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## G.M.'s Message

Welcome to the 31st issue of AREC's newsletter.

It is a large honor for us to receive awards, we are strongly grateful for this high recognition of the work, we would like to express our deep gratitude to all the staff members, your collective work has resulted in impressive results.

We would like to welcome our new staff members on board and thank all for your efforts and commitment. Hope you enjoy this special edition, and as always, we welcome your feedback, suggestions to improve the design and content or queries on any aspect of the newsletter

Best Regards  
**Rawaf I. Bourisli**  
General Manager





# Interview of H.E. Sheikh Mubarak A.M. Al Sabah on CNN



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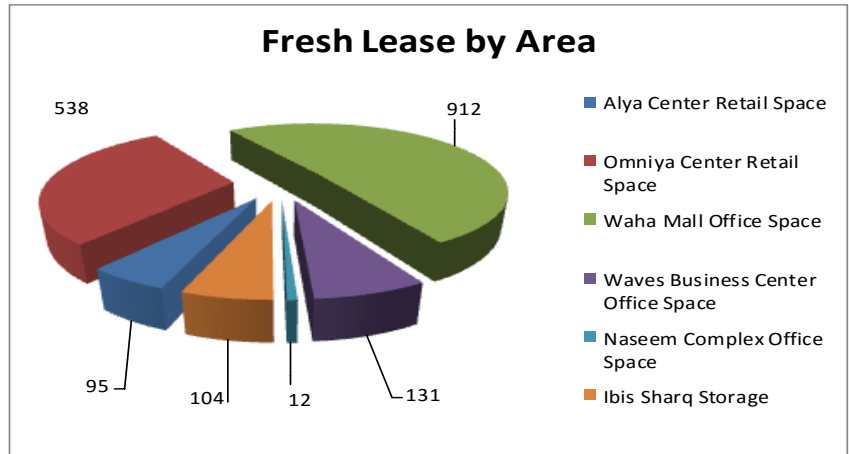
## Operational News of 1st Quarter of 2017

**By: Joe Weberhofer, Operations & Marketing Manager**

The 1<sup>st</sup> Quarter of 2017 was probably the best quarter ever, with maximum leased, most of them in the Retail Sector.

From an Area basis, the fresh leases during 1Q-2017 were as follows;

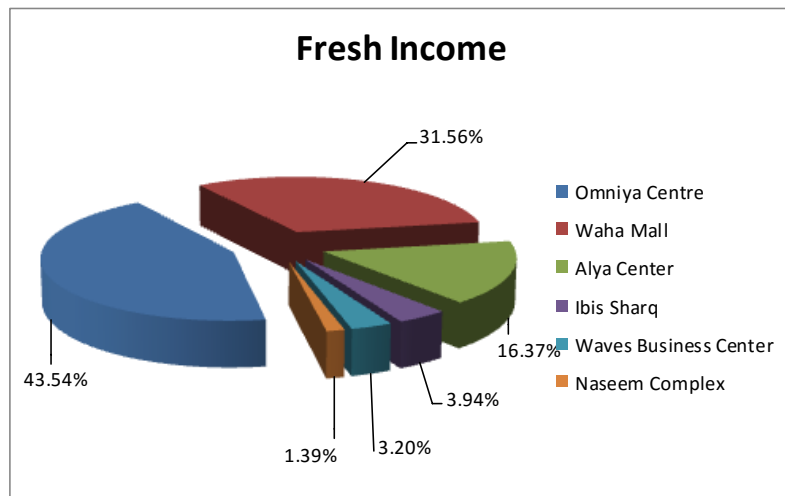
Property	Lease Type	Area
<b>Waha Mall</b>	Office Space	50%
<b>Omniya Center</b>	Retail Space	30%
<b>Waves Business Center</b>	Office Space	7%
<b>Ibis Sharq</b>	Storage	6%
<b>Alya Center</b>	Retail Space	6%
<b>Naseem Complex</b>	Office Space	1%



Waha Mall alone generated 51% of all new area that was leased, closely followed by Omniya Centre representing 30% of all new area leased. Ibis Sharq storage was also very active with 6% leased during the quarter.

From a KD basis, the property that added more Income to our Revenues Stream was by far Omniya Centre, representing almost 44% of all new revenues generated during the quarter, followed by Waha Mall with 32% and Alya Center 16%.

All in all, we can say that the Retail Sector was very active in Omniya Centre and Alya Centre as combined they represent 60% of all fresh added income to our portfolio.







## Employee of the first Quarter of 2017 Mr. Mohamed Ebeid (Plumber), Operations and Maintenance Department

Mr. Mohamed Ebeid, was recognized for his outstanding dedication and services. He joined AREC in 2007 as a plumber, has been nominated by Joe Weberhofer, Manager Operations and maintenance, for the incredible effort he puts into every task he takes on, a dependable worker with a fantastic personality to match his exceptional dedication and willingness to go that extra mile with a positive solution. During this 10 years of service he has stepped up numerous times above the call of duty to correct plumbing problems, volunteers to stay after hours and make repairs, which were accomplished in short order without interruption to the facility and leaving it in good shape.



### Quotes

If you look closely, you'll notice the energy of inspiration is all around. From the rising sun to a placid lake on a warm summer night; the places and things from which we can draw inspiration are infinite. And the best part is that every day is a chance to capture this energy—to seek out all of life's possibilities. As you aspire to do great things, use these uplifting quotes for inspiration to be all you can be.

