

AMNICK  
**BUSINESS DEVELOPMENT**  
magazine

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**REPORT**  
Keys to  
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branding

**NOKIA**  
The demise  
of a giant

**WHY IS  
ORGANISATIONAL  
CULTURE SO  
IMPORTANT?**

# Smart cities

Best practices

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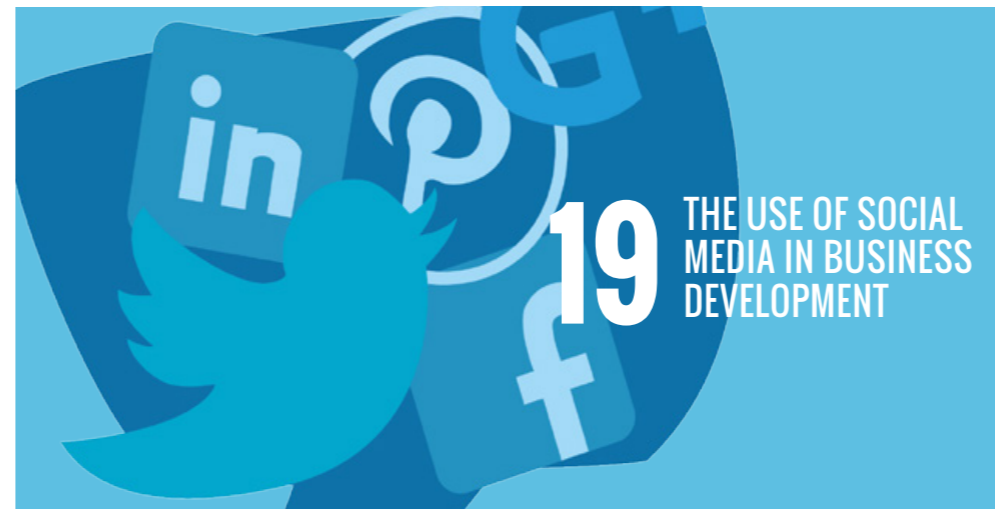
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# COMMUNICATION HELPS YOUR BUSINESS GROW



## THE ROLE OF BUSINESS DEVELOPMENT IN CREATING AN EFFECTIVE INTERNAL COMMUNICATION STRATEGY

BY SIMRAN KABOTRA

“Internal communication should be  
“close to the heart of the business  
in order to deliver value”

Before we find the role of business development in relation to internal communication strategies, we must first understand the real meaning of business development. Business development itself can be considered difficult to define precisely. It consists of many factors or a few factors, depending on who you ask.

**Business development is the combination of consumers, markets and relationships that aid in the growth and development of an organisation or business.**

Breaking this down will deepen our understanding of business development.

First, consumers are needed to purchase the goods and services of a business. There is no business to develop without consumers.

Second, in order to target consumers, you need to know the market they belong in, so you can create a targeted marketing strategy.

Third, relationships formed between consumers, employees, the press etc. can give your business prominence in the market. The relationship between employees and other parts of the business is crucial when creating an effective internal communication strategy. Without communication, employees at different levels of the organisation are unaware of the company's direction and therefore they will be unable to work at full productive capacity.

**Internal communication is the spread of information between an organisation's members or between areas of an organisation. This occurs on all levels and units of an organisation.**

Spreading knowledge of where the business is going and its future can create an effective internal communication

strategy because employees will understand how their skills will benefit the business; they will feel more engaged and will be more likely to participate. This can be done through memos, notice boards and employee forums.

As well as stating the company's position and ambitions, internal problems must also be addressed. Stating why a problem is happening is an important principle in effective internal communication; employees will understand more about the problem and they will feel a sense of ownership of the solution, be proactive and support attempts at progress. Bill Quirke, communication strategy expert, believes that internal communication should be “close to the heart of the business in order to deliver value”. Ultimately, with the collective force of the employees, the business will grow and develop successfully.

As the business develops, target markets change and consumers' needs are adjusted, and so communication is needed to update the entire business for any adjustments. For example, if you're targeting teenagers then, instead of promoting on Facebook and Twitter, you could adjust your marketing strategy to incorporate Snapchat, an increasingly popular app. However, this needs to be communicated to the IT department so that they may develop and create software that is supported by the app. Failure to do so will result in a workforce that is disengaged and a marketing strategy that is incomplete because the IT department would not feel involved with the company and would not exert much effort into the project. Therefore, the business will not be able to target their consumers effectively and the business cannot grow and expand.

Overall, the role of business development in creating an effective internal communications strategy is hugely important when considering employees' efficiency and the company's growth.

## REPORT ON THE EVENT ATTENDED BY BUSINESS DEVELOPMENT TEAM ON “BRANDS”

BY RALUCA

The “Brand positioning and Messaging” workshop, part of the GetSet for Growth project, aimed at helping East London businesses grow. Funded by J.P. Morgan, it follows a successful pilot in Birmingham and will run in London until mid December 2016.

The workshop was facilitated by Orsi Toth, marketing and business specialist, who, through a series of exercises, examples and explanations, helped the participants understand how to build their brand in order to achieve success.

The keys to successful branding were detailed as follows: The brand is not just a logo, it should be built on personal values. Values must be; authentic, shared, held, and lived. Customers perceive a brand as meaningful if the product brings functional values, personal benefits and collective benefits. To ensure a better understanding of what a meaningful brand is about, Apple, Pact Coffee, and Uber were used as case studies.

No successful brand positioning is possible without identifying your competitors and finding your niche. To know your competitor, you need to thoroughly observe its products and services, liaise with suppliers and customers and search for public information about the company. After

this, you can prepare your strategy for getting ahead of competition through differentiation (unique combination of the product’s features), cost (acceptable list of features at the lowest possible cost), and segmentation (products tailored for the unique needs of a specific market only). A perfect understanding of the target audience is also required, both in terms of their desires, needs, and measures of success and of their fears, frustrations and the challenges they face.

The sweet spot in brand positioning is where you do best and with conviction while meeting a real customer need. To find it you need to use an emotive approach, answering the questions: ‘What do we do?’, ‘How do we do it?’ and ‘Why do we do what we do?’ The ‘why’ is key to the core of your purpose and each business should find five answers to this question. The ‘whys’ of The Magic Toyshop and Drungli were identified as examples.

Participants were informed about the possibility of registering on the organization’s website in order to benefit from a free meeting with Get Set for Growth’s experts and receive support for their business.

“WHAT DO WE DO?”

“HOW DO WE DO IT?”

“WHY DO WE DO WHAT WE DO?”



# EFFECTIVE MARKETING IS BUSINESS DEVELOPMENT

## THE IMPORTANCE OF MARKETING IN DEVELOPING A BUSINESS

BY ANUJA CHOUHAN

Marketing is a broad term. It has several elements consisting of personal relations, sales and advertising. The more you advertise your product, the more sales you are likely to get and a better reputation you will create for your company. [A company's success is based on how well it has persuaded customers](#) to choose that company over its competitors. There are a few ways of building a company's reputation to guarantee sales success.

One of marketing's functions is to always be [searching for ways of increasing the company's revenue](#). Having a vision forces the company to always look for more and new opportunities that will introduce them to new markets to sell their products or services to.

