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THE ENTERPRISE **REIMAGINED**

ASIA'S TRAILBLAZERS IN INNOVATION & TECHNOLOGY

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MESSAGE FROM EDITOR

PROSPERING IN THE AGE OF UNKNOWN
UNKNOWNNS

BY RAHUL JOSHI, EDITOR, ENTERPRISE INNOVATION



From banks and logistics companies to retailers and hospitals, they all have one thing in common – the ability to use technology in novel ways while reducing the costs involved in keeping the lights on.

In the early 20th century, German philosopher Edmund Husserl wrote an important treatise on the philosophy of science called “Crisis of the European Sciences and Transcendental Phenomenology”. In this work, in simple terms, he sought to show how the “life-world” — the sum total of lived, natural, real-world experience — was somehow being subjugated by the world of theory and preconceptions. He also sought to demonstrate how implements like telescopes and microscopes are extending human perception beyond our naturally-given senses, and what that might mean for the future of our scientific and technological endeavor.

These ideas have never been more relevant and more significant than in the IT world of today.

Technology had generally advanced in relatively measurable and predictable ways, with the frontiers extending iteratively beyond the contemporary sum-total of human knowledge. However, with artificial intelligence, machine learning, and inexhaustible amounts of data becoming a reality, it is possible that technology will advance in ways that are unpredictable and out of the intellectual bounds of human beings. The sheer amount of granularity and intractability in the realms of cybersecurity, analytics, finance tech, social networks, etc. may mean these systems are too complex to be easily monitored and supervised through human intervention.

In the “life-world” of the CIO, what does this imply? It means that he or she has to prepare to face the “unknown unknowns” and hunker down with top-notch business processes and internal governance. You may not be able to keep track of all the data generated by your people and machines, but you can always make sure that it is well-defined in terms of user base, availability and integrity. You may not be able to ensure that security breaches are mathematically impossible, but you can always have robust practices for breach response and mitigation in place. Only after processes and governance are in place in incumbent systems will true innovation be possible.

In this issue, we look at some of the winners from last year’s Enterprise Innovation Awards and other organizations in Asia-Pacific that are doing precisely this — innovating in a world of unknown unknowns after having refined internal processes as far as they can.

From banks and logistics companies to retailers and hospitals, they all have one thing in common — the ability to use technology in novel ways while reducing the costs involved in keeping the lights on. These are diverse stories of success and leapfrogging from all corners of Asia, that we hope inspire as many new ideas in you as they have in us. This special awards issue of Enterprise Innovation celebrates their success and their hard work — we hope to receive your nominations for this year’s awards so the next issue could possibly celebrate yours!

ANALYST VIEW

EMPOWERED CUSTOMERS DRIVE DEEPER BUSINESS TRANSFORMATIONS IN 2017

BY FREDERIC GIRON, VP AND RESEARCH DIRECTOR, FORRESTER



In this environment, being customer-obsessed and constantly innovating are the only ways to remain competitive.

Businesses today are under attack, but it's not by their competitors. They are under attack from their customers. Three years ago, Forrester identified a major shift in the market, ushering in the age of the customer. Power has shifted away from companies and towards digitally savvy, technology-empowered customers who now decide winners and losers.

OUR EMPOWERED CUSTOMER

Segmentation shows that consumers in Asia Pacific are evolving, and becoming more empowered, across five key dimensions: Progressive Pioneers, Savvy Seekers, Convenience Conformers, Settled Survivors and Reserved Resisters.

These five key shifts explain changing consumption trends and lead to a sense of customer empowerment: Consumers are increasingly willing to experiment, reliant on technology, inclined to integrate digital and physical experiences, able to handle large volumes of information, and determined to create the best experiences for themselves.

At one end of the spectrum are Progressive Pioneers, who rapidly evolve and feel most empowered; at the other end we find Reserved Resisters, who are more wary of change and innovation.

While the segments are globally consistent and apply across markets, we see significant differences when comparing countries.

Our analysis of five countries in Asia Pacific reveals that metropolitan online adults in India and China lead the way, while South Korea, Australia and Japan have a more diverse outlook. Highly empowered customers will switch

companies to find new and exciting experiences. In this environment, being customer-obsessed and constantly innovating are the only ways to remain competitive.

Companies in Asia understand this new environment and have started leveraging digital technologies to better engage and serve their B2C and/or B2B empowered customers. While important, most of these investments remain cosmetic in nature.

Being customer obsessed requires much more than a refreshed user experience on a mobile app. It requires an operational reboot.

To date, few organizations have started the hard transformation work of making their internal operations more agile in service of these customers. To win the business of these empowered customers digital initiatives in 2017 will have to move from tactical, short-termist initiatives to broader and deeper functional transformation programs.

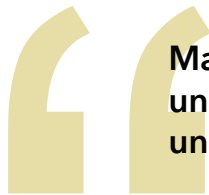
Customer obsession requires harnessing every employee, every customer data point, and every policy in the organization. Eventually, companies will have to assess and address six key operational levers — technology, structure, culture, talent, metrics, and processes — derived from the four principles of customer obsession: customer-led, insights-driven, fast, and connected.

Done well, customer obsession promises to help your organization win, serve, and retain customers with exceptional and differentiated customer experiences.

INSURANCE

PUSHING THE COMPETITIVE BOUNDARIES
WITH DATA

BY METLIFE



Maintaining an edge in the insurance industry space requires an elevated understanding of customer needs and the ability to translate that understanding into innovative products and services.

Asia's life insurance sector is in a state of flux: slowing economies, an aging population in mature markets, growing middle class in emerging markets, and the transitioning of the workforce and wealth creation to millennials. All these are forcing insurers to rethink how life insurance and investment products are developed, marketed and managed to cater to customers' real needs.

Maintaining an edge in the insurance industry space requires an elevated understanding of customer needs and the ability to translate that understanding into innovative products and services. For the insurance industry, data has become a key source of competitive advantage and is pushing the competitive boundaries for insurers at an accelerated rate.

One of the largest global providers of insurance, annuities, and employee benefit programs, MetLife has consistently shown its commitment to delivering a truly customer-centric experience by driving regional innovation through the optimization of customer intelligence and analytics.

ADA INITIATIVE

In the era of big data, MetLife Asia (MLA), a subsidiary of MetLife, has implemented a disruptive initiative that uses data-driven customer insights to create a truly personalized customer experience: the Advanced Data Analytics (ADA) initiative, including the establishment of the Center of

Excellence for Data Analytics (COEDA). The ADA Initiative has four core objectives: to build capabilities that improve cost efficiency and bring incremental value to the company; generate and leverage customer insights to profoundly enhance customer experience; identify and nurture the company's next generation talent; and strengthen MLA's commitment to be a major consumer-centric innovator.

Central to the ADA initiative are five core drivers: advanced data modeling, contemporary behavioral economics, activity management systems, reward systems, and dynamic learning. Together these drivers transform big data into insights that enable better service and experience design, agile decision making and company-wide knowledge sharing.

