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the newsletter



Sales Success

REVEALED

— Brian Tracy

Exclusive Interview of Nokia Country
General Manager Pakistan & Afghanistan
- Arif Shafique



Emerging ICT & Technology
Mediated Social Developments
- Rohit Talwar



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Dear Readers,

What a delightful pleasure it is to be in your midst again! We have survived the elections in Pakistan, and witnessed a historic transition between two democratically elected governments. The Pakistani state and society have come a long way along the maturation curve, though admittedly there is yet a long way to travel before we can achieve the semblance of an ideal society.

Achieving the semblance of an ideal society is what Octara strives for given its self-commissioned mandate of developing corporate human resource. There is a heavy burden placed upon corporate shoulders, and not just in terms of generating sales, but in the greater

context of developing society. As our highly acclaimed associate Omar Khan has said in his article published in this magazine in 2011, "corporate leaders have to throw down the gauntlet, talk to their constituencies and lead an educational renaissance in the country. They have to use their business pulpits to drive messages of self-respect. As a recent movie about the deplorable state of US education said, "The fate of this country will not be determined on the battlefields, but in the classroom." Indeed. We are happy to report that the Octara classrooms are alive and well, & very vibrant.

Our cover story this issue has been contributed by Brian Tracy on superior sales management and what he has to say applies across the board to all manner of leadership. "Because you are the boss, everything that you say or do, positive or negative, raises or lowers motivation and sales performance. Nothing is neutral. Everything counts," says Brian, and truer words have not been spoken.

We are privileged to carry an interview of Arif Shafique, Nokia's Country General Manager for Pakistan & Afghanistan, in which he has discussed in depth the secrets that have made Nokia such a success in Pakistan and the world over.

Chris Widener's piece on optimism in this issue of Octara also strikes a chord. He says "we can choose to look at the world and think the worst, or we can tell ourselves the good things about each situation." So, do we see the glass as half full? Or half empty? For some fortunate few among us the glass is always brimful with hope and happiness, and that is the ideal situation, thanks to The Almighty.

We have lots of very thought provoking stuff in this issue provided by our glittering array of contributors. Ramiz Allawala writes about maintaining the balance in family businesses, and explores how we can avoid the "acrimony, emotional scarring, verbal abuse, law suits, slandering and downright mischief" which can tear apart the "love between brothers, sisters, parents, cousins, uncles, aunts." Amongst our other content this issue Jeremy Parson considers the fine art of media engagement; We carry an extract from Paul Wash's soon to be published Book "Why We Hate HR?" – A wake up call to HR professionals; Rohit Talwar provides an in depth discourse on Emerging ICT and Technology Mediated Social Developments; Dave Crane writes about '8 Reasons Why You Must Choose Engagement Marketing To Evolve and Grow Your Brand'; And last, but by no means the least. Roger Harrop contributes an absorbing piece on Lessons in Succession from Football.

Happy Reading!

jamil janjua, CEO, Octara & Chief Editor

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"It's not that style is more important than the message, but no-one will remember the substance of the message if your image and body language are distracting."

The Fine Art of Media Engagement

On TV - Looks Come First, Then The Message:

So if you are going on television to be interviewed, the first thing to remember is that TV Broadcast is a Visual Medium. So whatever clever sound bites you wish to say, make sure your visual image and body language support, not distract, from the importance of your message. Before you go on any TV Interview, it's a good idea to do a rehearsal at home, or the office. Videotape your rehearsal, then playback the video with the sound off . . . Take a good look at what you see.

Do the clothes work; no striped shirts or bold colors / designs on ties or that last year's trendy dress or overwhelming jewellery. Ask someone who knows you to check your appearance - best they do that then the hundreds of thousands of TV viewers! It's not that style is more important than the message, but no-one will remember the substance of the message if your image and body language are distracting.

Now the Message:

It's important to narrow your messages to three key points and make sure you say them at the start and end of the interview. No complex words. Use simple language that the audience will understand, as if you were talking to a friend.

Ask yourself these questions before the interview:

- Who am I talking to and why?
- What do I want to achieve?

Words that Work:

Use words that convince and help paint a picture of commitment, confidence and determination. Words like 'we are absolutely committed' or 'we will never let our customers down'.

Fielding Questions:

Of course some journalists will ask challenging questions, so think about getting your three key messages over whilst answering those questions Try the ABC Answer Formula - many leading speakers do . . .It goes as follows:

A = Acknowledge

'That's an interesting question'

B = Bridge to your key messages

But before I answer . .

C = Conclude

'Let me first say' - your key message

TV Smart:

There are some tips that can help you through the dangers of live microphones and cameras being on!

- Talk to the journalist before the interview starts - When and which / cameras will be live?
- Is this a live or recorded interview?
- What is going to be your first question?
- And if you are interviewed out of a studio, what image will be behind you? ■



Jeremy Parsons - Director of The Parsons Consultancy Agency is a communication expert. He speaks on Media Management and Handling during Crisis and also conducts trainings on Public Relations & Crisis Communication and Response. Being associated with Octara, Jeremy frequently visits Pakistan and conducts workshops in his areas of expertise.



Superior Sales M

By: Brian Tracy

Your job is the pivotal skill in the sales organization. What you do and how well you do it has more of an impact on sales results than any other factor.

Of all your responsibilities, your ability to get the very most out of the sales people you manage is where you can make the greatest contribution to your company. Every skill or behavior that you learn and practice that motivates your sales team will increase and improve sales activity, and boost sales volume. According to Columbia University, the average sales person works only 20% of the time, about 1 hour per day. The rest of the time is spent preparing for sales work, warming up or gearing down, coming in late or leaving early, drinking coffee or eating lunch, taking care of personal business, chatting with coworkers and surfing the internet.

When is a salesperson actually working? Only when he is involved in the direct process of generating sales. And when is that? It is only when the salesperson is face to face or ear to ear with a prospect, defined as "someone who can and will buy and pay within a reasonable period of time."

All other activities are secondary to those specific actions that are responsible for generating the sales upon which your company depends. Your job is to keep your sales people focused on doing these things more and more often all day long. The three most important activities of the sales professional are prospecting, presenting and closing sales. And salespeople only do this 20% of the time.

In my seminars, I teach the "Minutes Principle" of sales success. It says simply that "If you are making all the sales that you are making today with the number of minutes that you are spending face to face with prospects today, if you double that number of minutes, you must double your level of sales, holding all other factors constant."

Salespeople are always astonished when they double their sales by doubling the number of minutes they spend in direct contact with customer.

The Key to Sales Success

Many thousands of salespeople have been interviewed over the years. These studies show that the number one reason that the salesperson takes the job is because of the sales manager. The number one reason that the salesperson stays at that particular job is because of the sales manager. The number one reason that salespeople become demotivated or discouraged and leave the job is because of the sales manager. All other factors are secondary.

In the "Interaction Model of Performance," we teach that it is the point at which the sales manager and the sales person interact personally on a day to day basis that has more of an impact on sales performance than any other factor. Because you are the boss, everything that you say or do, positive or negative, raises or lowers motivation and sales performance. Nothing is neutral. Everything counts.

You can dramatically improve the

energy, enthusiasm and commitment of your sales people, and motivate them to spend more time prospecting, presenting and closing, by practicing a few simple behaviors regularly and systematically with each member of your sales team:

1. Communicate clear expectations. Make sure that each salesperson knows exactly what he is expected to do all day long, day in and day out. The primary demotivator in the rule of work is unclear expectations or fuzzy instructions.

