

# business trends

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Dear readers,

In this issue we outline some of the truly exciting things happening in business and industry, with transformative potential for companies large and small.

Universal Robots (UR) has played a major part in making robotics and automation accessible not just to large manufacturers, but also small and midsize manufacturing, by making its collaborative robots affordable, easy to program, calibrate and set up. But, as Joe Campbell, Senior Manager, Strategic Marketing & Applications Development at Universal Robots, points out: "Many of these smaller manufacturing companies don't realise what robots can do for them, so we continue to spread the word." In addition to white papers, Universal Robots makes online training modules available to all interested parties, free of charge. Everybody with a desire to learn the concepts of cobots can log in to the Universal Robots Academy ([universal-robots.com/academy/](http://universal-robots.com/academy/)) and get the introduction necessary to master basic programming skills.

At the Consumer Electronics Show (CES) at the start of this year, a plethora of transformative technologies and new ideas were showcased by all the usual suspects, but also by some surprising exhibitors at the show. Outdoor and lifestyle brand The North Face notably unveiled FUTURELIGHT™, a revolutionary breathable waterproof material. The audience and media at CES got very excited about the futuristic teardrop tent trailer, developed in a collaboration between The North Face and Designworks, a BMW Group Company. The concept trailer features a unique design with a tent-style canopy, non-pneumatic tires and staggered beds. While it's unclear whether the trailer will ever become commercially available, The North Face does very much aim to commercialise FUTURELIGHT in its branded apparel and equipment gear, emphasises Jason Israel, Global Creative Director Mountain Sports at the North Face. FUTURELIGHT will first be introduced in The North Face's Fall 2019 pinnacle series level collections including Summit Series, Steep Series and Flight Series.

We hope these stories will inspire you as you continue to grow your own business.

**Ellen Groen**  
*Editor in Chief*

# Robots for companies of all sizes

*Compact and highly-flexible, collaborative robots, or cobots, are designed to work safely alongside humans, as opposed to behind a barrier or inside a cage. They are among the fastest growing segments in the robotics market and global sales are expected to grow by more than 50% annually through to 2022, with automotive and electronics representing key industries in terms of market share, according to several recent industry reports. A leader in this space, Universal Robots (UR) has lowered the robotics entry barrier for smaller companies which have limited capital and expertise to program, calibrate and set up traditional industrial robots with reasonably priced and user-friendly industrial robots, as highlighted by Joe Campbell, Senior Manager, Strategic Marketing & Applications Development at Universal Robots.*

Universal Robots is part of Teradyne Inc. The company is headquartered in Odense, Denmark, and has subsidiaries and regional offices in the United States, Germany, France, Spain, Italy, Czech Republic, Turkey, China, India,

Singapore, Japan, South Korea, Taiwan and Mexico.

The company was co-founded in 2005 by its CTO, Esben Østergaard, who in 2018 won the Engelberger Award, which is regarded as the Nobel Prize of

robotics. The Award can also be interpreted as recognition for the pioneering work Universal Robots has done in the collaborative robotics field. When the company first started out, collaborative robots weren't taken seriously, but today, they are one of the largest and fastest growing markets for robotics. The UR collaborative robots, or cobots, are now implemented across a wide variety of industry verticals and manufacturing processes around the world, covering diverse manufacturing processes where they work safely alongside humans.

Since the company's first collaborative robot was launched in 2008, Universal Robots has remained true to its founder's philosophy of making robots easier to use: their new e-Series offers fast set-up, easy programming, flexible deployment, and safe operation. "Those four core principles define what collaborative robots are, in our view," says Mr. Campbell. "Smaller and mid-sized companies in particular still perceive robots as too expensive and too difficult to program. They don't have the resources to buy a conventional robot that is limited to just one task, for example, or to hire robot programmers. When you're a small business it also doesn't work when you have to call someone every time a small change has to be made on the robot. So we've made it our mission to make robots that are easier to program and move around for different applications, for manufacturers of all sizes."

He adds that what they've done with the e-Series is upgrade all the internal features of the robot and strengthened each of those four core principles. The e-Series notably features built-in force torque sensors, which not only enable force torque applications but also allow

for easier teaching of the robots. In a polishing application, for example, you can teach the e-Series cobots to use and hold a polishing tool just like a human would. The built-in sensor can be used to measure mass, perform related inspection processes or detect contact. Also part of Universal Robots' mission is to make its cobots ever easier to integrate and give more ownership to the factory floor. To that end the company continues to evolve the Universal Robots+ (UR+) showroom (universal-robots.com/plus), which was first launched in 2016. UR+ basically is a cobot ecosystem where manufacturers can select and purchase Universal Robots-enabled Plug & Play application solutions, that way ensuring that their next UR robot application becomes virtually plug and play, running well from the start, saving weeks and months in the integration process from concept to operation of the cobots.

The latest additions to the UR+ showroom include VersaBuilt's CNC Communication URCap, which allows a cobot to easily execute any machining program stored on the CNC directly through the cobot's own teach pendant. Another recent addition to UR+, Visumatic's VCM-3X.2 Collaborative Screw Driving Package delivers repeatable joining operations handled directly through the UR cobot's teach pendant. UR+ additionally has introduced the first solution for random robotic case erecting, the XPAK COBOX™. The box erector, powered by a UR10e cobot arm allows packagers to randomly erect any box in their suite on-demand without changeover. The collaborative design not only enables the operator to safely and intuitively interface with the machine, ROBOX also realizes approximately 60% reduction in



terms of the footprint required for a similar machine using more conventional robotic technology requiring fencing. The UR10e is the largest cobot in Universal Robots' flagship e-Series. It's value-added applications such as these that help advance the Universal Robots ecosystem, according to Mr. Campbell. He admits however that raising awareness around the versatility and ease of use of their cobots, particularly among smaller businesses, is on on-going task. "Many of these smaller manufacturing companies don't realise what robots can do for them, so we continue to spread the word."

In addition to publishing white papers on a wide range of cobot-related subjects, Universal Robots has developed online training modules to further lower the automation barrier. The hands-on modules are offered free of charge, open to all, and built to deliver hands-on learning via interactive simulations to

maximise user engagement. Everybody with a desire to learn the concepts of cobots can log in to the Universal Robots Academy (universal-robots.com/academy/) and get the introduction necessary to master basic programming skills.

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on how to get started with cobots:*

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# Revolution in breathable fabric

*The North Face, normally known for making outdoor clothing and adventure gear, has developed a new fabric that it hopes will not only transform its own business but open the potential to change how we use materials in a range of industries from bags to clothes to cars. Called FUTURELIGHT™, the idea for the new breathable waterproof material was inspired by The North Face athletes – specifically Andres Marin, who came up with the idea while on a climb with Scott Mellin, the man in charge of mountain sports at The North Face. Jason Israel, Global Creative Director Mountain Sports at the North Face, says the possibilities with FUTURELIGHT are endless.*

Founded in 1966 as a climbing equipment retail store, The North Face has over the years evolved to become one of the world's leading outdoor and lifestyle brands. It has been a subsidiary of global apparel and footwear group VF Corporation for almost twenty years.

Jason points out that disruption is one of the key elements of the DNA of The North Face brand. "It is what our company was founded on and we still believe to this day, disruption is the key to future growth. The North Face is also a brand that is constantly thinking about

the future of apparel and how we can push the limits to create the next best innovation for our athletes and consumers, helping them pursue and achieve the highest peaks in their athletic and personal pursuits, just as we always have."

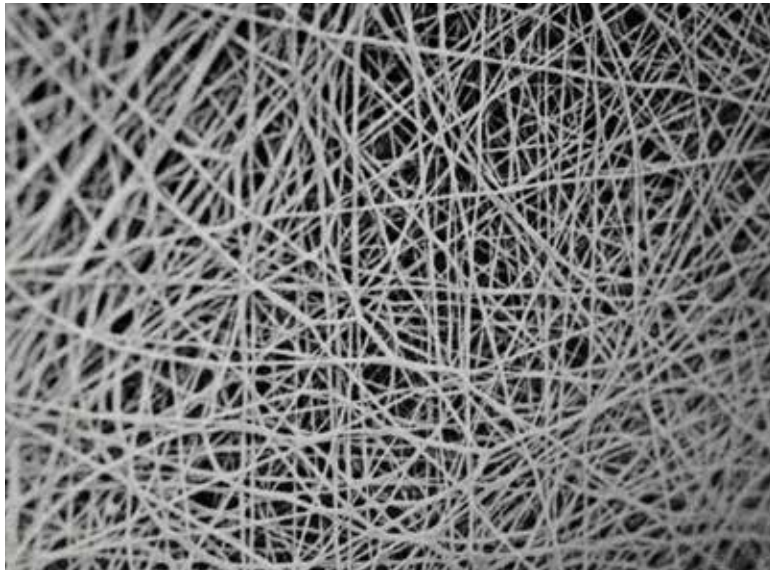
The North Face unveiled FUTURELIGHT™ at the Consumer Electronics Show (CES) at the start of this year. True to the brand's roots, the inspiration for FUTURELIGHT was born in the mountains out of specific requests from athletes looking for increased breathability in their waterproof gear that would reduce the need to shed layers on and off throughout the day. "It has since been tested extensively by our global athlete team and expedition proven in the highest peaks of the Himalaya including Lhotse and Everest," Jason adds.