CHALLENGES

Bringing these drivers together seamlessly is what makes ADA unique. According to MLA integrating these five drivers into a 'tech-savvy implementation' presented its own set of challenges as the organization needed to make sure these are incorporated in its big data systems, data analytics programs and platforms, as well as the CRM solutions in use at the company.

Just as important the solutions developed from the initiative must cater to the customer's behavior and needs in a flexible manner, and geared towards

creating that differentiated customer experience.

These innovations are seen at two levels: service innovations and process innovations.

The former focuses on deriving insights from ADA to gain better insights on customer needs as well as improve agents' ability to engage customers. The latter uses ADA to derive insights used to enhance processes geared towards enhancing customer engagements and facilitate operational efficiency.

BENEFITS

According to MLA the ADA initiative has translated directly into the creation of significant business value through service innovations and business process enhancements. It has also helped the company identify both risky customers and those with high business potential at an early stage.

By offering highly targeted choices and meaningful alternatives to customers MLA increased conversion rates substantially.

Both qualitative and quantitative metrics have supported the strength of MLA's pioneering position on innovation in the insurance industry space. In the future, MLA will continue to innovate and to grasp new opportunities for the company to differentiate and to better serve its customers.

BANKING

DIGIBANK INDIA INNOVATING THE BANKING EXPERIENCE

BY DBS BANK

Banking is being profoundly impacted by new technologies and changing customer expectations. DBS recognizes that its future success depends on its ability to innovate, to harness the digital revolution and to completely re-imagine the role of banks and the customer's experience.

WATERSHED PERIOD IN BANKING

We realized some years ago that we were approaching a watershed period in banking, where the barriers to entry into our traditional financial services markets were breaking down and start-ups and major non-industry players alike were looking to take market share via digital entry points, said Olivier Crespin, Managing Director – Digital Bank, DBS. ▼



As large multinational digital players enter India's financial services market, DBS understands the significant challenges these digital players pose to its business and its relationship with customers.

DIGITAL-BY-DESIGN BANKING

Digibank India is the first release of the bank's fully-digital banking capability. Digital is at the core of the bank's strategic intent to develop financial services that are relevant, efficient and frictionless while delivering transparent security and outstanding customer experience.

"We started by building new foundations for our digital offering with a Service Oriented Architecture layer

of APIs on which we could construct our new platform and connect with ecosystem partners," said Crespin. He noted that the bank completely redesigned its traditional banking processes.

"Beginning with customer journeys, we focused on enabling customers' job-to-be-done with limited need for operational staff intervention. Then we built an application that delivered a tremendous user experience, while embedding the best customer analytics and security," he elaborated.

Digital has become a change agent across the bank. In order to develop end-to-end digital solutions for its customers, the bank challenged current banking practices.

For example, it worked with the risk management teams and compliance to develop new solutions for automated threat monitoring and implement new technologies, such as embedding soft-token two-factor-authentication into its app. It reengineered business processes to be "designed for no operations", and embedded a cutting-edge Artificial Intelligence virtual assistant into the app to minimize the need for contact-center staff. The API layer approach opened up a world of opportunities to partner with other companies to more rapidly and effectively deliver capabilities that customers needed. At present the digital assets, capabilities and processes arising from the digital banking program are being shared across the DBS Group, serving as a catalyst for overall digital transformation.

LESSONS LEARNED

An important lesson was the need to shift thinking from product-focus to customer-centric. Banks have traditionally channelled their creative energy into developing new financial products, and then figure out how to market these products to customers.

"Digital thinking requires us to flip this approach around and start with defining our customers' "jobs to be done", then designing and experimenting to assess how best we can help our customers undertake these jobs," said Crespin.

It is critically important to establish the structural foundations for digital innovation. To turn great ideas into reality requires the reengineering of the technology stack, revamping delivery methodologies and automating operational processes to allow for rapid delivery of digital solutions to customers. Adopting a digital mind-set and working closely with local regulators is important as the bank navigates the implications of changing technology on the regulatory environment.

"We need to be open to creating ecosystems with new commercial and technology partners so that we can deliver new services to customers without having to build everything in-house," he added. Having a "rock-solid commitment to digital transformation" from the top down is very important as change is never easy and every bank's digital transformation will require a lot of energy and sustained investment.

LOGISTICS & TRANSPORTATION

E-HATCL: TRANSFORMING THE SPIRIT OF INNOVATION IN THE AGE OF DIGITAL

BY HONG KONG AIR CARGO TERMINALS LIMITED



As a regional transport and distribution hub Hong Kong has developed a reputation for efficiency. As a free port city, Hong Kong is the lifeline for trucking companies, freight forwarder, airlines and shipping companies.

When it comes to moving cargo in and out of aircrafts whisking about Hong Kong, few can compare to the Hong Kong Air Cargo Terminals Limited (Hactl), as a leading air cargo terminal operator in the world. Located at the Hong Kong International Airport, it handles a total throughput of 2.9 megaton of cargo per year, about four-fifths of the air cargo processing capacity of Hong Kong International Airport as at 2010.

To stay competitive, Hactl takes innovation seriously. Air cargo means speed, reliability, secure and safe. Hactl believes it's essential to promote a culture of innovation to keep its businesses relevant in a rapidly changing airport ground handling operation.

As one of the world's largest air cargo terminals, its DNA has led it to be a pioneer in the innovative application of technology and able to consistently deliver exceptional service that exceeds customers' expectations.

IMPERATIVE TO GO DIGITAL

e-Hactl was born from the confluence of severe business competition, tightening regulations and increasing operation complexity. The project aimed to reduce reliance on costly manpower, simplify procedures and speed up the entire cargo handling process. The ultimate goal was to retain existing customers, acquire new ones, maintain its market-leading position and consistently deliver exceptional performance with quality.

Hactl's traditional spirit of innovation was showcased in its move to fundamentally improve operations through the adoption of mobile computing. The guiding strategy was to change the paradigm of "bringing people to information", to proactively "bringing information to people" throughout Hactl's vast ramp and terminal operations, and across the wider air cargo community with whom it operates.

BENEFITS

As one example, this has dramatically reduced ramp tug mileage, so improving efficiency, reducing emissions and cutting maintenance costs; it has also reduced ramp cargo exposure to severe weather, and cut the time taken from aircraft unloading to cargo arriving at the terminal. Customers and staff also benefit from greater information transparency.

LEARNINGS

Implementing a corporate wide initiative, such as the e-Hactl project, required the full cooperation and coordination within the company. This led to the formation of a dedicated Performance Enhancement Department under the direction of the Chief Operating Officer. Hactl recognized that success is often built on the back of ideas that have not yet panned out. It is thus important that people be given room for experimentation under a supportive culture. By fostering an environment that encourages the embrace of innovative ideas, in some cases away from comfort zones, it facilitates the willingness to accept change.

