



Management Association of Pakistan

19th MAP Convention 2017

RISING WITH THE MILLENNIALS
Creating Sustainable Businesses



19th Management Association of Pakistan (MAP) Convention sets high bar, as usual with Octara as Lead Partner.

*L*arge and exciting cast of characters grace the occasion.... Generous doses of good news delivered..... Attentive & highly clued in audience in the hundreds laps it all up.... Dr. José Cordeiro in full form, as also Soraya Sarif.... Dr. Francisco Palao Reinés on first trip to Pakistan.... Sharmeen steals the show, somewhat.... Local gurus thinking global add their two bits, and hefty bits at that.... 19th MAP Convention landmark event for sure.... Salute!

Exponential change is in the air, ready or not!

Some potent food for thought got served up at the 19th MAP Convention, with Octara as the Lead Partner, that focused on the Millennials phenomenon and the general ability, or inability, of the preceding generations to understand this youthful powerhouse that is fast becoming the majority cohort in the workplace, and better align with it to unleash its formidable potential.



SORAYA SARIF is no stranger to Pakistan, and at the Convention she functioned in a dual capacity, both as keynote speaker and emcee. With an MBA from the UK, Soraya styles herself as a human capital optimization and organizational efficiency strategist, and is the co-founder of Synerjunction based in Canada.

Her keynote presentation was on attracting Millennials talent, and she kept the Convention proceedings moving along at the desired pace, making interventions when speakers got carried away beyond their allotted time.

Proceedings began with the National Anthem and recitations from the Holy Quran, after which Soraya introduced Asif Ikram, the MAP President for the welcome address...

MAP sets the pace



ASIF IKRAM works as the Managing Director of SICPA Inks Pakistan (Pvt.) Ltd., and has a B.S. in Chemical Engineering and M.S. in Engineering Management from the USA. He has served as the CEO and Founder of Dupont Pakistan, and as the Honorary Secretary MAP (2013 – 2015). Alongside he has remained in the Managing

committee of OICCI, Managing Committee of the Karachi Golf Club, and President, Swiss Business Council. He spoke of the 1500 seminars and training courses organized by MAP over the last 50 years covering 52,000 participants.

“Since its inception in 1964 MAP has dedicated its efforts to achieving a new high in professionalism and facilitating managers in the learning of best management practices,” said Mr. Asif Ikram. “MAP’s strategic alliance with the Asian Association of Management Organization (AAMO) has enabled us to participate in the Asian Management Games and achieve the runners up position. It has helped provide international exposure to our young managers. For the 6th consecutive year MAP and AAMO are hosting young managers from member companies for field study trips to Hong Kong. Tun Abdul Razzak Youth Leadership Program (TRYLP) held by the Malaysian Institute of Management (MIM), with PSO arranging the opportunity this year. MAP and MIM are exploring further areas of collaboration.” He said that the 23rd Corporate Excellence Awards were in the final stages with very stringent but highly transparent criteria put in place.”

Get set!

Three generational cohorts are converging, said the MAP President. “Gen X born before the 1980s; Gen Y better known as



the Millennials, and we must keep in mind that the definition of Millennials is different in different countries; and Gen Z born after 1997. Our purpose of getting together is to see how ready we are to embrace the phenomenal changes in the workplace. How business leaders are required to ensure sustainable strategies; becoming aware of global challenges and adapting to accelerating change by harnessing the Millennials' talent; and our readiness to create exponential organizations."

To answer questions on how to move forward your organization's strategic thinking and how to harness the new power in a rapidly changing world to make local businesses more adaptive, agile and innovative MAP and Octara organized a full day workshop on "Business Transformation" facilitated by Dr. José Cordeiro and Dr. Francisco Palao Reinés. Another workshop on "Embracing the Millennials Mindset" was facilitated by Soraya Sarif.

Our corporate capacity for change must be dramatically increased, said Asif Ikram, "and here our learned speakers will share their experiences and treasured knowledge to arm the leaders of today and the managers of tomorrow." He thanked MAP's corporate partners Engro Corp, K Electric, Jubilee Life, UBL Fund Managers, Jubilee General Insurance, EFU Life, ABL Asset Management, HBL Asset Management, Meezan Bank, Al-Meezan Investment, IoBM, Jang Media Group and acknowledged the Lead Partner Octara and the MAP Secretary-General Salah Uddin, along with the MAP Secretariat, for their hard work "which has culminated in this excellent gathering of great minds from Pakistan and abroad."

Millennials don't want to be managed. They like to be led, coached and mentored. This generation is on fire and ready to go. Are we ready to rise with the Millennials? With those words the MAP President left the floor for Dr. José Cordeiro to deliver his Keynote Address on the 15 global challenges that form the key concerns for the future of business management and the Millennials...



