

Opening doors

The Abdul Latif Jameel Magazine

Spring 2018

In this month's issue we talk about

Featured Articles

Chinese bus agreement boosts Saudi transport options

J-WAFS in action: Providing safe, clean milk to rural communities

Making 'Hayy' in Jeddah arts scene

J-WAFS in action: Providing safe drinking water through wood

Abdul Latif Jameel has been investing from the heart of Arabia across the promising MENAT region and beyond for over seventy years – shining a light on new opportunities for investment and growth. Trusted to open new doors; now, we are opening more.

Helping people who strive for better, to have better: better means; better lives; better prospects. Helping businesses who look further, to reach further. Into new markets, new homes, and new considerations. We can do this because we are determined in our quest for new potential; and we succeed because we never lose sight of why this matters. In this magazine, we showcase our investment in the development of the economies and the quality of life of people in the region.

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Editorial Team – You can contact the editorial team by sending an email to editor@aljmagazine.com
The term "Abdul Latif Jameel" refers broadly to several distinct, separate and independent legal entities. Abdul Latif Jameel is not itself a corporate entity, association or conglomerate run by an overarching parent company but merely refers to a group of distinct and wholly separate legal entities that are collectively referred to as Abdul Latif Jameel. Abdul Latif Jameel is not a corporate group as defined in section 1161(5) of the Companies Act 2006.

Saudi Arabia: At the heart of global trade routes



With direct land, air and sea links connecting to Europe, Asia and Africa, a rapidly strengthening infrastructure, and an inviting environment for the private sector and foreign direct investment, Saudi Arabia is fast emerging as a major global logistics hub.

Saudi Arabia lies at the crossroads of key international trade routes between three continents: Asia, Europe and Africa¹. With half the world's population accessible within a five-hour flight, and 300 million consumers within three hours' air travel², taking advantage of this uniquely connected location represents a major opportunity for the country. A fact recognized by the government in the ambitious plans set out in its Vision 2030 national development strategy.

Economic diversification is a central benefit of achieving this ambition, facilitated, in part, through the creation of special economic zones in exceptional and competitive locations. Vision 2030 lists logistics zones, alongside tourist, industrial and financial zones, promising that "special commercial regulations to boost investment possibilities and diversify government revenues will be applied to these zones".

Fuelled by the vision, commitment and investment that lies behind these ambitions, Saudi Arabia is already experiencing significant growth in its logistics capabilities across air, sea and land, and measurable steps are being taken to realize the country's ambition of improving its ranking in the global **Logistics Performance Index** from 49 to 25 by 2030.

Reaching for the skies

Over the past few years, Saudi Arabia's aviation industry has achieved significant growth in both passenger and freight figures. In February 2018, this acceleration was underlined when the government approved the construction of a new civilian airport, in Al-Qunfudah, on the country's Red Sea coast³, as part of plans to expand the transport sector to cope with the air traffic growth projected in Vision 2030.

Similarly, at Jeddah's King Abdulaziz International Airport (KAIA), a US\$ 7.2 billion expansion⁴ is almost complete after more than a decade of construction work. When finished, it will stretch the airport's capacity to 30 million annual passengers through 46 gates for international and domestic flights⁵.



"We have already invested heavily in the construction of ports, railways, roads and airports. To take full advantage of these investments, we plan to work with the private sector and enter into a new series of international partnerships to complete, improve and link our infrastructure internally and across borders. ... Air, maritime, and other transport operators will be encouraged to make the most of their capacity: achieving durable links between existing trade hubs, as well as opening new trade routes. This will reinforce our position as a distinctive logistical gateway to the three continents."

- Vision 2030

¹ Vision 2030, Kingdom of Saudi Arabia.

² Saudi Arabia: Transport and Logistics Opportunities, Saudi Arabia General Investment Authority, September 2016

³ Saudi Arabia planning new airport along the Red Sea, Zawya, 14 February 2018

⁴ Jeddah airport expansion project 90% complete, Construction Week Online, 17 July 2017

⁵ KAIA Expansion to be Developed in 3 Phases, King Abdulaziz International Airport, accessed February 2018



Jeddah's new King Abdulaziz International Airport expansion due to open in May 2018

Other elements of the expansion include automated transport, a 120-room hotel, a large mosque, and a railway station on the Haramain high-speed rail project that links Medina and Makkah over a 281-mile track.

Outside, a 15km bridge deck – the largest airport case bridge deck in the world – provides the main route in and out of the airport⁶. Costing more than US\$ 666 million, the bridge deck alone is an eye-catching statement of intent for an airport with even grander ambitions over the next 20 years.

The current expansion is only the first of three phases planned for KAIA. By 2025, it aims to have expanded capacity to 43 million annual passengers, and then grow again to process 80 million annual

passengers by 2035⁷. The early evidence suggests it is on track to meet its 2025 goal, with passenger numbers increasing 9.4% in 2017⁸, rising to a total of 34 million from 226,894 flights (up 3.46%), and with the move to start issuing tourist visas, this looks only set to continue.

International air passengers at the airport rose by 16.8%, while the number of international airlines operating through KAIA rose from 64 to 80. Eventually, the airport will serve 36.5% of the total passengers using Saudi Arabian airports.

Freight growing fast

Further expansion is also occurring in air freight volumes, where Middle East year-on-year volumes increased 4.6% in October 2017⁹.

In response to this growth, and to capitalize on further opportunities, Abdul Latif Jameel is building a 5,500m² express gateway facility at Riyadh's King Khalid International Airport that will cater for increased demand¹⁰.

The General Authority of Civil Aviation (GACA) signed its construction agreement with Abdul Latif Jameel in summer 2017, and the facility is set to be running by early 2019. Faisal Al-Samannoudi, Vice Chairman of Abdul Latif Jameel Investments, said: "The new, state-of-the-art facilities at King Khalid International put Abdul Latif Jameel at the forefront of logistics in the Kingdom, building our shared capabilities to meet all our customers' import and export needs."

A series of smaller developments also reaffirm the direction of travel. In April 2017, DHL Express added a new flight between Jeddah and Bahrain¹¹. Over its seven flights a week on the route, DHL Express can now carry a total of 154 tons of cargo. Elsewhere, Crane Worldwide Logistics showed its belief in Saudi Arabia's growing status as a future logistics powerhouse by opening a new office in Al-Khobar¹² at the start of 2018.

These investments are based on sound evidence of the potential of Saudi Arabia as a major global entrepot. Saudi Arabia was listed as sixth on the overall 2018 Agility Emerging Markets Logistics Index and fifth on the same index for countries with GDP over US\$ 300 billion¹³. Almost 97,000 tons of air freight flowed from the EU to Saudi Arabia in 2017, the seventh biggest global air freight lane between an EU or US base and an

emerging market, with particular growth in iron and steel goods, ceramics and vegetables.

Making waves in the maritime industry

Saudi Arabia can look beyond just the skies in its search for increased logistics capacity. The country already benefits from its strategic location on a key international shipping route between east and west. Jeddah Islamic Port, for example, is the largest and busiest port across the MENA region, while new ports – such as the 43 million sq.m. development at Al-Lith, 230 km south of Jeddah – will provide Saudi Arabia with even greater flexibility.

The objectives of Vision 2030 will not be achieved by the public sector alone, however. At King Abdullah Port, which is spread over 15km² close to King Abdullah Economic City's Industrial Valley, the private sector has already invested US\$ 2.7 billion – with the final total expected to reach US\$ 5 billion¹⁴. The port is now the second largest in the country, having announced a 21% increase in its annual throughput compared to 2016, reaching 1,695,322 TEU (Twenty-Foot Equivalent Units) by the end of 2017¹⁵.

Following the completion of Berths 5 and 6 in 2017, the port can now handle four million TEU. This development has been hailed by Abdullah Hameedadin, managing director of the Ports Development Company, the owner and developer of King Abdullah Port. He said: "This will extend the port's reach to the most important trade hubs in the region and the world, solidifying the roles of the private sector in general, and King Abdullah Port in particular, in achieving Vision 2030."



⁶ World's largest bridge deck for KAIA expansion, World Highways, November 2013

⁷ KAIA Expansion to be Developed in 3 Phases, King Abdulaziz International Airport, accessed February 2018

⁸ Jeddah airport at new altitude with record number of flights, passengers, Arab News, 7 February 2018

⁹ October gets fourth quarter off to a strong start, says IATA, AirCargoNews, 1 December 2017

¹⁰ New facility for King Khalid International Airport, Opening Doors, summer 2017

¹¹ DHL Express expedites Bahrain-Jeddah operation with new flight, Air Cargo News, 12 April 2017

¹² Crane Worldwide opens new Saudi Arabia office, Air Cargo News, 15 January 2018

¹³ Agility Emerging Markets Logistics Index 2018, Agility, January 2018



The Haramain high-speed rail project. (Photo: courtesy Arab News).



Rayan Qutub, CEO of King Abdullah Port, told visitors at Breakbulk Middle East 2018 that he expects to see a significant increase in breakbulk volumes over the next three years.

The port processed 19.6 million tons in 2017, a figure that he expects to rise to 29.5 million tons by 2020¹⁶.

This anticipated growth will consolidate already well-established trade links with the west across Saudi Arabia's ports. During 2017, over 15 million tons of sea freight flowed from the EU to Saudi Arabia, making it the fifth biggest global sea freight lane between an EU or U.S. base and an emerging market¹⁷.

Laying a track to the future

Saudi Arabia's internal transit and transport network is also being

developed through significant investment. Between 2015 and 2024, the Saudi Arabia General Investment Authority (SAGIA) plans to invest more than US\$ 141 billion on rail, metro and bus projects.

The Haramain high-speed rail project links Medina and Makkah via King Abdullah Economic City, King Abdulaziz International Airport, and Jeddah.

An inaugural train completed the 450km trip on 31 December 2017 in two hours and 52 minutes¹⁸, with commercial services – run by Spanish operator RENFE – set to begin in March 2018.

Other public transport initiatives include the Riyadh Metro Project, which features 85 stations and 176km of track along six lines across the city¹⁹.

It has an allocated investment of SAR 90 billion and is scheduled to launch operations in 2018²⁰. Similar projects in Jeddah, Dammam, Makkah and Medina are at different stages of planning and development.

The Riyadh metro project is one of the most significant in Saudi Arabia's commitment to lay an additional 10,000 kilometers in rail and metro by 2030²¹. The majority of this will come from just five flagship projects – including the Riyadh metro – which cover a combined length of 5,500km.

Investing in an attractive and growing logistics hub

With the initial expansion of Jeddah airport almost complete, Abdul Latif Jameel's contract to provide a new 5,500m² facility at Riyadh airport

underway, rising freight passing through expanded developments at sites including King Abdullah Port, and a succession of rail projects in progress, Saudi Arabia looks set to make a bold move to become a major global logistics hub.

In turn, this is likely to lead to increased foreign direct investment – a stimulus that is being actively encouraged by a government determined to secure private sector funds into its pipeline of projects.

According to SAGIA, "growing demographic pressure, urbanization, and the Kingdom's long-term commitment to infrastructure development are key characteristics that make the transport and logistics sector attractive to investors²²."

Indeed, SAGIA asserts that by "participating in the development of infrastructure at the scale and speed required, experienced investors can take advantage of many exciting opportunities" in Saudi Arabia. For more than 60 years, Abdul Latif Jameel has supported the government's efforts to deliver continuous improvements to Saudi Arabia and its people. It has also used global understanding and local expertise to form enduring partnerships with, and support for, overseas companies looking to invest in Saudi Arabia.

To learn more about investing in Saudi Arabia with the Abdul Latif Jameel, visit us [here](#).

¹⁴ Saudi port anticipates breakbulk 'hypergrowth', Breakbulk Events & Media, 6 February 2018

¹⁵ With an annual growth of 21%, King Abdullah Port is the second largest port in the Kingdom, King Abdullah Port, 15 January 2018

¹⁶ Saudi port anticipates breakbulk 'hypergrowth', Breakbulk Events & Media, 6 February 2018

¹⁷ Agility Emerging Markets Logistics Index 2018, Agility, January 2018

¹⁸ Inaugural run on Haramain high speed line, Railway Gazette, 31 December 2017

¹⁹ King Abdulaziz Project for Riyadh Public Transport, High Commission for the Development of Arriyadh, accessed February 2018.

²⁰ Saudi Arabia: Transport and Logistics Opportunities, Saudi Arabia General Investment Authority, September 2016

²¹ Saudi Arabia: Transport and Logistics Opportunities, Saudi Arabia General Investment Authority, September 2016

²² Saudi Arabia: Transport and Logistics Opportunities, Saudi Arabia General Investment Authority, September 2016

Everyone's invited: J-PAL social inclusion focus aims to break the "cycle of disadvantage"



Tackling social inclusion will be a new priority for the Abdul Latif Jameel Poverty Action Lab (J-PAL) after the launch of its latest initiative earlier this year.

By focusing on the barriers to social inclusion, including education, youth unemployment, housing, and immigration, J-PAL aims to find new ways of "breaking the cycle of disadvantage". The initiative will be led by J-PAL's Europe office in the Paris School of Economics and be supported by Community Jameel, which has been associated with J-PAL since 2005 and will appoint a representative to the governance committee of the initiative.

Initially focused on Europe, J-PAL will leverage insights gained for the benefit of Saudi Arabia and the Middle East. It also builds on J-PAL's existing projects across the region, including research in Egypt, Iraq, Jordan, and Morocco, where local partnerships are supporting the development of policy-driven research, the results of which inform local policymaking.

A World Bank special report in 2013 suggested a cycle of poverty in the Middle East is leading to high-school drop-out rates, unemployment, and perpetual disadvantage.

Fady Mohammed Jameel, President of Community Jameel International, said: "The work of the Abdul Latif Jameel Poverty Action Lab touches on key issues such as youth employment, health, and education. With this new initiative we aim to get to the heart of the problem by working closely with private and public sectors, bringing together respected experts from around the world, and providing the evidence that helps inform local decision-making."

Founded at MIT's Department of Economics in 2003, the Abdul Latif Jameel Poverty Action Lab now includes more than 140 affiliated professors from more than 40 universities across the world.

To date, J-PAL affiliated researchers have conducted more than 860 evaluations in 80 countries, and more than 300 million people have been reached by programs tested and found to be effective through J-PAL evaluations.



For more information on J-PAL, visit www.povertyactionlab.org.

Four Principles launches Lean Management awards

Companies of all sizes in Saudi Arabia have been challenged to embrace a culture of continuous improvement after Four Principles, Abdul Latif Jameel's new 'Lean Management' company, launched the Four Principles Kaizen Awards.

Senior figures from Four Principles introduced the awards, which will recognize organizations for 'innovative and effective implementation' of Lean principles, during a series of education workshops held across the country in partnership with the Small and Medium Enterprises Authority (Monsha'at).

Lean Management involves a profound change in corporate culture, led by a belief and investment from a company's top-tier management.

Both public and private sector organizations can enter the awards by submitting case studies into one of two categories: 'Continuous Improvement Process' or 'Lean Transformation'. Award submissions can be submitted online until May 1, 2018.



"A lean business model is the embodiment of our philosophy: 'Kaizen. Zero waste implemented.' It puts into practice long-term, sustainable efficiencies that increase profitability at the same time as improving value for customers."

Seif Shieshakly, Founder and Managing Partner
Four Principles





Great Expectations: OTOShops 'new' used car experience resonates with Turkish consumers in 2017.

OTOShops, the used car business of Abdul Latif Jameel's operations in Turkey, said it expects the Turkish used car market to enjoy double digit growth in 2018, as it announced record results at the end of its first full year of trading.

Created in 2016, OTOShops set-out to transform the used car buying experience for the Turkish motorist to make it more transparent, instill greater confidence and trust and make the whole transaction simply more pleasant. It provides customers with a one-stop-shop for buying used cars from more than 47 brands, as well as unique corporate solutions and continues to innovate and lead the market in its original mission.