Work until you no longer have to introduce yourself

Difficult doesn't mean impossible. It simply means that you have to work hard.

"Keep your face always toward the sunshine—and shadows will fall behind you." —*Walt Whitman*

"It is always the simple that produces the marvelous." —*Amelia Barr*

"The world is full of magical things patiently waiting for our wits to grow sharper." —*Bertrand Russell*

"All you need is the plan, the road map, and the courage to press on to your destination." —*Earl Nightingale*

"The power of imagination makes us infinite." —*John Muir*

"I dwell in possibility." —*Emily Dickinson*

"Let your life lightly dance on the edges

of time like dew on the tip of a leaf." — *Rabindranath Tagore*

Successful people never ask if things will work. They are willing to try and find out." - *Brad Gosse*

"Some people dream of success while others wake up and work hard at it." - *Winston Churchill*

"The time is always right to do what is right." - *Martin Luther King Jr.*

"The two most important days in your life are the day you are born and the day you find out why." - *Mark Twain*

Focus more on your desire than on your doubt and the dream will take care of itself.

You are always in control of your thoughts so choose to feel confident and adequate rather than angry and insecure.

"One important key to success is self-confidence. An important key to self-confidence is preparation." - *Arthur Ashe*

"Your present circumstances don't determine where you can go; they merely determine where you start." - *Nido Qubein*

"There are no secrets to success. It is the result of preparation, hard work, and learning from failure." - *Colin Powell*

"I don't wait for moods. You accomplish

nothing if you do that. Your mind must know it has got to get down to work." - *Pearl S. Buck*

"Always aim for Achievement, and forget about success." - *Helen Hayes*

"The Roots for true achievement lie in the will to become the best that you can become." - *Harold Taylor*

The starting point of all achievement is desire Weak Desire brings Weak Results.

Every morning you have two choices, continue your sleep with dreams or wake up and chase your dreams. Choice is yours.

One of the strongest factors for success is belief, believing you can do it, believing you deserve it, believing you will get it.

Decide what you want, write it down, make a plan, and then work on it every single day

I don't stop when I'm tired, I stop when I'm done

If you don't sacrifice for what you want, what you want becomes the sacrifice

Either I will find a way, or I will create a way, but I will not create an excuse

Dress like you own the bank, not like you need a loan from it



## New Appointments

**Susan Mathew** Joined AGH on 1<sup>st</sup> of Feb 2017 as a HR Coordinator. She is a professional with over 5 years of experience in Human Resources, Payroll, Client Service and General Administration.

She holds a Bachelor's Degree in Commerce (B.com) from Madras University, India. She will be tasked with the responsibility of running day to day activities of the HR, handle a variety of personnel related administrative duties, act as the liaison between HR managers and employees, ensure smooth communication and prompt resolution of all queries, support daily HR activities and assist in coordinating HR policies, processes and relevant documents, work autonomously and assist in more complex HR duties, like posting job ads, coordinating interviews and contacting candidates, assist HR in the life cycle recruitment



Before joining AGH she has worked in India with Citibank, ABN Ambro Bank & British Telecom



**Rawand Faleh Ali**, joined AREC on 11<sup>th</sup> March 2017, as secretary to Assistant General Manager, she has completed her Secondary School from Al Najah Private school Kuwait,

She has 10 years experience in office administration, well presentable, has excellent inter personal skills and communication skills, hardworking and can quickly relate to team members in any work environment.

Before joining AREC she has worked with Ministry of Public works, Kuwait, and other Engineering Consultancy offices in Kuwait. taking care of the administrative and organizational tasks that make the organization function

**Avinash Bindal** joined AGH on 4<sup>th</sup> May 2017, as Financial Controller, a finance professional, with over 14 years of work experience in Kuwait and abroad, has completed B.Com and is a Chartered Accountant from the Institute of Chartered accountants of India. His strength and expertise are in the areas of Managing Group Functions, Valuation Due Diligence & Financial Modelling, IFRS Consolidation, MIS & Cost Management and Oracle, has broad knowledge of finance principles and practices, has the ability to create innovative approaches to problems.



Before joining AGH he has worked with he has worked with M. H. Alshaya Group of companies, as Finance Manager, and has worked with other Audit firms in Kuwait & India.

On behalf of the group we welcome you, Hope you will have an excellent time working with us. Welcome aboard!





# Surra Villas work progress





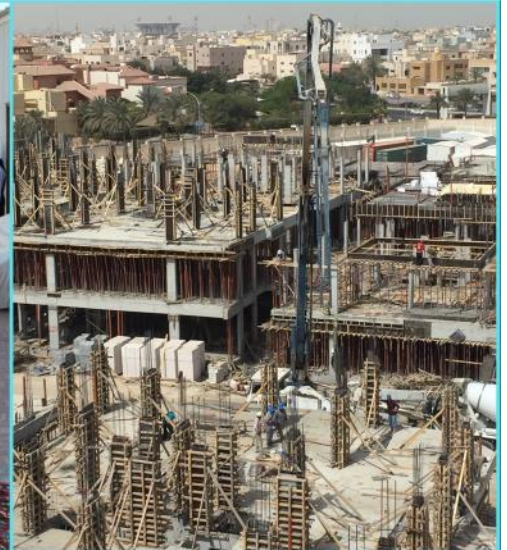


## Al Surra Villas

Al Surra Villas is an exclusive Residential development under construction, the development is a unique residential concept, niched in a select community, poised to become one of the most desirable places to live in Kuwait.