DR. JOSÉ CORDEIRO, the Futurist

From the layman's perspective Dr. José Cordeiro is not easy to define. He deals in issues of considerable complexity, something his ultra higher education enables him to do. He is generally known as a futurist, a man obsessed,

one might say, with the technology based exponential dimensions of human evolution. Dr. Cordeiro holds degrees in engineering from the Massachusetts Institute of Technology (MIT), Cambridge, Massachusetts, economics from Georgetown University, Washington, DC, management from INSEAD, Fontainebleau, France, and science from Universidad Simon Bolivar, Caracas, Venezuela.

He is chair of the Venezuela Node of The Millennium Project; founding faculty and energy advisor at Singularity University in NASA, Silicon Valley, California; founder of the World Future Society's Venezuela Chapter; co-founder of the Ibero-American Transhumanist Association; and former director of the Club of Rome (Venezuela Chapter), the World Transhumanist Association (Humanity) and the Extropy Institute.

Dr. Cordeiro is also invited faculty at the Institute of Developing Economies IDE – JETRO in Tokyo, Japan, the IE Business School in Madrid, Spain, and the Moscow Institute of Physics and Technology in Russia. He has published more than 10 books in 5 languages, including the best-selling edition "The State of the Future" with The Millennium Project, and has appeared in programs with CNN, Discovery Channel and the History Channel,

among many other international media interviews.

So, what was such a distinguished global heavyweight doing in Pakistan, a country cynically considered by the circles he moves in as the backwaters of progressive thought, as also the most dangerous place on Earth? As it turns out he has been coming to Pakistan for the last 30 years, and seen the country change and evolve from one of the cradles of human civilization as manifest in the Indus Valley and Moenjodaro, to a burgeoning and vibrant nuclear powered powerhouse with thriving urban centers and a rapidly growing educated middle class.

Millennium Project – Global Futures Studies & Research

The Islamabad node of the Millennium Project is one of 63 globally focused on improving humanity's prospects for building a better future. The Millennium Project Nodes are groups of individuals and institutions that connect global and local views. Nodes identify participants, translate questionnaires and reports, and conduct interviews, special research, workshops, symposiums, and advanced training. The Millennium Project manages a coherent and cumulative process that collects and assesses judgments from over 3,500 people since the beginning of the project selected by its 63 Nodes around the world.

The work is distilled in its annual "State of the Future", "Futures Research Methodology" series, and special studies. The Millennium Project was founded in 1996 after a three-year feasibility study with the United Nations University (UNU), Smithsonian Institution, Futures Group International, and the American Council for the UNU. It is now an independent non-profit global participatory futures research think tank of futurists, scholars, business planners, and policy makers who work for international organizations, governments, corporations, NGOs, and universities. Since 1996, about 2,500 futurists, scholars, decision-makers, and business planners from over 50 countries contributed with their views to the Millennium Project research. The project is not a one-time study of the future, but provides an on-going capacity as a geographically and institutionally dispersed think tank.

The Millennium Project works with NATO on the issue of technology, and has presented a 30 years scenario on work and technology for Planet Earth in the year 2050. Dr. Cordeiro informed that the CEO of the Millennium Project was visiting Islamabad to present a book on Pakistan's state of the future.

Declining populations & doubling GDPs?

Dr. José Cordeiro hypothesizes that the problem of the planet in the future is under-population, and not over-population, and that the population of Pakistan will also stabilize and then go into decline.

"China has 1.4 billion people. It will reach 1.5 billion and then start declining, going down by 220 million by 2060 to reach 1.3 billion. This has never happened before in history, and along with China, the populations of Japan, Russia and most of Europe will also experience a contraction. If this continues then in 200 years there will be no Japanese people." The Gross Domestic Product has been growing exponentially, says Dr. Cordeiro. "It took the United Kingdom 58 years to double its per capita income during the Industrial Revolution between 1780 and 1838, the first time in human history. Countries are doing it faster now, with China doubling in 8 years which is a world record. I am looking forward to seeing Pakistan break that record. Today there are no excuses anymore for being poor because we know what works and what doesn't work. We are living in incredible times. In the next two decades we will see more technology changes than in the last two millennia."



Beware of the anti-tech!

The Amish do not wish to have anything to do with technology and live like their forefathers did in the 18th century. This is their right, but they cannot stop the rest of the planet from moving ahead. “There was nothing especial about the 18th century during which the human condition was poverty, hunger and disease,” says Dr. Cordeiro. “Life expectancy was only 30 years. We were stuck in the Malthusian trap, but thanks to science and technology the world advanced.”

Dr. José Cordeiro Ludites who destroyed their textile equipment because they thought the machines would take over their jobs. “Fortunately the Ludites didn’t win and so today we live in a much better world. But there will be neo-Ludites who will try and destroy technology because they think they will lose their jobs even though the opposite happens. Technology makes us more human and gives us more choices and possibilities.”