One year on, in its latest trading figures for 2017, it exceeded growth targets by more than 30% demonstrating how consumers appreciate the fresh new approach. And it says it expects that continuing expansion of the used car market will drive further growth over the next 12 months. It also expects corporate interest in the market to increase as new regulations drive up standards, making it an attractive future investment area.

Over 5.2 million used vehicles were traded in Turkey in 2017, up from 3.1 million in 2012. This compares to new car sales of around 1 million units.

To help meet growing demand for used cars, OTOShops plans to expand to 60 authorized dealers and reach annual sales of more than 60,000 vehicles in the coming years. It has also announced a number of new customer-focused services, such as a mobile inspection service and an online price offer, which are the first such service of their kind in the country.



OTOShops General Manager Tuğrul Denizaşan

“OTOShops is committed to becoming Turkey’s premier used car brand, and the results from 2017 show we are on the right track to achieving that.”

Tuğrul Denizaşan
OTOShops General Manager

Tuğrul Denizaşan, OTOShops General Manager says he expects the used car market to grow by 10% in 2018. Corporate companies currently have a share of only 5% share of the Turkish market.

Around 45% of used car sales are done by resellers, with the rest accounted for by individual private sellers.

“We think there is massive potential for our strong corporate brand to grow its market share. We now have 21 authorized dealers in Turkey. We won’t stop there though. We pride ourselves on delivering a first-class service to customers, while our range of vehicles and innovative benefits makes buying and selling with us the easy choice.”

Tuğrul was interviewed about the market and OTOShops success on the Turkish Bloomberg TV channel İş Dünyası program. You can watch the video here (Turkish only):



Online price offer

OTOShops' new solutions make life easier for their customers. Denizaşan summarized the service: "OTOShops is the right address for the people who want to sell their car safely with instant cash. It is very easy to calculate pre-valuation price immediately by our otoshops.com website with 3 short steps. After the inspection we buy cash at this price."

Mobile Expertise Service

Denizaşan says, "Another highlight for the used car market is the Mobile Inspection Service of OTOShops. If you want to use OTOShops Mobile, all you need to do is to make an appointment with OTOShops. Our Mobile Team comes up to the address. After the inspection made with the latest technology, we offer the exact price quotation based on the current condition of the vehicle. And then we purchase the vehicle. Our OTOShops Mobile service started in Istanbul and we are planning to spread out to all over Turkey."

Ali Haydar Bozkurt, President and CEO of Abdul Latif Jameel Turkey, said: "OTOShops is an innovative brand that complements our existing offering in Turkey. While the 2017 results are welcome, there is more work to do to meet the demand for the used cars in Turkey."

Abdul Latif Jameel has been present in Turkey since 1998, operating in a number of industries, including automotive and aftermarket parts distribution, manufacturing and financial services. Its businesses have been recognized with a number of awards, including being named as one of the best employers in the country. More recently, Toyota Turkey was recognized with two awards by the Turkish Automotive Distribution Association (ODD) at its Sales and Communication Awards, Gladiators 2017.



Abdul Latif Jameel Motors introduces complimentary insurance on new Toyota purchases

Saudi Arabian consumers can now enjoy added confidence when they buy a new Toyota vehicle, after Abdul Latif Jameel Motors announced it will provide complimentary payment protection insurance on car finance deals, in partnership with Saudi Arabia-based insurance provider, Al Rajhi Takaful.

Now, when consumers buy a vehicle through Abdul Latif Jameel Finance, they will receive payment protection insurance completely free of charge. Eligible customers will therefore be able to consistently manage the repayment of their credit agreement, even if their circumstances change through events including injury, permanent disability, or involuntary loss of employment.



Mahboob Khan, Managing Director, Group Insurance at Abdul Latif Jameel, said: **“With our unemployment and payment protection insurance – provided free with every new Toyota vehicle financed through Abdul Latif Jameel Finance – we hope to take away some of the apprehension about purchasing a vehicle. This is in line with always putting customers and guests at the heart of everything we do.”**



Abdul Aziz Bin Mohammed Al Sedeas, Al Rajhi Takaful Chief Executive Officer said: **“We are proud to partner with Abdul Latif Jameel Motors to innovate new products and bring them to the Saudi Arabian market. We have a strong record of working together and will continue to strive to develop further new products with Abdul Latif Jameel.”**

Abdul Latif Jameel Motors is the first company in Saudi Arabia to offer complimentary payment protection insurance. To qualify, individuals must:

- Purchase a new Toyota vehicle through a lease agreement with Abdul Latif Jameel Finance
- Be a resident in Saudi Arabia
- Be in employment, and
- Be over 18 years old.

The initiative is the latest in Abdul Latif Jameel Motors’ commitment to supporting Saudi Arabia’s economy and citizens. In 2017, the company announced a new intake of Saudi Arabian management trainees – helping to empower future generations with training and employment opportunities.

Abdul Latif Jameel Energy powering ahead in India



Almost 200,000 tons of annual CO₂ emissions are set to be removed from the atmosphere after Fotowatio Renewable Ventures (FRV), part of Abdul Latif Jameel Energy, secured financing for the 138 MW dc Andhra Pradesh solar farm in India.

The agreement, which was announced at January’s World Future Energy Summit (WFES) in Abu Dhabi, marks Abdul Latif Jameel Energy’s first large-scale solar installation in India.

Roberto de Diego Arozamena, CEO of Abdul Latif Jameel Energy, said: **“This project is a clear example of Abdul Latif Jameel Energy’s commitment to deepen our presence in emerging solar markets. There is great potential to develop renewable energy in India**

and we look forward to bringing our deep knowledge, experience and commitment to local markets and sustainability to this project.”

Approximately 35,000 homes will be powered by the new development, which is located 200km from Bangalore in Ananthapuramu Solar Park. The financing agreement has been closed with the International Finance Corporation (IFC), the Financial Company of Development of the Netherlands (FMO), and the Indian Renewable Energy Development Agency (IREDA).

In January, Abdul Latif Jameel Energy also revealed a solar-wind hybrid project in Chile that will power almost 250,000 homes, as well as the financial close on a solar project in Mexico that will power 150,000 homes.



Roberto de Diego Arozamena
Chief Executive Officer, Abdul Latif Jameel Energy

J-WAFS in action: Providing safe, clean milk to rural communities



Pranay Jain is a graduate student in mechanical engineering at MIT



Pranay Jain is a graduate student in mechanical engineering at MIT, working alongside Professor Sanjay Sarma in the Field Intelligence Laboratory. Pranay is part of a team, funded by the Abdul Latif Jameel Water and Food Security Lab (J-WAFS), that is developing a new low-cost handheld device to test milk quality and safety.

Opening Doors spoke to Pranay about the project and its aims.

India is the world's largest producer of milk, at over 150 million metric tons per year, or 18% of global output. This is 50% more than the United States and three times as much as China. Major dairy export markets include UAE, Pakistan and Bangladesh.

Livestock distribution in India is much more equitable than land distribution. Some 75% of rural households own, on average, two to four animals and about a third of rural incomes are dependent on dairying.

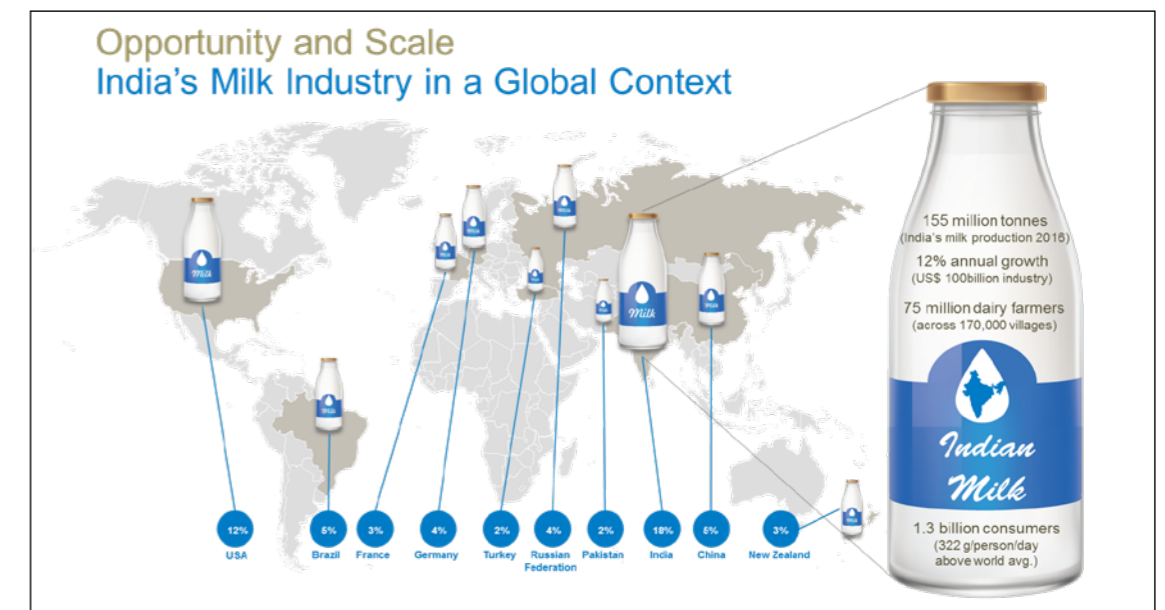
The dairy industry is characterized by millions of small farmers producing an average of five liters

per day. So any improvement in the dairying environment can have a significant impact on millions of smallholder farmers, and on poverty reduction in general.

Only around one quarter of the milk produced in India is tested for quality at source. However, even then, the testing usually relies on out-of-

date, unreliable equipment. And that's a problem.

According to the World Health Organization, one in ten people fall ill every year from consuming contaminated food and 420,000 die as a result. Children under five years of age are at particularly high risk, with 125,000 children dying from foodborne diseases every year.





Q: What is the main issue you are trying to address with this project?

The supply chains common in milk production in India are long and complex, and this can often have a negative impact on quality and safety. Small-holder dairy farmers sell their milk to local dairy collection centers in the villages. It is then taken to regional collection centers, who sell it on further up the supply chain. Milk has to travel hundreds of miles and changes hands multiple times before it reaches processing plants or consumers.

The complexity of this supply chain and the lack of traceability, coupled with poor milk quality and contamination, have severely restricted the growth of the industry. It also creates severe quality and safety concerns among milk buyers, creates financial uncertainties for small-scale milk producers and poses a health risk to millions of consumers.

Q: What is the problem with current methods for testing milk quality?

Current methods of testing milk are usually based on ultrasonic spectroscopy technology. This can be unreliable, because ambient factors, such as temperature and humidity, can affect the readings. One day the equipment might say the milk has 4% fat, the next day it might say the same sample has 6% fat. This acts as a disincentive to farmers, who can't be sure how much they will be paid for their milk.

In contrast, our technology uses optical sensor technology to reliably test the quality of milk, by measuring milk fat and protein rapidly, to estimate value, improve traceability, and enable real-time control. The device can then provide real-time measurements via a mobile phone device within one minute.

As well as improving quality control and traceability of the milk, it is beneficial for the farmers. If you have an instrument that can measure

fat and protein accurately, you can have a high level of certainty that the milk is not tainted. So, if the farmer is using cattle which gives a better yield, in terms of producing milk with a higher fat content, they get a better price for it, because fat content is one of the industry's most important metrics. Fat and protein percentages also help to identify cattle health and any feed concerns, enabling precise farmer feedback.

Q: Can you describe your proposed solution and how it works?

The technology uses a new spectroscopy method called Speckle Illuminated Diffusion Imaging to identify the particle size and volume fraction in the milk. It works by a small amount of milk being poured into a sampling cup on a handheld measuring device. An in-built optical sensor then detects particle concentrations in the liquid, which measure milk fat and protein. The device projects light on the sample. It uses a special pattern to increase accuracy, and the milk reflects the pattern back to the sensor. The extent of blurring represents the properties of the liquid. By analyzing these images, we can estimate both fat and protein very accurately. The results are sent directly to a smartphone, so testing can be carried out in-situ and in real-time.

The reason we use an optical sensor is because the optical properties of milk do not vary when you change temperature or humidity. They are very consistent. Unlike ultrasonic sensors, which are affected by their environment.

Q: Are you confident this product can be developed at a low enough cost to be commercially viable in India?

To give you some perspective, the

standard industrial-scale instruments that are used to measure the quality of milk at processing plants start at US\$ 100,000 each. It is so high a price that you cannot scale it down to a collection center. That's why collection centers are limited to using ultrasonic instruments, which cost around US\$ 500 to US\$ 800. We want to develop an instrument in that price bracket.

As well as innovating in terms of technology, we are also trying to innovate with the business model. Currently, the collection centers bear the full cost of milk testing technology. But the data being collected at the collection centers is extremely useful for the processing plants. We want to try and monetize that data, so the ones who benefit from it – the processing plants - also contribute to collecting it.



Sanjay E. Sarma is the Fred Fort Flowers & Daniel Fort Flowers professor of mechanical engineering & VP for Open Learning at MIT

Q: Are there other dense emulsions that this technology could be applied to?

Yes, it could be applied to a wide variety of environments. We see these properties resonating in blood and other biological fluids. We see it in oil and gas and crude oil. It applies to waste water. Anything that is dense and flowing. Even smoke coming out of a chimney. All these different colloids and emulsions

have the potential for the technology to be used to measure their properties there and then, rather than sending off a sample to a lab. That's very exciting.

Q: Could it be applied to other markets, as well as India?

The technology is very transferable. It's not limited to a particular problem or location. It will work perfectly well in most developing countries, whether in Africa, Asia or elsewhere. India is a great 'test-bed' when it comes to solving problems for developing countries that impact the rest of the world as well.

Q: Your J-WAFS funding is for one year, until August 2018. Will your research be complete by then?

By August, we want to be at a stage where the technology and the scientific principles are fully proven. After that, we are at the translational stage to convert the technology into a viable product. That will probably take another year and will involve a lot of co-development work, particularly in India. That's the next step.

Q: How soon could we see the product brought to market?

My expectation right now is the end of 2019. That's when we want an instrument not just in a pilot stage, but actually selling and being used in the industry. We want to pilot before that, early in 2019. Assuming that goes well, we aim to scale it up to commercial production by the end of that year.



Pre-pooling rejection

The positive impact of undertaking proper primary quality analysis is wide reaching for both producers and consumers across the supply chain



Accurate quality-based payments



Precise farmer feedback

Gearing up for success with the 2018 Toyota Camry

Car buyers in Saudi Arabia will soon be able to experience the all-new 2018 Toyota Camry after Abdul Latif Jameel Motors launched the vehicle at a special ceremony in Jeddah.

Senior Abdul Latif Jameel officials were joined by distinguished guests and a large media gathering at the Hussain Jameel Hall as the eighth generation of the family favorite was unveiled. Abdul Latif Jameel Motors also revealed that the Toyota Camry Hybrid Edition would be launched in the Saudi Arabian market in the first half of 2018, giving consumers even greater opportunity to fulfil their environmental aspirations.

The 2018 Toyota Camry features improved stability and has been awarded the Top Safety Pick Award by the American Insurance Institute for Highway Safety (IIHS) as the safest car of the season. It has also been given a five-star rating from the Australian New Car Assessment Program (ANCAP).

Mazen Jameel, Chief Marketing Officer at Abdul Latif Jameel Motors, said: **“This car has managed to establish its presence and position in the Saudi market for more than two decades, during which it has won the trust of drivers and passengers thanks to its excellent performance and combination of quality, durability and reliability, in addition to its suitable price, which makes it the best and smartest choice in the mid-size sedan category.**

“The breathtaking design, state-of-the-art specifications, and innovative technologies introduced in the new Toyota Camry offer an unprecedented sedan experience that will add to the popularity of this incredible car, thereby reaffirming its position as one of the Kingdom’s best-sellers.”

The latest model was first shown in December at the 2017 Saudi International Motor Show in Jeddah.



