies state-of-the-art production and post-production facilities, media asset management, broadcast and technical support services to its partners. This includes five high-definition studios fully equipped with the latest technologies, the region's first media asset management services, as well as a highly experienced pool of dedicated operations and engineering professionals.



**twofour54 tawasol** – tawasol provides holistic support services through its Shared Services and Property Management departments. Together, they form a one-stop-shop facilitating the relocation and establishment of content organisations in twofour54.

## Corporate Backgrounder

twofour54 is an Abu Dhabi government initiative and an integral part of its 2030 plan, which seeks to diversify the Emirate's economy and establish the Emirate as the cultural capital of the Middle East.

twofour54's vision is to establish a sustainable Arabic media and entertainment content creation industry in Abu Dhabi; a regional centre of excellence which is internationally renowned. The aim is to stimulate creative and professional partnerships in the film, broadcast, digital, TV, gaming, publishing and music industries.

The company provides a collaborative and supportive ecosystem that will allow the establishment of a world-class media industry for the Middle East and North Africa (MENA) region. The focus is on developing Arabic media and entertainment content by Arabs and for the Arab audience.

twofour54 delivers its advanced cohesive infrastructure through three key pillars: twofour54 tadreeb (the training academy), twofour54 ibtikar (innovation and support) and twofour54 intaj (state-of-the-art production facilities) supported by business enabler twofour4 tawasol (one-stop-shop).

twofour54 has already attracted several of the region and world's largest and most influential content creation companies, including CNN, BBC, Thomson Foundation, Random House, Harper Collins, Rotana Studios, Financial Times, Abu Dhabi Media Company, imagenation, Comedy Arabia, C Sky Pictures, Thomson Reuters Foundation, Flash, PyraMedia, Getmo Arabia, Experience Media Studios and Baynounah Media Company.

Each of these partners has recognised the vast opportunity that the Arab world represents for growth and has committed significant investment and resources to business initiatives that will be led out of twofour54.

The name twofour54 is taken from Abu Dhabi's geographical coordinates, which are latitude 24 north, longitude 54 east. This name was chosen to symbolise Abu Dhabi's strategic position within the Middle East, which makes it the ideal location for the centre of excellence for content creation in the Arab region.

-Ends-

**SUBJECT LINE: YOU'RE INVITED: World Future Energy Summit, Jan. 18-21, Abu Dhabi**

Hi [REPORTER NAME],

Masdar – Abu Dhabi Future Energy Company, Masdar Institute of Science and Technology and the Zayed Future Energy Prize, **would like to invite you to attend the third annual World Future Energy Summit (WFES) held January 18-21, 2010 in Abu Dhabi.**

Strategically timed between the Copenhagen 2009 and Davos 2010 meetings, the 2010 World Future Energy Summit will bring together world leaders, investors, policy makers, researchers, financial institutions and experts from across the globe to address and debate key energy issues, challenges and solutions, and provide insight into the latest technological innovations.

As the world looks to a post-Kyoto future and questions of climate change, emissions curbs, energy efficiency standards and renewable energy investments remain largely unresolved, the need for a single global platform to unite the leading voices in future energy has never been greater.

Below is a list of several U.S. and other key speakers at WFES, and I've attached a conference agenda and invitation. A full list of speakers and session descriptions is available at [www.worldfutureenergysummit.com](http://www.worldfutureenergysummit.com). I understand that [PUBLICATION NAME] does not typically accept financial help, but funding from Masdar is available as needed.

**Please let me know if you will be able to attend by Friday, December 11<sup>th</sup>.** I'll follow up with you shortly to discuss and can answer any questions you may have.

Hope you can attend!

\*\*\*\*\*

**Topics to be covered include:**

- Copenhagen – key outcomes and implications
- Sustainable vehicles and transportation policies
- Green economy and job growth
- Energy efficiency and smart grid technology
- Renewable energy and sustainable fuels, and climate change
- Green building and design

**2010 WFES speakers from the U.S. include:**

- Barbara McKee, Director, Office of Fossil Energy, **Department of Energy, US**
- Robert Edwards, **US Counsel for Energy Policy**
- Katrina Landis, CEO of **BP's Alternative Energy**
- Vic Abate, VP Renewable Energy, **GE**
- F. Emil Jacobs, Vice President, Research and Development, **ExxonMobil Research and Engineering Company**
- Richard H. Jones, Deputy Executive Director, **International Energy Agency (IEA)**
- Ernest Moniz, Director, **MIT Energy Initiative**
- Robert Cervero, Professor of City and Regional Planning, Interim Director Institute of Urban & Regional Development, **UC Berkeley**

**Over 100 speakers representing more than 15 countries, including international keynote speakers such as:**

- Dr. Sultan Ahmed Al Jaber, CEO, **Masdar**

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- Dr. Farooq Abdullah, Union Minister of New and Renewable Energy, **India**
- H.E. Tadahiro Matsushita, Senior Vice Minister of Economy, Trade and Industry, **Japan**
- HE President Karolos Papoulias, President, **Greece**
- Wolfgang Dehen, CEO, **Siemens AG Energy Sector**
- Kevin Parker, Global Head of Deutsche Asset Management, **Deutsche Bank Climate Change Advisors**

For a complete, confirmed list of speakers to-date, please visit  
<http://www.worldfutureenergysummit.com/speaker-information.aspx>.

**MASDAR INSTITUTE**  
OF SCIENCE AND TECHNOLOGY



**معهد مصدر**  
للعلوم والتكنولوجيا

**The Masdar Institute, Boeing, Etihad Airways and Honeywell to establish the UAE's First Sustainable Bioenergy Research Project**

*Pioneering system using seawater & desert for bio-energy to be located in Abu Dhabi*

ABU DHABI, United Arab Emirates, Jan. 17, 2010 – The Masdar Institute of Science and Technology, Boeing [NYSE: BA], Etihad Airways and Honeywell's UOP today announced an agreement to establish a major research and demonstration project in Abu Dhabi dedicated to sustainable energy solutions. The Sustainable Bioenergy Research Project (SBRP) will use integrated saltwater agricultural systems to support the development and commercialization of biofuel sources for aviation, and co-products.

As part of its initial work statement, the SBRP will undertake research projects that combine the arid and saline-rich environment of Abu Dhabi with innovative saltwater farming practices. The Masdar Institute will host the SBRP and provide laboratory and demonstration facilities both within and outside of Masdar City, which aims to be the world's first zero-carbon city.

As an independent research university working in renewable energy development, the Masdar Institute ([www.masdar.ac.ae](http://www.masdar.ac.ae)) will lead SBRP operations bringing strong scientific guidance to the project. According to the Provost of the Masdar Institute, Dr. John Perkins, "This project demonstrates the Masdar Institute's strong desire to establish a world-class university dedicated to alternative energy, environmental technologies and sustainability. This project will for the first time demonstrate the commercial viability of using integrated saltwater agriculture to provide biofuels for aviation, and is consistent with the overall vision of Abu Dhabi to achieve a 7% target of renewables by 2020."

Boeing Commercial Airplanes CEO Jim Albaugh said, "Together with the Abu Dhabi government, Etihad Airways and other industry leaders, we are forging our energy future by developing a renewable fuel supply now, not when

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fossil fuels are depleted. Developing and commercializing these low-carbon energy sources is the right thing for our industry, for our customers and for future generations.”

Etihad Airways' Chief Executive Officer, James Hogan said, “The development of carbon-neutral sources of energy is of major importance to Etihad Airways and the aviation industry. We are delighted to be a key member of the Sustainable Bioenergy Research Project which will be based in Abu Dhabi and will be one of the most innovative schemes of this nature in the world. The SBRP findings will be of great use to Etihad Airways as we look to reduce the use of conventional fossil fuels and to develop a commercially viable alternative which is also able to meet the sustainability principles that we have committed to as a member of the Sustainable Aviation Fuel Users Group.”

The SBRP team will focus on an integrated seawater agriculture systems (ISAS) approach, which is a highly efficient system for producing liquid and solid biofuels, capturing and holding carbon from the atmosphere, enlarging habitats for increasing biodiversity, and simultaneously releasing fresh water for higher value uses (drinking water, industrial use and food products). ISAS also has the potential to reduce the impacts of sea level rise on coastal communities.

“The paradigm for energy supply is shifting. To meet the growing demand for energy worldwide we must identify regional biofuel solutions that are not only sustainable, but can actually regenerate the ecosystems where they are produced,” said Jennifer Holmgren, vice president and general manager of Renewable Energy & Chemicals for Honeywell's UOP. “This project is a unique opportunity to showcase the viability of a geographically-optimized solution and the availability of technology to produce high-quality green transportation fuels.”

The integrated approach uses saltwater to create an aquaculture-based farming system in parallel with the growth of mangrove forests and *Salicornia*, a plant that thrives in salty water. These biomass sources can be sustainably harvested and used to generate clean energy, aviation biofuels and other products. This closed-loop system converts aquaculture effluent into an affordable, nutrient-rich fertilizer for both plant species. Developing low-cost, non-

petroleum fertilizers is a key to achieving reductions in carbon emissions from any biofuel source.

The technology of evolutionary seawater farming has been pioneered by Dr. Carl Hodges of Global Seawater Inc. (GSI), who has been engaged as Special Advisor to the project. The project in Abu Dhabi will take place over an area of around 2 km<sup>2</sup>.

Sustainable biofuel development is a key element of aviation's carbon emissions reduction strategy. The SBRP will only seek solutions and lead research into biomass sources that do not distort the global food-chain, compete with fresh water uses or lead to unintended land use change. All phases of biomass cultivation for the project will be tested against the practices and principles developed by the Roundtable on Sustainable Biofuels and supported by members of the Sustainable Aviation Fuel Users Group ([www.safug.org](http://www.safug.org)).

###

### **About Masdar Institute of Science and Technology**

The Masdar Institute of Science and Technology (MI), is a not-for-profit, post-graduate research institute, dedicated to alternative energy, environmental technologies and sustainability developed with the support and collaboration of the Massachusetts Institute of Technology (MIT). The Masdar Institute of Science and Technology, is part of the Masdar Initiative, a multi-faceted initiative of the Abu Dhabi Government aimed at the development, deployment, and commercialization of advanced energy solutions.

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**About Boeing**

Boeing is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. Additionally, Boeing designs and manufactures rotorcraft, electronic and defense systems, missiles, satellites, launch vehicles and advanced information and communication systems.

As a major service provider to NASA, Boeing operates the Space Shuttle and International Space Station. The company also provides numerous military and commercial airline support services.

Headquartered in Chicago, Boeing employs more than 150,000 people across the United States and in 70 countries and has customers in more than 90 countries around the world. Boeing is one of the largest U.S. exporters in terms of sales. For more information, visit: [www.boeing.com](http://www.boeing.com)

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**About Etihad Airways**

Etihad Airways is the national airline of the United Arab Emirates based in the UAE's capital, Abu Dhabi. Currently Etihad offers flights to more than 55 destinations in the Middle East, Europe, North America, Africa and Asia. For further details: Etihad Airways Corporate Communications: Tel: + 971 (0) 2 511 1032 / 1036 or visit [www.etihadmediacentre.com](http://www.etihadmediacentre.com)

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[www.etihadmediacentre.com](http://www.etihadmediacentre.com)

**About Honeywell's UOP**

UOP LLC, headquartered in Des Plaines, Illinois, USA, is a leading international supplier and licensor of process technology, catalysts, adsorbents, process plants, and consulting services to the petroleum refining, petrochemical, gas processing and biofuels industries. UOP is a wholly-owned subsidiary of Honeywell International, Inc. and is part of Honeywell's Specialty Materials strategic business group. For more information, go to [www.uop.com](http://www.uop.com)

For more information please contact:

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December 22, 2009

Katherine Goldstein  
The Huffington Post

Dear Katherine,

On behalf of Masdar – Abu Dhabi Future Energy Company, Masdar Institute of Science and Technology and the Zayed Future Energy Prize, it gives me great pleasure to invite you to attend the World Future Energy Summit (WFES), part of Abu Dhabi Future Energy Week, from January 18-21, 2010 in Abu Dhabi, capital of the United Arab Emirates.

Abu Dhabi, the emerging global hub for renewable energy and home to the International Renewable Energy Agency (IRENA), will welcome the largest and most diverse gathering of world leaders, investors, policy makers, researchers, financial institutions and experts dedicated to the energy sector for the summit next year. Held under the patronage of His Highness General Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, the third edition of WFES will be hosted by Masdar, Abu Dhabi's multi-faceted renewable energy and sustainability initiative.

Masdar – Abu Dhabi Future Energy Company, would like to invite you to experience WFES as our guest.

The trip to Abu Dhabi will offer: an economy class return ticket from your home city, visas, if required, transfers to and from the airport, transport to and from locations for all group activities in Abu Dhabi, accommodation at a 5 star hotel, 3 meals per day, a site tour of Masdar facilities with senior executives, access to senior executives across the Masdar business units for interviews during WFES and invitations to select round tables at WFES. \*Please note alcohol, laundry, room service, internet and telephone calls and other incidentals will be at your own expense.