According to this futurist 2045 is when singularity is expected to happen, when artificial intelligence reaches human intelligence. It will be when man becomes ‘immortal’. Technology is what was invented after you were born, and children today are born into a world of technology, and that makes the difference between the older and newer generations.

Assimilating Generations X & Y

“Millennials are those born after 1980, and comprise the largest generation in human history, and the largest group in Pakistan just like most other countries. Generation X, also known as baby boomers, preceded Generation Y, the Millennials who are digital natives and use technology for almost everything. X and Y are very different in the way they think, work and react. Y have no frontiers or limits, and think globally.”

The first Millennium Development Goal was to eradicate extreme hunger and poverty, and for the first time in human history it seemed possible to do so. “The World Bank is working with the mandate of ‘No Poverty by 2030’, but we have major problems with the climate, terrorism, and organized crime, and these pose serious challenges for world leaders. In 2050 we will have 9 billion people on the planet of which 6 billion will be in the workforce. Of these 6 billion 2 billion will be employed, 2 billion self-employed, 1 billion unemployed, and 1 billion in the informal economy. This is the trend and you will create your own work and find self-actualization.”

The futurist Dr. José Cordeiro talked of Abraham Maslow’s different human needs of which survival is the most basic and at the top is self-actualization. Technology will take care of the mundane, leaving the human brain free to think and create better things. “It will augment the intelligence of people and their physical forms as well. In the Para Olympics Games the disabled are becoming super-able thanks to technology, and Japan has announced the first Olympic games for robots in 2020 in Tokyo.”

Naturally Stupid!

The problem lies not with Artificial Intelligence but with human stupidity, says the one who has travelled the world peering into the future. “We are naturally stupid. The old world was linear, separate and local. The new world is exponential, global and heavily interconnected. Technology is creating synergy, and the day is not far when knowledge transference could take place while one slept. Intelligence lies in the Neo-cortex of the brain. The Exo-cortex will lie outside the brain, and will make us more intelligent. Google wants to be this third half of the brain. Soon one will have more brain outside than inside. Neural-link expects to connect the brain to the Internet in 20 years. The human brain will be enhanced and augmented by artificial intelligence.



This intelligence is not artificial as suggested by its name. It is a part of what we create.”

Dark Side

Everything has a Ying and Yang as the Chinese says, says Dr. José Cordeiro. “There is always a dark side to the force that we need to worry about. It is better to light a candle than curse the darkness. We live in a world of incredible opportunity where we can illuminate the planet. South Korea has the most advanced Internet in the world today. North Korea is the place on Earth with no Internet. Korea was a very poor country, colonized by Japan and China. 50 years ago South Korea was poorer than Pakistan.”

North Korea is really shaking the world and affecting the price of gold, so how is it inconsequential, he questions? “It is a coal powered dark country with very little electricity, and the only country in the world that still has malaria. At age 34 the dictator Kim is extremely fat in a country suffering from malnutrition. It is a country with nuclear weapons but no medicines. There is a lot of human stupidity evident there.”

Get proactive about the future

He says there are four ways to think about the future. “The worst way is to be passive with no care about the future and one’s head firmly in the sand like an ostrich. Next is being reactive which is tantamount to firefighting. This is not good but not so bad. Next is pre-active when one prepares oneself for the changes by taking out insurance. The best is proactive because that way one creates the future, a better future. We need to meditate about the future.” Dr. Cordeiro says the Chinese have two characters for ‘crisis’. The first one means ‘danger’, and the second means ‘opportunity’. His advice is to learn Chinese given the reality of the One Belt One Road (OBOR) and the China-Pakistan Economic Corridor (CPEC). “These are truly magical times, and the best time to be alive.”

In 2 to 3 years there will be free Internet throughout the planet with Google, Facebook, SpaceX of Elon Musk, Virgin Galactic of Richard Branson and Outernet working with balloons, drones and micro-satellites to make this a reality. “free Internet will change humanity completely, with access to all the knowledge created by humans. In 5 years you will not be able to say ‘I don’t know’. The only barriers will be in our minds. This will be a fabulous opportunity for the poor countries to move ahead.”

Concluding his very stimulating Keynote speech, Dr. José Cordeiro said that the one crucial global challenge that the Millennium Development Goals and the Sustainable Development Goals did not talk about was how can we become more ethical and moral, and improve the human condition?



“Teachers are unable to meet the expectations of the Millennials” – TALIB SYED KARIM

The President the Institute of Business Management and the president of the Marketing Association of Pakistan, Talib Syed Karim spoke of the influence of Millennials on Education, and gave the glad tidings that Karachi was in the process of reviving its old glory. As stakeholders we have failed miserably in the education sector, he admitted. “A large number of youngsters belonging to the Millennial generation have never been to school or enjoyed the opportunity to study. This has created a big gap in society. Both the private and public sectors are responsible for this mess, more so the public sector which is responsible for primary and secondary education. Now private-public partnerships are putting more children into the school system.”