MANUFACTURING & HEAVY INDUSTRIES

PROCURE TO PAY PROCESS AUTOMATION

BY COCA-COLA PHILIPPINES

As we invest and expand our business, there is a big multiplier effect in many other industries like in packaging, people who make the bottles, crowns, the logistics, raw material, all of them expands. That's the beauty of our system. We look at sustainability for our entire value chain, not just our business, he said.

One function within Coca-Cola that knows this all too well is its Manila Based Finance Shared Services (FSS) Team. Jeffrey L. Capulong, Senior Process Manager for Procure-to-Pay, noted that in any given month, FSS will process about 24,000 invoices from as many as 2,000 active partners nationwide. ▼

**HURDLES TO GROWTH**

Prior to the Procure to Pay Process Automation project, paper and people-based processes led to high accounts payable transaction costs and missed business opportunities for Coca-Cola Philippines and its business partners. Errors in manual data entry, lost or missing invoices, a high number of discrepancies and exceptions, and limited visibility on outstanding liabilities were some of the frustrations encountered by the Finance Shared Services Team. Capulong said the department's digital transformation was a multi-prong strategy aimed at standardizing processes so that "there is one version of "the truth", and only one way to get it.

THE TRANSFORMATION STRATEGY

The transformation of financial services involved four components accounts

payable (AP) automation, payments approval, workflow integration with existing ERP system and web-based supplier self-service portal.

Under AP automation, incoming invoices were automatically captured and sorted according to pre-specified rules set by the internal policy. Relevant information – down to line-item level – is extracted and matched up to purchase order and goods receipt. A verified invoice would automatically be posted for payment. Exceptions were routed to a workflow where assigned personnel would be alerted to take actions on the flagged entries.

The strategy also included the setup of a supplier web-based portal that would enable suppliers to submit invoices, inquiries, disputes and requests for information online. The portal would eliminate the need to re-enter invoice data – a common source of data and payment errors. It would let suppliers see the status of each supplier invoice and facilitate resolution of billing issues needing their action.

BUSINESS VALUE

With the completion of the phase one of the project, the department has improved goods receipt on time to 99% in less than 18 months. There is also a significant reduction in invoices with issues from 25% per month to below 10%, out of the average of 24,000 invoices processed monthly.

By automating the financial process using Lexmark technology, 93% of its 2,000 active suppliers now receive payments within the approved payment terms. Moreover, with automation and the introduction of a three-way invoice matching system, this has resulted in

20% increase on invoice processing productivity by the end of 2016.

Overall the project has enabled the Finance Shared Services team to move up the value chain. Personnel handling low-value activities are freed up to handle complex, higher value-add tasks such as resolving invoice-related issues, root cause analysis, and process improvement projects planning and execution, including change management.

The team has improved transparency by giving business units access to accurate and up-to-date information, such as volume of transactions, exception reports and supplier performance. There is also enhanced ability to monitor billing discrepancies and overpayments, as well as recognize unclaimed negotiated discounts.

Armed with such data, business managers can more effectively manage working capital and fulfil strategic business objectives.

LESSONS LEARNED

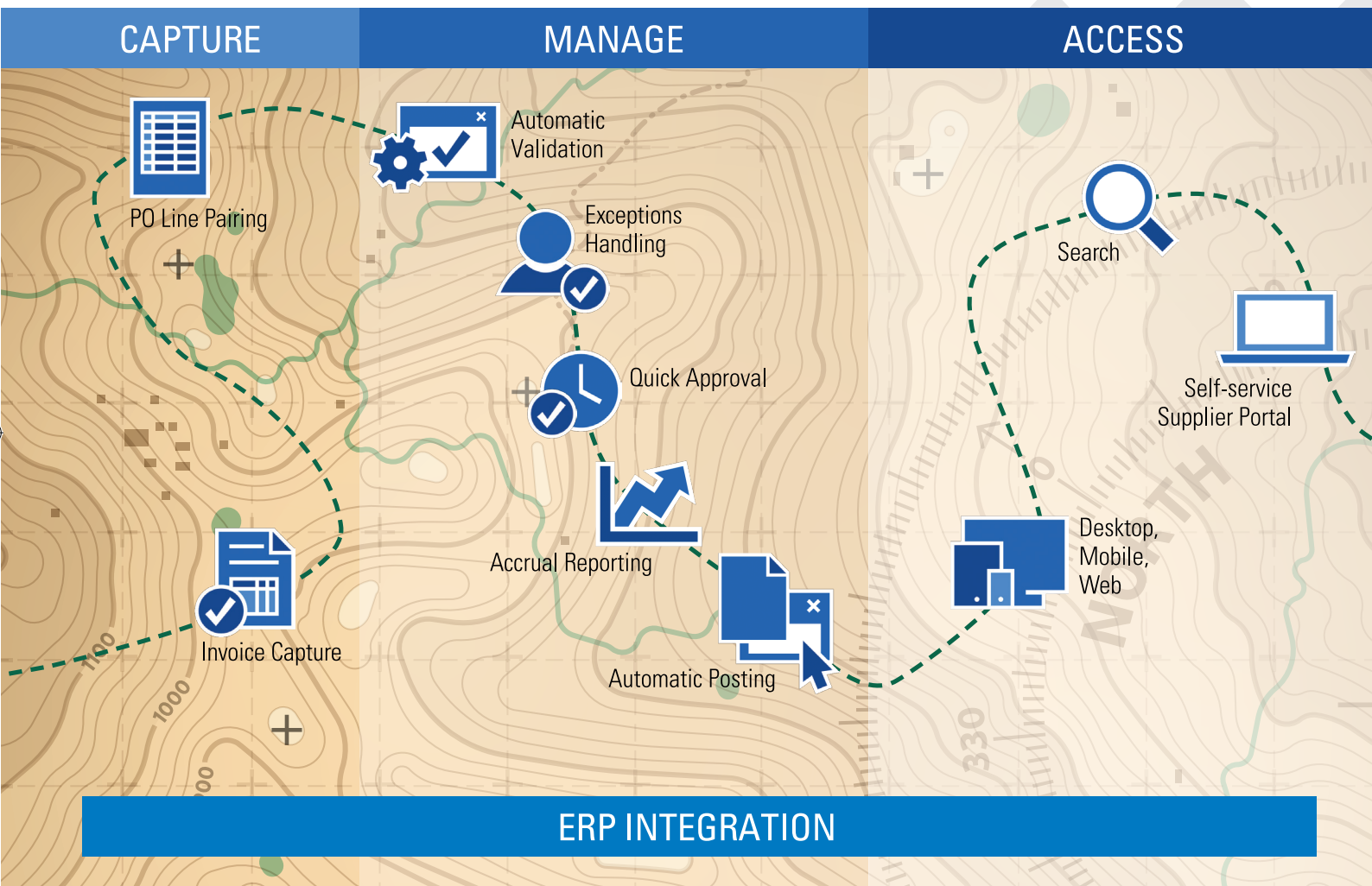
Capulong explained that innovation is more than automating processes. It is about making innovation part of each staff's way of working.

"Part of the success of this project was recognizing that we needed to listen to end-users and make sure that their ideas and experiences are incorporated into the digital transformation project," said Capulong.

