

# LEADERS IN ISLAMABAD

## BUSINESS SUMMIT 2022

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Imagineering The Future

## SUMMIT REPORT



AUGUST 17 & 18, 2022  
ISLAMABAD SERENA HOTEL



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## EXECUTIVE SUMMARY

### Leaders in Islamabad Business Summit (LIIBS 2022) held its 5th Edition on August 17 and 18, 2022 at Islamabad Serena Hotel.

Businesses and Pakistan's capacity to increase and engage in industrial, commercial, and professional development is the core of its economy. Nutshell Group, as well as CORPORATE PAKISTAN GROUP, strive to increase and consolidate Pakistan's economical footprint by involving stakeholders in Dialogues, Conferences, and Strategic Planning for strengthening Pakistan's stance across the globe.

LEADERS IN ISLAMABAD BUSINESS SUMMIT (LIIBS) has proven to be an effective platform for showcasing and promoting new thoughts, best practices, and global achievements in business at national and international levels. The objective is to bring the best knowledge to Pakistan's business sector and enable engagement and understanding between Pakistan's and International business leaders for the best route forward.

Founder & CEO, Nutshell Group and Founder, CORPORATE PAKISTAN GROUP, Muhammad Azfar Ahsan, is a strong supporter of innovation and development. He believes that sharing of good ideas and focused conversations are essential for progress. He believes that the LIIBS platform and associated discussions will help us project the potential of Pakistan on the world stage for investments and growth. This will also create many new forums for coming together and developing further for mutual interests. LIIBS will encourage foreign investors to augment their confidence in investments in Pakistan.

The speakers and guests of honor for the 5<sup>th</sup> Edition of LIIBS comprised 20 international leaders/speakers and 23 Pakistani speakers. Federal Minister for Finance & Revenue, Dr. Miftah Ismail, and Federal Minister for Climate Change, Senator Sherry Rehman, presented the Government's perspective. The speakers addressed a crowd of around 600 leaders from all walks of life on each day, while hundreds attended online. The outreach through digital platforms has been phenomenal.

*Imagineering the Future* was the selected theme this year. Imagination, if combined with the correct scaffolding, becomes the next NEW IDEA. Innovation, Entrepreneurship, Sustainability, Compassion, Digital and evolved Leadership all were the topics under discussion.

The 5<sup>th</sup> Edition of LEADERS IN ISLAMABAD BUSINESS SUMMIT was co-hosted by the Nutshell Conferences Group and Martin Dow Group, in strategic partnership with the Overseas Investors Chamber of Commerce and Industry (OICCI). The event was spread over two days, comprising 11 sessions. Of these, 3 were panel discussions, while others were individual addresses.

The Welcome Address was delivered by Muhammad Azfar Ahsan, Founder Nutshell Group & CORPORATE PAKISTAN GROUP; and former Minister of State and Chairman, Board of Investment, while Opening Remarks were shared by Ali Akhai, Chairman, Martin Dow Group.

Speaking about the learnings and insights, Azfar referred to the power of *words* and the power of *connections*. "While the former conveys the right sentiment, the latter identifies the right recipient." He mentioned that *Imagineering* is a perfect word that summarizes the journey meandering to fruition. He shared his vision for LIIBS to be the connector and the catalyst for the development of new ideas and consolidation of good practices.

Chairman Martin Dow Group, Ali Akhai, complimented Azfar's vision in his address: "We combined imagination with construct and got *Imagineering*. The 21<sup>st</sup> century is period dedicated to new ideas and creative perspectives. With space stations afloat, satellites orbiting and nuclear power energizing, we need new thinkers to make it all sustainable, to add purifiers to the air and water transport, to make fuel combustion replaced with clean oxygenated air, to bridge the supply chain gaps, and most importantly, to create entrepreneurship opportunities at the grassroots for the welfare of the world's population. He urged the leaders to look for new goals and become pivotal forces for prosperity."

The session was further enriched by the contribution of focused perspective of Dr. Miftah Ismail, Federal Minister for Finance & Revenue, and by Senator Sherry Rehman, Federal Minister for Climate Change. While Dr. Ismail spoke on the economic and social situation and best route forward through exports of products and services and education for each child respectively, Senator Rehman elaborated on the threat of climate change becoming stronger and the urgent need for action through Corporate Social Responsibility (CSR) and policy framework.

The Conference had 9 individual Addresses and 3-panel discussions spread over two days.

The talks focused on various running themes concurrent to *Imagineering* and this report will discuss them category-wise.

#### TECHNOLOGY AND METAVERSE | SESSIONS 1, 5 AND 7

*On changing landscapes of digital technology and digital pillars for business:*

- **Ralph Simon**, Founder & Chief Executive, Mobilium Global Limited, UK
- **Jimmy Nguyen**, Founding President, BSV Blockchain Association
- **William Bao Bean**, General Partner, SOSV and Managing Director, Orbit Startups
- **Zain Jeewanjee**, CEO & Founder, Zain Jeewanjee Insurance Agency, USA and Member Board of Advisors, RAND Corporation
- **Nick Van Breda**, Co-Founder, Vertelknuffel & Premium Coach, ExO Works





Ralph Simon highlighted new low-cost, energy-efficient, and sustainable engineering for the public good. He felt that these were the best examples of *Imagineering* and were specific as they suited the requirements for the developing needs of Pakistan. He referred to DealCart, a Pakistani start-up, for economical, low-priced food availability as an excellent example of Pakistan for the better! He said that Pakistan has '*Dabangg*' potential for some cool Imagineering.

Jimmy Nguyen is considered an expert in the realm of Blockchain. A public speaker and global ambassador who launched the world-changing BVS Block Chain, Jimmy connected the audience to the need of becoming a native in this new world of Metaverse and Blockchain Technology, for, if not for the comfort level, they will miss out on the inherent opportunities woven into this futuristic world.

William Bao Bean's observations were uncanny. He realized the lack of trust in online dealings and understood the massive takeaway of the middleman compromising the gain of the business and the advantage of the consumer. In his strategy for the Pakistani market, he did away with the middleman, and in doing that, became the second largest Venture Capitalist (VC) in Pakistan. William's insights were an eye-opener, especially his reading about the lack of trust in online shoppers and how he created an opportunity out of it. He said that looking for problems is the best way to find opportunities.

Zain threw light on his books where he highlighted the need to personalize success to become successful.

Nick Van Breda enquired: "How can one revolutionize?" It is his field of expertise, and he uses new fast upcoming tech tools to familiarize the youth with, and in doing so, creates digital platforms for development. Given the tools of Virtual Reality (VR), he feels that the youth can design a good world for the future. He also anchored on Digital Twinning for taking his discourse forward. He also mentioned the changes in operations and recruitment as global outreach and compatibility are now a stronger reason to select certain skill sets and geography is no longer an impediment. He believes that innovation and design will determine the future ease of digital ecosystems.

## THE LEADERSHIP PERSPECTIVE

### TWO ADDRESSES AND ONE PANEL DISCUSSION | SESSIONS 3 AND 5

*On understanding the new complexities of working environment and how to use them to our advantage:*

- **Fatima Asad-Said**, CEO, Abacus Consulting Technology (Pvt) Limited
- **Ron Thomas**, Managing Director, Strategy Focus Group, USA & UAE

Fatima's discourse was mainly hinged on the HR perspective. Elaborating on the need to understand the new normal, Fatima pointed out the fact that the world now has five generations working together in one organization. HR needs to rewrite the book to incorporate the diversity of values and ideas. The world is living through a mega re-calibration; adaptive cultures and technologies will pave the way. Equality and greater collaboration is the only answer.

Ron started by reiterating what Fatima had mentioned – the presence of different generations in one working environment. Ron focused on how companies are ensuring the fitness of their

organizations by ensuring the well-being of their employees along with productivity. The DNA of a workforce is changing rapidly, and anyone still stuck on *my way highway* may be in for a surprise, as that train has left the station.

## PANEL DISCUSSION: RE-IMAGINEERING LEADERSHIP, PRODUCTIVITY, AND THE WORKPLACE | SESSION 2

### Panelists:

- **Khoo Boo Hock**, Chairman, InfraZamin; Director and Co-Founder, Green Guarantee Company, UK
- **Zeeshan Sheikh**, Country Manager Pakistan and Afghanistan, International Finance Corporation (IFC)
- **Hatem Bamatraf**, President & CEO, PTCL Group
- **Malak Al Akiely**, CEO, Golden Wheat for Grain Trading Limited
- **Aamir Ibrahim**, Chief Executive Officer, Jazz (VEON)
- **Markus Strohmeier**, Managing Director & CEO, Siemens Pakistan
- Moderator: **Saqib Ahmad**, Country Managing Director, SAP Pakistan

Change has become the new constant, and this is what Saqib started the discussion with. "How is the leadership responding to continuous change?" All the leaders had their different takes on it. While Aamir insisted on conversations and ownership, Markus was more worried for the blue-collar force and their well-being. Hatem spoke on various leadership styles being needed in the same leader to combat the variety of challenges. "For a company to grow, you need a transformational leader to step out of his comfort zone and take risks; wear the golden shoes." Boo Hock stated that to *imagine* the future we need to *re-engineer* the present – all rules and regulations. Zeeshan spoke about the need for compliance with productivity margins.

## HOW BUSINESSES GROW

### ONE ADDRESS AND TWO PANEL DISCUSSIONS | SESSION 3

*How to make local into global for success:*

- **Prof. Francis Davis**, Professor of Public Policy, University of Birmingham & Visiting Professorial Fellow, University of Oxford, UK

Prof Francis Davis's address on "**Glocalization for Global Conquests**" opened another chapter on an empathetic understanding of inheritance to be turned into global victories. He brought in the works of Justice Albie Sachs (Author of the new Constitution of South Africa) as an inspiration and a model for continuous evolution and focused expansion. "When you write a new constitution you have to build it from History."

Professor Davis, using Sachs's example, stressed creative imagination, entrepreneurial revolutionary mindset, and resilience. He merged it all in *Revolutionary Imagination* as it grasps pace and new thoughts together. One needs to make great things happen in the face of great odds. He mentioned the following complex competing strategies:

- Techno-scape
- Finance-scape
- Media-scape
- Ethno-scape
- Diversity-scape



## PANEL DISCUSSION: CEOs DIALOGUE ON “TALENT IN THE NEW NORMAL” | SESSION 4

### Panelists:

- **Mujeeb Zahur**, Managing Director, S&P Global
- **Ghazanfar Azzam**, President & CEO, Mobilink Microfinance Bank Limited
- **Maheen Rahman**, Chief Executive Officer, InfraZamin
- **Mohammad Shoaib**, CFA, CEO, Al Meezan Investment Management Limited
- **Ayla Majid**, Founder & CEO, Planeve
- Moderator: **Sajjeed Aslam**, Regional Lead Public Affairs - Asia Pacific, ACCA

The conversations were about the requirement of new setups and new thoughts to make businesses compatible and successful. The Department of Human Resources (HR) and their respective hiring processes become crucial for achieving companies' mission statements.

The panelists were a right mix of data, digital, finance and sustainability enablers, and they shared their respective approaches and ideal standards.

Ghazanfar, Maheen and Shoaib represented the financial companies' perspective, Mujeeb through Finance combined with data, and Ayla brought in the sustainability factor as her company facilitates organizations to become SDG-oriented.

Sajjeed's approach was focused on the leadership's awareness of the changed fundamentals of talent, skill sets, and related dynamics. Mujeeb phrased his response rather interestingly, asking if they were ready to 're-write the future.' The statement was a good synopsis of the ensuing discussion. The change in the world of business operations, connections, and logistics (post-Covid) requires all fundamentals to be scrutinized for their eligibility ascertained.

Sajjeed summarized the discussion with the following important points:

- Empower and provide ownership
- We all need to do more for mentoring and training
- More IT graduates or technically qualified youngsters required

## PANEL DISCUSSION: DIALOGUE ON “INNOVATING FOR GROWTH” | SESSION 10

### Panelists:

- **Oscar Wendel**, Journalist, Author/Partner, METAL International, USA
- **Dr. Shahid Mahmud**, Chairman & CEO, Interactive Group of Companies
- **Asif Akram**, Chief Operating Officer, Systems Limited
- **Naz Khan**, Chief Strategy Officer, K-Electric
- **Sardar Abubakar**, Chief Finance & Digital Officer, Mobilink Microfinance Bank Limited
- Moderator: **Sajjeed Aslam**, Regional Lead Public Affairs - Asia Pacific, ACCA

The discussion focused on:

- Education
- Innovation
- Economic output
- Services
- Share in global trade

- Military strength
- Efficient capital markets
- Reserve currency and the game changes allowing the country the power of negotiation.