Peter Aberle, Mr. Naomi Ishii, Mr. Masato Katsumata, Mazen Jameel, Mr. Koji Nagata, and Mr. Yugo Miyamoto celebrate the all-new Toyota Camry launch for Saudi Arabia by Abdul Latif Jameel Motors in Jeddah.





The Hayy: Creative Hub (central courtyard detail)

Making 'Hayy' in Jeddah arts scene



Art Jameel, the not-for-profit creative industries arm of Community Jameel, has announced plans to develop a new cultural complex to help nurture and support the burgeoning creative sector in Jeddah.

The Hayy: Creative Hub is the latest in a series of major arts investments in the region by Art Jameel. Announced in January this year, Hayy seeks to pursue similar objectives to its other flagship project: the Jameel Arts Centre in Dubai. But although the ultimate aims of both projects are the same – to encourage and support arts and culture locally – the specific nature of each development is very different.

Hayy: Creative Hub is a 17,000 square meter development in north Jeddah, due to open in mid-2019.

Its name derives from the Arabic word for 'neighborhood' and reflects the community-oriented nature of the center.

It aims to work with partner organizations, such as art galleries, digital entrepreneurs, comedy clubs, cafés and more, to present the full diversity of the arts in Saudi Arabia.

Fady Mohammed Jameel, President of Art Jameel, explains that **"Hayy: Creative Hub is set to become a base for Saudi Arabian talent, and help nurture a new generation of creatives, in addition to providing job opportunities and training."**

"Working with our partners and the local community, it reflects

Art Jameel and Community Jameel's commitment to supporting creativity and entrepreneurship in Saudi Arabia and beyond."

Eastern inspiration

Art Jameel commissioned UAE-based [ibda design](#) to design Hayy: Creative Hub as a major destination for Jeddah's artistic communities, bringing together a range of cultural experiences.

ibda design is an international architecture, urban and interior design practice based in Dubai, with collaboration offices in Beirut and Tokyo. The firm was founded in 2009, by architect Wael Al Awar, who moved back to the Middle East after spending several years in Tokyo,

collaborating with renowned Japanese architects and designers on various scale projects in Japan and around the world.

The three-store Hayy complex will feature open internal courtyards surrounded by shaded terraces and walkways. Shared facilities will include a theatre and events spaces designed for a range of activities – from performances and exhibitions to conferences and community markets.

It will bring together and nurture Saudi Arabian artists, playwrights, photographers, filmmakers, entrepreneurs and others, along with the enthusiastic audiences that support them.



The Hayy: Creative Hub - Central courtyard from the upper level



Antonia Carver, Director of Art Jameel

Responding to local needs

Antonia Carver, director of Art Jameel, explains the thinking behind the ambitious project:

“We know in Jeddah there is a flourishing creative community, the majority of whom are under 35, working across all different artistic disciplines, from performance to comedy to film-making to art to literature. But everyone tends to work in isolation. There’s no single place that brings these creatives together, so that’s what we are trying to do with Hayy: Creative Hub.”

Programing at Hayy: Creative Hub will include world-class local and international exhibitions of modern and contemporary art; a digital hub for upcoming Saudi Arabian producers and directors; a professional theatre plus performance spaces; and a rolling program of educational events for all ages.

Says Carver: **“It is not about us imposing our vision on Jeddah. We looked at what was happening on the ground, at what was most needed to help the arts and creative community to flourish, and how we could help to fill that gap, given our experience and our role as an organization.”**

Hayy: Creative Hub complements a number of existing initiatives by Art Jameel in Saudi Arabia. Antonia says that some of initiatives, including Photography Jameel, which nurtures photographers through workshops, courses and provision of a darkroom, will move to Hayy: Creative Hub. Others will continue working in collaboration with local partners.

“We view the arts as interdisciplinary and foresee cross-pollination between the heritage programming running out of the Jameel House of Traditional Arts (Al Balad) in Jeddah and the focus on public art at the Jeddah Sculpture Museum on the Corniche. These three major sites – Al Balad, the Sculpture Museum and now Hayy: Creative Hub – will contribute to the network of cultural destinations emerging in Jeddah.”

Bringing international arts to Dubai

Hayy: Creative Hub is the second major arts centre being developed by Art Jameel in the region.

Currently under construction in Dubai is the Jameel Arts Centre, one of the first contemporary arts institutions in the emirate. The 10,000 square meter, three-story multi-disciplinary space designed by UK-based firm [Serie Architects](#), will present curated exhibitions that draw from the Jameel Art Collection, as well as regional and international solo and group shows.

Due to open on November 11, this year, the Jameel Arts Centre is designed as a hub for educational and research initiatives, while its wider programing embraces collaboration and partnerships with local, regional and international artists, curators and organizations.

Located at the tip of Dubai’s Culture Village, overlooking the Dubai Creek, the Arts Centre includes more than 1,000 square meters of dedicated gallery space, plus a 300 square meter open-access research centre dedicated to



Jameel Arts Center, Dubai at night – Artists impression

artists and cultural movements of the GCC and wider Arab world; additional flexible events spaces; a roof terrace (designed for film screenings and events); an outdoor sculpture area; and a café, restaurant and bookshop.

Different routes to the same destination

Although Art Jameel is the driving force behind the developments in Jeddah and Dubai, and both aim to support the development of arts and culture in their respective localities, Antonia Carver says the nature of the two projects is very different.

“The Jameel Arts Centre in Dubai will be a contemporary arts institution, putting on world-class exhibitions almost entirely in the field of contemporary visual art. It also has a strong emphasis on a library and learning opportunities.”

“In contrast, the Hayy: Creative Hub, as the name would suggest, is a small, diverse artistic neighborhood. There are artists’ studios, a theatre and

cinema, a digital studio for filmmakers and a centre for entrepreneurs. Art Jameel will operate and curate half of the centre. The other half will be given over to like-minded partners, such as commercial galleries, fashion and retail outlets for local designers. It is about celebrating and incubating the artistic and creative talent that exists in Saudi Arabia today.”

Despite the different approach being pursued by Art Jameel in Jeddah and Dubai, the fundamental objective is the same: to support, encourage and nurture the creativity within both these great cities.

Says Carver: **“Ultimately our work is about nurturing talent and supporting the arts in its wider sense. These objectives remain core to Art Jameel in everything we do, although the implementation on the ground may differ. We tailor our approach to the specific context of each location. That’s the best way to maximise the impact we can have.”**



Bab Rizq Jameel Recruitment celebrates a record-breaking year

The number of job opportunities created by Bab Rizq Jameel Recruitment (BRJR) in 2017 rose by 18% compared to the previous year, new figures have revealed.

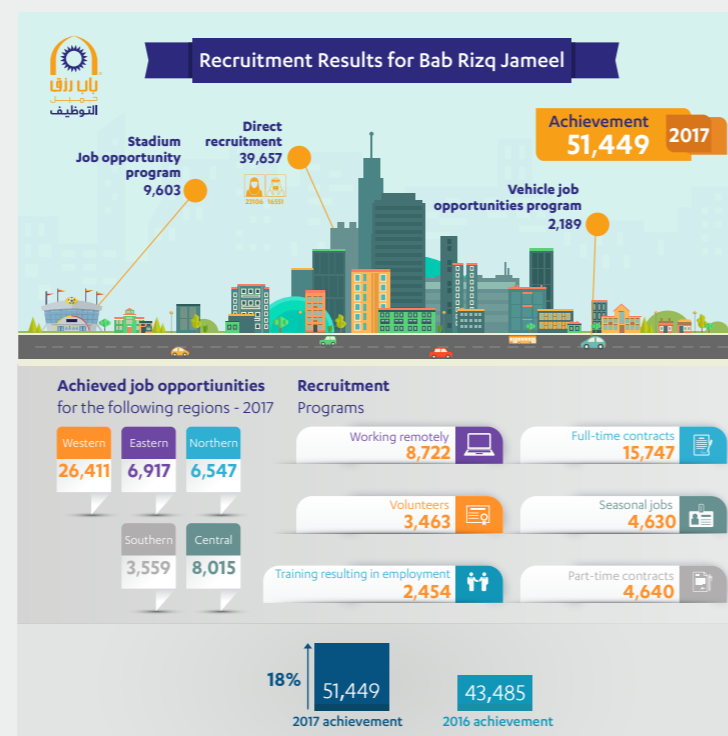
In total, 51,449 job opportunities were provided in 2017 across a range of business sectors, taking the total number of Saudi Arabian job opportunities created by BRJR, part of Community Jameel, to almost 300,000 since 2007.

The growth follows recent initiatives from the Ministry of Labor to Saudize several sectors, including car rental, insurance, jewelry, and freelance work.

Through its work with Arabian Centers on the Mall Saudization Campaign, BRJR created 5,500 job opportunities for young men and women. BRJR's part-time work program secured 4,640 jobs; its seasonal work program secured 4,630 jobs; and 2,454 jobs came from training resulting in employment. A further 9,600 jobs were created in stadiums, and 2,189 emerged in transport and delivery.

As well as strategic partnerships with universities including King Saud University, BRJR also found

potential employees by collaborating with events including the Jeddah Talent Market, Al Ihsaa Employment Forum, Oxford College Employment Forum (Medina), and the Laureate College Employment Forum (Makkah).



Mohammed Abdul Latif Jameel KBE, Chairman and CEO of Abdul Latif Jameel with Masato Ohde, Director of Kosei Aluminum at the MoU signing ceremony in Tokyo Japan

Wheels in motion to explore feasibility of manufacturing in Saudi Arabia

Abdul Latif Jameel has signed a memorandum of understanding (MoU) with Japanese company Kosei Aluminum to explore the feasibility of a joint venture to manufacture wheels and aluminum components in Saudi Arabia.

Last year Saudi Arabia and Japan agreed to deepen existing bilateral relations between the two countries and establish a solid strategic partnership, as part of the Saudi-Japan Vision 2030.

The MoU, signed in Tokyo, Japan, will now see both companies study the potential of tapping into Saudi Arabia's rich aluminum deposits and competitive energy costs through a joint venture. This would contribute to the development of the manufacturing industry in Saudi Arabia – a key priority of Saudi Vision 2030. The joint venture would also explore the potential of exporting the products globally.

“This MoU has the potential to develop into an exciting joint venture, which would bring manufacturing and skills to Saudi Arabia, while contributing to the country’s domestic automotive industry.”

Fady Mohammed Abdul Latif Jameel
Deputy President & Vice Chairman
Abdul Latif Jameel International

The signing ceremony was attended by Mohammed Abdul Latif Jameel, Chairman and Chief Executive Officer of Abdul Latif Jameel, Fady Mohammed Abdul Latif Jameel, Deputy President & Vice Chairman of Abdul Latif Jameel International, Masato Ohde, Director of Kosei Aluminum Co., Ltd., Kazuhisa Hosoi of Kosei Aluminium Co., Ltd., Yoshifumi Asahina and Chiu Man Raymond Lai of Kosei International Trade & Investment.

The feasibility study is expected to begin in 2018 and be completed by 2019.





Greenhouses from the 'Everbloom' project

J-WAFS in action: 21st Century Desalination

Kishor Govind Nayar is a doctoral student researching Intelligent Selective Electrodialysis (ISED) and its potential impact on agriculture.

Funded by the Abdul Latif Jameel Water and Food Security Lab (J-WAFS) at MIT, Kishor's research could bring substantial cost and water savings to crop production in the world's driest regions, unlocking their agricultural potential and helping to address the strain on future food production necessary to meet a rapidly growing worldwide population.

Opening Doors spoke to Kishor about his project and its aims.

Q: What is the main issue you are seeking to address with this research project?

Across the world, we face an acute water and food security crisis over the next 30 to 40 years.

It's becoming more important to grow food in a more water-efficient manner, which is why greenhouses are becoming more common. At the same time, groundwater tables across the world have been reducing and becoming saltier. In many parts of the world, you can't cultivate crops anymore because of the salty water. It's estimated that the revenue loss from salty irrigation waters is around US\$ 20 billion every year. Globally, desalination as a technology for agricultural security is becoming increasingly relevant. And greenhouses around the world have been among the major adopters of desalination. However, the main current desalination technology – reverse osmosis – wastes a lot of water: typically, 30% of well-water is lost as desalination brine. For slightly less salt-rich water, there are alternative technologies, but for waters beyond a certain salinity level (around 700 ppm), reverse osmosis is the only technology currently in use.

As well as being water inefficient and power-hungry, reverse osmosis is like a hammer: it removes everything from the water, even nutrients that are useful to plants, like calcium and magnesium. Growers then have to use fertilizers to put the calcium and magnesium back into the water. So they pay to remove everything, and then

they pay to put nutrients back into the water again. That's very inefficient, and it's where our technology comes in.

Q: In simple terms, can you briefly describe your proposed solution and how it works?

Intelligent Selective Electrodialysis (ISED) selectively removes from the water the ions that plants don't like – monovalent (single charge) ions like sodium and chloride – while keeping useful nutrients like calcium and magnesium. We're building from an existing technology, a membrane-based technology that was originally used for salt production. It has membranes that are selective to monovalent ions, so it lets monovalent ions, like sodium and chloride pass through, but does not let multivalent ions, like calcium pass through. You end up with one stream that is very concentrated in monovalent ions, and another that is very dilute in monovalent ions, but rich in the good ions, like calcium and magnesium. The dilute stream is what growers want, while the unwanted, concentrate stream is produced in much lower volumes than the brine in reverse osmosis.

This technology therefore saves growers from having to use fertilizer and it also reduces the amount of water they need. In fact, we believe this solution could save up to 25% in water consumption and 30% in fertilizer use, compared to reverse osmosis.



Kishor Govind Nayar with the ISED system in the lab at MIT



The Ceickor project: tomato plants in the greenhouse

Q: What are the biggest challenges you face over the next two years?

Reverse osmosis is inexpensive, so if you're trying to improve on it, you need to lower your costs even more. It goes beyond research at this point: we need to get into the business case and break down the costs overall. That's something we're working on at the moment. There are only a limited number of membrane suppliers for ISED, so we're talking to the industry about how we could reduce the costs further.

We're also trying to capture more information so that we can improve our designs and really tailor each solution to each greenhouse. If you dig a well in one place, and then dig another just two miles away, the water can be very different. Some waters have lots of bicarbonate, which can scale your pipes, while others don't have that issue. Coming up with a system

that can easily handle all of these waters is another significant challenge.

Q: Where could ISED technology be most beneficial? Is it particularly suited to certain environments?

Right now, we're focusing on brackish silt waters which are not that salty – maybe 1,000 ppm to 3,000 ppm (parts per million), which is most of the groundwater in the world. Given the current costs, this technology makes most sense for greenhouses that generate a lot of revenue and already have good water efficiency. The less water you need to treat, the cheaper this solution is.

Our technology also makes a lot of sense for areas that are under severe water stress. It will be very relevant for the Middle East and North Africa, for example, where we have already had interest from a

number of producers. The combination of greenhouses, plus our technology, would enable more produce to be grown more efficiently in the Middle East. It's already beginning to happen, and that's a trend that will continue for many years to come.

In California, too, water is getting very expensive. Growers are concerned about how they can save water, and they're already considering this technology because they're concerned about the costs of water. This next-generation technology will replace reverse osmosis in the next couple of years and become the mainstay for a couple of decades.

Q: How significantly, and how quickly, do you expect the costs of ISED to fall?

We're aiming to be as inexpensive as reverse osmosis. For the first five or six years, we'll focus on the greenhouse markets in North America and Europe. In six years, the costs will be low enough for us to sell to developing markets.

Q: Your J-WAFS funding is for one year, until August 2018. Will your research be complete by then?

It should be enough for us to get to the next phase, which is piloting. We've evaluated the market and we should be able to get enough done for proof of concept. That's where we'll need to raise investment money to show that it works and gain the trust of the industry.

Q: How quickly could you be out to market?