2. Practice participative management. Salespeople need to feel that they are involved in the decisions that affect their lives and their incomes. Take the time to sit down with your salespeople, as individuals or in groups, and talk about the market, the customers, the products or services, and the activities necessary to fulfill sales quotas. Ask for their input and listen carefully to them when they speak. Don't interrupt.

3. Praise them regularly. Most salespeople have what psychologists call "insecurity of status." This means that, no matter how well they do, they never feel completely secure. If they win the award for the top salesperson for the month or the year, the very next day they begin to question their ability and doubt their performance. For this reason, salespeople need a continuous flow of praise and encouragement from their managers. Praise them for small efforts as well as for large results.

anagement

Continually look for any reason to praise people.

The closest correlation between a sales success and any other factor has to do with the self-esteem of the salesperson. The more he likes himself, the better he will perform, under any conditions. And one of the definitions of self-esteem is "the degree to which a person feels praise-worthy."

When you praise people, you raise their self-esteem, build their self-confidence, improve their self-image and make them feel like going out and breaking down doors for you. One additional point: Praise in public, but appraise in private. When you praise a person in front of other people, especially higher-ups or their peers, the praise is multiplied in its impact on the future performance of that person. Always begin every sales meeting with a period of praise for the accomplishments of one or more people in the meeting.

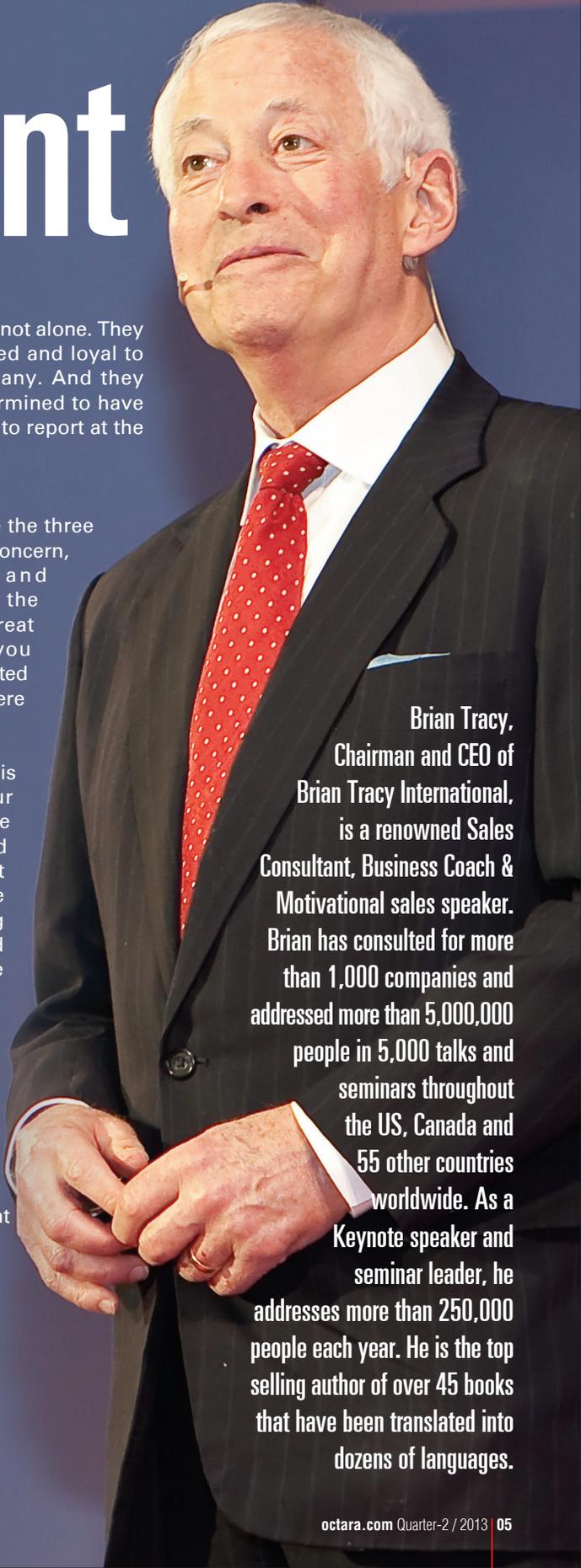
4. Keep them informed. Salespeople need to know what is going on in the company and in the market. Hold weekly meetings with your sales team. Prepare an agenda that consists of a list of all your team members. Go around the table and have each person explain what they are doing and how it is going out there. Invite questions and comments.

Each person has a deep need to feel that he is a part of something bigger than himself. By bringing your people together to talk, discuss and share experiences each week, they

realize that they are not alone. They feel more committed and loyal to you and the company. And they become more determined to have something positive to report at the next meeting.

5. Finally, practice the three C's of motivation: Concern, Consideration and Courtesy. Practice the Golden Rule and treat each person as you would like to be treated if your situations were reversed.

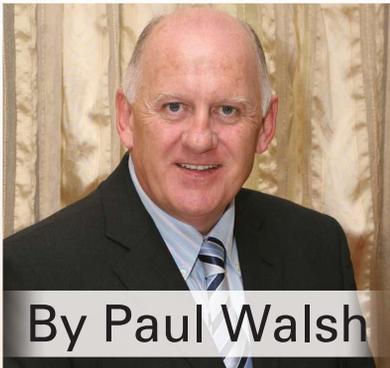
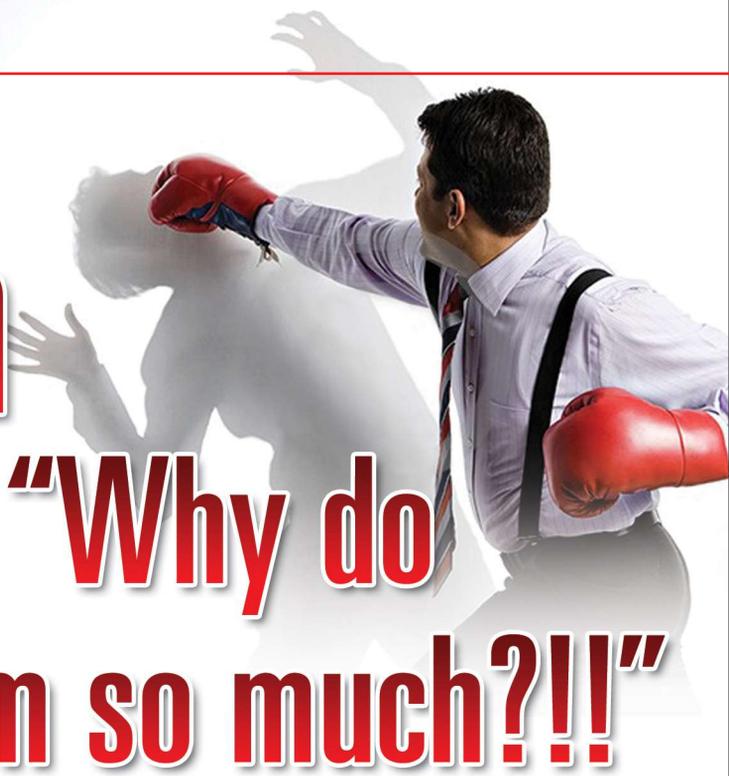
Remember, selling is difficult work. Your salespeople face rejection and disappointment every day. They are continually being bruised mentally and emotionally. The way that you help them to overcome discouragement and disappointment is by treating them with value and respect. This behavior on your part builds loyalty, commitment and motivation. It turns average people into top performers ■



Brian Tracy,
Chairman and CEO of
Brian Tracy International,
is a renowned Sales
Consultant, Business Coach &
Motivational sales speaker.
Brian has consulted for more
than 1,000 companies and
addressed more than 5,000,000
people in 5,000 talks and
seminars throughout
the US, Canada and
55 other countries
worldwide. As a
Keynote speaker and
seminar leader, he
addresses more than 250,000
people each year. He is the top
selling author of over 45 books
that have been translated into
dozens of languages.