He said that he was interacting with 4000 Millennials at work and 2 at home! and understood their thinking and approach to life. “They’re multi-taskers. Our faculty belongs to Generation X, the baby boomers, and their mindsets have to be changed. Technology is moving exponentially while our thinking is still very much linear, as Dr. José has said. Teachers are unable to meet the expectations of the Millennials.”

No boundaries, no hierarchies

Tech savvy, up to date and entrepreneurial is how Talib Syed Karim describes the Millennials, calling them open minded and out of the box thinkers. “In the next few years 80% of the workforce could comprise of Millennials. When a two years old child starts crying he doesn’t get a pacifier any more, he gets a Smartphone to quieten him down. This generation has huge expectations from their teachers. Collaborative teaching is what Millennials prefer. They are not passive learners. Laptops and iPads have replaced Desktops. They have a zero tolerance for delays, and have no boundaries and no hierarchies. They want to study at their own speed.”

Experiential learning and holistic education is the way forward for the Millennials, with doing more important than knowing. Millennials believe in team work and have a preference for online education.

Real life projects

With regard to the effectiveness of learning, Mr. Karim put lecture retention at 5%; reading 10%; audio-visual 20% demonstration 30%; group discussions 50%; practice by doing 75%; and teaching others 90%. Traditional approaches have failed in his opinion, and IoBM is involved in experiential learning projects with 120 leading national and multinational companies assigning to the final year students of the MBA program 300 projects of which 250 have been completed and 50 in are progress, with the companies acknowledging the value addition through these projects.

“The students are much happier and motivated being engaged with real life projects. Not just the students but all the others involved also learn including teachers, company executives, administrators and deans. The entrepreneurial nature of our students has become very evident in the way they have developed and marketed their products. Academia needs to adapt and change with the changing times and inculcate in the curriculum the requirements peculiar to the newer generations.”



“Roughly half the country’s population is Millennial whether we like it or not”

– OMAR ABEDIN

He has developed and launched three startups, worked in the UAE, and published a book titled “Building Brand You”. Omar Abedin, CEO of Starcom Mediavest Group said that over the last 25 years he has worked with organizations that value innovation, insight based decision making, team development, and drive towards developing powerful brands as part of their culture. He describes himself as an absolute change agent and growth driver. He works for a ‘small media house’, his own, where he takes money from clients and spends it for them to help achieve their objective of reaching their target audience.

Omar describes a generation as spanning an average period of 30 years during which children are born and become adults, reaching the age of maturity, with two generations represented at the MAP Convention. In addition to Gen X, Y and Z,



Omar introduced another dimension, that of the S Generation, with the S standing for Silent.

“These are people born between 1925 and 1942, and are indescribably distant in the view of the succeeding generations, making it very difficult for the young people to connect. Baby boomers, born between 1945 to 1964, run and own companies, are extremely influential, with their power and money disproportionate to the size of the population they represent.”

Millennial trapped in a Gen X body!

Generations are defined by the year in which you’re born, and not how old you happen to feel, says Omar, making a very important point. “When I reach 70 I will not become part of the Silent Generation that was the generation of my grandparents.” He says that he is a Millennial trapped in a Gen X body! Gen X is the first group that came across technology and is the prototypical digital immigrant. “Millennial is a demographic, but also a mindset, within the Millennials there are urban and rural mindsets, and all urban Millennials don’t have the same mindset. It’s crucial to understand this.”

The latest is Generation Z, or the ‘I’ generation, because they grew up with the iPhone and are completely self-obsessed, and don’t see it as a negative. If you don’t love yourself who else is going to love you is the operative rationale.

“For the Millennials the defining moment was 9/11”

Speaking about the defining moments that each generation in the USA has experienced, Omar said that the Great Depression defined the Silent Generation; the Vietnam War was the big thing for the baby boomers of Gen X, and jeans became a sign of rebellion against ‘the Man’ in the 1960s and 70s. Gen X also saw the HIV/Aids epidemic, the scourge of God.

“For the Millennials the defining moment was 9/11, and it resonated around the world because the Internet was becoming a global phenomenon with instant news and image sharing. It affected the lives of everyone. It was the day when the ‘war on terror’ was officially born and is still being played out in different markets.”

Roughly half the country’s population is Millennial whether we like it or not, says Omar. 25% are students, and are underemployed or unemployed. 8% are business owners. 11% have jobs and are the most misunderstood employees in Pakistan today, with the older generations motivating them the way they would a Gen Xer with uniform working hours and clothing standards which do now consider jeans as proper attire. Millennials have a lot of value to add and are extremely tech savvy. They are very open minded and yet very opinionated. They are socially conscious and look for brands with purpose, and for companies that provide much more than just functional attributes.

15 to 20 million Millennials are online every day

85% of the Millennials watch television, and with 110 licensed television channels it makes life very difficult for media buyers. “The PTV days were so simple because there was just one

television channel! The streets would be empty when ‘Tanhaiyaan’ was showing. Now there is integrated screen planning and video neutral planning. People are watching content on phones, iPads and devices other than television.”