Beyond The North Face athletes internal testing labs, the brand worked with third-party independent experts including UL (Underwriters Laboratories) a world-renowned safety certification testing organization, to push the limit of the FUTURELIGHT fabric. UL predominately tests waterproofing for the National Fire Protection Association (NFPA), an organization that certifies first responder gear for firefighters, EMS and hazmat responders.

Jason goes on to explain that FUTURELIGHT is manufactured using a unique nano-spinning process, which entails a polymer being sprayed through up to 220,000 tiny nozzles—rather than being extruded into a thin sheet of film, as most membranes are—to create a waterproof yet highly porous mesh-like membrane. "Nano-

spinning has allowed our brand to add air permeability into the membrane of a garment for the first time. This process creates Nano-sized holes in the membrane like that of a mesh, allowing for incredible porosity while still maintaining total waterproofness, letting air move through the garment and provide more venting in the fabric than ever before. Additionally, the nano-spinning process allows us to fine-tune and optimize the breathability, stretch and weight of any garment depending on the activity or environment." The ability to adjust these factors in fabric construction is unprecedented in apparel, equipment and accessories. A bonus byproduct of the technology: FUTURELIGHT garments have a remarkably soft, quiet hand and mechanical four-way stretch.

Illustrating the versatility of FUTURELIGHT, one of the most talked about showcases at CES this year was the cutting-edge teardrop tent trailer, developed in a collaboration between The North Face and Designworks, a BMW Group Company. The concept trailer features a unique design with a tent-style canopy, non-pneumatic tires and staggered beds. To create the unique FUTURELIGHT trailer, Designworks and The North Face looked closely at the 2008 BMW GINA Light Visionary Model, a shapeshifting concept roadster skinned in stretch fabric. Using that versatile skin and a movable substructure, the GINA could change its shape, either in response to driving conditions or at the command of the driver. The FUTURELIGHT concept trailer doesn't feature the shapeshifting capability of the GINA, but it does have a fabric skin with integrated stretch supported by an exoskeleton frame.



The concept trailer had a lot of people getting very excited about it, but chances of it becoming available commercially are slim. "We partnered with BMW Group Designworks to demonstrate that the potential uses for FUTURELIGHT technology extend well beyond apparel," says Jason. "The North Face and BMW Group Designworks share the same values of innovation, imagination and design excellence, making this collaboration a natural fit. At this time the FUTURELIGHT Camper is simply a concept and there are no plans to bring it to commercial production at this time."

The North Face does very much aim to commercialise FUTURELIGHT in its branded apparel and equipment gear, however, he adds. "FUTURELIGHT will first be introduced in The North Face's Fall 2019 pinnacle series level collections including Summit Series, Steep Series and Flight Series. Come Spring 2020 we

will integrate this technology into other lines and collections, continuing to find new iterations and opportunities to utilize this incredible material to benefit our consumers."

The North Face believes so strongly in the material's unprecedented breathability that it created an entire manufacturing program around it, including dedicated factory spaces in Korea.



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# Advancing the additive manufacturing industry

*NYSE-listed global manufacturing solutions provider Jabil recently announced that it is stepping up its 3D printing material initiatives as it aims to further popularise additive manufacturing. The company outlined the availability of Jabil Engineered Materials, which will integrate and validate custom materials for additive manufacturing. “Jabil is taking advantage of its rich history in materials science innovation to advance the entire additive manufacturing market forward and produce custom materials in weeks—not months,” said John Dulchinos, Jabil’s vice president of digital manufacturing. “Our ability to integrate new engineered materials into our ecosystem of 3D printers and rigorous processes will transform a new generation of additive manufacturing applications, including those for heavily regulated industries, such as aerospace, automotive, industrial and healthcare.”*

NYSE-listed Jabil is one of the world’s largest manufacturing solutions providers. Its portfolio includes a wide range of product solutions, providing comprehensive design, contract manufacturing, supply chain and product management services and the company operates from over 100 facilities in 29 countries, delivering innovative, integrated and tailored solutions to customers across a broad range of industries.

Mr. Dulchinos explains that they started a dedicated sector focused on additive manufacturing about four years ago.

Over that period, the team has grown to more than 80 people in multiple locations across the globe, focusing on a variety of applications ranging from the aerospace industry to healthcare through the HP MJF printer and automotive and transportation industries. Their global cloud-connected network of additive manufacturing facilities, stretching from the United States to China, Hungary, Mexico, Singapore and Spain, features over 100 3D printing machines, as well as new generation high-speed sintering and fused filament fabrication along with the capability of printing polymers

and metals. These new machines can produce production tooling at a lower cost point and utilise a variety of materials. This higher degree of flexibility at a much lower capital expenditure, according to Jabil, opens the floodgates in terms of how frequently engineers can develop tooling and make design changes. With 3D printing approaching parity with milling, injection moulding and other established capabilities, the digital thread is strengthening, and enabling a connected end-to-end production processes.

Further underscoring its belief in the future of additive manufacturing, Jabil recently opened a new Materials Innovation Center in Minnesota. The Center has been designed to deliver complete 3DP solutions under one roof, encompassing polymer formulations, compound development and ISO 9001 Quality Management System (QMS) certification. Additive manufacturing engineers, chemists, materials scientists and production experts consult with



customers, leverage Jabil’s materials science innovations and oversee each step of making custom powders and filaments. The rapid iteration and certified production of these engineered materials should provide customers with a faster path from prototyping to production than currently available. Value-added attributes include, but aren’t limited to, reinforced, flame retardant, conductive, lubricated, Electrostatic Dissipative (ESD) and other engineered characteristics. A full range of services also are available, including compounding, extrusion and powder creation as well as complete system integration on standard, open source platforms supported by Fused Filament Fabrication (FFF), Selective Laser Sintering (SLS) and High-Speed Sintering (HSS) equipment.

The news that Jabil is stepping up its efforts in this space doesn’t come as a surprise, when considering that additive manufacturing is becoming increasingly critical to everything from smaller businesses to large manufacturers. The returns revolve around less inventory and creating production quality replacement parts on the fly. One hurdle for additive manufacturing at scale has been materials innovation, Jabil argues, as well as coordination and quality control across the supply chain. This

hurdle hasn’t stopped additive manufacturing from taking off though: according to a 2019 survey of 3D printing stakeholders sponsored by Jabil, expected growth rates for use of 3D printing have skyrocketed despite lingering challenges with part quality and materials. More than half of the 300 survey participants reported that the cost and availability of materials is an obstacle for increasing 3D printing adoption within their organisations.

To help address the remaining issues in this fast growing industry, Jabil proposes a comprehensive Materials, Processes and Machines (MPM) solution. “This solution applies manufacturing rigor to each step involved in additive manufacturing,” Mr. Dulchinos explains. “We also qualify and certify all three of these processes based on the needs of our customers.” He emphasises that, as a manufacturer for more than a half-century, Jabil can leverage a long history of rigorous quality control processes to the needs of additive manufacturing and as such is uniquely positioned in this space. “As far as we know, Jabil offers the only integrated MPM solution for additive manufacturing. The Materials Innovation Center has all engineered material processes in one location. Formulation, compounding, conversion and production are all located in our

Minnesota facility, which allows for a quick, two-week turnaround of the first article of materials. Traditional turnarounds could take months or more. In addition, all materials are created in an ISO 9001 facility. MPM processes are fully qualified and certified to customers’ standards throughout the entire process.”

The company provides Jabil Engineered Materials directly customers as well as through its distributors, Channel Prime Alliance and Chase Plastics in North America. “We also have plans to add regional distributors within Europe and Asia,” Mr. Dulchinos adds. “By making custom-engineered materials available to anyone within the additive manufacturing industry that is utilising open-system 3D printers, Jabil is enabling a broader range of applications to be used across multiple companies and industries.”



## JABIL

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# eLearning for the hormonal health practitioner

*LP3 Network is A Global Leader in Continuing Healthcare Education™ having trained over 12,000 professionals worldwide with more than 70 live event offerings per year. The company recently announced a new partnership with the Institute for Hormonal Health™ (IHH) as the exclusive global distributor of the IHH Educational Program™ – An Integrative Approach Toward Hormonal Health. “As an eLearning training with interactive video tutorials that test your knowledge at each step, this program streamlines learning and optimises retention for the learner,” said Maurizio De Stefano, LP3 Network General Manager. “This innovative program is ideal for pharmacists, physicians, naturopathic doctors, and other healthcare providers looking to add value to their hormone restoration therapy training - we are extremely pleased to bring this valuable resource to them.”*

Established in 2015, LP3 Network has achieved a number of notable milestones in the last 4 years, from attaining Joint Provider Accreditation status for Continuing Pharmacy Education (CPE) in 2015, to launching its online learning platform in 2016, to opening the doors to its state-of-the-art laboratory and training facility in Florida in 2017, and to attaining Joint Provider Accreditation status for Continuing Naturopathic Education and Continuing Medical Education (CME) in 2017 and 2018, respectively. These milestones are further accompanied by LP3 Network's near 10-fold increase in

the number of different educational offerings it provides, its most recent program launch being the IHH Educational Program™.

