



## Inside ...



Triple Honors for AHC Bahrain



Arabian Business—Awards



HSE Award for 3 years LTI free



H.E. Sheikh Mubarak Al-Sabah to host first regional conference for YPO in Kuwait



CFO of the Year 2019—MENA

And More ....



Arabian Business Magazine has awarded H.E. Sheikh Mubarak A.M. Al Sabah Businessman of the Year 2019

## G.M.'s Message

Welcome to the 40<sup>th</sup> issue of AREC's quarterly newsletter, the best source to keep in touch with the news of AREC's family. Hope you enjoy this edition, and as always, we welcome your feedback and suggestions to improve the design and content or queries on any aspect of the newsletter, wishing you a happy reading.

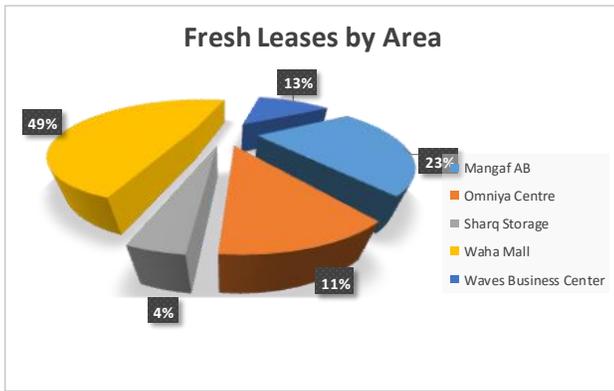
**Rawaf I. Bourisli**  
General Manager



## Operational News 2<sup>nd</sup> Quarter of 2019

By: Joe Weberhofer, Operations & Marketing Manager

Despite the natural slow-down in the summer season coinciding with the Holy Month of Ramadan and the Eid Holidays, the portfolio still witnessed some interesting activities during the period.

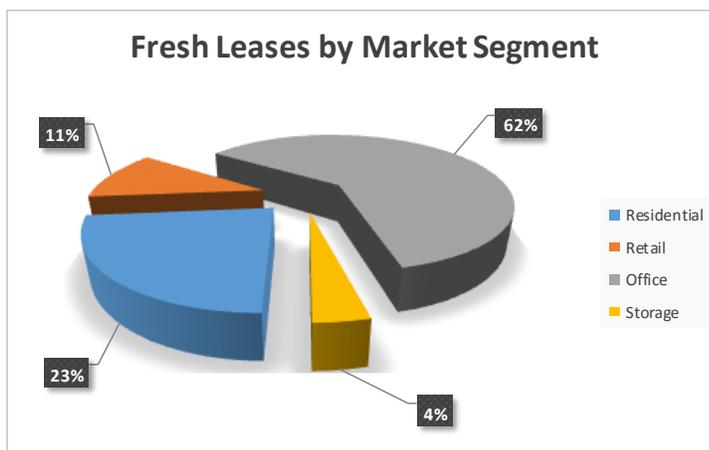


From an area perspective, the most dynamic property was Waha Mall, representing 49% of all fresh leases, followed by Mangaf Bldgs AB with 23%, Waves Business Center with 13%, Omniya Centre with 11% and Sharq Storages with 4%.