In order for consumers to buy certain products, they must be aware that the company and its product exist. [Promotion and advertising strategies are fundamental](#). For a company to succeed, they must have a good understanding of the product and target the potential clients most likely to be interested in the product. This is best done by advertising

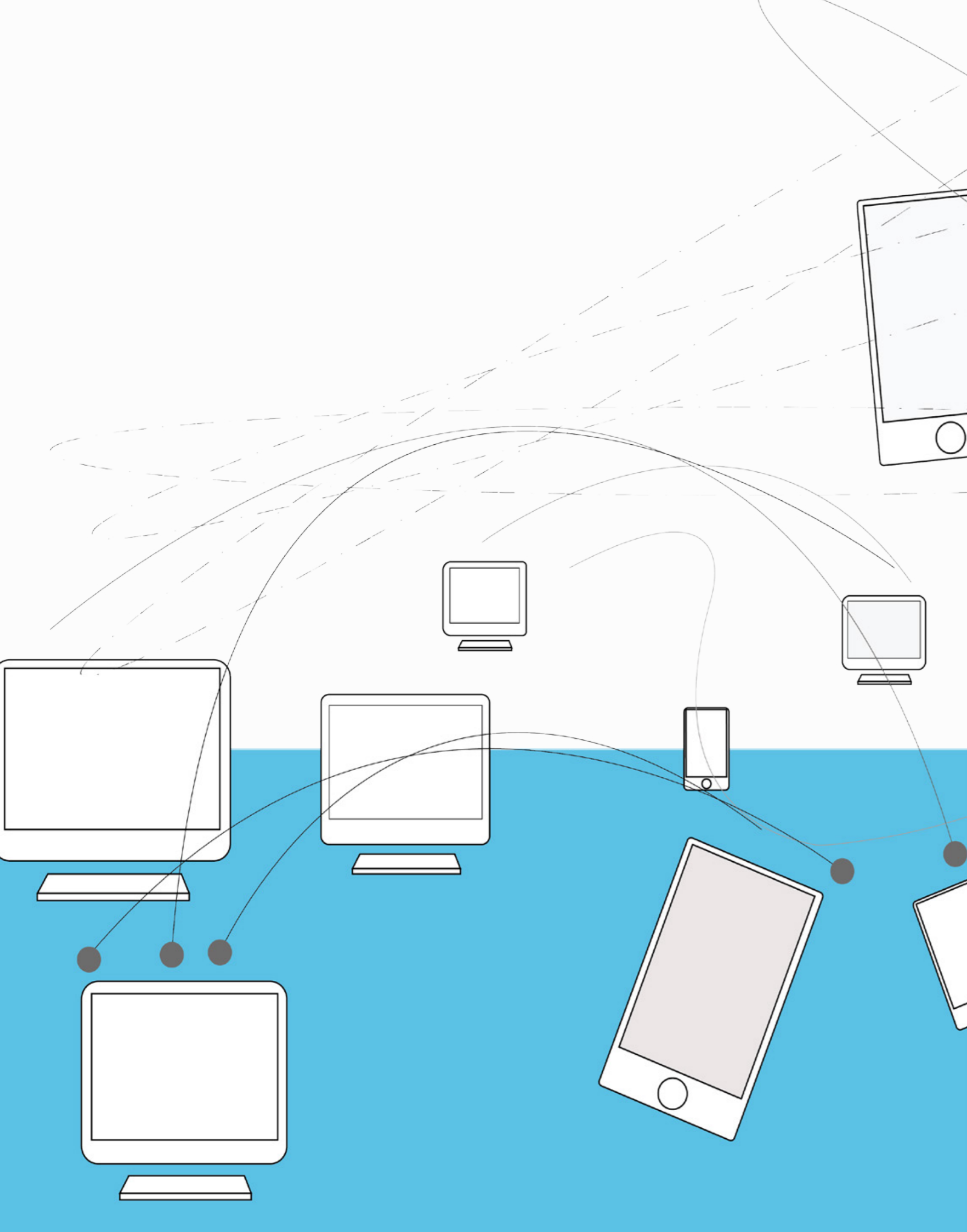
the product on the media platforms that are most common to a particular age group. For example, sponsoring certain events that will get national TV exposure and attract a particular age group or a certain group of people is very effective. [The more the consumers know about the product, the more they are willing to trust the company](#) and most probably purchase from them in the future.

[Advertising can offer a good advantage by emphasizing the specific reasons for choosing the company's products and services](#). This places the company ahead of its competitors and creates for it an image of superiority in comparison with other companies. Another advantage is gained by using communication strategies to create an image of goodwill. Support towards charities, community development associations and other non-governmental organizations is always good publicity.

[As a company is growing, it must build a strong foundation](#), seeking new employees that will improve clientele and add to its good reputation. A company must sell itself to

potential employees and emphasize the benefits of working with them as much as it advertises its products. Marketing's goal is to make sure that the company is featured in business publications for ["award winning companies to work for"](#). Social media pages are very helpful when recruiting and creating general awareness of your company. By advertising how much you have earned and achieved to viewers, the interest in your company will expand.

When you start your company and envision its achievements, the possibilities are endless and very straightforward. Marketing opens up your eyes to the reality of your industry, to what lures the general public and what draws their attention. You learn more about your product and consumers by marketing your product. [Marketing is all about research and seizing opportunities](#) that are vital for your company and product to succeed.



## DIGITAL BUSINESS TRANSFORMATION: A NEW BUSINESS CHALLENGE

BY ANASTASIA DALAKOURA

“Stability can be a valuable achievement when combined with a sense of progress and innovation.”

When it comes to business transformation, most people consider it a business development practice that allows companies to gain new ground, to grow or to enhance their presence in the industry they operate in.

Indeed, business development practices can be used by businesses when looking for new market opportunities, such as expanding and improving products or services. But what happens when there is a need to transform the business and enter the digital field? This can also be considered an area of business development, especially now, when there is a digital revolution going on and everyone has to enter this new arena.

More specifically, digital marketing has become part of our lives over the past decade and businesses have come to depend on the online services that are being offered. From e-banking to online shopping and government services, all this can be implemented using the internet and mobile applications. The convenience, rapidity and ease of use of digital services are undeniable, and businesses choose to expand in this field in order to offer to their clients and consumers the most suitable services that match their fast-paced and stressful lifestyle. On the other hand, internet and mobile users are digitally dependent and have become increasingly in tune with online services. So the impact of digital services is significant and its significance is increasing gradually.

In general, transformation of a business can be seen as the use of new technologies to solve current problems and have a greater impact in the market. This could involve management change, new business processes and, of course, new customer experience management. The whole process of transforming a business in order to bring higher brand recognition and customer satisfaction can be a great challenge for most companies. That is because the digital world follows different practices which can deeply change the operational methods that the business has

been following until now. The abilities and competencies of a company's personnel are, therefore, crucial in mastering change and in delivering the expected business results. This means that careful planning is required when following digital strategies that solve current issues and, at the same time, advance the business. Digital marketing, digital consumer behavior and technological innovations need expertise, good prioritization and activity management to be used in business activities for a transformation to be successful. Technological familiarity, human resources, creativity, adaptability and knowledge of the digital field are some preconditions for proceeding to this change. It is important to mention that businesses need to preserve their mission, values and principles and should not change their whole culture just because they enter a new business field. Consumers appreciate companies that keep the same profile throughout the years and proceed to changes without totally changing their public image. Stability can be a valuable achievement when combined with a sense of progress and innovation.

<https://www.forrester.com/The+Digital+Business+Transformation+Playbook+For+201>



## IT IMPLEMENTATION FOR SMART CITIES

BY TIMOTHY HUGES

“IT projects are thought to be expensive and risky, often because they are innovative.”

“IT projects are thought to be expensive and risky, often because they are innovative. Cash-poor cities may be reluctant to engage in Smart City projects because they rely on IT. [This article describes some Smart City IT solutions that have been implemented successfully.](#)

Street lighting imbues a sense of belonging to a city by reducing crime. It can also use up to 19% of a city's electricity, partly because of legacy equipment. Upgrading to new technology can save money. In the Westergasfabriek zone of Amsterdam, connected lights are controlled by IT systems depending on need. IP-based utility networks are recognized by city authorities as enablers of improvements.

[Busan in South Korea, Cisco, and the Cisco Smart Connected Communities have developed a cloud infrastructure strategy](#) to help the Busan Metropolitan Government.

“Today the cloud connects the Busan Metropolitan Government, the Busan Mobile Application Centre (BMAC), and five local universities. BMAC offers physical workspaces, such as project and meeting rooms, shared application development, cloud platforms systems, an applications library, a consulting centre for start-ups and small-office/home-office professionals, testing tools, smart devices, application programming interfaces for access to municipal data, an application developer's forum, and marketing resources.”