The Problem with HR or “Why do we hate them so much?!!”



By Paul Walsh

What does HR do?

In essence the HR department is about attracting, developing and retaining employees. Now to do this effectively we need to know what type of person we need, what will attract potential candidates and to determine their development needs and discover why they leave.

This last question, why do they leave, is absolutely crucial to all elements of HR. If you have successfully attracted and developed, it is a huge waste of effort and resources for your employees, especially the talent, if they then leave you.

So why are people leaving?

HR will tell you it is either money, career development, or the ever

popular “personal reasons”. The fact is that HR does not really know. They conduct Exit Interviews – a series of questions that are supposed to get to the heart of the matter, but very rarely do. In some organizations these interviews are carried out by junior members of HR and in some cases there is no interview at all, we just send the questionnaire to the person leaving and ask them to fill it in!

Exit Interviews very rarely ask the right questions. These questions are:

1. Where have you been looking for a new job?
2. How long have you been looking for a new job?
3. What made you start looking for a new job?

The answer to number 3 is the one that HR needs to begin the act of retaining people. The other 2 questions are a lead in to get the leaver remembering the answer to number 3.

How long does it take to secure a new job?

The answer is, of course, “It Depends”, but depending on the

economic conditions, the Industry sector and your particular specialism, it could be anything from 3 months to 1 year. That’s right, think about it. You decide to change your job ... how long before you get a new one?

Let me explain how it works in reality. You are overworked and under appreciated, or underworked and still not appreciated, it doesn’t matter which. You are putting in more hours than you are contracted for and your boss has the habit of ‘phoning you in the evening with work, or sending e-mails at night for immediate answers. He is also a bit of a bully that never listens.

He calls you into the office and does one of the following:

1. Asks you to work late (again)
2. Gives you a bad appraisal (again)
3. Gives you a major project, with no additional resource, that he will take all the credit for (again)
4. Explains why he can’t promote you (again)

Now, what do you do? Past experience has taught you that nothing you say will be listened to and that his behavior is unlikely to change in the near future.

You could resign. You could slap the file of paper you have down on his desk and shout, "I resign" and then storm out of the office with your head held high while your colleagues applaud you as you walk out of the office. But you know that only happens in Hollywood. You have rehearsed the reality of the "I Resign" scenario many times. You would walk out of the office, nobody would know what is happening and you would return home to your loving spouse and announce that you are now out of work.

Your loving spouse will quickly explain that you need to get back to work, apologize to the boss and hopefully he will allow you to continue to put food on the table We have bills to pay. The alternative is a few months of job searching while no money comes in.

From a HR perspective this "I Resign" scenario would be excellent when it comes to Exit Interviews. We would have the truth, it would be quick and we could take steps to make sure the boss was sent on an anger management course or some such development.

But no, this scenario very rarely exists. This is what actually happens. After the conversation with the boss you come out of his office and, making sure he is not watching, you slap the file of papers down on your desk and you seethe for a minute or two. You then switch your PC back on and you log in To Monster.Com or Bayt.com or JobStreet.com or some other job search company. Then you follow the instructions and post your CV. "Hah" you whisper, "That will teach him!" you then carry on work and even perform the task he asked you to do – not very well – but you do it and after a week or two things return to the normal harassed way of working.

Then 3 weeks later, while checking your personal e-mails at work, you find you have been invited to an interview for a job. Now, big

question, should you go to the interview? You had nearly forgotten the whole Boss incident from those weeks ago and also the interview is scheduled on a work day And you are already in work. What to do? Well, you could go sick! It is amazing how throaty you have been feeling lately and people have said there is a bug going around.

So the big day arrives. You call in the morning before your first cup of coffee while you are still sounding rough and add a cough or two to report in sick and you head off to the interview.

One week later, you get the letter saying you were unsuccessful on this occasion. But you have learned a hell of a lot – there are jobs out there. So you go to work. You do your CV again, this time properly, and you discover that these Job Sites allow you to post multiple CV's for various Job positions. You discover that, with a little tweaking, your experience and qualifications can let you apply for several different positions in your field and even one job, very interesting, that you had never thought of before. You also sign up for a couple of Career specific Job Sites and start looking in the papers. By the way, it is important for HR to understand that you are doing all this at work!

One month later, you receive an offer, but the salary is below what you are getting now. This is encouraging. You turn it down and continue to be a job seeker while being paid by your company Fantastic!

Finally, between 3 and 12 months after the incident which sent you rushing to post your CV, you receive the job offer you were hoping for. It is closer to Home, the work is slightly different and more challenging, the salary is a full 6% more than you are receiving now and your new boss you met at the interview seems reasonable.

Now, at last, you walk into the Boss'

office and you hand over the paper which says "I Resign".

He and HR will ask, "Why?" To which you will reply, in all honesty (and a little boastfully), "I got a better offer."

Now it is true, HR will ask other questions during the Exit Interview process, such as 'Did you receive support/recognition/motivation from your Boss' To which you will reply No. But the question HR is drawn to is your first answer at the top of the sheet.... A better Offer. HR will then look at their pay scales and decide they cannot compete with this other company and sadly wave you goodbye.

HR will then recruit a replacement to be placed under the tender, loving, care of this Bully. The replacement will probably last a year before beginning the cycle again.

It would be so much easier for HR if people resigned on the spot and told us the reason (70% it is the Boss), but as I said earlier this scenario only happens in Hollywood. I should point out that it also happens in Bollywood. But, in Bollywood when you say "I Resign" 100 dancing women appear, it begins to rain (indoors) and you hear Walla Walla Walla sung very highly pitched!

The sad fact is that for many HR Departments even if they know the truth, they fail to do anything about it. The employees do not trust HR enough to tell them, and in extreme situation have to take legal action.

This article is an extract from Paul Walsh's soon to be published book "WHY WE HATE HR" - Published by Lulu Publications September 2013. Paul Walsh conducts trainings and workshops in the HR domain through the platform of Octara in Pakistan and Bangladesh ■



Emerging Mediate



Canalys reports that in the fourth quarter of 2011 smartphone sales surpassed PC sales for the first time with an estimated 158.5 million smartphones sold compared with 120.2 million PCs – which includes 26.5 million pads or tablets – a segment that is estimated to have grown 274% over the previous 12 months. Ericsson estimates that in 2011, up to 85% of the Earth's population had mobile coverage and 1 billion had broadband access. Ericsson also predicts that by 2016 there could be 5 billion mobile broadband users worldwide.