Mindset, breaking the myth, need for innovation, were the commonly agreed points by all the speakers. Sardar and Naz agreed on the need for innovation and the value of observation and metacognition, Shahid elaborated on the constraints and importance of data mining for the same. Digital connectivity will ensure cost effectiveness – doing more with less. Innovation, he reiterated, will not, and ideally should not, have any hierarchy. Regimented organizations, he said, will struggle. Oscar was focused on how doing more with less will be the game change; and Asif spoke on how they had already changed the game by recruiting strictly from Pakistani universities to illustrate the point that there was no dearth of talent in Pakistan.

## HOW PEOPLE GROW TWO ADDRESSES | SESSIONS 7 AND 8

*Why people need to look for and find their strengths through purpose:*

- **Dorine Van Der Wijk**, Founder & Researcher, Swirls of Life, The Netherlands
- **Paul Papadimitriou**, Founder, Intelligencr, London; Global Keynote Speaker & Futurist

Dorine told the audiences how she had left the executive boardrooms to find her purpose. Driving along Indus in Pakistan, a landslide made her wait. The huge bulldozers were clearing the fallen rocks and dumping them in the river. For Dorine, the flowing water has always been a strong element in life. Born on a houseboat, she had always associated life and lessons with water. The stones being dumped in the flowing Indus became the metaphor for her talk at LIIBS 2022. She needed the audience to realize how dumping *Milestones* in life changes the course of life's flow.

She spoke about the stagnation of spirit and the clogging up of emotions that stones represented. The positive energy of flowing water should not be interfered with. She mentioned that the need to find a way out may often lead to unknown roads, very akin to “**The Road Not Taken**” by Robert Frost; how everyone needs to chart their course, take risks and grow as a person. This growth translates into an individual vision and path to success.

Paul elaborated on the same with his technical expertise. He works with many start-ups. Their research is on people, and they work out the basic questions of how they behave, what they like and how would they like to use technology. He declared that *Myths* are intrinsic, and with *Tools* and *Disruption*, they determine the speed. The positivity of *Disruption* as the most potent agent of change proved to be a dynamic concept and changed the perspective of so many.

## GEO-POLITICAL ISSUES TWO ADDRESSES | SESSIONS 8 AND 9

*The significance of Geo-politics in the future mapping of the world:*

- Address by **Michael Kugelman**, Deputy Director & Senior Associate for South Asia, The Wilson Centre
- Address by **Gen Zubair Mahmood Hayat, N. I.(Rtd)**, Chairman Joint Chiefs of Staff Committee (2016-2019)

Kugelman spoke on the changing role of the United States in world politics, new trends, new trajectories and geo-strategic landscape. He also spoke about the need for regional and global collaboration and cooperation.



Gen Hayat's focus was on Pakistan in the South Asia context and changing paradigms of power shift. He spoke about the diminishing oil and gas reserves and the future for oil exporting Muslim countries. He divided the world power corridors into two: Status quo Power Holds and Emerging Powers. He concluded his talk with three lead questions:

- Can the Thucydides trap be avoided?
- Will things get worse?
- How, when, and at what cost will the new world order take shape?

## CHARTING THE COURSE – PAKISTAN 2047

### THREE ADDRESSES | SESSION 11

*How to make the dream come true:*

- **Senator Dr. Musadik Malik**, Minister of State (Petroleum Division).
- **Air Chief Marshal Sohail Aman (Retd)**, Chief Executive Strategic Engagements, Nutshell Group and Pakistan's Chief of Air Staff (2015-2018)
- **Sofyan Yusufi**, Principal – Deloitte US Government & Public Services

This was the last and the most poignant of the segments. The dreams and the realities came together for the audience to fit in their learnings of two days into what needs to be done.

Sofyan's address painted a perfect landscape for the celebration of Pakistan's centennial festivities. The idealistic escape was so doable that the poignancy factor could not be ruled out; and listening to Sofyan, every Pakistani must have said "Aameen." His address was a time machine switch to 25 years ahead.

Air Chief Marshal Sohail Aman (Retd) explained the model of security, stability, and prosperity, and declared them as the three essential tools to develop any nation. He said that after having

struggled through terrorism for two decades, this is a golden opportunity to work on establishing stability through sound governance, and policy making, thus bringing prosperity to the people of Pakistan. He also drew the attention of the audience to the perpetual impact of climate change in Pakistan, and reiterated that though late, we need to adopt a strategy to tackle it.

The final address was by Senator Dr. Musadik Malik, who appreciated all the speakers for their vision and their wisdom. He wanted to maintain the focus on Pakistan's progress and selected a few gems to be elaborated upon by encapsulating them in two short questions:

- What do we have?
- What can we do?

He agreed that 2047 is a good deadline to have to work towards. What we have, he felt was obvious in terms of resources, technology, and landscape. What we can do is, however, a more pertinent question as it will shape our future.

Without imagination, no one will be able to develop the contours of a country called Pakistan in 2047. It will be the power of imagination combined with infrastructure – *Imagineering* at its best.

Science fiction of 30 years ago has become the reality of today, and the imaginative planning of today will be the reality of tomorrow.

LIIBS 2022 gave 16 and half hours of exceptional learning through the wisdom of experts and visionaries. The segmented videos and quotes can be accessed on the social media pages of Nutshell Group for all to take away from. It is not often that such a stellar group of star speakers from across the world comes together to present their visions and their learnings; and that too in the spell-binding vistas of Islamabad.

0815 to 0850 hours

Registration & Networking

0850 to 1100 hours

**First / Inaugural Session:**



Recitation

National Anthem of Pakistan



Welcome Address by **Muhammad Azfar Ahsan**, Founder, Nutshell Group & CORPORATE PAKISTAN GROUP; Ex-Minister of State & Chairman, Board of Investment



Opening Remarks by **Ali Akhai**, Chairman, Martin Dow Group

Address by **Ralph Simon**, Founder & Chief Executive, Mobilium Global Limited, UK



Address by **Jimmy Nguyen**, Founding President, BSV Blockchain Association

Address by **Dr. Miftah Ismail**, Federal Minister for Finance & Revenue

Address by **Senator Sherry Rehman**, Federal Minister for Climate Change

Vote of thanks by **Dr. Amjad Waheed**, Chief Executive Officer, NBP Fund Management Limited

1100 to 1130 hours

Networking Tea

1130 to 1300 hours

**Second Session:**



Address by **James Michael Lafferty**, CEO & Board Member, Fine Hygienic Holding; Olympic Coach, Speaker & Corporate Trainer

Topic: **A Champion's Fortitude - Sports' Lessons and Life's Victories**



**CEOs Dialogue on "Reimagining Leadership, Productivity and the Workplace"**

PANELISTS



**Khoo Boo Hock**, Chairman, InfraZamin; Director & Co-Founder, Green Guarantee Company, UK



**Zeeshan Sheikh**, Country Manager Pakistan & Afghanistan, IFC - International Finance Corporation



**Hatem Bamatraf**, President & CEO, PTCL Group

**Malak Al Akiely**, CEO, Golden Wheat for Grain Trading Limited

**Aamir Ibrahim**, Chief Executive Officer, Jazz (VEON)

**Markus Strohmeier**, Managing Director & CEO, Siemens Pakistan

MODERATOR

**Saqib Ahmad**, Country Managing Director, SAP Pakistan

1300 to 1400 hours

Lunch

1400 to 1445 hours

**Third Session:**



Address by **Prof. Francis Davis**, Professor of Public Policy, University of Birmingham & Visiting Professorial Fellow, University of Oxford, UK

Topic: **Glocalization for Global Conquests**

Address by **Fatima Asad-Said**, CEO, Abacus Consulting Technology (Pvt) Limited

Topic: **Driving Digital Transformation through Empowering People**

1445 to 1545 hours

**Fourth Session / CEOs Dialogue on "Talent in the New Normal"**



PANELISTS

**Mujeeb Zahur**, Managing Director, S&P Global



**Ghazanfar Azzam**, President & CEO, Mobilink Microfinance Bank Limited

**Mohammad Shoaib**, CFA, CEO, Al Meezan Investment Management Limited







**Ayla Majid**, Founder & CEO, Planetive

MODERATOR

**Sajjeed Aslam**, Regional Lead Public Affairs - Asia Pacific, ACCA

1545 to 1700 hours

#### Fifth Session:



Address by **William Bao Bean**, General Partner, SOSV and Managing Director, Orbit Startups

Topic: **Cross Border Innovation Arbitrage - What Can Pakistan Learn From Other Markets**



Address by **Ron Thomas**, Managing Director, Strategy Focus Group, USA & UAE

Topic: **Leadership in the Post Covid Era**

Address by **Zain Jeewanjee**, CEO & Founder, Zain Jeewanjee Insurance Agency, USA and Member Board of Advisors, RAND Corporation

Topic: **Transforming Pakistan - Silicon Valley Style**

1700 to 1730 hours

Networking Tea



## PROGRAM SCHEDULE - DAY 2

AUGUST 18, 2022

0900 to 1000 hours

#### Sixth Session:



Welcome Address **Rabia Ahmad**, Director & Chief Operating Officer, Nutshell Group

Address by **Douglas Corley**, Founder, DHB Global & CEO, Alaunius Technologies & Global Panel Member, MIT Technology Review

Topic: **Reshaping the Future of Public Health**



Address by **Dr. Selena Milanovic**, Strategy Consultant - Healthcare, Siemens Advanta Consulting and Global Shaper, World Economic Forum

Topic: **Walking into the Digital Future**

Address by **Joey Wilson**, Senior Consultant, EY-Parthenon and Global Shaper, World Economic Forum

Topic: **Healthcare and Pharma Post-COVID & Emerging Opportunities**

1000 to 1100 hours

#### Seventh Session:



Address by **Nick Van Breda**, Co-Founder, Vertelknuffel & Premium Coach, ExO Works

Topic: **Harnessing Technology for the Deep Rise**

Address by **Dorine Van Der Wijk**, Founder & Researcher, Swirls of Life, The Netherlands

Topic: **A Path to Flow - Building a Future based on Enriched Value Systems**

1100 to 1130 hours

Networking Tea

1130 to 1245 hours

#### Eighth Session:



Address by **Michael Kugelman**, Deputy Director & Senior Associate for South Asia, The Wilson Center

Topic: **The Emerging Global Affairs**



Address by **Arif Anis**, USA Today & Wall Street Journal Bestselling Author of "IMPOSSIBLE" and "MADE IN CRISES" & Founder of HumanX, UK

Topic: **Made in Crises**

Address by **Paul Papadimitriou**, Founder, Intelligencr, London; Global Keynote Speaker & Futurist

Topic: **The Forever Accelerating Future - Learning to Embrace the Uncomfortable**

1245 to 1315 hours

#### Ninth Session:



Address by **Gen Zubair Mahmood Hayat, N. I.(Rtd)**, Chairman Joint Chiefs of Staff Committee (2016-2019)

Topic: **The Geopolitical Backdrop**

1315 to 1415 hours

Lunch





1415 to 1515 hours

**Tenth Session / Dialogue on "Innovating for Growth"**

## PANELISTS

**Oscar Wendel**, Journalist, Author / Partner, METAL International, USA**Dr. Shahid Mahmud**, Chairman & CEO, Interactive Group of Companies**Asif Akram**, Chief Operating Officer, Systems Limited**Naz Khan**, Chief Strategy Officer, K-Electric**Sardar Abubakr**, Chief Finance & Digital Officer, Mobilink Microfinance Bank Limited

## MODERATOR

**Sajjeed Aslam**, Regional Lead Public Affairs Asia Pacific, ACCA

1515 to 1645 hours

**Eleventh / Closing Session on Charting the Course - PAKISTAN 2047**Address by **Sofyan Yusufi**, Principal – Deloitte US Government & Public ServicesAddress by **Air Chief Marshal Sohail Aman (Retd)**, Chief Executive Strategic Engagements, Nutshell Group and Pakistan's Chief of Air Staff (2015-2018)Address by **Senator Dr. Musadik Malik**, Minister of State (Petroleum Division)

1645 to 1700 hours

Networking Tea



## SUMMIT MODERATOR

**Sidra Iqbal**, Broadcast Journalist & Positive Change Activist



## INTRODUCTION

LEADERS IN ISLAMABAD BUSINESS SUMMIT is Islamabad's largest and most sought-after Business Summit and corporate event of the year. It has been taking place since 2017. The themes have always had a strong connection with the business growth and development potential in Pakistan. The idea is to challenge and create grounds for newer opportunities, highlight effective leadership patterns and create a general discussion forum for newcomers and experts alike.