This scheme includes a “Pay-per-use” facility that can allow micro-currency or micropayments. [This IT system has enabled a new relationship paradigm, enabling monetisation of the IT systems.](#)

Cisco also has a Smart City in Bangalore. Cisco is a big name in computer networking and they seem to be moving from supplying hardware and software for networks to become a provider of complete systems, notably for Smart

Cities. [As proof of their confidence in the technology, Cisco has modified its own campus in Bangalore to be 'Smart'.](#) The features that have been implemented successfully in this 'smart city' are:

- Smart Buildings
- Smart Parking
- Remote Expert
- Connected Learning
- Smart Work Spaces

Cisco has created a technology landmark here, proving that a smart city is really achievable but a key part of smart cities is having healthy citizens.

[The English National Health Service has a project that is known as “Healthy Towns”.](#) The emphasis is not on IT but on the health of the citizens. This will require enhanced communications between all health care and social care and patients, encouraging strong communities to promote health and well-being. They are promoting new methods of real estate design, to include a digital infrastructure that will provide the platform for people to manage their own health and care by making the most of the mobile and digital channels. There are 10 real estate developments in progress with up to 15,000 homes in each.

[IBM is another big name in IT and networking and it has designed an operations center for Rio de Janeiro, a citywide system that links to 30 different government agencies.](#)

“The center integrates information from many sources – weather, traffic, utilities, hospitals, schools, critical assets of the city like fire trucks, and incidents of all kinds. City workers can add to the data and call up historical information. “



Seoul Smart City project  
is engaging the citizens,  
enabling them to  
own their city.

"With the center, officials can foresee, plan for and respond to a variety of events ranging from flooding to the challenges brought by hosting the 2016 Summer Olympics. "

IBM have also produced a [YouTube video titled "Smart ads for smart cities"](#). This shows a few gimmicks that advertise IBM's involvement in Amsterdam. (The video is city neutral.) It is an effective public relations video and, for me, [it uses IT effectively with street advertising to demonstrate how we may overcome the fear that people have of IT and Big Brother.](#)

One of the larger (and brave) projects is Seoul Smart City and it does have successes.

"Seoul City offers [37 public applications developed](#) by Seoul or in partnership with the private sector. "

"[The popular 'Seoul Bus app' provides precise bus schedules updated in real-time](#) and is an excellent example of an app developed by the private sector using public information. "

[Seoul now has an online reservation system for public services.](#)

"Seoul's next-generation online reservation system allows citizens to search for, book and pay for public services instantly. "

"The one-stop, integrated reservation system lists over 150 services under categories such as education, infrastructure, cultural tourism, commodities and medical treatment. "

[Seoul also has smart bus shelters, the u-Shelter.](#)

"each u-Shelter interacted with an average of 2,518 people each day—with Bus Route Guide the most frequently used service at 1,427 times per day, followed by Digital Map (764), Destination Search (135), Traffic Broadcasting Station (65) and Weather Forecast (59). "

Only parents will get this one, but shout joy for the School Newsletter Application!

"[The citizen-developed School Newsletter Application connects schools with pupils' parents](#), instantly notifying parents of changes in academic schedules or the items students are required to bring to school for the following day's lessons. "

Seoul was already a high-tech city and the Seoul Smart City project is engaging the citizens of Seoul, enabling them to own their city.

[Dubai Government saved \\$1.09B between 2003 and 2015 by adopting smart initiatives](#); \$1.5 was saved for every 27 cents spent; efforts to streamline urban mobility and

free citywide Wi-Fi are attractive to business; encouraging public-private partnerships to drive economic growth and value; the motion detecting smart streetlights reduce operational costs.

These projects are all up-and-running and prove that:

1. [There is a market for Smart City Technology and it has cost benefits.](#)
2. [IT can make it easier for planners to design and operate an efficient city](#)
3. [IT solutions can engage citizens in their city](#)



# DRIVING THE MARKET

BY TIMOTHY HUGES

“Smart Cities have to connect homes and with homes I mean infrastructure”

I wanted to know what smart cities could do for me so I did some research, so came to the conclusion that [we want to get people out of their homes](#):

“Regular walking has been shown to reduce the risk of chronic illnesses, such as heart disease, type 2 diabetes, asthma, stroke and some cancers.”

“Social interaction has been shown to be a key determinant of maintaining cognitive and functional health.”

“Cities in their current form ideally can offer rich cultural environments, easier transportation, availability of delivery services, and opportunities to develop new as well as ongoing and enriching social networks, such as through senior centers’, cultural organizations and religious communities.”

Even dumb cities are attractive places to live, especially for the elderly.

So, [we have to have connected homes, and I don't mean wires, I mean infrastructure](#). We need streets that are flat, wind-free, that have benches on which to rest and that are connected to intelligent transport systems.

A Smart City must be a community that offers the maximum opportunity to find, maintain and grow our own social networks.

[There are profound benefits, in terms of good health, to be obtained from a connected city](#). My guess is that the benefits of good health, in financial terms, would pay back the costs of implementing IT systems to watch over people, although it is difficult to put that into numbers that you can present to the CEO. But there's more...

People want to walk. Smart communities can empower people to walk.

“On a fundamental level, we're trying to change the way people are living in their homes. That's no trivial thing — we

spend a large portion of our lives at home. Home is where our families are; it's where we expect to be at peace, safe, secure and happy.”

Homes are an agreed safe space. Safety is conferred because everyone in the city agrees with this. Is there anything above this that a Smart City may confer? I think that there is. Take the following example.

“294 people died in 2015 in the UK as a result of house fires.”

[Smart homes could have devices that detect fires and alert neighbours and fire services](#). Cameras external to the home could relay pictures of the fire, aiding rescue attempts but the public is wary of this kind of intrusion.

Cities have responsibilities towards their citizens and citizens have responsibilities to the City but when do we allow the city to intrude on our privacy for our own good? Who is to decide on the ethics of this? [A great deal of work must be done on the ethics of connected cities, and the sooner, the better](#). I'm calling on the philosophers to come forward and help.

In conclusion,

a) [Smart Cities can be made to have profound benefits to their citizens.](#)

b) [Business Development must demonstrate to city authorities that Smart Cities have benefits.](#)

c) [It is the duty of Business Development to use their vision to drive the market. They can do this by creating useful initiatives, such as the recognition of asset value in properties like interoperability, by developing a culture where the benefits of failing fast and failing often are understood, where management is no longer “day-to-day” but focused on the visionary, and where broad partnerships are the key to success.](#)





# WAYS TO MARKET YOUR BRAND

BY ANASTASIA DALAKOURA

A common strategy of every company, big or small, is to search for new methods to promote its brand and make its brand a customers' first choice. Some of the issues that they are facing are the constant need to outfox the competitors and to increase the brand's recognition. Of course, that [requires strategic planning and many hours of creative thinking](#) in order to come up with the most innovative and novel approach in terms of promotion.

Every single market is a demanding and competitive area that needs to be examined thoroughly before proceeding to any promotional or marketing activities. This means that competitive analysis, research of current trends, consumer behavior and attitude analysis must be undertaken first. After getting an idea of the market's needs and gaps, it is good to focus on the product or service in order to understand what it has to offer to customers. In other words, [a deep knowledge of the service or the product is a precondition of the commencement of any marketing activities](#). A thorough understanding of the product's advantages, disadvantages, weaknesses and strengths, as

well as its importance to customers, allows the promotional process to accurately prepare. Another good marketing method is to [focus on the main product or service, and to create a powerful message](#) using some of the product's creditable attributes that will attract customers. A short and sweet message is usually easier to understand and convince people in the product acceptance and ensure their belief grows year by year.

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# Business Cultural Change



Culture and employee retention are amongst the highest challenges facing business CEO's and senior directors.

Culture was one the most important business subjects of 2016; many business leaders identified culture as a key driver of people's behaviour.

Organisational culture influences the leadership behaviours, which ultimately has a significant effect on the business performance, customer services etc.

## Why is Culture so important?

Culture defines the beliefs, values, behaviours and reward systems influencing a group's way of doing things. In an organisation, culture is generally driven by senior managers and it progressively develops as the way of doing things within the organisation. These ways eventually become deeply embedded in the company behaviours, processes, reward system etc.