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PHARMACEUTICAL & BIOTECHNOLOGY

PROJECT CITRUS

BY SYNGENE INTERNATIONAL

Intellectual Property (IP) is a pharmaceutical or biotech company's most valuable resource, and its protection is key to that company's future success. With billions invested in research and development (R&D), it is easy to see why pharmaceutical companies are so protective about their IP and expect the same protectionist attitude from their business partners.

One such business partner is Syngene International, one of Asia's largest contract research organizations providing R&D programs from lead generation to clinical supplies to life science organizations across the globe.

The company has multi-disciplinary skills in integrated drug discovery and development including capabilities in medicinal chemistry, biology, in vivo pharmacology, toxicology, custom synthesis, process R&D, cGMP manufacturing, formulation and analytical development along with clinical development services. Its research and manufacturing facilities in Bangalore serve more than 250 global clients across multiple industries.

THE CHALLENGE

According to Syngene, all IP in client-sponsored R&D projects are owned by its clients. This includes data, statistics and analysis generated during the project.

To ensure the protection of its client's IP, the company rolled out Project Citrus, an initiative to give the company

the option to centrally protect data while at the same time making it accessible from anywhere, anytime and from any device with ease.

Initially conceived as a desktop hardware refresh activity, the project gradually evolved to analyzing and evaluating various solutions to minimize hardware issues, achieve high availability and Intellectual Property protection.

It was also equally important to raise employee productivity and support an increasingly mobile workforce.

STRATEGY

Previously different departments housed their applications and data in their own systems contributing to what the company noted was siloed operations. This limited the ability of headquarters to have full visibility and control over development work, not to mention the added costs of maintaining disparate systems. It also prevented the company from enforcing a company-wide standard around data protection.

To change this, Syngene consolidated all apps and data in its data center to provide higher levels of protection and meet its ZERO data loss and 100% data privacy and security goals.

In addition, the company recognized that staffs are mobile and their productivity would depend on their ability to access relevant applications and data from other locations. So, the company deployed a desktop virtualization infrastructure and virtual private network solution.

BENEFITS

The consolidation exercised not only served to lower technology investments and operating costs; more importantly, it served to ensure clients of the company's commitment to zero data risk.

One of the benefits of the new virtualized infrastructure is the ability to support employees working from home. This new agility meant employees could now respond to business needs while maintaining work-life balance – a criteria important in retaining talent and increasing employee satisfaction.

HEALTHCARE

RADIO FREQUENCY IDENTIFICATION (RFID)
TECHNOLOGY FOR LINEN

BY FARRER PARK HOSPITAL



Innovation is in the DNA of Farrer Park Hospital (FPH). From inception, FPH was conceived to provide fair value through fresh solutions.

We sing to a different tune at FPH, from our bedside tables, to our bathroom fixtures, from our training programs to our IT systems, we have adapted and crafted new systems, processes and structures to improve patient experience and bring value to all stakeholders, including staff. Nothing is off the table and we look extensively into other industries to port viable ideas into healthcare.

SMARTER WAY

RFID for Linen was FPH's winning entry. The RFID linen system is not a new technology. However, the application of it in Healthcare is new. Through active lobbying, we worked with a key vendor within Singapore to create this new business model within their own organization.

FPH worked closely with them to develop the system and process of managing hospital linen, particular attention on infection control issues. This created a win-win partnership for us and our vendor. They achieved a new business model, we achieved better efficiency, cost savings and optimal utilization of space.

As a small hospital, the optimal use of space was essential for FPH. Comfort was key to patients and we planned every inch of space to maximize the space for patient use at every touch point. The RFID system allowed us to outsource our linen solution hence, we do not need a large linen room to store linen and as well as the department space required to house the people who deal with the linen.

BENEFITS

Our focus on value also made us very conscious of where we could extract

savings to minimize costs. This would ultimately allow us to pass those savings to our patients. The RFID system minimizes Linen replacement cost because we can account for almost every piece of linen. Also, by eliminating the manpower cost, we have reduced our overheads.

The impact on our organization has been tremendous. Over \$200,000 saved for the year 2016. FPH has no linen store and department but has 15 gardens throughout the Connexions building for optimal healing ambience with 3 of the largest being nestled at Intensive Care Unit, Operating Theatre and level 7 Inpatient Suites.

LEARNINGS

As a learning exercise, it reinforces our belief of looking outside the industry for solutions as well as the commitment to creating win-win relationships to extract value.



EDUCATION

LEVERAGING ICONIC INNOVATIONS TO REVITALIZE LEARNING

BY THE ABERCROMBIE BUSINESS SCHOOL ICT FITOUT - THE UNIVERSITY OF SYDNEY

In 2012 the University of Sydney in New South Wales, Australia made a major commitment to revitalize its Sydney campus with a new building program that stretched into the 2020s.

The Information and Communications Technology department (ICT) of the University has been a critical player in this campus revitalization program, being responsible for the digital enablement of these new buildings. From the outset ICT has focused on being truly innovative in the solutions it provides into the new buildings, with each building introducing at least one new iconic innovation, and leveraging the innovations introduced in the previous buildings.

The Abercrombie Business School opened its doors for teaching and research at the beginning of Semester 1 in 2016, the third of the major new buildings completed as part of the University's campus revitalization program.

The building had a simple but ambitious goal from the outset – introduce genuinely innovative technology in a new building that cements the Faculty as a world-class Business School.

INNOVATION HALLMARKS

Substantial technology innovation has been a hallmark of the project's success. In accordance with the plan previous building technology innovations have been leveraged and improved for the building, including virtual desktop student lab computing, 77 student pods in support of flipped learning and state-of-the-art AV control systems.

New innovations have been introduced including IT-enabled informal learning spaces physically proximate to every formal teaching space, automated timetable displays at every teaching space, and media-walls throughout.

The real achievement has been in not implementing bleeding-edge technology, but in integrating existing technology in new and creative ways to achieve the innovative outcomes in digital enablement that the building showcases.

VALUE BEYOND TECHNOLOGY

The Abercrombie IT fit out has created substantial strategic business value. In terms of hard measures it has increased the number of IT-enabled teaching spaces available across the University by 15% in a single building, the largest teaching building in the southern hemisphere.

Perhaps even more importantly in its soft measures, Abercrombie, through the innovative application of technology has achieved the sought-after "sticky campus" outcome, the building being constantly packed with students, both in and out of formal teaching sessions, the students obviously wanting to be there.

We knew we had achieved our goal when one academic stated "it was like stepping on to the bridge of the Starship Enterprise" when first exposed to the technology at his fingertips available from the teaching stations.

GOVERNMENT & PUBLIC SERVICES

EFFECTIVE COMMUNICATION PIVOTAL
FOR A SAFE AND SECURE SRI LANKA
INNOVATIVE COMMUNICATION POLICE

BY SRI LANKA POLICE

As the premier law and order entity of Sri Lanka, the Sri Lanka Police is expected to provide services efficiently and swiftly. With 80,000 personnel positioned in more than 500 locations across the country, Information Technology & Communication places an important role in meeting the efficiency expectations of the Sri Lanka Police.