According to estimates there are 19 million urban Millennials of which 3 million have Internet. Of the 39 million rural Millennials only 1.9 million have the Internet. The data exists and is getting better every day, says Omar. “15 to 20 million Millennials are online every day looking for sports, fashion, entertainment, education, with cooking a big draw in Pakistan. One hour without their phone and Millennials suffer withdrawal symptoms similar to cocaine and heroin addicts. Facebook is the top site and YouTube is the single biggest television channel in Pakistan.”

Web moving is a phenomenon where people find things online and then physically go and buy them, mostly because most people in Pakistan don’t have access to credit cards or bank accounts and hence limited ability to order online. Google has enabled Urdu search in Pakistan, and the most commonly bought items are fashion, tech and food.

“By 2025 Millennials will be 40 years old, and not the young and angry crowd of today. They’re becoming more affluent with a longer life expectancy, and will have different priorities than the rest of Pakistan.”



“Millennials are looking for ownership, not jobs” – ASAD HAIDER KHAN

The General Manager for Karachi of Careem spoke on the influence of Millennials in lifestyle, and he came with 15 years of experience building startups, turnarounds and high growth companies across healthcare, life sciences, and information technology, having served previously as country manager of UK and Ireland for a Fortune 500 company. His academic credentials included a Bachelor’s degree from Government College Lahore, and MBA from Duke University

“Millennials are looking for ownership, not jobs,” said Asad. The average age of Careem employees is 26 and everyone has a stake and benefits from the Careem leadership program. He disagrees with the unflattering stereotype of Millennials as being lazy and narcissist, and living with their parents, and says they are tech savvy guys with a soft side, very conscientious and community minded who want to make an impact upon society. Corporate taglines don’t work with them, and they want instant gratification, and with good reason. “Rockefeller made his first billion in 30 years, but it took Mark Zuckerberg barely over one year! So if the Millennials want it now it’s because they see it happening.”

They like experiences, and Careem’s book an aircraft was a huge success, as also was its book club where passengers are welcome to exchange titles kept in Careem cars. Millennials are not blind followers of glitz and glamour, and embed in brands that matter. They defended Careem in the Punjab when it came under attack from the transport mafia. When Careem offered free rides



to blood donation centers it received an overwhelming response. Millennials are influencers and have a huge fan following, and gave a thumbs up to Careem's Rishta Aunty matrimonial advisory by making it viral and taking it to over 2 million people. Careem caters to this cohort in another innovative way by placing wagers with its customers, and pays out in free rides when it loses in Ludo. One customer wagered that he would shave his head if Pakistan lost a cricket match, and when it did, he did, and posted a selfie to prove he had!

Millennials are projecting their identities on multiple screens from a very young age, judging people and being judged, and it is vitally important for them to project themselves on social media. They need purpose to motivate them, and their need for instant gratification makes due process a challenge.

Shared value, not shareholder value

"Digital disruption is making businesses a lot more customer-centric, and Millennials are hardwired for that because they have empathy and are comfortable with technology. If their employer is found deficient in walking his talk then they change jobs. Being constantly judged on social media exerts huge pressure in their personal lives, so they probably handle work pressure better. They expect clarity about the direction and vision of the company, and look for purpose beyond profit. For them economic and social returns are intertwined, and they believe in shared value, not shareholder value."

Millennials want timely recognition, and a share in the reward they help create. What matters to them is how and why you fire people, and how you promote them. They are interested in the journey and not just the end result, and why certain decisions are made needs to be explained to them. They are least ownership obsessed, and want quality and convenience, celebrating success stories like AirBnB and Uber. Wellness and diversity matter to them, and Millennials are looking for tailored sales and marketing strategies in the era of big data.

Ghias mentioned Engro's Thar project, and said that every line manager was concerned about uplifting the Thari society.



"They are least ownership obsessed, and want quality and convenience"

- GHIAS KHAN

Ghias Khan the President & CEO of Engro Corp, spoke on loving or hating Millennials, saying that he was not comfortable because even though this cohort had been branded as entitled, self-interested, narcissistic, lazy, impatient, too sensitive, not loyal, and unable to take pressure, hating them was not an option. Ghias is a strong believer in social enterprise and environmental and human well being, and at that level he connects very well with the Millennials to which generation belong his three kids. "They recognize genuineness, take you on face value and give you that chance. They have seen college dropouts become billionaires. Engro promotes based on experience and age, and that doesn't sit well with Millennials which provides us with food for thought."