Nowadays, businesses that emphasise culture are becoming more attractive to people who are seeking employment. Glassdoor's "Best Places to work" and LinkedIn's "Most in Demand Employers" lists confirm that companies that are focusing on culture are the most appealing to job seekers.

Many companies have now recognised the importance of culture and the significance of cultural issues and, consequently, they have issued culture "manifestos." Netflix has been one of the first companies to issue a culture manifesto, "Freedom with Responsibility", which has been viewed by more than 11 million people and downloaded more than 12 million times since 2009.

Changing a company culture is a very difficult and challenging task for business leaders, as an organisation's culture is embedded in

the company beliefs and behaviours from the top to the bottom. It also encompasses an adjoining set of goals, processes, roles and communications, it is more than simply beliefs or values.

As changing an organisational culture is a significant task, a productive, successful strategy has to be created by leaders with a clear vision of the future, using robust managerial tools and control systems.

In the early 2000s, Aetna was struggling tremendously on all fronts while its relationship with customers and its reputation were deteriorating. Many of the problems in the company were the consequences of its culture. Additionally, Aetna was losing about \$1 million a day due to the business culture of paying huge WW.

In late 2000, the company appointed a new CEO, John W. Rowe, MD, who identified the business's main problem as its culture. He simply introduced a new company approach and forced a cultural change. After making these changes, the company was generating close to \$5 million a day, by the mid-2000s.

## Culture Assessment

There is a new industry of culture assessment tools that help businesses analyse the effectiveness of their culture.

Many companies still question the relevance of these tools, as a large majority of companies still believe that these analysis tools do not address their business culture.

Organisations that understand the importance and impact of culture change can be refined and are generally more successful.

When the culture is positive and well managed, it can enhance process execution and guarantee business constancy, as well as improving employees' relationships and customer satisfaction.

## Positive Culture Change

The challenge of culture is not only an HR responsibility, although HR has a significant role to play in applying cultural change within an organisation.

Cultural change should instead be owned by the business leaders who set business strategy.

As for Aetna, the CEO was the key driver of the business change as the CEO has the ultimate responsibility to safeguard and promote a positive culture.

To have a positive business culture transformation, CEO's must first start by assessing and finding the practices that need to change prior to any cultural change taking place.

Furthermore, the business leaders must use culture assessment tools available today to ensure that culture is aligned with the organisation goals.

Culture must always be on a business leader's list of priorities; leaders should constantly examine the existing business to align practices with the desired company culture, and determine the damaging practices which must be changed.

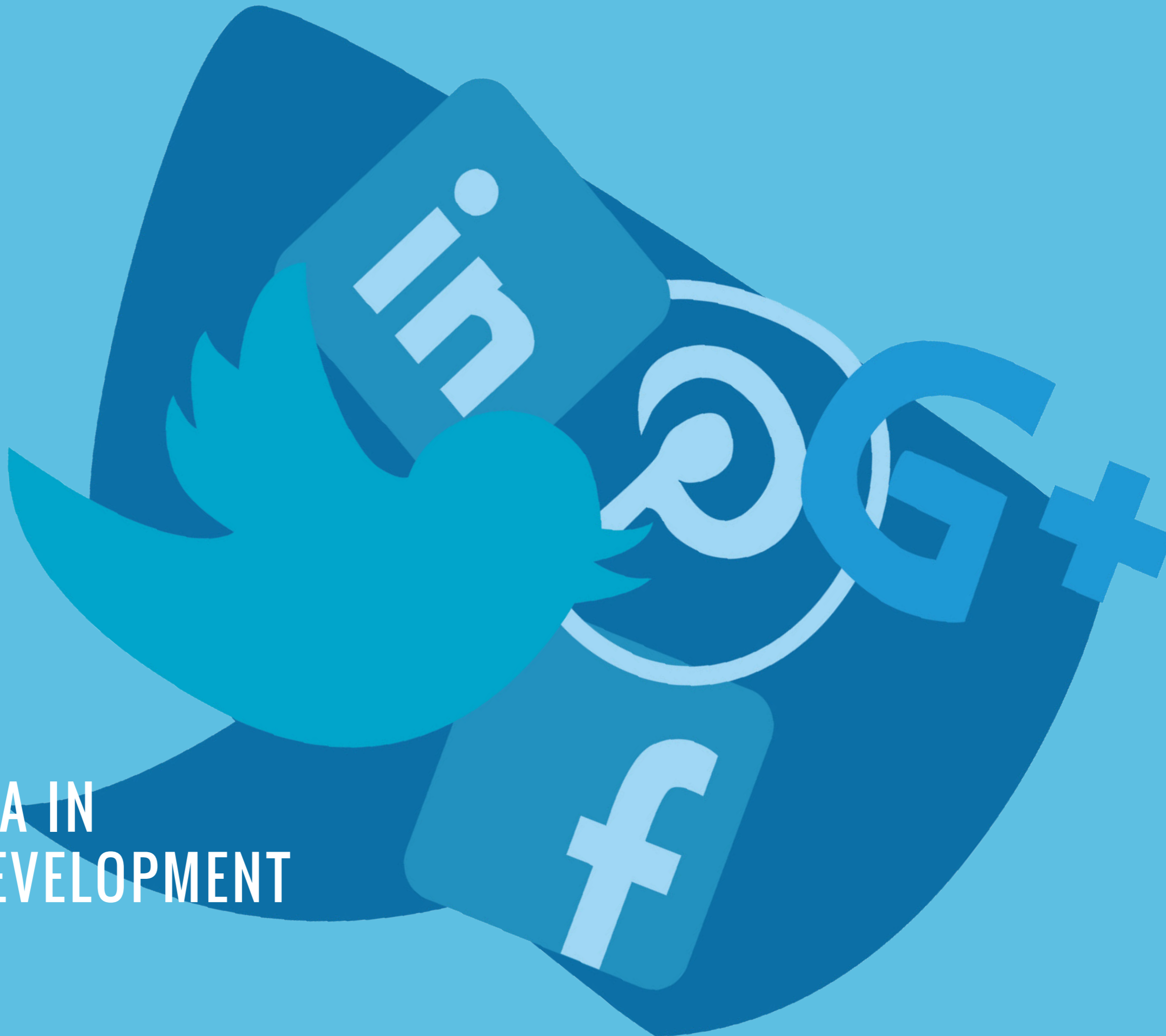
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# THE USE OF SOCIAL MEDIA IN BUSINESS DEVELOPMENT

BY ANASTASIA DALAKOUR



enhances the  
connection between  
company and customer

## THE USE OF SOCIAL MEDIA IN BUSINESS DEVELOPMENT

BY ANASTASIA DALAKOUR

A pivotal factor in the development of a business, especially of a start-up, is the use of [social media as a supplementary marketing method](#) where brand and product promotion can reach and influence many customers.