**AGING TECHNOLOGY NOT
FIT FOR EXPANDING ROLE**

Previously, the Sri Lanka Police relied on analog telephone lines and a few digital PABXs for its voice communication. This communication mode was congested and difficult to use. There were considerable delays in communication between various departments, divisions and police stations, which significantly contributed to inefficiencies in the police department.

The new nationwide wide communication network was designed and implemented to interconnect Police Headquarters, Senior DIG offices, DIG offices, Divisional Offices, SSP offices and Police stations. The solution has enabled any police officer to be contacted by simply dialing an extension number within a single IP Telephony Network. It efficiently integrates fixed telephones lines and Mobile phones to function as a single logical network.

The network allows personnel in geographically diverse locations and mobile roving officers' to communicate with each other and with external parties in an effective, efficient & secure manner. The system has enhanced mobility functionality and offer advanced enterprise features to all users in the network. It has multimedia functionality to support the present & future requirements of Sri Lanka Police.

There were many island-wide communication network proposals that were shelved by the Sri Lanka

Police during the last decade as it was very expensive to implement and too complicated to operate.

One of the fundamental design criteria's was to make the solution cost effective and easy to operate. It was an extremely challenging task as the police department had more than 500 locations spread around the country. The design effectively used the existing telecom infrastructure to significantly reduce the capital expenditure cost and streamline the network architecture.

BENEFITS

The Sri Lanka Police has been able to reduce its annual communication expenditure by US\$800,000 after implementing the Island wide communication network. This significant saving has been achieved as all internal network calls are zero cost. The cost savings of the first year has already covered the capital expenditure of the project.

The Conferencing Bridge in the network is used to conduct meetings between geographically dispersed police officers. This has reduced travel time for police offices, thus reducing expenditure and enhancing productivity of the Police Department.

The new network has transformed the method of communication between departments, police stations and police officers. The effectiveness of the network has significantly increased the efficiency of the police department.



The network has 5700 users including 1000 mobile users. The department will expand the network up to 15,000 users in 2017, by adding 9600 more Mobile extensions.

The new voice network has increased the efficiency of the Police officers while reducing the operational costs.

The innovative design using the existing telecom facilities to extend the network and integrating mobile phones has made this solution viable and productive. Sri Lanka Police is planning to enable multimedia services in the near future to further enhance efficiency, said W. F. U. Fernando, Senior Deputy Inspector General of Police, Sri Lanka Police.



TRAVEL & HOSPITALITY

REAL-TIME MOBILE PLATFORM FOR PEOPLE FLOW ANALYTICS

OCEAN PARK HONG KONG



Ocean Park's integrated theme park operations management system is crucial to help us meet guests' individual needs while creating a more comfortable and interactive experience.

For instance, with real-time guest flow data provided by PowerArena, we can instantly update the estimated waiting time of a specific attraction on the website, in the mobile app and on the in-Park notification boards, and "bounce" e-coupons and other promotional offers through mobile app to encourage guests to visit other attractions to make the most of their visit.

Timothy Ng, Park Operations Director of Ocean Park

Opened in 1977, Ocean Park Hong Kong is a unique home-grown theme park that has developed and established itself as a world-class attraction providing excellent guest experiences through the thrill of discovery, and combining entertainment with education and conservation, while connecting people with nature.

INTRODUCTION

As a theme park that is committed to providing all guests with the best experiences, Ocean Park self-developed PowerArena is a custom-designed integrated mobile platform that enables timely collection, analysis and dissemination of guest flow and guest mix information.

Being the first guest flow management tool created by a local theme park in Asia, it complements the Park's existing mobile app functions with real-time data and insights, and the data gathered also empowers the Park's Operation Management Team to make calculated decisions that can enhance guest experiences, through the proactive

management of guest flow, and the identification of opportunities to improve the efficiency and flexibility of operations and manpower management.

THE CHALLENGE

Guests are now more informed than they were a decade ago, and expect attractions like Ocean Park to remain innovative in offering the best, tailored experiences, and to keep offerings fresh. The development of PowerArena was to upgrade the Park's software in meeting guests' rising expectations.

Although PowerArena was successfully launched in 2015 Q3, the team encountered difficulties in maintaining the frequency of updates in the tool. To tackle the problem, the team adopted the "Change Impact Analysis" (IA) model, which helps to identify the potential consequences of an update, or estimate what needs to be modified to accomplish an update, and performed Quality Assurance (QA) assessments repeatedly with every new update to assure its stability.

BENEFITS

The Park's management and frontline staff could immediately access automatically-generated, real-time guest flow data through PowerArena, enabling them to receive the latest wait time information, and be able to adjust ride operations, or direct guests in busy areas to less crowded parts of the Park.

Due to the Park's unique location atop a hilly peninsula on Hong Kong Island, evacuating park guests is a particular concern in the event of an emergency. The real-time guest density information displayed in PowerArena allows the team to plan up-to-the-minute emergency evacuation routes, while taking into account the current location of park guests. Apart from enhancing the Park's operations, PowerArena also complements well with the Park's mobile app, offering a more engaging experience for guests by providing them more relevant, time-and-location specific information, tips and promotions.

TWO TRENDS MARKETERS NEED TO WATCH OUT FOR IN 2017

BY PAUL MAH, EDITOR, CMO INNOVATION

The era where brands connect with consumers through direct selling and mass-market advertising is long gone. These days, no marketing strategy can adequately address the customer journey without addressing aspects such as social, mobility and multi-screen use.

As we start this brand-new year, we look at two upcoming trends that savvy marketers need to watch out for.

EMERGENCE OF DATA CONVERGING PLATFORMS

The role of data has been rising over the last few years, and no CMOs will oppose or question its relevance when it comes to marketing today. For one, wearables are set to become ubiquitous this year, if they are not already so. Elsewhere, the number of Internet of Things (IoT) devices is also expected to surge with an influx of new connected cameras, sensors and other networked devices.



The data generated by these devices will be “incredibly voluminous”, says **Anil Mathews**, the founder and CEO of location intelligence platform near. **Harnessed correctly**, this can give businesses deep real-time analytical insights that can help brands understand their consumers far better, as well as to make data-driven decisions, he said.

Mathews predicts the rise of data-converging platform to handle this massive surge of data from connected devices. And this is a good thing, since having a consistent and unified framework for development will bring down DevOps costs and provide a unified framework to better monitor and analyze this data.

“A converged platform has a lot to offer - from richer analytical insights, leading to focused product development, in turn leading to higher Return on Investments (ROI),” he said.

How can this help marketers though? For one, data signals can be leveraged to identify and engage the right users, allowing brands to make meaningful connections with the right users at the right time, across ad formats and devices.

Moreover, such a platform can also help companies cross reference customer feedback with demographics and other ancillary data points to better understand customers’ tastes and trends to improve and maintain a loyal customer base.