ABL Asset team at the Convention



Jubilee General team at the Convention



Jubilee Life team at the Convention



EFU Life team at the Convention



HBL Asset team at the Convention



Pakistan Cable team at the Convention



Engro Corp. team at the Convention



Al-Meezan Investment team at the Convention



UBL Fund Managers team at the Convention



Meezan Bank team at the Convention



K-Electric team at the Convention



IoBM team at the Convention



“Have a clear purpose to the business”

– DR. FRANCISCO PALAO REINÉS

Creating awareness for exponential thinking and generating EXO mindsets for Millennials was Dr. Francisco’s topic, and he started by citing high school students who were learning to encode new living beings based on better DNAs. With a PhD and MBA, Dr. Francisco is from Spain and the co-founder and CEO of EXO Works, USA. He spoke of scarcity based business models and how they were going out of business, like Kodak, and the new move from scarcity to abundance thanks to technology yielding phenomena like AirBnB and Uber. Robots were getting cheaper and more affordable, and a 14 years old had discovered the cure for pancreatic cancer while a girl was revolutionizing textiles through 3-D printing, making possible luggage-free travel through the printing of one’s wardrobe in one’s hotel room.

Most disruption comes from outside the industry, and even though it was a Kodak employee who invented the digital camera the Kodak leadership put it under wraps to protect its current business. But it happened nonetheless. “While it’s easy to predict linear progression, by definition we cannot predict exponential implications. So we cannot predict the future, and must create it, and that’s where exponential organizations come in that connect with abundance and manage it.”

Massive Transformative Purpose (MTP)

Making money is fine, but why do we exist? To make the world a better place. Google’s MTP is to organize the world’s information. Working with MTPs it is possible to make much more money than through the traditional approaches. Generating a balance between information, resources, energy, and then connecting with the balance and managing that balance is the key that can unlock untold fortunes.

If we connect with abundance without managing it we will die, says Dr. Francisco, whose advice is to manage through experimentation and innovation. “A business plan is a set of hypothesis that need to be evaluated and validated, and iterated, until we find the right solution. Any new idea is a hypothesis and should not be executed without being tested. Experimentation is the key and traditional thinking and models are being disrupted.”

If it isn’t broke why fix it?

To become an exponential organization it is important to transform the leadership by making it aware that the world is changing, and to succeed one must change also. “The immune system of the organization always attacks innovation. Why do you want to change something that is already working? The answer is to adapt a little without changing the business model. Create an EXO on the edge of the current organization, and through incremental innovation preempt disruption. Start another brand.” Two or three leading EXOs could make up the entire industry as witnessed by AirBnB and Uber which were global platforms.

Dr. Francisco’s advice to Millennials is to be awake, and be aware of the new technologies and opportunities around them. “Have a clear purpose to the business. Create new ecosystems, and facilitate people by aligning them to the purpose, and take them to the next level.”

Moving from scarcity based to abundance based approach is disrupting everything, and EXO is the way to navigate disruption. “Keep the organizational DNA and don’t let external consultants tell you what to do. Use coaches, and let your own people implement the change. That way the immune system will not attack.”

This was Dr. Francisco Palao Reinés’ first trip to Pakistan, and he

said he liked the experience very much, and hoped that the next time he came he would find some EXO success stories here.



“The people in my films give me the courage and determination to make such difficult films”

– SHARMEEN OBAID-CHINOY

Speaking on the influence of social films on Millennials, Sharmeen Obaid-Chinoy is the CEO of SOC Films and the winner of two Oscar Awards for her productions ‘Saving Face’ and ‘Girl in the River’, very powerful statements on acid attacks and honour killings in Pakistan that jolted the government out of its past criminal inaction. Humayun Bashir, the former country general manager of IBM, hosted Sharmeen on stage.

Born in the late 1970s, Sharmeen belongs to Gen X but is considered a borderline Millennial, and employs only Millennials, being the oldest person in her company. She describes herself as a workaholic, and passionately believes in telling stories using animation as her medium, and venturing into virtual reality. “It can take you places you’ve never been to,” she says, and is introducing it to schools and colleges as a means of communicating with younger people.

Citizens Archives of Pakistan (CAP)

Sharmeen strongly believes in the ethos of Pakistan, and in 2007 she co-founded Citizens Archives of Pakistan (CAP) to preserve the voices of the first generation of Pakistanis, with the CAP Museum coming up on the grounds of the Minar-i-Pakistan which will depict what it meant for that generation to leave their homes and come to this new country, and the hopes that they had. She is not one person, she says, but wears many hats, always evolving, and very passionate about taking Pakistan to the next stage.

She was in the college in the USA when 9/11 happened, and she started looking at Pakistan in a different way, and thinking about what she could do to ensure that Pakistan moved along with the rest of the world. “That is how my journey into film-making began. I never studied film, because like a good Pakistani daughter I studied economics and political science! And became a filmmaker by accident.”

Starting difficult conversations

Sharmeen focused on Pakistan much later in her career. She made films in 10 countries before that with the single purpose of starting difficult conversations that can bring about change. She won awards for her work in the Philippines, East Timor, Saudi Arabia, Afghanistan, Iraq, and Syria which were all about displaced people and marginalized communities. She lost her father in 2010 and had just had a baby when she was approached by someone to make a film on acid violence. “It is extremely difficult to make a film about such victims because you have to come to terms with their reality every day when you spend time with them.” Saving Face was born.