The world has gone through a reset in the last couple of years. The entire mechanism had to find new platforms for syncing in with the social distancing and continuity of work. The Healthcare industry had to reinvent itself with the need for curative and preventive medications. Technology has redefined geographical contours. The vision and mission statements of companies have had to be rewritten. Mental and physical well-being has become an important part of HR operations. Skill sets have had to be revisited, digital platforms integrated and sustainability models incorporated. Economic growth has had to be decoupled from environmental degradation.

The clear political demarcation of the first world and the third world also got blurred. Skill and technology became good criteria for success irrespective of geographical or political affiliation. Empathy and connectivity with people overarched all infrastructure, and that is illustrated in the success of a business, or otherwise. CEOs and top-tier leadership had to set up 24/7 offices on Twitter and other important social platforms for reaching out to the public. Their connection with their teams, whether on the lowest rung of the ladder or sitting on the Board of the company, became equally crucial.

The importance of culture and native wisdom became an opportunity too. Cultural, gender, and creative diversity became game changers.

These changes were Global and Local. With the significance of the Local, gaining momentum, Glocalisation became the narrative for the success of many business houses.

Post-Covid became a "Rethink" era, and this re-thinking needed Imagination at its best for creative, unprecedented, and out-of-the-box ideas. A surge in young entrepreneurship, which is unshackled by any qualification or esteemed institutions' tag, became visible because of this.

The 5th Edition of LIIBS was all about providing the most appropriate scaffolding for such new ideas. Leaders, innovators and thought leaders, delivering their addresses and discussing in panels, shared best practices and desired ways forward, keeping in view Pakistan's logistical and potential strengths.

Pakistan is a developing country, but strategically a very important one, especially for the new corridors of connectivity through the China Pakistan Economic Corridor (CPEC) and the Central Asia Regional Economic Cooperation Program (CAREC). The objective of LIIBS 2022 was to heighten this value opportunity of Pakistan to the international community, while enabling their expertise and best practices to reach us. Awareness of new openings for economic growth, and a refreshed understanding of all the potential that we hold and sometimes do not tap into, has been the prime motive of this platform.

LIIBS has had 4 editions prior to this one. The theme for each Edition reflected the relevant business and corporate dynamics of each year.

YEAR OF THE SUMMIT	THEME
2017	Innovating for the Future
2018	Disrupting The Future
2019	Imagining the Un-imaginable
2020	What's Coming Next? <i>(cancelled due to Covid)</i>
2021	Leadership for New Economic Realities
2022	Imagineering The Future





## Imagineering the Future

*"Imagineering the Future"* was extra special as it enabled the physical gathering of selected speakers and guests in Pakistan after the break caused by the pandemic. 20 international and 24 Pakistani speakers set the stage aflame with strong ideas and action planning.

"Your imagination is now your resource to grab the best ideas for creating opportunities. Will the change be slow? Covid took us to screens overnight, any other event may lead us to dispense with all that we hold traditional or profitable today. So opportunities will come and your preparation will determine the success." Muhammad Azfar Ahsan, Founder and CEO Nutshell Group, Founder CORPORATE PAKISTAN GROUP, and former Minister of State & Chairman, Board of Investment, Government of Pakistan.

LIIBS 2022 is 5th in the series and brought together leaders from the corporate sector, Government, civil society, and global organizations to share best practices and routes, reflect on challenges, envision the future, and share creative and innovative strategies. This Summit highlighted the best way forward for success which is sustainable, inclusive, and profitable.

Nutshell Conferences Group has always been a keen and active supporter of transformative initiatives and maintains a wide platform for the launch of good ideas that can help Pakistan and other countries in the context of global development. With an impressive lineup of Pakistan's and international leadership coming on stage, LIIBS proved to be an excellent showcase of ideal structures to work with. *"Imagineering the Future"* was the guiding theme. More than 20 world-renowned panelists belonging to diverse industries came together to speak at the two-day Summit. The primary agenda entailed discussions and solutions about the present and the future – public health, digital opportunities, healthcare, value systems, economic realities, productivity, innovation, and investments.

Muhammad Azfar Ahsan is a strong supporter of innovation and development. He believes that sharing of good ideas and focused conversations are essential for progress. He believes that the LIIBS platform and associated discussions will help us project the potential of Pakistan on the world stage for investments and growth. This will also create many new forums for coming together and developing further for mutual interests. LIIBS will encourage foreign investors to augment their confidence in investments in Pakistan.

Chairman Martin Down Group, Ali Akhai, stated that Pakistan is the land of opportunities for investors and businessmen, with a huge contribution to business and the economy worldwide. The Summit, according to him, gave a platform to foreign investors, businessmen, and policy makers to explore and multiply these opportunities.

Dr. Miftah Ismail, Federal Minister for Finance & Revenue, and Senator Sherry Rahman, Federal Minister for Climate Change. Graced the event as guests of honor in the inaugural session.

LIIBS is unique and the largest forum for Pakistan's corporate sector, government sector and the intelligentsia. It gathers a dynamic mix of business leadership and their vision, entrepreneurs and their innovative thinking, economists and their analysis, thought leaders, tech investors, Government representatives, and strategists.

The 5th Edition – LIIBS 2022 – was held at the Islamabad Serena Hotel on August 17 and 18, 2022.







**DAY-1**

AUGUST 17, 2022





# FIRST / INAUGURAL SESSION

WELCOME ADDRESS



**MUHAMMAD AZFAR AHSAN**

Founder Nutshell Group & CORPORATE PAKISTAN GROUP;  
Former Minister of State & Chairman, Board of Investment, Government of Pakistan

OPENING REMARKS



**ALI AKHAI**

Chairman, Martin Dow Group

ADDRESS BY



**RALPH SIMON**

Founder & Chief Executive, Mobilium Global Limited, UK



**JIMMY NGUYEN**

Founding President, BSV Blockchain Association



**DR. MIFTAH ISMAIL**

Federal Minister for Finance & Revenue



**SENATOR SHERRY REHMAN**

Federal Minister for Climate Change

VOTE OF THANKS



**DR. AMJAD WAHEED**

Chief Executive Officer, NBP Fund Management Limited







## WELCOME ADDRESS

### MUHAMMAD AZFAR AHSAN

Founder Nutshell Group & CORPORATE PAKISTAN GROUP;  
Former Minister of State & Chairman, Board of Investment, Government of Pakistan

Azfar began with gratitude to the Divine powers and then to the late Javaid Akhai, Chairman, Martin Dow Group, who understood the need to establish a platform to highlight and showcase business demographics and changing trends to enable Pakistan's business ecosystem to compete with the best in the world. The success of this forum owes a huge thanks to Martin Dow's partnership. Azfar is passionate to serve Pakistan and for him, this platform holds a special meaning as a podium for the development of the business industry. With world-renowned speakers, he hoped for all to be able to look at new possible opportunities for new ideas:

- Adding sustainability to existing ventures
- Revamping structures to create relevance with digital information
- Investment in new initiatives

Azfar re-affirmed his belief that with the best technocrats and leaders together, LIIBS 2022 is the ideal platform for learning and developing new ideas. It is primarily focused on the need to reflect on many challenges that Pakistan is confronted with and creating a splendid platform for suggestions on how to Imagineer our way towards a better and prosperous tomorrow.

Speaking about his learnings and insights, he referred to the power of words and the power of connections. While the former conveys the right sentiment, the latter identifies the right recipient. He mentioned that the word 'Imagineering' is a perfect word that summarizes the journey meandering to fruition. Pakistan has a huge potential, he said, and we need ideas, creative out-of-the-box thinking, and resilience, to make the dream happen. "Relevance in the digital age will allow us to target the best with the Imagineering."

Urging the importance of the role of youth, he stressed the importance to convert the youth into an asset and be their mentors. Decisions taken today will affect us today and tomorrow, and the future generations to come.





## OPENING REMARKS

### ALI AKHAI

Chairman, Martin Dow Group

“As history has shown, choices made during crises can shape the world for decades to come. What will remain critical is the need for collective action to build economies that deliver inclusive economic growth, prosperity, and safety for all.”

Ali, heading one of the most dynamic organizations and one of the largest Pharmaceutical companies of the country, Martin Dow Group, insisted on the importance of the right vision, which would allow flexibility for quick decisions and innovative thinking. Employees must be able to speak up to share ideas.

He insisted on the need to bridge the supply chain gaps and create entrepreneurship opportunities at the grassroot level. These are unpredictable and unprecedented times so the change is continuous. We live in a global world where markets and economies are easily impacted by acts far away from geographical borders. He emphasized the importance of finding solutions that will benefit humanity collectively.

“We combined imagination with construct and got *Imagineering*. The 21st century is a period dedicated period to new ideas and creative perspectives. With space stations afloat, satellites orbiting and nuclear power energizing we need new thinkers to make it all sustainable, to add purifiers to the air and water transport, to make fuel combustion replaced with clean oxygenated air, to bridge the supply chain gaps, and, most importantly, to create entrepreneurship opportunities at the grassroots for the welfare of the world's population.”

He urged leaders to look for new goals and become pivotal forces for prosperity. As Chairman Martin Dow Group, he is committed to continuous research and development for his employees.

He reaffirmed that imagination holds the power to create a new world. It has the capacity to wipe out tarnished concepts and replace them with healthy and sustainable ideas. Imagination works with all that is beautiful and functional, idealistic and natural. He did not consider the plan of changing the tomorrow a tall order at all.

With digitization and Artificial Intelligence as the game changers, the world, he felt, was moving at a rapid pace. The global population will see changes on a daily basis. The word Impossible has already been rewritten as *I am possible*.

“So, I look at you with hope and with the faith to deliver.”







Address by

## **RALPH SIMON**

Founder & Chief Executive, Mobilium Global Limited, UK

Coming on stage as the first international speaker, Ralph delighted all by using casual *Urdu jargon*. His excitement was contagious, and he had the entire audience entertained. His presentation showcased ten new inventions that promise convenience, sustainability, and affordability – true *Imagineering* solutions and very applicable for all developing countries.

He shared a surprising update that 95% of Asian consumers are willing to pay more for sustainable products. New sustainable inventions will not only replace the conventional ones but will grow into more refined products costing much less.

Various examples were chronicled under the domain of Virtual Reality, Metaverse, and modern technology. Starting with *DealCart*, a Pakistani company working on ease of commerce for the low-income population, he moved to *Solariskit's* device from Scotland, aimed to offset money for heating in Rwanda, with a self-assembled solar water heater. "Water scarcity is a threat and a place like Thar can greatly benefit from a device like this." Furthermore, Tunisia utilized the concept of *Imagineering* by converting sun and air into drinking water, *Kumulus* worked on this challenge. Talking about similar efforts in the Middle East, the UAE - partnered with a 3D printer EOS Strata Manufacturing, and *Hyperganic/AI*, resulting in the most efficient AC; it will be on display in COP 2023. On the same front, *Toyota* is shifting to the home battery sphere. The system has a capacity of 8.7 kW that can be placed outside the homes. Extremely relevant and relatable was the mention of *Metatron*, which is using the Metaverse in a virtual world.

Ralph's address hitched on the importance of getting things moving. All these efforts in the sphere of *Imagineering* are food for business thoughts. He summarized his address by relating all products to the climate and needs of Pakistan's growing population. Ideas such as these will enable an uplift of Pakistan, economically and socially.

### **TAKEAWAY:**

Artificial Intelligence, Virtual Reality and Metaverse – all subjects are very important to understand and work with for a sustainable future.

### **RECOMMENDATION:**

Innovation with Sustainability, prioritizing the local needs for Global Ideas, is the best way forward.





Address by

## **JIMMY NGUYEN**

Founding President, BSV Blockchain Association

America's dynamic talent, Jimmy Nguyen is considered an expert in the realm of Blockchain. A public speaker and global ambassador who launched the world-changing BSV Blockchain Association.

He started the narrative with his parents' journey to the USA from Vietnam. Coming into a new world, they felt like outsiders until they learned to take advantage of the opportunity, use new tools, and learn. Such journeys are quests for discovery and growth. He connected the BSV Blockchain as the new world now and how we all need to become comfortable in it for the best success opportunities. Like his parents, the world also has no option but to learn, otherwise they will be left out.