INCREASED ADOPTION OF ARTIFICIAL INTELLIGENCE

The other trend would undoubtedly be Artificial intelligence (AI), which is best described as a marrying of machine learning models with

efficient analytical algorithms. The result is the ability to draw deeper, more meaningful, and relevant conclusions to help marketers build insights and make connections that may have proved elusive in the past.

In a nutshell, AI will help marketers and business leaders solve problems quicker and more efficiently. Already, an increasing number of martech firms are already using AI to add a layer of intelligence on their marketing platforms. It is not inconceivable for CMOs to invest in AI programs to optimize their campaigns and identify emerging trends before their competitors.

The other aspect of AI that looks set to make a huge impact would be in customer service to enhance the overall customer experience. For instance, Singapore’s POSB Bank in January launched its AI-driven chatbot on Facebook Messenger, which was designed to assist customers without them having to call in or wait in line at a bank branch.

Indeed, the use of chatbots is slowly but steadily gaining traction. While a recent study by analyst firm Forrester Research noted that most chatbots don’t meet customer expectations yet, there is no question that organizations can leverage the technology to position themselves at the forefront of customer experience.



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ASIA'S RETAIL TECHNOLOGY PLAYBOOK IN 2017

BY EDEN ESTOPACE, EDITOR, RETAIL INNOVATION

China's Single's Day shopping event last November raked in US\$17.8 billion in gross merchandise volume for Chinese e-commerce firm Alibaba. The record sales for the one-day event even surpassed the total spending in the United States during the five-day shopping period from Thanksgiving Day to through Cyber Monday, according to a study done by Adobe Digital Insights.

The 24-hour shopping marathon also boasted another first: it introduced the world's first complete virtual reality (VR) shopping experience. A VR headset took shoppers to the shop floors of Macy's in New York and allowed them to make a purchase right from the headset.

It looks like the company is poised to introduce more technology innovations in its retail universe following huge strides in this space in the past few years. But early this year, it was also reported to be in talks to acquire China's Intime Retail, which has 29 department stores and 17 shopping malls across the country.

Despite the immense popularity of online shopping across the region, traditional retail is still a big thing. Research firm YouGov reported recently that in-store shopping is still the dominant means of purchasing apparel in Asia-Pacific. Surprisingly, apps, too, have yet to break into the mainstream and have only been used to buy apparel by 15% of those polled in the past year, according to the report.

The online and offline retail mix in Asia has always been an interesting pas de deux. Industry observers see a subtle heave in the complementary world of digital and physical stores. In the meantime, there are other spices in the brew.

Mobile and social commerce: A study released recently by Hootsuite and media agency We Are Social shows that out of Asia-Pacific's total population of 4.1 billion, 3.9 billion have mobile

subscriptions, 1.5 billion are active social media users, and 1.4 billion are active mobile social media users.

"Social commerce shows new promise," the report noted. "Social's promise has been hyped before. However, adoption in APAC and new features by Instagram and Pinterest makes this an inevitable evolution in consumer behavior."



Just before the year ended in 2016, Starbucks Coffee Company announced a partnership with Tencent Holdings Limited to co-create a new social gifting feature on WeChat, China's leading mobile social communications service. In a truly mobile and social way, the service will be rolled out early next year and will allow China customers of the coffee shop to send Starbucks-branded gifts to a friend.

Voice-controlled shopping: One of Juniper Research's top 10 predictions for 2017 is the 'battle of the voice assistants.' Think Apple's Siri,

Microsoft's Cortana, Amazon's Alexa, or Google's Assistant. While these are fun to play with now (though not all are available in Asia), they are fast evolving to become virtual shopping assistants. Amazon's Alexa, for example, can now order Dominos' Pizza and coffee from Starbucks in the US, instead of just playing music, reading news or rambling about the weather and stock prices. How soon could Asia see such implementations?

That would depend on a lot of factors, but a survey conducted by NTT Communications Corporation (NTT Com) and IDG Connect in the third quarter of 2016 shows that 94% of retailers in China, Hong Kong, and Singapore are planning to deploy two or more disruptive technologies, include big data, analytics and artificial intelligence (AI), to accelerate digital transformation and boost competitiveness.

Augmented and virtual reality: In a session at the Laserfiche Empower 2017 conference in California recently, Melissa Webster, Program VP, Content and Digital Media Technologies, International Data Corporation (IDC) said that the research firm envisions new kinds of experiences using augmented and virtual reality to blend the digital and the physical.

Can Alibaba's experiment in virtual reality shopping scale? Just as showrooms of cars and real properties are already dabbling a lot in immersive VR experiences, retail places may not be far behind.

Retail analytics: In the battleground for customer attention, technology comes in handy and is now included in every retailer's war chest. Weber mentioned the use of beacon-based analytics and marketing, augmented virtual reality tools, indoor mapping, omnichannel analytics, and store management software. Employing these tools means taking the guess work out of the analysis of customer traffic, purchase patterns, and other behaviors. Retail is finally turning to science to create a competitive advantage.

EXECUTIVE DISCUSSION

DIGITAL TRANSFORMATION: UNDERSTANDING THE ASIAN EXPERIENCE

BY ALLAN TAN, CONTENT DIRECTOR, ENTERPRISE INNOVATION



We ask senior IT decision makers what are the challenges and concerns that face them during their own digital transformation journeys and key lessons learnt.

Digital transformation is the flavor of the year. More than another IT fad, it promises real world benefits, and empowers organizations to become more agile and responsive to user demands.

In a recent roundtable entitled "The Era of Digital Transformation – Bridging the IT and Business-Value Gap", participants noted that transformation, although becoming a necessity can be challenging for many traditional organizations. The discussion highlighted key concerns that all IT decision makers need to grapple before jumping on the digitalization bandwagon. That is because most traditional organizations are not wired to be social or interactive. Internet of things (IoT) is expected to disrupt industries even further.

EARLY DAYS IN ASIA

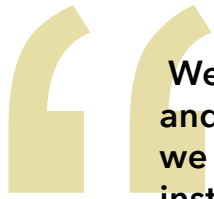
Many organizations in Asia, including those attending the roundtable discussion, are in the early stages of their digital transformation journey. "There is so much we can do. But there is a lot of potential out there," said Richard Paddock, Head of Technology, Asia Pacific, Fidelity International.

Meanwhile, Shashank Bindal, IT Director – Infrastructure and Technology Services, General Electric noted that digital transformation is already a key part of their business strategy. "It is something we have made a lot of investment in. We are undergoing massive transformation to realize the opportunity of digital." AXA is going a step further. "Digital is a key driver for our strategy. It is about digital solutions, reinforcing the relationship with our existing or future customers and improving the usage of data for the customers benefit," said Frank Brugnot, IT Senior Business Partner, ONEIT, AXA.

For Stefan Kung, Director, Information Technology, Hong Kong Economic Journal, the publisher has already completed part of the digital transformation journey. "We are now putting content and distributing it in a digital way. What we are doing now is preparing for the next phase."