LP3 Network offers its education in a number of formats, including live seminars, laboratory trainings, webinars, eLearning, home studies, and instructional videos. Its programs cover non-sterile and sterile compounding practices, industry regulatory requirements, and personalised approaches in a number of healthcare niche markets including hormone restoration therapy, analgesic therapy,

dermatology, paediatrics, and nutraceutical therapy, and many more. “We are at the forefront of Continuing Education for Healthcare Professionals. We are a team and company driven by innovation and ambition to continuously improve; to lead our learners in staying ahead, succeeding in their practice, and ultimately maximising care for their patients,” said Mr. De Stefano.

The Institute for Hormonal Health™ (IHH), led by Chief Medical Officer, Dr. Kristy Prouse, is an impressive organisation dedicated to addressing gaps in hormonal health care with personalised and integrative solutions for the most complex hormonal conditions. “After treating thousands of patients successfully, I decided to create the IHH Educational Program™ to train medical professionals on how to implement proven approaches for hormonal healing,” said Dr. Kristy Prouse, MD, FRCSC (OB/GYN), Chief Medical Officer at IHH. Seeing the fundamental value in this type of online learning and seeing the need for further education on hormonal health, LP3 Network was proud to partner with IHH as the exclusive global distributor of this program. “With Dr. Prouse's wealth of knowledge and with LP3 Network's global reach, we can potentially have a positive impact on practitioners and patients worldwide,” said Mr. De Stefano.



**Sign up today and **SAVE 10%** with coupon code **ELP3IHHNL**\***

**Register at: [education.lp3network.com/eLearning/IHH](http://education.lp3network.com/eLearning/IHH)**

\*Offer expires May 31st 2019. One-time use per customer. Cannot be combined with other promotions. Only applicable to the online purchase of the IHH Educational Program™ - An Integrative Approach Toward Hormonal Health.



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# Serving a rapidly growing industry

*In 2018, US-based Kemin Industries, a global nutritional ingredient company, announced a new business unit, Kemin AquaScience(TM), formerly known as AquaKulture. KP Philip, president of the now officially launched AquaScience business, believes that the aquaculture industry “will be the next big thing in protein nutrition”.*

Established in 1961, Kemin is a privately-held, family-owned and operated company with more than 2,800 employees globally and operations in 90 countries, including manufacturing facilities in Belgium, Brazil, China, India, Italy, Russia, Singapore, South Africa and the United States.

KP has been with Kemin for more than 20 years and has led Kemin Animal Nutrition and Health and Kemin Food Technologies business units, in both Asia and in Europe. He was announced as President of Kemin AquaScience™ when that unit was officially announced, in 2018. “Kemin has served aqua customers in India, Asia Pacific and Europe for the past several years through our Animal Nutrition and Health business units, he explains. “With the primary focus on key accounts, we have provided solutions to maintain and improve raw material quality, help feed mills produce safe feed through anti-mould, anti-oxidative solutions and improve lipid nutrition. In 2015, Kemin established a dedicated team in India to serve the aqua farm market, offering solutions focused on improving water quality, mineral nutrition and disease

outbreak management. With the launch of the new business unit in January 2019, Kemin now has a dedicated team in China, South Asia, Asia Pacific, EMENA and Latin America to better serve the industry.”

Kemin expects farmed aquaculture to grow quickly in the coming years as sustainability pressures mount and the market demand shifts away from wild-catch. “After years of increased animal protein from meat sources we are now seeing a flat or even declining trend. However, the aqua protein consumption growth is seeing significant increase. This has resulted from both a health and sustainability standpoint, which bodes well for future growth. By setting up a dedicated, centralized aquaculture business unit, Kemin is in a stronger position to cater to this shift as global aquaculture is very consolidated,” KP comments.

The new business unit, Kemin AquaScience, enables coordination with major global fish and shrimp producers as well as providing the ability to work with smaller farms across important production regions such as South Asia.



The company offers a wide range of aqua products for feed (nutrition, feed and feed mill efficiency), raw materials (safety and preservation) and farm (health, efficiency and environment). In addition, it supports customers with laboratory and product application services. “We are focused on areas where we can increase nutritional uptake by offering products that help with disease management, water quality, feed quality, raw material quality and better immunity,” KP adds. He says that their ambition for Kemin AquaScience is to achieve significant penetration into the farm and feed segment. “Knowing the long-term unsustainability in the fish meal supply, we are also working to discover a replacement for fish meal that is economically viable.”




Kemin AquaScience  
Website: [www.kemin.com/aquascience](http://www.kemin.com/aquascience)

The Kemin AquaScience leadership team



# A remarkable automotive alliance

*Two giants of the automotive industry, Volkswagen AG and Ford Motor Company, recently signed formal agreements in a broad alliance that positions the companies to boost competitiveness and better serve customers in an era of rapid change in the industry. Jens Wiese, Head of Industrial Partnerships & Alliances Group Strategy Volkswagen AG, explains what inspired this remarkable partnership.*

On January 15th, 2019, Volkswagen CEO Dr. Herbert Diess and Ford CEO Jim Hackett confirmed that the companies intend to develop commercial vans and medium-sized pickups for global markets beginning as early as 2022. In addition, Volkswagen and Ford will investigate collaboration on autonomous vehicles, mobility services and electric vehicles. Both companies

also said they were open to considering additional vehicle programs in the future.

“Volkswagen - with 10,8 mill sales worldwide and the most advanced MQB platform - is generally very competitive,” Mr. Wiese comments. “However, we are experiencing an era of rapid change in the industry resulting from widespread electrification, ever stricter emission regulation, digitization, the shift towards autonomous driving, and not least changing customer preferences. We are investing heavily to align our portfolios to future needs and accelerate innovation cycles. Finding a way to do this more affordably, by means of collaborating and investment sharing, was one of the key drivers behind the collaboration. Most of all in the fields where we lack sufficient economies of scale: the light truck and midsize pickup truck business. It is crystal clear that an alliance like this will help both companies create value, boost competitiveness and better serve customers. Last but not least Volkswagen and Ford have complementary operations and market presence. Sharing platforms and parts with Ford provides very competitive scale effects in this segment. So it is a relation between two strong partners.”

The initial focus on commercial vans and pick-ups provides an excellent starting point for the partnership, in Mr. Wiese's view. In the longer term, the idea is that Volkswagen and Ford will manufacture

cars for each other's brands. “Each brand has its strength in the respective segments. Each brand will develop new cars in those segments for both parties. That's how we will efficiently leverage collective resources. We do this based on a clear and effective governance structure, while at the same time maintaining independence and identity of both partners.”

Describing their alliance as ‘visionary’, Mr. Wiese emphasises that Volkswagen and Ford have both shown the ability, drive, and willingness to successfully advance and reinvent themselves time and again. “We have highly complementary strengths. Both regionally and in terms of relevant future technologies we can build on comparably strong foundations. For example, no other OEM has a more robust approach to e-mobility than Volkswagen. As outlined in our “Roadmap E”, we aim to become the global no. 1 in e-mobility by 2025. And we are prepared to share that advantage. Our electric vehicles will be affordable for millions, not just millionaires. Because we have the scale, the engineering resources, and the production expertise to make this happen.”



Volkswagen AG  
Website: [www.volkswagenag.com](http://www.volkswagenag.com)

# A step forward in HPV diagnostics

*A France-based company by the name of Genomic Vision — developers of the standard technology in diagnostic tests for the early detection of cancers and hereditary diseases — has taken another step forward in the commercialization of its technology. Through a licensing agreement with a Czech company called Phyteneo, the company's proprietary technology will allow for early detection tests to be performed in the country, following all the necessary regulation.*

Genomic Vision is a leading company in the field of genetic testing and biomarker discovery. Founded in 2004 by researcher Aaron Bensimon, a doctor in molecular biology and head of the Genomic Instability Unit of the Institut Pasteur, the company's proprietary technology combines Molecular Combing; isolation and linearization genomic DNA, with a unique targeting and detection strategy, the Genomic Morse Code.

“We are stretching single DNA molecules and putting fluorescent biomarkers that generate a barcode on the DNA,” Mr. Bensimon explains. “Any changes to it will indicate genetic

mutation, so we are analyzing the genes and providing diagnostics tools for the detection of cancer and genetic disease that are characterized by changes to the DNA.”

The company's technology, which has been patented, offers a new way to identify and quantify genetic aberrations that cannot be seen by conventional methods. Close to 50 people work for the company's headquarters near Paris, France — the majority of them PhD holders. Genomic Vision is a publicly traded company in the Euronext stock exchange since 2014. Recently, the company announced a licensing agreement with Czech

Republic-based Phyteneo for the commercialization of its HPV integration test in the European nation. Phyteneo will be in charge of the registration of the test as Medical Device to the regional regulatory agency.

“The information provided by Genomic Vision test is completely new and gynecologists are very excited by the idea of having the possibility to propose to their patients a new test that could help them to optimize their follow up and care,” Petr Behensky, CEO of Phyteneo. “We already know the centers that are willing to perform the test in Czech Republic and we are already thinking of making the test available for patients in other Eastern European Countries.”

Over 2 million screening procedures for cervical cancer are performed yearly in the Czech Republic. Every year, 180,000 Czech women are detected with high-risk HPV, which makes the availability of the test an opportunity for improved care and disease management.

“The importance of this agreement is about time to market,” said Mr. Bensimon. “For us, this is the first country with a strong interest in cervical cancer.”