The Metaverse has unlimited potential. The ideas can help create almost any new opportunity without any intermediaries. He also emphasized the importance of the concept of timestamp servers. That has made cheating impossible, financially or academically, hence transforming every industry.

He spoke on Bitcoin and big money transactions and their low cost. How it will increase transparency and make cheating impossible. Talking of *Matesol*, he highlighted business and data solutions, invoice management, tracking, and inclusivity for it has inbuilt Islamic financial tools as well. Speaking on the versatility of the product, he mentioned how it arches over, ammunition counts and gun counts for the Police as well as a world of verifiability, tracking academic credentials, verifying the authenticity of a claim. Even 'Games' backed by Blockchain can become monetarily strong.

In such an imaginative world, where we have more control, he concluded by saying that Metaverse will be a way we experience life together. As one imagines the future, he wanted all to think of the kind of world they wish to see – a world where consumers can monetize their data, that empowers every person in every country, where one can control one's identity, where everyone is digitally secure, automated, connected and powerful. He expressed his keenness to see more and more young people from Pakistan enter this field for it promises the best opportunities for Imagineering.

### **TAKEAWAY:**

Gaining nativity in Metaverse is a sure step towards success.

### **RECOMMENDATION:**

Metaverse allows you to monetize your data – empowering every individual in their unique way.







Address by

**DR. MIFTAH ISMAIL**

Federal Minister for Finance & Revenue

Dr. Miftah Ismail brought his experience and vision to the Summit not just as a successful businessman of Pakistan but also as its Finance Minister. His address was pinned on what Pakistan needs to grow, execution of the same and the required modalities.

Dr. Ismail's address focused on:

- Pakistan's economic reality
- Need to Increase exports
- Need to Increase Foreign Exchange

He urged every company to export 10% of its products to earn foreign exchange for Pakistan and assured that the government would facilitate exporters in this regard.

As per him, drastic policy change is required on four main fronts:

- Living within means: the country has a huge debt burden, including a deficit of PKR 5.2 trillion, and PKR 3.5 trillion during the last four years.
- Diversifying and promoting exports
- Increasing agricultural productivity
- Compulsory education for each child

Dr. Miftah Ismail, while addressing the urban economic concerns, also highlighted the importance of strategies that would make the poor richer. Pakistan mainly focuses on imports while the rest of the world is aimed at increasing exports. A major governance change is required at all levels, private and public, individual and collective.

All of the above will eventually set the country on the path of growth and development.

**TAKEAWAY:**

Pakistan's debt burden can be addressed most efficiently with modernization of agriculture and diversity in exports.

**RECOMMENDATION:**

Pakistan's economy has the best chance with increase in exports; we need to export not only products but services as well. If you are a builder, go and build abroad; if you are an artist, go and contribute to international projects. We need to focus on exporting, products, services, and ideas.





Address by

## **SENATOR SHERRY REHMAN**

Federal Minister for Climate Change

“Finding climate literacy in Pakistan is no longer a challenge.” Senator Rehman opened her talk with the harsh reality of living through climate change. It has impacted lives across the globe. Pakistan is faced with these challenges. She acknowledged that the governments had not prioritized climate change and the related issues should have been dealt way ahead of the climatic concerns that the country faces today.

Pakistan shook to its core with the floods in Sindh and Balochistan. Sherry Rehman mentioned that the percentage of downpours is exceeding all grounds. KPK has been facing monsoon damage but the brunt in Balochistan and Sindh has seen enormous devastation, with 200mm of rain in Balochistan, a 605% increase of rain on a 30-year average, and one of the highest ever.

She demanded that the citizens and the State must think about what can be done to mitigate the repercussions of the disaster and prepare precautionary measures. “Climate urgency is no longer a slow onset. It is predicted all over the world. The old models are failing, and we are far behind. Despite our meager resources, our preparedness is better than the developed world.”

Pakistan is the Ground Zero for climate change. From North to South, the country has a specific topography, with highest number of glaciers outside the polar region. These are fast melting. She asked if we could Imagineer for solutions.

She insisted that it is imperative to educate each other about the climate crisis we face where Pakistan is at the forefront. Given the pace of climate change, the State has requested the cabinet to shift the planning to 2030, as opposed to 2050 according to global standards.

She gave examples of catastrophes across the globe as well to support her discourse. The need of the hour is taking action and finding solutions.

“We know how to manage our disasters but we do not have enough resources,” she urged.

Climate change has impacted 9.1% of the GDP, therefore, it is an issue of national security. It also directly impacts the ability to deliver for supply chains.

For three years, Pakistan has been one of the hottest places on the planet. The country shall face water scarcity starting in 2025. She pressed on all the business leaders to address the need for a plan as it affects delivery and service.

She was quite clear on doing away with what she called ‘*green washing projects*.’ Businesses need to do away with CSR drones, and perhaps come up with something that can genuinely scale up the industry. The leaders need to reset priorities to adapt to the new climate innovation and technology.

### **TAKEAWAY:**

Let us understand our priorities; we cannot have water wiped out; we cannot have food wiped out. We are already importing loads of it.

### **RECOMMENDATION:**

Corporates and industrial leaders need to become role models for sustainability initiatives.







## DR. AMJAD WAHEED

Chief Executive Officer, NBP Fund Management Limited

Dr. Amjad Waheed thanked the speakers for their invaluable wisdom. He was very happy that two senior representatives of the Federal Government, Ministers of two important functions and specialists in two very important and critical domains, had joined the speakers and combined their wisdom with the government's stance on it.

He referenced comparative data to highlight the dire need for economic progress via budget re-allocation in Pakistan, and in that regard drew a percentage comparison of budget allotments between Pakistan and India to make the picture clearer.

Comparison of India and Pakistan's Budget allotment	Percentage of Budget allotment for Pakistan
Education	Less 36 billion \$
Science and Technology	Less 4 billion \$
Health and medicine	Less 22 billion \$
Agriculture	Less 42 billion \$

These four tangents are at the core of economic development, and lack of prioritization has placed Pakistan behind its neighbors like India and Bangladesh. There is a drastic need to focus on productive spending.

### TAKEAWAY:

Education, Science and Technology, Health and Medicine, and Agriculture, are at the core of our economic planning.

### RECOMMENDATIONS:

Reprioritizing our needs will enable progress most competitively.

The Summit is strong on *Reset*, *Recalibrate* and *Reimagine*. It also asks to *Re-prioritize*.

VOTE OF THANKS





## SECOND SESSION

ADDRESS BY



**JAMES MICHAEL LAFFERTY**

CEO & Board Member, Fine Hygienic Holding; Olympic Coach, Speaker & Corporate Trainer

**TOPIC: A Champions Fortitude – Sports' Lessons and Life's Victories**

CEOs DIALOGUE

**Re-Imagineering Leadership, Productivity, and the Workplace**

PANELISTS



**KHOO BOO HOCK**

Chairman, InfraZamin; Director and Co-Founder, Green Guarantee Company, UK



**ZEESHAN SHEIKH**

Country Manager Pakistan and Afghanistan, IFC - International Finance Corporation



**HATEM BAMATRAF**

President & CEO, PTCL Group



**MALAK AL AKIELY**

CEO, Golden Wheat for Grain Trading Limited



**AAMIR IBRAHIM**

Chief Executive Officer, Jazz (VEON)



**MARKUS STROHMEIER**

Managing Director & CEO, Siemens Pakistan

MODERATOR



**SAQUIB AHMAD**

Country Managing Director, SAP Pakistan







#### TOPIC:

#### A Champions Fortitude – Sports' Lessons and Life's Victories

Address by

### JAMES MICHAEL LAFFERTY

CEO & Board Member, Fine Hygienic Holding; Olympic Coach, Speaker & Corporate Trainer

Introducing Mr. Lafferty is a full pager; his list of achievements seems to be unending. More dynamic however is his approach towards life and simple equations that he calculates it with.

James Michael Lafferty is an American businessman, speaker, consultant, psychologist, and social media influencer. He is known for his story of starting as a fitness trainer and progressing through marketing to become CEO of MNCs.

He is also an Olympic athletics coach, keynote speaker and trainer, columnist, and women's rights advocate. He is a marathon runner, an honorary coach, and consultant at the Philippine Amateur Track and Field Association, and on the board of the Medical Wellness Association.

Lafferty's address was heartwarming with wonderful examples; and what he had to say was relevant to all in all fields of life. He insisted that while sports managers and sportspersons can learn a lot from businesses, businesses can learn some very significant lessons from sports. He highlighted three people who helped him chart his journey of understanding excellence.

Nadia Comaneci was the first who emphasized the difference between winners and champions: Those who give a 100% are winners, and *those who give 150% are champions*. The difference between a winner and a champion is that the winner may cross the finish line once or twice, the champion constantly wins. He capped it beautifully with the Roddick and Federer comparison: winner once vs winner 21 times. *Good enough is neither good nor enough*.

Connecting sports, business, and life, he stated that everything in life is a game – the loser is not a part of the game. The winner plays the game well. The champion innovates and changes the game completely. The factor that drove Blackberry out of the industry was lack of innovation. The champion takes enormous risks in the pursuit of breakthroughs; the word *Impossible* doesn't exist in his vocabulary, while a winner keep *"reality"* in mind, which can or may hinder performance.

Edwin Moses was the second person he mentioned: He won for ten years straight from 1977 to 1987. A mechanical engineer by qualification, he applied engineering to his running strategy. He divided each stretch on the track into twelve, instead of the regular thirteen strides. So, while regular winners perfected their thirteen strides, he innovated to twelve strides.

His third mention was Erik Weißenmayer, the only

visually impaired man to summit seven mountains. James mentioned that he had the honor of climbing Mount Kilimanjaro with Erik. Erik would be able to follow the acoustics of a small bell attached to James's wrist. James was inspired to try the climb Erik's way. He tried to shut his eyes and climb; but got terrified; he asked Erik, "How does one climb blind?" Erik's response became the third game-changing learning.

"We are all blind mountain climbers. We are going through the world in the dark. Take the risk; get out of your comfort zone!"

"Don't be a quitter; don't be a camper; be a climber."

"Reach into the darkness, find a handhold and move up."

Winners are satisfied with their performance; they largely work with the Sisyphus Principle – staying in their comfort zones of doing the same every day. Champions don't think they have another chance, they don't think about failure. They have a sense of 'historic,' and failure is not an option. They re-invent strategies and take risks to stay relevant.

Mr. Lafferty shared an interesting story about Michael Johnson. Johnson wore the famous golden shoes for his race event. He won and those gold shoes became a symbol of victory. Lafferty questioned him about the risk of this equation going the other way, had he not won. Michael Johnson was clear, "Worrying will not help you win. If you spend energy not on your action and on what people are thinking, then you're not going to win."

Lafferty was the first non-Arab CEO of a Jordanian FMCG. "I am a believer in serendipity, especially when life gets in the way of your plan. Maybe that's better, I was going to continue teaching, making no money. My manager advised me to be a brand manager. I failed the interview. Then I was hired in 1985 and became a CEO."

He left the stage with "This is the time for Pakistan to put on the golden shoes. This is Pakistan's Time!"

#### TAKEAWAY:

Success is never owned, it is rented. And the rent is due every day.

#### RECOMMENDATION:

This is the time for Pakistan to put on the golden shoes. This is Pakistan's time.





Saquib started by acknowledging the brilliant energy on stage from James Michael Lafferty. He declared that the panelists and leaders in the room are wearing the golden shoes in their respective roles and domains.



*Re-Imagineering* focuses on the fact that change is constant in our lives. This need for accepting the change has become all the more evident during and post pandemic. When making decisions, we need to realize that it has a heavy impact on people's lives. These factors need to be accounted for while global decisions are being made; how people can be the best and how the best can be taken out of them. In the ever-changing environment, we need to get the best out of the people. The panel discussion covered leadership styles, the future of leadership, productivity, workspace-management, and the impact of Covid-19.



Aamir talked about crisis and leadership. He said one can be a leader regardless of possessing a title and vice versa. We go through crises not only individually but also as a company. Pakistan is going through a crisis, especially in the Telecom sector. The ruthless prioritization mode is integral. During a crisis, it is also important to communicate frequently, especially in a world of social media, employees expect good interaction. "I would also say it's important to take ownership and one should not hide behind external forces, 'I own the problem but also look to others to help come out of the problem.'" He felt that fake news has become so common and filters so non-existent that it becomes our responsibility to be authentic. While slicing away from the unnecessary significance of optics, he added that no one needs to emulate walking and talking like a CEO. "You either are a leader or you are not. If you are a leader, you don't need a title. It comes from the heart. I would rather be disliked for who I am than to be liked for who I am not," he added. Connecting to the teams/people calmly is most effective.