Ashok Kalyanswamy, Division Director, Global Head of Equities and Futures Technology, Macquarie Services (HK) Limited noted that digital transformation means different things to various departments. He noted that his retail business is strong on digital.

"We want to leapfrog and improve the customer experience, and we have done that. Meanwhile, for investment banking, we are looking at giving more content and information to our institutional investment teams and clients," he said, adding that the company is also looking to use analytics to gain more business insights.



We want to leapfrog and improve the customer experience, and we have done that. Meanwhile, for investment banking, we are looking at giving more content and information to our institutional investment teams and clients...

"We are also doing analytics for predictive maintenance and optimize production time," said Vikas Bhandari, Group CIO, Ningxia Hanas New Energy Group.

However, August Chan, Head of Information Technology, Hong Kong Fubon Life noted that digital transformation cannot replace human element—especially for his industry. "For life insurance, human touch is very important."

SIZING UP DATA HEADACHES

One of the key reasons for digital transformation is understanding the customer better—especially as customers become more interconnected, demanding and mobile.

For Francis Fung, Chief Technology Officer, Midland Realty, who experienced better traction with mobile advertisements, he sees digital transformation as a means to better understand their clients.

"You can do a lot of pre-sales on the website, but we need to understand who these customers are. If we can achieve this, we can then empower our agents with knowledge to better understand their customers," said Fung.

Joseph Cagliarini, Group Head, Technology & Process Management, ChinaChem Group argued that most traditional companies already sit on a lot of data. "For example, we have lots of customer touch points but do not have a holistic view of them. One of our challenges is to ensure that when customers book through an alternative channel they will choose to view our offerings first the next time they book."

Teddy Lo, Vice President of Corporate Solutions & Business

Development, HK CSL Limited argued that digital needs a holistic approach. "We ourselves are digital. We also try to help our customers to digitize the workflow, like helping restaurants to manage their inventory in a restaurant. The next phase is to develop more insights from our mobile network data."

Many organizations face tremendous headwinds because of legacy solutions. Many of these systems are isolated and likely built on old data warehouse technology for analyzing data. This is why banks often take at least one and a half days before the data is ready for viewing.

One expert recommended that organizations not focus entirely on transactional data, and consider data around recommendations and such. With banks, for example, most of the information is now only available through apps that bank customers download. The challenge comes down to how to do this over social media channels, for example, because this is where customers choose to connect with you to acquire the value you have to offer. It's all in the information flow. Most participants agreed that digital transformation needs free information flow.

"One challenge is how to tap in to the richness and timeliness of information within existing technologies by supplementing solutions that are more integrated and responsive. In addition, value can now be derived from external 'big data' sources, such as sentiments from social media, into a corporate's data universe," said Paddock. Brugnot noted that it is important for businesses to get the right information first. In addition, "Social media and recommendations will be

key for future new business." One hurdle for Asian organizations is regulations—especially those that block the sharing of data outside geographic borders.

"We have a wind power business where the data center is based out of Denmark, and we are based in China. Recently regulatory environments changed so that now we are no longer able to shift data to Denmark," said Bhandari. "So the technology is not the issue, but government may see it in a different way."

Chan noted that, in the end, digital transformation and good information flow requires a sound strategy. "IT can't help. Even if we give powerful insights, it does not matter if there is no good business strategy."

"I agree. Having the best technology does not always solve the business issues. The system is not going to give you the ah-ha moment," said Bindal.

Meanwhile Cagliarini highlighted that digital transformation is not an IT issue but a business one, and getting the Board's approval is critical for success.

"A company may have been very successful in doing its business the way it has been done before. But now there may be a disconnect with customers. So this requires education," he said, adding that Board support helps.

"You need Board support to make sure anything you do in IT is successful. You need a strong strategy. Our senior management team knows how important that is," said Bindal.



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TECHNOLOGY INNOVATORS AWARDS



BEST IN BIG DATA/ANALYTICS AWARD

According to Harvard Business Review, 80% of organizations believe the inability for teams to work together on common data inhibit their ability to achieve timely business objectives.

IBM has been helping clients address the growing challenge of managing data and harnessing the critical insights that bring desired outcomes. IBM Analytics offer a complete portfolio of big data, analytics and cognitive solutions that enables businesses to engage with data to answer the toughest business questions, uncover patterns and pursue breakthrough ideas.

IBM's platform for big data uses state of the art technologies including patented advanced analytics to open the door to a world of possibilities. For example, IBM Watson Data Platform is designed to help companies gain more valuable insights from data. The platform delivers the world's fastest data ingestion engine and cognitive-powered decision-making to data professionals, allowing them to collaborate in the Cloud with the services they prefer.



BEST IN CLOUD SERVICES AWARD

Amazon Web Services offers a broad set of global cloud-based products including compute, storage, databases, analytics, networking, mobile, developer tools, management tools, IoT, security and enterprise applications. These services help organizations move faster, lower IT costs, and scale.

These services operate from 16 geographical regions across the world. They include Amazon Elastic Compute Cloud, also known as "EC2", and Amazon Simple Storage Service, also known as "S3".

As of 2016 AWS has more than 70 services, spanning a wide range, including compute, storage, networking, database, analytics, application services, deployment, management, mobile, developer tools and tools for the Internet of things. Amazon markets AWS as a service to provide large computing capacity quicker and cheaper than a client company building an actual physical server farm.



BEST IN UNIFIED COMMUNICATIONS & COLLABORATION AWARD

Working together, people can achieve extraordinary things. Empower collaboration and innovation, everywhere. Cisco Collaboration helps you work better across boundaries without compromise from your pocket device to the boardroom.

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TECHNOLOGY INNOVATORS AWARDS



BEST IN CUSTOMER EXPERIENCE MANAGEMENT AWARD

Customer Experience Management is the discipline of treating customer relationships as assets, to transform satisfied customers into loyal customers, and loyal customers into advocates.

To this end, omni-channel experience provides the right media at the right time, enabling persistent conversation and consistent experience via context. Enterprise-wide engagement puts customers at the heart of the business, and through actionable insights helps enterprises understand customer preferences.

Avaya delivers smart global solutions and technologies for customer and team engagement, unified communications and collaboration, contact center and customer experience management, and networking.

Avaya offers solutions that help businesses deliver an exceptional customer experience, build customer loyalty, reduce total cost of ownership and compete more effectively. It helps organizations transform customer service to rich, sustainable customer relationships from "one-off" transactions.



BEST IN ERP SOLUTION AWARD

The market leader in enterprise applicationX software, SAP's innovations have enabled over 335,000 customers in 190 countries to leverage ERP and Supply Chain management software more effectively, to stay ahead of the competition.

From back office to boardroom, warehouse to storefront, on premise to cloud, desktop to mobile device, SAP solutions are used by organizations of all sizes to overcome business complexities. SAP's products include solutions for analytics, customer relationship and enterprise resource management, human capital, product lifecycle and supply chain management.