The itinerary is as follows, but not limited to:

Saturday 16 January– AM – arrive in Abu Dhabi and refresh and relax. PM – Informal reception with the Masdar team  
Sunday 17 – AM – Masdar Site inspection. PM – Irena press conference  
Monday 18 – Attend WFES – free evening  
Tuesday 19 – Attend WFES. PM - Zayed Future Energy Prize Gala Awards Ceremony and press conference  
Wednesday 20 – Attend WFES  
Thursday 21 – Attend WFES and outbound flights to your home country

Our Press Office team will work towards making your stay as informative and productive as possible.

Please **RSVP by Monday, December 28, 2009** to [emily.rosen@hillandknowlton.com](mailto:emily.rosen@hillandknowlton.com). Once you confirm your intention to attend an itinerary with flight details will be sent to you.

I hope you will be able to accept this invitation and we look forward to welcoming you to Abu Dhabi in 2010.

Yours sincerely,

Dr. Sultan Ahmed Al Jaber

CEO, Masdar



December 22, 2009

Catherine Brahic  
New Scientist

Dear Catherine,

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Yours sincerely,

Dr. John Perkins

Provost, Masdar Institute

## Fact Sheet: About Abu Dhabi

- Abu Dhabi translates as 'Father of the Gazelle', a reference to the story that the first tribe to settle here saw herds of gazelle grazing
- The first Louvre museum outside France will be Louvre Abu Dhabi; the project is part of a new Cultural District which will also house the Sheikh Zayed National Museum, Guggenheim Abu Dhabi Museum, a performing arts centre and a maritime museum - all designed by globally renowned architects
- Abu Dhabi is the largest and richest of the seven emirates that make up the UAE. It has 80 per cent of the nation's oil. The UAE supplies between nine and ten per cent of the world's oil
- The UAE's Abu Dhabi-headquartered national carrier, the multi-award-winning Etihad Airways, is the fastest growing airline in the world and flew more than six million passengers in 2008
- Abu Dhabi has beaten hundreds of world cities to be named one of the top ten sustainable cities in the 2020 Global Sustainable Centres survey by US social responsibility think-tank Ethisphere. Each city was judged on environmental and sustainable practices, health and recreation, economic and business environment, regulatory framework and innovation and investment
- The Ruler of Abu Dhabi, HH Sheikh Khalifa Bin Zayed Al Nahyan, is also the President of the UAE. He succeeded his father, HH Sheikh Zayed Bin Sultan Al Nahyan, as both Ruler and President when the latter passed away in 2004
- Abu Dhabi is where explorer Sir Wilfred Thesiger emerged after his heroic trek across the Empty Quarter of the Rub Al Khali desert
- There are more than 16 million date palms growing in Abu Dhabi emirate. The UAE produces roughly 250,000 tonnes of dates per year
- Scientists in Al Ain are working to create a 'superdate' palm which has a survival rate of almost 100 per cent in Abu Dhabi's hot climate
- The Sheikh Zayed Bin Sultan Al Nahyan Grand Mosque is the world's third largest. It boasts the world's largest hand-made carpet (5,627m square) and its main chandelier also tops world records at 10 metres in diameter and 15 metres in height
- Abu Dhabi now has the world's seven most expensive car licence plates according to the Guinness Book of Records, including the most expensive – a plate with '1' on it, bought in 2008 for US\$14m

For more information go to:

[www.visitabudhabi.ae](http://www.visitabudhabi.ae)

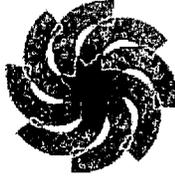
[www.uaeinteract.com](http://www.uaeinteract.com)

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ABU DHABI FUTURE ENERGY COMPANY



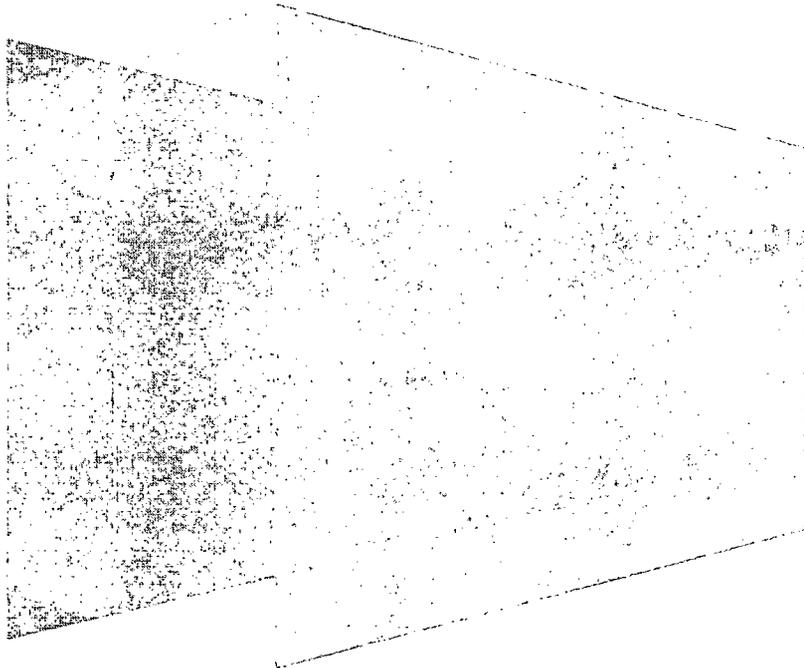
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## Masdar Background

In April 2006, Abu Dhabi, the capital of the United Arab Emirates, launched the Masdar Initiative (Masdar) – a multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is a wholly owned subsidiary of the Mubadala Development Company (Mubadala). Through Masdar, Abu Dhabi is leveraging its substantial resources and experience in global energy markets to advance the technologies of the future.

The world's energy demand is growing much faster than traditional energy supplies and the hydrocarbon-driven economy is universally acknowledged as unsustainable. It is projected that 50 percent of the world's energy will come from sustainable sources by 2100.<sup>1</sup> Masdar seeks to be a leading provider and catalyst to meet this demand.

Masdar will position Abu Dhabi as a world-class research and development hub for future energy technologies, effectively balancing its strong position in an evolving world energy market. Masdar will also drive the commercialisation and adoption of these and other technologies in sustainable energy, carbon management and water conservation to play a decisive role in Abu Dhabi's transition from a technology consumer to a technology producer.

Part of this role is Masdar's advancement of the Abu Dhabi 2030 Plan, the Abu Dhabi government's commitment to reducing the region's reliance on the oil sector, a long-term strategy aimed at achieving economic diversification of the UAE. With building a sustainable economy at the core of the Abu Dhabi 2030 plan, Masdar and the Abu Dhabi government share a joint vision to ensure successful and sustainable economic growth in the UAE.

**Masdar will help to deliver the Government of Abu Dhabi's 2030 Vision strategic policy framework.** Both of these policy documents set out a vision that seeks to develop a sustainable, open and globally competitive economy. The policy agenda and Abu Dhabi 2030 plan can both be found at [www.eaa.gov.ae](http://www.eaa.gov.ae)

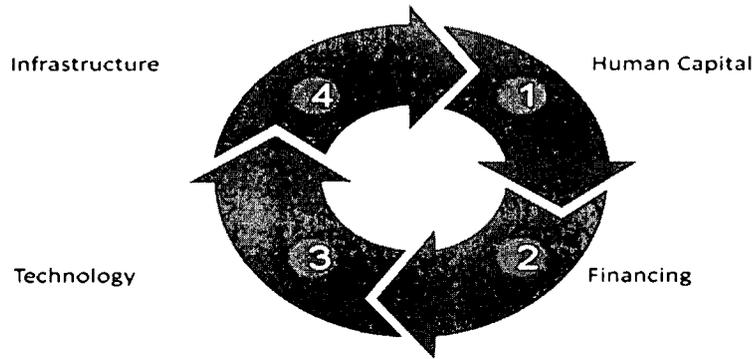
## Sustaining a Legacy, Building a Future

Sustainability is one of the foundations of Abu Dhabi's heritage. His Highness the late Sheikh Zayed Bin Sultan Al Nahyan, the founder of the UAE, spoke of the environment as "an integral part of our country, our history and our heritage." As a mark of his commitment, HH the late Sheikh Zayed created a sanctuary for endangered species, including the Arabian Oryx and sand gazelle. As a result, the symbol of Abu Dhabi, the Dorcas Gazelle, is a protected species whose numbers are today increasing. In 1995, the World Wildlife Fund (WWF) presented Sheikh Zayed with the "Golden Panda" – WWF's highest conservation award, marking the first time in the history of the award that a head of state was honoured. In addition, Abu Dhabi was one of the first nations to put an end to gas flaring from oil fields, an environmentally damaging practice that many oil-producing nations still use. The vision and the work of Masdar is one way Abu Dhabi has chosen to honour and continue HH Sheikh Zayed's legacy of environmental stewardship.

## About Masdar

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<sup>1</sup> U.S. Department of Energy, 2008. <http://www.energy.gov/>



Masdar is comprised of five units that are part of a cycle of development, built around **key foundations in the areas of human capital, financing, technology and infrastructure.**

## Human Capital

Masdar seeks to build a knowledge-based economy in Abu Dhabi. **Education and global collaboration are central to this ambition.**

### The Masdar Institute of Science and Technology

Masdar Institute is the region's **first graduate-level, research-driven scientific institution** focused entirely on education and research in energy and sustainability. It lies at the core of Masdar's effort to develop the scientific and human capital required for the new clean technology sector to thrive. Masdar Institute is developed **in cooperation with the Massachusetts Institute of Technology** and will offer full-time, two-year masters of Science programs including engineering, information technology, materials science, mechanical engineering, and water and environment.

**Masdar Institute will open its doors to talented students from around the world in September 2009**, and it recently accepted its pre-class of 24 students and 14 faculty members.

### The World Future Energy Summit

From 19-21 January 2009, Masdar hosted the second World Future Energy Summit (WFES), bringing together more than 16,000 of the world's leading innovators, educators, scientists, venture capitalists and experts in the fields of alternative and renewable energies. **WFES aims to stimulate innovative solutions for some of the most pressing challenges of our time:** energy conservation, energy security, the environment and truly sustainable human development. The summit is the largest meeting of the future energy movement and the premier event for world leaders to preview new solutions and technologies and seek partners.

WFES is held under the patronage of HH General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

### Zayed Future Energy Prize

Named after the late HH Sheikh Zayed bin Sultan Al Nahyan, the Zayed Future Energy Prize (ZFEP) was launched at the inaugural World Future Energy Summit by HH General Sheikh Mohamed bin Zayed al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces. ZFEP is an international awards program to recognize individuals, companies, organizations and NGOs who are leading the global search for future energy solutions. The winner receives US\$1.5 million to further their efforts.

The first-time winner of the prize was announced at the World Future Energy Summit in January 2009. Mr. Dipal Chandra Barua, Founding Managing Director of Grameen Shakti was awarded the prize for his visionary efforts to bring renewable energy solutions to the rural population of Bangladesh. Mr. Barua's organization, Grameen Shakti (GS), has installed more than 200,000 solar PV systems that currently provide power for more than two million rural people. Under Mr. Barua's leadership, GS has developed a number of other innovative initiatives, including a biogas technology that converts cow and poultry waste into gas for cooking, lighting and fertilizer. GS has installed more than 6,000 biogas plants and plans to construct 500,000 more by 2012. In addition, GS has trained rural women to be solar technicians hereby enabling green entrepreneurs through a highly successful micro-credit program.

The jury selecting the winners includes some of the world's leading experts in future energy and climate change. The full jury includes:

- Dr. Rajendra Kumar Pachauri, Chairman of the Intergovernmental Panel on Climate Change (IPCC) and Chairman of the Jury for ZFEP
- HE Olafur Grimsson, President of Iceland
- HE Khaled nn, Environment Minister of Jordan
- HE Ahmed Ali Al Sayegh, Chairman of Abu Dhabi Future Energy Company (Masdar)
- Lord John Browne, Managing Director, Riverstone Holdings
- Lord Norman Foster, Founder and Chairman, Foster + Partners
- Jeremy Rifkin, President of the Foundation on Economic Trends

#### International Partnerships

- In June 2008, Masdar's CEO, Dr. Sultan Al Jaber was invited to address the **U.S. House of Representatives Select Committee on Energy Independence and Global Warming**.
- In November 2008, the **UK Government** travelled to Abu Dhabi and signed an MOU with Masdar to work together on future renewable energy and clean technology solution projects. Prime Minister Gordon Brown was briefed by Dr. Al Jaber and introduced to members of its executive team who highlighted Masdar's multi-faceted initiatives.
- In December 2008, Masdar sent a delegation to **Australia** to examine opportunities for collaboration with its Government and companies. Following the trip, Prime Minister Kevin Rudd visited Abu Dhabi, and both countries agreed to accelerate the development of a partnership focused on solar technologies, research and development, as well as Abu Dhabi's involvement in the Australian Government's CCS Institute.