Markus responded to the change required for the blue-collared industry. "In the light of the pandemic, our factory workers proved to be as vital to us as health givers to society. But unfortunately, not much has changed for them so far. We did put in the fire alarm and safety protocols, but concerning their well-being and mental health, we have a long way to go. We are paying more attention to them; we keep them closer. We have introduced Yoga and exercises for them. The blue-collar has sustained operations, and how we factor it in the context of Karachi is imperative. Health and safety measures are slowly being implemented for blue-collar workers with the use of innovation and technology. Due to the hazardous work environment, it is important to focus on the needs of these workers. Taking a break is not an option for them, and it is up to us to share the good with them."



Saquib referred to various leadership styles and requested Hatem to select the best one according to him. Hatem mentioned that leadership styles should be a super mix of all. A leader needs to be transformational, dictatorial, and democratic, according to the situation and the requirement of the work. "For a company to grow, you need a transformational leader to step out of comfort zone



and take risks; wear the golden shoes." Again agility and flexibility are crucial for timely marketing and exploring digital media. "So, I wouldn't select any one style but an amalgamation of all."

The competition has gone beyond geographical contours. Saquib approached Boo Hock with the workspace challenges. What will be the defining rules and regulations for this? Boo Hock stated that to *imagine* the future we need to re-engineer the present – all rules and regulations. The versions at work are old and not so relevant. *Seat* can be a crucial word to work with. The first and the most important question to ask is "Why is your seat here?" This relates to the dynamics of the area and work modalities, and also to the individuals and their most effective zones. The world is borderless, and the rules are archaic. Survival will depend upon the understanding of new logistical opportunities.

Malak was asked to focus on disruption and transformations for leadership. She focused on sustainability and food security. It is impossible to ignore disruptions, whether political or natural. She referred to her Arctic expedition to realize that one true enemy was climate change as it will not differentiate between nationalities. "We cannot afford leadership leeches because some of them are so costly." To be an effective leader, one needs to be agile. "Align your strategies with the new realities." She felt that it would be impossible to talk about leadership without talking about war, political unrest, and uncertainty. The need of the hour is to reorganize the mindset to be more comprehensive. People will care if we highlight more relevant issues. Peace and harmony are important.

Zeeshan was questioned on the need for compliance with productivity margins and the costs associated. IFC works within 126 countries and coordinates regularly with Washington. Sustaining and homogenizing productivity depends on two queries: decision-making and information sharing. These two flows, he felt, were important. People on the front line are the second critical issue. Timely decision-making and devolution of authority will determine success. A culture of ownership for decisions, encouragement for taking risks, and incorporation of new diverse ideas, will consolidate success.

#### TAKEAWAYS:

"For a company to grow, you need a transformational leader to step out of comfort zone and take risks, wear the golden shoes." **Hatem Bamatraf**

"You either are a leader or you are not. If you are a leader, you don't need a title. It comes from the heart. I would rather be disliked for who I am than to be liked for who I am not." **Aamir Ibrahim**

#### RECOMMENDATION:

"Even in crisis you are still going to be human, and if you emit calm, you give hope, even if you are wanting for hope yourself. Paradoxically it energizes the teams and energizes them. The intense situation need not be tense." **Aamir Ibrahim**







## THIRD SESSION

ADDRESS BY



**PROFESSOR FRANCIS DAVIS**

Professor of Public Policy, University of Birmingham &  
Visiting Professorial Fellow, University of Oxford, UK

**TOPIC: Glocalization for Global Conquests**



**FATIMA ASAD-SAID**

CEO, Abacus consulting Technology (Pvt) Limited

**TOPIC: Driving Digital Transformation through Empowering People**





**TOPIC:**  
**Glocalization for Global  
Conquests**

Address by

**PROFESSOR FRANCIS DAVIS**

Professor of Public Policy, University of Birmingham &  
Visiting Professorial Fellow, University of Oxford, UK

*UK PM: 'Can you hear me at the back?'*

*MP: 'I can, but I don't mind changing with someone who can't.'*

Professor Davis set the high-energy and wit-laced ball rolling with that political anecdote. His take on *Glocalization* was the need for an understanding of the indigenous strength as a piece of the global puzzle.

He mentioned that global conquests will not be about wars or conflicts, but about unlocking unique talent. New models of governance, in sync with society's values, will govern. Globalization brought in a merger of culture and values. It was only with the realization of the integrity and value of each culture being significantly important for the growth of all that the term *Glocalization* was coined.

Prof Francis Davis's address opened another chapter on an empathetic understanding of inheritance to be turned into global victories. He brought in the works of Justice Albie Sachs (author of the new Constitution of South Africa) as an inspiration and model for continuous evolution and focused expansion. *"When you write a new constitution you have to build it from History."*

Professor Davis, using Sachs's example, stressed creative imagination, entrepreneurial revolutionary mindset, and resilience. He merged it all in Revolutionary Imagination as it grasps pace and new thoughts together. One needs to make great things happen in the face of great odds. He mentioned the complex competing strategies:

- Technoscape
- Finance-scape
- Media-scape
- Ethno-scape
- Diversity-scape

The corporates, post-Covid, have de-spaced. He elaborated that the Metaverse and the world are free of geographical boundaries. There is no road map, just re-anchoring or rebooting.

He referred to the creative plan of Thames Estuary, which is now home to millions and its business output is more than USD 2.5 billion. Additionally, the firms are collaborating on common goals for healthy green cities. Pakistan's visibility, in spite of Indus delta and a large coastline, is not there. Despite their size and potential, this is not being tapped.

Canterbury Cathedral's outreach to children for education is exemplary. The number of people visiting is comparable to an economic structure of an aviation company. He compared it to the footfall of various mosques and do we think of them as co-agents of reinvention or just social or charity causes.

He felt that universities / learning institutions are a source for increasing collaboration and should be used for that purpose to promote economic and social development.

He focused on two thinking prompts:

- Why has the revolutionary thinking always made a mark?
- How did their imagination work?

In the context of Pakistan, he encouraged thinking about indigenous assets in a novel way. He discouraged the herd mentality, as copying will get anyone only so far. Speaking on Glocalization, he stressed the understanding of local narrative and strengths incumbent to success.

**TAKEAWAY:**

Revolutionary thinking will always be required to change the game.

**RECOMMENDATION:**

The world is not looking at any road map. They are either re-anchoring or rebooting.







**TOPIC:**  
**Driving Digital  
Transformation through  
Empowering People**

Address by

**FATIMA ASAD-SAID**

CEO, Abacus consulting Technology (Pvt) Limited

Globalization is a challenge as there is a paradigm shift. What does that mean for nations and companies and human resources?

The recalibration that is occurring will project what's next for organizations. Fatima referred to the successful, vibrant companies in the post-pandemic era as the ones that have emerged with a strong alignment of business resilience, and tech development with the well-being of the people.

According to her, leadership conversation must center on being relevant and sustainable. And this would need the leadership to challenge itself continuously. The challenges will be many – with inflation, supply chain disruptions, climate change geopolitical tensions market volatility, and evolving governance models. This is something we need to collaborate on to reassess and to come up with a roadmap to allow us to solve these problems. Evolving governance models will need to be rewritten on the organizational level.

Fatima's discourse was mainly hinged on the HR perspective. Elaborating on the need to understand the new normal, Fatima pointed out the fact that the world now has five generations working together in one organization. HR needs to rewrite the book to incorporate the diversity of values and ideas. The world is living through a mega re-calibration. Adaptive cultures and technologies will pave the way. Equality and greater collaboration are the only answers.

The rethink of the organization must be driven at the government level. If we look at the challenges for the HR function, these are the enablers that would be needed:

- Cloud-based
- Mobile deliver model
- Data-driven decision support,
- Social driven hiring
- Branding

This connectively is giving data to leaders to make timely relevant decisions and these factors in DNA are mandatory. Cyber risk and data security will keep the leadership continuously thinking but companies will need to mitigate the risk, focus on collaboration, and avoid silos for greater employee experience and profitability. Working in tandem with each other, teams that collaborate and partner will have the strongest chance of excelling. The leadership will need to hire the right attitude, correct talent, and tech-savvy potential. There's more advantage in up-skilling and reskilling the resource than looking to hire new all the time. Leadership's capacity to listen and comprehend their teams is all the more important. Leaders will need to be empathic and collaborative to build a better and more successful tomorrow with an open and transparent environment with equity and a fair match of skills.

**TAKEAWAY:**

Continue to listen, be more human, invest in people to be more innovative, and be problem solvers.

**RECOMMENDATION:**

Resetting stakeholders, creating partners within the organizations, health, and well-being of employees, we have to harness the energy for the collective good in the digital world.





## FOURTH SESSION

CEOs DIALOGUE ON  
**Talent In The New Normal**

PANELISTS



**MUJEEB ZAHUR**

Managing Director S&P Global



**GHAZANFAR AZZAM**

President, & CEO, Mobilink Microfinance Bank Limited



**MOHAMMAD SHOAIB, CFA**

CEO, Al Meezan Investment Management Limited



**AYLA MAJID**

Founder & CEO, Planetive

MODERATOR



**SAJJEED ASLAM**

Regional Lead Public Affairs – Asia Pacific, ACCA







The panelists were a right mix of data, digital, finance and sustainability enablers. Ghazanfar and Shoaib could talk through the financial companies' perspective, Mujeeb through finance and data, and Ayla brought in the sustainability factor as her company facilitates organizations to become SDG-oriented.



Sajjeed opened the discussion with a very profound question to Mujeeb Zahur about the leadership's awareness of the changed fundamentals of talent, skill sets, and related dynamics. He phrased it rather interestingly, saying if they were ready to 're-write the future.'



Mujeeb's response was focused on the need to keep enhancing the technology concerning the Metaverse, therefore digital and technical skillsets will be mandatory. Organizations, he felt, had to be technologically enabled.



Ghazanfar added to the same by throwing light on the changed expectations of the public. The turnaround time is instant. And the effectiveness of the response is crucial to relevance in the market. He highlighted the need for quick-thinking individuals and decision-makers.



Shoaib strengthened the argument by bringing the example of Kodak. Keeping up the relevance, as highlighted by previous speakers too, was integral to progress. And hiring has to reflect the needs of the new normal. Otherwise, with the best of talent and vision, and reputation, Kodak became history.

Ayla brought in a refreshing angle about a change in the corporate environment post- Covid. She felt that there was an increased awareness for tolerance and people and companies preferred authenticity and open communications. Accordingly, an increased public appetite for engaging stories. She felt that being able to verbalize eloquently and analytical skills should be the target skills when hiring.

The panel generally agreed on the need to support innovation, make smaller teams, focus on digitalization, and work towards a paperless environment. 75% of transactions according to them were already paperless.

Mujeeb highlighted the need for gender inclusivity; he felt that women's coverage was minimal, so they initiated programs to upscale women's customers and strengthen gender diversity in all spheres. S&P Global mentored 20,000 women in Pakistan in STEM skills

and created many success stories.

Ayla expanded on the 'diversity' concept by adding that not just gender, but skill diversity, was also needed. 'Stakeholder lens,' she felt was urgently required, if not already at work.

The panel with their specific wish list agreed on the following as essentials:

- Good communication skills
- Intelligence
- Positive attitude
- Willingness to learn
- Capacity to collaborate

Ayla also raised a very important point about becoming mentors for youngsters. With their strong tech and increased screen time need training and support to crack the traditional setups of the corporate environment. Their qualification gets compromised by their lack of social skills. A stronger sense of purpose will help them deliver better.

Sajjeed summarized the discussion with the following important points:

- Empower and provide ownership
- We all need to do more for mentoring and training
- More IT graduates or technically qualified youngsters required

#### TAKEAWAYS:

"Acceptance of diversity is integral to growth."