BEST IN ENTERPRISE MOBILITY AWARD

Securing productivity, collaboration and enterprise data is critically important as organizations digitally transform. Microsoft's Enterprise Mobility + Security offering provides an identity-driven security solution that offers a holistic approach to the security challenges in this mobile-first, cloud-first era. These technologies not only help protect Microsoft's customers but also identify breaches before they cause damage.

The suite offers identity protection capabilities to secure access at the "front door" of companies' apps and data, safeguards data from user mistakes so companies are protected when users work with critical company data, and enables more visibility and controls for cloud apps, including popular SaaS apps like Box, Salesforce, ServiceNow, and, of course, Microsoft's Office 365.

Organizations across the world are unlocking greater insights, transforming teamwork, and enabling innovative solutions through the secure Microsoft Cloud. Microsoft's Enterprise Mobility + Security specifically allows companies like Avanade, Whole Foods Market and Dow Chemical to digitally transform with a peace of mind.



BEST IN INFORMATION & KNOWLEDGE MANAGEMENT

AWARD

In today's interconnected world, information equals opportunity. Every piece of information generated by the people, devices and systems associated with your organization can be used to gain a competitive edge. However, to make sense of it all, you need an enterprise content management (ECM) approach that coordinates knowledge, content and resources throughout the long-lived collaborative processes that drive key business decisions.

IBM ECM solutions are designed to empower companies to unlock the value of their unstructured data, and deliver flexibility in a services-oriented environment by empowering business users, shortening time to value and helping businesses respond more quickly to changing requirements.

IBM ECM offers content analytics capabilities that use sophisticated natural-language algorithms to generate business insight from virtually any type of content in any format. For example, product managers can leverage IBM ECM capabilities to pinpoint a problem with product design by analyzing content of incoming customer support calls.



BEST IN LOGISTICS & SUPPLY CHAIN MANAGEMENT

AWARD

In today's dynamic environment, supply chains need immediate access to accurate, real-time information about their customers, suppliers and competitors, and having the right information makes that key difference between success and failure.

The SAP S/4HANA Supply Chain solution which includes logistics functions for instance, can quickly detect changes in supply and demand, allowing for immediate changes in orders; highlight production gaps and suggest problem fixes.



BEST IN INFORMATION SECURITY

AWARD

Networks and the flow of information are undergoing dramatic change. BYOD, IoT, cloud adoption, migration to SDN architectures, a highly mobile workforce, and geographically dispersed data centers are transforming the network into an ecosystem of connected networks. Data moves freely between devices and across network environments, making it difficult to consistently track and secure.

Defending these highly dynamic environments requires tightly integrated security and network technologies that share intelligence, collaborate to detect and isolate threats, as well as synchronize responses in real time.

The Fortinet Security Fabric is the industry's first architectural approach to security designed to connect security solutions into a unified framework, allowing them to dynamically adapt to the evolving IT Infrastructure in order to defend its rapidly changing attack surface. Through the Fabric, software, solutions, services and partnerships converge to provide seamless protection with actionable threat intelligence from IoT to the Cloud - across all network points.

TECHNOLOGY INNOVATORS AWARDS



BEST IN INFRASTRUCTURE SERVICES & MANAGEMENT AWARD

In today's application economy, successful companies are "Built to Change" by putting software at the center of everything they do. "Built to Change" companies focus on business agility, which enables them to drive rapid, continuous improvement in customer experience.

CA Technologies creates software that fuels this transformation for companies and enables them to seize opportunities in our highly mobile and digital world. From planning to development, to management and security, CA works with companies worldwide to change the way we live, transact, and communicate - across mobile, private and public cloud, distributed and mainframe environments.

Through solutions that span three core elements - Agile, DevOps and Security - CA enables the modern software factory that businesses require end to end - automating all phases of the delivery lifecycle. It is with these solutions that CA is able to accelerate the path from ideas to outcomes.



BEST IN MANAGED SERVICES AWARD

The business environment is becoming more and more competitive, and to succeed, companies need the insight and expertise to meet the expectations of employees and customers in the digital world. Companies that adopt Microsoft technologies are seeking certified experts to assist them with architecture design, security, and operations that would otherwise take their focus away from their core business to become a truly digital business.

The managed services Microsoft's partners provide are backed by Microsoft certified engineers and architects that help companies get the most out of Microsoft technologies by reducing cost, increasing agility and driving growth.

IT is now no longer a bottleneck but the means to meet business needs. Microsoft's collaboration with its partners enables their mutual customers to leverage the power of the cloud to reimagine the way they work and reinvent the customer experience.



BEST IN IDENTITY & AUTHENTICATION MANAGEMENT AWARD

Employees today are expected to be productive - anytime, anywhere. As such, it has become increasingly important for organizations to ensure that staff are able to access the right resources while protecting company assets.

Such solutions are compatible with a wide array of productivity tools as well as cloud and web services. Remote access and authentication become even more important as organizations cope with the increasingly mobile and global workforce.

In a world where user experience has become key to the success of any software, ESET recognizes the need for authentication solutions to be both effective and easy-to-use.

ESET Secure Authentication is a mobile-based two-factor authentication system that provides additional layer of security for accessing to company network and sensitive data, safe and hassle-free. Any organization can set up ESET's two-factor authentication in just 10 minutes - thus reducing the risk of data breaches, caused by stolen, weak or compromised passwords.



BEST IN STORAGE SOLUTIONS AWARD

As businesses move towards a digital future, there is an increasing need to support large-scale workloads and unstructured data to gain competitive advantage. Storage modernization is the next catalyst after server virtualization to address the need for extreme performance as businesses accelerate digital transformation.

As the #1 All-Flash leader with a strong legacy in storage solutions for Virtualization, Cloud, and Big Data, Dell EMC is pushing the boundaries to enable enterprises with a highly efficient storage solution that is simple to manage. With the broadest All-Flash storage portfolio in the market, Dell EMC has the essential capabilities that customers require to modernize their data center infrastructure, automate IT processes and transform their organization and operating model.



BEST IN HUMAN CAPITAL MANAGEMENT AWARD

Oracle digitalized HR for businesses to assist the human capital growth of companies. Our human capital management (HCM) solutions for the cloud can be deployed simultaneously or individually. It is a comprehensive set of services covering the full recruit-to-retire demands of HR.

Oracle HCM Cloud caters not only to Oracle's traditional target market of large organizations, but also to midsize enterprises.

The new offerings include a comprehensive self-service solution that helps HR and employees streamline issue resolution, a new work-life application that helps employees identify volunteer services in which to participate and updated corporate learning solutions that help support the demands of the digital workforce.

We also recognize the importance of social recruitment as a critical capability for HR departments and recruiters to utilize when seeking congruence. We developed the Oracle's Social Sourcing solutions that are designed to increase the number and consistency of referral candidates.



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- SAP Asia
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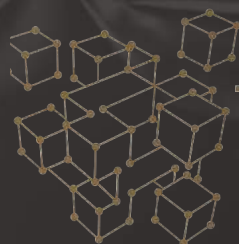
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