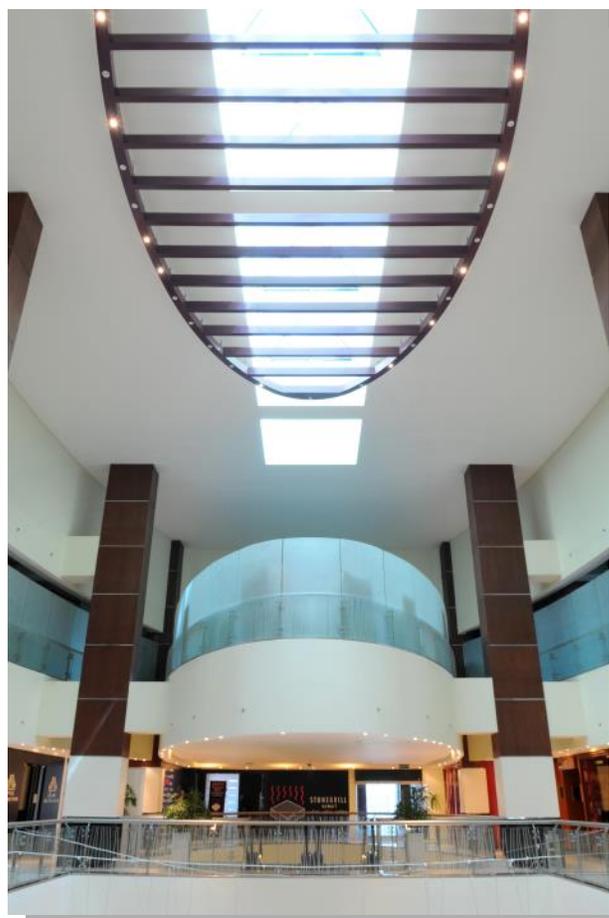
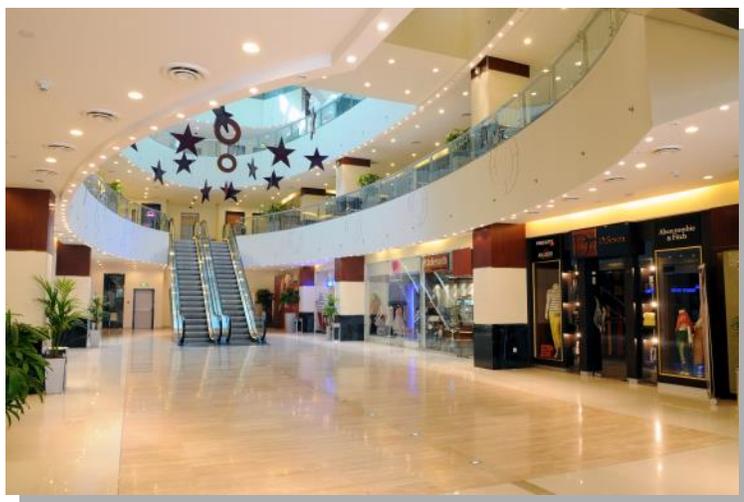
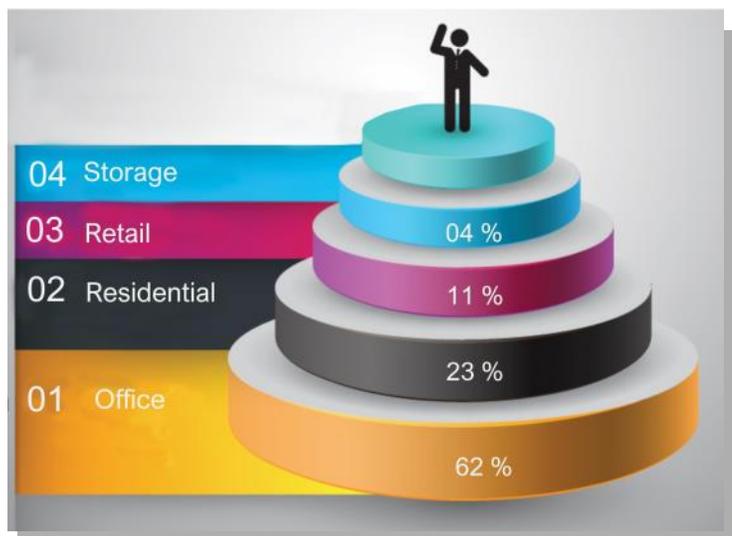
Property	%
Waha Mall	54 %
Mangaf A&B	23 %
Waves Business Center	13 %
Omniya Centre	11 %
Sharq Storage	4 %



Type of Lease	%
Office	62 %
Residential	23 %
Retail	11 %
Storage	4 %



The lion share of fresh leases went to the office space segment, representing 62% of all new leases during the period, followed by a distant residential segment with 23%, retail segment with 11% and storage spaces with 4%.



## Action Hotels takes triple Honors for Bahrain in MEED Projects Awards

### ibis Styles Bahrain is the Kingdom's award-winner in three categories

**GCC, March 30<sup>th</sup> 2019** Action Hotel's four-star Ibis Styles Manama Diplomatic Area in Bahrain has won the Kingdom's national honors at the prestigious MEED Project awards run in association with Mashreq Bank. The hotel, which was opened in 2017, scooped the '**Commercial Property Project of the Year;**' the '**Small Project of The Year**' and the '**Tourism & Leisure Project of the Year;**' against fierce competition in the 2019 awards scheme which saw a record number of entries from across the GCC.

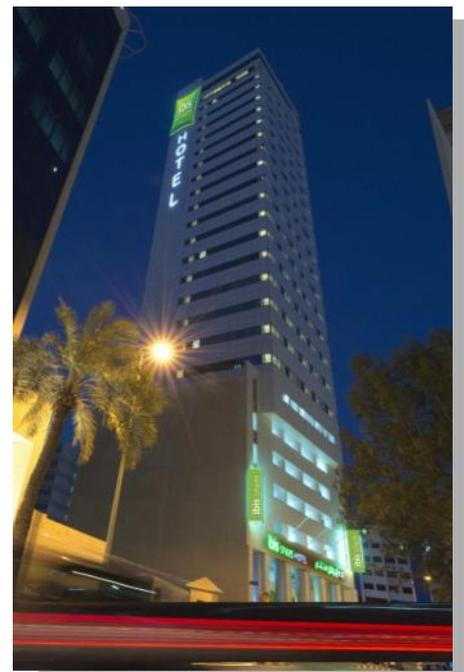


Richard Thompson, Editorial Director, MEED, said the awards recognize Action Hotels' strong commitment to completing projects and in meeting very stringent quality standards.