**Ayla Majid**

"Policymakers need to work on a strong policy document for IT." **Ghazanfar Azzam**

"We trained and on-boarded 650 people monthly to the company during the pandemic. Providing opportunities to the people is the main value proposition for us." **Mujeeb Zahur**

"We have 11 million crypto investors in the country and only 400,000 mutual fund and market investors. Why?" **Mohammad Shoaib**

#### RECOMMENDATIONS:

"Hire and train for adaptability and agility. This helps us shift and resource our talent continuously- it's the skill set that matters." **Mujeeb Zahur**

"We have to think of box solutions; turn hackers into coders." **Mohammad Shoaib**



## FIFTH SESSION

ADDRESS BY



**WILLIAM BAO BEAN**

General Partner, SOSV and Managing Director, Orbit Startups

**TOPIC:** Cross Border Innovation Arbitrage – What can Pakistan Learn from Other Markets



**RON THOMAS**

Managing Director, Strategy Focus Group, USA & UAE

**TOPIC:** Leadership in the Post Covid Era



**ZAIN JEEWANJEE**

CEO, Founder Insurance Agency USA, and Member Board of Advisors, RAND Corporation

**TOPIC:** Transforming Pakistan - Silicon Valley Style





**TOPIC:**  
**Cross Border Innovation  
Arbitrage – What can  
Pakistan Learn from Other  
Markets**

Address by

**WILLIAM BAO BEAN**

General Partner, SOSV and Managing Director, Orbit Startups

Bao Ben, with his start-up mode of thinking and localizing at the global level, managed to get incredible breakthroughs in the Pakistani market. As intrinsic in the start-up DNA, they invested in various options using technology.

His observations were uncanny. He realized the lack of trust in online dealings, and he realized the massive takeaway of the middleman. In his strategy for the Pakistani market, he did away with both, and, in doing that, became the second largest VC in Pakistan. The innovated ecosystem became a model to follow by others entering the market. He also mentioned how he took the positives from practices in China and Indonesia. *Priceoye*, *Dastagir*, and *Digi-Khata* were some of the examples of the almost 30 start-ups currently at work in Pakistan. This was his first trip to Pakistan, and he believes that many more will follow for him to truly analyze and work with the changing global-scapes affecting the Pakistani ecosystem.

**TAKEAWAY:**

Establishing trust was our priority. When people order on *Priceoye*, they get no rocks. We don't think money is a weapon. Just because people are offering you the capital, you don't have to take it.

**RECOMMENDATION:**

We don't go to the solution. We start with the problem, create an opportunity, and present the tech-driven solution.







**TOPIC:**  
**Leadership in the Post  
Covid Era**

Address by

**RON THOMAS**

Managing Director, Strategy Focus Group, USA & UAE

Leadership development for Generations X, Y, and Z: Ron started with reiterating what Fatima Asad-Said had also mentioned - the presence of different generations in one working environment. Ron focused on how companies are confirming the fitness of their organizations by ensuring the wellbeing of its employees, alongside productivity. The DNA of a workforce is changing rapidly, and the world may still be stuck on *my way highway*. For Ron, the climate of the organization and its sustainability were as important as that of the world. This is where sound, equipped leadership is required.

Covid experience shuffled all that we knew about business models and leadership; strategies shifted. With all those generations in the organization already, the world is also living through a massive recalibration being done the very first generation that has come out of the Covid crisis.

With IQ and EQ, the third important 'Q' is going to be CQ – the Crisis Quotient. The excellence of leadership and success of any organization will depend upon its capability of handling crises. Anchoring in the industrial age will not be able to drive the organization anymore.

“If the leadership toolbox will only have a hammer, then the others will be only the nails.”

How do we create an organization that people want to be part of? With creative and innovative leadership, great connectivity, empathy, and a high CQ.

One question that will have the most substantial impact is, “What tools are there in the Toolkit? And how strong is the capacity to handle a crisis?”

**TAKEAWAY:**

Ask people and get feedback to continuously build oneself.

**RECOMMENDATION:**

Combine the two with the new one: IQ, EQ, and CQ - Intelligence, Emotional, and Crisis Quotients.





**TOPIC:**  
Transforming Pakistan - Silicon  
Valley Style

Address by

**ZAIN JEEWANJEE**

CEO, Founder Insurance Agency USA, and Member Board of Advisors, RAND Corporation

Zain started with a question that he got from his hosts during a trip to Lahore, on how to become Silicon Valley.

He enquired if the crowd would be comfortable working on a Sunday. Why is the CEO of Apple, Tim Cook coming in on a Sunday? To transform yourself, you have to become Silicon Valley; act, behave, and think like Silicon Valley.

“Everything can be done but originality is the winner. Copying will get you only so far. Look for excellence, not just success.”

“Innovation is the name of the game.”

“Once a job begins, leave it not till it's done. No matter how big or small it is, we have to do it.”

We are good at ownership; we can do good stuff with it. Pakistanis tend to master the shortcut. He said that the latest venture was his legacy, He got 100,000 Pakistani workers to work for him as remote workers. He encouraged people to chase the finish line, not the cup, as he believes one doesn't work for the reward. It is excellence that has to be pursued, not success. Ownership must be taken, and passion should translate in the will to create.

**TAKEAWAY:**

Once a job begins, don't leave it till it's done.

**RECOMMENDATION:**

Chase the finish line; it doesn't matter when you get there. If you chase the cup and you come second, you lose.

Find an opportunity, create a company around it and funding will come.





# DAY-2

AUGUST 18, 2022







## SIXTH SESSION

WELCOME ADDRESS



**RABIA SHOAIB AHMAD**

Director & Chief Operating Officer, Nutshell Group

ADDRESS BY



**DOUGLAS CORLEY**

Founder, DHB Global & CEO, Alaunius Technologies &  
Global Panel Member, MIT Technology Review

**TOPIC:** Reshaping the Future of Public Health



**DR. SELENA MILANOVIC**

Strategy Consultant - Healthcare, Siemens Advanta Consulting, and  
Global Shaper, World Economic Forum

**TOPIC:** Walking into the Digital Future



**JOEY WILSON**

Senior Consultant, EY-Parthenon and Global Shaper, World Economic Forum

**TOPIC:** Healthcare and Pharma Post-COVID & Emerging Opportunities





## RABIA SHOAIB AHMAD

Director & Chief Operating Officer, Nutshell Group

Rabia opened the proceedings of Day Two of LIIBS 2022 with a short heart-to-heart on the inspiration that Pakistan's National Anthem has proven to be, talking about the nation's ambitions of progress, acknowledging the importance of past events, the glory of the present and the inspiration for the future. This is also exactly what LEADERS IN ISLAMABAD BUSINESS SUMMIT is all about. With the challenges ahead, she felt confident in Pakistani leadership to not only overcome but strategize for success in global progress.

She recapped the astoundingly successful Day One of LIIBS 2022, with more than 20 foreign and Pakistani leaders sharing their wisdom on the platform individually and collectively, exploring ideas and strategies for *Imagineering the Future*. With many more thought leaders to grace the stage on Day Two, Nutshell Group and Martin Dow Group, in strategic partnership with the Overseas Investors Chamber of Commerce and Industry (OICCI), have indeed accomplished a dynamic conduit for transformation and emergence of businesses relevant to the changes in times and ecosystem.

*Imagineering the Future* had sparked ingenious and deep thoughts in the context of the commerce industry with the digital revolution. The scaffolding was no longer of steel and iron alone – it was virtual and monetary and more than anything else the scaffoldings and processes were creative and unprecedented.

Rabia thanked all participants, guests, and those online for ensuring good messages went out regularly through tweets and hashtags. Many of those posts were trending at #2 and #3 in Pakistan.

She wished all the speakers' triumph in communicating their vision successfully.

WELCOME ADDRESS





**TOPIC:**  
**Reshaping the Future of  
Public Health**

Address by

**DOUGLAS CORLEY**

Founder, DHB Global & CEO, Alaunius Technologies &  
Global Panel Member, MIT Technology Review

Pakistan took a lead in handling and management of Covid, and in doing so, became a role model for the globe. Pakistan's efforts with micro lockdowns were endorsed by the World Economic Forum (WEF) as some of the best initiatives worldwide, for not only containing the spread but also keeping the economy afloat. An economist recently ranked Pakistan amongst the top three countries on Global Normalcy Index. In this regard, "NCOC's performance blew me away," Douglas quoted Bill Gates.

He shared the data for mortality rates and highlighted the major causes relating to Heart Disease, Cancer, Stroke, and Diabetes - 23% are non-communicable diseases (NCDs). The foundation of the Pharmaceutical industry needs a shift; it is forecast to be a USD 5 Billion industry by 2025. Pakistan's dependency on imports must reduce. Working with the local government to improve standards for quality control/assurance in manufacturing is what we should be focusing on. The area that he seemed most excited about was the future possibility of focusing on electronic health record improvement using may be a Blockchain solution with a team that is aware and informed about the local health landscape. This will be a two-pronged gain, as it would enable the patient to better understand the diagnosis; and the other huge reason would be the strong economic incentive for both public and private data usage.

Pakistan could go into high-volume, low-cost medicines, to increase the local Pharma industry's footprint. Regional factoring will help immensely for the quality increase and cost economization. He supported this reference to a Belt & Road Initiative (BRI) partnership with China in 2018 which saved 10 million lives, by enabling Pakistani doctors to train in Chinese Cardiac Catheterization Labs.

**TAKEAWAY:**

Coming together is a beginning, staying together is progress, and working together is success.

**RECOMMENDATION:**

Pakistan spends PKR 15,000/- per patient with Diabetes and caters to a staggering figure of almost 7 million people. Manufacturing at home and reducing the import from China can be a game changer.







**TOPIC:**  
**Walking into the Digital  
Future**

Address by

**DR. SELENA MILANOVIC**

Strategy Consultant - Healthcare, Siemens Advanta Consulting, and  
Global Shaper, World Economic Forum

Dr. Milanovic began by stating Pakistan's median age is 23. She feels that it is the greatest opportunity available. The uptake of digital transformation can be quick and efficient in such a landscape.

Her focus was on blending technology as a facilitator for the health objectives of a nation. Her interest in the pragmatic world made her leave the theoretical side of Biomedical technology. She believes in the strong collaboration of technical companies, foundations, and governments.

Humanity has been striving to get shortcuts. Water and steam made our life easy and gave way to the Automotive industry. Similarly, the year 2000 marked the beginning of the era of Information Technology and Artificial Intelligence. Big Data then took over most of the learning and exploration - 4.0 focused on automation and 5.0 is a magnified human interface. The world now needs everything personalized, from apparel to technology, and health too. Cost pressures are huge and impacts on environmental layer damaging.

What will, however, give the edge is the exponential growth in so many areas of work, but rather linear steady growth. Therefore, critical analysis of digitization will make the difference in health and lives of the people.

Integration of the Metaverse in Healthcare is instrumental because of Big Data. Dr. Milanovic outlined the idea of creating a digital copy of the real world with real problems, running through trial and error, one comes up with the best options for the product and/or the process. Regarding Healthcare, Selena shared her plan for One Intelligent Ecosystem that combines it all; where sustainability and clinical efficiency, safety and security, employee and patient well-being, intelligent spaces, and employee and patient services, can all be linked for best facilitation and improvement simultaneously.

**TAKEAWAY:**

In 2003, 0.5 billion devices were connected to the Internet of Things (IoT). Today we have 50 billion devices connected, and it is expanding. This is an amazing amount of data to work with.

**RECOMMENDATION:**

Cyber-attack is a risk and an increasing one. Companies will be focusing on regulating it on a local and global level. Cyber Security of data will be integral to all our strategies.





**TOPIC:**  
**Healthcare and Pharma**  
**Post-COVID & Emerging**  
**Opportunities**

Address by

**JOEY WILSON**

Senior Consultant, EY-Parthenon and Global Shaper, World Economic Forum

Joey began with the reference to many opportunities that are rising post-Covid.

2020 predictions about adding technology to medications translated well for the Covid impact and combating viral impact. RNA-based medicines benefit as they are inexpensive and easy to produce. The 3 P's of the future of medicine are Precision, Prediction and Personalization.

We must look at the whole landscape to understand how things have changed. Smartphones and watches now maintain and support health.

With the Healthcare industry being re-wired post-Covid, there are a few main issues that Joey wants Pakistan to look at:

- Alternative care delivery models will change the way we interact with systems.
- Digital engagement tool – accessibility of doctors across the globe.
- Transitioning from volume to value – will be about the patient outcome in future.
- Capability of regulation to be agile.
- Critical nature of supply chains – domestic production will supersede imports.
- Holistic health and wellness – Nutraceuticals and vitamins.
- Relevance of larger societal issues.