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# Global force in printing and communications

*Toppan Merrill, a leader in financial printing and communication solutions, is part of the Toppan Printing Co., Ltd., the world's leading printing group, headquartered in Tokyo with approximately US\$14 billion in annual sales. Following a number of strategic acquisitions the company recently launched the Toppan Merrill brand, representing the company's plans for future global growth and expansion as it solidifies its status as one of the top financial printing, communications and technology companies in the world. "With our recent acquisitions came an opportunity to ensure that we are well-positioned to meet our clients' diverse demands around the world. We feel that the Toppan Merrill brand accurately represents our ability to provide our clients with a responsive partnership, rooted in deep market expertise, and modern agile solutions built around their business needs. We are committed to forward-thinking innovation that ensures speed, precision and accuracy." comments Jeffrey Riback, the President of Toppan Merrill.*

Toppan has over the last few years aggressively built out its financial printing and communications global offering. "Our acquisitions have enabled us to work towards becoming the industry's leading solutions provider," says Mr. Riback.

He goes on to explain that their ongoing growth strategy really began with the acquisition of Vintage, a former division of PR Newswire and a provider of regulatory compliance across capital markets, corporate services, and institutional and fund services, in March 2017. "The acquisition of Vintage strengthened the expansion of our global footprint and compliance customer base," he comments. "Then in August 2018, we announced the acquisition of Merrill Corporation's

capital markets and compliance business, followed by that of Merrill Corporation's Marketing and Communications Solutions (MCS) business a month later. These acquisitions allow us to be a dominant force in our industry while contributing to our efforts to continue to innovate technology, processes, products and services. The MCS acquisition really solidifies our competitive positioning in financial services and advances our goal of regulated market expansion especially as it relates to MCS health insurance and election services business."

Now unified under the Toppan Merrill brand, the combined entity also offers solutions for capital markets transactions, regulatory disclosure for corporations and investment



management companies, financial services marketing and communications, and health insurance marketing and communications. Among their proprietary technologies are Toppan Merrill Bridge™ ("Bridge") a seamless SaaS solution built on the Microsoft® Office® platform, offering an intuitive technology that makes disclosure content management easier, faster and more accurate, and Toppan Merrill Connect™ ("Connect"), which helps drive client engagement and streamline personalized, compliant communications from printing to leading-edge digital solutions while adhering to the most demanding security and compliance requirements.

"Our clients now have access to the most comprehensive choice of solutions in the industry for their global communications needs," Mr. Riback states. "With global expertise in major capital markets, we provide services and solutions around the world – providing the same level of service regardless of location."



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# Retinal prosthesis system offers hope to the blind

*Through dedication and innovation, Second Sight Medical Products, Inc.'s mission is to develop, manufacture and market implantable visual prosthetics to enable blind individuals to achieve greater independence. Recently the company received \$1.6 million of a six-year, \$6.3 million grant from the National Institutes of Health (NIH) to advance its Orion platform. "Orion is designed to convert images captured by a miniature video camera mounted on the patient's glasses into a series of small electrical pulses," Second Sight's CFO, John Blake, explains.*

Second Sight was founded in 1998 with the goal of creating a retinal prosthesis to provide sight to subjects blinded from outer retinal degenerations, such as retinitis pigmentosa. "Second Sight today is known as a leader and pioneer in artificial vision prostheses," says Mr. Blake.

As the recognised global leader in neuromodulation devices for blindness, the company is committed to developing new technologies to treat the broadest population of sight-impaired individuals. Its Argus II Retinal Prosthesis System ("Argus II") is the world's first approved device intended to restore some functional vision for people suffering from blindness. Mr. Blake adds: "The Argus® II implant targets the retina and features 60 electrodes that electrically stimulate the surviving retinal neurons. Of the approximately 20 research groups that are actively developing visual prostheses, Second Sight has the longest track record and the Argus II was the first visual prosthesis to become commercially available in Europe and in the USA."

In a healthy eye, the photoreceptors in the retina convert light into tiny electrochemical impulses that are sent through the optic nerve and into the brain, where they are decoded into images. The Argus II is designed to bypass the damaged photoreceptors altogether. A miniature video camera

housed in the patient's glasses captures a scene. The video is sent to a small patient-worn computer where it is processed and transformed into instructions that are sent back to the glasses via a cable. These instructions are transmitted wirelessly to an antenna in the implant.

In 2018, Second Sight received a \$1.6 million of a six year, \$6.3 million grant from the National Institutes of Health (NIH) to further initiate the company's second generation technology, the Orion platform, that has the potential to provide a new form of vision to individuals that are blinded due to a much wider range of causes than retinitis pigmentosa, including glaucoma, diabetic retinopathy, optic nerve disease, or forms of cancer and eye injury and trauma.

"A feasibility study of the Orion I device is currently underway at the Ronald Reagan UCLA Medical Center in Los



Angeles and Baylor College of Medicine in Houston. Based on the results of this first in-human testing of the Orion I cortical stimulation device, Second Sight anticipates initiation of the next study in 2019," Mr. Blake elaborates. Headquartered in Los Angeles, California, Second Sight currently has over 85 employees and a European office in Lausanne, Switzerland.

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# Unexpected collab: athleisure and makeup

*Global sport brand PUMA has teamed up with Maybelline New York, the No. 1 international makeup brand, to launch their first-ever PUMA x Maybelline special-edition collection. The collection aims to bridge the gap between beauty, fashion, and sport, with products that are functional while the packaging is sporty and streetwear-influenced. It boasts rich colours and high-endurance technology, ensuring that the makeup keeps up with the active life of wearers and goes the distance. “This collaboration is a true embodiment of where the gym meets the runway,” says Jenna Synborski, Sr. Brand Strategist on PUMA’s Global Brand Marketing Team.*

With origins dating back to the 1920s, PUMA today is one of the world’s leading names in sports and leisurewear. As a well-established brand, it is synonymous with performance wear and outstanding running shoes but over the past few years, they’ve been making a mark in the fast-growing athleisure market too,

helped by collaborations with superstars like Rihanna and record-breaker Usain Bolt, notably. A collaboration with fashion designer Karl Lagerfeld, in 2018, further cemented PUMA’s place in fashion circles and was closely linked to the celebrations around the 50th anniversary of PUMA’s Suede Classic shoe launch, during

which it launched two iterations of the sneaker as part of their “Suede 50” celebration.

PUMA also includes women in the athleisure conversation; this makes sense when given that a) women drive the majority of consumer spending, and b) that worldwide, there is a notable increase in women participating in sport. Case in point: of the more than 11,000 athletes who took part in the 2016 Rio Olympics, 45 percent were women. “PUMA’s mission for women is about being the brand that provides the performance authenticity and the fashion credibility to own the space where the gym meets the runway,” says Jenna. “Our goal is to be the most fashion-forward global sports brand in the world. We represent active women who are not willing to compromise on style and we promise to offer them fashion-forward performance and style gear.”

In other words, the partnership with Maybelline (the world’s leading cosmetics brand), while unexpected, makes perfect sense. The collaboration was revealed in January, through an Instagram video series featuring supermodel Adriana Lima decked out in PUMA activewear and fierce metallic eyeshadow. The limited edition products feature long-wear technology, including a smudge-proof mascara, long-wear lip color and more, and come in multiple shades. Everything comes in on-the-go packaging with the instantly recognisable PUMA logo, perfect for post-workout touch-ups.

“PUMA x Maybelline leverages Maybelline’s beauty expertise and PUMA’s authority in athleisure to create

a collaboration that’s a must-have for a generation in pursuit of a dynamic look that survives their lifestyle,” Jenna states. “Additionally, we share a joint ambassador in Adriana Lima who is the most obvious choice to bring to life this collaboration and also a true exemplification of our women’s mission.”

She adds that both brands share a target consumer of Gen Z, in other words consumers in the 15 to 24 age bracket. This is an interesting group for marketers, particularly in sportswear, as research shows that Gen Z consumers are very focused on fitness and health, but their approach is different to the boomers in that they’re much more light-hearted and less competitive. They’re taking part in multiple activities that tend to have a social element to them. Gen-Z women, specifically, want a product that performs while they’re in their fitness activity, but that they can also wear in other aspects of their lives — often 24/7. “The Gen Z woman is an urban trailblazer that breaks the rules when it comes to makeup,” elaborates Jenna. “She demands high performance products that can keep up with her lifestyle. She’s not afraid to wear colour or use makeup as an outlet for expression. Gen Z is an always-



on, always-moving but selfie-ready generation. They refuse to be defined and don’t play by traditional rules—they’re a generation of hustlers creating success on their own terms, and they need makeup that performs at their level.”

While PUMA and Maybelline jointly target similar consumers, the two also have a wide range of different consumers, Jenna admits. “This

collaboration is new and unexpected, something those consumers have not seen before. In joining forces, we will continue to strengthen the PUMA brand by keeping consumers guessing on what is coming next and also providing them with new and exciting collaborations.” She adds that we can expect more crossover collaborations from PUMA in the future: “We are always looking to collaborate with new and unique partners in interesting ways.”

## About PUMA

PUMA is one of the world’s leading sports brands, designing, developing, selling and marketing footwear, apparel and accessories. For 70 years, PUMA has relentlessly pushed sport and culture forward by creating fast products for the world’s fastest athletes. PUMA offers performance and sport-inspired lifestyle products in categories such as Football, Running and Training, Basketball, Golf, and Motorsports. It collaborates with renowned designers and brands to bring sport influences into street culture and fashion. The PUMA Group owns the brands PUMA, Cobra Golf and Dobotex. The company distributes its products in more than 120 countries, employs more than 13,000 people worldwide, and is headquartered in Herzogenaurach/Germany.