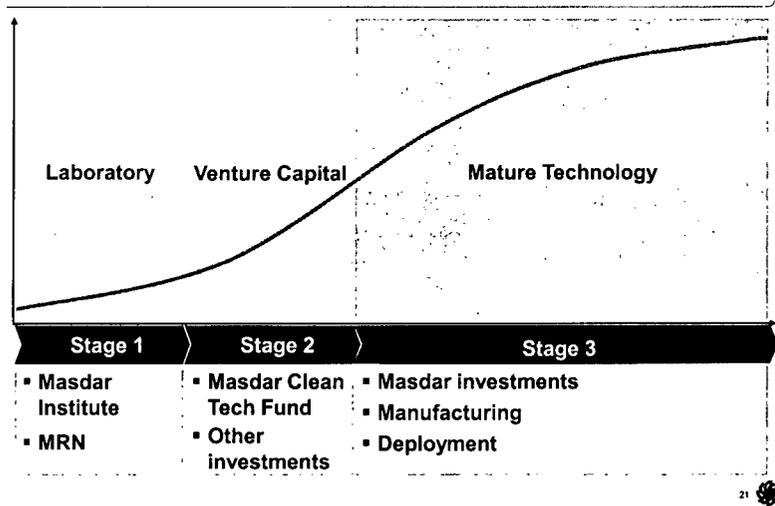
#### Regional Partnerships

- In March 2009, Masdar announced an official partnership with Etihad Airways, the national airline of UAE, to cooperate across a range of activities to reduce the airline's carbon footprint through sustainable and energy efficient measures.
- Masdar was part of the **Urban Planning Council of Abu Dhabi Estidama Committee**. Launched in May 2008, Estidama, which means 'sustainability' in Arabic, is Abu Dhabi's sustainable buildings and communities program which aims to ensure sustainable design, operation and maintenance of all types of buildings and communities in the Emirate.

- Masdar has also worked with the **Regulatory Supervisory Bureau (RSB)** to further develop a framework for the grid connectivity associated with emerging renewable energy supplies across Abu Dhabi.
- **ADWEA** produces, transmits and distributes water and electricity to more than 1.4 million customers across Abu Dhabi. Masdar has worked with ADWEA to further understand the demand management and energy needs of those customers.

## Financing

### Capturing the entire technology life-cycle



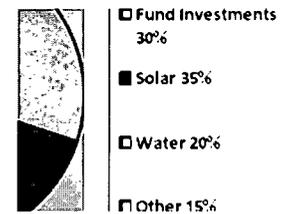
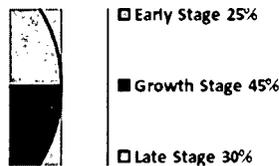
Masdar is committed to bringing the next generation of sustainable solutions to market by investing in the full life cycle of technology. Masdar invests in projects in all areas of renewable energy and sustainability, with a specific focus on concentrating-solar-power (CSP), photovoltaics (PV), wind-energy, waste-to-energy and the solar-cooling sectors. A range of wind and waste-to-energy projects will be operational by 2010.

### Clean Tech Fund

**Masdar's Clean Tech Fund is a \$250 million diversified venture capital investment vehicle** that is building a portfolio of direct and joint venture investments in clean technology. The fund was founded by ADFEC's Investment and Innovation Unit in 2006. The Fund has taken strategic equity stakes in companies such as **Segway, Halosource, Europlasma, Sulfurcell, Heliovolt, SIC Processing and EnerTech Capital**. The Fund is investing approximately \$190 million in direct investments in clean tech companies sourced by the Fund and co-investments alongside fund managers. The remaining \$60 million is invested in leading funds focusing on cutting-edge clean technology.

### Investment Distribution by Stage

### Investment Distribution by Sector



## Technology

Masdar supports a basket of technology solutions from across the complete renewable energy and sustainability spectrum to solve the future energy challenge. Below is an overview of Masdar’s activities across the various alternative energy sectors.

## Solar

As Abu Dhabi is located in the world’s Sunbelt, **solar is a key industry for Masdar**. Accordingly, Masdar has made significant investments, formed joint ventures and R&D partnerships and established its own manufacturing capabilities to accelerate solar power around the world.

### Masdar PV

In May 2008, Masdar established Masdar PV in Erfurt, Germany. Masdar PV is constructing a thin-film PV manufacturing facility, which will use advanced production technologies to bring PV closer to grid parity. **The US\$230 million German plant marks the first phase of Masdar’s US\$2 billion investment in thin-film PV manufacturing** and one of the largest investments ever made in solar. It will produce the world’s largest (5.7 m<sup>2</sup>) and most powerful PV modules and help drive the cost reductions necessary to make solar energy affordable.

In October 2009, **Masdar PV will break ground on a thin-film manufacturing facility in Abu Dhabi**, which will be a “smart copy” of the German factory. Emirati and German engineers will support the development, operation and management of both factories.

### Torresol Energy

In addition to developing its own projects within Abu Dhabi, Masdar also seeks projects with in-country partners. **Torresol Energy, a joint venture between Masdar and Spanish engineering group Sener**, has three solar power plants under construction in Spain with an approximate combined value of €800 million. The joint venture will feature the first-ever commercial deployment of this technology by 2012.

### SHAMS 1

**Masdar is also developing CSP plants in Abu Dhabi**, including the flagship project known as SHAMS 1 (“sun” in Arabic). Shams 1 is a 100 MW CSP plant in Madinat Zayed that uses parabolic trough technology and will be scaled up to 2000 MW over time. The project will be the first of many CSP plants that will feed green power into the Abu Dhabi grid and is expected to be completed and operational by early 2011.

## Wind

## WinWinD

In 2008, Masdar invested €120 million in WinWinD, a leading Finnish manufacturer active in the design, development and assembly of technologically advanced 1 and 3 MW wind turbines. With a string of projects already under development, investing in a turbine manufacturer underpins Masdar's strategy of investing in all aspects of the renewable energy value chain.

## London Array

Masdar entered into the London Array offshore wind farm project through a joint venture agreement with E.ON and DONG Energy. Once complete, the scheme will be the world's largest, and the first 1GW, offshore wind farm. The project will supply enough power for around 750,000 homes – or a quarter of Greater London homes – and displace the emission of 1.9m tonnes of CO<sub>2</sub> every year.

## Carbon

Masdar is positioned to play a long-term role in the rapidly evolving global carbon market. Through various projects, Masdar provides ways for the energy industry to introduce a low-carbon economy and generate revenue from sustainable growth. Masdar offers project owners comprehensive solutions, including technical assistance, project development and management, carbon finance and emissions trading.

### Carbon Markets

Masdar provides **market-driven incentives by creating and monetizing greenhouse gas emission reductions**, primarily in compliance with the Clean Development Mechanism (CDM) framework of the Kyoto Protocol. The CDM offers companies in developing economies the opportunity to receive tradable "carbon credits" against project-based emissions reduction. Masdar is currently developing a large portfolio of CDM projects with major asset owners in the UAE and the Middle East — including Abu Dhabi National Oil Company (ADNOC), Abu Dhabi Water and Electricity Authority (ADWEA) and Dubai Aluminium (DUBAL). Projects include energy efficiency, industrial process improvement, flare gas recovery, power plant upgrades, CO<sub>2</sub> recovery and re-utilization and reduction of fugitive emissions.

### Carbon Capture & Storage

In February 2008, Masdar launched a world-class project to develop a national CO<sub>2</sub> capture network capable of creating a significant reduction in Abu Dhabi's carbon footprint. The project constitutes the first phase in a series of facilities capturing carbon dioxide emissions from Abu Dhabi's industrial and power generation plants. The CCS network's seeks to reduce Abu Dhabi's carbon footprint and replace the vast amount of natural gas currently re-injected into oil reservoirs. The first phase consists of five million tons of CO<sub>2</sub> gas captured per year as of end 2013 from three emission sources: a gas-fired power plant, an aluminium smelter and a steel mill.

In December 2008, Masdar announced the selection of Houston, Texas-based Mustang Engineering, to provide front-end engineering and design (FEED) services for Masdar's CCS project in the UAE, which follows a successful eight-month feasibility study to investigate CO<sub>2</sub> emission sources in Abu Dhabi.

## Hydrogen

Masdar and Hydrogen Energy is a joint venture between BP Alternative Energy and Rio Tinto that is developing an industrial-scale hydrogen-fired power generation project in Abu Dhabi. The project, valued at up to \$3 billion, is currently in the FEED stage, which is being undertaken by the U.S.-based company Foster Wheeler. The plant will be located in Abu Dhabi and will be operational by early 2013, allowing for enhanced oil recovery and providing alternative energy for power and transport.

## Infrastructure

### Masdar City

In February 2008, Masdar broke ground on Masdar City, the world's first carbon-neutral, zero-waste city, which will be completed in seven phases by 2016. Among the technologies deployed in the City, electricity will be generated by PV panels and cooling provided via CSP. Water will be supplied through a solar-powered desalination plant. Landscaping within the City and crops grown outside the walled city will be irrigated with grey water and treated waste water produced by the City's water treatment plant.

The City will grow eventually to 1,500 businesses, 40,000 residents and 50,000 commuters and will be home to international corporations and top minds in the field of sustainable and alternative energy. Masdar City will be built on six square kilometres and is masterplanned by renowned architecture firm Foster + Partners. **The potential for Masdar City is enormous** – sustainable industries, green jobs, new and renewable sources of energy that neither pollutes nor contributes to climate change.

**For many companies, whatever the size, there are two main ways to play a role in Masdar City: as a supplier or as a partner.** Suppliers will provide the products and solutions that will be utilised in the development and operation of the City. Partners will commit to taking space in the City and playing a role in the development of a new economy in Abu Dhabi, as well as providing products and solutions for the development and operation of the City.

Masdar recently completed construction of a **10MW solar plant**, which will power the construction of Masdar City. Built by Abu Dhabi company Enviromena, it will be the largest solar plant in the Middle East. Once connected to the grid in early 2009, it will provide the UAE with its first renewable energy source. Energy not consumed during the construction will be sent to the grid for consumption by UAE consumers.

In February 2008, architecture firm Smith+Gill won a competition to design Masdar's headquarters. The headquarters will be the **world's first large-scale, mixed-use "energy-positive" building**, producing more energy than it consumes. The building will also accommodate private homes and the City's first residents. Design plans for the headquarters include numerous systems that will make it a net positive energy building, eliminate carbon emissions and reduce liquid and solid waste. The complex will utilise sustainable materials, feature integrated wind turbines, outdoor air quality monitors and one of the world's largest building-integrated solar energy arrays.

The City's first residents will be students at the **Masdar Institute in September 2009**.

To view a video of Masdar City plans, please visit [www.masdaruae.com](http://www.masdaruae.com).

### Masdar City Partnership with WWF's One Planet Living

Masdar City is one of the flagship projects of the "One Planet Living™" programme – a global initiative launched by WWF and environmental consultancy BioRegional. One Planet Living™ aims to prove that it is possible to live within ecological limits and still improve the quality of people's lives.

However, Masdar City will go beyond the principals of One Planet Living™. It will take sustainable development and living to a new level designed to lead the world in understanding how all future cities and towns should and could be built. To learn more about WWF's One Planet Living campaign, please visit <http://www.panda.org/oneplanetliving>.



MASDAR INSTITUTE MEDIA FACTSHEET

UPDATED NOVEMBER 2009

<p><b>WHAT IS MASDAR INSTITUTE?</b></p> <p>The Masdar Institute of Science and Technology (MI) is the world's first graduate and research institution dedicated to research into alternative energy, environmental technologies and sustainability based in Abu Dhabi. It is a private, not-for-profit, research-driven institute developed with the support and cooperation of the Massachusetts Institute of Technology (MIT).</p>
<p><b>WHAT IS THE AIM OF MASDAR INSTITUTE?</b></p> <p>The Masdar Institute aims to establish a world class, graduate-level University to provide the region with future leaders and critical thinkers in science and technology, and position Abu Dhabi as a knowledge hub and an engine for socioeconomic growth.</p>
<p><b>WHEN WILL MASDAR INSTITUTE OPEN?</b></p> <p>The inaugural academic year of Masdar Institute starts in the Fall 2009, with students starting classes on 6<sup>th</sup> September, 2009.</p>
<p><b>HOW MANY STUDENTS WILL ATTEND MASDAR INSTITUTE AND WHERE DO THEY COME FROM?</b></p> <p>Having received over 1200 applications from 82 countries, a select intake of 88 students started classes in September, comprising of 22 different nationalities from across the world.</p> <p>The total of students consists of 60 male and 28 female students, a ratio of approximately 70% male and 30% female, 13% of students come from the UAE.</p> <p>Some of countries amongst the 22 different nations include; Algeria, Egypt, Eritrea, Germany, Holland, Iceland, Italy India, Mexico, Morocco, Nigeria, Pakistan, Palestine, Taiwan, Turkey, USA and UK.</p>
<p><b>HOW MANY FACULTY WILL TEACH AND CARRY OUT RESEARCH AT THE INSTITUTE?</b></p> <p>A world class faculty of over 20 leading academics drawn from renowned Universities has been chosen to cover the specific subjects of interest to be taught and researched at Masdar Institute. Following the assistance of MIT in the scholarly review of potential faculty candidates individuals from 11 nations comprise the faculty members, namely;</p> <p>USA, Canada, Pakistan, Taiwan, Norway, Jordanian, Lebanese, Greek, Romanian, Malaysian, UK</p>

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#### WHAT IS THE CURRICULUM BEING TAUGHT?