Pakistan may have 60% of its population under the age of 35, but that is no guarantee of avoiding chronic disease; Heart Disease and Diabetes are two major concerns. Pakistan will also need to work on reducing the API import; producing it locally will be tough but doable and highly beneficial in the long run. Joey stated that with 54% internet penetration, a digital ecosystem can be effective in promoting awareness, augmenting physical activity and techniques like tele-medicines, especially for remote areas. Joey highlighted important challenges for Pakistan's Pharmaceutical Industry:

- Sourcing of API
- Price control
- Speed of medicine approval
- Bulk package regulations
- Lack of IP protection
- External regulations

**TAKEAWAY:**

It is not an easy road, but Pakistan can overcome it with the right strategy, utilizing high-end connectivity and digital technology.

**RECOMMENDATION:**

Vaccine production or at least fill-and-finish – Pakistan can become *Packistan* by providing packaging.





## SEVENTH SESSION

ADDRESS BY



**NICK VAN BREDa**

Co-Founder, Vertelknuffel & Premium Coach, ExO Works

**TOPIC:** Harnessing Technology for the Deep Rise



**DORINE VAN DER WIJK**

Founder & Researcher, Swirls of Life, The Netherlands

**TOPIC:** A Path to Flow – Building a Future based on Enriched Value Systems







**TOPIC:**  
**Harnessing Technology for  
the Deep Rise**

Address by

**NICK VAN BREDA**

Co-Founder, Vertelknuffel & Premium Coach, ExO Works

“How can you revolutionize?” That is the question Nick addressed. It is his field of expertise, and he uses new, fast and upcoming tech tools to familiarize the youth with, and, in doing so, creates digital platforms for development. Given the tools of VR, Nick feels that youth can design a good world for the future.

Nick also anchored on Digital Twinning for taking his discourse forward. He also mentioned the changes in operations and recruitment, as global outreach and compatibility are now stronger reasons to select certain skill sets; and geography is no longer an impediment.

“Innovation and design will determine the future ease of digital ecosystems.”

The energy system of the future will need to be based on collaboration. Solar panels have already doubled in Europe, and we can look forward to DIY for making households sustainable. Energy grids can become house based.

Similarly, education in Covid-19 switched to online. 91% children play video games and know how to design them in 3D. One school made it into a project, requesting students to build learning projects in Minecraft. It turned out to be a game changer.

Building simulations to teach skills in mechanics and engineering can become a super addition. VR is being used to train hotel staff, and medical staff, provide meditative relief for stressed employees, etc.

This digital world, according to Nick, was all equipped to handle many initiatives with built-in support for learning with consistency and the three pillars of sustainability.

**TAKEAWAY:**

VR is becoming a parallel world for meetings, training, and onboarding.

**RECOMMENDATION:**

It is important to take into consideration the three pillars of sustainability: People, Planet and Profits.





**TOPIC:**  
**A Path to Flow – Building a  
Future based on Enriched  
Value Systems**

Address by

## **DORINE VAN DER WIJK**

Founder & Researcher, Swirls of Life, The Netherlands

Dorine calls her research '*worldwide health*.' She has built her philosophy around nature and value systems. She referred to the journey of Indus from the mountains to the Southern Delta and called it the route to her insights in life.

She called *observation* her default mode. When stuck in a traffic jam, waiting for a landslide to get cleared, she personified Indus; she questioned if Indus was upset for having rocks thrown at her for clearing the landslides. or her flowing water has always been a strong element in her life. Born on a houseboat, she learned how to dump milestones in her river. She spoke about the stagnation of spirit and the clogging up of emotions, and how the need to find a way out often leads to unknown roads – the road less traveled. She cleared her river by letting go of the life that dominated her time. She left the boardrooms with the promise to come back with an insight into how to improve. She had let her *Ego* interfere with her *Eco* and she needed to correct that.

She decided to invest in people and understanding instead. As an exercise for people to get an understanding of their role, she asked to side with either energy, time, or money. But she was surprised when a participant spoke about the fourth element missing from her equation – love. She happily included that in the list of desirables.

### **TAKEAWAY:**

You can *Imagineer* your future – we are a result of the questions we ask ourselves.

### **RECOMMENDATION:**

Between Energy, Time, Money and Love, we need to decide and prioritize, and, more importantly, devise our strategies with reference to placing resources and energy at the right time.





## EIGHTH SESSION

ADDRESS BY



**MICHAEL KUGELMAN**

Deputy Director & Senior Associate for South Asia, The Wilson Center

**TOPIC:** The Emerging Global Affairs



**ARIF ANIS**

USA Today & Wall Street Journal Bestselling Author of "I M POSSIBLE" and "MADE IN CRISES" & Founder of HumanX, UK

**TOPIC:** Made in Crises



**PAUL PAPADIMITRIOU**

Founder, Intelligencr, London; Global Keynote Speaker & Futurist

**TOPIC:** The Forever Accelerating Future - Learning to Embrace the Uncomfortable







**TOPIC:**  
**The Emerging Global Affairs**

Address by

**MICHAEL KUGELMAN**

Deputy Director & Senior Associate for South Asia, The Wilson Center

Michael took up three trending events / happening that have impacted, and will continue to impact, Pakistan-USA relationship.

The first trend in geopolitics is the limits of USA leadership that have taken a back step, instead of leading from the front. Pandemic confusion was combined with the dis-coordinated withdrawal from Afghanistan. This was given a finale with their inability to prevent the war in Ukraine.

The second trend is the USA-China competition and open front on foreign policy and technology. When these two countries don't get along, it's a cause for concern for global and regional economies and stability.

The third trend is positive opportunities for global cooperation. USA, Pakistan and China must work as collaborators to benefit from the spectrum of this opportunity. The geo-political straitjacket will have to be done away with.

The need to keep channels open between the world's biggest players and contributors is integral to the successful planning and combating of changes, especially climate change. Michael feels that Pakistan can play a constructive and very important role as a mediator between USA and China, and its relationship with both superpowers can be leveraged for a more productive world tomorrow.

**TAKEAWAY:**

Climate change is a huge issue and Pakistan is one of the most vulnerable countries to be hit by it. China recognizes it, and Pakistan can be an intermediary between USA and China to evolve viable solutions for the region.

**RECOMMENDATION:**

Pakistan's geo-political strength can play a unique role in global politics for a better world of global cooperation.





**TOPIC:**  
**Made in Crises**

Address by

**ARIF ANIS**

USA Today & Wall Street Journal Bestselling Author of "I M POSSIBLE" and "MADE IN CRISES" & Founder of HumanX, UK

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"Crises are important; nations are made in crises; leaders are made in crises."

Arif opened his speech with a very strong message. He spoke about the detrimental impact of crises, and simultaneously the importance of the perspective that an individual takes. The power of choice becomes huge at such hours.

He co-authored 'MADE IN CRISES' with Ather Qaiser.

Mandarin is a global language whose instrumental role in the world will continue to increase. Mandarin has two characters written for the word 'crisis' – one meaning 'danger' and the other 'opportunity.'

2020 ranked countries who could face the crisis of the Covid-1p pandemic, declaring the USA and UK as the two countries spearheading their way out of it. But they both crashed, whereas the world saw Pakistan coming out of it as a winner.

"It is important to find your boiling point." The universe was created by a big bang. He re-affirmed that crisis is the birthplace of greatness.

**TAKEAWAY:**

Leaders are made through crisis situations. CQ determines success.

**RECOMMENDATION**

'I am possible' is a good mantra to have. Look for opportunities in crises.





**TOPIC:**  
The Forever Accelerating  
Future - Learning to  
Embrace the  
Uncomfortable

Address by

## **PAUL PAPADIMITRIOU**

Founder, Intelligencr, London; Global Keynote Speaker & Futurist

Paul started with his excitement at being in different places and how he has always seen a method in the madness. He mentioned being overwhelmed by Tokyo – his present city of residence.

He believes that the entire human race goes through a 'new normal' every day.

He claimed to have multiple identities within himself and like a business, people must learn to identify. He felt that people are built by *Myths* and *Tools* – a sense of idea begins with stories the same starts with business. The tools are technology; how do we translate this into something productive and profitable that people can use?

Paul works with many of start-ups. Their research is on people-and they work out the basic questions of how they behave, what they like and how would they like to use technology. He declared that *Myths* are intrinsic, and with *Tools* and *Disruption* they determine the speed.

The pandemic accelerated things like commerce, data, learning, healthcare, and transformation. It initially looked strange, but then it normalized like everything does when given time and space.

Paul felt that Pakistan needs to stand out and needs to be heard. The occidental disruptions will be slowing down. Pakistan needs to create forward cultures, empower good leaders, and pick the right talent. Pakistan is on the road and needs to look at the road and not the bonnet.

The youth's ideas and imagination will create all kinds of possibilities.

He believes that emerging countries like Pakistan have a better grasp of a situation, as they have a better understanding of crises as compared to the West, where people have become used to comfort.

### **TAKEAWAY:**

Disruption is speed.

### **RECOMMENDATION:**

Changes, whether good or bad, become normalized. We have to move on and we have to keep leading.







## NINTH SESSION

ADDRESS BY



**GEN ZUBAIR MAHMOOD HAYAT, N.I. (RTD)**  
Chairman Joint Chiefs of Staff Committee (2016-2019)  
**TOPIC: The Geopolitical Backdrop**





**TOPIC:**  
**The Geopolitical  
Backdrop**

Address by

**GEN ZUBAIR MAHMOOD HAYAT, N.I. (RTD)**  
Chairman Joint Chiefs of Staff Committee (2016-2019)

Gen Zubair Mahmood Hayat (Rtd) brought his deep insight to highlight some very pertinent issues that we, as Pakistanis, are confronted with. The strategic location of Pakistan and its relevance to the global shifts in power play have consequences. Moreover, the agents at work seem to shift fast, and unless a comprehensive united front is structured, the consequences can be dire.

He set the trajectory of his talk with a reference to the 'pandemic impact' – it had come unannounced and the learnings and changes in its wake revamped the world. It gave way to recalibrations for both the first and the developing world. Similarly, Europe had boasted of having buried warfare for good, and now the Ukrainian war has defied European claims with a resurgence of arms on its landscape after 75 years of World War II. The USA, which presided over the globe as the only superpower post the cold war, has now sent its emissary to Taiwan after 25 years – Speaker of the House Nancy Pelosi.

The Taliban took over Afghanistan after 40 years of war, and the US had to exit, having left no roadmap for Afghanistan. The country is at continuous risk of trial and error.

Inflation is at an all-time high with the possibility of going further up. So is the population. October 2022 will see the globe swelling up with 8 billion people.

While Russia and India may be secondary players, the tussle for dominance is now between USA and China. 20 other countries from Europe, Asia, and now Africa, are part of the power play, Pakistan being one of them.

A great reset is taking place. Gen Hayat correlated this paradigm shift to the statement made by Henry Kissinger in Geneva in 2008, about the power shift to Asia. The sync between political, military, and economic shifts has to streamline before we start seeing an end to this chaos. He quoted United Nations Secretary General, Antonio Guterres, who, in New York, stated that the world is just one miscalculation, one misunderstanding away from nuclear initiation between two powers. The dissidence and disharmony need to be addressed. Kissinger, in an interview with Wall Street Journal, shared his concern for the risk of a war with Russia or China for issues that the USA is partially responsible for.

On the military front, he referred to NATO's expansion in Eastern Europe, Indo-Pacific commands, cyber shift, and deployment of lethal and hypersonic warfare as continuous installations of causes of concern.

On the economic front, the sanctions, the new form of digital currency, and the move away from oil and gold, can be detrimental. The Middle East, particularly the Gulf region, may be losing its edge in terms of oil, but its Islamic stance and geographical positioning will ensure the continuity of its influence. Iran has already evolved in its relationship with Russia and China. India, on the other hand, with all its development, is chained by the dominating philosophy of Hindutva and RSS. It is the largest importer of arms in the world, and its internal policies pushing the minorities toward genocides have impacted the regional economic pattern. Their acquisition and deployment of S400, aimed at Pakistan, is predictable, but a concern nevertheless.

Gen Hayat divided the world power corridors into two: Status Quo Power Holds and Emerging Powers. He shared three potential lead questions:

- Can the Theosis trap be avoided?
- Will things get worse?
- How, when, and at what cost, will the New World Order take shape?

Status Quo Power Banks are strong on keeping the power holds as they were, while the Emerging Powers are strong commerce with BRI. He agreed that Digitization, the 5G and 6G war, and flirting with the digital currency, are common areas of competition between both corridors, but with the Brexit making Europe lean strongly on the USA's shoulders, the power paradigm is not tilting towards anyone side very soon.

But then when going gets tough, the tough get going.

**TAKEAWAY:**

The power of paradigm is not tilting towards any one side very soon; yet time for the emergence of a multipolar world is arriving fast.