This article was compiled by Rohit Talwar and his fellow futurist Gerd Leonhard where they have presented some of the key emerging Information and Communications Technology (ICT) trends and technology mediated developments that will have an impact for individuals, communities, countries and businesses in the near term future – with many already very visible.

Connecting communities: Location based social media provides a platform to enhance the citizen and customer experience and extend the relationship. Social media is transforming industries and reshaping the whole citizen and consumer experience. For example in media, social networks are becoming next generation broadcasters, and social media is rapidly becoming the prime media channel for many active content consumers. An effective social media strategy is now seen as essential component of the customer engagement strategy. In particular, location based social media offers major opportunities for engagement, service delivery, customer feedback and revenue generation. Global Internet access is projected to reach almost 5 billion users by 2020. Social networks are expected to be a key driver of usage as they penetrate every aspect of our lives.

My digital bubble – Evolution of our personal mobile

ecosystems: The growth of personal mobile technology is ushering in a new era of customer centric services and products. Mobile also

offers organizations in every sector the opportunity to drive down their fixed asset costs by making use of a portable infrastructure that the customer is bringing with them. Ovum predicts that by 2016 the global smart phone sector could control 40% of the overall global mobile business - doubling in size and shipping 653 million units. GSMA estimates that mobile connected devices are expected to increase globally from 6 billion in 2012 to 12 billion by 2020.



Rohit Talwar

Rohit is a global futurist and award winning professional speaker noted for his inspirational approach, provocative content and humorous style. He is considered a world leading authority on the future of the meetings industry and leads the groundbreaking Convention 2020 study. Rohit Talwar plans to visit Pakistan soon and conduct seminars through the platform of Octara.

Emerging ICT & Technology and Social Developments

Augmented Reality: This is the enhancement of physical world experiences by overlaying them with digitally generated content such as maps, sounds and video – with the information displayed on a mobile device or – in future- the user’s glasses or contact lenses. For example in 2011, Copenhagen was the first airport to incorporate WiFi enabled augmented reality into its smartphone apps for the iPhone and Android platforms. The augmented reality app provides way finding information that guides the user to their choice of gate, retail outlet or restaurant. Marketers predict that the augmented reality market will experience exponential revenue growth, rising from \$181 million in 2011 to \$5.2 billion by 2016. The recent launch by Google of its Project Glass initiative to provide augmented reality glasses has given a major uplift to market interest. Google anticipates that over time, users of their augmented reality glasses will be able to see information such as weather forecasts, follow live walking directions, reply to instant messages and engage in video calls.

Ambient / Embedded intelligence – enabling the internet of things: Tomorrow’s buildings, transport systems and public spaces will become data rich environments populated by a range of embedded devices that enable us to interact with literally every object present. Already an increasing number of objects in our world are being equipped with miniature intelligent

electronic identification devices such as Radio Frequency Identification (RFID) tags. As web-connected objects themselves become elements of a larger network of information systems, with the ability to capture, compute, communicate, and collaborate around information, the ‘Internet of Things,’ will evolve.

The possible scale of this vast sensor network is as yet hard to estimate - Ericsson predicts that by 2020 there could be 50 billion connected devices, while the GSMA offers a lower estimate of 22 billion. Either way, in a world where literally every object is a sensor communicating wirelessly via the Internet, the service opportunities and commercial potential are immense. Embedded with sensors, actuators, and communications capabilities, web-connected objects will be able to transmit and receive information on a massive scale and potentially adapt and react automatically to changes in the environment.

Radio frequency identification (RFID): This involves the transfer of data via radio waves from an electronic tag attached to an object for the purpose of identifying and tracking the object. IDTechEx forecast that the global RFID market will grow from \$5.6 billion in 2010 to be worth \$21.9 billion by 2020, with the number of tags in circulation estimated to rise from 2.4 billion to 125 billion over the period.

Biometrics: This involves the use of advanced sensors to recognize and

identify an individual through physiological characteristics such as their voice, facial recognition, DNA or hand print and behavioral traits such as gait. Technologies are also under development to identify individuals via the unique pattern of their heartbeats - your biometric or biodynamic signature. A recent survey has indicated that 72% of US citizens are willing to provide personal data to increase security in the airport environment, whilst 91% of UK citizens and 68% of Australians said they would provide biometric data to increase flight security.

Biomimicry: This is the imitation of nature’s designs, systems and processes in human engineering, such as the design of a solar cell modeled upon leaf structures. Airbus cite the use of biomimicry principles in the design of their aircraft, such as the water-resistant lotus leaf inspiring coatings for cabin-fittings and the wings of the Steppe Eagle influencing the design of the A380’s wings. Applications will include integrated transportation options, optimizing logistics and designing greener and more economical buildings.

Natural user interfaces (language, touch, gesture): Natural user interfaces recognize and act on commands from a person’s gestures, touch or voice. Devices such as the Nintendo Wii, Microsoft Kinect and Apple’s voice recognition driven virtual assistant



Devices such as the Nintendo Wii, Microsoft Kinect and Apple's voice recognition driven virtual assistant Siri are key examples of this next generation of user interfaces. There is a clear expectation that an increasing number of devices will be controlled by gesture, sound and even thought control. The global market for voice recognition systems and software alone has been predicted to reach \$69.4 billion by 2015. Airports such as Changi and Dubai are already using touch-screens for airport navigation and passenger entertainment with games and media. Applications could include interactive surfaces deployed for information provision and recreational use throughout public spaces, shopping centers and transport hubs and the display of personalized information, 3D entertainment and special offers.

Big Data: There is a growing interest in how organizations can improve service, increase performance and enhance revenues by exploiting 'big data' – the massively expanding databases of citizen, customer and transactional information being generated through daily activities. The challenge is to create new toolsets that enable us to manage and manipulate these large datasets and generate powerful predictive insights about future customer behavior. As a result of the emergence of the Internet of Things, HP predicts the global volume of data could rise from around 0.8 zettabytes of data in 2009 to 50 zettabytes of data being created every year by 2020. The data being gathered is in multiple forms – structured (e.g. customer databases), semi-structured (e.g. email) and unstructured (e.g. video) through multiple sources such as customer enquiries and transactions. Once captured and stored it can then be used for a range of applications such as performance analysis and improvement.

Predictive analytics: As organizations amass ever larger volumes of data, the challenge is how to interpret it

to create business value. Predictive analytics combines data mining with statistical techniques, artificial intelligence, machine learning and even game theory to analyze historic and current data in order to draw inferences and make predictions about future events. The aim is to spot possible opportunities, predict likely customer behavior, and minimize risk by spotting potential future shocks, issues and challenges before they happen. Predictive methods are being used to identify potential future stock market behavior based on analysis of social media dialogues on platforms such as Twitter.

"Telemedia Ecosystems": Telecoms, ISPs and mobile operators are moving quickly into media and advertising, especially in developing countries such as India. The convergence of telecommunications and media raises many questions over what this means for the incumbent television, film and broadcasting industries.

Copyright and IPR: The future of what used to be called copyright in a digital society is being thrown into question as access increasingly replaces ownership, and the cloud replaces the store. At the same time legal and regulatory frameworks may continue to struggle to enforce current standards without disrupting the functioning of many large actors.

Going from copy to access: Rather than waiting to copy, 'own' or download anything, there is a move towards having content anytime, anywhere and on the best screen available. This will offer potentially lucrative opportunities for content creators and the industries involved in making this new ecosystem work.