Comprises 67 plots of 163 luxurious units, different villa types and apartments of different sizes and different designs and facilities, with 19 different types of Town Houses, ranging in sizes from 491 m<sup>2</sup> up to 872 m<sup>2</sup> between 2 and 6 bedrooms, will either be a triplex with 3 floor levels or a duplex with 2 floor levels and all of them will benefit from a landscaped garden and private parking bay with 99% of all bedrooms being master bedrooms with en-suite bathrooms. In addition, some of them will comprise swimming pools and basements depending on the Town House type.

### Kmix works at Surra Villas







ACTION HOTELS

**H.E. Sheikh Mubarak Abdullah Al-Mubarak Al-Sabah, has been conferred with the prestigious Industry Pioneering Award of the Arabian Hotel Investment Conference 2017 (AHIC).**



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The AHIC 2017 award was presented to H.E. Sheikh Mubarak by the conference patron Chairman of Dubai Airports and President of Dubai Civil Aviation Authority H.E. Sheikh Ahmed bin Saeed Al-Maktoum. H.E. Sheikh Mubarak was chosen for the award by the AHIC Advisory Board a panel of 40-plus hotel owners, investors, operators and consultants with extensive knowledge and experience of the Middle East hotel industry. As Founder and Non-Executive Chairman of Action Hotels, Sheikh Mubarak has spearheaded the growth of economy and mid-market hotels in the Middle East and broken new ground internationally. On receiving the AHIC 2017 Award, H.E. Sheikh Mubarak said: "It is a privilege for me to accept this prestigious Industry Pioneer Award." Over 10 years ago we identified a material gap in the Middle East's hotel market. There were very few, if any, branded three- and four-star hotels in the prime cities across the Middle East and with the growth of intra-regional travel and the proliferation of budget airlines, I believed there was certainly an opportunity to develop this segment of hotels across our region. This led to establishing Action Hotels PLC, which has now become the leading hotel company in the Middle East and Australia spearheading the development of economy and mid-market hotels. H.E. Sheikh Mubarak stated that Action Hotels now has 12 hotels comprising 2,181 rooms across the Middle East and Australia, with a further six hotels in pipeline in the Middle East and Australia to take the number of rooms up to 3,100." We are passionate about what we do and this is the reason why, with my team, we continue to commit time, energy, resources and investment to further growth. This Industry Pioneer Award underpins our strategy and acknowledges our team at Action Hotels PLC, who have worked and continue to work tirelessly to grow this sector





### France honored H.E. Sheikh Mubarak Abdullah Al-Mubarak Al-Sabah with the Knight of the Legion of Honor

France honored H.E. Sheikh Mubarak Abdullah Al-Mubarak Al-Sabah with the Knight of the Legion of Honor, the most prestigious decoration in the country. French Ambassador to Kuwait H.H. Christian Nakhla conferred the 'Chevalier de la Legion d'Honneur' (Knight of the Legion of Honor) on H.E. Sheikh Mubarak A.M. al Sabah in a ceremony held on 3rd May 2017. Commenting on the occasion, H.E. Sheikh Mubarak A. M. Al Sabah expressed his pride for this medal, referring to the deep-rooted relations with France." Making happiness everywhere is the utmost goal, so I was keen to contribute to building a pretty country and a civilized human being," he said. He expressed his gratitude to French President Mr. Francois Hollande, Prime Minister Mr. Bernard Cazeneuve and officials for this honoring.



Meanwhile, Nakhla lauded efforts by H.E. Sheikh Mubarak A. M. al Sabah in supporting Kuwait's economic interests and enhancing trade ties with France. He referred to Sheikh Mubarak's interests in economic fields through many bodies, noting that Sheikh Mubarak is paying attention to cultural development through several activities.

For his part, Minister of State for Cabinet Affairs and Acting Information Minister H.E. Sheikh Mohammad Abdullah Mubarak Al-Sabah voiced his happiness for this honoring which mirrors recognition of H.E. Sheikh Mubarak's efforts. As Founder and Non-Executive Chairman of Action Hotels, Sheikh Mubarak has spearheaded the growth of economy and mid-market hotels in the Middle East and broken new ground internationally.

Established in 1802 by Napoleon Bonaparte, the Legion of Honor is the highest award presented to non-French citizens in recognition of military, cultural, scientific, or social contributions to France





France honored H.E. Sheikh Mubarak Abdullah Al-Mubarak Al-Sabah with the Knight of the Legion of Honor











# BUILDING FOR THE MASS



H.E. Sheikh Mubarak A.M. Al Sabah's family had a successful business ready for him to walk into, but that did not stop him from following his instincts and creating two property companies—Action Real Estate and Action Hotels while pioneering the idea of mid-scale hotels in the luxury obsessed Middle East.

By Mary Sophia

As a scion of a wealthy and influential Kuwaiti family, Sheikh Mubarak Abdullah Mubarak Al Sabah had few options after his graduation in the U.K. Born to accomplished parents—his father was a senior military man while his mother held a doctorate in Economics—Sheikh Mubarak had many expectations riding on him. After finishing his training at the Royal Military Academy at Sandhurst and following a stint in the Kuwait Armed Forces, he went on to earn an undergraduate degree in Politics with Economics from the University of Buckingham and a MPhil in International Relations from Cambridge University. However, he decided to do something unconventional. "I had to either get into the government or be a civil servant but I decided it was not for me," he says as we sit down for a chat at the sidelines of the recently concluded Arabian Hotel Investment Conference. "I decided to do some courses locally and then wanted to do a PhD because my mother had one, so I enrolled in a program but dropped out," he laughs.