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# Expansion into clinical quality control tools

*LGC is an international leader in the extended life sciences sector, including human healthcare, agri-food and the environment. Based in the UK with operations worldwide, the company recently acquired SeraCare Life Sciences, Inc., a manufacturer and leading partner to global in vitro diagnostics manufacturers and clinical laboratories. The acquisition of SeraCare strengthens LGC's position in clinical quality control tools, and builds upon its existing calibration verification materials and proficiency testing offerings including those of LGC Maine Standards, acquired in 2015. Additionally, the Seraseq clinical genomics tools are complementary to LGC's component offering to the NGS market which includes oligonucleotides, molecular biology enzymes and magnetic beads.*

Headquartered in London, LGC operates out of 19 countries worldwide. The company has been home to the UK Government Chemist for more than 100 years and is the UK National Measurement Laboratory and Designated Institute for chemical and bio measurement. It has been privately-owned since 1996 and has diversified through internal investment and acquisitions to be an international leader in its chosen niche markets. LGC notably is a globally leading manufacturer of reference materials, with five facilities accredited to ISO 17034:2016, and a sixth facility due to open shortly in Nanjing, China. This

represents the widest breadth of reference materials manufacturing of any organisation globally. LGC is also a globally leading provider of proficiency testing services, with proficiency testing hub locations in the UK, the USA, South Africa and a fourth hub, due to open shortly in Nanjing, China. LGC is the largest private sector provider of proficiency testing services globally. The company additionally offers a range of supply chain assurance standards through its BRC Global Standards subsidiary and through the Informed Sport, Informed Choice and Gluten Free Certification Programmes.

LGC Standards, specifically, as a division within the LGC Group, is a leading global producer and distributor of reference materials and proficiency testing schemes. It has a network of dedicated sales offices extending across 20 countries in 5 continents and more than 30 years' experience in the distribution of reference materials. These high quality products and services are essential for accurate analytical measurement and quality control, ensuring sound decisions are made based on reliable data.

2018 was a year of aggressive growth for LGC. In May 2018, LGC's BRC GS team acquired the Allergen Control Group (ACG), owner and operator of the world's most rigorous and recognised gluten-free certification program. ACG is based near Ontario, Canada. This acquisition extends LGC's food safety supply chain assurance standards business into the high growth North American gluten-free market. It also enables ACG to continue to add to its existing strong presence in



Canada and the US. LGC is involved in many allergens-related projects and this acquisition helps the organisation to continue to support customers as they deal with the global challenges of producing safe, high quality products for the end-consumer.

The November 2018 acquisition of SeraCare builds on the division's existing capabilities for the clinical diagnostics sector across reference materials, calibration verification materials and proficiency testing. Under LGC's ownership, SeraCare's two sites in Gaithersburg, Maryland and Milford, Massachusetts will work particularly closely with the LGC Maine Standards subsidiary, which operates from a purpose built, ISO 13485 accredited facility in Maine, and which focuses on the manufacturing of calibration verification materials for clinical laboratories.

According to an LGC spokesperson, there is very little overlap between SeraCare and LGC's existing clinical diagnostics portfolio so the two organisations are highly complementary – particularly with respect to expanding their presence in the fast-growing molecular diagnostics and NGS reference materials market. SeraCare's global customer base includes in-vitro

diagnostics assay developers and manufacturers, clinical laboratories, pharmaceutical companies and proficiency providers. The company was founded in 1984 as Boston Biomedica Inc. (BBI), currently employs 170 people and is certified to ISO 13485:2016. It will continue to operate from its two sites, in Milford, MA and Gaithersburg, MD under LGC's ownership.

Further strengthening its Standards business, LGC acquired M.B.H. Analytical Limited, a leading manufacturer of metal alloy reference materials, in December 2018. MBH's reference materials are used for quality control testing and material validation, including positive materials identification testing, in a wide range of end-markets, including the aerospace, automotive, metal manufacturing and electronics markets. The acquisition increases the breadth of LGC's metal alloy reference materials portfolio, thereby strengthening its differentiated position as a manufacturer of reference materials for that segment.

Following these acquisitions, a total of four this year, LGC is delighted to rank 54th in The Sunday Times Grant Thornton Top Track 250 league table. The publication follows LGC's recent acquisitions, and 18.9% sales growth

from last year's report. LGC stands as the highest ranked life sciences company in the league table. The 2018 ranking is an improvement on last year's rank of 63 and a testament to LGC's growth, now with more than 40,000 customers in over 150 countries.



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# Travel peacefully and stay with confidence

*MagicStay is a French alternative accommodation booking site, created to meet the requirements of business travel and available for all those who wish to travel peacefully. Recently, MagicStay, the first apartment booking site dedicated to business travel and mobility, launched its new Magic Loyalty Card program to reward traveller loyalty. "MagicStay provides over 200,000 accommodations (studios, apartments, houses and villas) in more than 900 cities and 92 countries, 80% at international level (most in North America, Europe and Middle East) and 20% in France," announces the platform at the beginning of the year.*

"Unlike other accommodation booking platforms, our apartments are selected and managed by professional agencies to offer our customers the best quality service in terms of comfort, price and security. With a 24/7 customer support, a security policy named Truststay and a tailor-made follow-up based in France, we put the personal data protection and the safety of our travellers at the heart of our DNA."

Valéry Linÿer, MagicStay's Co-founder and CEO, has spent his career working in the event industry, in France and internationally. He has established many events in cities such as Paris, Cannes, Hong-Kong, Geneva, Abu Dhabi, and Doha and visited many other ones globally throughout every sector of activity. He knows that during major international events it is often

difficult to find somewhere to stay. A shortage of hotel rooms tends to lead to an increase in prices, extended transportation times and, for business travellers, more budget constraints. In 2014, Valéry Linÿer and William Lecerf, a specialist in short term rental and related services in Cannes, launched MagicStay (formerly MagicEvent), the first alternative booking platform dedicated exclusively to business travel.

From his experiences, Valéry Linÿer realised that renting an apartment offered more space and more comfort for a better price. Business travellers often feel tired and anxious during a business trip. To ensure a traveller's wellness, MagicStay provide a rental booking solution of comfortable and fully equipped accommodations that



Valéry Linÿer, MagicStay's Co-founder and CEO.

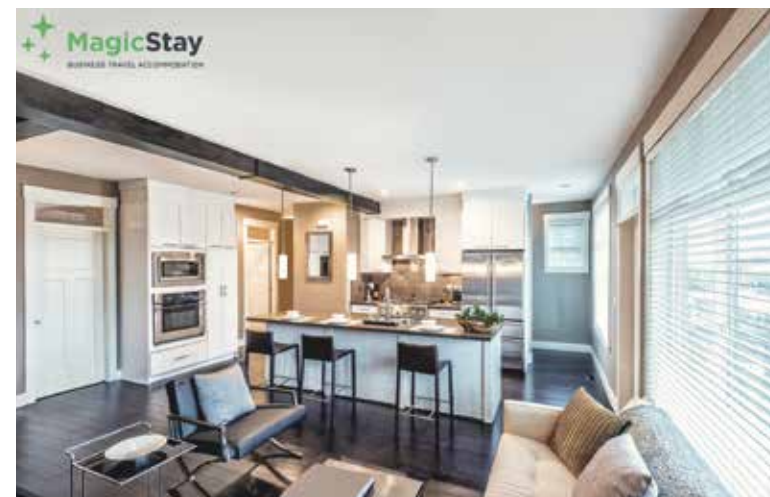
are managed by professional agencies and ideally located in the city or close to convention and exhibition centres. "The new Magic Loyalty Card program allows us to offer our customers significant benefits and inspiration to continue traveling peacefully and safely."

"Since the launch of the new Magic Loyalty Card program in December, our customers can register on MagicStay to book apartments and to benefit from discounts on future bookings. When booking on MagicStay, for every euro spent, customers receive one loyalty point. This program allows our clients to spend the collected points as they wish. For example, discounts on future reservations, on gifts such as mugs, external batteries, Amazon gift certificates, customizable card holders, a Mont Blanc pen etc." MagicStay customers also have the freedom to

offer their cumulative loyalty points to charitable partners to support humanitarian and ecologic projects. "We are proud to work with World Vision, responding to the needs of the most vulnerable families around the world, providing help in the form of food, education, health, wellness or in environmental matters to the poorest families. Clients can also contribute to the financing of the participatory encyclopaedia Wikipedia to help preserve the public and free distribution of the foundation's knowledge. Through this donation system, we wish to support international non-profit actions."

Customers are able to consult their loyalty points, on their personal space, on MagicStay's website and to transform them at any time. For each reservation, the customer will be able to either benefit from their loyalty points or credit them to a colleague's or a relative's loyalty card. Customers can also invite relatives to register on MagicStay to book apartments and benefit from discounts on future bookings. "Each referring customer can invite up to five contacts by simply entering the email addresses on the referral form. After registration, the 'newbie' will receive a 20 euros discount code for their first reservation. As soon as the 'newbie' makes their first reservation, the sponsor will receive 2,000 loyalty points on their Magic Loyalty Card, which can then be used for a promotional code, gifts or donations."