What gives her the courage? “The people in my films give me the courage and determination to make such difficult films. Given the adversity and problems they face, they still wake up with a smile on their face and go on with their lives.”

Need for speedy justice

Her one single objective was to ensure that survivors of acid attacks get speedy justice. “The Pakistani justice system can take 3 to 5 years, and the victims have to endure appearing at court hearings after hearings which may or may not take place.



One of the outcomes of the publicity generated was that the Punjab government allowed acid cases to be tried by anti-terrorism courts. Punjab is where acid attacks are most prominent, and the idea is to create enough noise about an issue so someone in power does something about it."

Films play a very important role in countries like Pakistan with low literacy rates, says Sharmeen who has recently started Pakistan's first mobile cinema that has just finished a tour of Sindh and is touring Khyber Pukhtoonkha next. "Films connect with the audience. Rural communities and small towns are starved for entertainment. This is the kind of disruption you need to engage with young people, especially those not part of the grid."

The question for young people is what are we getting out of it beyond a pay cheque? What is it that will allow us to sleep better at night? What is it that we can do for the community and society around us? Sharmeen feels that these are the questions the Millennials are asking, and acknowledges that many companies have excellent CSR programs that engage with the youth across health and education.

Restless Millennials

"Millennials feel entitled perhaps because they think the country has let them down. They are restless because they want to bring about change, preferably overnight. Pakistan has a massive youth group, and we would do well to learn very quickly what their needs and dreams are. Their wants and needs will dictate the future of Pakistan, and may not be the wants and needs of our parents generation. The marrying of these two generations is needed to better this country."

With virtual reality Sharmeen is targeting 15,000 students throughout Pakistan, and has started working with augmented reality to tell stories that have been lost about Pakistan. She believes the future lies with the Smartphone, and is inspired by The Citizens Foundation and Indus Hospital. What scares her are the millions of people without qualifications entering the workforce and jobs being lost to artificial intelligence.

"Our youth is not being equipped with the qualifications needed to make a difference, and a cursory look at our education system will show us why. If we can fix that then we are good. Our hope for the future lies with people coming back to Pakistan to invest here and make interventions in small towns and villages. But we will have major issues simply because of our size."

To a question about how she paid for all her work, Sharmeen said she had help from a lot of people, and mentioned Pepsi Cola, Coca Cola, the Governments of Punjab and Sindh, HBO, Voice Media, Gucci, and Pakistani expatriates in the UK and USA.

"Many of the issues talked about are difficult to digest," says Sharmeen, citing her experience with 'Girl in the River' which had 300 screenings across Pakistan. "The men and women sat separately, with the men cheering the father who wanted to kill his daughter, while the girls cheered on the girl. There is a long, long way to go, but opening minds is important. We have to start somewhere. If one mind can be changed then we have done our job." Indeed.



"Build multi-generational engagement tools by looking for the common denominator"

- SORAYA SARIF

She styles herself as Human Capital Optimization and Organizational Efficiency Strategist, and is

the Co-Founder of Synerjunction based in Canada. Soraya Sarif's presentation was on Engaging Millennials, and her advice is to trust your people and build cross-functional teams from a cross-section of the organization.

"You get disruption from diversity. Make sure you have a plethora of talent on your team with varied backgrounds, a number of different fields all at one table to be able to innovate on one particular product. You're not going to get industry convergence by sticking to the same teams. Different outcomes depend upon doing things differently."

She emphasized the need for change champions, saying that your people know best and should be facilitated. "Constant feedback culture is replacing traditional performance management, and leadership communication is at the core of it, with better questions to get better answers."

Where is the sweet spot where we can engage the different generations all at once? She asks. "Build multi-generational engagement tools by looking for the common denominator, and encourage cross functional collaboration. Get so well integrated that the different generations are pulling each other ahead with them rather than being pulled back."

Articulate a vision

HP's vision is 'imagine the future and make it happen', and this finds expression across the board, driving performance. "Make sure the management is aligned with the strategy and with each other, and ensure inclusivity rather than engagement, with both increasingly becoming one and the same thing." When we exclude, or are exclusive, it creates the same activity in the brain as physical pain, says Soraya. "We need to include at every point of the game. It is very easy to forget to include. This applies not just to Millennials but to all generations."

Executive Discussion

On that very thought provoking note Soraya Sarif invited six stalwarts of trade, commerce and industry for a conversation on how to attract, develop, engage, retain and empower Millennials?