Though his plans to get a PhD did not work out, it paved Sheikh Mubarak's way into his family business, a path that he had no plan to follow initially. "I only have one brother, who is involved in the government and my mother needed someone to take care of the company. Out of responsibility I went back!" His decision proved to be a turning point. Previously called Action Consultancy Bureau, the business underwent a restructuring in Sheikh Mubarak's hands. Most importantly he invested into real estate—a new revenue generating sector to the company and diversified into various smaller streams.

The businessman confesses that real estate was always a passion of his which he acted on when he came to the helm. "From a very young age I had a passion for buildings. I would get involved in an ad hoc manner," he says.

His previous attempts to get his family to take up investments in Kuwait, had failed. Real estate prices and the stock market in Kuwait took a nosedive in 1998, when the oil prices touched an all-time low. "It was a good time to buy. Anyone who bought at that time has made a fortune," he explains "I said to the family why don't we buy assets but they said that we are into the representation business. We had land as part of the family (wealth) but not in the commercial manner. We were very classical and traditional investors, but did not (invest) as a corporate. I didn't like that very much."

However Sheikh Mubarak bid his time to launch his real estate business. In 2003, as U.S. troops entered Iraq, neighboring Kuwait witnessed an automatic economic recovery and a return of confidence among investors that was compounded by the rise in oil prices. Action Real Estate was launched in 2004 and shortly after it naturally led to the formation of another successful venture Action Hotels. It was at this time that Sheikh Mubarak identified another opportunity within the hospitality sector. "I noticed there was a market gap in the mid-market hotels. I had not seen anything branded till date but there was lot of unbranded stuff. There was nothing of brand standards where it was locally owned and internationally managed. That got us looking at a retail and hotel project."

Action Hotels first inked a deal with Accor Hotels to bring its ibis brand to Kuwait. Following the success of the first economy hotel, Action Hotels now operates all the three brands under ibis and has expanded its network to include economy offerings such as Tulip Inn and Golden Tulip from Louvre Hotels. The company also operates all the mid-scale brands from the IHG Group (apart from the Holiday Inn Express) and its operations are not restricted to Kuwait. Sheikh Mubarak says that he introduced the concept of mid-scale hotels in Jordan, Oman



and Bahrain while expanding operations in markets such as the U.A.E and Saudi Arabia.

But today, with the GCC's hotel market nearing saturation point as developers plough in investments to the mid-market hotel sector, Sheikh Mubarak is slightly shifting focus. His newest area of interest is Australia. "We did some acquisitions there in real estate a few years ago and when we started the hotel business we thought of cross pollinating our contacts," he says. "I got in touch with Accor and told them that we would like to develop hotels but admitted that we didn't have any local knowledge. I asked them if they had any projects requiring investors. Then came our first project when Accor gave us a property to invest into. That project led to us to expanding in the market and our portfolio in Australia which we are happy with."

Today Action Hotels operates three hotels in Australia with two in Melbourne and one in Brisbane. It recently announced that it will be building a Novotel Melbourne South Wharf at the Melbourne Convention Centre, the group's largest hotel in Australia. Sheikh Mubarak adds that with the latest opening, the group has invested close to \$250 million in the continent and he indicates willingness. Australia has a relatively stable economy, growth is not exceptional but it is stable. The country has had about 22 years of growth and no recession. That is a very important thing and I hope it continues. It is a very large and mixed economy, large landmass and small population and huge potential, I believe.'

**"Our hotels there don't depend on international travelers so much. A substantial portion of the market is comprised of local travelers and corporates, which are strong domestically,"**

Another appeal about Australia for is its internal consumer market. As Sheikh Mubarak rightly points out, the country's hotels are not heavily dependent on external tourism. "Our hotels there don't depend on international travelers so much. A substantial portion of the market is comprised of local travelers and corporates, which are strong domestically," he elaborates. Upon being asked if he would consider dual listing Action Hotels, which is currently listed in London Stock Exchange, at an Australian stock exchange he replies: "We will consider all options if it is favorable for shareholders. Currently I don't think dual listing has been very successful for most companies. Australia is an option-not listing but structuring it as a real estate investment trust and getting growth capital to invest with us to expand the business. That can be a natural carve out."

Action Hotels has also got a full pipeline in the Middle East. "This year we have three new hotels opening," Sheikh Mubarak tells me. "The first two are in Saudi Arabia, one is in Riyadh and the other in the industrial zone in Jeddah.

In Dubai, we are opening a new Novotel hotel in Dubai Healthcare City, which will serve not only the hospitality industry but also the health-care tourism industry. And we have another site in Media City where we are planning to build a mid-scale hotel. We have not announced it yet but the site is opposite to Palladium." Even as he talks of future investments, Sheikh Mubarak's focus is clearly on affordability. This is evident in his real estate firm where he has mid-scale properties. On being asked if he would ever venture into luxury hospitality, the answer is a resounding no. "Never! Not for me. I think it is very volatile and very much like the office market. I don't like the volatility. If you are a builder and you want to develop something in luxury, the expectation is much higher. I want something where expectations are realistic and are steadier. With these luxury developments, the taste can change, the requirements can change, your pricing may be discounted and the investment risk is much higher. Mid-scale is more profitable than luxury for sure. The investment is much less for affordable hotels, but you do more of it,' he says.