The following research driven, multidisciplinary academic programme at Masters level is offered to graduate students;

MSc in Engineering and Systems Management  
MSc in Information technology  
MSc in Materials Science and Engineering  
MSc in Mechanical Engineering  
MSc in Water and Environment

Over the next five years the student body is expected to grow approximately to between 600 – 800 students, studying both Masters and PhD level programs.

#### HOW DO STUDENTS SECURE A PLACE AT MASDAR INSTITUTE?

As a postgraduate institution admission standards to Masdar Institute are in-accordance with world-class institutions such as MIT. Acceptance into the program depends on academic qualifications and English language proficiency as all lectures, laboratory session, and written or oral examinations at Masdar will be conducted in English. Applicants should have a relevant undergraduate degree and high CGPA from a recognized university as well as High TOEFL (or academic IELTS) and GRE scores.

High grades and scores are a prerequisite but are no guarantee of admission. For those selected full financial support is available to qualified talented students who meet the high admission standards. The Institute practices a rolling admission process with applications for Fall 2010, welcome from 1<sup>st</sup> October, 2009.

#### WHAT IS THE NATURE OF THE RELATIONSHIP BETWEEN MIT AND MASDAR INSTITUTE?

Through a framework partnership, MIT has provided support and co-operation across four integral areas;

- Development of graduate degree programs
- Joint collaborative research
- Outreach that encourages industrial participation in the Institute's research and development activities
- Support for capacity-building at the Institute in terms of organization and administrative structure, as well as scholarly assessment of potential faculty candidates for the Institute

Serving as a research model, MIT facilitates Masdar Institute faculty staff for a period of one year in MIT, Cambridge, Massachusetts, in advance of teaching positions being taken in Abu Dhabi to familiarize faculty with the high standards of excellence in graduate education as well as aid the development of joint research projects.

#### WHERE IS MASDAR INSTITUTE LOCATED?

As a key component of Masdar, Masdar Institute is strategically positioned at the centre of Masdar City.



Masdar Institute's premises at Masdar City will be handed over in phases during the first academic year. As the first occupants of Masdar City, the students will have the unique opportunity to live and learn alongside faculty within a true 'living laboratory' at the heart of the world's first sustainable city.

#### DESCRIBE THE CAMPUS AT MASDAR INSTITUTE?

Designed by Foster and Partners, the institute will prove a benchmark for other buildings to follow, as a model of sustainable living and working, designed to provide a 70% reduction in portable water consumption, a 75% reduction in cooling demand, a 95% reduction in domestic hot water energy consumption, and a 70% reduction in electrical demand.

Covering 43,000 sq m of purpose built research facilities and 11,000 sq m of laboratory space, the smart design will also encourage interaction, communication, and visual connectivity between students and visitors. The campus will leverage the fullest use of innovation in energy-efficiency, sustainable practices, resource recycling, biodiversity, transportation, and green building standards.

#### WHO HAS EXECUTIVE AND OPERATIONAL RESPONSIBILITY FOR MASDAR INSTITUTE?

As a private, non-profit research institution established by the Government of Abu Dhabi, an independent board of trustees have overall executive responsibility for Masdar Institute. The Chairman of the board of trustees is HH General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces. Dr. Sultan Al Jaber, CEO of Masdar is the chairman of the executive Committee of the board of trustees of Masdar Institute.

Operational responsibility of Masdar Institute resides with the Provost, Professor John Perkins, who leads the Institute's curricular, institutional and research affairs. Prior to his appointment in June 2009 to Masdar Institute, Professor Perkins was Vice-President and Dean of the Faculty of Engineering & Physical Sciences at The University of Manchester, in the United Kingdom, as well as Director of the Dalton Nuclear Institute.

He brings to the Masdar Institute years of experience as an accomplished academic and administrator in some of the world's most prominent institutions. His academic career spans periods at Cambridge University, the University of Sydney, Imperial College as well as Manchester. His research interests cover a number of facets of process systems, including process design, process control and process modelling and dynamic simulation.



## Press release

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### **Stream Global Services celebrates opening of new service center in Egypt**

Stream Expects to Hit Three-Year Target of Training and Employing 1,000 Egyptian Employees in First Year of Operation

**Cairo, Egypt, 23 March, 2010** — Stream Global Services, Inc., (NYSE/AMEX:SGS), a premium business process outsourcing (BPO) service provider specializing in customer relationship management for Fortune 1000 companies, today announced its continued global expansion with the inaugural opening of its new service center in Cairo, Egypt.

Stream's Chairman and CEO, Scott Murray, welcomed His Excellency Dr. Tarek Kamel, Minister of Communication and Information Technology, as well as local business leaders, Stream clients and the media at the launch of the center in 6th of October City.

Commenting on the new center, ITIDA's Chief Executive Officer, Dr. Hazem Abdelazim said, "The growth of Stream in Egypt over the last 12 months has been phenomenal and the launch of their dedicated service center marks their success and the attractiveness of Egypt as a destination for BPO. We're delighted that Stream has chosen Cairo for this new center and its commitment to training and employing Egyptian employees is testament to the quality of skilled workers we have here in the country."

This inauguration follows an agreement signed in Washington DC in June 2009 with the Egyptian Ministry of Communications & Information Technology (MCIT) and Egypt's Information Technology Industry Development Agency (ITIDA) to employ and train more than 1,000 Egyptian employees in its Cairo facility over the next three years. In less than a year, Stream has trained and employed 800 Egyptian employees and expects to hit the 1,000 target by June 2010.



The new 800 plus seat center will support the growing demand for Stream's global BPO services. As a recognized top outsourcing destination, businesses are attracted to Egypt because of its central location and its economic and political stability.

Egypt's exceptional technical workforce, as well as its strong telecommunications infrastructure and central service location, make it a world-class destination to support Stream's global clients. The government's dedication to educational programs and Cairo's approximately 300,000 annual college graduates contributed to Stream's selection of the city for its newest center. In addition, Egypt's central location provides easy access for clients in North America, Europe, the Middle East and Africa.

Stream's Chairman and CEO, Scott Murray added, "Our Cairo service center has proven to be a great addition to our established footprint in EMEA and our new facility further underlines the success that Stream has achieved in this growing geographic market for our global client base. Our new Cairo service center is well suited to support our existing and future client base, with its highly technical support professionals and extensive language support".

As one of the first global service centers in Egypt focusing primarily on offshore contact center outsourcing for North America and Europe, Stream offers its services in English, French, German, Italian, Spanish and Arabic languages. The expansion into Egypt marks another milestone of providing Stream clients a diverse global strategy for locating their service requirements across multiple destinations with one global provider.

**- ENDS -**



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**About ITIDA:**

The Information Technology Industry Development Agency (ITIDA) is a governmental entity affiliated to Egypt's Ministry of Communications and Information Technology. It is responsible for growing and developing Egypt's position as a leading global outsourcing location by attracting foreign direct investment to the industry and maximizing the exports of IT services and applications.

Located in the heart of the modern business environment at Smart Village, the six hundred acre business park on the outskirts of Cairo, ITIDA is a self sustainable entity that drives the IT industry in Egypt and raises awareness among the Egyptian people of the benefits and use of ICT to advance socio-economic welfare of the whole community.

**About Stream Global Services:**

Stream Global Services is a premium business process outsource (BPO) service provider specializing in customer relationship management services including sales, customer care and technical support for Fortune 1000 companies. Stream is a trusted partner to some of the world's leading technology, computing, telecommunications, retail, entertainment/media and financial services companies. Stream's service programs are delivered through a set of standardized best practices and sophisticated technologies by a highly skilled workforce of approximately 30,000 employees based out of 50 locations in 22 countries supporting more than 35 languages. Stream continues to expand its global presence and service offerings to increase revenue, improve operational efficiencies and drive brand loyalty for its clients. To learn more about the company and its complete service offerings, please visit [www.stream.com](http://www.stream.com).

Egypt on

# Egypt On essay series



Essay series commissioned by ITIDA

**2010**

**Dr. Paul Davies**

March 2010

# **EASE OF DOING BUSINESS**

Egypt on

# Introduction

The landscape of today's offshoring and outsourcing industry is constantly evolving and Egypt's Information Technology Industry Development Agency (ITIDA) has partnered with some of the industry's leading thinkers and advisors to create a series of essays looking at key business issues and trends affecting the industry. The series will look at a range of topics from the ease of doing business to education and resources.

This essay, '*Ease of Doing Business*' by Dr. Paul Davies, addresses the question how do you know whether it is easy to do business with you, your company – indeed your country? The issue is that plenty of people will tell you when it's hard to do business with you but almost no-one will say when it's easy. So how do you know when you are succeeding?

# Ease of Doing Business

## Paul Davies

How do you know whether it is easy to do business with you, your company – indeed your country? The issue is that plenty of people will tell you when it's hard to do business with you but almost no-one will say when it's easy. So how do you know when you are succeeding?

It is, after all, what we all aspire to and often complain other people either don't do or don't understand. In short, it is a good deal easier to say what makes a country, a company or people *difficult to do business with*. When it comes to *outsourcing and offshoring*, it becomes even more tricky – as on top of everything else there are usually business culture issues as well.

So what measures are helpful?

### Starting Points

- People will tell you when you are difficult to do business with
- Being easy to do business with implies that what you do seems so unobtrusive and normal it is genuinely **unremarkable**
- So how do you know when you are succeeding?

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Over the years when I've been working with countries and companies to make them easier to do business with, I've had a large number of measures suggested to me, some of them negative, some of them positive.

You will have heard somebody senior in the company – even possibly you – say: "We know we're easy to do business with, because . . ." What follows is surprisingly quite likely to be a hard measure. It will involve numbers, real facts and incontrovertible statements, like the fact that you receive very few complaints, your invoicing had only two errors in the whole of March, you hit your service level agreement (SLA) figures consistently, you are flexible and provided the market with 833 different variants of your products and services, your contracts are written in ordinary language, or you have the widest range of products in your market sector.

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In the same way, I have had similar statements given to me by country representatives, either working directly for their governments or working for quangos. Unsurprisingly, the same hard measures are bandied about. What makes it even more difficult to credit is how on earth the figures are acquired. Even to the most uncynical observer it hardly seems likely that the relevant Minister for Trade will be buttonholed by the Chief Permanent Secretary to be told how appalling the figures for ease of doing business with the country might be. It is much more likely that whatever figures will be airbrushed into some sort of acceptable shape well before then.

Useful though these numbers and factors may be to the people broadcasting them, I doubt that they have much bearing on how easy it is to do business with a country or a company as a whole. In so many cases they just reveal the bare minimum standards all businesses and countries have to meet to grow and prosper – and that is something entirely different.

These measures do however have a purpose in understanding what it is to be easy to do business with you.

I definitely know that it's not a lack of complaints or having a miniscule number of complaints, although I've had that given to me as the best indicator on more than one occasion. At one extreme I've dealt with a business that had very few complaints indeed. But all that actually said was that making a complaint was so hard, you had to be either tenacious or extremely upset, or both, to be able to register a complaint let alone pursue it. Again, when I raised a particularly damning fact about the time a planning agreement took to struggle through the bureaucracy with a senior country representative, I was told that this was most unusual because all their internal figures on complaints of any kind were sparkling.

That doesn't sound to me like a country or company that is easy to do business with at all. And in my experience, being easy to do business with is more generally associated with a company or country that is actually open to complaints and is sensitive to how it is perceived in the market place.



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Not that I'm saying that having a deluge of complaints is what you need to achieve!

I don't believe for one moment that it is a lack of mistakes in invoicing – although I have more than once been given that as the benchmark. It's definitely a good thing and it will save you and your customers and clients time and effort – but it is not a measure of how easy you are to do business with. Accurate itemized billing is essential, of course. This is more the very minimum that you should expect of your company – and the minimum that your clients and customers should expect.