The use of different kinds of social media platforms, such as [Facebook, Twitter, Instagram, Snapchat, LinkedIn and Pinterest](#) can have a great effect in product promotion and engagement, considering that these give the opportunity for direct communication and information dissemination on the web. Simultaneously, the fact that most of these platforms have become an important part of our lives [enhances the connection between company and customer and increases the closeness between them.](#)

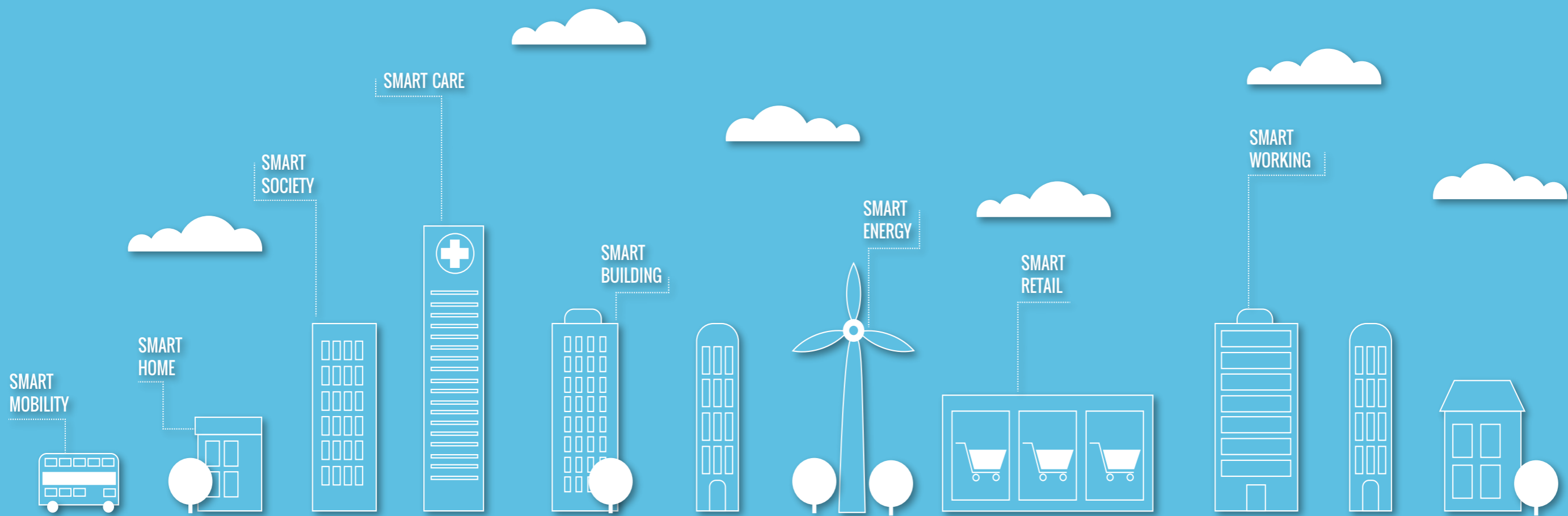
Undoubtedly, [social media can help to differentiate a brand](#) by promoting a specific profile of values, mission, services, quality and customer care. That could be done by letting customers get involved in the online conversations, chat with other users, ask questions about the product/services and be the first to learn about new products or promotions.

The company's goals and target audience need to be established before starting to use social media in order to provide the right message to the right people. A very common strategy that helps in reaching these objectives is the SMART approach. According to Housseem Daoud of the 'Social Media Examiner', the objectives need to be [Specific, Measurable, Achievable, Relevant and Time-bound](#). In this case, choosing the right analytics to find out whether the goals can be achieved is crucial, as is the use of the correct tracking tools to measure possible effects of strategies.

By using the correct strategy, [social media can make a huge impact in the success of businesses](#), by increasing popularity and customer trust. At the same time, having opportunity to receive customers' opinions about the company and its services can be beneficial to the business and also determine customers' choices.

Moreover, [the choice of platform\(s\) also plays a critical role in creating the right business profile.](#) For example, not all businesses need Snapchat or Pinterest since these are visual networks that do not give the opportunity to chat. On the other hand, LinkedIn, Twitter and Facebook are used by most companies since these are both business and 'fun' oriented.

In the end, excellent content management skills are essential when it comes to social media management. [Storytelling seems to be the best and the most popular way to promote online content.](#) Storytelling became a well-liked marketing trend that captures an audience's interest, often with pictorial representations that help to boost a brand. Unique stories with truthful elements that (directly or indirectly) involve elements of the company's culture can be great content. Customers want to read modern stories which they can associate with their own lifestyle and attitudes. Customers have a deep need for content that creates positive feelings and is a great source of information. The use of Storytelling in web content is a skill that is easy to learn. There are plenty of online sources that help to improve content management skills and these give a great point of view on how to use attractive storytelling practices to promote the business.



# Smart Cities

by Bhavesh Ahir

There is no universally accepted definition of a Smart City but broadly defined, Smart cities are cities that make efficient use of their resources through the use of the Internet of Things (IoT). Resources in this context can refer to any public services from street lights through to an entire organisation such as hospitals. It's possibly best thought of as a concept that aims to use technology to increase people's standard of living and drive economic growth. With a robust digital infrastructure, problems can be anticipated and solved cost effectively making it easier to manage a city.

The Department for Business, Innovation and Skills have identified a number of challenges facing cities in the UK;

- Economic growth and a need to be flexible towards change.
- Fragmented urban infrastructures with transport and housing under strain from rising populations.
- Improving energy efficiency and reducing carbon emissions to allay concerns about climate change.
- A need for the High Street to re-strategize due to increased online entertainment and online retail/ consumer services.
- The burden on adult social care which uses significant amounts of local authority budgets, budgets which have seen cuts of up to 30% in recent times.
- Financially constrained local authorities are finding it difficult to respond to challenges.

However, the Smart City concept would vary from city to city depending on its own particular circumstances

and from a global point of view it would vary from one country to another. Hence, there is no universal definition of a Smart City.

In order to create a replicable model which can be applied to different cities we need to identify common components of a Smart City solution to be adhered to. In order for us to have a common standard, it is useful to look and work towards the six attributes identified by the UK Government's Department for Business, Innovation and Skills.

- A modern digital infrastructure that allows citizens access to relevant information when they need it and in a secure way.
- A citizen-centric approach. Whereas traditionally there has been a one-way flow of information from public service providers towards citizens, a Smart City would have an interactive two-way flow of information which results in a more responsive and personalised service. This requires the effective sharing of information between organisations and the delivery of

# Smart Cities

internet services to citizens wherever possible. This would be more cost effective and real time than the traditional face to face customer services.

-An intelligent physical infrastructure known as IoT (the Internet of Things). This is a network of physical objects or sensors, such as a barometer, with an IP address for internet connectivity that can provide real time information to help manage the delivery of public services.

-An openness to learn and experiment with new approaches and business models.

-A need for public service providers to be transparent about performance and outcomes so that citizens can compare and challenge performance between organisations and between boroughs.

-Finally, the sixth and critical attribute is that the city leadership commits to delivering a clear and consistent vision of the future. This is a vision that is influenced by the needs of it's citizens so that businesses and citizens alike can embrace that vision and create the city they want.

MK:Smart is an initiative in Milton Keynes which aims to develop innovative solutions to support economic growth in Milton Keynes. The 'MK Data Hub' is central to this project which acquires and manages large amounts of data. This will include data about energy and water consumption, transport data, data acquired through satellite technology, social and economic datasets, and data from social media or apps.

One of the initiative's projects is to optimise car parking. Many car parking spaces are unused because people don't know where to find them. Identifying spaces and sending the information to apps

“ It's possibly best thought of as a concept that aims to use technology to increase people's standard of living and drive economic growth. ”

and roadside displays can help maximise space use and reduce traffic congestion and fuel consumption. A pilot was launched at Milton Keynes Railway station where sensors were installed in the parking bays. The sensors send arrival and departure times to the Mk Hub. The data can be made available on the Milton Keynes Council public information dashboard, as well as via a browser that displays bay status as red (occupied) or green (free) via an overlay to Google maps. The data can also be used to calculate average parking times so that the council can adjust the parking restrictions accordingly.

As well as smart parking, they (MK) have also implemented smart lighting where sensors detect levels of natural light so that street lights can be brightened or dimmed accordingly, resulting in large energy savings.

There are a number of interrelated barriers to entry that local authorities face in implementing a Smart City. The Smart City concept is still in it's infancy and, although the benefits can be seen in theory, in practice no Smart City has been fully established. Therefore, there is a lack of information in terms of the measures of cost and performance benefits as well as difficulties encountered during implementation. The main benefits would only be seen on a large scale when departmental systems are networked and integrated to work with each other, so this leads to an issue of coordination between systems. City authorities would need to take a lead in coordinating activities but the lack of information on cost/benefits would make them cautious as they face scrutiny. There is no 'first mover

advantage' for local authorities and they would likely prefer to learn from other's mistakes.

The Government has allocated limited funding towards Smart City projects and they are usually the biggest source of finance for local authorities. There may also be reluctance on the part of local authorities to switch to an online mode of delivery for concerns of losing inclusivity of their services. Finally, a local authority may simply have higher priorities to address, such as crime or unemployment, before they can take on such a project.