I'd say we're less than three years away from market. We need to see a year of piloting before other people would buy bigger volumes. It will take us two to two-and-a-half years to get to market. It's not that far away. We're

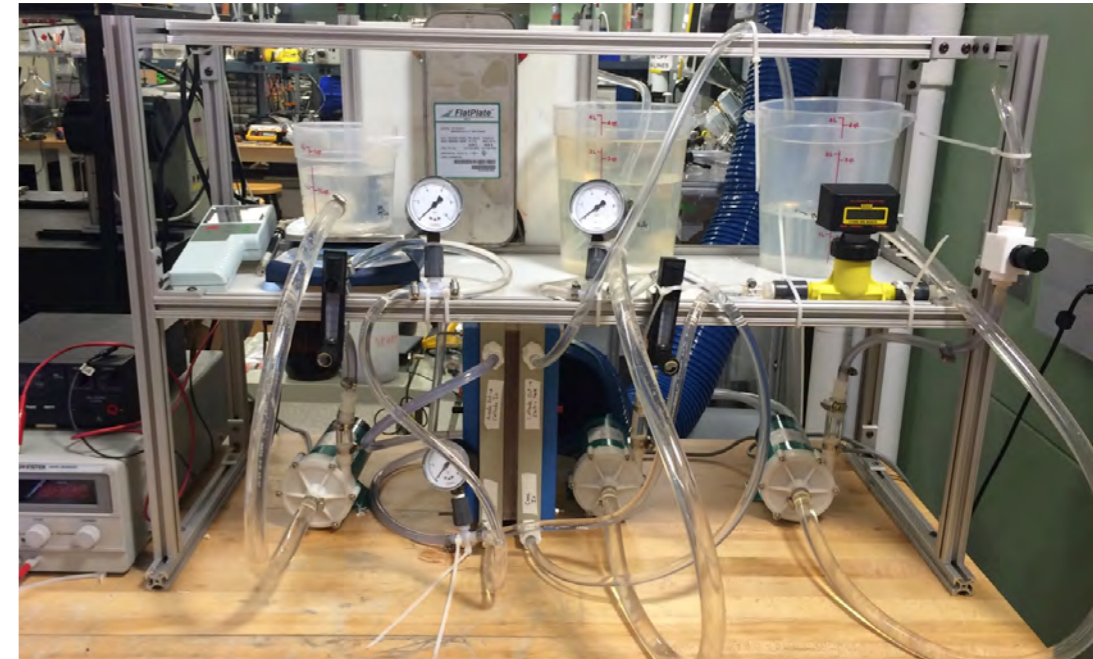
piggy-backing on existing technology, improving it with our own sensors and physics-based software, and the sooner we interact with the industry in the real-world environment, the better and more quickly we can move and grow.

Q: What has been the impact of J-WAFS on your research?

Most of the time when we do university-based research, we're insulated from the real-world problems because we don't do enough interviews with the right people to really understand what an industry's problems may be. The J-WAFS Solutions program is the first I've seen that enables that kind of flexibility. Having the ability to travel, talk to real people and get their input is super-crucial if we want to solve global water and food security issues.

"If it wasn't for the J-WAFS funding, this wouldn't be happening. If every research grant thought the way J-WAFS does, students would solve more impactful problems and the world would be a better place sooner."

Kishor Govind Nayar is a doctoral student researching Intelligent Selective Electrodialysis (ISED) and its potential impact on agriculture.

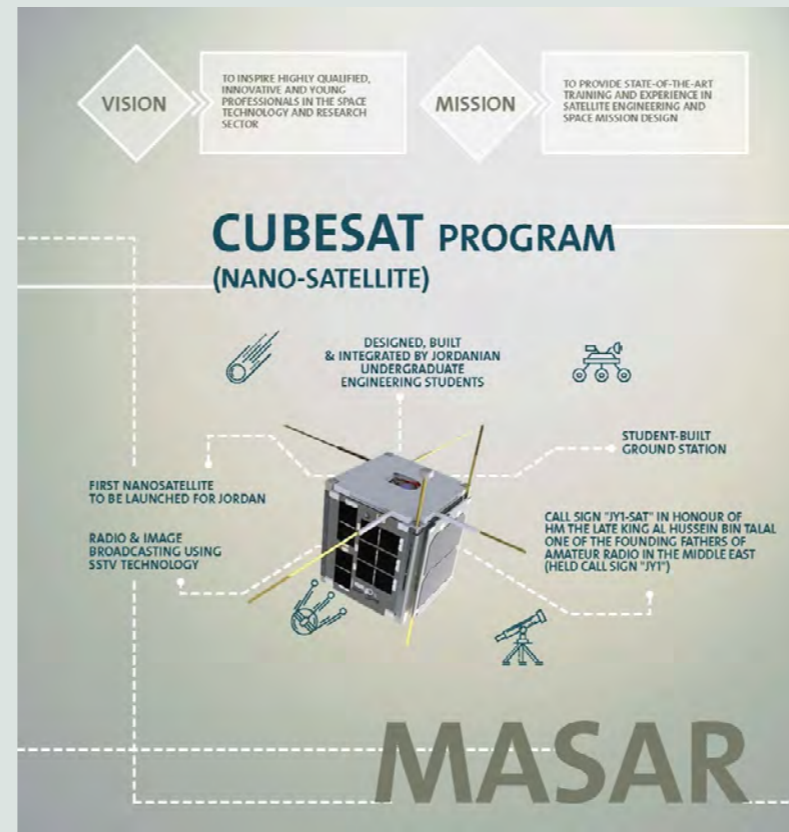


FreshMex AgroPark

FRV backs first Jordanian nanosatellite



From left-to-right: Sanad Haddad – Initiative Coordinator - MASAR Initiative & NASA Internship Program CPF Tarek Alsampaile – Head of BD MEA Nicolas Fasquelle – MD MEA Nour Abu Ragheb – CEO CPF Mais Daoud - Head of Strategic Partnerships & Program Development CPF Omar Suheimat – BDM FRV



Fotowatio Renewable Ventures (FRV - part of Abdul Latif Jameel Energy) has further underlined its commitment to science, innovation, education and technology through an agreement with the Crown Prince Foundation (CPF) in Jordan to support the launch of the country's first nanosatellite.

Nicolas Fasquelle, Managing Director for Middle East and Africa (MEA) at FRV, was one of three figures from the organization

present at a signing ceremony hosted by Nour Abu Ragheb, acting CEO of the CPF.

FRV will help to finance and support the launch of JY1-SAT, a Cubesat model satellite that is part of the CPF's Masar Initiative. Once in orbit, the satellite will broadcast images of Jordan's tourist and cultural sites, as well as communicate with ground stations around the world for research and educational projects.



"We are very pleased FRV is supporting the Crown Prince Foundation in this groundbreaking project. The agreement demonstrates our commitment to Jordan, and strong support for science, innovation, education and technology, which are key to building a sustainable future and providing opportunities for youth in the country."

Roberto de Diego Arozamena, Chief Executive Officer of Abdul Latif Jameel Energy



Nour Abu Ragheb, acting CEO of the CPF, thanked FRV for its support. She said: "This agreement is in line with the CPF's efforts to cultivate strategic partnerships with various national and global corporations and institutions, for the purpose of fulfilling developmental objectives and supporting Jordan's youth in enhancing their aptitude and capabilities."

Through FRV, Abdul Latif Jameel Energy is active in three solar projects in Jordan – Mafraq I and II, and the Al Safawi solar plant – that will power more than 120,000 homes with clean energy.



Unlocking hidden value: Meet the entrepreneur bringing 'Kaizen' to Saudi Arabia

Feature from Thompson Reuter's Zawya (zawya.com)



Seif Shieshakly
Four Principles Co-Founder & Managing Partner

Four Principles Co-Founder and Managing Partner Seif Shieshakly outlines his extraordinary career and why he is so determined to spread the Japanese philosophy of 'Kaizen' – or Lean Management – across Saudi Arabia and the wider MENAT region.

From an early age, Riyadh-born entrepreneur Seif Shieshakly has always challenged himself to achieve more. After studying in the United States and becoming fluent in English and German, alongside his native Arabic, he then decided to learn an Asian language.

It was a decision that changed the course of his life. Two years of studying Japanese, and a six-week immersion course in Tokyo, sparked a love affair with Japan that played a major part in him securing a job with Abdul Latif Jameel – his first after leaving full-time education.

Shieshakly said: **"With me being a Japanese-speaking Saudi national, and Abdul Latif Jameel being one of Toyota Motor Corporation's leading independent distributors in the world, there was immediate interest. I started my career on January 1, 2004, as a management trainee in the marketing department."**

At the same time, Shieshakly became a keen advocate of the methods explained in the book 'The Toyota Way'. His results were impressive, and he was promptly nominated for an inter-company training assignment at Toyota Motor Corporation's Tokyo office.

In August 2005, just 18 months after starting his role with Abdul Latif Jameel, he arrived at Toyota's offices in Suidobashi, Tokyo. **"Every day I scribbled in my little notebook things I'd learned about the Toyota Way,"** he said.

A year later, Shieshakly found himself working in Stuttgart for a globally respected German company in its Lean Management Consulting division, helping to apply Kaizen principles in companies across Germany before spending 2009, studying for an MBA in Switzerland. With a combination of real-world experience and detailed theoretical knowledge, Shieshakly and Patrick Wiebusch, a former colleague in Germany, set up Four Principles as a Lean Management consulting firm operating out of Dubai.

Shieshakly said: **"Saudi Arabia was always the main market because of its size and growth potential. Over the years our client base, as well as the size of our projects, were growing. Then in 2016 we signed up Abdul Latif Jameel as a client, and through our work with them we realized that we both share the same passion for spreading the Toyota Way / Lean Management culture. We started talks of a formal partnership, and they culminated in the joint venture agreement announced in December 2017."**

"Currently we're busy expanding our team and generally taking Four Principles to a new level, with new trends such as a Lean Digitalization, building a Kaizen Lab in Riyadh, professionalizing our communications, and setting up the Four Principles Kaizen Awards competition."

For those unfamiliar with the concept, Shieshakly insists Lean Management is simple to understand. Its central aims, of boosting efficiency and performance, eliminating waste, and maximizing resources, are attractive to every business in the world. **"It's all about having and implementing a continuous improvement mindset to reduce wasteful processes that use time and effort, and which do not add any value to an organization's external and internal customers."**

"I learned the Toyota Way in its purest, most undiluted form. In the West, you have books and courses on Lean, but learning it in the place where it is part of the organization's DNA is something else."

"The Toyota Way has two main pillars: the Toyota Production System, and Respect for People. It's been credited for doing wonders for Toyota's productivity and overall performance over the decades. However, the Western definition of Lean has deviated from the Toyota Way. Western companies look only at the processes in the production system, not the soft elements under the Respect for People pillar which are equally important. One saying from the founding Toyota family is that employees are giving the precious hours of their lives to the company, and if we don't use it effectively, i.e., to add value, then we are wasting their lives."



Left-to-right: Patrick Wiebusch Fady M. Jameel and Seif Shieshakly



Lean Management is also not just for large organizations. Shieshakly insists SMEs can also use Lean principles to increase their product quality, reduce lead time, and sustainably reduce their costs.

With that in mind, what is Four Principles' overriding mission? Why did Shieshakly and Wiebusch decide to set up an independent Lean Management consulting firm? **"We wanted to help our clients in the region become the Toyota of their respective industries in terms of the adoption and implementation of the Lean Management mindset, and we want to help our clients become Lean in their processes, organizations, and products and services."**

Shieshakly admits he has an unremitting focus. He said: **"We do nothing else but Lean Management, but within the world of Lean Management, we do everything. We have the know-how**

and experience to apply it across all sectors and functions, going from two-week blitz Kaizen workshops to multi-year company transformations, as well as the ability to implement Lean digitalisation with our IT partners."

"We also hope to have our own Four Principles Kaizen Lab that develops custom trainings for our corporate clients, as well as our R&D hub for creating Lean simulations and applications to further support our clients and the dissimilation of the Lean Management culture in general."

It is an approach that has certainly proved successful. In 2010, Four Principles launched with two employees – Shieshakly and Wiebusch. Today, it has more than 50 consultants and ambitious plans to continue growing in the coming years. Shieshakly is determined to create a global firm that is "the partner of choice" in both the private and public sectors.

"We want to become the global think tank of the Toyota Way / Lean Management and Kaizen mindset, and we want to help our clients find better and less wasteful ways to serve their own customers and benefit their own societies. Those are ambitious goals, but we have to start somewhere – and where better than in one's own country? That is why Saudi Arabia is our focus market."

"We are confident that with the experiences we've accumulated, and the backing and support of our joint venture partners, Abdul Latif Jameel, we can achieve our ambitions and help more organizations in their Lean transformations to better serve their customers."

Insights from Community Jameel: How can we leverage partnerships to tackle development challenges?



Fady Mohammed Jameel
President of Community Jameel International



Recently, Fady Mohammed Jameel, President of Community Jameel International, wrote a guest article for the online blog of the MIT Jameel Poverty Action Lab (J-PAL) looking at this issue. Opening Doors is pleased to reproduce that article here to share these insights from the experiences of Community Jameel.

Community Jameel was formally established in 2003 to continue the Jameel family's tradition of supporting the community. Its long-standing relationship with MIT is grounded in a shared belief in the value of bringing the brightest minds to bear on persistent challenges facing communities around the world.

Our partnerships with MIT are working to address some of the major problems of the 21st Century:

- Poverty through the Abdul Latif Jameel Poverty Action Lab (J-PAL);
- Water and food security through the [Abdul Latif Jameel](#)

[World Water and Food Security Lab \(J-WAFS\)](#); and

- Promoting education and learning at all levels through the [Abdul Latif Jameel World Education Lab \(J-WEL\)](#), which was launched in 2017.

As an organization based in the Middle East, Community Jameel has been pleased to work with J-PAL to apply and share its knowledge across the region, where it is now involved in projects and partnerships in [Egypt](#), [Jordan](#), [Morocco](#), and Saudi Arabia, among others.

Looking back on 2017, there is much to acknowledge:

In April, we collaborated to bring together regional government officials, NGOs, and the private sector at an [event in Dubai](#), where J-PAL announced its intention to increase its work in the region, focusing on new studies to support youth employment and private sector growth in the Middle East.

In November, J-PAL hosted an event in the [Abdul Latif Jameel Hall at the American University in Cairo, Egypt](#), to share approaches in tackling youth unemployment. Given large youth populations in the region, this is a critical issue, particularly in Egypt where one-sixth of the youth population is unemployed, and an additional third is not participating in academic, employment, or vocational training.

Employment and skills development has and will continue to be a major focus of Community Jameel's work in MENA and beyond. Since 2003, our dedicated job creation program, [Bab Rizq Jameel](#), has helped create more than 720,000 jobs across Saudi Arabia, Egypt, Morocco, and Turkey. We provide training, career counselling, and practical support to help people enter into the job market, as well as micro-finance and advice to encourage young entrepreneurs to start their own businesses and

launch their careers. Only last month, [Bab Rizq Jameel Recruitment announced](#) it helped more than 50,000 people find jobs in 2017.

Looking ahead into 2018, we are excited to support J-PAL as it grows its work. For example, this year J-PAL, with the backing of Community Jameel, aims to tackle social inclusion, breaking the cycle of disadvantage by focusing on the barriers to social inclusion, including education, youth unemployment, housing, and immigration.

Growing and expanding partnerships between academics and experts, governments, NGOs, and the private sector around the world, is key to sharing best practices and, ultimately, successes in development. Community Jameel's relationship with J-PAL is just one of those partnerships, but we envision it will continue to make valuable contributions to addressing development challenges the world over, in 2018 and well beyond.





Chinese bus agreement boosts Saudi transport options

Abdul Latif Jameel Machinery has extended its portfolio to include public/mass transport commercial vehicles, after announcing a strategic partnership in Saudi Arabia with the world's 3rd largest bus manufacturer and one of China's top 500 most valuable brands - HIGER buses.