**H.E. Sheikh Mubarak A. M. Al Sabah**, Founder and Chairman of Action Hotels, said "Earning National Recognition" for one of our newest hotel projects is a significant achievement yet we believe this property, which was designed to strengthen Bahrain's economy and its midscale branded hotel offering.

ibis Styles Manama Diplomatic Area represents a unique offering in Bahrain's under-serviced economy segment, providing visitors with a modern, quality lifestyle hotel experience at an affordable price. This is an approach which is central to Action Hotel's overall ethos and one which is in demand in other areas within the GCC." The ibis Styles Manama Diplomatic Area has 95 rooms, including 24 suites, the 24th floor Omniya international restaurant which offers superb views of Manama's skyline, a gym and meeting room. Room bookings are inclusive of a buffet breakfast and free Wi-Fi. The ibis Styles Manama Diplomatic Area accommodates visitors wishing to stay close to the Bahraini capital's embassies, ministries, banks and other corporate institutions. "The design dialogue was informed by the desire to deliver an affordable alternative for both leisure and business guests in a centrally located property close to Bahrain International Airport and with easy access to the Bahrain World Trade Centre,"

**H.E. Sheikh Mubarak A.M. Al Sabah** said the Bahrain national honors are testament to the quality delivery of Action Hotels' design team and project managers who, he said "worked tirelessly to deliver this project." He added: "These accolades also set new benchmarks for mid-scale hotels which we look forward to delivering this year with imminent opening of new properties, including the Novotel Bur Dubai." Action Hotels specializes in economy and midscale hotels and partners' brands, such as Accor, to operate and manage them.



## Arabian Business Awards – Businessman of the Year 2019 — H.E. Sheikh Mubarak A.M. Al Sabah

Kuwait 28<sup>th</sup> April 2019, The Arabian Business magazine Awards, held its annual gala dinner, at the Four Seasons Hotel Kuwait, to honor the best and brightest business stars in Kuwait. H.E. Sheikh Mubarak A.M. Al Sabah founder of Action Hotels, was awarded as the Businessman of the Year 2019.

The event was sponsored by RAM, who gathered together Kuwait’s finest business leaders, entrepreneurs and thought-leaders and was a change to recognize their achievement throughout the year. It should be said that it is not just about celebrating success, but rather celebrating the innovation, the hard work, the determination, the creativity and the never-say-die attitude that has seen this country become one of the most successful nation in the world.



### Lausanne Travel & Tourism — Sponsored Students

Kuwait, 27<sup>th</sup> April 2019, Lausanne Travels and Tourism sponsored students at Kuwait University Graduation Ceremony for the year 2019, and Regus yearly gathering at Hamra Tower



# ADCO Rigs SD-15 & SD-16 won KOC—HSE Award for 3 Years LTI Free



Kuwait, April 2019, Action Drilling Company, Rigs SD-15 & SD-16 reached a remarkable milestone of 3 years LTI Free.

The crew has committed to a safe culture, with a strong visible leadership from rig management to rig crew setting the example for all team work and a proactive approach in dealing with safety deviations, everyone involved for maintaining our practical approach and commitment and walking the extra mile when it comes to safety.

What really matters for us at the end of the day is that everybody goes home safe. This achievement clearly demonstrates our compliance not only with the mandatory safety codes and regulations. We are fully committed to 'continual safety improvement' as stated in our Policy.

We are an employer of choice where our families and dependents can be assured that when we come to work we will be safe.

## Abdullah Al-Mubarak in the Poetry and Thoughts of H.E. Dr. Souad Al Sabah

By Ali Al-Masaudi—Translated by Abdulraoof Salim

I was preparing to look for “Abdullah Al- Mubarak” in the poetries of Souad Al- Sabah and I found his presence in herself and her life, much wider than the area of poetry, he is decreed on all her details and all her history. If you speak with her about politics, she says Abdullah Mubarak. If you speak with her about love, she says Abdullah Mubarak. If you speak with her about love, she says Abdullah Mubarak.

If you start speaking about Arabism, she whispers Abdullah Mubarak, and if you mention the sacrifice, and reputation she says: Abdullah Mubarak, if you refer to the wisdom and governance she says “Abdullah Mubarak”

Souad was like the moon that revolves around the Earth. It is the moon with its clarity, manifestation, and beauty, and it is the earth with all its tender and tenderness. There is a state of attraction and eternal attraction between them, the moon cannot get out of Earth orbit, and the earth will not be a beautiful land without moon...Therefore, Abdullah Al-Mubarak was not limited in poetry, but in whole thought as a life and faith approach, and as gratitude...

It is surprising that this man decided to retire from political life and leave the media while penetrating the thought of the writer poet, he attended the social, intellectual, poetic and political life through which all these presences. After a life full of movements and transformations, the role of loyalty came after the departure. The intimate fulfillment, a trait of the virtues of authentic Arab women.

Women poets have been famous for their lamentations. Mustafa Sadiq Al-Rafeay said in his book “History of Literature” (Lamentation is the pillar of Arabic poetry for women), the immortality of the Brothers in the poems of Khansaa in her brother Sakhr.

But the product of Souad Al-Sabah Poetry and human and intellectual took the form of fulfillment more than the form of a lament. She always addressed him as a reality, as a presence. Standing in front of her with its body and history, although it is a passionate and conscious discourse of the magnitude of absence at the same time. It is not a protest against the loss. It was not clear from every decision that she rejected that absence or protested the destinies, but she accepted what happened with the same satisfaction.