Search becomes media too: Search companies are becoming 'media 2.0' companies in the sense that they are guiding consumers through an active curation process. Google and Facebook could now be considered media companies, even

if neither one produces content on a significant scale at present.

OTT Media: Over The Top media is gaining momentum as web players increasingly provide compelling content, further pushing decentralization, fragmentation and aggregation.

The reinvention of advertising and marketing: There is a clear trend towards marketing being conducted by those that love what you do and are yearning to tell others about it. This crowd based 'with-tising' rather than @vertising, marks a shift from interruption to conversation and engagement. Advertising trends and the reinvention of advertising as content in digital media could lead to \$1 Trillion of the global ad budget shifting to digital within 5 years. For example, advertising spend on Twitter is projected to triple by 2015.

Money 2.0: In parallel to the future factors described above, notions of money and currencies are evolving, with an expectation that people will gradually reduce the use of cards and banks, and switch to mobile money and virtual currencies.

Virtual worlds and virtual currencies: Virtual worlds could become an important media channel accompanied by a growth in the purchase of virtual goods through media integration e.g. buying goods and services within a TV show or virtual media broadcast.

Convergence: The boundaries between virtual and physical are blurring with developments such as augmented reality enabling us to overlay a digital skin on our physical world experiences. The convergence of online and offline offers powerful commercial potential such as paying virtually for the goods you try and collect in-store and tweeting a new dress from a store to get your friends' reactions on platforms such as tweetmirror ■



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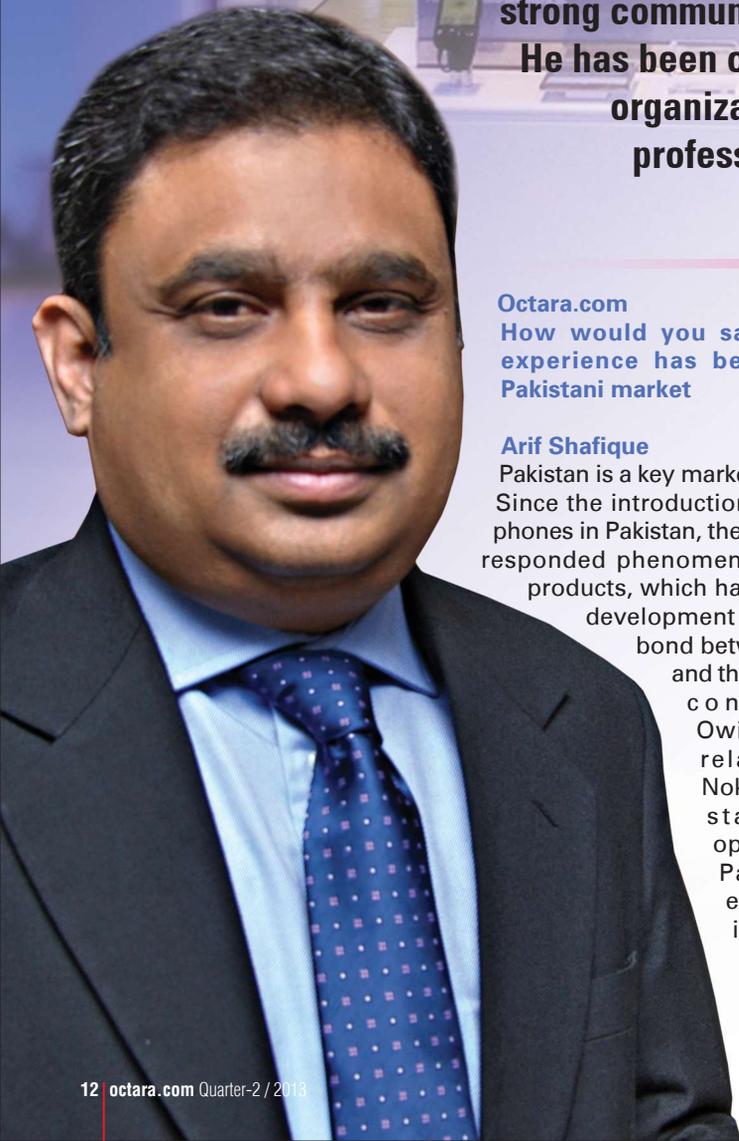


NOKIA
Connecting People

Arif Shafique

Country General Manager Pakistan & Afghanistan

Starting from January 1, 2012, Arif Shafique is the Country General Manager, Nokia Pakistan and Afghanistan and is responsible to drive sales in the region along with execution of multiple business functions like Nokia Care, Marketing and Retail operations. Arif is an energetic, creative and ambitious leader with strong communication skills and a clear focus on goals. He has been consistently delivering unprecedented organizational growth with his sharp sense of professionalism and a continuous search for opportunities and ideas.



Octara.com
How would you say Nokia's experience has been in the Pakistani market

Arif Shafique
Pakistan is a key market for Nokia. Since the introduction of mobile phones in Pakistan, the market has responded phenomenally to our products, which has led to the development of a strong bond between Nokia and their Pakistani consumers. Owing to this relationship, Nokia officially started its operations in Pakistan by establishing its office in Karachi in 2008 and has since

then further strengthened its relations with Pakistani consumers to become the country's favorite mobile phone brand. This fact has been substantiated by a number of awards and recognitions that Nokia has won in Pakistan. In 2009, Nokia Pakistan Mobile (Pvt) Ltd became the only mobile phone maker in Pakistan to win the Brand of the Year Award in the category of 'Mobile Phone' where it received A++ survey ratings. Moreover, in 2010, the survey results of Brand Elections revealed that Nokia has been voted as the 6th most favorite Brand of Pakistan - Nokia was the only mobile phone manufacturer to make it to the top ten brands slot.

Octara.com
What nature of human resource does Nokia deploy in pursuit of its objective?

Arif Shafique
Human resource is a vital factor in any company's success. They define your company and they embody the



vision with which your company is pursuing its goals. We, at Nokia Pakistan believe in empowering our employees in a work culture that is open, honest, fun and casual at its best. We have a wide range of HR from executives at head office to engineers and technicians at Nokia Care Centers – what is common in all of them is that they share the common passion of commitment to delivering results. Thus, our team comprises some of the most seasoned professionals who have a vast experience in ICT sector and a keen insight to Pakistan's IT and Communications sector.

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With the commercialization of education, are you satisfied with the quality of graduates being produced?

Arif Shafique

Educational development has surged in Pakistan during the last couple of years. With the establishment of top class universities, more students are acquiring education in a wide range of fields and this has led to the formation of a pool of students who demonstrate a wide variety of skills. Education can do only so much for an individual, train them to tackle problems and solve issues. What we look for when hiring individuals is their passion to excel.

Octara.com

What are the core competencies of leadership that you want to see in our new managers & business leaders?

Arif Shafique

If one wants to succeed as a leader in today's world, then he or she must possess certain qualities which define their character and their ability to lead. For new managers who aspire to become business leaders one day, it is pertinent to be honest and committed to their work. They should be creative and confident to formulate innovative strategies which leverage their respective businesses towards achieving new heights. This also requires intuition, through which

they can see beyond contingencies and lead their employees through uncharted waters. This way, these leaders can inspire a generation and create a vision that others want to follow.

Octara.com

There appears a crisis in business ethics. How can we inculcate a sense of ethical conduct in our managers?