Under the new agreement, Abdul Latif Jameel will offer various HIGER vehicles to customers in Saudi Arabia:

- Coach (proven for safety, stability, economy and luxury)
- City Bus (popular around the world due to its ergonomic design)

- New Energy Bus and Coach (electric, hybrid and clean energy vehicles)
- School Bus (providing optimum protection of children with the G-BOS Smart Operation System)
- Bus for BRT (18-meter, articulated bus)

The partnership supports the development of public transportation in Saudi Arabia rising public demand for safe, accessible transport – a key objective of Saudi Vision 2030. It is also likely to play a key role in the upgrade of travel facilities available to pilgrims visiting Makkah, Saudi Arabia for Hajj and Umrah as the country sees the number of such visits rise from 6.5 to 30 million per year by 2030.



"Abdul Latif Jameel is pleased to announce this partnership with HIGER Bus, the world's third largest bus manufacturer. This is another demonstration of our position as an investment partner of choice for international businesses operating in Saudi Arabia and the region."

"Combined with our best-in-class support, the new partnership creates a strong and reliable contribution for Saudi Arabia as it looks to improve its public transportation, while supporting the increase of pilgrims visiting the country."

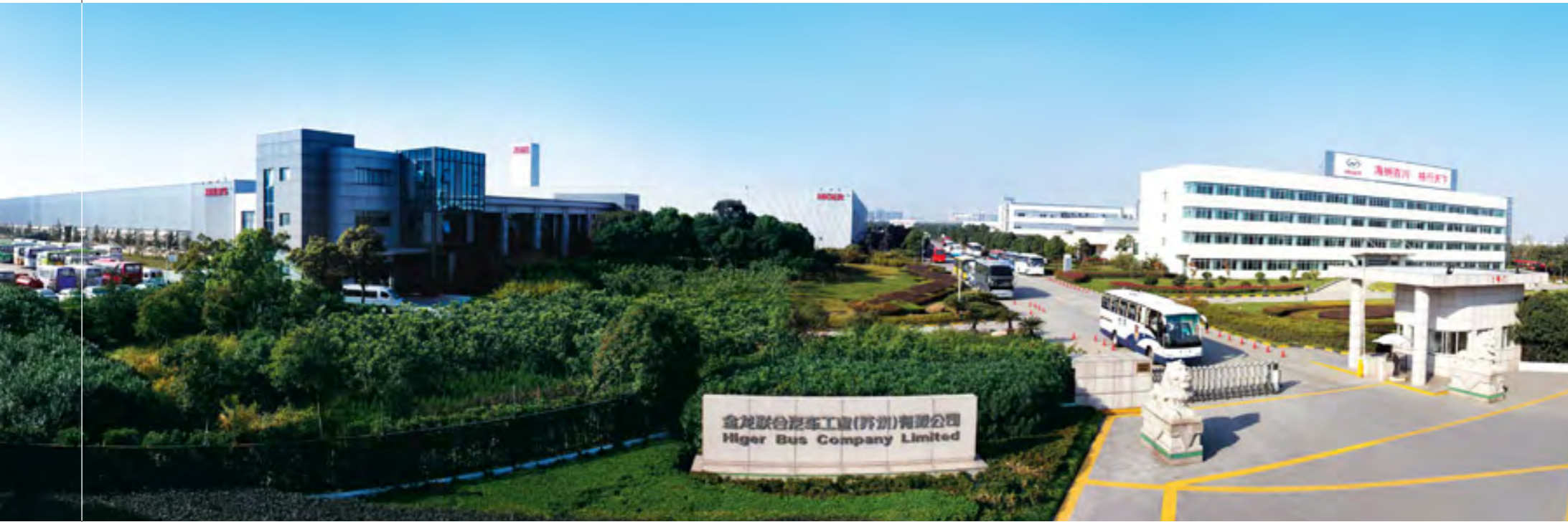
Hassan Jameel
Deputy President and Vice Chairman
of Abdul Latif Jameel



Established in 1998, HIGER Bus, a leading bus manufacturer in China with assets of over 8.1 billion Yuan, has a presence in 130 countries worldwide, has manufactured over 250,000 vehicles over the last 20 years and delivered more than 30,000 of those outside China from its 950,000m² production facility.

The move into Saudi Arabia is not HIGER's first high-profile venture in the MENAT region: in 2006, it delivered 500 buses and coaches to the 15th Asian Games (XV Asiad) in Doha, Qatar. Its other major export orders have included vehicles for Russia, Syria, Algeria and Angola.

In 2015, 300 HIGER school buses were delivered to Saudi Arabia, while 1,581 coaches were sold in Makkah in a five-year period leading to 2017.



Group photo from the recent special event at the Hussein Jameel Hall, Jeddah, Saudi Arabia.

To celebrate the agreement, the announcement was marked at a special event at Hussein Jameel Hall in Jeddah, attended by officials from the Ministry of Hajj, Abdul Latif Jameel Machinery, HIGER Bus, and representatives from bus operators in Makkah.

Guests included Dr. Bassam Ghulman, Deputy Minister for Transportation Affairs, Ministry of Hajj & Umrah; Osama Samkari, General Director Assistant for Transport, Naqaba; General Director of Companies; Dr. Hamza Ghulman, Dean of College of Engineering & Islamic Architecture, Umm Al-Qura University; and Mr. Marwan Sulaimani, Director, Ministry of Hajj & Umrah.

M. Arif Chisti, Managing Director of Abdul Latif Jameel machinery said **“HIGER Bus already has a strong presence in Saudi Arabia, providing for 25% of transport for pilgrims on Hajj and Umrah. Due to their international nature and scale, the Ministry of Hajj and Umrah’s Naqaba (General Syndicate of Cars) sets out strict regulations for transportation companies, which are met and exceeded by HIGER’s high quality and value vehicles.**

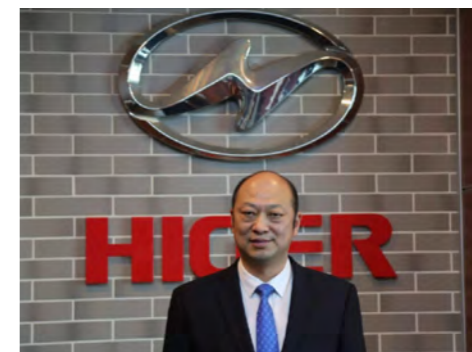
HIGER has received international certification which have enabled it to supply its buses in high-end markets including Europe,



M. Arif Chisti, Managing Director
Abdul Latif Jameel Machinery

United States and Australia. Together with Abdul Latif Jameel Machinery’s best in class aftersales support, customers will have access to the best value proposition.”

姜海峰 Jiang Haifeng, General Manager Overseas of HIGER Bus Company added: **“HIGER’s partnership with Abdul Latif Jameel Machinery will further strengthen the brand and will provide customers peace of mind.”**



姜海峰 Jiang Haifeng, General Manager
Overseas of HIGER Bus Company



Saudi Arabian professionals to be nurtured in Japanese business philosophy under new development program

A new scheme launched by Abdul Latif Jameel and Lean Management company, Four Principles will develop Saudi Arabian nationals in the Japanese 'Kaizen' philosophy that helps to boost efficiency and performance, eliminate waste, and maximize resources.

The international program, which is open to male and female professionals, will run for two years and commence in April 2017, and have two intakes per year. Participants will benefit from on-the-job training, exposure to international business management, and steps to prepare them for future leadership roles and undergo a six monthly evaluation. At the end of the program candidates may secure the employment position at Four Principles of Abdul Latif Jameel if suitable.

Fady Mohammed Jameel, Deputy President and Vice Chairman of

Abdul Latif Jameel, said: "As Saudi Vision 2030, makes clear, our real wealth lies in the ambition of our people and the potential of our younger generation. They are the architects of our future. That is why Abdul Latif Jameel is investing in Saudi Arabian nationals and giving them this opportunity to learn in an international environment."

"We are giving Saudi Arabian talent the opportunity to shine in a number of ways, including a management trainee program, Toyota-MIT scholarships, and now by learning the Kaizen philosophy."

Seif Shieshakly, Co-Founder and Managing Partner of Four Principles, said: **"Four Principles is built around reviewing client operations on-ground – or in the gemba in Japanese – and designing bespoke lean management solutions tailored to their needs. To achieve this, we need the right**

people with the passion and drive that can help a client achieve improved efficiency and performance."



Fady M. Jameel Deputy President and Vice Chairman of Abdul Latif Jameel and Seif Shieshakly, Managing Partner of Four Principles at the joint venture signing ceremony of the Four Principles joint venture in 2017.

Let's take a look at one Lean Management principle: TPM or Total Productive Maintenance – as Four Principles sees it:



Real people, real stories: Ongoing training at all levels

Helping employees fulfil their potential is key for any successful business. At Abdul Latif Jameel, every member of our team is given the opportunity to grow – from the most junior through to the most senior. Our commitment to provide staff training at an internationally recognized standard helps us to engage our workforce and retain key employees on a long-term basis.

George Michael Shaw, Managing Director, Risk Management at Abdul Latif Jameel Motors, grew up in Australia. Before joining Abdul Latif Jameel in 2003, he was a CEO in Melbourne. He expected his move to Saudi Arabia would be a short-term affair. Fifteen years later, after a career with Abdul Latif Jameel filled with seminars and training opportunities, he is fully settled in Jeddah.

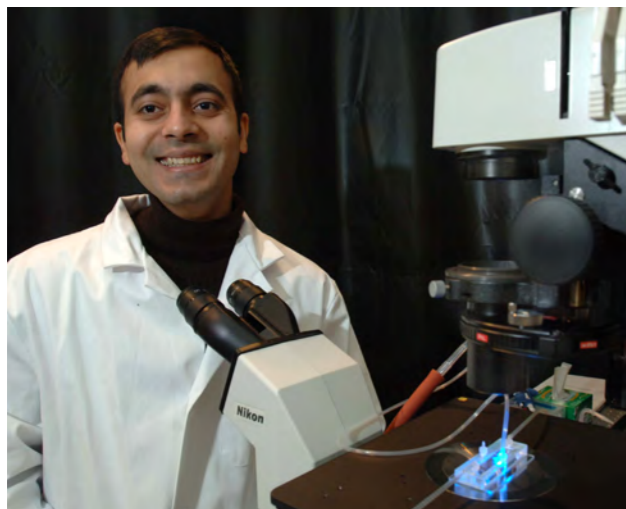
In his spare time, George and his wife love relaxing by the Red Sea. Its warm waters are ideal for swimming, diving and snorkeling.

"When we first heard about the chance to work for Abdul Latif Jameel, my wife was unsure about making such a big change in our lives. Now, though, she loves it here in Saudi Arabia – and so do I. We adapted far easier than we imagined.

"It's fair to say I've been at Abdul Latif Jameel longer than I originally expected, but I wouldn't have it any other way. The company has been brilliant since the first day I walked through the door. It has invested in my development, sending me to seminars and funding me through certified training programs. It has also done the same for my team, which is crucial to producing a motivated and happy workforce.

"Everyone at Abdul Latif Jameel is incredibly welcoming. It's a very large organization, so we deal with lots of different challenges and issues, which makes for an incredibly rewarding and enjoyable job. It's a great place to work."

J-WAFS in action: Providing safe drinking water through wood



Rohit Karnik, Associate Professor
of Mechanical Engineering at MIT



Rohit Karnik, Associate Professor of Mechanical Engineering at MIT, and Amy Smith, Senior Lecturer at MIT's Department of Mechanical Engineering and founding director of D-Labs at MIT, are leading a group of researchers hoping to harness the natural qualities of xylem wood to provide safe, affordable drinking water to low-income groups. Opening Doors spoke to Rohit Karnik, Amy Smith, and team members Kendra Leith, Megha Hegde, and Anish Antony, about the project and its aims.

Q: What is the main issue you're trying to address with this project?

Rohit: Many people across the globe still have to consume water that is unsafe for drinking. This leads to the spread of waterborne illnesses, with children under the age of five and the elderly being particularly at risk.

In developed countries, the water supply is generally safe. In many cities in developing countries, too, most middle-income people have access to centrally treated water and can afford home-based water treatment

methods, so the level of waterborne illness is not particularly high. But when you go to rural or low-income areas in developing countries, the water is often unsafe to drink. This is due to a range of factors, including lack of awareness, access to water treatment technologies, affordability, and issues around social acceptability. As a result, unsafe water causes many avoidable deaths each year.

Our research seeks to make use of a natural water-filtration technology that is quite different from those already on the market, with the hope of improving the supply of safe water to rural and low-income communities.

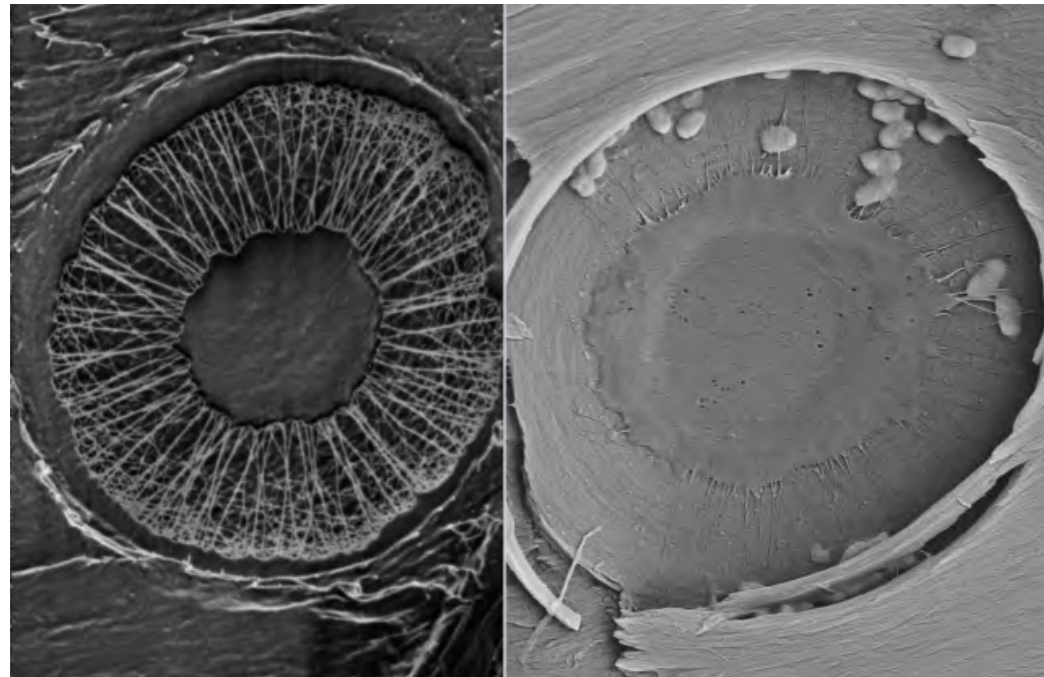
Our J-WAFS-sponsored project has enabled collaboration between the Karnik group and D-Lab. It builds off on prior work funded by the James Ferry Jr. fund and the Tata Center for Technology and Design at MIT, which continues its support for the project. We are also grateful to Himmotthan Society, People's Science Institute, Pan Himalayan Grassroots Foundation, the Tata Trusts, MIT facilities, and many others who have supported this work.

Q: How do low-income groups currently access safe and affordable drinking water?

Amy: Lots of people, particularly in the areas of India that we're exploring, aren't treating water at all. And much of that comes down to a lack of awareness. People think their water is clean because it's coming from springs in the mountains, but water tests and interviews with key informants indicate the water is contaminated. Even where people do treat their water, treatment can be unreliable. Sometimes water can get re-contaminated if it is not stored properly, or filters may not be changed as often as necessary to be fully effective. The result is that people suffer unnecessarily every year from waterborne diseases.

Q: What is your proposed solution, and how does it work?

Rohit: When plants draw up water through their roots and take it into the leaf through their xylem tissue, it can cause bubbles in the water. To get rid of these bubbles, the plants have membranes in the xylem that filter them out.