For countries the measure is similar but in a different sphere – tax allowances. Before setting up in a country, such allowances are seen as fundamentally a good thing for all concerned. Once set up, there is a sort of resentment about them that is revealed in a very grudging attitude that trumpets the fact that they are accurately administered as though this shows to all how easy the country is to do business with. Isn't this, in just the same way, the minimum one should expect?

In outsourcing, companies very often refer to their record on their SLAs. I suppose everyone knows the problems with SLAs – especially in offshoring. What they measure is mechanical and actually hitting them may not indicate anything other than you are contractually compliant. (They may also be excellent in themselves and yet the client can be dissatisfied – but that's another story, even if it is far too common. As I always say to clients, be careful what you want measured because that is what you will usually get.) Although this will be heresy for some in outsourcing, how you are doing with your SLAs says relatively little about how easy you are to do business with.

Nor is it measured by how many items or products are returned or rejected. This is obviously the complaint issue in another guise. Yes – it is a quality issue and quality must have some bearing on being easy to do business with, but it probably tells you more about your returns policy than it does about the ease with which anyone can buy from you.

Egypt on

# Ease of Doing Business

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I don't think it is flexibility either. Being flexible is as often a weakness as a strength because it can so often reveal an inability to understand the market and an aversion to hard decision making. The critical question that shows this up as the disguised form of dithering it really is, is when a customer asks – "Well, what would you have yourself?" – and there is a rather hesitant cough.

## Minimum Requirements

- Complaints handling processes that are straightforward
- Itemized, accurate billing
- *Right first time quality assurance*
- Arrange of products and services to match market requirements
- Straightforward contracts

*But these don't imply that you are necessarily easy to do business with*

Countries, too, major on flexibility as an indicator of being easy to do business with. The downsides of this are actually much more damaging all round because you end up, as I once did, negotiating with a country's ministry in what seemed like a vacuum. To my

question as to whether what we were offering was an appropriate offer in the circumstances, I was told, quite smugly it has to be said, that as the country was really very flexible, we should proceed along the lines I suggested. I certainly had no idea where I was in this – and I have to say that I think the official I was trying to find agreement with didn't know either. Avowed flexibility at national level is too often a way of avoiding the hard choices that will inevitably come to the fore later. That isn't ease of doing business, but a quagmire.

It certainly isn't the size of your range of products or capabilities. Almost four generations of electronic products ago, when twelve inch vinyl was the epitome of high fidelity sound, there were two leading makers of turntables. (I have to provide a glossary here for my younger readers – but take it from me, before downloads, before CDs and before compact cassettes, there were devices which reproduced sound by drawing a needle through a channel in a plastic disk.

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Far fetched as that may sound.) The highly expensive turntables in question did nothing else than rotate a disk at thirty three and a third times a minute. The needle and device to track it through the plastic, for example, were extra. One company was not only hard to do business with, it seemed to pride itself on how exclusive this made it. The other company was not only accessible, but provided information, not only about the (limited) technology but also about where to buy it, and what else you needed if you were going down this route. They seemed to take a real pleasure in you enjoying more of your music. The point is that both were highly successful over a long period of time – in fact until the products were outmoded.

In outsourcing it may well be that the value proposition that you focus on is very narrow and you are so effective and efficient in that narrow range that you can provide extra value and reduced- costs. The point is that breadth of capability is neither good nor bad in itself, it is whether the focus is right. In neither case does it show that you are either easy or difficult to do business with. In fact especially where a company is entering the offshoring and outsourcing market, I always advise them to narrow their product

range as much as is sensible. The temptation is to suggest we can do everything. It's very hard to sell everything – and a good deal easier to sell something specific.

## Outsourcing Countries

It's curious in a world that uses words like *globalization that when it comes to outsourcing and offshoring we stick to what we already know. It's the old you can't get fired for choosing . . . syndrome.*

My own experience has broadened considerably from my starting points of India and southern Africa. I have to understand and take account of SE Asia, north Africa, Latin America and Eastern Europe – and measure them for ease of doing business as well as the other criteria.

The newer countries in offshoring are also well worth considering, including Egypt and Mauritius – and looking at how they fare in my criteria. In fact not being number one is a great advantage when you are buying from these countries. They have something to prove – and many unique qualities that makes the initial analysis and range of countries ever more important.

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For countries the same strictures apply. A country with a defined focus or defined areas that it wishes to focus on – which can be very different – is actually easier to deal with than one that wants to be everything to everyone. You can immediately see that a lack of focus – or what is proclaimed as a breadth of interests – is no guarantor of ease of doing business with that country.

Surprisingly enough for some people, it also isn't how simply contracts are worded. When most other things have failed, I find that companies and countries look to the straightforwardness of their contracts to prove that they are easy to do business with. If it does what it says on the tin and your contract backs that up, it can be quite an advance on competitors. But when you think about it, unless you are a charlatan, it looks like the minimum that you need to stay in business! It doesn't make you easier to do business with – it just means that you are reaching minimum standards.

These negatives have, however, started to give us the insight we need. My starting point for ease of doing business – a very active and engaging phrase – is to focus on an external perspective – and what the examples above focus on are the internal perspectives. But before we go there, let's look at the macro-level.

Over the years a whole industry has grown up around ease of doing business at a macro level. And if there was ever a concept that summed up motherhood and apple pie and was even more universal than being pragmatic, then ease of doing business is it. In outsourcing and offshoring there are the complications I mentioned of different business cultures and different countries, with all that entails and so quite a few consultancies make good money here. Although no-one buys from a country – except in very rarefied circles – the country-related elements of doing business are quite a significant factor in making it easy to do business.

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So let us look first at how ease of doing business works at a country level. Astonishingly enough, there is an international survey based on apparently hard facts that ranks countries – not companies – on the ease of doing business. And the World Bank adds its imprimatur to the survey – so it must be good.

Having done business in the country that comes out consistently top in the World Bank survey – Singapore – and having done business in some of the worst, I can say that there can be a huge gulf between them. That's self-evident – but not, I think that helpful in itself. The actual criteria in the tables are constructed with quite a degree of subjectivity and so the actual difference between the top and middle may not be all that important.

I'll look at what influences the judgments behind the tables, but taking them seriously does not mean that we can uncritically accept the criteria. Perhaps the best example is China's position. It certainly is strange that China is 89th in the world whereas Egypt is apparently 106th when there is almost no protection of intellectual property (IP)

in China and a proper system in Egypt. I know where I'd rather do business!

## World Bank Measures

- An understandable regulatory environment
- A strong legal framework
- A straightforward fiscal system
- Appropriate labor laws
- Ease of company formation and dissolution
- Straightforward planning laws
- An established banking and credit system with good money transmission systems
- Sensible cross border labor flows
- Effective customs procedures
- Investor protection

For what it is worth my view is that IP is usually the most valuable asset a company has – and the World Bank criteria do not reflect that.

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It is also no surprise that India is 133rd but, actually, if you know your way around, it could easily score higher. In my real world experience countries that are apparently poor in certain areas have developed work arounds to un-gum the system. I have also found that a company that is easy to work with in a lowly rated country is worth more than a poor company in an apparently great environment.

What does the index actually focus on – to give us the high level understanding?

Regulation is a key. And, from my experience, the reason that the countries higher up the scale come out on top is not that they have restricted or abolished regulation – but the regulation is consistent, documented, accessible and readily understood. In Singapore, it's partly to do with the lack of corruption amongst civil servants – who are well paid and have colossal pensions as a deliberate act of state so that they would lose far more by accepting a bribe than could possibly be afforded. It is wider than that – and a country like Egypt, which prides itself on clear guide lines is a good bet. On the other

hand, many of us will remember ten years ago in India when regulations were just a money making regime for the inspectors – and for the equivalent of US\$2 you could be certified to be hygienic, observing every law under the sun, legitimate and having paid all your corporate taxes – as well as providing every luxury for your staff.

If you ask anyone about regulation, the chances are they are against it. Except when it provides them with protection, and then regulation becomes important. Regulation in itself is neither good nor bad. Clarity is the key concept to look for.

Labor laws are strong in the countries that do well in the survey – but fair-minded. It's not like running a company in some of the Gulf states where you have to employ locals and can't get rid of them, so the locals neither feel obliged to work or even to turn up except in extremis and thus you have to employ migrant workers to do the work.

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This doesn't mean that you should be looking for a hire and fire environment – just an open and documented one. A country where respect works both ways is most likely to provide the right environment.

It's easy to start a company in the better countries and, actually more important, relatively easy to close a company down when it is no longer viable. This is highly important. Cross border trade also has to be straightforward. Immigration processes need to be purposeful and effective. Financial controls usually exist for cross border trade, and they have to be clear and obvious.

## **Don't just read the brochure**

It is essential when looking at how different countries measure up to try them out for yourself in a real world test. My simple test is getting a visa. If that's difficult – think how hard everything else is going to be!

I have a final criterion that I would add – which is government support. This can be more subtle than you might think at first. One country that I have worked with had really focused on the support it gave to foreign direct investors. It had special economic zones, prioritized planning consent, expedited development loans, support for training and re-training local staff, simplified import and export procedures and it fast-tracked applications to make foreign direct investments. On paper it was superb and looked as though it outranked most other countries. In offshoring terms it appeared to have all the advantages.

It fell down in two areas. The first was that each of the various categories of support was handled by different departments and, in some cases, different ministries. The result was different procedures – and sometimes conflicting requirements – for each area of support. The real killer, however, was much more human and had a damaging psychological effect.

# Ease of Doing Business

Paul Davies

The process of getting a multiple entry business visa had never been looked at in terms of how user friendly it was. It was not only chaotic if you tried to get a visa in person, but it was completely uncertain. On the application forms it said that you should allow three days. In practice it could be two days, but for no apparent reason it could take three weeks and once in my experience took over a month. The result was that even senior business people were unable to plan trips with any certainty until they had the visa – and just that fact alone was tremendously off putting. The question on their lips was obviously – *is this country serious?*

So looking at the issues with the micro and criteria for the macro – do we have any insights into what makes a company, a person – or a country – easy to do business with?

I think so.

In fact I draw up a checklist for my clients focusing on what I think is important – and to get there the macro and the micro above really inform how I approach this. To me the most important element is perspective. I know that's consultant-speak and I know that it is wild and woolly, fluffy and cuddly, and means anything to anyone.

But bear with me.

Of course I mean the various perspectives you have to take into account, including government, the board, employees and customers – especially customers. But I mean something far deeper than that.

# Ease of Doing Business

## Paul Davies

### Short case study

Making the difference

- Large company selling to a smaller one
- Matched the requirements specification to a fault
- Worked with the client to understand the needs of the end customer
- Delivered to time and budget
- Had an upset client because the financial terms were inefficient in tax management
- On advice, went back and understood the problem from the client's perspective
- Then worked out what would make it easier in fiscal terms, bringing forward some parts of the payments and holding back others
- Result for both parties – a success

And the learning points were around:

- Understanding how it was best for the company to buy
- Ensuring that the buying process took into consideration all the factors that could be relevant.

Let me give you one illustration that continually surprises my clients. I spend some time – as many consultants do – talking early on about consultancy-led selling. We all know the theory – and some of us manage to practice it. It involves getting inside the client's head, even understanding the end customer's deepest needs, working out the real problem that the client has to solve, appreciating the benefits we have to deliver, focusing on what will delight and turn the client into our advocate.

In fact, all these are marvelous when we get them right, but still not enough.

What's wrong with all of that is that the perspective is still wrong. In its time it was a significant advance, but consultancy-led selling is still us centered. And in a *them* and *us* world, that's fine – but it doesn't make us easy to do business with.



# Ease of Doing Business

Paul Davies

The change is to think of it as consultancy-led *buying*, because once you adopt the client's perspective, the whole attitude changes. And with it, how easy you are to do business with changes. It isn't the whole answer – but once you change the perspective, everything else starts to fall into line.

If you can understand how regulation affects the buying process, you become much more effective – and a good deal easier to buy from. Once you appreciate how the way you encourage and handle complaints appears to the client, you start to see what you have to do to make your business easy to deal with. If you can deal with the fiscal regime so that the client can avoid the most tax, and then worry about your own tax issues, you will see the advantage. If you focus in your contracts on the exit clause – so you understand precisely what it is that the client is really exercised about because that is the trigger for a break – you will be making it easier to do business with you.

When I find clients pushing back and suggesting things might not be as bad as I am making out in their company, I have a very simple test for them.

First of all I ask them to ring their sales line as a mystery shopper. I get them to report back – and no-one will be surprised that they usually come back to me with pride that the phone was answered within three rings. I then ask them to ring the support line and tell me how long that takes to get through.

It is very rare for there to be any further discussion.

As I say to them, having a responsive sales force is all very well, but ease of doing business demands more than that – and you have to look at doing business as a process not a one off sale.