There are also more technical issues which are inherent with information technology. Authorities fear being locked in to particular companies software/ systems and legacy systems (systems using outdated technology) still exist. Interoperability, where systems using different software platforms can communicate with each other, has to be ensured. The other issue is of data privacy. User's data must be secured and not used for malicious purposes by unauthorised people or criminals. Users must have trust that the data collected, stored and transmitted about them is secure.

Local authority departments have traditionally worked independently from one another and this raises concerns as to whether they can manage the pace of change and complexity of becoming a Smart City and create a success. By outsourcing services it presents opportunities for the innovative business community to bid for outcomes based contracts which also helps to minimise any issues of affordability for the local authorities.



# WHAT IS CLOUD COMPUTING?

BY BHAVESH AHIR

**In the computing industry there is no consensus on what cloud computing actually means. Therefore, in order to understand cloud computing it is useful to realise that when using a computer there are three 'layers' to the system.**

First, at the [lowest layer there is the actual hardware](#). At the least this layer requires input (keyboard, mouse), output (screen), processor, temporary storage (memory) and long term storage (hard drive). Next, at [the middle layer there is the operating system](#) such as Microsoft Windows or Android on a smartphone. The operating system interacts with the hardware and provides an environment for running and developing software which is the [top layer of the system such as spreadsheets and word processors](#).

In a business that has its own IT systems there would be system administrators to look after hardware and networking (infrastructure), IT support staff and desktop deployment tools to install applications and update the operating systems (platforms) on desktop computers and users who perform tasks with these applications (software). Many of these functions can be provided for by a cloud computing company.

In general there are [three categories of cloud computing offered by companies](#), each pertaining to one of the layers of computing described. These are [Software as a Service \(SaaS\)](#), [Platform as a Service \(PaaS\)](#) and [Infrastructure as a Service \(IaaS\)](#). The service provided by the company can fall under one or more of these categories.

[SaaS applications are not desktop applications – they are web-based](#) so they can be used in any up-to-date web browser on any computer operating system.

[PaaS are purpose-built software development environments that are hosted on the internet rather than the desktop computer](#) so all you need is a web browser to create, test and deploy web applications.

[IaaS \(servers, storage, bandwidth, processing power etc\) are provided by a third party](#) but you can access and use these computing resources as if they were installed on the business's network.

A major consideration is the form of deployment the cloud service should take. A ['community cloud' is a computing environment shared by a particular community](#) of organizations with common interests or data protection concerns. A 'private cloud' is the deployment model used internally by organisations. A 'public cloud' is the deployment model where services are provided by a cloud provider. A 'hybrid cloud' is a linked combination of a private cloud and a public cloud. [The most relevant forms of deployment for a business are the private and hybrid cloud models](#).

Although cloud computing cannot be clearly defined, it is useful to look at common attributes of a cloud computing service to provide a broad definition;

- Users can log on to a website or use web services to access additional computing resources on demand whenever they want them, without talking to a sales representative or technical support staff.

- Users can access cloud computing services from any internet-connected device. With a web browser on a PC they can do anything but there is also support for smartphones in many cases.
- Users can share a pool of computing resources with other users, and these resources, which can be dynamically reallocated, may be hosted anywhere.
- Cloud computing service providers enable computing resources or user accounts to be rapidly provisioned or released so that businesses can scale their systems and costs up and down at any time according to their changing requirements to meet demand. This is known as 'elastic computing'.
- Cloud computing providers automatically monitor and record the resources used by businesses or currently assigned to users, which makes possible the pay per use model which is a fundamental aspect of cloud computing.

Cloud computing enables businesses of all sizes to quickly procure and use a wide range of enterprise-class IT systems on a pay-per-use basis from anywhere at any time. [This has significant financial benefits for businesses](#). The variable cost nature means that costs can increase and decrease with demand. There is less capital expenditure, or possibly none, and this is important especially for small and medium size businesses who may not be able to meet the significant

up front costs of their own IT infrastructure. [There can also be lower IT management costs with cloud computing](#). Overheads such as this can be offloaded to the cloud service provider as well as concerns of future proofing technology (for as long as the service provider is a going concern).

Despite the benefits of cloud computing [there are still risks involved, namely data security](#). This issue is inherent to information technology and would have to be reconsidered in the context of cloud computing possibly by taking a hybrid approach where only non-critical business applications and data are stored in the cloud. [Another solution would be to use a secondary cloud as a back-up for a primary cloud](#).



# Training and Development



Many organisations have training program to help their employees to acquire specific skills or knowledge that may enhance their performance in their job roles.

It is a significant opportunity to expand the employees' knowledge base and to help them to acquire specific skills. However, development does not directly focus on the immediate job role but emphasises more on employee progress and future performance.

In today's modern society, everything is quickly changing. The recent world financial crisis, political unrest and the UK Brexit are among many of the factors causing economy uncertainty and causing the nature of work to continually change.

Furthermore, technology is also having a significant impact on the way we work today; new technologies

require a new range of work skills which means that employees need to continually improve their skills to be effective at work.

Good training and development programs enable an organisation to retain its employees, improve their performances and increase their business profits.

Employees training and development programs are becoming more significant today due to the current battle for top talent; every big firm want to keep the best talent in the market to remain competitive.

Acquiring top talent takes time and money, thus developing its own employees is a reasonable and cost efficient option for any business looking to maximise its shareholder's growth.

## Tesco Case Study

Tesco has a clear vision for learning and development. The group promotes training and development programmes to inspire its employees to learn and to develop the required skills needed to excel in their respective roles.

Tesco's approach toward training and development is a shared responsibility method; both the line manager and the trainee work together to the programme but the trainee is the primarily responsible for his own development.

Tesco has a commitment to always provide the most appropriate, world-class learning and development programs that improves its employees' performance by combining old-style training method with online and app-based learning.

Tesco should encourage their personnel to always ask themselves specific questions that will help them to evaluate their ability and skills. Employees need ask themselves the following questions:

- Do I know how?
- Can I do it now?
- What are my current skills?
- What do I need to achieve a higher position?

## Academy Online

This virtual academy scheme offers an opportunity to employees to improve their skills and to have access to training throughout Tesco Group, wherever they are.

## Tesco Training and Development

Tesco has a structured monitoring and evaluation training and development tools comprised of planned tasks, timetables, measures and checklists.

It enables employees to assess their personal progress by setting their own Personal Development Plans which includes an Activity Plan and Learning Log.

The Activity Plans need to have SMART objectives (Specific, Measurable, Achievable, Realistic and Time-framed)

## Academy On The Go

Academy on the Go mobile learning app provide excellent, small-scale training wherever employees need it.

## Training and Development Importance

Personal development helps organisations to generate long lasting competencies. Employees acquire new skills, become more positive, creative and valuable to the organisation.

Employing new staff is becoming more and more expensive therefore retaining existing staff is now tremendously important for all businesses.

Additionally, development helps to raise employee motivation. When the people are given the relevant skills to perform in their role and are given the support needed to increase their abilities and responsibility, there is a positive impact on their effectiveness in their roles.

Employers have the responsible of providing adequate opportunities to its staff to learn new skills that will enable them to handle the challenges arising at work and to perform their activities methodically.



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# NOKIA

## The Demise of a Giant

Only one decade ago, if you had a mobile phone in your pocket, high chances were that it was a Nokia. The mobile phone giant made more than four out of every ten mobile phones sold worldwide. Today's mobile phone area is ruled by Apple's iPhones or Samsung's Galaxies, while the Nokia brand name is just a memory of a glorious past. How has the "Connecting People" company failed to achieve its vision in the long term and what lessons are to be learned from such a steep decline?