At the same time she re-shaping the audience in another way, her achievements are an extension of his presence, and her children are a continuation of his prestige and her memories are reshaping the past reality of a future reality. This is how Souad Al-Sabah brings back the fulfillment events that Arab women have known by it. The most amazing thing is the heart of Souad Al-Sabah. Because the encounter between Souad and Abdullah was a convergence of emotions and cross-fertilization of the ideas of this rare relationship that is admirable and proud.

And how wonderful it is to change Souad Al-Sabah the stereotype in poetry that in which the aesthetics of poetry comes with a lover is not the husband. The poetic and prose discourse of Souad Al-Sabah against Abdullah Al-Mubarak was numerous. In a press ques-

tion asked by those who asked her to marry after the death of Abdullah Al- Mubarak, she answered this crucial and astonishing answer.

She said: When I married my cousin, darling and my teacher, Sheikh Abdullah Al- Mubarak Al-Sabah, I was in the first secondary school, I found a perfect man I cannot describe, and he stood by me since the first day, and ceded his historical privileges and is known as the head of the family. He pushed me to the sun fields to learn from culture and science and to increase my knowledge and thinking.

This great man walked with me all this long way and was proud of me that I was learning.

Souad Al-Sabah is an extreme fascination with the husband, and she is fully convinced of him as a life partner, not a media allegation, nor a literary narrative. This persistence in saying, and the persistence of the expression and the sweeping sense of its forms and forms, proves and confirms what is going on. It mobilizes all her senses so that the words are packed. Honestly, there is no limit to her purity and serenity. Her poem (the last of the swords) which may be a lament for a whole generation, is a milestone in her poetic journey in terms of her sense, flow, love, words and successive images that tell bitterness of a woman who is tall for her mountain.

In the poem, the feelings of the nation interfered with the feelings of the beloved. The nation's sorrows in the affairs of the wife are extremely sensitive, the most painful, the climax of pain and the sorrow of grief. And what is the meaning of the last swords only what you mean the last rounds of knights in the war, the last sword only after the curtain falls the curtain on all wounds. The most important book about Sheikh Mubarak Al- Kabeer the founder of modern Kuwait tells the history. The most wonderful and enjoyable pages are those that have been written in texts issued for the first time in 2006.

In the literary experience of Souad Al- Sabah, whose first trip took off in her first “in My Life” in 1963, her last break was “letters of the beautiful time” there is a moral lesson in poetry. We are accustomed to poems and poets to write about the love that we do not know their names and forms. They are not husbands or wives. The experience of poetry has been rooted in our minds that a wife cannot be a lover, nor does the husband deserve to be trampled by spinning poems. And that's what it's like to escape poetry by feeling to the distant other.

When we make a comparison between Souad's messages and Ghada's letters... The letters of the two books are written in love ink, longing pens, and material. And paved on the paper of Love. For two bright stars in the skies of Arabic literature. A book prepared by Souad Al-Sabah and another prepared by Ghada Al-Samman. When the two books are subject to criticism. Ghada graduated from the subject of hadeeth and to be harmed only as a beloved inspiration, followed by a famous Arab writer, he is not her husband. He is even married to a woman and justifies another woman's betrayal. He is impressed by his range in the writer and expands over the pages of the release which triggered a sensation and he tells her: you can go into history like a spear. You can and you deserve that.

## What's On

## H.E. Sheikh Mubarak Al-Sabah to host first regional conference for YPO

Kuwait 8<sup>th</sup> June 2019, H.E. Sheikh Mubarak Al Sabah will host the first regional conference in Kuwait for “Young Presidents Organization” (YPO). There are 250 top CEOs from YPO MENA and international companies expected to attend this event.

H.E. Sheikh Mubarak Al Sabah received Qutub Dadabai (MENA Regional Chair for Young Presidents Organization (YPO) yesterday at the White Palace. On the occasion of this visit, H.E. Sheikh Mubarak Al Sabah who is a YPO member, said “I was pleased today to meet and host the YPO Chair for the MENA region, who had accepted our invitation to come to Kuwait, an opportunity to explore means of increasing



cooperation with Kuwait business community and share ideas and experiences”. On his part, Qutub Dadabai, quoted “It was a pleasure to meet H.E. Sheikh Mubarak Al-Sabah, and I thank him for his gracious hospitality, it was an occasion for YPO to engage and learn about the Kuwait young entrepreneurs and business leaders to build trusting networks”.

YPO is the premier leadership organization of chief executives in the world, providing global platform for them to engage, learn and grow. YPO members harness the knowledge, influence and trust of the world’s most influential and innovative business leaders to inspire business, personal, family and community impact. YPO member-run companies, diversified among industries and types of businesses, employ more than 22 million people globally and generate USD9 trillion in annual revenues. YPO MENA is delighted to work with H.E. Sheikh Mubarak Al Sabah for hosting the first regional YPO event to be held in Kuwait, an opportunity to bring together YPO worldwide



## Other Activities



Egypt, 13<sup>th</sup> May 2019, H.E. Sheikh Mubarak A.M. Al Sabah visited Egypt Kuwait Holding Company (S.A.E.)