Egypt on

# Ease of Doing Business

## Paul Davies

Then there are the issues of doing business in a cross cultural environment, especially where outsourcing and offshoring is concerned. These are worthy of special mention although they are really more visible expressions of normal commercial life.

The really difficult elements in doing international business and the major blockers to ease of doing business in offshoring are: the sales process, natural languages, business-speak, the social network, the actual way the web intertwines into our business world especially in payments, lack of confidence and trust, the impossibility of real understanding and the marked difference in attitudes across the world to time.

The way to neutralize all of these factors and make it easier to do business together is to see it from the buyer's perspective. In other elements of business, at the macro and the micro level, we have problems with legal structures, contracts, dispute resolution, whether what you see is what you get, quality systems, protection, corruption, permits, whether you are easy to find in the first place, whether you are easy to contact, whether your paperwork is obstructive, whether your customer service is focused on customers

and service.

### **Cross-cultural blockers – a checklist**

- Sales processes
- Natural languages
- Local business jargon
- Social networks
- Understanding of *time*
- Different legal systems
- Different regulatory expectations
- Dispute procedures
- Payment systems
- Quality perspectives
- Corruption
- Licensing laws
- Accessibility
- Trust.

*The point here is that these are usually merely additional issues – none of the other points should be obscured by these.*

# Ease of Doing Business

## Paul Davies

But all of these are relative – like the concept of heat. The real question is how any of these impede the buying process – and once we have the answer, we can make buying easy.

The real measure is that external perspective. It isn't the chief executive's, it isn't the sales director's, it isn't even the consultant's perspective. It is putting yourself in the same position as the people buying from you – and making sure that everything is focused on that – that will make you easier to do business with. And that's the measure. We know this instinctively as buyers – and we have to remember that when we are hoping to gain a client or customer.

Over time I have taken this perspective much further – and codified it into *benefit management*. My starting point is seeing why the person who is buying has to buy – taking it as axiomatic that every buying decision is a grudge purchase: if the buyers could do without it, they would. People only ever buy to gain some business or personal benefit or benefits. To be easy to do business with therefore means that I have to deliver those benefits – and so in everything I advise my clients about, once we understand consultative buying – I

focus on managing the delivery of those benefits.

I also like to come back here and remind you about my stricture on not selling every-thing but selling something. Turning that round here will show you how true it is. It is a great deal easier to buy something specific than to stand in the sweetie shop of life and not know what to choose, let alone buy.

### **Benefit Management**

- Start with why someone or a company is buying and what they want to achieve
- Focus on being able to deliver that – not just sell it
- Understand the cascade through an organisation
- Ensure you manage the process so that not only do you deliver your products and services – but you deliver the benefits the client or customer is really after

*You then are not only easy to do business with – but you make the experience a pleasure*

# Ease of Doing Business

Paul Davies

It isn't the end of the story because you still have to have straightforward contracts, responsive complaints procedures, quality built in to every process, and work in an environment where you use regulation to your client's benefit, and ensure that you both understand each other. But it is an excellent starting point and the only place from which to measure yourself

And measure yourself is what you have to do. As I said at the beginning, being easy to do business with won't earn you plaudits – but you will soon know if you aren't! The point is that *you* have to know and to check and focus on this.

After that you can use the really hard measure – increase in profitability and revenues – against your own assessment of how easy you are to do business with. To that extent it is really important that you take a realistic view of where you are when you start to consider this seriously – and then plot your progress on both axes.

To date I have found there is a direct and positive correlation between being easy to do business with and being successful in the market, except, that is, in the very special case of premium, exclusive brands, as I mentioned when discussing the turntable manufacturers. In such a case, you may well find that being extremely hard to deal with has a beneficial effect on your business – but I could never advise anyone to take that risk. If you approach selling as a buying process for your clients and customers, and make yourselves easy to do business with, there is rather more benefit. In time you may even be recognized for it – but I wouldn't count on that!

**ENDS**

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Egypt on

# Egypt On essay series

Essay series commissioned by ITIDA

**2010**



Mark Kobayashi-Hillary  
March 2010

# EDUCATION AND THE MBA IN THE OUTSOURCING SECTOR

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# Introduction

The landscape of today's offshoring and outsourcing industry is constantly evolving and Egypt's Information Technology Industry Development Agency (ITIDA) has partnered with some of the industry's leading thinkers and advisors to create a series of essays looking at key business issues and trends affecting the industry. The series will look at a range of topics from the ease of doing business to education and resources.

This essay, '*Education and the MBA in the outsourcing sector*' by Mark Kobayashi-Hillary, discusses the role of Education and the MBA in the modern world of outsourcing. It focuses on how Egypt is developing its human capital to ensure it is firmly placed as a great location for the world's Information and Communication Technology (ICT) and Business Process Outsourcing (BPO) sectors.

# Education and the MBA in the outsourcing sector

## Mark Kobayashi-Hillary

The UK National Outsourcing Association awarded Egypt the 'Offshoring Destination of the year' prize at their prestigious annual awards in 2008, and Egypt was shortlisted again in 2009. These awards are a testament to how Egypt has clearly announced itself to the world as a great location for Information and Communication Technology (ICT) and Business Process Outsourcing (BPO) in the past couple of years, with a fast growing local service sector and regular investment in sourcing solutions by multinationals.

Therefore, it is no surprise that the world is paying more attention to a country better known for tourist beaches and the pyramids of Giza, and discovering that outsourcing to Egypt can work extremely well. Professor Leslie Willcocks of the London School of Economics wrote a report in 2009 about the development of offshoring away from the 'BRICs' nations – Brazil, Russia, India, and China – and he positioned Egypt as a strong future player in the market for IT-enabled services.

But one of the issues facing all nations developing their outsourcing proposition is how to develop management expertise. It's one thing to have a large number of fresh new graduates entering the workforce each year, but how can firms find enough experienced project and program managers to coordinate everything.

There are generally three ways. Experience alone, business education, and vocational training around specific areas of expertise. Experience is important and the most desirable, but in a fast-growing business environment it is next to impossible to find enough managers with good experience, let alone international management experience with a good all-round view on leading companies.

# Education and the MBA in the outsourcing sector

Mark Kobayashi-Hillary

Vocational training is important, and works especially well when helping people to convert from one career track to another. For example, easing people into the IT industry by using the education and skills they already have and offering conversion courses that deliver the industry skills to complement existing management knowledge.

But for many decades now, the gold standard in management education has been the Master of Business Administration (MBA). The MBA as a qualification is over a century old, the first recognized example being delivered at Harvard University in 1908. It has grown and developed into the most important educational device for training young managers. In these early stages of development, the MBA was a response to the rapid industrialization begun in the nineteenth century. Companies were attempting to explore the art of management in an effort to discover if there could be a more scientific approach to managing and leading modern organizations.

The MBA has changed and evolved considerably over the past century. It is unusual when compared to most post-graduate qualifications. Rather than offering an intense narrow focus on a

single discipline, the MBA demands a high level of engagement with many academic disciplines and a focus on how the course can be applied to the real world of business.

The modern MBA usually features a core set of compulsory courses that introduce students to areas of business across all sectors, such as marketing, accounting, operations management, and human resources. In addition, elective courses and a research dissertation will be on more specific areas of interest, usually taking up about a third of the course.

Though the MBA is an important device for giving managers the skills they need to lead organizations, it is not the only device being used to train the managers of tomorrow. Never before has there been such an intense focus on the skills required for the service sector to grow as in the IT and IT enabled service sector. With economies growing fast in all corners of the globe and jobs at high skill levels becoming available, it's important to observe what the education sector is doing at a macro level.



# Education and the MBA in the outsourcing sector

## Mark Kobayashi-Hillary

For instance, India is often held up as an example of success in IT services. The IT and services trade body, NASSCOM, was formed in the 1980s and has tirelessly worked to develop the country as a technology leader – partly through working with educators. India has more than 250 universities and over 900 colleges creating the next generation of knowledge workers. Every year, 19 million new students enroll into high schools across the nation. At the end of each academic year 2.1 million new graduates and 0.3 million post-graduates leave college qualified and hungry for work. Although 8 per cent of workers are destined to leave the country, this is still a very high number of educated people joining the workforce.

Egypt has a population of 77m compared to the 1.1bn of India, but proportionately the figures are even more impressive than the oft-quoted Indian ones. Egypt has a large annual graduating talent pool of more than 330,000 students, with 63,000 graduating in commerce, 17,000 in engineering, and 14,000 emerging with science degrees. Within that pool, a large portion of students are

technologically skilled, multilingual, achievement-focused, and therefore well suited to the IT and IT services sector.

In Egypt, the Information Technology Industry Development Agency (ITIDA) is the executive IT arm of the Ministry of Communications and Information Technology (MCIT), and is located in the heart of a modern business environment at the Smart Village.

ITIDA has created a human capital development program seeking to provide world-class training and academic initiatives to build a skilled workforce and create ICT professionals from promising graduates. The overall strategy stimulates multinational training programs, including sales, marketing, business development, and finance.



# Education and the MBA in the outsourcing sector

## Mark Kobayashi-Hillary

In addition to the efforts of ITIDA, the Ministry of Higher Education and Scientific Research (MHESR), and MCIT have joined forces to introduce “employability” skills programs in the tertiary education stage, in a new project called *EduEgypt*.

EduEgypt supports undergraduate training using soft skills, language abilities, and technical competence; enhancing the skills of Egyptian university graduates and preparing them for local and global marketplaces. This effort is a part of a workforce development initiative aimed at reducing the gap between student readiness and employer expectations. The initiative, which was launched in 2007/2008, produced 3,000 graduates last year and aims at supplying the market with around 8,000+ graduates per year by 2010.

MCIT and MHESR started the EduEgypt programs back in 2007. Now in its third phase, EduEgypt is being applied in nineteen faculties inside nine universities across Egypt. Another finishing schools programs is underway to produce an additional 20,000 professionals

annually by 2012. ITIDA is actively involved in the thought process of the programs as it is tasked with developing the IT and ITES industry with the aim of increasing exports.

Existing educational initiatives have partnered with multinational companies such as Oracle, IBM, Microsoft, and others to develop outstanding skill-based programs that are affordable for the local market. Core projects include the Nile University, the ICT Professional Training Program, the Export and Investment Promotion Program, and the Medical Transcription Training Program.



# Education and the MBA in the outsourcing sector

Mark Kobayashi-Hillary

The EduEgypt program is designed and implemented by a host of renowned global partners. While the Information Technology Institute, First Source, IBM Daksh, Infosys BPO are responsible for the training, Hewitt and Eduquity are carrying out the testing process. EduEgypt also listens to what the industry needs as it involves a unified industry calibrated assessment and testing modules to ensure quality.

EduEgypt aims at providing the talent pool with the skills required for BPO/ITO and uses a skills matrix approved by the BPO industry and endorsed by various global partners to instill the required set of skills for BPO/ITO. The program also involves Train the Trainers and Train the Master Trainer components to build the Egyptian training industry capacity.

The private sector has become involved in the process beyond just delivering the training. Leading firms from the industry, such as CISCO, HP, IBM, Microsoft and Intel, are focused on an initiative to

improve ICT education in Egypt. The Egyptian Information, Telecommunications, Electronics and Software Alliance (EITESAL), which focuses on bridging the gap between academia and the ICT industry, helps young talent develop practical and industrial skills within educational programs. ITIDA has also recently launched a program to promote industry and university collaboration, linking academic research with industry and market needs.

Government training programs to support vocational training and conversion to ICT readiness are all very well, many countries have started funding these programs in an effort to offer more work-ready graduates to industry, but there is a strong commitment in Egypt to move this beyond just marketing the region as desirable to foreign investors.

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# Education and the MBA in the outsourcing sector

Mark Kobayashi-Hillary

And it's true that these educational programs certainly help to increase the flow of graduates into the service sector. Without this kind of support, most multinationals would consider a plain vanilla graduate still unready for the workforce. But what do the same firms think of the MBA and how it helps to prepare their people for management?

There are many managers who feel that the MBA is too classroom oriented, that working on case studies in a safe campus environment gives no preparation for the reality of business life. This is a perennial problem of business education and affects the educators themselves just as much as the students. It's common for business school lecturers and professors to take on far more corporate work than other academics would consider acceptable, simply because they need to remain close to business to understand it. The MBA programs that enforce a period of internship within a real company probably have an advantage over those that insist on case-based work alone.

Many managers consider the MBA to be too generic, covering all aspects of business without focusing on a particular industry sector. Though many MBAs feature elective optional courses that allow a focus on specific topics, it's unusual to find that a business school would recruit students only from a particular sector – for instance to ensure an MBA class is full of people who have worked professionally in engineering.

The Canadian academic Henry Mintzberg even went so far as to publish a book in 2004 titled 'Managers, not MBAs'. The book argues for a complete overhaul of management education, in particular the MBA. Mintzberg asserted that the practice of taking fresh graduates into an MBA class and training them in the science of management often had a detrimental effect on their future ability to manage – often because the students would believe they have learned how to manage before ever doing it for real.