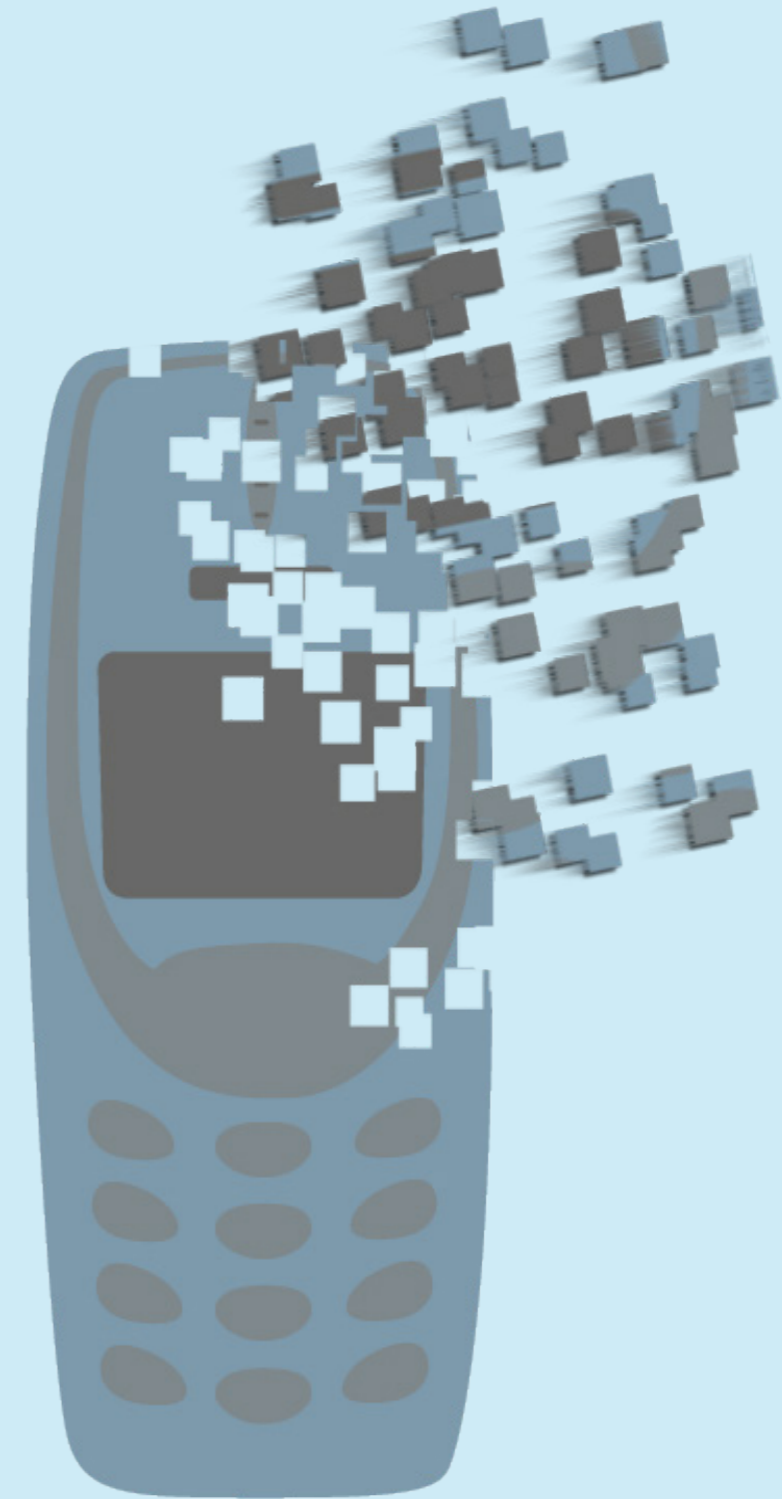
### THE RISE OF A SUPERSTAR

The Finnish company was originally founded as a pulp mill factory in 1865 and made its way through various industries over time. It found its road to success in the mobile phone industry when it launched, in 1987, the Mobira Cityman handheld transportable phone, nicknamed as "Gorba" after Mikhail Gorbachev was photographed using it to call Moscow during a conference in Helsinki. This was followed by several other successful product launches over the following years such as the 3210 in 1999 or the 3G 1100 in 2003, which sold in their millions worldwide. The company sold its billionth phone in 2005 and two years later was listed as the fifth most valued brand in the world.

Between 1996 and 2011, Nokia saw a whopping fivefold increase in its turnover, from €6.5 billion to €31 billion, and was an important contributor to Finland's economy. In 2000, it employed around 24000 workers in Finland and accounted for 4% of the country's entire GDP. Between 1998 and 2007, Nokia provided 20% of all of Finland's exports, overtaking the country's dominant wood based industries.

### A STAGGERING DECLINE

The launch of Apple's first iPhone in 2007 spelled the end of Nokia's supremacy. Despite the company's attempts to succeed on the smart phone market, new entrants such as Apple, Samsung or



Google turned out to do better business. The N95, 5800 and N97 smart phones launched by Nokia in 2007, 2008 and 2010 respectively, had serious quality problems and could not match up to the competition. In 2011, Nokia entered a “strategic partnership” with Microsoft with a view to buying better software for its devices, in an “attempt to regain ground lost to the iPhone and Android-based devices,” as BBC reported at the time. However, the move only accelerated the company’s decline and Microsoft acquired Nokia’s phone business in 2013 in a USD 7,17 billion deal. This was a far cry from the company’s heyday, when its market value reached USD 320 billion. One year later, Microsoft announced that “Lumia” would replace the Nokia brand in its new line of phones. However, Nokia licensed product designs and technologies to third-party manufacturers, to ensure that its brand is still present, albeit modestly, in the mobile consumer market.

#### CAUSAL FACTORS BEHIND NOKIA’S FALL

The main reason behind Nokia’s rapid decline was its reluctance to relinquish the outdated Symbian software, which was used in the phones that brought the company to glory. It failed to respond to the iPhone’s emergence that heralded a shift in the market trends and did not come up with powerful new products. By the time Nokia finally brought its first device with Windows capabilities, its fans had turned to less reputed companies that had entered the market with innovative devices (Apple, Google, HTC). James Surowiecki, in his article “Where Nokia Went Wrong” in the New Yorker wrote: “It wasn’t just that Nokia failed to recognize the increasing importance of software, though. It also underestimated how important the transition to

smartphones would be. And this was, in retrospect, a classic case of a company being enthralled (and, in a way, imprisoned) by its past success. [...]In 2008, Nokia was said to have one of the most valuable brands in the world. But it failed to recognize that brands today aren’t as resilient as they once were. The high-tech era has taught people to expect constant innovation; when companies fall behind, consumers are quick to punish them. Late and inadequate: for Nokia, it was a deadly combination.”

Therefore, Nokia failed to adapt to the changing market and failed to leave its comfort zone. It embraced the status quo culture by being risk averse, refusing to invest in ground-breaking technologies and taking its competitors seriously only when it was too late. Business analysts point to success intoxication, complacency and internal red tape as the inhibitors to innovation which finally triggered Nokia’s demise.

#### LESSONS TO BE LEARNT

Could Nokia have avoided its decline? It seems so. According to Michael McQueen, who analysed Nokia’s demise, there are three things that Nokia should have done to avoid its “road to irrelevance”.

First, it should have been willing to sacrifice their most successful and profitable cash cows in order to make way for the future. As Steven Jobs put it, “If you aren’t willing to cannibalise your own business, someone else will do it for you.” Second, it should have got rid of its stifling internal bureaucracy. “One of the big challenges for big brands is they become bureaucratic. Once you have a whole lot of organizational systems in place, it becomes like trying to steer the Titanic” (Michael McQueen). Last,

“ The main reason behind Nokia’s rapid decline was its reluctance to relinquish the outdated Symbian software, which was used in the phones that brought the company to glory. ”

Nokia should have anticipated. Nokia’s example shows that, in business, the right time to change is before you are forced to.

By contrast, the Lego company is a remarkable example of how important it is to accept market trends and act in time. Despite being over 90 years old and on the brink of bankruptcy, the company knew how to reinvent itself in the mid 90s, when faced to the emergence of video games. The Danish toymaker combined creativity with smart management, which finally secured the company’s success.