In picture from left Mr. Motaz Al Alfi, Chairman of the Board and CEO, H.E. Ibrahim Mahlab, Ex Prime Minister of Egypt, Board Member EK Holding Co. H.E. Sheikh Mubarak A.M. Al Sabah

Kuwait 21<sup>st</sup> May 2019, H.E. Sheikh Mubarak A.M. Al Sabah met RADAQUA Team

In Picture from left Mr. Rodney Missen, Chairman, RADAQUA, H.E. Sheikh Mubarak A.M. Al Sabah, Ms. Donna Massie, Queensland Trade and Investment Commissioner – Middle East, Mr. Malcom Dixon, Country Manager, GHD — U.A.E



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## Article by Eng. Rawaf I. Bourisli—Turning Procrastination into Motivation

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Procrastination is something many people suffer from daily. Fortunately, it's also something that is purely mind over matter to overcome.

### Typical procrastination excuses we tell ourselves

- I'll do this tomorrow, there's not enough time to do this today.
- I work better under pressure, I'll wait until it's almost due and then the work will be even better.
- This is such a huge project, I don't even want to think about it yet, I'll put it off for one more day.
- I don't really *need* to do this yet; it can wait until sometime in the future.

Unfortunately all of these lead to the inevitable day when you must actually complete the task. And while most people actually do get it done under that time pressure, working that way does not always produce the best results, and allows less time to proof and make it perfect.

### The causes of procrastination:

Perhaps procrastination is a part of the human condition, having an extended period of time to accomplish something makes us put it off into the future, even if we can begin it now. Perhaps it is modern society, which often times seems to focus on immediate and instant results, rather than something carefully crafted and refined over a longer period of time.

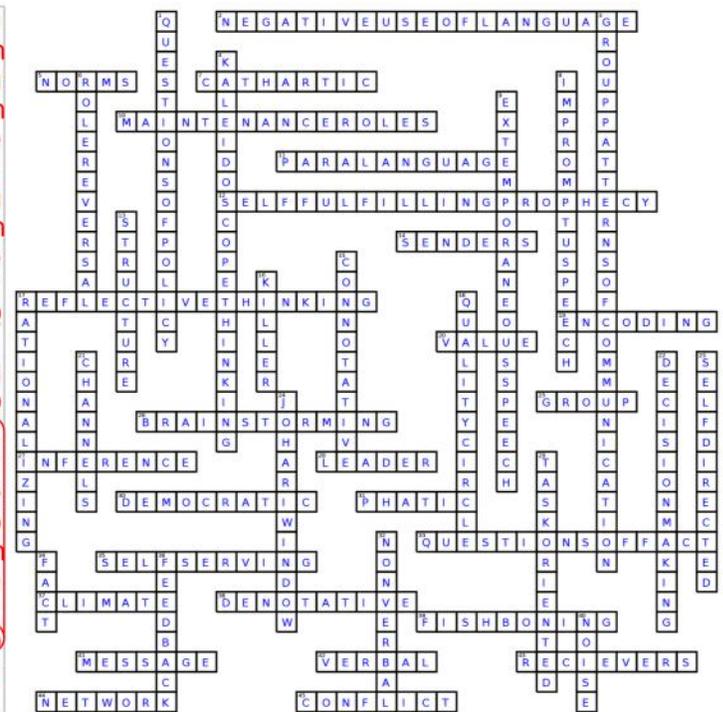
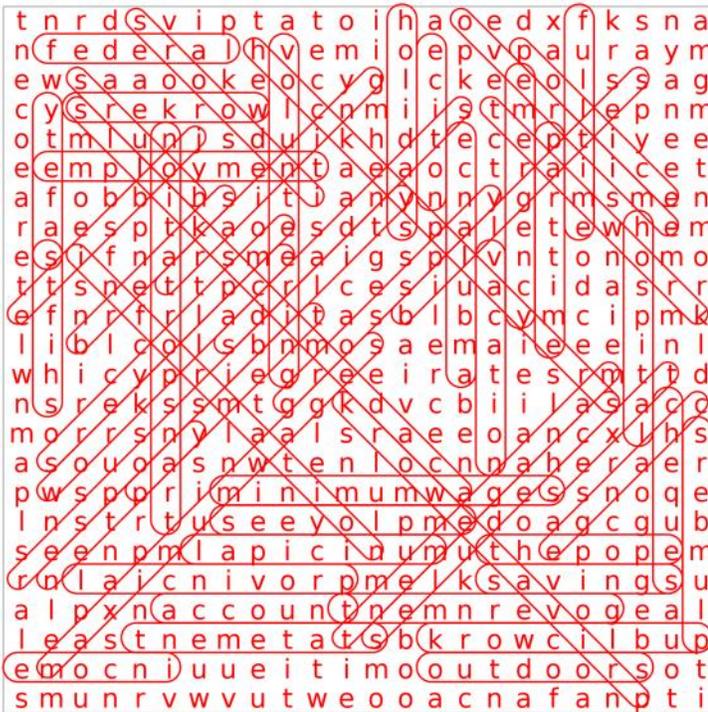
Part of the modern business world for most of us also involves a constant connectivity. Cell phones, office phones, emails, social media, etc., are constantly ringing, buzzing and updating interrupting us with communications. Our friends, family, co-workers, bosses, managers, etc. all are vying for our attention for sometimes trivial and sometimes important messages.