Membrane structures in plant xylem from different species are being investigated for use in water filtration.
Image: Krithika Ramchander

In previous research, we showed that these same xylem membrane structures can also be used to filter water and remove bacteria. Now, we're trying to understand the technology further and develop it to a stage where we can use the same idea to design practical, usable water filters based on xylem.

One advantage of using xylem is that it's made from sapwood, which is low-grade wood. It is not as expensive as heartwood and, in a sense, is a byproduct of the timber trade. So rather than needing to manufacture some kind of artificial membrane or filtration cartridge, we have this ready-made source of filtration.

We just need to apply a simple treatment to turn it into a filter element that only costs a few cents.

Q: How much would each filter cost?

Rohit: A xylem filter would consist of a filter device housing a xylem filter element. As xylem is organic, it degrades with time, so the filter element would need to be replaced every week, for example, at which point it can be used for fuel. Although many

different filter device designs are possible, our field studies suggest that users would prefer an upfront device cost of US\$10-15 and a weekly replacement cost of less than US\$ 0.40. In comparison, most water filters available today cost US\$ 15-25 and have cartridges costing US\$ 5-10 that need to be replaced every few months. Even with weekly replacement, we expect the xylem filter to be cost-effective since the filter element is only a few cents. People in the lowest income brackets would rather pay a few cents each week than a larger sum every few months. In addition, because xylem is a natural material, it is a more socially acceptable process than, for example, adding a chemical to water.

Q: Where are xylem filters most suitable?

Rohit: The filters will be most impactful in areas where the burden of waterborne diseases on health is high and access and affordability to water treatment methods is an issue. The scale of the technology makes it more suitable for use at a household level rather than the community level. The product would have a low recurring cost, and that would empower people to pay for it when they need it – for example,

in monsoons, when the water gets more dangerous to drink and contamination levels are higher. We could also design different products tailored to different needs, with different flow rates and capacities, or even something the size of a wallet that can be easily air-dropped in emergencies.

Q: What could this mean for areas living under severe water stress, such as the Middle East and North Africa?

Rohit: Water filtration technologies address the quality of water in a given area. Availability and quality go hand-in-hand in a sense, because if you have contaminated water, it's not very useful. The xylem filtration technology will not change the total amount of water in an area, but it could change the amount that could be safely consumed.

Q: What are your biggest challenges at this stage, and how will you address them?

Rohit: First, we've got to fully understand the technology and develop it to a stage where we can design practical, usable water filters. We've also got to spend time really trying to understand what would make this a useful technology. What are the preferences of the people who are going to be using it? It's an exploratory project in a sense, because there are multiple solutions available for treating water – each with its own pros and cons – whereas we've stumbled upon something that has the potential to be quite different from anything else out there.

Q: Will this funding period be enough to bring your research to completion?

Rohit: During this funding period, we're hoping to get the technology to a stage where it can take off. By that, we mean having a good understanding of users and



Conducting a workshop in Uttarakhand to understand potential users. Image: MIT D-Lab.

behavioral change, as well as advancing the technology to a prototype that is functional, reliable, and usable.

If we reach those milestones and have a clear roadmap for manufacture and further development, the next stage will be to take the technology to market.

Q: How soon could we see your product brought to market?

Rohit: We're exploring this as an open-source technology, where we'd provide some basic knowledge and a foundation as to how to reliably make xylem filters and its possible

designs. Different end-users and developers could then take it forward to suit their own needs.

In terms of the time to market, that's always like gazing into a crystal ball. It could be as soon as two years, but in reality you never know what's going to happen.

We need to get the right teams in place, get the right entrepreneurs and business partners on board, and deal with lots of regulatory issues. We're hoping this part of the project will set the stage for all those things to happen and gain the interest of a wide range of people to take this forward.

Experts gather for J-WEL Week #2

Experts from around the world gathered at the Massachusetts Institute of Technology (MIT) in the United States in March for the second J-WEL Week, organized by the Abdul Latif Jameel World Education Lab (J-WEL).

J-WEL Week aims to foster partnerships and knowledge exchange between academia, NGOs, regional and multilateral organizations, the private sector and other organizations in this field.

The four-day event featured more than 100 participants from 21 countries, including Brazil, China, India, Japan, Saudi Arabia, UAE, UK and the United States.

The theme of this year's event, "Learning Communities of the Future", saw participants from a range of areas discussing ideas for pushing forward learning and education in the Middle East and wider world, focusing on J-WEL's three priority areas of interest: pre-school, primary and secondary school education; higher education; and workplace learning.

Attendees included university senior leadership, industry leaders, educators, government officials, and heads of leading foundations.

J-WEL Week follows the 2017 launch of the J-WEL initiative between Community Jameel and MIT, which aims to spark a renaissance in education around the world.

Fady Mohammed Jameel, President of Community Jameel International, said: "Education and learning are the bedrock of development, building strong and diversified economies, and creating opportunity and prosperity – central objectives of Saudi Arabia's Vision 2030, and the ambitions of governments around the world."

"Through J-WEL, we are bringing together a wealth of perspectives, knowledge and experience to address the challenges facing learning at all levels, and to develop real, workable solutions that can promote employment and create increased opportunity for all."



"Through J-WEL, we will forge new and long-lasting collaborations as we learn, share, and train together, using the assets developed at MIT as well as by leveraging the community convened by J-WEL."

Sanjay E. Sarma is the Fred Fort Flowers & Daniel Fort Flowers professor of mechanical engineering & VP for Open Learning at MIT





Water flows through the 2018 World Economic Forum Global Risks Report

By Andi Sutton, Abdul Latif Jameel World Water and Food Security Lab (J-WAFS)

This January, 2500 delegates and 70 world leaders from 100 different countries braved the heaviest snowfall in decades to meet in Davos, Switzerland at the World Economic Forum (WEF). The extreme weather provided an apt backdrop for the sessions ahead, which were focused on the blizzard of social, economic, and environmental challenges that can be seen across the globe, and which included the issue of extreme weather events driven by climate change.

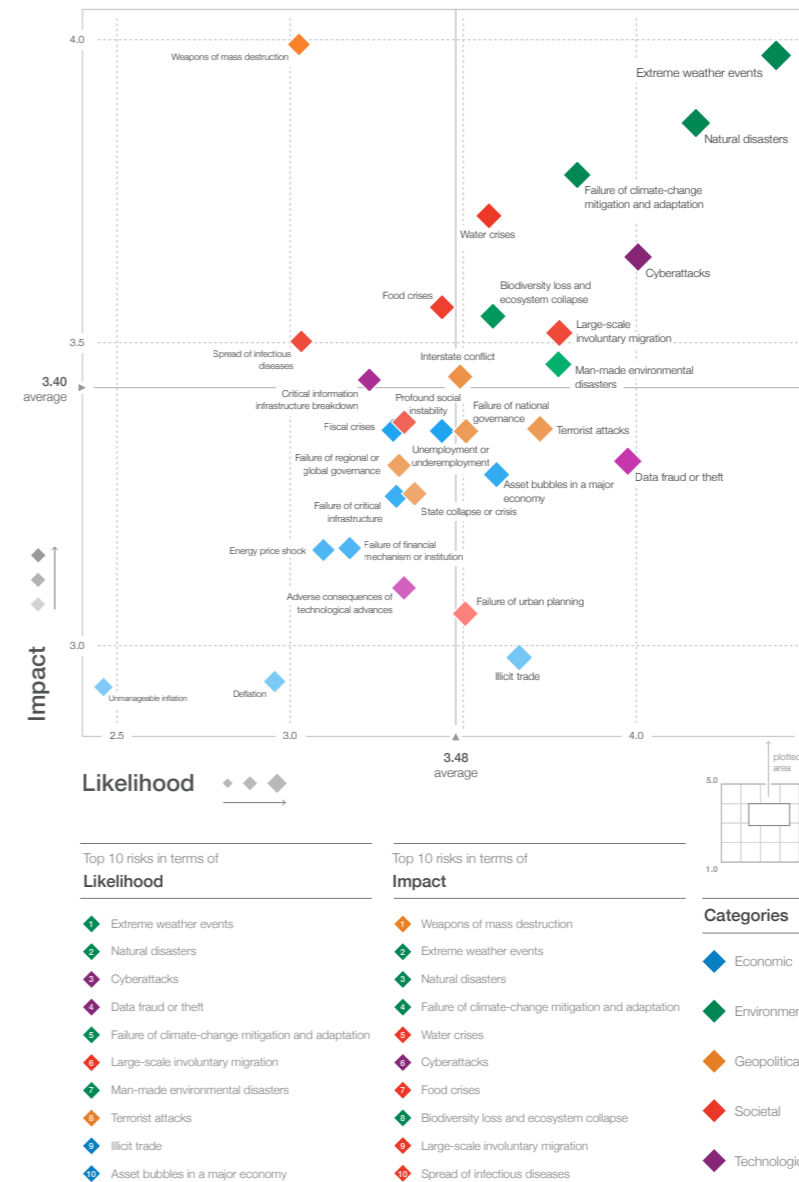
Driving the content for the week's discussions was the WEF's recently released [Global Risks Report](#), which compiles the results of a survey of 1,000 experts

and decision makers who weigh 30 global risks against the present geopolitical climate to rate their likelihood and potential impact across a 10-year horizon.

This year, environmental risks were at the forefront, with water crises singled out as the fifth greatest global risk, behind weapons of mass destruction, extreme weather events, natural disasters, and failure of climate change mitigation and adaptation.

Water crises do not exist in a vacuum, however. Water is, in fact, intrinsic to many of the global risks singled out by the WEF in the report, including the failure of

Figure 1: The Global Risks Landscapes 2018



Source: World Economic Forum Global Risks Perception Survey 2017-2018. Note: Survey respondents were asked to assess the likelihood of the individual global risk on a scale of 1 to 5, 1 representing a risk that is very unlikely to happen and 5 a risk that is very likely to occur. They also assess the impact on each global risk on a scale of 1 to 5 (1: minimal impact, 2: minor impact, 3: moderate impact, 4: severe impact and 5: catastrophic impact). See Appendix B for more details. To ensure legibility, the names of the global risks are abbreviated; see Appendix A for the full name and description.

climate change mitigation, food crises, biodiversity loss, involuntary migration, spread of infectious disease, and various others. The report's executive summary acknowledges the inability of a ranked list to capture this complexity: "Humanity cannot deal with the multiplicity of challenges we face either sequentially or in isolation," writes the WEF's executive chairman, Klaus Schwab, and president, Børge Brende. They follow with a call to action: "Just as global risks are increasingly complex, systemic, and cascading, so our responses must be increasingly interconnected across the numerous global systems that make up our world."

A program at MIT is following this call, with a boundary-crossing approach to global water and food systems challenges. The Abdul Latif Jameel World Water and Food Security Lab (J-WAFS) at the Massachusetts Institute of Technology is an Institute-wide effort to address the collective pressures that endanger water and food systems around the globe. Launched in 2014, J-WAFS catalyzes water and food research at MIT in a variety of ways, including research and commercialization grants, graduate student fellowships, and international expert workshops. Our approach to global challenges is to emphasize

solutions: the deployment of effective technologies, programs, and policies that will have a measurable and international impact as humankind adapts to a rapidly expanding and evolving population on a changing planet.

At J-WAFS, we are deeply aware of the way water flows through multiple global-scale challenges. This is one of the drivers of our interdisciplinary approach, and a reason that MIT – an institution where collaboration across disciplines is commonplace – is a particularly exciting seedbed for solutions-oriented research in water and food.

Take water's relationship to number four on the list: the failure of climate change mitigation and adaptation. One J-WAFS-funded project could prove influential. Susan Solomon, an MIT professor and leader in the field of atmospheric science and member of the Intergovernmental Panel on Climate Change (IPCC), and Kenneth Strzepek, an MIT research scientist whose work in engineering, water resource planning, and management has had global influence, have developed an [agricultural model that estimates crop production in Africa](#) based on water, soil quality, and temperature stressors connected to climate change. The data used in this model represent 122 possible climate futures; the resulting observations provide more precise projections of climate change impacts across Africa. Using this model, the team can assess yield projections for a variety of crops, as well as the influence of climate change on water resource limitations more broadly. In one application, the research team has integrated its crop model with one for water resource management to project water availability and demand in the largest river basins in Africa: the Congo, Niger, Nile, Senegal, Upper Orange, Volta, and Zambezi. The results outline regional and national trends in water availability in response to the simultaneous pressures of climate change, population growth, expanded hydropower, and expanded

irrigation. The knowledge gained from these results could help regional policy makers plan more resilient agricultural practices and water infrastructure systems that more effectively adapt to climate change.

As the previous example makes clear, the connection between water and food crises, ranked seventh on the list, is obvious. Water is essential for our food systems from farm to table. In fact, members of the World Economic Forum [learned more about this connection from MIT experts including J-WAFS director John Lienhard in a panel at the 2015 annual WEF meeting in Davos.](#) Prof. Lienhard addressed the increasing stresses on global water supplies, among them food. **“The pressure on water is tightly coupled with the production of food,” he commented. “More than 70% of freshwater withdrawal is for growing food, and the impact of that water withdrawal has already been devastating.”**

Since then, J-WAFS has funded the initiation of a number of research projects focusing on the water-food nexus. For example, several J-WAFS principal investigators (PIs) are developing tools that promote increased water resilience for agriculture. Christopher Knittle, a professor at the MIT Sloan School of Management, is using California as a test site to examine how the creation of [water markets could improve water resource management](#), increase efficiency, and decrease local and regional conflicts over use of this shared resource. Another is mechanical engineering associate professor [Kripa Varanasi](#), who is developing a [new agricultural spray that uses charged molecules to improve pesticide application practices](#) and

prevent pollution of soils, surface water, and groundwater. Stephen Graves, a professor at the Sloan School of Management, and Bish Sanyal, a professor in the Department of Urban Studies and Planning, are teaming up to evaluate how [agricultural extension services influence the adoption of—or lack of access to—irrigation technologies by small farms](#). Their current focus is Senegal, where they will evaluate the extent to which private firms with knowledge of irrigation technology can supplement public efforts to expand irrigation to smallholder farms to protect against drought and increase yield.

Tenth on the WEF list is the spread of infectious disease, of which water can be one of various possible carriers. One J-WAFS-funded project seeks to meet this challenge through a small-scale, affordable solution for rural, off-grid communities. This technology has been developed through a collaboration between mechanical engineering associate professor Rohit Karnik and Amy Smith, founder of [MIT D-Lab](#). The team has created a [water filter made from tree xylem](#), a sustainable renewable resource. Applying the community-centered design strategy for which D-Lab is known, the team has developed a prototype using small slices of wood xylem fitted into a device that can effectively filter bacteria from drinking water.

In order to encourage local manufacture and widespread use of this inexpensive filter, the design, once perfected, will be open-sourced. People from any area that is in need of safe, accessible, and affordable drinking water will be able to use these designs to build and grow businesses around the

Figure 2: The Risks-Trends Interconnections Map 2018

xylem filter so that both the health and economic benefit of this technology stays local.

The WEF report’s [Risk-Trends Interconnections Map](#) illustrates the web of connections among the 30 crises highlighted at Davos. It paints an overwhelming picture. If you imagine

the colored diamonds as beads, clearly pulling on one would put a strain on all of the others, with potentially disastrous results. Now imagine another web of equal scale, this one of solutions. Many beads with numerous interconnected threads would be needed to truly reduce or remove these global risks from the horizon.

Efforts by many across the world are starting to weave this web of solutions. J-WAFS’ benefactor, MIT alumnus Mohammed Abdul Latif Jameel has supported numerous notable philanthropic activities in job creation, global development, arts and culture, and education through his social enterprise organization [Community Jameel](#). The social aspirations of these initiatives also guide the activities of the commercial businesses of [Abdul Latif Jameel](#), in particular through their investments addressing global challenges such as renewable energy and in support of development of the Middle East, North Africa, and Turkey region. One Abdul Latif Jameel business, for example, is delivering solutions in the water sector.