MagicStay is connected to the business travel eco-system to meet the expectations of corporate clients and can be easily integrated into existing



travel solutions. "With MagicStay, you can find cost-saving accommodation – up to 40% cheaper than hotels - have more space than in a hotel room and benefit from our business to business service. It also becomes very easy to stay over the weekend before or after the event in order to explore the city. An apartment also allows guests to enjoy a family holiday."

"By the end of 2019, we hope to have 400,000 accommodations on our platform and expand our offering in Asia and South America. We are also developing our long stay and mobility program because we see that more and more expatriates and collaborators who require long-term stays are struggling to find comfortable accommodations at reasonable price."



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# Next-generation disease management

*With 1.5 percent of U.S. adults being diagnosed with Inflammatory Bowel Disease (IBD) each year, faster and more efficient diagnostics tools are needed to properly manage the disease. Enter PredictImmune, the Cambridge, UK-based company working on groundbreaking autoimmune prognostic tests. Through gene expression profiling born out of 15 years of clinical research at Cambridge University, the company's flagship product line promises improved patient outcomes among those suffering from IBD. Recently, the company entered into a joint study program alongside the Crohn's & Colitis Foundation that will seek to further validate and prove the efficacy of the first prognostic test for IBD in the USA market.*

Although PredictImmune is a young life sciences company, founded in 2017, a total of 15 years of clinical research validate the science behind its products. Founded by a team of researchers from Cambridge University, the company raised a £4.7M Series A round of equity funding, then another £4.7M funding round in April 2018. The funding helped fuel the development of the company's multi-centre medical trials. At the end of 2018, the organisation — which manufactures prognostic tools to guide treatment of patients with

immune-mediated diseases — announced it had entered into a partnership with the US Crohn's & Colitis Foundation that will allow the two entities to spend the next two and a half years deploying a jointly sponsored study that will seek to provide additional validation and efficacy data for PredictImmune's prognostic IBD test in the US market. "We are delighted to be working with the Crohn's & Colitis Foundation towards a common goal of improving disease outcomes and quality of life for

patients with IBD in the US," said Paul Kinnon, a 25-years veteran of the global life sciences industry who serves as CEO of PredictImmune. "Improving patient outcomes in immune-mediated diseases is at the heart of everything we do — working in collaboration with the Foundation's extensive network of clinicians we now have the opportunity to demonstrate the efficacy of our product in a clinical setting whilst at the same time having a direct, positive impact on the quality of outcomes for US patients." Founded in 1967, the Crohn's & Colitis Foundation is a well-respected non-profit organisation whose mission is to find cures for Crohn's disease and ulcerative colitis, as well as improving the quality of life of those affected by these diseases. Based in New York, the foundation backs leading research studies at key medical institutions and finances underdeveloped areas of research.



Further, the 51-year-old organisation collaborates with healthcare providers to improve IBD quality of care, as well as educating, supporting, and empowering patients and caregivers through patient-centric education and advocacy programmes. "The Foundation has a longstanding commitment to advancing precision medicine tools that could provide patients and clinicians with the tools needed to make optimal decisions regarding treatment," said Caren Heller, MD, MBA, Chief Scientific Officer of the Crohn's & Colitis Foundation. "We envision a future where every IBD patient receives the right treatment at the right time. Predicting disease course is an important aspect of this effort and PredictImmune has made great progress in this regard; we are delighted to be

working with this team to support research on this innovative potential diagnostic." The study involves some 100 patients from USA medical centres. Thanks to the study, additional validation will be provided to the first validated, biomarker-based prognostic test for IBD that predicts long-term disease outcome in both Crohn's disease and ulcerative colitis. Thanks to the test, patients can be grouped in accordance to their risk profile, helping clinicians select the most appropriate course of treatment. Additionally, PredictImmune wrapped up 2018 by receiving both ISO 13485 accreditation for its processes and CE IVD medical devices certification for its prognostic biomarker test, PredictSURE IBD™, ahead of its official market

launch in the United Kingdom and Europe. "We are proud to add the ISO 13485 and CE IVD accreditations to our achievements," Mr. Kinnon said of the news. "This further demonstrates both our commitment to continual improvement and the consistent implementation of appropriate processes and procedures, including the operation of a robust quality management system. Gaining both ISO 13485 status and CE marking in less than 18 months from company formation is testament to the commitment and hard work of the PredictImmune team, the company founders, and the support of our investors."

## About PredictImmune

Cambridge, England, UK-based PredictImmune is the groundbreaking developer of prognostic tools to guide the treatment of patients with immune-mediated diseases. The company's technology is the result of over 15 years of clinical research geared at improving patient outcomes through gene expression profiling. In January, its PredictSURE IBD product, ahead of its official market launch in the United Kingdom and Europe, received the prestigious ISO 13485 medical devices certification, a key milestone for the validation of its precision, efficacy and safety.

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# World class mobile games partnership

*Game developer Jam City scored a massive hit in 2018 with 'Harry Potter: Hogwarts Mystery'. The company is now growing aggressively. It has made an acquisition in Canada and recently announced a multi-year mobile games development partnership with Disney that includes Jam City taking over Disney's popular mobile game, Disney Emoji Blitz. Members of Disney's Glendale Games Studio will join Jam City and continue to operate and grow Disney Emoji Blitz as part of the Jam City team. Jam City will also have the right to develop new mobile games based on iconic characters and stories from Pixar and Walt Disney Animation Studios. The first game Jam City and Disney plan to develop is a mobile game based on Disney Animation's Frozen sequel. Josh Yguado, Co-Founder, President & COO, Jam City, is excited about the partnership: "This is a huge opportunity that will allow us to create lasting franchises that will be played 5, 10 and 20 years from now."*



Previous to forming Jam City, Josh was Vice President at Fox Entertainment, where he helped Fox in its acquisition of MySpace, its creation of Hulu and its launch of new television networks. His career also includes working at MTV Networks and Univision. At Jam City, Josh has been the driving force behind several milestones including the acquisition of global game studios, exponential user growth, and new product launches. Among other honours, SoCalTech named Josh one of its top "50 Most Influential People" in Southern California's technology industry and he also sits on the board of The Young Turks—the largest online news show in the world.

"Jam City has experienced exponential growth since my business partner Chris DeWolfe and I co-founded the company in 2010m," says Josh. "We've gone from a small team with a handful of games to a global team of over 500 with an amazing portfolio high-grossing, enduring mobile entertainment franchises. 2019 is shaping up to be a huge year for Jam City as we continue to expand our global operations and release a slate of amazing new games in a variety of genres—some of which are totally new for Jam City like our upcoming synchronous, player-vs-player strategy game World War Doh."

The Jam City portfolio includes hits like Cookie Jam (Facebook "Game of the Year" winner), Panda Pop and Harry Potter: Hogwarts Mystery, which debuted at #1 in over 50 countries. "We have a truly dynamic portfolio of mobile entertainment franchises that appeal to many different types of players—everything from immersive



role playing games like Harry Potter: Hogwarts Mystery to evergreen casual puzzle games like Cookie Jam, to innovative strategy games like World War Doh," says Josh, explaining what makes Jam City unique. "Second, Jam City has really become the "go-to" studio for Hollywood given our successful track record of creating hit mobile games based on popular Hollywood IP—clearly our new multi-year partnership with Disney demonstrates this. Finally, our size and global presence allows us to tap into diverse player communities and gain valuable strategic insights."

The recently announced multi-year partnership with Disney will allow Jam City to develop new mobile games based on iconic characters and stories from Pixar and Walt Disney Animation Studios. The first new game by the partnership will be a sequel to "Frozen", and is due for release in late 2019.

Josh points out that Jam City had developed a game with Disney a couple of years ago, called Marvel Avengers Academy, and got to know the team well. With the new multi-year

partnership, they have acquired the hit game Disney Emoji Blitz, which according to Josh is a perfect fit for the Jam City portfolio. "The super talented Disney Emoji Blitz team has joined Jam City and will be able to leverage our infrastructure to supercharge live operations for the game. Players can expect the same gameplay experience they know and love as well as new events, emojis, missions and prizes as the game continues to evolve," he points out.

Two weeks after the Disney partnership news, Jam City announced it had acquired the "Bingo Pop" intellectual property and its development team from Toronto-based Uken Games. The two moves combined illustrate the momentum Jam City's been enjoying following the global success of Harry Potter: Hogwarts Mystery. "Our goal is to become a true mobile entertainment company with iconic franchises that have narratives and characters that last for decades," says Josh. "Consumer media habits are changing—people spend more time enjoying mobile content now than time watching TV or films—the most successful

entertainment companies of the future will focus on mobile content as much or more than any other platform. I think we're in a really great position right now with the best team we've ever had, a killer portfolio of games, exciting new strategic partnerships and a strong 2019 pipeline of new releases."

## JAM CITY

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# Mobile gambling group continues to innovate

*LeoVegas first launched its mobile gaming platform in 2012. Its mobile-first strategy helped it beat the established operators to the punch and build a market-leading position in mobile casino, first at home in Sweden, and then also internationally: it is now one of the leading mobile gaming companies in Europe. The company also is a recognised innovation leader, not just in terms of new game releases but also in next-level service delivery and user experience. It recently added Swish, currently Sweden's most popular and highly used payment service, to its payment method portfolio. Irena Busic, Communications Director at LeoVegas, explains that the re-regulation of the Swedish gambling market on 1 January allows them to work more closely with banks and popular local payment services such as Swish.*



Dirección General de Ordenación del Juego (DGOJ), the local market grew nearly 30% year-on-year during the third quarter of 2018.