While these are all part of modern life, and we have learned to function efficiently with them, they can be a hindrance when in the midst of a project which requires complete focus. There is absolutely nothing wrong with staying in touch and being friendly/social with your peers, co-workers and friends, and giving proper attention to your loved ones – in fact I encourage all of those things. But there is a time and a place, and unfortunately being distracted can sometimes make you lose focus and motivation with the task at hand.

### 6 ways to minimize procrastination and maximize motivation:

- To be the most proficient, successful and happy at whatever it is you do in life, especially if you are producing intellectual products; you need to have a distraction-free environment. This will guarantee your mind is completely focused on the task at hand and you'll always get the best results.
- Start projects immediately if you have idle time. Once you actually start something and get into the flow of it, you'd be surprised how easy it is. Don't think about starting something, act. You can always tweak the project and make changes as you go along. Getting that first start is vital.
- Remove all distractions from your environment. Anything that will make you lose focus is something that will potentially set you up for procrastination and destroy your motivation.
- Eat well, sleep well and get exercise. From personal experience, a healthy mind and body is less likely to procrastinate. You'll feel better, you'll be more upbeat and active, and more optimistic about accomplishing your goals sooner rather than later. If you're tired or hung over, you'll be less productive and more likely to procrastinate a task until the next day.
- Mix up your projects and assignments so you're not simply doing the same exact thing every day. If you keep things fresh they will be more interesting and compelling for you to work on, and you'll be less likely to procrastinate them.
- Keep your thoughts positive, and recognize when you're entering a cycle of procrastination. Here is where you will need to address mind over matter. Start by just getting into it and doing step one of whatever your task is and go from there. Sit down and break the project up into consumable parts that are less daunting.

## Answers of Previous Issue



## Action Hotels Company signed contract with OYO

Dubai, 27<sup>th</sup> May 2019, Action Hotels signed a contract with OYO for Ras Al Khaimah.

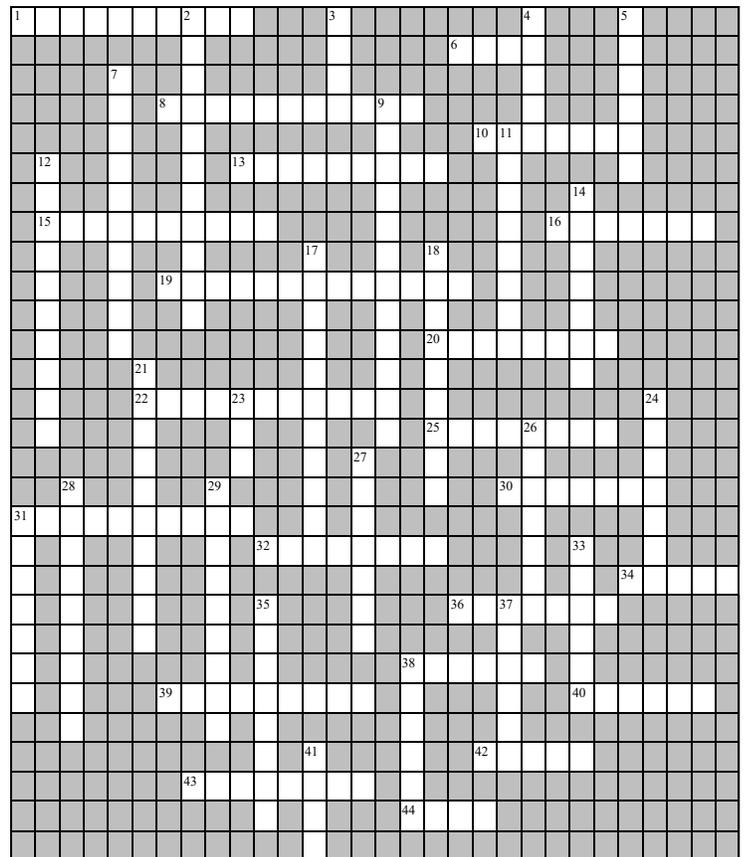
Opening its doors in 2013, OYO Hotels and Homes is the world's third-largest chain of hotels, homes, managed living and workspaces. The portfolio combines fully operated real estate comprising of more than 23,000 hotels and 46,000 vacation homes. OYO along with Vacation Homes categories managed by the company under OYO Homes, Belvilla and Dancenter brands can be found in more than 800 cities in 80 countries, including the U.S., Europe, U.K., Middle East and North Arica, India, Malaysia, Indonesia, Philippines, and Japan.