Arif Shafique

As I implied earlier that a leader should lead by example. It is the responsibility of the top management to ensure honesty and discipline throughout the organization. This way, we can hone our managers to be ethically proactive in the future. Also it is important for business to deal strictly with unethical behavior to set an example for everyone.

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What are Nokia's vision, mission, and core values?

Arif Shafique

Nokia's mission is simple: Connecting People. Our goal is to build great mobile products that enable billions of people worldwide to enjoy more of what life has to offer. Our challenge is to achieve this in an increasingly dynamic and competitive environment. Ideas. Energy. Excitement. Opportunities. In today's mobile world, it feels like anything is possible - and that's what inspires us to get out of bed every day.

Octara.com

Please share your key business strategies or business model that has led to your success.

Arif Shafique

Our business strategy is simple. Key elements of Nokia's strategy are: build a new winning mobile ecosystem in partnership with Microsoft; bring the next billion online in developing growth markets; invest in next-generation disruptive technologies; and increase our focus on speed, results and accountability. To successfully

deliver on our strategy in Pakistan, we closely monitor the changing consumer needs and come up with the most optimal solutions accordingly.

Octara.com

Do you have the high performance team with the right skill-set, mindset and value-set to stimulate business growth?

Arif Shafique

Our domestic team is at the heart of Nokia's success in Pakistan. Each one of us possesses a repertoire of relevant experience in the field of ICT in Pakistan as well as other key business areas such as Marketing, Sales and HR. This matchless individuality collectively leads us to drive business growth in the country.

Octara.com

What are the challenges and opportunities in your industry?

Arif Shafique

Pakistan is a rapidly developing market. The technological evolution is gradually setting in the country and this brings many opportunities for Nokia. Innovation is at the center of all our products, which is why every Nokia device whether it is a mobile phone or a Smartphone offers consumers a leap in to the technological universe. If and when 3G technology will be available here, this will open a unique avenue for development where consumers will be proactively choosing smartphones to indulge in the 3G experience.

While there are massive opportunities, there are few challenges which we face in Pakistan. The primary challenge is the probability of an import duty being levied on mobile phones of all tiers which is a challenge for every mobile phone company operating in Pakistan.

Octara.com

What are Nokia's HR challenges and strategies regarding employee retention, motivation, engagement and performance appraisals?



Arif Shafique

Nokia believes in inspiring its employees so that they explore new possibilities of changing the world while working with us. Our team at Nokia Pakistan possesses openness, collaboration and honesty. These are the traits which we inculcate in every team member and these keep them motivated to pursue the goals set forth for them by the company.

To ensure active employee engagement, our team conducts regular meetings where everyone shares ideas and makes a difference. As far as other employee protocols are concerned, Nokia follows a timely process of performance evaluations and appraisals. We provide a collaborative work culture where everyone works as a team and compliments each other's strengths. That is one of the main factors of employee retention at Nokia. People just fall in love with the work culture and enjoy a sense of ownership.

Octara.com
Is training, coaching and mentoring a high priority at Nokia?

Arif Shafique

Evolution is the core of any technology company. At Nokia Pakistan, we keep abreast with all the upcoming changes through global and regional trainings where our team is mentored by leading gurus from all walks of business who share their experiences and success stories.

Octara.com
Please share your CSR activity.

Arif Shafique

Nokia has a wide range of CSR activities in place in Pakistan ranging from support during the flood disasters to introduction of its recycling program. Our CSR initiatives in Pakistan are in line with our comprehensive sustainability policy. At Nokia, we're determined to integrate sustainability into everything we do. We improve our offices, factories, logistical operations and use of technologies in ways that save energy and reduce

emissions. And we aim to ensure that sound environmental, health and safety, labour and ethical practices are embedded within all our operations.

Octara.com
What steps should be taken to empower women professionally? Does your company have any harassment policy?

Arif Shafique

I am a strong proponent of women empowerment in the workplace. They form an integral part of any organization and are fully capable of pushing the boundaries further. In order to empower them professionally, I believe that companies should actively hire women on challenging roles to break the weakness stereotypes which are falsely linked to their gender.

At Nokia, diversity is crucial to our success and to our continued success in the future. We're operating in various markets and employees from diverse backgrounds can give us invaluable insights into our customer bases. Just as important, a mix of cultures, genders, age groups, beliefs, interests and opinions in the workplace helps foster debate, discussion, ideas and innovation.

Octara.com
Being the head of your organization, what are your strategies regarding succession planning and developing the next generation of leaders?

Arif Shafique

As the Head of Nokia team in Pakistan, I believe in regularly interacting with the employees where everyone knows that they can walk into my room anytime they have a problem. The regular meetings and interactions personally help me in hand-picking high-potential employees who can be considered for succession to relevant key roles in future. Their direct line manager pays more attention to them and provides them extensive trainings to be able to successfully take up more

challenging roles in future.

Octara.com
Please share your best management practices.

Arif Shafique

One of our best management practices is to work as a globally local company. My team and myself in Pakistan, we are very closely connected with our regional teams in working on projects, we regularly encourage our employees to work in cross-functional, cross-cultural teams to synergize for a common goal and to learn from the best practices of other regions. We take full advantage of the latest technology to stay in touch with our global peers and achieve challenging tasks as a team. Our employees find this really motivating as it improves their learning curve extensively.

Octara.com
Do you have any plans for expansion? Where do you see your organization five years down the road?

Arif Shafique

Our goal in Pakistan is to rejuvenate leadership position particularly in the Smartphone space where competition is getting intense. We are working aggressively to achieve this goal by bringing in more value for Pakistani consumers through our range of Asha and Lumia devices. Our aim is to make smartphones more feature-rich yet affordable. Nokia is making internet available on more affordable Nokia devices so Pakistani youth can have their first internet experience on a Nokia phone.

We are actively engaged in launching innovative devices in Pakistan across all segments. This way, our aim is to CONNECT PAKISTAN and usher a technological revolution which is eventually stepping up throughout the country ■

Thank you Mr. ARIF SHAFIQUE for the pleasure and privilege of this interview.



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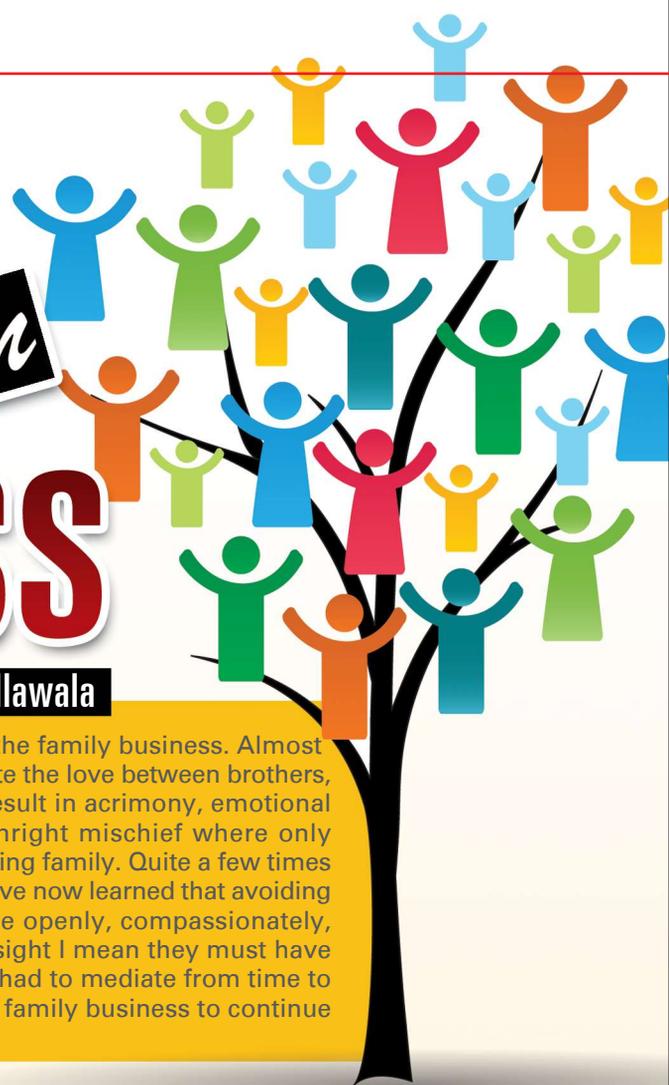
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Balancing Family Business