Gambling regulation varies from country to country (and sometimes even from region to region) in Europe. The European Union, the largest market in the world for online gambling, has no unified gambling regulation. Member states decide on regulation themselves but in doing so do have to take general EU membership criteria into account; the EU objects to

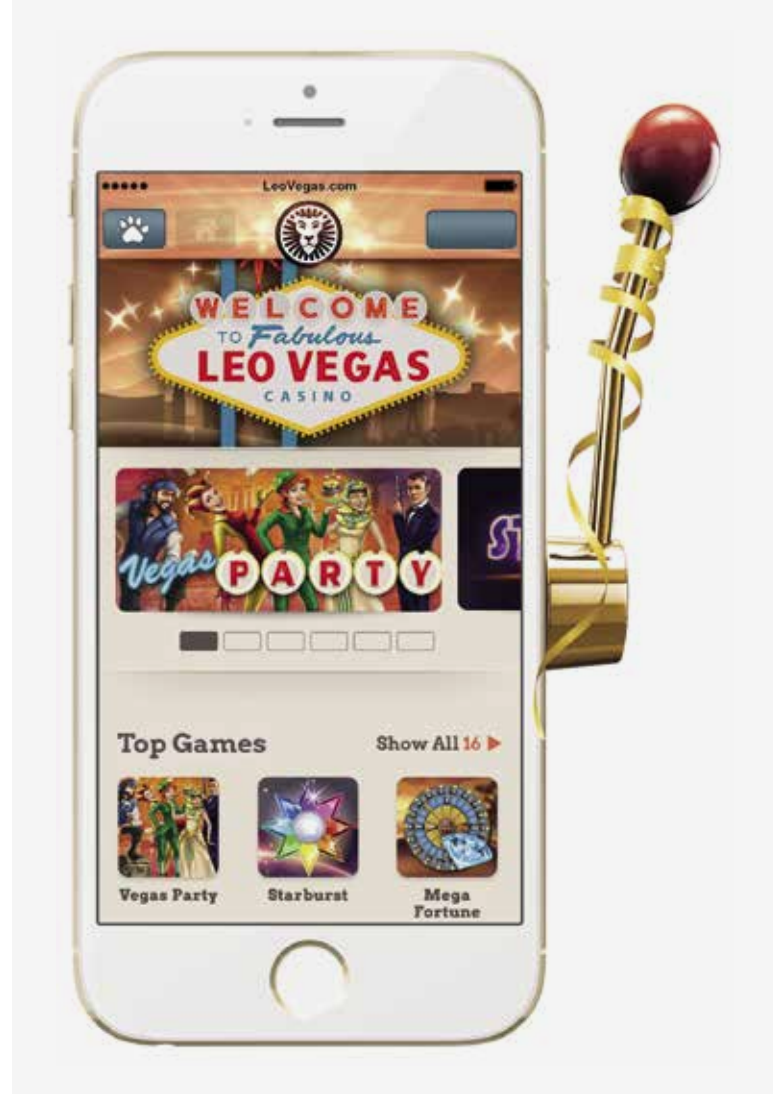
Gustaf Hagman and Robin Ramm-Ericson co-founded LeoVegas based on the realisation that smartphones would revolutionise the world. Their platform, LeoVegas.com, went live in 2012 and has been mobile first from day one. The company listed on the Nasdaq First North Premier in 2016 and has continued to grow has fast since, both organically and through acquisitions such as that of Royal Panda in 2017, and RocketX, in 2018. It now has over 900 employees and is one of the leading mobile gaming companies in Europe.

Casino games account for the bulk of LeoVegas' product portfolio (91%); the

company has gambling licenses in the UK, Malta, Sweden, Denmark, Italy, Ireland, Germany (Schleswig-Holstein and Hesse) and soon in Spain: it company anticipates to enter the new market in the first quarter of 2019. This entry in Spain will mark the operator's first foray into a Spanish-speaking market. It said in a statement in December 2018 that setting foot in that particular country will be a first step in a wider strategy to expand its footprint across more Spanish-speaking countries. The Spanish gambling market is growing fast: according to recent data from the country's gambling regulator,

a state monopoly in gaming and gambling, for example. As such, it is expected that regulation will change and gambling licenses will be given out more freely in the future, in those European countries where online gambling and gaming is now restricted. "LeoVegas has profitable growth with focus on sustainability regarding its future expansion into new markets. One of the prerequisites for delivering strong growth is that we continue to grow sustainably in regulated markets and markets that are soon regulated," Ms. Busic points out.

LeoVegas hails from Sweden, and has said from the start that expansion into the Swedish market was among its priorities. In 2018 it finally received a license from the Swedish gambling authority as the Scandinavian country put new regulation in place to reorganise its online gambling market. LeoVegas as such was able to launch into Sweden from January 1, 2019, when its new gambling law took effect. The announcement that players in Sweden can also perform financial transactions on LeoVegas with Swish followed just two days later. Swish has 6.7 million users and 180,000 connected businesses in Sweden. "The most important thing is that the transactions are safe and fast," says Ms. Busic. "Swish is safe and easy to use for both customers and companies and is actively used by 6 million people in Sweden (out of a population of 10 million)." She adds: "Adding swish wasn't possible before but this is one example of opportunities we now have when Sweden is regulated. This gives the customers a very smooth customer journey. We don't charge the customers any payments fees so



lowering the transactions cost will have a positive effect on our margins."

As more European markets open up to international gaming and gambling operators, LeoVegas will face plenty of competition. In Sweden, for example, the company competes with the likes of bet365, The Star Group, GVC Holdings, and Global Gaming, among others, who were also recently awarded licenses from the country's gambling regulator as part of the local market's reorganisation. Ms. Busic remains convinced of LeoVegas' competitive edge, however. "Our strategy is to be the most innovative and creative company within our core vertical. Our strong company culture is another key differentiator. We strongly believe that in order to keep growing and run fast you need to have a strong culture were with driven employees."

She adds that LeoVegas Mobile Gaming Group continues to strive to

be the most innovative, entrepreneurial and fastest growing company in the market.



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# Project-based learning with creativity

*With offices in China and Brazil and their U.S. headquarters in Westlake Village, CA, US, Microduino Inc. is an international company of makers and creators aimed at bringing easy-to-use electronics hardware to makers, designers, engineers, students and curious tinkerers of all ages and levels. Microduino's Co-founder and CEO, Bin Feng, highlights the company's new online community, IdeaLab. The community is ideally suited for creators, young and old, to showcase their Science, Technology, Engineering, and Mathematics (STEM) projects and connect with others.*



Founded in 2012 by four friends, Microduino has grown into a company of 200 across the U.S., Brazil and China, supporting a growing community of more than 3,000,000 students, makers, designers, engineers, teachers, parents and children worldwide. “My partners and I wanted to create something that anyone could use to imagine a product and immediately just build it,” says Bin Feng. He and his partners developed Microduino modules to lower the barriers to creativity, and enable everyone, from kindergartners to university students, to design all kinds of innovative and interesting electronic DIY projects.

“In the past, when we pictured DIY electronics, we always thought about messy wiring, dangerous soldering and complicated coding. We have lowered the barriers to entry for everyone to enjoy building their own projects and give shape to their ideas. We combined

our technology products, software, methodology and curricula into a complete package appropriate for STEM and Science, Technology, Engineering, Art, and Mathematics (STEAM) for K-12 and higher education,” Bin Feng adds. Microduino is acknowledged for modules that are easy-to-use, stackable electronic building blocks like super-smart LEGOs® that bring LEGOs® to life. Each module has its own function, such as GPS, Wi-Fi, or Bluetooth, to foster all sorts of creative ideas and interconnected projects. By simply putting stacks together with Microduino modules and sensors, a student or inventor can design his or her own creation, such as a drone, robot, GPS tracker, 3D printer, or whatever their imagination dreams up. Also Microduino educational products are aligned with the latest Next Generation of Science Standards (NGSS), International Society for Technology in Education (ISTE), and Common Core guidelines for STEM instruction.

In late 2018, Microduino announced the launch of IdeaLab. “We expect IdeaLab to be our online community of makers, inventors, teachers, engineers, designers and students; an exclusive place to share their creations. We encourage conversation and exchange of ideas. As new products are introduced, IdeaLab will become the showcase for our users’ creativity, encouraging others to let their imagination be their only limit because with Microduino, everyone is an inventor,” Bin Feng explains with great verve. “Our community is a haven for people who are deeply involved with STEM/STEAM learning or who are just getting started and want to interact with experienced makers. We have created this central hub for people to come together and feel the excitement of the growing STEM/STEAM movement.”



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# The Power of Blue® in a dynamic Industry

*Miller Electric Mfg. LLC, with headquarters in Wisconsin, USA, manufactures arc welding and cutting equipment designed for manufacturing, fabrication, construction, aviation, motorsports, education, agriculture and marine applications. When Miller's customers asked when the company would offer a multi-process machine with AC TIG capabilities, the company listened, said Mandy Dix, product manager for Miller. “It resulted into the Multimatic® 220 AC/DC, the versatile, all-in-one solution our customers need so they can be more efficient and take on more projects.”*

In 1929, founder Niels Miller designed a small arc welder for “stick welding” that could operate on the electrical supplies that was lighter and less expensive than the DC rotary units previously available. In 1935, Miller invented the world’s first high frequency-stabilized AC industrial welder, making AC welding practical for use in factories and construction. In 1971, the Millermatic was developed, combining the previously separate units of power source and wire feed into one unit, bringing MIG welding within reach of a wider market.