Sheikh Mubarak's vote of confidence seems to have worked well for his hospitality firm. Action Hotels' revenues were up 22% last year though average EBIDTA breakeven occupancy levels across the portfolio remained low at 37%. These figures come amidst a gloomy forecast for MENXs hoteliers but Sheikh Mubarak says that it has not hit the mid-scale segment so much. "Our ibis revenue was up 20% last year. While there has been a big drop in revenue per available room (Revpar) across 5 star properties we have not been hit much because we depend more on regional travel. People who stay with us are from the region, out of which 70% is for business and 30% is for leisure. It has been challenging and you can see that from all the reports but on average our portfolio is operating on 77% occupancy,' says the Kuwaiti businessman.

Sheikh Mubarak is also quite content with the pace he has set with the expansion. "We are pretty much tied up with what we have. We are a long-term business with long-term financial commitments and we don't make any money until we see our client through the door. So it is a very asset-heavy business. We are focused on delivering our pipeline and ensuring that our newly-opened hotels are up to expectations. We will also consider other new target markets in future. We are present in five of the six GCC countries and unless we expand more in certain cities there will not be much return." It is the same case with the hotel operators as Sheikh Mubarak plans to grow with his current team. "I think we are happy with them currently. We have 12 hotels open with them, six under construction and one under design. That is 19 hotels already signed up. In the short term, we don't have plans to increase our operators but as opportunities come depending on the location we need to refine the right horses for the courses- we need to identify the right opportunity for that."

If his past performance is anything to go by, Sheikh Mubarak definitely has the eye for that business.



## Article : 12 Things successful people do differently

I've always been fascinated by people who are consistently successful at what they do; especially those who experience repeated success in many areas of their life throughout their lifetime. In entertainment, I think of Clint Eastwood and Oprah Winfrey. In business, I think of Steve Jobs and Warren Buffett. We all have our own examples of super successful people like these who we admire. But how do they do it?

Over the years I've studied the lives of numerous successful people. I've read their books, watched their interviews, researched them online, etc. And I've learned that most of them were not born into success; they simply did, and continue to do, things that help them realize their full potential. Here are twelve things they do differently that the rest of us can easily emulate.

### 1. They create and pursue S.M.A.R.T. goals.

Successful people are objective. They have realistic targets in mind. They know what they are looking for and why they are fighting for it. Successful people create and pursue S.M.A.R.T. goals.

S.M.A.R.T. goals are Specific, Measurable, Attainable, Relevant, and Timely

### 2. They take decisive and immediate action.

Sadly, very few people ever live to become the success story they dream about. And there's one simple reason why:

Success hinges on the simple act of making a decision to live – to absorb yourself in the process of going after your dreams and goals. So make that decision. And take action.

### 3. They focus on being productive, not being busy.

“Slow down and remember this: Most things make no difference. Being busy is often a form of mental laziness – lazy thinking and indiscriminate action.” This is Ferris' way of saying “work smarter, not harder,” which happens to be one of the most prevalent modern day personal development clichés. But like most clichés, there's a great deal of truth to it, and few people actually adhere to it.

The solution: Slow down. Breathe. Review your commitments and goals. **Put first things first.** Do one thing at a time. Start now. Take a short break in two hours. Repeat.

And always remember, results are more important than the time it takes to achieve them.

### 4. They make logical, informed decisions.

Sometimes we do things that are permanently foolish simply because we are temporarily upset or excited.

The best advice here is simple: Don't let your emotions trump your intelligence. Slow down and think things through before you make any life-changing decisions.

### 5. They avoid the trap of trying to make things perfect.

Remember, the real world doesn't reward perfectionists. It rewards people who get things done. And the only way to get things done is to be imperfect 99% of the time. Only by wading through years of practice and imperfection can we begin to achieve momentary glimpses of the perfection. So make a decision. Take action, learn from the outcome, and repeat this method over and over again in all walks of life.

### 6. They work outside of their comfort zone.

Significant moments of opportunity for personal growth and success will come and go throughout your lifetime. If you are looking to make positive changes and new breakthroughs in your life, you will need to embrace these moments of opportunity even though you will never feel 100% ready for them.

### 7. They keep things simple.

Leonardo da Vinci once said, “Simplicity is the ultimate sophistication.” Nothing could be closer to the truth. Here in the 21st century, where information moves at the speed of light and opportunities for innovation seem endless, we have an abundant array of choices when it comes to designing our lives and careers. But sadly, an abundance of choice often leads to complication, confusion and inaction.

### 8. They focus on making small, continuous improvements.

Henry Ford once said, “Nothing is particularly hard if you divide it into small pieces.” The same concept configured as a question: How do you eat an elephant? Answer: One bite at a time. This philosophy holds true for achieving your biggest goals. Making small, positive changes – eating a little healthier, exercising a little, creating some small productive habits, for example – is an amazing way to get excited about life and slowly reach the level of success you aspire to.

### 9. They measure and track their progress.

Successful people are not only working in their job/business, they are also working **on** it. They step back and assess their progress regularly. They track themselves against their goals and clearly know what needs to be done to excel and accelerate.

The proper approach is to figure out what your number one goal is and then track the things that directly relate to achieving that goal. I recommend that you take some time right now to identify your number one goal, identify the most important things for you to keep track of, and then begin tracking them immediately. On a weekly basis, plug the numbers into a spreadsheet and use the data to create weekly or monthly trend graphs so you can visualize your progress. Then fine-tune your actions to get those trends to grow in your favor.