[Almar Water Solutions](#), addresses water scarcity and water quality challenges through the development of integrated infrastructure that includes water treatment, water reuse, and desalination projects for municipal as well as industrial sectors.

Along with individuals and institutions like these across the globe, J-WAFS is working to bring integrated and multidisciplinary solutions to the complex web of challenges we face.

To find out more about the Abdul Latif Jameel World Water and Food Security Lab, [visit our website](#).



[Andi Sutton](#) is the Communications and Program Manager for the Abdul Latif Jameel World Water and Food Security Lab (J-WAFS) at MIT. Andi manages communications and outreach for J-WAFS, overseeing comprehensive communications strategies for the lab and coordinating our contact with various stakeholders. She also supports J-WAFS’ varied activities, including workshops and events, external proposals, and J-WAFS grants and fellowship programs.

Art Jameel unveils new partnership to extend international reach and impact



New programs, residency initiatives and an extended international reach will be part of Art Jameel's exciting future after it agreed a landmark partnership with London-based Delfina Foundation designed to maximize each organisation's global impact.

Under the terms of the agreement, Art Jameel will have access to Delfina Foundation's network and expertise in running arts residencies, while Delfina Foundation will benefit from the strategic thinking powering Art Jameel and its sister organization Community Jameel.

Fady Jameel, President of Art Jameel, will join Delfina Foundation's board of trustees. Along with Art Jameel Director, Antonia Carver, he will contribute to shaping Delfina Foundation's short and medium-term future. Aaron Cezar, Director of Delfina Foundation, has been appointed as Senior Advisor at Art Jameel.

Fady Jameel said: **"We have long admired the work of Delfina Foundation and its founder, Delfina Entrecanales, who has nurtured artists for more than 30 years. Their base at Catherine Place is a home-from-home for artists in London, particularly those from the Middle East."**

"Art Jameel shares with Delfina Foundation an ethos that is artist-centric and that is committed to the exceptional power of the arts to generate ideas and facilitate exchange – between practitioners, between artists and audiences, and between contrasting disciplines and schools of



thought. Art Jameel has always worked in collaboration with like-minded organisations to create opportunities for artists from the Middle East; this major new partnership marks a truly exciting new chapter for both organisations."

Art Jameel is based in Dubai and Jeddah. Its programs range from heritage preservation to contemporary arts exhibitions and commissions, while research and learning opportunities are central to its philosophy. Art Jameel's long-term partners include

the Metropolitan Museum of Art (New York) and the Victoria and Albert Museum (London). Delfina Foundation, which launched in 2007, is London's largest provider of international artistic residencies.

Art Jameel and Delfina Foundation will now partner on discrete projects including co-commissions, exhibitions, and events.



Driving Customer Service Excellence - from Jeddah to China



Chengdu technicians celebrate!

After almost 20 years in the Chinese automotive market, Abdul Latif Jameel's commitment to putting customers first is earning it a reputation to be proud of.

'Big' just doesn't even cover it. It has been the largest market in the world measured by automobile unit production since 2008.^{1,2,3,4} Since 2009, annual production of automobiles in China exceeds that of the European Union or that of the United States and Japan combined. The Government of China views its automotive industry, including the auto parts sector, as one of the country's pillar industries. China continues to be the world's largest vehicle market with sales of over 28 million units in 2016, a year-on-year growth of 9% from 2015 (and according to the China Passenger Car Association (CPCA), new car sales in China grew at an average of 7% each year between 2013 and 2017, over the same period, the used car market also grew by 10% per year). The Chinese Central Government expects that China's automobile output will reach 30 million units by 2020 and 35 million by 2025.

| | 2014 | 2015 | 2016 |
|--|------------|------------|------------|
| Total Units Local Production of completed cars | 23,491,900 | 24,597,600 | 28,028,000 |
| Total Units New Energy Vehicle Production | 74,763 | 340,471 | 517,000 |
| Total Unit Exports of completed cars | 950,000 | 755,500 | 708,000 |
| Total Unit Imports of completed cars | 1,430,000 | 1,101,900 | 1,041,000 |
| Total Unit Imports from the US, completed cars | 291,690 | 307,425 | 235,760 |
| Total Unit Market Size | 22,833,590 | 24,944,000 | 28,361,000 |

Total market size = (total local production + imports - exports). Sources: Global Trade Atlas, MIIT, China Association of Automobile Manufacturers

The Government's 'Made in China 2025' is an initiative to upgrade the country's industry from low cost mass production to higher value-added advanced manufacturing. It prioritizes 10 sectors, including the auto sector.

Given this size and importance, it's no wonder that consumer choice is king, and so with such a demanding public, achieving an outstanding customer service experience is no mean feat.

For Abdul Latif Jameel Motors in China, which later this year celebrates its 20th anniversary, this has been a fast-paced and exciting environment in which to operate. It has also been a landscape in which Abdul Latif Jameel's commitment to exceptional customer service has secured unprecedented success.

¹ "RIA Novosti - World - China becomes world's largest car market", En.rian.ru. Retrieved 2009-04-28.

² "China emerges as world's auto epicenter - Politics- msnbc.com", MSNBC. 2009-05-20. Archived from the original on 19 May 2009. Retrieved 2009-05-25.

³ "More cars are now sold in China than in America", The Economist. 2009-10-23.

⁴ "China car exports up almost 50 percent in 2011", Inautonews.com. 2012-01-20. Retrieved 2014-01-05.

Understanding China's automotive market

There are around 79 active domestic automobile brands in China, the top ten largest being:

| | |
|--|---------------------------------|
| 1. (BAIC) Beijing Automotive Industry Group | 6. (FAW) First Automobile Works |
| 2. BYD | 7. Chang'an Motors |
| 3. (GAC) Guangzhou Automobile Corp. | 8. Brilliance China Auto |
| 4. SAIC Motor (Shanghai Automotive Industry Corp.) | 9. Jianghuai Automobile |
| 5. Dongfeng Motor Corporation | 10. Chery |

In addition almost all foreign brands are present, either as imports or as locally manufactured products through joint venture partnerships with the domestic giants.

| Foreign Auto Manufacturer | Joint Ventures (with) |
|---------------------------|--|
| BMW (DE) | Brilliance Auto (BMW-Brilliance) |
| FIAT (IT) | GAC |
| Ford (US) | Changan |
| General Motors (US) | SAIC, FAW |
| Honda (JP) | GAC (Guangqi Honda), Dongfeng Motor Group (Dongfeng Honda) |
| Hyundai (KR) | BAIC |
| Jaguar Land Rover (UK) | Chery (Chery Jaguar Land Rover) |
| KIA (KR) | Dongfeng Motor Corporation (Dongfeng Yueda Kia) |
| Luxgen (TW) | Dongfeng Motor |
| Mazda (JP) | FAW, Changan |
| Mercedes Benz (DE) | BAIC (Beijing-Benz), BYD (Denza) |
| Mitsubishi (JP) | Soueast |
| Nissan (JP) | Dongfeng Motor Group (Dongfeng Motor Co., Ltd.) |
| Peugeot (FR) | Dongfeng Motor Group |
| Renault (FR) | Dongfeng Motor Group |
| Suzuki (JP) | Changan |
| Toyota (JP) | GAC (GAC-Toyota), FAW (FTMS) |
| Volkswagen (DE) | SAIC, FAW |

Toyota, Abdul Latif Jameel's longstanding partner in Saudi Arabia, has three distribution companies in China:

- **FTMS** – First Auto Works (FAW) Toyota Motor Sales (a joint venture manufacturing and distributing some 15 Toyota models)
- **GTMC** – GAC Toyota Motor Co. (a joint venture manufacturing and distributing a further 9 Toyota models)
- **TMCI** – Toyota Motor (China) Investment Co. (handling the import of Lexus models)



Abdul Latif Jameel Motors has eight branches in China: Chengdu FTMS, Chengdu GTMC and Leshan FTMS in Sichuan Province; Yinchuan FTMS in Ningxia Province; Wuhan FTMS and Wuhan Lexus in Hubei Province; and Qingdao FTMS and Laizhou FTMS in Shandong Province.

Abdul Latif Jameel's cumulative new car sales in China reached 90,000 at the end of 2017. However, those figures alone do not tell the whole story.

Capitalizing on the insights and experience gained through more than 60 years of operations in Saudi Arabia, (and across the Middle East North Africa, Turkey and Europe) including a commitment to a 'Guest First' philosophy and Kaizen approach to all operations, developed by Toyota Motor Corporation over many decades, Abdul Latif Jameel Motors' commitment to customer service

excellence saw it scoop several high-profile awards in 2017.

First place ranking for a Guest First philosophy realized

Following an end of year review by FAW-Toyota Motor Sales (FTMS) of its dealer network, Abdul Latif Jameel Motors' China operations in Chengdu was rated top out of 545 dealers in customer service, pre-owned vehicles and parts, and accessories sales.

In addition, the Abdul Latif Jameel Motors operation in Qingdao was rated in the top three of 545 dealers for customer service.

Overall, Abdul Latif Jameel Motors China was given Toyota Gold and Silver awards, the highest awards given by FTMS to its dealers, based on their overall performance.

These awards were in large part due to its philosophy, first developed in

Saudi Arabia, of treating customers as guests. A warm welcome, exceptional service and comfortable surroundings are central to the Abdul Latif Jameel Motors in China offering.

George Wang, Country General Manager for Abdul Latif Jameel in China, said: "We are honored to be recognized with a number of awards in what is a milestone 20th year for Abdul Latif Jameel in China. We are always striving to do things better, and that is why we have put in place a number of initiatives to ensure we always place our guests first."

To get everyone in the business involved and focused on delivery the best guest experience the 'Do a little bit more for your Customer' activities was initiative implemented by George three years ago. It aims to drive awareness and encourage every member of the China staff to both think and, more importantly, do a little bit for their customer. To lead by example, good stories from each branch are selected and shared with across all China staff on a monthly basis, with George visiting each branch quarterly to reward those staff who went the extra mile and express his thanks to them personally. Selected stories are also made into case studies to share with customers.

Three pillars of success

Three unique focuses have helped to propel Abdul Latif Jameel Motors in China to the forefront of the Chinese automotive market.

- **First visit experience:** Abdul Latif Jameel Motors in China



George (Heng) Wang, Country General Manager for Abdul Latif Jameel Motors in China

aims to set an unprecedented first impression and standard of welcome for guests on their first visit to one of its branches.

- **Perfect experience:** The Abdul Latif Jameel ethos of delivering a perfect customer experience (APE, or ALJ Perfect Experience) to all guests.
- **Vehicle passport:** A vehicle passport service to provide additional value to loyal guests.

At Chengdu, this commitment to guests is demonstrated by its late-night service event (called "Midnight Canteen" in Chinese). This is a specific event aimed at people who cannot attend the branch during the day. Instead, they are invited to a late-night event after work, where they are also provided with an evening meal, totally free of charge. The event has proved very popular with Chengdu guests.



The Abdul Latif Jameel Motors Toyota Chengdu team



The 'Midnight Canteen' Service Event at Abdul Latif Jameel Motors' Toyota dealership Chengdu



Guest '1st Time Service Experience' day at Abdul Latif Jameel Motors' Toyota dealership Chengdu

Abdul Latif Jameel Motors' China operations in Chengdu were also recognized for their valuable contribution to the FTMS Club, which aims to improve guest retention by implementing the FTMS Club system.

Another innovative initiative that exemplifies the efforts that Abdul Latif Jameel Motors in China goes to in order to exceed guest expectations is a customer education and familiarization program launched at the beginning of 2017 called '1st Time Service Experience', aimed at guests servicing their new Toyota vehicle for the first time.

The program aims to provide a better understanding of the high standards guests can expect from Abdul Latif Jameel Motors as a 'Gold' certified Toyota dealer. In addition, it aims to emphasize the importance of using genuine parts to keep their vehicle operating as the manufacturer designed it.

Investing in excellence

On top of this, training and development remains as critical in Abdul Latif Jameel Motors in China as it does in the rest of Abdul Latif Jameel's worldwide operations. Every member of the 715-strong team in China received training

in 2017, while the consolidated training time across the Abdul Latif Jameel Motors in China sales team was over 7,000 hours. For the service team, the figure was over 6,800 hours.

Mohammed Abdul Latif Jameel, Chairman and Chief Executive Officer of Abdul Latif Jameel, said: "We are proud to represent one of the world's most recognized passenger vehicle brands in Toyota and Lexus in China. Our commitment to adding value, industry experience, and deep roots in the country has seen us recognized as an automotive partner of choice."

"Globally, we are one of the world's leading independent Toyota distributors, being a trusted strategic partner for more than 60 years. Our consumer-focused, Guest-First philosophy, combined with a Kaizen continuous improvement ethos, has been the basis of this strong and enduring partnership with Toyota and remains at the heart of everything we do."

"We are keen to share this best practice in our home country, Saudi Arabia and see how we can further serve our guests in China."

Useful Resources:

- [Ministry of Transport of China \(MOT\)](#)
- [China Associations of Automobile Manufacturers \(CAAM\)](#)
- [China Automobile Dealers Association](#)
- [China Automotive Technology and Research Center \(CATARC\)](#)
- [Ministry of Commerce \(MOFCOM\)](#)
- [Certification and Accreditation Administration \(CCC Certification\)](#)
- [Ministry of Information and Technology \(MIIT\)](#)

Abdul Latif Jameel marketing and customer service excellence honored again!

Abdul Latif Jameel Motors is celebrating a number of awards this quarter in recognition of excellence in marketing communications, and customer service excellence, from Turkey to Saudi Arabia and as far East as China.

Toyota Turkey swept the board at the 10th DPID (Direct Marketing Communicators Association) winning 6 awards for their Toyota Hybrid Technology and green motoring campaigns, including 'Cinema powered by Recycling Breaking Energy' and a 'Very Interactive Information Kiosk' projects.

The complete award list included Most Creative Direct Marketing Campaign – Advert Creators Union Special Award, two awards in Marketing Executions, one in Private Projects Category Award, one in Best Guerilla Activities Category Award, and again one in Best Technology Usage Category Award.

The Direct Marketing Communicators Association Awards is one of the most prestigious awards in the field of Activity Marketing in Turkey. The ceremony held on of November 5th in Istanbul.

Toyota Turkey also received two awards from the Turkish Automotive Distribution

Association (ODD). It scooped the main prize in the Best Integrated Communication Campaign category with its '360-degree Toyota Hybrid strategy implementation' campaign; and also showed its technological prowess by winning the Best Digital and Social Media Application award with the 'Toyota Interactive Showroom' app.

In Japan, Abdul Latif Jameel Motors Saudi Arabia was awarded the Toyota Excellence Award in Sales & Marketing 2017 and the Toyota Outstanding Customer Service Excellence Award – also known as the 'Gold Award' – at the event staged at Toyota Motor Corporation headquarters in Tokyo on April 9th.

Abdul Latif Jameel has received the 'Gold Award' every year since 2010, while its partnership with Toyota in Saudi Arabia has flourished for more than 60 years.

Mr. Nobuhiko Murakami, Senior Managing Officer of Toyota Motor Corporation, presented the awards to Hassan Mohammed Jameel, Deputy President and Vice Chairman of Abdul Latif Jameel.

Read more about this in our feature article [here](#).

In China, Abdul Latif Jameel Motors has been recognized for its outstanding service and performance. FAW-Toyota Motor Sales (FTMS) gave its highest award to Abdul Latif Jameel Motors in China for its overall performance in 2017. Maintaining its award winning half-year positioning, Abdul Latif Jameel Motors' operations in Chengdu received the best performance awards in customer satisfaction, pre-owned vehicles and parts, and accessories sales – topping a list of 545 FTMS dealers in the country – while Abdul Latif Jameel Motors' operation in Qingdao was rated third in the same list.

George Wang, Country General Manager for Abdul Latif Jameel in China, said: **"We are honored to be recognized with a number of awards in what is a milestone 20th year for Abdul Latif Jameel in China. We are always striving to do things better, and that is why we have put in place a number of initiatives to ensure we always place our guests first."**

Read more about this in our feature article [here](#).