## Word Search - Health &amp; Safety

## Crossword — Health &amp; Safety

e s e f g o g g l e s e e a j a t n d s t  
 h b e h a v i o u r x i r t a m k s i r s  
 c n g v c h a r n e s s s g c o s t a o v  
 s c d l o e t i g a n e r m r o a i t t r  
 o v e r a l l s f i t v a l v h n r s c h  
 h t l a e h g e u g s n i a d i y e r a n  
 o i w a h h t w n d d g m r n r c o i r e  
 e c o h o y a i c a h t a g o i s s f t c  
 w o n e e l r b t t o h n t t n p s r n n  
 b a k i l a n o i t a p u c c o m c t o a  
 e o s g e a r n o l e b a a z i o e a c i  
 o i o h g y g m n o i r l a e n l m n m l  
 n n o t i c e h u r p t h t f i d e p t p  
 r j i s s n a g t f a s a i o e s r o e m  
 e u n n l z g n o c f c n t c r o g e m o  
 d r c o a e o s c a i e d a i v e e e p c  
 o y i r t c e i r f d p l r m o s n y l l  
 j k d p i d d e i s n p i e r i n c o o c  
 e s e a o e t t p u k f n a o l m y l y l  
 e a n c n d r a n r h t g n i t r o p e r  
 g m t t y e c n o e s u a c t o o r m r e  
 c t s o c e h w t o n n s s i m r a e n h



Hearing Test  
 Lung Function  
 Risk Matrix  
 Legislation  
 Compliance  
 Law  
 Codes of Practice  
 Mandatory  
 HAZOPS  
 Safety  
 Health  
 Environment  
 Emergency  
 First Aid  
 PPE  
 Hard Hat  
 Boots  
 Gloves  
 Improvements  
 Hazards  
 Notice  
 Behaviour  
 Training  
 Knowledge  
 Dust  
 Noise  
 Manual Handling  
 Mask

Ear Muff  
 Apron  
 Certificate  
 Heights  
 Confined Space  
 Cone  
 Lighting  
 Toilet  
 Washing  
 Overalls  
 Workplace  
 Employer  
 Employee  
 Contractor  
 Occupational  
 Rehabilitation  
 Accidents  
 Incidents  
 Injury  
 Near Miss  
 Harness  
 Goggles  
 Reporting  
 Contributory  
 Cost  
 Root Cause

## Across

1. check it out
6. Don't change your \_\_\_ when carrying
8. pulled apart
10. Body Stressing
13. knowledge
15. design of work environment
16. condensed
19. not comfortable
20. turning round
22. Health and safety Act
25. manual handling records
30. right
31. stop
32. holding onto
34. strained \_\_\_ muscle
36. shoving
38. danger
39. how often
40. portable computer
42. Bend your \_\_\_
43. down
44. slip \_\_fall

## Down

2. surroundings
3. dollars
4. keep your \_\_\_ straight
5. look at your computer \_\_\_
7. guarded
9. reaching high
11. getting in and out of \_\_\_
12. seen
14. \_\_\_ over
17. desk
18. untidy floor
21. removed
23. don't \_\_\_ for long periods
24. poor working \_\_\_
26. Tighten your \_\_\_ Muscles
27. tugging
28. the right way
29. asked
31. the right way to sit or stand
33. with our machines
35. what the doctor sees
37. Pulled muscle
38. elevation
41. don't take a \_\_\_

## New Appointments

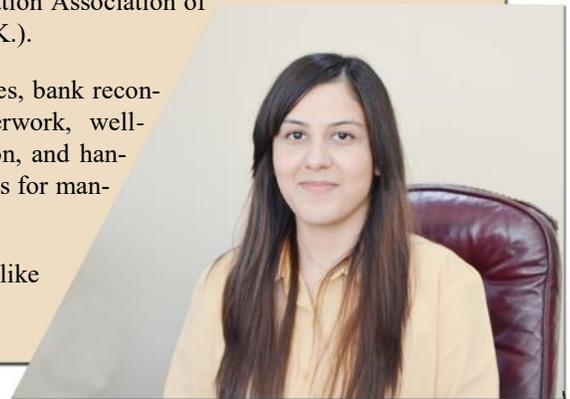


**Retty Thomas**, joined AGH on 1<sup>st</sup> April 2019 as Business Administrator, in Internal Audit Department. She has completed Executive Master in Business Administration from National Institute of Business Management, Kerala, India in 2017. She has 15 years experience in Administration, responsible for supporting high-level executives and management, provides administrative support and performs office support services Scheduling, writing correspondence, emailing, handling visitors, routing callers, maintain the general filing system and file all correspondences, as an information and reference point for the Internal Audit Department, provides clerical and administrative support to the entire team, involved with the coordination and implementation of office procedures and takes responsibility for specific tasks. Her work involves both oral and communication, capable to work under pressure handle and prioritize multi tasks. Before joining AGH she has worked with Agility, Pan Arab Consulting Engineers, Al-Fozan Enterprises

**Arusa Butt**, joined AREC on 1st April 2019 as Jr. Accountant in the Finance Department. She has completed her Diploma in Accounting and Business from (U.K.) and she is currently pursuing the qualification Association of Chartered Certified Accountants (ACCA) from Oxford Brookes University, (U.K.).

She is responsible for customer payments, balancing accounts, paying invoices, bank reconciliations, payable tasks, handles accounting transactions, handle paperwork, well-organized, responsible for much of a company's sensitive financial information, and handles, transactions discreetly and possess integrity, produce and distribute reports for managers to review.