in



By Ramiz Allawala

The greatest economic segment in Pakistani business is the family business. Almost all family businesses in Pakistan eventually break up despite the love between brothers, sisters, parents, cousins, uncles, aunts. All these splits result in acrimony, emotional scarring, verbal abuse, law suits, slandering and downright mischief where only outsiders get entertained by watching the drama of a fighting family. Quite a few times I have attempted to help resolve these tragic situations. I have now learned that avoiding this disaster is critical and families need to communicate openly, compassionately, rationally and, above all, with foresight. When I say foresight I mean they must have the courage to discuss the following issues which I have had to mediate from time to time. Consider this a complete checklist if you want your family business to continue over the next two to three generations:

Succession

- How do we assure our parents of lifelong financial security?
- How do we pick the next CEO?
- When does the new CEO take over? And how do we decide that?
- How do we evaluate next CEO's performance & when do we consider replacing him or her?

Participation

- How do we decide which family members can join the business?
- How do we determine titles and authority?
- What if a family member doesn't pull their weight and can't deliver results?
- What if a family member wants to leave the business and pursue other interests?
- Do we permit spouses or non-blood members to work in the business? What will be their status in the company?
- How will the next generation's

children enter the family business and under what circumstance do we allow them to do so?

Compensation & Ownership

- How do we evaluate and pay family members?
- Who participates and how much in the future growth of the business?
- Who can own stock and how much in the business?
- What returns and rewards do shareholders get?

Harmony

- How do we deal with inter-generational conflict?
- How do we deal with sibling conflict?
- How do we train in-laws and non-blood relatives about the business and about our family traditions?
- How do we make future family decisions?

Responsibility

- How do we help family members in financial or career needs?
- What responsibilities does one member have over another?
- What if there is a divorce?
- What if a family member behaves in an irresponsible way?
- How much information do we share with everyone?
- How do we support a member's new business venture ideas?
- How do we respond to community pressures, expectations and public visibility issues that are the norms and traditions?

Ramiz Allawala consults and trains widely on coaching, team performance and leadership for hyper-growth organizations. Having been a part of a family that runs its own business, Ramiz has had a chance to closely observe the pitfalls and challenges of Family Businesses and so has been offering his services in counseling and advising people in family businesses ■



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"The best business relationships are based on emotional connection rather than just finances."

In a world where information is virtually free, enlightened relationships are worth their weight in gold. The best business relationships are based on emotional connection rather than just finances. Once you understand how effectively emotional involvement can become your key currency. Think about the difference between spamming a list of 1 million people from a phone book or contacting 300 paying members from your chess club. Which person is most likely to give you an immediate reply?



8 Reasons

Why You Must Choose Engagement Marketing To Evolve & Grow Your Brand

By Dave Crane

1 People WILL Talk Anyway.

Once upon a time all advertising was one-way communication. Very simply, the radio, TV, magazine, newspaper or billboard would tell you what to think. If the advertiser was canny enough and the sales image, slogan and message were strong enough this translated into dollars for the brand and kudos for the advertising agencies.

People will talk whether you get involve OR NOT. Nowadays people talk online on social media. If you're not listening they will make a community decision about your brand, service, product or promotion and destroy it before it's even had a chance to breathe.

2 People Want Solutions

When your brand comes up in conversation, the following are the first few observations they might make. Ask yourself 3 questions...

- Are you providing solutions that help solve problems?
- Do others know that you do?
- Are you engaging with them yet?

You should be talking to enough

people. If you don't help them someone else will.

3 People Like An Easy Life (To Join Your Tribe).

Are you creating segmentations like (financial, time, age, location, qualification etc) which limit your new customers, clients, followers, friends and fans? Make a simple and easy way to start your relationship.

- 1) You find out what they want.
- 2) They sign up for what they want.
- 3) You give them what they want.

4 You Can Always Find Your Customers

(Once You Know Who They Are)
THIS DOES NOT MEAN SPAMMING! Instead, you should find out who likes and uses your product, services or promotions. Discover more about them and their interests, where they hang out and take out an ad campaign. Or just say 'Hi'. Strangely enough, your customer probably wants the same as you from their life.

5 The Technology Is Already Available

Use an online combination of Blogs, Social media, Webinars, Emails and Videos. Are you communicating with your customers on events or Conventional advertising? It drives new customers to connect with you on online medium.

6 Everything Can Become Viral

Everything you create should be easily floated online, Make a message. Keep it simple, emotionally appealing and consistent. Think of what people would want to share, and then produce that. A virus become self-sufficient and finds new hosts. Let your promotions enjoy the same objectives.

You may have to find that secret sauce ingredient yourself.

7 Events Are A Perfect Opportunity For Engagement Marketing and Brand Building

There are so many random factors involved that only a genius or an

idiot would attempt to make a living from any event. Consider if...

- You had a readymade group of guaranteed attendees
- You never had to spend on random media advertising
- You could show cash sponsors the demographics (and contacts) of the attendees IN ADVANCE
- You could drive sales automatically months in advance
- You never got stressed because you knew each event was guaranteed to be more successful than the last one.

You can do anything and they have nothing better to do than join in. But you have to be engaging AND entertaining...

8 Most Organizations DON'T KNOW HOW TO DO IT!!!

As the internet becomes more available, every day there are more experts who cross over from a career in PR and marketing. The truth is that most are not.

Having a Facebook account isn't enough to create a powerful following for your events or your brand. All social media will punish you for spamming or sending unsolicited and unwanted messages.

"Why Isn't My Marketing Plan Working?" Getting it wrong is almost worse than NOT doing anything at all. Getting it right can reduce your marketing and advertising budget by at least 50% and allow you to use that cash on better things (like a wonderful holiday afterwards).

Share it with colleagues, friends, sponsors and anyone who is trying to advertise and engage their customers ■

Dave Crane is the host of the award winning weekly web TV show 'Turbo Charge Your Brand TV' the motivational personal branding show watched by thousands of industry experts, thought leaders and high achievers in 84 countries worldwide and is a regular contributor for our magazine octara.com

Are You an Optimist or a Pessimist?



By Chris Widener

I have been thinking about optimism and pessimism lately. Basically, these are attitudes, which shape and formulate our entire existence. Have you ever met a happy pessimist? Of course Not!

The optimist and pessimist can be defined:

- The way we interpret the past
- The way we experience and view the present
- The way we imagine the future

Have you thought about your attitude, whether you are an optimist or a pessimist, and how it affects your business, organization or school? How it affects you personally? And how it affects your team?