Toyota Turkey swept the board at the 10th DPID with 6 awards for their Toyota Hybrid Technology campaigns



Going for gold! Abdul Latif Jameel Motors receives Toyota's biggest award for the eighth consecutive year

With Toyota as a global Olympic partner to 2024 and the 2020 summer games being held in Tokyo, it seems somehow apt that Abdul Latif Jameel – as one of the world's leading independent Toyota distributors – receives two prestigious global awards at a glittering ceremony in Tokyo, Japan – one of them gold!

Hassan Mohammed Jameel, Deputy President and Vice Chairman of Abdul Latif Jameel, received the Toyota Excellence Award in Sales & Marketing 2017 and the Toyota Outstanding Customer Service Excellence Award – also known as the 'Gold Award' – at the event staged at Toyota Motor Corporation headquarters in Tokyo on April 9th.

Abdul Latif Jameel has received the 'Gold Award' every year since 2010, while its partnership with Toyota in Saudi Arabia has flourished for more than 60 years.

This enduring success has been built on several foundations, including Abdul Latif Jameel's local expertise; its dedication to knowing, understanding and serving its market in the most comprehensive way possible; and the suitability of Toyota vehicles for the unique environment and transport needs of Saudi Arabia.

Mr. Nobuhiko Murakami, Senior Managing Officer of Toyota Motor Corporation, presented the awards to Hassan Mohammed Jameel. Four senior figures from Toyota's Middle- East and Central Asia Division – Mr. Naomi Ishii (General Manager), Mr. Koji Nagata (Project General Manager), Mr. H Nakahara (Department General Manager) and Mr. Kazuma Shibata (Group Manager). Mr. Koji Ura, Department General manager, Service Management Division. Mr. Motoyuki Yanai, Manager of Service Management Division and TMC Jeddah Liaison Officer – were also present.



Executives of Toyota Motor Corporation and Abdul Latif Jameel at the award ceremony, at TMC headquarters, Tokyo

"All Associates at Abdul Latif Jameel, including myself, are delighted to have been honored with these Toyota Motor Corporation awards. They are testament to the dedication of our staff and their consistent commitment to provide best-in-class service to our customers."

"We are constantly seeking ways to evolve, guided by our overarching principle that our customers – and our service to them – is our top priority. These awards are a recognition of what we have achieved, and a motivation to continue to improve and develop Abdul Latif Jameel's offering."

Hassan Mohammed Jameel, Deputy President and Vice Chairman of Abdul Latif Jameel

The awards are based on the results of Toyota Motor Corporation's ongoing achievement and performance assessments of its distributors around the world – in which Toyota partners are evaluated across a range of qualitative and quantitative business performance and customer service metrics.

Abdul Latif Jameel continues to invest in its Toyota guests and build on its

longstanding relationship with one of the world's leading car manufacturers, including over 120,000 hours improving skills through training every year with over 90% of the Toyota and Lexus centers being Kodawari¹ Certified and over 24 million hours serving our guests in their ownership experience.

Abdul Latif Jameel Land has completed two new state-of-the-art Toyota

and Lexus facilities at key sites in Saudi Arabia. The new showrooms in Hofuf and Makkah Alomra² have been developed for Abdul Latif Jameel Motors to offer sales, service and spare parts, as well as display approved used cars. Built on the principles of Abdul Latif Jameel's 'Guest First' approach, the showrooms will provide a world-class customer experience.



Final touches are being put to the new facility in Hofuf (pictured) and Makkah Alomra



Mr. Takeshi Uchiyamada, Chairman of the Board of Directors Toyota Motor Corporation and Mohammed Abdul Latif Jameel, Chairman & Chief Executive Officer Abdul Latif Jameel, at the opening ceremony of Lexus Riyadh in 2016.

The Hofuf development stretches across 11,931m². It includes a 12-car showroom, 34 work bays, a service reception, warehouse, workshop, parts retail, and an external car lot suitable for 22 Toyota and Lexus models.

The 14-car showroom in Makkah covers 15,900m². It benefits from 54 work bays, a 707m² delivery building, a service reception, warehouse, workshop, parts retail, and an external car lot suitable for 54 Toyota and Lexus models.

Hassan Jameel said:
“Abdul Latif Jameel Motors continues its efforts to provide the best services to our customers, and this center developed by Abdul Latif Jameel Land feature an innovative construction model that enables our guests to enjoy such a unique experience.

“The high-quality facilities in Hufuf are an example of the exceptional emphasis Abdul Latif Jameel places on furthering our customers’ and clients’ experience, wherever they

are, through a network of sales and services centers across Saudi Arabia.”

A 15,900m² showroom in Makkah, with 54 work bays, a 707m² delivery building and an external car lot for up to 54 Toyota and Lexus vehicles, has also recently been completed.

In May 2016, Abdul Latif Jameel Motors inaugurated the world’s largest Lexus Center in Riyadh, Saudi Arabia. Located on the Capital’s Northern Ring Road, the new facility has a footprint of 26,364 m² and a

built-up area of 41,450 m², an area equivalent to four soccer pitches. Providing our Riyadh customers with unparalleled choice, the new vehicle showroom can comfortably accommodate 20 vehicles, and offering the very best service standards, the workshop has the capacity to service up to 79 vehicles simultaneously and 160 a day. The center also includes a secondary showroom with a dedicated space for 15 Lexus certified pre-owned vehicles and customer parking for over 100 visitors.

With on-site full body and paint repair, over 12,000 parts (most available same day and all in 24 hours) and 1,730 m² of luxurious lounge areas, where customers can relax whilst watching their vehicle being worked on, Abdul Latif Jameel’s investment into this exceptional center demonstrates our strong commitment to the pursuit of better service and facilities and to continuously exceed our guests’ expectations.



¹ kodawari (こだわり) The two related concepts [Kodawari and Komakai] result in a form of meticulous attention to detail and fierce dedication to quality that produces a 360 degree approach taking into account all aspects of a product or service in order to offer an amazing experience from start to finish ultimately contributing to the success of the business.



Curtains rise on Saudi Arabian cinema

At a glittering event sponsored by Abdul Latif Jameel Motors Lexus, Saudi Arabia re-launched cinema after a 35-year absence in April when invited dignitaries, government officials and industry specialists were welcomed to a special screening of the Marvel Studios' blockbuster movie Black Panther in Riyadh.

The screening, which was the first cinema showing in Saudi Arabia since 1979, precedes the re-introduction of commercial cinemas from May 2018. The move is part of the wider social and economic reforms being advanced by His Highness Crown Prince Mohammed bin Salman as part of the country's Vision 2030 development plan.

With a growing population of more than 32 million people, of which more than half are under 30, the changing

demographics of Saudi Arabia mean the entertainment industry offers a ripe opportunity to drive significant change.

While the public are now free to attend the first commercial cinemas in the country for more than three decades, a series of wider reforms have also been made to encourage the development of the country's film and entertainment industry.

In March 2018, Saudi Arabia's General Culture Authority launched the Saudi

Film Council, which aims to offer year-round training programs for talent development, and provide a national fund for Saudi filmmakers¹.

A month earlier, Ahmad bin Aqeel al-Khatib, the head of the General Entertainment Authority, outlined the country's plans to invest US\$ 64 billion in the entertainment sector "over the coming decade"².

Other changes are also outlined in Vision 2030, including the ambition to more than double current household spending on cultural and entertainment activities, from 2.9% to 6% by 2030. Vision 2030 states:

"We consider culture and entertainment indispensable to our quality of life. We are well aware that the cultural and entertainment opportunities currently available do not reflect the rising aspirations of

our citizens and residents, nor are they in harmony with our prosperous economy... We will seek to offer a variety of cultural venues – such as libraries, arts and museums – as well as entertainment possibilities to suit tastes and preferences. These projects will also contribute to our economy and will result in the creation of many job opportunities.

By 2030, approximately 350 cinemas, with a total of 2,500 screens, are set to open across Saudi Arabia. This is forecast to generate US\$ 1 billion in annual ticket sales revenue, immediately elevating Saudi Arabia to one of the biggest movie markets in the world³.

The reintroduction of commercial cinemas in Saudi Arabia is also set to reap significant societal rewards. The revitalized sector is set to provide 30,000 permanent jobs and 130,000 temporary jobs by 2030⁴, bringing

improved life opportunities to tens of thousands of families across the country. Officials also hope to retain "money that Saudis currently spend on entertainment in trips to Dubai, Bahrain and elsewhere"⁵.

It was fitting that Black Panther, the highest grossing film of 2018, was chosen as the one to open the cinema in the King Abdullah Financial District. The symbolism of reopening Saudi Arabia's cinemas with one of the world's biggest blockbusters chimes with the country's ambitious plans to develop the country as a global center for trade and investment.



¹ Saudi Arabia Establishes Film Council To Develop Local, Sustainable Industry, Deadline, 20 March 2018

² Saudi Arabia to spend billions on expanding entertainment sector, The Guardian, 23 February 2018

³ Movie tickets solid in 15 minutes in Saudi Arabia, Gulf News, 21 April 2018

⁴ Movie tickets solid in 15 minutes in Saudi Arabia, Gulf News, 21 April 2018

⁵ Saudi Arabia ushers in new cinema era with VIP screening of Black Panther, The National, 18 April 2018



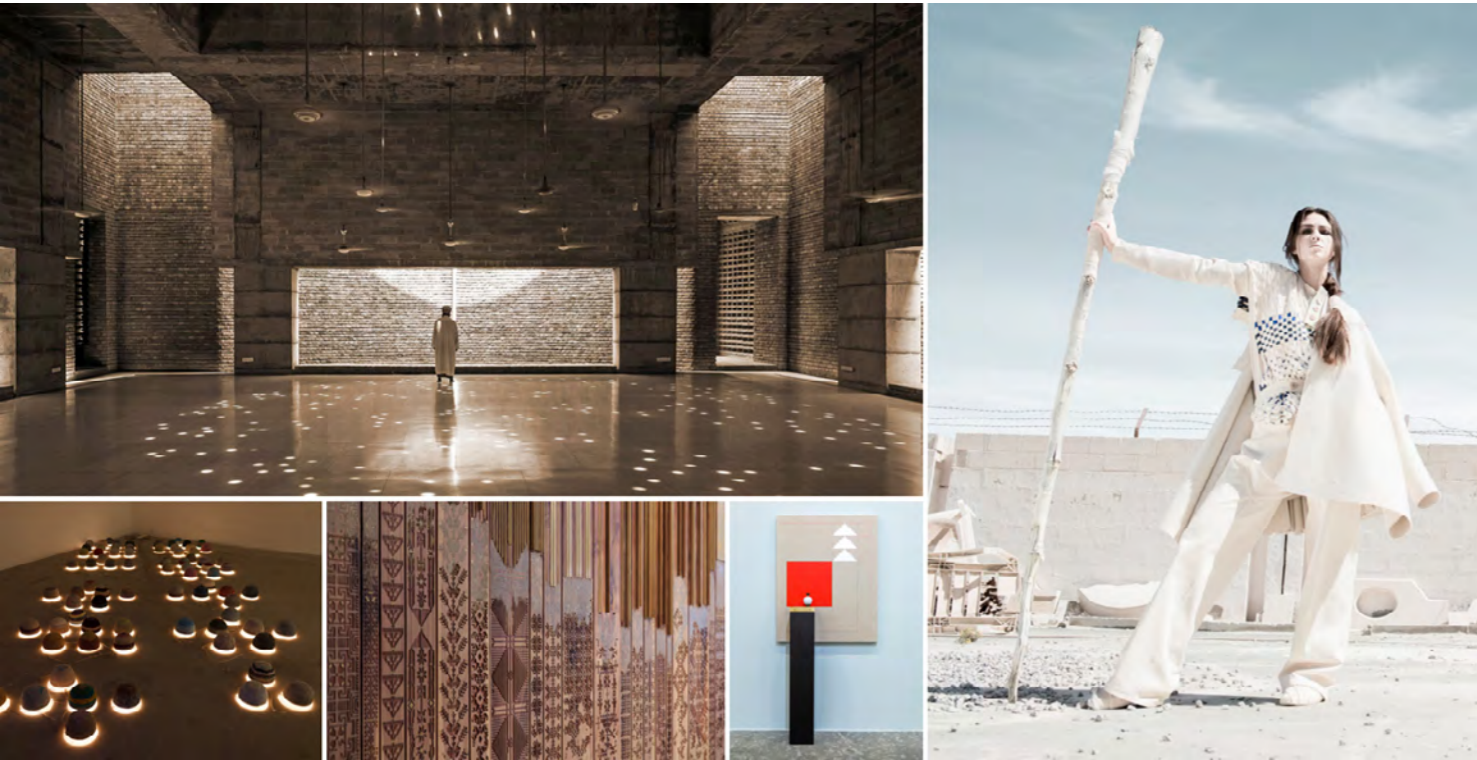
المجلس السعودي للأفلام
Saudi Film Council



الهيئة العامة
للثقافة
GENERAL CULTURE AUTHORITY



الهيئة العامة للترفيه
General Entertainment Authority



Shortlist revealed for Jameel Prize 5

Architecture, painting and fashion design are among the disciplines represented by the eight finalists shortlisted for the Jameel Prize 5 at the Victoria & Albert Museum (V&A), in partnership with Art Jameel.

The winner of the £25,000 prize, which is awarded every two years, will be announced on June 27, 2018.

The shortlisted artists are: Kamrooz Aram, Hayv Kahraman, Hala Kaikow, Mehdi Moutashar, naqsh collective, Younes Rahmoun, Wardha Shabbir, and Marina Tabassum.

The work of all eight artists will feature in an exhibition from June 28, 2018, until November 25, 2018, at the V&A in London, before embarking on a global tour in 2019 – including the Jameel Arts Centre in Dubai.

Tristram Hunt, V&A Director, said: **“The Jameel Prize continues to gain momentum. This – the fifth edition of the Prize – has attracted nearly 400 nominations from around the world and, for the first time, the shortlist features work from Bangladesh, Bahrain and Jordan.**

“This year’s outstanding shortlist displays real diversity; the judges found beauty, spirituality, complexity, humor and humanity. The V&A is delighted to continue its partnership with Art Jameel in recognition of the extraordinary contemporary artists and designers inspired by Islamic tradition.”

Hunt chaired the judging panel, which includes Salah Hassan from Cornell University, New York; design historian Tanya Harrod; November Paynter from

the Museum of Contemporary Art in Toronto; and Ghulam Mohammad, the winner of Jameel Prize 4.

The Jameel Prize is an international award for contemporary art and design inspired by Islamic tradition.

Listen to the story of Jameel Prize Resident Artist - Noor Ali:

Events round-up

Here’s a brief look at some of the upcoming business events in the region.



MENA New Energy 2018 Dubai, UAE

April 24-25, 2018

<http://events.newenergyupdate.com/mena/>

Roberto de Diego Arozamena, CEO of Abdul Latif Jameel Energy, will be one of the key speakers at this year’s MENA New Energy event. With Saudi Arabia making major strides in its solar photovoltaic pipeline, this conference brings together MENA’s leading CEOs and government figures for an unmissable two days.



Future Cities Show – Dubai, UAE

April 9-11, 2018

<http://www.futurecitiesshow.com/>

Leaders from different industries will gather at the Dubai World Trade Centre to discuss and showcase solutions for a smart, sustainable future. Delegates include environmentalists, energy consultants, bankers, builders, developers, architects, investors, and healthcare practitioners.



Jeddah Economic Forum – Jeddah, Saudi Arabia

April 15-16, 2018

<http://www.jef.org.sa/>

Organized by the Jeddah Chamber of Commerce in partnership with the Gulf Research Center, this event will focus on “the strategic execution of four major themes of Saudi Vision 2030” – national industrial development and logistics, the Public Investment Fund and tourism, enriching the Hajj and Umrah experience, and improving quality of life.

Abdul Latif Jameel 