She has multiple training and internship experiences from renowned audit firms like Ernst & Young and KPMG



**Vanessa A. Bautista**, joined AREC on 21<sup>st</sup> April 2019, as Secretary in the Finance Department. She has completed "Bachelor of Science in Commerce" from Arellano University, Philippines.



She brings with her 20 years of experience, acts as an information and reference point for the Finance Department, provides clerical and administrative support to the entire team, involved with the coordination and implementation of office procedures and takes responsibility for specific tasks. Her work involves both oral and communication, capable to work under pressure handle and prioritize multi tasks.

Before joining AREC she has worked with McDonald's, National Aviation Services, Linca, Papa Johns, Loreal, etc., and other companies in in Kuwait and Philippines.

**Action Group Holdings Co. Vikas Arora has been awarded as Alternative Investments CFO of the Year 2019 - Middle East & Best Real Estate Investments Firm 2019**



# Action Group Holdings Co

## Alternative Investments CFO of the Year 2019 - Middle East & Best Real Estate Investments Firm 2019 - Middle East

Action Group Holdings Co is privately owned investment conglomerate operating across a wide range of industries including real estate, hospitality, construction and infrastructure management, oil services, and IT businesses. To celebrate his win in this year's Global CFO Awards Chief Financial Officer Vikas Arora talks us through how he came to work with this dynamic and diverse group.

**W**hen it first began, Action focused on real estate, subsequently expanding into hospitality business with mid-segment hotels, primarily partnering with Accor brands such as Ibis, Ibis Styles, Novotel and Mercure.

Being in the mid-segment category of hotels and real estate has proven immensely successful for the group. The promoters of the group had rightly identified a gap in the mid-segment branded hotels niche, which led to the first two Ibis Hotels being opened in Kuwait and Melbourne. Since its establishment, it has expanded to 14 hotels in the Middle East and Australia. From humble beginnings, the group has flourished into the globally renowned thought-leader it is today. Headquartered in Kuwait, Action now boasts presence in over 10 countries across the Middle East, Europe, the UK and Australia.

Such an internationally respected company requires the support of an expert CFO to drive it to excellence. Vikas shared his vast past two decades' industry experience with us.

"Action has provided me with a wonderful platform to be part of an amazing growth story of such a professional and international group. The group is diversified yet focused on its long term vision and strategy, and ensures best international practices are implemented across the board and functions. It employs people from over 20 different nationalities thus providing a good mix of cultures and environment."

Prior to joining Action, Vikas was the Group Financial Controller of Alshaya group of companies: the leading retailer in the region with over 80 international brands, in over 17 countries. Vikas recalls his experience at Alshaya.

"As head of group finance, and working for a family owned yet internationally diversified business group, my role was varied enough to provide me across the board experience in the field of corporate finance – from group consolidations for over 80 companies and different currencies, to international taxation, and to being part of the team for implementation of family governance structure for the shareholders. Spending a decade at Alshaya was phenomenal in providing me the right experience for working at a senior position in a large international company that employed people from diverse backgrounds."

Going back even further, Vikas was leading his own private consulting and audit practice in India. Vikas values these early years' experience to the core, saying: "my clients included industrialists, retailers, from medium and large enterprises. I believe my earlier days of consulting, working closely with business owners, gave me the optimal business experience. I have continued to enhance this knowledge and grow as a professional over the years, and I still draw on my prior experience in my role at Action."

In his current role as Action Group's CFO, Vikas and his team of more than 30 finance experts operate across a range of business sectors. The group has recently expanded its enterprise into the oil business, and presently having over \$700m worth of contracts into various services such as oil rigs, coil tubing and cementing.

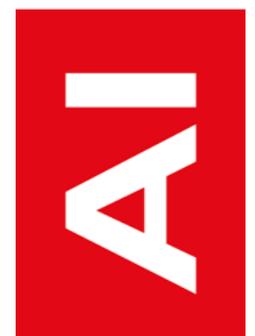
Seeing this diversification, Vikas and his team also shoulder a variety of responsibilities, from accounting and group consolidations, to managing central treasury, banking relationships, international tax, to assessing new investment opportunities.

None of this would be possible without an expert team, and Vikas is committed to supporting each member of his team to facilitate their best performance. He reflects on his own role as a leader and how this has helped steer his team to success.

"I would consider myself an 'inclusive' leader: I ensure that my team is involved in various aspects of any project, and that each individual's contribution is integral. Each member should feel and know that they are important for the business and growth, which will encourage them to collaborate towards a common goal. I firmly believe that a team has to stay motivated to provide results, and this is the responsibility of the team leader."

On his view on the challenges and opportunities for the businesses in recent times, he says the answer lies in the question itself. "The challenge today is that there are too many opportunities, so one must carefully choose to where the capital is deployed intelligently and after due research and diligence. The second challenge is to hiring and retention of good people, so once we have them, we should invest in their learning and motivation."

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Action Real Estate Co. K.S.C.C.

Quarterly Newsletter - Issue No. 40 - 2nd Quarter of 2019

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