# Education and the MBA in the outsourcing sector

Mark Kobayashi-Hillary

Mintzberg focused his book on the US education system, which often allows the MBA programs to be taught to graduates without any work experience – in much the same way as an undergraduate can progress on to study any other master’s level degree. In countries such as the UK and Egypt most universities apply a requirement for work experience, particularly managerial experience, to the course entry requirements. This ensures that the academic training can be supported by real life experiences and examples shared within a class of managers.

Even when chosen by experienced managers, the MBA remains a broad degree covering many subjects and disciplines. How can it be applied to the IT and ITES sectors? Where does outsourcing come into the MBA program and is it possible to learn about outsourcing through a business education?

Outsourcing touches many aspects of the MBA program, so it’s worth considering some of the key aspects of what would be required on an elective MBA module that focused on teaching the subject in more detail:

- Core competence theory and the boundaries of the organization
- The strategic need to outsource; finding a partner, creating a delivery model
- Transition to a partner and termination of any existing agreements or suppliers
- Creating a governance structure to control the relationship; how to manage the relationship and disputes
- Designing Service Level Agreements and Key Performance Indicators that ensure the right behaviors are created, monitored, and rewarded

# Education and the MBA in the outsourcing sector

Mark Kobayashi-Hillary

It's clear that outsourcing is a far more involved topic than just the procurement of services. It involves organizational strategy and design, following through into operational management and governance. An MBA that aims to successfully include outsourcing must include return on investment calculations, partnership and management skills, algorithms that can explore how to turn fixed costs into variable costs. All detailed topics in their own right.

In the UK, the National Outsourcing Association Pathway program takes the subject of outsourcing alone and facilitates work-based study right up to master's level – so it's possible to get a master's degree just focusing on outsourcing alone, let alone the broader topic of business administration. Though one might argue that by qualifying in that course, the student then misses out on the basic core subjects of the MBA.

The possibilities opened up by outsourcing are changing the hi-tech service sector in many countries across the world. India has become

a world leader in technology services. Brazil has more than a million workers focused on IT alone, and countries such as Egypt are finding the possibilities for growth so attractive there is a natural symbiosis of the government and private sector – ensuring a steady flow of qualified people.

So the future looks bright for regions and companies that can offer these IT enabled services, if they can focus on not only bringing fresh graduates into the workforce with business knowledge, but can extend the reach of qualifications such as the MBA. The MBA has its critics, but it remains the de facto international management education benchmark.

As the increased wave of global outsourcing ensures fast growing countries get more wealth and jobs, those countries are also going to need more skilled managers. And that won't come from migration or experience alone. The MBA renaissance begins here.

Egypton 

# About the author

## Mark Kobayashi-Hillary

**Mark Kobayashi-Hillary** is a board director of the UK National Outsourcing Association and author of several books, including 'Global Services' and 'Who Moved My Job?' His most recent book 'Talking Outsourcing' is a collection of blogs for the British national technology magazine, Computing. Mark has an MBA from the University of Liverpool Management School and he is a visiting lecturer on the MBA program at London South Bank University.

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## Press release

### **Egypt shows why it is ranked as the number one offshoring location in the EMEA**

ITIDA to attend Shared Services and Outsourcing Week

**Cairo, May 18th, 2010** — ITIDA, Egypt's Information Technology Industry Development Agency, will be in Scotland, UK, from the 24th May 2010 for the Shared Services and Outsourcing Week to showcase the benefits of Egypt as a destination of choice for global services delivery.

The ITIDA delegation led by Amin Khaireldin, Strategy Advisor and Board Member, will be participating in a number of panel discussions, supported by representatives from IBM, Vodafone International Services and EMC Egypt Center of Excellence. ITIDA will also have a booth (number 29) in the main exhibition area.

Commenting on ITIDA's presence, Amin Khaireldin said, "This is a great opportunity for us to show what Egypt has to offer companies considering business process outsourcing and for them to hear firsthand about the experiences from multinational companies that have already set-up facilities in Egypt."

During the event, ITIDA will be participating in three discussions:

- The sourcing decision: An emerging location for tomorrow's global footprint, 25th May 2010 from 9:20-9:50am
- Egypt On global sourcing: Opportunities and case studies, 25th May 2010 from 9:50-10:30am (*Moderator: Phil Fersht, Founder of Horses for Sources*)

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- Global shoring decisions: Your long-term guide to locations, 25th May 2010 from 10:30am

"The trends towards outsourcing and offshoring are expected to grow in a more aggressive and diversified manner. Driven by a changing environment, the O&O industry is expected to triple in size over the next 10 years and with this growth, the decision making process regarding the best 'offshoring mix' to select a suitable sourcing location is continuously evolving," adds Amin Khaireldin.

With global companies aiming to deliver the best services to their clients in the most efficient manner, selecting and managing a network of delivery locations is becoming a pressing issue. The latest A.T.Kearney index on global services locations ranked Egypt sixth globally and first in the EMEA region due to its competitive advantages and unique mix of offerings.

During the panel discussions, ITIDA and its delegation will provide an overview of why companies chose Egypt, its value proposition and the challenges of doing business. They will also provide a compelling story on the distinctive offerings Egypt has for O&O business, from infrastructure to human resources and most importantly proactive government support.

**- ENDS -**

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**About ITIDA:**

The Information Technology Industry Development Agency (ITIDA) is a governmental entity affiliated to Egypt's Ministry of Communications and Information Technology. It is responsible for growing and developing Egypt's position as a leading global outsourcing location by attracting foreign direct investment to the industry and maximizing the exports of IT services and applications.

Located in the heart of the modern business environment at Smart Village, the six hundred acre business park on the outskirts of Cairo, ITIDA is a self sustainable entity that drives the IT industry in Egypt and raises awareness among the Egyptian people of the benefits and use of ICT to advance socio-economic welfare of the whole community.

For further information on ITIDA, visit [www.egypton.com](http://www.egypton.com) or [www.itida.gov.eg](http://www.itida.gov.eg)



## Press release

### Tech boom boosts Egypt's Economy

A buoyant start to the year for Egypt's information and communications technology fuels economic growth

**Cairo, May 13, 2010** — Egypt's economy grew by 5.8 percent in the first quarter of 2010, accelerated by the 11.3 percent growth of its ICT industry.

Reports by the Economic Development Minister revealed the growth was at its fastest pace in almost two years and is expected to hit as high as 5.3 percent in the fiscal year ending June, up from 4.7 percent in the previous year.

Egypt remains one of the world's fastest growing outsourcing destinations and has seen huge investments in the last year with companies including Sykes Enterprise and Stream Global Services. ITIDA has also signed an Memorandum of Understanding (MoU) with Intel Corp to further boost the potential of Egyptian information and communication technology (ICT) companies by using Intel's technical expertise to improve their potential and develop products and technical solutions.

Commenting on the growth of the sector, Dr. Hazem Abdelazim, CEO of the Egypt's Information Technology Industry Development Agency said: "We have had a positive start to the year with new companies investing and local companies developing and expanding their capabilities and services. The sector is going from strength to strength and is evidently having a huge impact on the overall growth of our country. We are confident that the sector will continue to grow during the remainder of 2010 and that we will see more multinational companies expanding and outsourcing their business to Egypt."



Egypt continues to invest in its infrastructure and intellectual property and piracy are two areas that it is aggressively tackling. In the 2009 Business Software Alliance (BSA) and IDC Global PC Software Piracy Study published this week, Egypt's piracy rating remained at 59% for the second year, despite overall global levels rising in 2009.

Egypt's rating has dropped by 5% since 2005 and, at 59%, its ratings are lower than other leading outsourcing destinations such as Morocco (66%), China (79%) and the Philippines (69%).

Dr. Hazem Abdelazim adds, "Reducing piracy continues to be a challenge for the sector globally. In Egypt, we are continuing to make this a priority and are making good progress. Our rate remains lower than some other destinations around the world, and shows why Egypt has become a leading destination for global outsourcing. "

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## Press release

**ITIDA Joins Forces with IDC to Boost IT Links Between Egypt and the Gulf**

**Date Published: 13 May, 2010**

Egypt's Information Technology Industry Development Agency (ITIDA), the executive IT arm of the country's Ministry of Communications and Information Technology, is delighted to announce details of its upcoming 'Business Without Barriers' conferences to be held later this month in Riyadh and Dubai.

Held in conjunction with International Data Corporation (IDC), the premier global market intelligence and advisory firm for the information technology and telecommunications markets, the conferences aim to support the growth and development of Egypt's IT Industry through the facilitation of mutually beneficial relationships between Egyptian and Gulf-based IT companies.

Egypt is among the world's fastest-growing locations for global outsourcing and offshoring, and the country offers a world-class, cost-effective alternative to organizations looking to adopt the outsourcing model. Together with IDC, ITIDA has been working on a research-led go-to-market program called 'Go-to-GCC' that is aimed at partnering Egyptian IT organizations with leading systems integrators and channel partners from the Gulf region.

"ITIDA is very pleased to have IDC as a partner in this important project," says Dr. Hazem Y. Abdelazim, CEO of ITIDA. "We are anticipating great success for the events because of all the efforts exerted over the past six months. Communicating our partnership message in the Gulf is key to creating new business opportunities for Egyptian IT companies and their counterparts in the GCC region. Our companies are looking forward to attending the two events and are sure of a positive outcome that will further solidify our business relations with our partners in the Gulf".

Most forums for business networking tend to have a very low success rate as insufficient time is spent on researching and identifying viable business opportunities. However, the 'Business Without Barriers' conferences mark the culmination of six months of intense research by IDC's most senior consultants and analysts as they have sought firstly to identify skills, products, and solutions within select Egyptian IT companies that are in demand in the Gulf region, and then match them with relevant systems integrators and channel partners from the GCC nations.

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These two highly structured and targeted go-to-market gatherings will host an ICT trade delegation from Egypt in order to aid the development of invaluable long-term business partnerships between Egyptian and Gulf-based companies. As well as facilitating unrivalled intelligent networking opportunities at the event itself, IDC will also act as a facilitator in the six-month period following the conferences, providing support for both Egyptian and Gulf-based organizations as they seek to develop and sustain viable business partnerships.

The Dubai event will take place at the Madinat Jumeirah on Monday, May 24, while the Riyadh event will take place at the city's Four Seasons Hotel on Wednesday, May 26. For more information about these two exciting, invitation-only events, please contact Ronita Bhattacharjee, Associate Vice President for Conferences at IDC Middle East, Africa, and Turkey, at rbhattacharjee@idc.com or on +971 4 391 2747.

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Located in the heart of the modern business environment at Smart Village, the six hundred acre business park on the outskirts of Cairo, ITIDA is a self





sustainable entity that drives the IT industry in Egypt and raises awareness among the Egyptian people of the benefits and use of ICT to advance socio-economic welfare of the whole community.

For further information on ITIDA, visit [www.egypton.com](http://www.egypton.com) or [www.itida.gov.eg](http://www.itida.gov.eg)

## Press release

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### **ITIDA Holds 4th ITAC Meeting**

**Cairo, Egypt, 17 March, 2010** - Information Technology Industry Development Agency (ITIDA) organized on March 17th, 2010 the 4th meeting of Information Technology Academia Collaboration (ITAC).

The meeting was held under the auspices and in the presence of Minister of Communications and Information Technology Dr. Tarek Kamel and Minister of Higher Education and State for Scientific Research Dr. Hani Helal.

Dr. Kamel and Dr. Helal honored the students and researchers who completed the best 20 graduation projects for 2009, granting them certificates of merit. Faculty of Computer and Information Science at Ain Shams University received an award for acquiring the biggest number of graduation projects funded during the academic year 2008 - 2009.

The best six graduation projects; winning a scholarship to the Entrepreneurship Qualification program to qualify them to join ITIDA's Technology Incubators Program, were announced during the event.

They will be supported and sponsored as projects qualified to grow and turn into major companies that are likely to compete in Egyptian and international markets.

The meeting agenda involved a presentation of some projects for products development that have been funded and finalized.



Researchers presented details about their projects, points of strength and success stories. Some of these projects managed to penetrate Asian markets like Japan and Arab markets such as Saudi Arabia in addition to local markets.

ITIDA submitted a recognition award to Vodafone for the company's contribution to offering summer training to students and its cooperation with ITAC.

ITIDA also offered the Japanese Telecom company a similar award for training students in a number of Egyptian governorates.

Moreover, Faculty of Engineering, Mansoura University, was awarded for the large number of students participating in summer training.

ITAC, launched for the first time by ITIDA in 2006, aims to promote cooperation in the areas of IT industry and academia through linking academic research to the industry, market needs and companies.

To achieve such goals, the initiative has selected the type of projects through which collaboration between the IT sector and academic research can be maximized.