Ali Raza Mehdi (SVP & CHRO, Engro Corporation), Amir Jamil Abbasi (Partner, KPMG), M. Hussain Adenwala (Director & HR Consultant, HRFirst), Fahd Kamal Chinoy (Executive Director, Pakistan Cables), Khalid Zaman Khan (Executive VP, Head of HR, Meezan Bank) and Sarfaraz A Rehman (Executive Coach & Consultant) gave valuable insights from their corporate experiences.

Insights galore!

From answering the core question of what the organization's DNA is and what does it stand for, to coaching, mentoring and counseling students all over Pakistan, to having Millennials pitching to Millennials on campus visits, to making human capital management the number one priority across the enterprise ahead of financial capital, to determining value by outcome rather than activity, to engaging Millennials with real life projects, to generating an integrated learning mix, to hearing stories and being an HR person rather than a CEO, to open door cultures and inspiring Pakistanis with Pakistaniat, to promoting global mobility through overseas assignments, to making organization structures more fluid and de-layering, to frequent recognition, to ensuring work-life balance, to teaching the Millennials tolerance and patience, and building their social skills and self-esteem, to ascertaining the priorities of the employees by delving deep into engagement surveys, to reverse mentorship by having a mentor younger than you, the thoughts generated by the executive discussion were



many and provided for all present a deeper understanding of the Millennial phenomenon.

We are living in promising but challenging times. Never before has there been such interest in harnessing innovation to find sustainable solutions for communities and the environment, but never have the problems been more urgent, complex or challenging, more so with the generation “Y” ...The Millennials!

The 19th MAP Convention focused on how business leaders are required to ensure sustainable strategies by becoming aware of the global challenges, and what needs to be done to accelerate change by understanding and harnessing the talents of Millennials, those born between the early 1980s and 2002. The convention focused on creating exponential thinking in preparation for creating ExOs, Exponential Organizations, and the organizations of the future.

Formidable array of sponsors

All in all it was an exhilarating day of discovery and introspection, made possible by the Convention’s Diamond Partner Engro; its Silver Partners K-Electric, Jubilee Life Insurance and UBL Fund Managers; its Bronze Partners Jubilee General Insurance and EFU Life; its Associate Partners Pakistan Cables, HBL Asset Management, ABL Asset Management, Meezan Bank, Al Meezan Investments and Dalda Foods; its Academic Partner the Institute of Business Management (IoBM); its Media Partner Jang Media Group; and its Lead Partner Octara (a TCS Company).

The sheer depth and breadth of the corporate sponsorship of the Convention showed the seriousness with which the Millennials are being taken in Pakistan, at least by the private sector’s leadership ■

Report filed by **Adil Ahmad**
 Correspondent, octara.com

*Asif Ikram,
 President MAP,
 presents mementos to:*



Ghias Khan
 President & CEO, Engro Corporation



Dr. José Cordeiro
 Keynote Speaker



Soraya Sarif
 Keynote Speaker



Amir Jamil Abbasi, Partner, KPMG &
 Vice President, MAP



Khawaja Tanveer Saleem, Head of
 Information Systems, Engro Corp.



Sharmeen Obaid-Chinoy
 CEO, SOC Films



Ali Raza Mehdi
 SVP & CHRO, Engro Corporation



Khalid Zaman Khan, Executive VP,
 Head of HR, Meezan Bank

*Amir Jamil Abbasi
 Vice President, MAP
 presents mementos to:*



Ali Lawai, CFA, HoM & Alternate
 Distribution, Al-Meezan Investment



Syed Khalid Husain, Country Head
 Business Development, ABL Asset



Faiz ul Hasan, Head of
 Corporate Sales, Jubilee Life



Syed Fakhar Ahmed, Chief Marketing
 & Communication Officer, K-Electric



Sardar M. Aly Osman, Chief Risk
 & Compliance Officer, UBL Funds



Dr. Syed Irfan Hyder
 Dean CBM & CES, IoBM



Muhammad Adil Sami
 SVP Head of Marketing, Meezan Bank



*Dr. José Cordeiro
 Keynote Speaker
 presents mementos to:*



Asad Haider Khan
 General Manager - Karachi, Careem



Omar Abedin
 CEO, Starcom Mediavest Group



Talib Syed Karim
 President, IoBM

*Humayun Bashir
 Member EC MAP
 presents mementos to:*



Taher G. Sachak
 Managing Director & CEO, EFU Life



Arshad Hussain, Head of
 Business South, CEO, HBL Asset



Imran Mughal
 Chief Risk Officer, Jubilee General



Aslam Sadruddin
 Director Finance, Pakistan Cables

*Talib Syed Karim
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Fahd Kamal Chinoy
 Executive Director, Pakistan Cables



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Sarfaraz Rehman
 Executive Coach & Consultant

*Sarfaraz Rehman
 Member EC MAP
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Humayun Bashir
 Former IBM Country GM

*Soraya Sarif
 Keynote Speaker
 presents mementos to:*



Dr. Francisco Palao Reines
 Co-Founder and CEO, ExO Works, USA

*Thank
 You*