What is optimism? It is a belief that things were good for us in the past, even if they were challenging. It is also the belief that things will be better in the future.

Here are some contrasts between optimism and pessimism and how they affect us:

- Optimism breathes life into you each day
- Pessimism drains you
- Optimism helps you to take needed risks
- Pessimism plays it safe and never accomplishes much
- Optimism improves those around you
- Pessimism drags them down
- Optimism inspires people to great heights
- Pessimism deflates people to new lows

Optimist and pessimist are the similar in one way, they are both self-fulfilling. If you are an optimist, you will belief that good things are happening to you. And if you are a pessimist, you will find yourself in difficult situation more often. So can a person just become an optimist? Yes! We can choose to look at the world any way we want to be it positive or negative. Look at your enterprise, in an optimistic view and you will reap the rewards. Being an optimist, I would view the "negative" situation as an opportunity to grow and learn. So I can even look forward to my failures because they will be stepping stones, and learning tools in my future success ■

This article is an extract from "Your Achievement Newsletter" published on 15 May 2013. Chris Widener – the author of this article is a renowned businessman, author and speaker. Widener is the host of the national interview show, Made For Success, and co-host of True Performance with Zig Ziglar.



Lessons in Succession from Football

By Roger Harrop

I guess we wouldn't normally take lessons in leadership and particularly succession planning from football. Their reputation for hiring and firing managers on a whim or the occasional poor performance is legendary - Chelsea, for example, have had nine managers in nine years and are about to change again.

But then we come to Manchester United Football Club. Sir Alex Ferguson is retiring as Manager after 27 years in the job and his successor (David Moyes) has been appointed without fuss, without public debate and the transition is seamless. Just think of all those lines of copy the sports journalists have missed out on!

There are some big lessons of leadership transition here that apply universally:

NEVER let it be known, or allow the leader to let it be known, that the leader is leaving, retiring or ceasing to be leader for any reason ahead of the actual event. To do so merely emasculates the leader, leads to massive uncertainty and speculation and inevitably means the organization stops moving forward during that period. You only need to look at the US Presidential system where, since a President may not constitutionally serve for more than two terms, for at least the last year of any President's second term he or she is totally ineffective. In the UK Prime Minister Tony Blair made the same mistake of saying he was going long before he actually went.

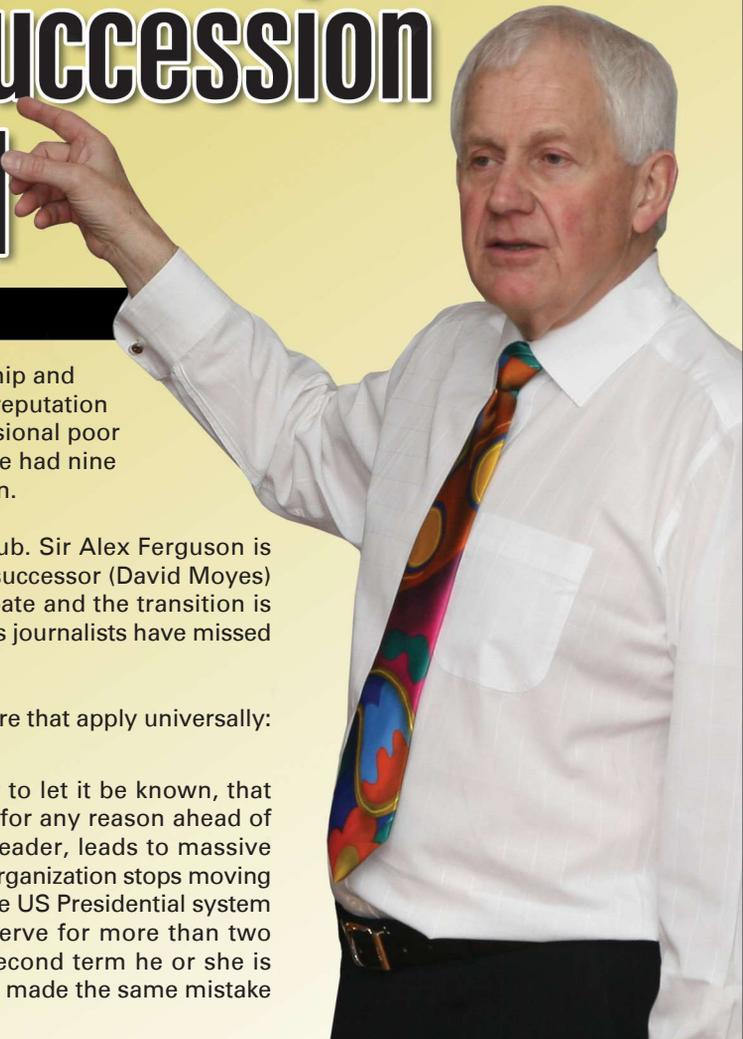
PLAN the succession and keep it quiet. That's the job of the Board. I am quite sure David Moyes has been discussed by the MUFC Board and been the chosen successor for some time. However it did not get out.

In a world, particularly in football and politics, where leaks of what should be confidential information are commonplace and almost expected, that's quite some achievement.

MAKE SURE the people reporting directly to the leader (in this case the players and playing staff) hear first. This is so obvious that you would imagine that it doesn't need saying but how often do you hear about, not just players in sports teams, but senior managers and Directors in companies first learning about a leadership change from the media.

If those people most directly affected hear first the message they are receiving is that they are important to the organization, both in the past but also in the future - a vital reassurance in times of change.

Finally I think it's of great significance that Moyes has been given a six year contract. The message from the Board is that they recognize that it will be extremely difficult to follow Ferguson, that success may not be immediate but that they want the new manager to plan for the long term not just the short ■



Roger Harrop is a Motivational Business Growth Speaker who has spent over 25 years leading international businesses, including a plc, which puts him in a unique position to deal with present-day business challenges. Roger has conducted a number of workshops with Octara over the past few years. His mix of vast experience allied with an accomplished ability to make business simple and his infectious enthusiasm and energy has inspired global audiences and made him the most highly regarded and sought after international business growth expert.

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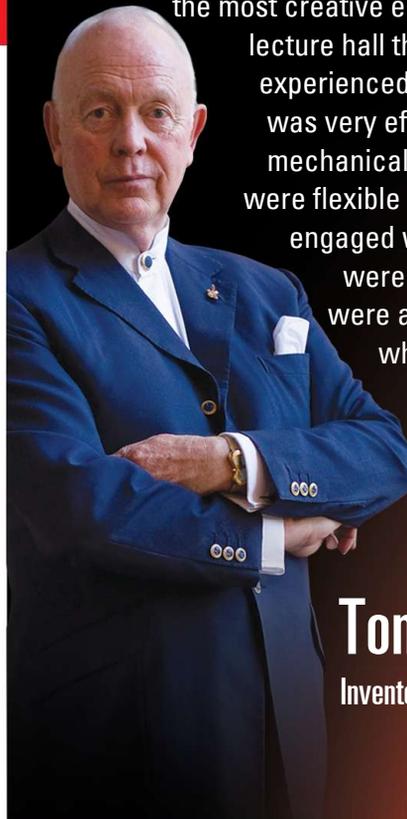
"It has been a wonderful experience. I shared
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