The program includes 4 research modules set by the ITAC steering committee which include Cloud Computing, Cyber Security, Green ICT and Mobile Applications.

ITAC supports six main programs. Four programs of Product Development Projects, Advanced Research Projects (ARP), Patent Filing Program (PFP) and ITIDA Fellowships are dedicated to Postgraduates. The two other programs are offered to undergraduates in the form of graduation projects and summer training.

During the meeting, ITIDA showcased the projects funded in the third and fourth phases of the initiative and the 130 graduation projects it sponsored last year.



A total of 2586 university students participated in the Summer Training Program. ITIDA has coordinated with IT organizations and companies to host students during the summer vacation based on an agreement between them and the universities about the training program duration and agenda.

The companies, throughout the training phase, involved the students in running projects and practical on job training to help them obtain practical experience and qualify them to join the marketplace after graduation. ITIDA grants each student 500 L.E. per month during the training period up to a maximum of 2 months.

ITAC has funded several projects during the time from 2006-2009. A total of 17 development projects, 12 advanced research projects and four fellowship programs have been sponsored so far.

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## Press Release

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### **Dr. Kamel Holds Talks with US State Department Officials**

Minister of Communications and Information Technology Dr. Tarek Kamel held talks yesterday with Ms. Lorraine Hariton, Special Representative for Commercial and Business Affairs at the US Department of State.

**Cairo, 16 March 2010:** Dr. Kamel also met Mr. Steven Koltai, Senior Advisor for Commercial Affairs at the department's Bureau of Economic, Energy and Business Affairs. Mr. Koltai is responsible for designing and implementing the Global Entrepreneurship Program (GEP) at the US State Department.

The meeting, held in the presence of US Ambassador to Egypt Ms. Margret Scobey, conferred the Egyptian-US partnership in disseminating the culture of entrepreneurship, business leadership and technological innovation adopted by the US Administration.

The US officials' visit goes in line with the initiative the US President Barack Obama had announced in Cairo in June 2009. President Obama expressed his intention to hold a summit to disseminate the culture of business leadership, entrepreneurship and technological innovation in the Muslim World.

President Obama also announced the foundation of a fund for supporting technological development in Muslim dominated countries. Such a fund will contribute to providing new ideas to the market in order to generate more job opportunities.

In addition, he called for establishing centers of excellence in Africa, the Middle East and South-East Asia as well as assigning science delegates to cooperate in programs for developing new power resources and green information and communication technology (ICT).

Last February, senior officials from Ministry of Communications and Information Technology (MCIT) met with Mr. Koltai to discuss Egypt's participation in the US Administration initiative.

Egypt was selected, among 12 other countries, as the first country to carry out the initiative.



The selection came after the US Administration sensed the readiness, cooperation and support of the Egyptian Government. Other factors are the availability of the required mechanisms and distinguished scientific facilities such E-Learning Competence Center (ELCC), Nile University, Technology Incubators Program and Business Plans Competition sponsored by Information Technology Industry Development Agency (ITIDA).

MCIT currently implements a plan for technological innovation and creativity and development of the culture of private business (2011-2013). The plan is executed through an initiative involving several international partners to make use of the efforts exerted globally and create a leap in technological innovation. This in turn will serve the socio-economic development plans in Egypt.

ELCC currently carries out a program for entrepreneurship skills in collaboration with Cisco Systems. The program has been applied on several small and medium-sized companies via the use of the center's network that covers 700 e-learning centers nationwide.

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## Press Release

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### **ITIDA and Intel Sign MoU on Boosting Innovation and Supporting Technology Incubators**

**Date Published: 18 February, 2010**

Information Technology Industry Development Agency (ITIDA) signed on February 18, 2010 a Memorandum of Understanding (MoU) with Intel Corp.

The agreement works on developing and boosting the potentials of Egyptian information and communication technology (ICT) companies via making use of Intel's technical expertise.

Based on the agreement, Intel will help Egyptian companies improve their potentials and develop their products and technical solutions.

The MoU items are divided into two parts. The first part has to do with the Technology Incubators Program carried out by ITIDA. Intel will offer consultations, cooperate in evaluating the projects that sign up for the Business Plan Competition and define the competitiveness of each business plan during the incubation period.

In addition, Intel will provide the incubated companies technical support and training on the Intel latest technologies and solutions. Intel will also encourage these companies to join the Intel® Software Partner Program and make use of all the benefits it entails.

Moreover, Intel will supply the incubation program with software development tools to help in the quality testing and assessment processes of the software produced by the incubated companies.

Additionally, Intel will support these companies by showcasing their products and solutions at Intel's local, regional and international conferences and exhibitions.

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ITIAD CEO Dr. Hazem Abdelazim said that the MoU aims to maximize bilateral collaboration in a bid to serve creativity and innovation in IT, stressing the advantages that incubated companies are likely to gain through such cooperation.

Vice President of ITIDA Dr. Sherif Hashim confirmed that the Technology Incubators program is one of the most important projects that contribute to turning inventive ideas and business plans into concrete successful businesses through the support the program offers the companies.

Christos Georgiopoulos, General Manager, Developer Relations Division, Intel Software and Service Group, noted that software programming plays a key role in economic activities.

The mission of the program, Georgiopoulos explained, is to sponsor and support the software programming environment in Egypt through integrating and developing the resources of planning, sales and marketing and technical processes designed to help businesses to grow and expand in international markets. Georgiopoulos expressed happiness that Intel will take part in supporting Egyptian startup companies.

The second part of the MoU is based on boosting cooperation between ITIDA and Intel through Intel Software Influencer Program. Implemented by ITIDA, the purpose of the program is to support the innovation and production of software programs as well as support companies specialized in this domain through facilitating for them technological and marketing tools.

Intel, based on the cooperation, will promote the diverse programs and initiatives carried out by ITIDA on the level of the members of the Intel program.

Furthermore, Intel will provide the ITIDA database member companies the same benefits. Additionally, ITIDA will promote Intel program among the companies registered in its database.



Taha Khalifa, Intel Egypt Country Manager, said that Egypt is a promising IT hub. "We have always been seeking an opportunity to help startup companies and offer them training and infrastructure," Khalifa said.

"We believe that working with startup companies is very important in order to raise the standard of innovative thinking in the Egyptian IT market. This will eventually lead to the creation of a local internet protocol as well as an increasing recognition of patents," he added.

The MoU reflects ITIDA's keenness on encouraging innovation and creativity in IT as well as Intel's commitment to help enhance the Egyptian ICT market. The agreement also goes in line with ITIDA's keenness to enhance the principle of public-private partnerships.

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**About ITIDA**

Located in the heart of modern business environment at the Smart Village, The Information Technology Industry Development Agency (ITIDA) is a governmental entity spearheading the development of the Egyptian IT sector and increasing its global competitiveness. ITIDA, an affiliate of the Ministry of Communications and Information Technology (MCIT), is tasked with the focal role in the developing the IT industry through identifying the needs of the local industry and addressing them with tailored programs. The agency is considered to be a one-stop-shop for foreign investors and a strategic advisor



to Multi-National Companies (MNCs) investing in the Egyptian IT sector. It further plays a leading role in enhancing the Egyptian cyber security and data protection framework towards a more secure e-Business and Business Process Outsourcing (BPO) services positioning.

**About Intel**

Intel is the world leader in silicon innovation, developing technologies, products and initiatives to continually advance how people work and live.



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## Press release

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### **Egypt sees potential to Double the size of its Global ITO and Engineering Services market and triple its Global BPO market**

His Excellency, Ambassador of Egypt and senior representatives of companies operating in country host seminar at NASSCOM 2010 on Egypt as the global service delivery leader of the EMEA region

**India, Mumbai, February 10, 2010** — Speaking at NASSCOM 2010, His Excellency Mohamed Higazy, Ambassador of Egypt, made a strong case for investment into economies like Egypt that have an abundance of qualified human capital and strong growth potential. He emphasized that the country continues to strengthen its position in the market through a series of successful partnerships.

Speaking about what Egypt can offer companies investing in the country, Mr. Amin Khaireldin, senior advisor and board member of Information Technology Industry Development Agency (ITIDA) said, "Egypt provides many unique advantages as a location for BPO and ITO to Europe and the Middle East. What sets Egypt as a favorite for investments in the sector include its sizable talent supply, structurally low cost of operations, quality and scalable infrastructure, conducive business environment and proven industry track record."

Hossam Megahad, board member of ITIDA added, "Egypt's concept is proven by the large presence of multinational and major regional companies. There are currently 15,000 direct export oriented professionals, 22,000 for domestic business accounts, over 300,000 active bloggers and over 50,000 indirect jobs are supported by the industry."

Adding to the voice of ITIDA, were industry leaders such as Ramachandra Murty Yadaville, head of marketing at Wipro Egypt who appreciated ITIDA's outstanding



support in helping Wipro scale up their staff to 300 people by end of the year; Hari Garg, vice president of CRM global delivery competency at IBM Daksh who added credence to the quality of language and multilingual skills in Egypt to converse in over 22 global languages; Ricardo Langwieder-Gorner, director of business development EMEA at Stream Global Services who highlighted the attractive costs structure of Egypt which is lower compared to India in the BPO sector.

Further support came from Joachim Dold, general manager of SQS Egypt, a company that specializes in software testing; Alla El Khishen, general manager of ECCO, who complemented ITIDA on the support provided to his company that works on inbound and outbound services of the BPO sector and Hassan El-Shawarby, general manager of Raya, who attributed the company's success in company receiving COPC certification and accreditation three years running to the support given by ITIDA.

Egypt has been highly aggressive over the past decade in delivering on major infrastructure, bandwidth, educational and telecommunications projects to drive increased interest in companies looking to establish major global service delivery centers in the country.

Mr. Amin Khaireldin added, "Egypt is now at the new crossroads o next stage in the IT revolution. With a long history of innovation, we are a young, energetic country with a population that grew up in the technology world. We have built a nation around technology and Egypt is now a hub for innovation and research, cyber security and cross-border collaboration."

Currently, companies such as Microsoft, IBM, Oracle, Vodafone, Orange, Mahindra Satyam, Teleperformance, Wipro, SQS, Valeo, Alcatel among many others all have offices in Egypt's Smart Village, a 600-acre technology business park in Cairo.



Egyptian leadership is also focused on collaborating with companies to advance the penetration of the Internet in Egypt and to get the nation on the forefront of technological developments, while at the same time focused on protecting and supporting its youth in using the Internet as a means of creativity and innovation.

**- ENDS -**

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**About MCIT:**

For more information about the Egyptian Ministry of Communications and Information Technology go to: [www.mcit.gov.eg](http://www.mcit.gov.eg)



## Egypt recognized for government support of ICT sector

### Egypt placed in latest Gartner 30 Leading Locations for Offshore Services report

**Cairo, 22 December, 2009:** Egypt continues to a leading global outsourcing destination of choice, being included for the second year running, as one of Gartner's 30 leading locations for outsourcing services.<sup>1</sup>

This year, Egypt has been recognized by various institutions for the significant level of support its ICT sector receives from the Egyptian government, as well as its advantageous cost structure.

Egypt, alongside Ireland, provides good government support to its ICT sector, creating an environment that is committed to developing educational systems, building a pool of skilled workers and actively promoting the country's attributes.

Commenting on this year's findings, Dr. Hazem Y. Abdelazim, CEO for Egypt's Information Technology Industry Development Agency (ITIDA) said: "Once again we are delighted that our investment into Egypt's ICT sector and our efforts in promoting Egypt as a leading global outsourcing location has been recognized. We remain committed to developing our educational systems and will ensure that we can continue to provide a sustainable pool of skilled workers to support our growing ICT industry."

<sup>1</sup> Gartner's 30 Leading Locations for Offshore Services, Ian Marriott, published 19<sup>th</sup> November 2009

\* Egypt was ranked 15th in Heidrick & Struggles' Global Talent Index for its quality of universities and business schools in September 2007

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Egypt has continually been commended for its abundant and sustainable talent pool\*, regarded by the country as a long-term investment. The government focuses on developing and implementing programs to ensure there is enough supply of qualified and trained professionals to its growing outsourcing industry.

In order to compile the report, Gartner gathered information from numerous independent sources and identified 10 criteria to analyze how suitable countries are for offshore IT and IT-enabled service work, including language, government support, labor pool, educational system and cost.

Through continued support and investment, Egypt strives to remain one of the top performing countries and preferred choices for global outsourcing services.

The Maadi Technology Village, lying just outside of Cairo's city centre, will help attract foreign investment to the country by providing another first-class location for IT and outsourcing. It is projected to house close to 30,000 professionals within the coming two years and will comprise around 40 buildings on 75 acres of land exclusively dedicated to outsourcing BPO and call center operations.

After completion of the first phase comprising approximately 15,000 sqm of office space, construction of additional 60,000 sqm is currently under way, which is planned to be completed by mid 2011 and finalization of the entire 200,000 sqm will happen by 2012.

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