**RECOMMENDATION:**

The Middle East, particularly the Gulf region, may be losing its edge in terms of oil, but its Islamic stance and geographical positioning will ensure the continuity of its influence.





## TENTH SESSION

CEOs DIALOGUE ON  
**Innovating for Growth**

PANELISTS



**OSCAR WENDEL**

Journalist, Author / Partner, METAL International, USA



**DR. SHAHID MAHMUD**

Chairman & CEO, Interactive Group of Companies



**ASIF AKRAM**

Chief Operating Officer, Systems Limited



**NAZ KHAN**

Chief Strategy Officer, K-Electric



**SARDAR ABUBAKR**

Chief Finance & Digital Officer, Mobilink Microfinance Bank Limited

MODERATOR



**SAJJEED ASLAM**

Regional Lead Public Affairs - Asia Pacific, ACCA







“How does innovation lead to, or is linked to, growth?”

Sajjeed opened with the above question and with the eight variables for progress. Each precedes the next:

- Education
- Innovation
- Economic output
- Services
- Share in global trade
- Military strength
- Efficient capital markets
- Reserve currency and then the game changes, allowing the country the power of negotiation.



He then threw the question of linking innovation with growth to Oscar.



Oscar responded with his definition of innovation, "Making the nation more competitive, doing more with less." Innovation leads to more business and profits.



Shahid addressed the same question and added the variables of social, environmental, and economic. He agreed with the former speaker, saying that the 8 billion of the world population will be now looking at the common resources. Creativity and technology and their most productive use will determine success for anyone.



Asif contributed to the same – innovation for growth is tough to ask as it also needs to be an identity. Culture and mindset must be innovative. We have a young population, but weak education. He stated that technology supports innovation, it does not drive it.



Sardar further elaborated by saying innovation doesn't have to be hard. He agreed that Pakistan is at a crossroads; it needs to find new revenue schemes. 5-7% is tax revenue for business but less than 1% for agriculture. Similarly, digital currency is tax-free for the lack of regulations. Financial inclusion will help us bring down the PKR 20 billion that Pakistan uses to print cash every year. The curriculum must have continued education and an expanded horizon.

Naz added that mindset is important for people to innovate. Understanding tangible and intangible resources and then educating to see things differently; and challenging the status quo will be needed. Shahid brought in a bit of humor by using the word *Jugaar* – which Asif elaborated upon. He felt that Pakistanis as a nation tend to get away with shortcuts for the lack of accountability.

Oscar insisted on the irony of the scarcity of resources as the most fertile ground for innovation.

While Sardar and Naz agreed on the need for innovation and the value of observation and metacognition, Shahid elaborated on the constraints and importance of Data Mining for the same. Digital connectivity will ensure cost effectiveness – doing more with less. Innovation, he reiterated, should and will not ideally have any hierarchy. Regimented organizations, he said, will struggle.

Asif, at this point, brought in one of the show stealers; he said that “I want to remove a myth that Pakistan has talent supply issue. We hired 24,000 tech professionals in 2021, which is 200 people a month, all from Pakistan universities.” Systems Limited continue with the same trend in 2022, adding 1,000 more people. As a company, they grew from 1,500 in 2019 to 5,500 in 2022. “People have to start looking at the glass half full.” He felt that Pakistan is strong on supply and human resources – innovation, he said, is a mindset.

Looking at affordable energy, Naz reaffirmed that a lack of genuine leadership is responsible for not tapping into resources and diverse modalities. Renewable Energy is the solution that Pakistan needs to aggressively work towards.

Sardar repeated the need for digital financial services to reach the masses and be inclusive. One huge deterrent is ego, which must be sacrificed for a healthy ecosystem.

Oscar contributed to the need for discipline, which comes through education. Shahid added that government needs to focus on infrastructure with ease of regulations. Innovation will work best if incentivized, said Asif.

Pakistan needs a country-level digital execution plan, Sardar highlighted. Naz reverted to her earlier comment and reiterated the need to rewrite the curriculum and redefine failure as a step towards the task, not the inability to do it. Also, collaboration with the youth and their creativity can be a huge platform.

#### TAKEAWAYS:

“We need to go into alternate energy and need to work backward on carbon footprint.” **Dr. Shahid Mahmud**

“The plains of Balochistan are 44% of Pakistan and 8% of the population; CPEC is our lifeline – an opportunity with 9 optical fiber cables landing. We can move to energy and urban farming with planned clusters where social living allows innovation.” **Dr. Shahid Mahmud**

“Remove the myth that Pakistan has a talent supply issue.” **Asif Akram**

#### RECOMMENDATIONS:

“Sustainability, structure, and accountability will all need to be combined with execution.” **Sajjeed Aslam**

“The obstacle is the status quo. There is always a risk with change. and innovation requires change. It may not benefit those at the top. This needs to change for a better impact.” **Oscar Wendel**

“The obstacle is the way and the obstacle is the opportunity.” **Oscar Wendel**

“The private sector needs to change its thinking. Bashing doesn't work. Collaboration is the key. No one organization can do *Plastic Roads*. Solve the problems of the masses through innovation; there is an innate business case in it.” **Sardar Abubakr**





# ELEVENTH / CLOSING SESSION

## CHARTING THE COURSE – PAKISTAN 2047

ADDRESS BY



**SOFYAN YUSUFI**

Principal – Deloitte US Government & Public Services



**AIR CHIEF MARSHAL SOHAIL AMAN (RTD)**

Chief Executive Strategic Engagements, Nutshell Group and  
Pakistan's Chief of Air Staff (2015-2018)



**SENATOR DR. MUSADIK MALIK**

Minister of State (Petroleum Division)





Address by

## **SOFYAN YUSUFI**

Principal – Deloitte US Government & Public Services

Sofyan's address painted a perfect landscape for the celebration of Pakistan's 75 years of independence. The idealistic escape was so doable that the poignancy factor couldn't be ruled out, and listening to Sofyan, every Pakistani must have said 'Aameen.'

His address was a time machine switch to 25 years ahead - August 14, 2047.

"Pakistan is a stable and progressive nation in 2047. Its breakthrough into modernization has set a roadmap for other developing countries looking for stability and sustainability. Its youth has the best educational and skill development opportunities. All Pakistanis are dutiful and conscientious citizens. Libraries, schools, and parks are common features and free for all. Revenue collection, voting, and all such facilities are digitized and accessible. The 'Green Passport' is considered one of the strongest, and visas are not required. While the sports teams are making their mark globally, experts like Samina Baig and Arshad Nadeem run big training academies. The culture of inclusion is a strong security blanket for all. Public transport works for all, and public officials use it for their commute. No large entourages and protocols exist for VIPs."

Coming back to the present time, he highlighted the required modalities. How to expedite progress through the wake-up call by possible insolvency. "Same old cannot continue, 'same old' has to go!"

### **TAKEAWAY:**

A common national vision with defined valuable and no-go areas, focusing on 5 major strategies:

- Quality education and up-skilling with a focus on STEM and the development of multi-disciplinary talent.
- Global value chain
- Health and well-being with a special focus on mothers.
- Women's inclusion, development and empowerment.
- Agri tech and recycling built into the lifestyle

### **RECOMMENDATION:**

Many people live a whole life without owning a home. Here we have an entire country; half full or half empty, we have a glass to fill and that is our winning point. It is now only how our leadership steers the country to harmony and success.







Address by

### **AIR CHIEF MARSHAL SOHAIL AMAN (RTD)**

Chief Executive Strategic Engagements, Nutshell Group and  
Pakistan's Chief of Air Staff (2015-2018)

ACM Sohail Aman (Rtd) found Sofyan's speech to be a good anchor on which to advance and build his address. He felt the need to highlight the speed of change, and while 5 years of holding LIIBS have seen a mega change across the globe as well as in Pakistan, he felt that 5 years might not be a large enough window and efforts will have to be expedited. Institutions, both public and private sector, will need to optimize innovation and integrate well for the progress of the country.

Covid slowed down the world and highlighted the need for family connections and well-being. It also strengthened technology as an effective instrument. ACM Aman (Rtd) stated that we need to understand and value technology, but not confuse it as a destination. Technology is an efficient, zero-waste vehicle; and it is the vehicle of the present and the future.

He explained the model of security, stability and prosperity, and declared them as the three essential tools to develop any nation. He said that after having struggled through terrorism for two decades, this is a golden opportunity to work on establishing stability through sound governance, policy making, thus bringing prosperity to the people of Pakistan. He also drew attention of the audience to perpetual impact of climate change in Pakistan and reiterated that though late, we need to adopt strategy to tackle it.

People, he felt were the most important elements of an organization. "We are important, you are important. We need an integrated Pakistan of Pakistani people."

He also stressed role modeling, giving his example of going through life as his father envisioned for him. "Your children will do what you exhibit."

He elaborated that leaders at various institutions should not embroil their thought processes on environment and government impediments, but instead their focus should be on improving their own organization; that will streamline all processes on a bigger scale. Excellence at micro will determine excellence at macro. Challenges will remain and it is the leadership that will find opportunities for success in those challenges.

ACM Aman (Rtd) gave a strong example from his aviation experience. When international certification was denied, how indigenous teams were set to task to repair a strategic asset and evolve an aviation certification agency. Within a year, Pakistan became the 5th strongest certifying agency. That, he felt, was the perfect roadmap to progress for any organization, i.e. innovation, bold decision-making, inspiring people and providing them the right environment.

He concluded by saying that for progress, it is essential to have and adhere to a value system, develop structures for accountability.

#### **TAKEAWAY:**

Take the first step in faith. You will never see the whole staircase; yet take the first step.

#### **RECOMMENDATION:**

We need to understand and value technology, but not confuse it as a destination. Technology is an efficient, zero-waste vehicle; and it is the vehicle of the present and the future.

We must utilize this period; through positive political processes and good governance, we should develop sound policies. This the global way to attain progress and prosperity for our people.

We need to create a narrative on Pakistan's vulnerability to climate change, and thus seek support from international organizations to build suitable infrastructure to guard against likely devastation.





Address by

**SENATOR DR. MUSADIK MALIK**  
Minister of State (Petroleum Division)

“What would it take to build a country?”

Dr. Musadik Malik opened with the above question, to explore the four pillars that we need to structure Pakistan.

Education, Technology and Agriculture were his top priorities, along with Sustainability. His government's main focus will be to strengthen these streams for a prosperous future.

He complimented the vision of the earlier speakers and excellent articulation of the same. He insisted that all that he had to say had already been said, so he will keep his address precise. He outlined two important questions that each Pakistani can ask: “What do we have?” and “What can we do?”

He agreed that 2047 is a good deadline to have to work towards. What we have, he felt, was obvious in terms of resources, technology, and landscape. What we can do is, however, a more pertinent question, as it will shape our future.

Without imagination, no one will be able to develop the contours of a country called Pakistan in 2047. It will be the power of imagination combined with infrastructure – *Imagineering* at its best!

Science fiction of 30 years ago has become the reality of today, and the imaginative planning of today will be the reality of tomorrow.

Talking of ignoring imagination, he cited the example of William Thomson, known as Lord Kelvin, who was one of the most eminent scientists of the nineteenth century and is best known today for inventing the international system of absolute temperature that bears his name. In 1895 he stated that “heavier-than-air flying machines are impossible,” only to be proven definitively wrong just eight years later.

Similarly, in 1943, Thomas Watson, Chairman of IBM, said, “I think there's a world market for maybe five computers.” With that kind of thinking, no one paid much attention in 1952 when a British scientist named Dummer wrote: “It seems now possible to envisage electronic equipment in a solid block with no connecting wires.”

The future, he felt, is a fluid screen, and we can put our imagination to brace for discontinuity and switch to innovative products. He stated a few tangents that will be the pillars of a prosperous future.

- Nanotechnology – zero waste miniaturizing
- Biotechnology – Genome set
- Cognitive sciences – cognition translating into action – VR going into the actual realm
- Green, renewable, efficient energy

Pakistan will need a focused effort and development in all the above spheres to compete and be the prosperous Pakistan of 2047. He also emphasized on the need for continuation of policies and good governance for making Pakistan a progressive country in the coming years.

**TAKEAWAY:**

I imagine Pakistan to be the best country for my daughter. We all need to think of Pakistan as a home for our children to guarantee only the best.

How can we produce fighter jets but not simple cars why are we still importing?

**RECOMMENDATION:**

We celebrate *Jugaar* – it is a patch on a failing state. There is no Nanotechnology without Physics, and we need to produce more scientists to have the fundamentals, so that we don't work with patches.







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