#### NOKIA’S LEGACY

The closure of Nokia’s operational sites in Finland left 40,000 highly skilled ICT workers unemployed. In the long term, however, this has had a positive effect as such individuals followed their own path and used their extensive know-how to develop new products and businesses. This led to a start-up boom that generated innovation and therefore growth. Startups that sprang from Nokia’s downfall include Thingsee, an Internet of Things platform, Tellyo, a media and entertainment company, and Enovo, a waste management service.

Although Nokia has never regained its former prominent place on the mobile phone market, its name lives on in the network equipment and wireless technology sector. In January 2016, Nokia acquired Alcatel-Lucent SA, marking the company’s latest transformation as a provider of products and services for an IP connected world. Its fate and whether it learned from failure remain to be seen.



Bloomsburys Customer Care Agents. © Bloomsburys GmbH

# CUSTOMER ENGAGEMENT AN ESSENTIAL BUSINESS PRACTICE

BY ANASTASIA DALAKOURA

“Nowadays, the use of technology plays a vital role in creating rapport with clients.”

The most common business practice that big and small companies use is effective communication between themselves and their business clients in order to create customer engagement and build strong relationships with these clients. The term “communication” may refer to promotional practices, such as newsletters or emails, that keep customers updated regarding the company’s practices and that will strengthen the bond between them. Nowadays, the use of technology plays a vital role in creating rapport with clients. Most businesses use email/mobile marketing, applications, loyalty programs and online competitions in order to increase customer involvement with their company. These practices seem to be appreciated by customers since they feel rewarded, valuable and important to the business. Another determining factor of customer engagement is the anticipation of their needs. A business must always expect, and be prepared to fulfil, customers’ needs and to occasionally reward them in order to increase their interest and loyalty.

For many professionals, customer engagement is considered as an evolution of customer service, as it combines effective communication, information and guidance with several marketing efforts that bring an authentic connection with customers. Of course, in this case, customer service should not be considered as an outdated practice. Customer needs to have direct contact and to feel that there are always people there to support them. Customer service professionals are the ‘faces of the business’ and their approach needs to be careful and specific always. This real time interaction requires a positive attitude, a genuine interest in the client, expertise, good listening skills and a smart appearance. At the same time, by using various marketing efforts to increase customer loyalty through marketing activities, customer’s buying intentions will augment sales and business’ profitability will also increase.

In a nutshell, each company needs to promote, as a core value, that customers are part of its big family and that the company’s major goal is to bring customer satisfaction. Customers will then be more likely to continue their cooperation, more appreciative of the company’s values and, of course, be less price-sensitive.

Reference:  
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# SMART BUSINESS DEVELOPMENT - THE POWER OF IOT (INTERNET OF THINGS)

BY SUMIT KOHLI

As the years evolve, generations pass, new technology and commercial models comes and go. We are well verse with the ongoing business changes. At present we are stepping into a whole new paradigm shift over the traditional business models, taking a **SMART step to make almost all the "things" around us more efficient and effective.** And this exactly what the Power of Internet of Things has to offer towards the society. A brand new approach towards a smarter business.

IoT does fundamentally changes how the businesses were done, perceived and brings a fresh new look at value creation.

As Jasper/Cisco states it correctly, **IoT is perceived as the convergence of the digital and physical worlds** – Internet of things is transforming the way business is done across every sector of the economy and every industry, across the globe.

When every product you sell is connected 24x7x365, it fundamentally changes how you operate, how you interact with your customers and eventually how you make money.

Network services connect things and cloud services, which takes advantage of Big data analytical capabilities and application software to turn raw data into useful information. The power of IoT/big data is so huge that many industry pundits have tagged '**Data as the new currency**'.

The time has passed where industry silo's where happily sitting in their respective corner doing business. Now, thanks to IoT a whole new platform has been created which is industry/sector agnostic, one can smartly expand its portfolio to various verticals, be it home, healthcare, mobility, education, energy, industry and so forth.

A Smart business model describes the rationale of how an organization creates, delivers, and captures value. There is no 1 size fits all approach here, one needs to be agile and

ready for variety of customization suiting client portfolio. We need to start with freemium or pay-per-usage commercial models, which allow end clients to see it, touch it, feel it and enjoy all the value coming out of their respective "things", this really helps in making clear and concise business cases and eventually future decision making.

No doubt, it is quite exciting, smart and sexy but as we know there were never any free luncheons. **Proactivity is the key**, we need to come up with innovative commercial models, value proposition, well designed use-case. To encash IoT, one need to simply **Think Smart, Build smart, Run Smart.**

The Smart business development does involve a smarter work to be done by "everyone" in terms of how 'things' are build and delivered and used. No technology or business models has just come and able to win end users directly in one go, it always requires progressive evolution. Businesses will turn much smarter, but one need to stay tune

and allow some breathing 'thinking' space to end client and solution provider. Let all cross industry verticals to experiment, it does requires to give a descent try to be given towards new models so we can either "win fast" to make smarter money or we must "fail fast" allowing us to learn and improve to fulfill our ambitions.

The value proposition over smart(er) business development can only come when we teach, educate ourselves then our clients.

On a side note, another important aspect to smarter businesses can only be developed when we "work together". Let us not reinvent the wheel, we neither have time to start something from scratch nor do we have all needed capability in-house. Infact, we must see the industry as "what are friends for", partner, synergize, collaborate, act together, use the proven expertise sitting in the market. **Healthy business requires healthy collaboration.**

A simple flavor of Smart(er) businesses, we all are heading to.

- Ever heard our simple 'toothbrush' IoT business models? Smart" toothbrush helps Oral-B do a better job in maintaining dental health by "focusing, tracking, motivating and sensing".
- Our Smart Home "talking" to Washing machine, dish washer, coffee machine, how are they being used and what could be improved?
- Coca cola vending machine "talking" to its vendor that I'm running out of supply please bring me some soon?
- Smart Car, helping thousands of car insurances companies to build new offers, models based on driver driving behavior.
- mHealth platforms unleash another practical business segment, creating win-win scenario's for doctors, hospitals and patient to remote monitoring for patients.
- Industrial IoT: Predictive maintenance, keeping assets up and running has the potential to significantly decrease operational expenditures and save companies millions of dollars. With the use of sensors, cameras and data analytics, managers in a range of industries are able to determine when a piece of equipment will fail before it does.

	TRADITIONAL PRODUCT MINDSET	INTERNET OF THINGS MINDSET
VALUE CREATION	Customer needs .....	Solve for existing needs and lifestyle in a reactive manner .....
	Offering .....	Stand alone product that becomes obsolete over time .....
	Role of Data	Single point data is used for future product requirements
VALUE CAPTURE	Path to Profit .....	Sell the next product or device .....
	Control Points .....	Potentially includes commodity advantages, IP ownership, & brand .....
	Capability Development	Leverage core competencies, existing resources & processes

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HARBOUR RESEARCH HBR CISCO JASPER



## Magazine Coordinator

**Meera Chauhanz**

This experience was great to be a part of, as I feel that we kept learning as we progressed onto each magazine. I learned more about layout, and making things look clean and readable, while keeping it aesthetically pleasing. Also it was a great lesson in working closely with the team, and keeping the look and of the magazine consistent. Though my favourite part was learning from the team and seeing how they would tackle the design, which was always inspiring!

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Having produced articles for all the magazines it has developed my layout skills and made me think more and experiment with form, colour, change of pace and typography, image selection and placement. Editing the legal magazine gave me the opportunity to design a concept and see it through to completion whilst liaising with the designers and other people involved. Having been challenged by these projects it has given me valuable skills and more work to add to my portfolio.

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**Krasimira Yordanova**

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Working as a part of the Amnick team to produce this magazine has given me confidence in my abilities as a designer. Sharing ideas and learning from my other team members has really developed my skills and improved the way I work.

**Sarah Mantelin**

Working on Amnick's magazines allowed me to develop my skills and interest in Editorial Design. It was the perfect opportunity for me to kick-start my career in Graphic Design by working on exciting and diverse projects. I now have the self-confidence and the ability to grow as a Junior Designer.

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**Special thanks to all those who contributed to this magazine, and are not mentioned on this page.**



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