### 10. They maintain a positive outlook as they learn from their mistakes.

Successful people concentrate on the positives – they look for the silver lining in every situation. They know that it is their positivity that will take them to greatness. If you want to be successful, you need to have a positive outlook toward life. Life will test you again and again. If you give in to internal negativity, you will never be able to achieve the marks you have targeted.

Remember, every mistake you make is progress. Mistakes teach you important lessons. Every time you make one, you're one step closer to your goal. The only mistake that can truly hurt you is choosing to do nothing simply because you're too scared to make a mistake. So don't hesitate – don't doubt yourself! Don't let your own negativity sabotage you. Learn what you can and press forward.

### 11. They spend time with the right people.

Successful people associate with people who are likeminded, focused, and supportive. They socialize with people who create energy when they enter the room versus those who create energy when they leave. They reach out to connected, influential individuals who are right for their dreams and goals.

### 12. They maintain balance in their life.

If you ask most people to summarize what they want out of life they'll shout out a list of things like: ‘fall in love,’ ‘make money,’ ‘spend time with family,’ ‘find happiness,’ ‘achieve goals,’ etc. But sadly, a lot of people don't balance their life properly to achieve these things. Typically they'll achieve one or two of them while completely neglecting the rest. Let me give you two examples:

I know an extremely savvy businesswoman who made almost a million dollars online last year. Based on the success of her business, every entrepreneur I know looks up to her. But guess what? A few days ago, out of the blue, she told me that she's depressed. Why? “I'm burnt out and lonely. I just haven't taken enough time for myself lately, and I feel like something is missing in my life,” she said. “Wow!” I thought. “One of the most successful people I know doesn't feel successful because she isn't happy with how she has balanced her life.”

I also know a surfer who surfs all day, every day on the beach in front of our condo complex in San Diego. He's one of the most lighthearted, optimistic guys I've ever met – usually smiling from ear to ear. But he sleeps in a rusty van he co-owns with another surfer, and they both frequently panhandle tourists for money. He has admitted to me that the stress of making enough money to eat often keeps him up at night. So while I can't deny that this man seems happy most of the time, I wouldn't classify his life as a success story.

These are just two simple examples of imbalanced lifestyles that are holding people back from their full potential. When you let your work life (or social life, family life, etc.) consume you, and all your energy is focused in that area, it's extremely easy to lose your balance. While drive and focus are important, if you're going to get things done right, and be truly successful, you need to balance the various dimensions of your life. Completely neglecting one dimension for another only leads to long-term frustration and stress.



## ibis Styles Brisbane Elizabeth Street achieves 4-star rating

ibis Styles Brisbane Elizabeth Street achieves 4-star rating, Action Hotels plc, the leading owner, developer and asset manager of branded three and fourstar hotels in the Middle East and Australia, is delighted to announce that ibis Styles Brisbane Elizabeth Street, which opened in March 2016, has received 4-star accreditation from Star Ratings Australia. The 367-room hotel is the largest in Action Hotels' portfolio and the largest ibis-branded hotel in the Australasian region. Located in the heart of Brisbane, the hotel achieved a market leading score for cleanliness and presentation of over 99% and a superior rating of its facilities and services. The 4-star rating will position ibis Styles Brisbane favourably amongst its mid-scale competitors and will help to drive occupancy rates at the hotel. The rating will also strengthen the hotel's value proposition and help to attract more group conference and events business.



## Holiday Inn Muscat Al Seeb, General Manager wins IHG GM of the Year Award for the IMEA region



Holiday Inn Muscat Al Seeb, General Manager wins IHG GM of the Year Award for the IMEA region Action Hotels plc, is delighted to announce that Ms. Laura Eggleton, General Manager of Action Hotel's Holiday Inn Muscat Al Seeb, has been awarded the prestigious IHG General Manager of the Year Award for the India, Middle East and Africa region. Laura joined Holiday Inn Muscat Al Seeb and the Action Hotels team in May 2015, with 13 years of hospitality experience and 8 years with Intercontinental Hotels Group, managing Holiday Inn hotels at both London Gatwick and London Heathrow Airports. The annual Intercontinental Hotels Group General Manager of the Year



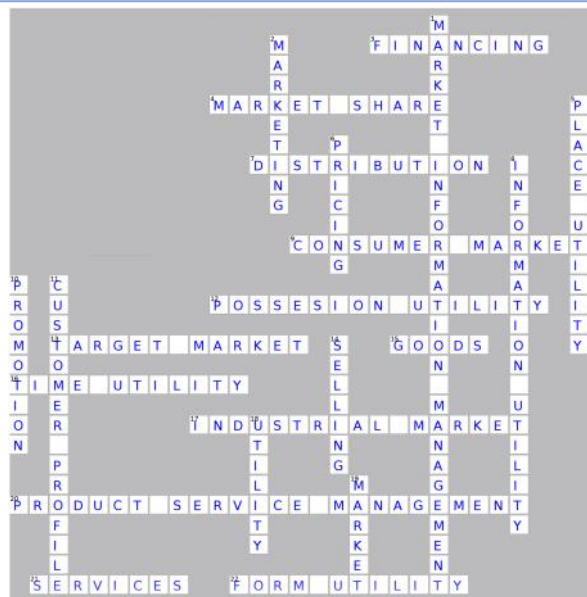
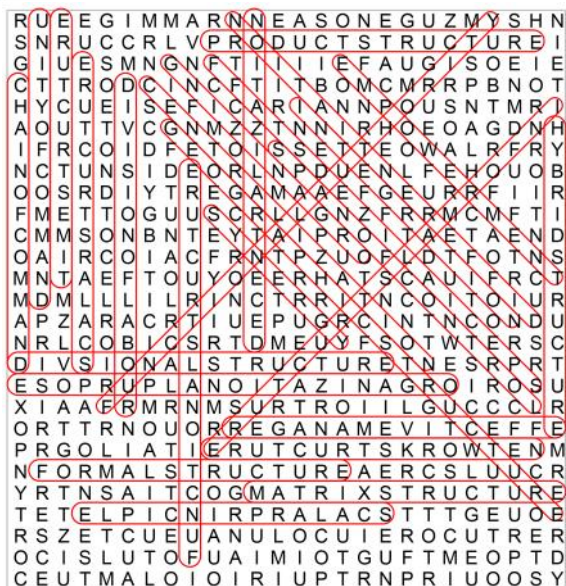
Award for the region is presented to the General Manager delivering exceptional results across a number of criteria, including guest and employee satisfaction, market positioning and RevPAR growth







## Answers of previous issue



## Farewell to Mr. Brinley Jones



Mr. Brinley Jones, had joined MRI Action Recruitment & Management in the capacity of General Manger from January 2012 to April 2014, from April 2014 to March 2017 had served as Head of Human Resources and IT.

## Farewell to Eng. Maher Fayyad



Maher Bashir Fayyad worked in Action Real Estate company, Engineering Department from August 2007 to February 2017.

*We wish them all the best for their future endeavors*

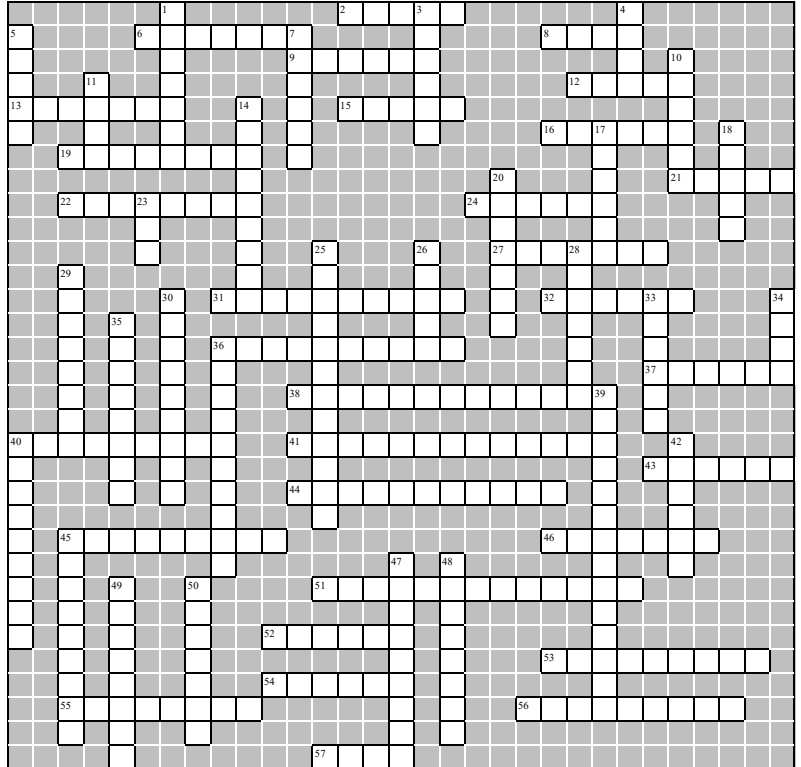




# WORDSEARCH

## Puzzle

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



### WORD SEARCH

### Across

### House Construction

### Down

- Surra Residential Villas
- Housing
- Triplex
- Duplex
- Swimming pools
- Kuwait municipality
- Ministry of public works
- Health and safety executive
- trips
- slips
- manual lifting
- falls
- chronic
- fatal
- absolute
- practicable
- lighting
- ladders
- risk assessment
- ingestion
- inhalation
- improvement notice
- mandatory
- hazards
- harmful
- flammable
- fire permit
- excavation

- safety signs
- scaffolding
- Risk Matrix
- Safety
- Health
- Environment
- Emergency
- First aid
- Hard Hat
- Boots
- Gloves
- Hazards
- Behaviour
- Mask
- Heights
- Workplace
- Contractor
- Goggles
- carpenter
- Architecture
- Structure
- Interior
- Elevation
- Planning
- Fabricating
- Roadwork
- Foundation

2. the wooden floor framing member
6. to be worn on when work is being done above you
8. The government department that regulates safety
9. A single roof framing member
12. the roof design for a standard pitch roof
13. project \_\_\_ oversees all of the budgets, scheduling, materials, and man power
15. The tool used to test for plumb
16. trim around doors and windows
19. The cement used in concrete and mortar
21. In a framed wall you have a window \_\_\_ opening
22. saw most commonly used to make cuts on the job site
24. exterior trim that covers the end cuts of the roof framing
27. the insulation \_\_\_ around the window and door jambs
31. the construction plans or drawings
32. board system used to layout building lines and corners
36. Nail guns are operated through \_\_\_ air
37. Support above a window or door opening
38. to be worn anytime there is a potential of items flying through the air
40. The clips used to help tie down the roof to the walls
41. used to layout rafters and stair stringers
43. the exterior trim that covers the roof overhang and provides air flow into the attic
44. Bad air escaping
45. the term used for the stones in concrete mix
46. A machine that shaves off edges to make them straight
51. A style or type of roof shingle
52. What you should present when you apply for a job
53. stick or board used to layout and use as a siding template
54. The machine shaves off a wood surface to make it smooth
55. an agreement between the client and contractor
56. Air infiltration barrier
57. carries the support member over a window or door

1. typical design type of a barn roof
3. the tool used to initially level the placed concrete
4. The part of the door frame that the hinges are attached to
5. the term for the consistency of wet concrete
7. Used to place mortar on blocks
10. the name of the deck board that is fastened to the side of the house
11. a table saw cutting blade for making channels
14. holds the vinyl siding where it meets the bottom of windows and roof overhang
17. 3,4,5 triangle means the building is
18. A manufactured roof system component
20. a roof design type where the inside slopes but less pitch than the outside
23. The acronym used to identify concrete blocks
25. the main purpose of the paper on fiberglass insulation
26. A saw used to make angle cuts
28. Also known as joint compound
29. responsible for designing the structural components
30. Trim along the bottom of an interior wall
33. the number stamped on rebar is determined by the diameter in \_\_\_ of an inch
34. The maximum allowed inches between railing balusters
35. Solid blocking or
36. the metal piece that is applied to the outside corners when sheetrocking walls
39. construction documents describe the materials and methods
40. reaction caused when water is added to concrete mix
42. a tool used to cut fancy edges on wood
45. responsible for design the useability, looks, and code compliance of a building project
47. material fastened inside of stud walls to give it the surface
48. The board that makes the steps
49. vinyl exterior trim piece goes around windows & doors
50. lead carpenter on residential construction sites



## Spotlight on Sophia Premkumar Assistant Manager IT

### Fixing tomorrow's computer problems today

Sophia Premkumar has been working with the IT department of Action Group Holdings since March 2008. As an Analytical IT professional she delivers technical and functional solutions that address business process reengineering on systems. Her versatile experience in Oracle Applications includes Design, Development, Implementation, Interface, Customizations, Data Conversion and Application Software Development in Oracle.

In addition to Oracle Applications she also handles the IT Operations and is responsible for the smooth functioning of the infrastructure and operational environments to support application deployment which include network infrastructure, IT security management, server & device management, computer operations and help desk services for Action Group and its subsidiary companies. Plays a pivotal role in planning, evaluating, executing and managing the implementation and maintenance of company's computing needs, costs and timelines for the smooth functioning and system availability within the limits of requirements.

She is actively involved in defining and rolling out IT policies and procedures that validate security of data, access rights and backup systems. Acts in alignment with user needs and system functionality to contribute to organizational policies by identifying problematic areas and implementing timely strategic solutions. Proactively handles IT budgets and ensures cost effectiveness. Manages the IT team by effectively communicating job expectations and ensuring timely service delivery.

#### **Education**

Masters in Life Sciences from University of Madras (1999)

Pursuing her second Masters in Business Administration specializing in Information Technology (2017)

#### **Professional Certifications**

- Oracle E-Business Suite 12 Certified Implementation Specialist
- Oracle Certified Professional (OCP)
- Oracle Certified Associate (OCA)
- Certified in Data Processing (CDP)
- Post Graduate Diploma in Computer Applications
- Trained on Project Management Professional Course (PMP)

Having 17 years of experience in the field of Information Technology, she started her career as a Technical consultant and has evolved to what she is today with reputed Companies both in India and Kuwait. Prior to joining Action Group she worked with Kuwait Gulf Oil Company. Some of the major projects she has handled are

- Oracle Fusion Implementation for Action Group Holdings and its subsidiaries
- Oracle ERP R12 Implementation for AGH and its subsidiaries
- New IT infrastructure and Datacenter build for Action Group Holdings
- Oracle Implementation phase II for Kuwait Gulf Oil Company
- Oracle Process Manufacturing Implementation (OPM)
- ORBIT Investments Belgium Mutual Funds Data Conversion for Citibank Belgium



**ORACLE**  
Certified Associate





## Other activities of the Group



Delegation of Australian Embassy of Kuwait along with Ambassador Mr. H.E. Warren Hauk visited AGH offices



Delegation of J.W. Holdings visited AGH offices



Anil Kumar - 10 April



Clevin D'Souza - 17 April



Jihad Abudawood - 28 April



Candida - 3 May



Jasser al Jasser - 5 May



Saad Al Sahali - 6 May



Ameer Ali - 15 May



Mirza Khamar - 15 May



Remedios D'Souza - 18 May



Aslam Mohamed - 21 May



Shadi Ahmad - 22 May



Naima Mroue - 23 May



Anil Jose - 28 May



Hala Hussein - 29 May



Ancy Thomas - 30 May



Deepa Demes - 5 June



Eswaraiah Challa - 5 June



Romeo Rellata - 8 June



Mohammed Mazhar - 15 June



Vikas Arora - 20 June



Faleh Rashidi - 25 June

Contact us:

Kuwait Free Trade Zone, Waves Business Centre, Building No. 8  
P.O. Box. 3866, Safat 13039, Kuwait, Tel: (965) 22247540 Fax: (965) 22247544  
EMail: mazharuddin@actionkuwait.com, www.actionrealestateco.com



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Managing Editor

Mohammed Mazharuddin  
Executive Secretary