Miller today is wholly owned by Illinois Tool Works. The company maintains its

industry leadership by setting the standard for reliability, quality and responsiveness. Its tagline, “The Power of Blue®,” is inspired by the blue colour of Miller equipment. “Miller high quality, high performance and reliable products and support provide the foundation you need to improve the quality, productivity and safety of your work,” says a Miller spokesperson.

The new Multimatic® 220 AC/DC from Miller, that was recently launched, delivers all-in-one multi-process capabilities for MIG, flux-cored, DC TIG and DC stick welding, plus the addition of AC TIG capabilities. Welders can now

tackle more projects and more materials. “The Multimatic® 220 AC/DC is unique in that it allows users to weld all processes (MIG, Stick and AC/DC TIG) all in one portable machine,” A Miller spokesperson explains. “End users can do more projects and build their capabilities. We know end users have time constraints, and we’ve included features like Auto-Set Elite to help our customers get setup quickly. This machine also includes QuickTech™, which makes changing processes even easier. With QuickTech™, a MIG gun and a TIG torch can stay connected at the same time. Just hit the trigger or the foot control and the machine automatically selects the right process and polarity. It also automatically recalls the last settings used in the active process.” Miller expects its customers to be very excited about this product. They ‘ve already seen great excitement since the product has been launched, and as customers get the opportunity to demo or use the product, the company anticipates that they will be very pleased with the performance and appreciate the features of the machine. “As with most industries, welding is a dynamic, ever-changing industry and it’s important that we continue to be a leader by understanding our customers’ needs and innovating to address their needs in the changing environment.”

Multimatic® 220 AC/DC



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# Expanding into new segments of risk market

*Palisade boasts a 34-year history of success and market leadership in the global risk and decision analytics space. The company was recently recapitalised by Thompson Street Capital Partners (TSCP), a private equity firm based in St. Louis. Palisade CEO, Randy Heffernan, is confident that partnering with Thompson Street will enable them to put their growth strategy into high gear. "By leveraging Thompson Street's track record of accelerating other technology sector leaders like ourselves, we expect to drive innovation and growth within the risk analytics space for years to come."*

Palisade offers a family of risk and decision analytics solutions that are easy to use and highly accessible as they tie in with spreadsheet models. The company's flagship software solutions, @RISK and the DecisionTools Suite, enable users of Microsoft Excel and other technology platforms to perform

powerful risk modelling and decision analysis. Their solutions harness Monte Carlo simulation (also known as the Monte Carlo Method) which lets users see all the possible outcomes of their decisions and assess the impact of risk, allowing for better decision making under uncertainty. At present more than 150,000 people, including the vast majority of the global Fortune 500, use Palisade's software.

Palisade was founded in 1984 and has long been privately held. The recent investment by Thompson Street heralds a new era for them, says Mr. Heffernan, who's been with the company for over two decades: "Now is a good time to leverage growth opportunities by taking advantage of our global footprint and combining it with Thompson Street's experience." Thompson Street has partnered with over 100 companies in technical sectors ranging from life sciences to software to engineered products. "They have invested in a lot of companies similar to Palisade," Mr. Heffernan elaborates. "Also, we're a good fit from a company culture perspective. Like us, they prefer to build long-term relationships with their partners and clients."

Mr. Heffernan sees growth opportunities for Palisade across the board but particularly in niche segments of the markets they already serve. "We have long-standing partnerships with all of

those industries that traditionally represent the biggest markets for risk and decision analytics, such as oil and gas, insurance, finance, and the pharmaceutical industry. But within these industries, there are segments and customers that may need more specialist solutions in specific risk areas. In other words, we aim to build deeper relationships with the customers and industries that rely on us most."

In addition, the company is eyeing new industry sectors. "Many industries, like retail and marketing, are just coming to understand the value robust analytics can bring to critical decision-making processes," notes Mr. Heffernan. Palisade is reaching out to these sectors as well, with initiatives to accelerate their journeys to better-informed decision-making.

Mr. Heffernan emphasises that Palisade product development is often driven by customer demand. "Developing our solutions with a view to meeting frequently requested requirements is a common practise for us, but so far we've stayed within the Microsoft Excel environment. We realise that some of our customers may want a solution outside of that environment, however, so we do offer more tailored, bespoke applications outside of Excel."

**PALISADE**

Palisade Company  
Website: [www.palisade.com](http://www.palisade.com)

# Topcon Healthcare Solutions, Inc.

*Around the world, retail chains such as Specsavers are playing an exceedingly important role in eye health also thanks to technology by Topcon Healthcare Solutions, Inc., a wholly-owned subsidiary of Topcon America Corporation. Topcon is an ophthalmic device manufacturer that offers its products worldwide. It is responsible for producing commercial back-of-the-eye spectral domain (SD) and swept source (SS) OCT systems, which have contributed to giant leaps in eye care technology. More recently, it has launched a software-focused division under the entity Topcon Healthcare Solutions. John Trefethen, Vice President of Global Marketing & Product Design of this new software division, explains how software adds value to Topcon's technology.*

Topcon is a diversified Japan-based group whose ophthalmic device business has grown out of its origins in optic technology. The company in 2018 launched a software-focused division under the entity Topcon Healthcare Solutions. This new group develops software that allows clinicians to have access to patient exam data from Fundus cameras, Visual Fields, OCTs and other Topcon and third-party devices. The idea, as Mr. Trefethen explains, is to continue to evolve the Topcon Healthcare Suite, which basically is an open-source community allowing third parties to develop vendor-neutral software applications for eye care, so not just for Topcon but also for other ophthalmic devices. "Just like in any other industry, software is becoming more important in diagnosing eye disease. New generation technology developed by our partners has the computing power and (artificial) intelligence to analyse data that are relevant to detecting vision problems, and beyond that, also offer a glimpse into overall health. It's what we at Topcon call 'Healthcare through the eye™'."

Topcon recently announced that Specsavers completed equipping its stores in Australia and New Zealand with Topcon's Maestro Optical Coherence Tomography (OCT)

instruments. An OCT is often used for the early detection of sight-threatening diseases such as glaucoma, diabetic retinopathy and age-related macular degeneration (AMD). Topcon's OCT technology is now a part of every eye exam at Specsavers in Australia and New Zealand.

Meanwhile, Topcon Healthcare Solutions has also started to enhance its software solutions and now enables the collection and visualisation of a broad range of imaging and clinical data while allowing for quantitative and clinical analysis. Only recently, they have introduced the Topcon Cloud, which is used for the automatic backup and archiving of patient exam data. "Both our hardware and software are of a quality comparable to those in advanced clinical settings," Mr. Trefethen points out. "We're democratising the field, providing an affordable yet very high-quality alternative." Topcon Harmony

**TOPCON**  
Healthcare Solutions

Topcon Healthcare Solutions, Inc.  
Website: [www.topconhealth.com](http://www.topconhealth.com)



ties hardware and software together by providing practitioners with the ability to connect devices from Topcon and the other eye-care device providers to a centralised database for viewing through a web browser on any compatible PC or tablet with a network connection. "You don't need to be an expert to use this technology," Mr. Trefethen points out. "It's as simple as doing an OCT scan, yet with considerably enhanced diagnosis and data analysis options."



# People-first innovations in the bathroom

*If you think only the classic tech companies showcase their latest innovations at the Consumer Electronics Show (CES), think again. Next-door to bendable 8K TVs and virtual reality headsets, the American subsidiary of Japan-based TOTO, the world's largest plumbing manufacturer with more than \$5.2 billion in annual sales, showcased its technology for smart, fully connected restrooms, which in commercial settings could produce substantial savings in cleaning and maintenance costs while making the public restroom experience a more pleasant one for all of us. The connected restroom is currently being tested in a pilot project at a US airport and the technology is ready for commercialisation. Bill Strang, President of Operations and Ecommerce at TOTO USA, says the concept is a good illustration of how TOTO differentiates through innovation.*

The history of TOTO in Japan dates all the way back to 1912. The company's decision to enter the US market, in 1989 was not an easy one, says Mr. Strang: "TOTO is publicly listed in Japan; they're one of a few industrial groups on the NIKKEI, in fact. Shareholders wondered if TOTO could be successful in the US, a highly competitive market for plumbing products, after all." They were proven wrong; however, TOTO quickly gained traction in the US, initially by winning the hearts and minds of plumbers with 'lower flow' toilets (6 litres per flush), which need less than half of the water conventional (13 litres per flush) toilets need to flush. This innovation won TOTO recognition by the U.S. Environmental Protection Agency: it is

the only plumbing manufacturer honoured as Water Efficiency Leader. "We were lucky to arrive in the US at a time when water consumption became a major issue, and plumbers were asked to address that issue," Mr. Strang explains. He adds: "If you can convince plumbers that you sell good products and offer good service, you have them on board for a generation." What has also helped TOTO get established in the US are inventions and innovations such as the soft close toilet seat, a novelty back then, in the US in the 1990s. "Overall we felt that our American competitors were resting on their laurels. The market hadn't seen much innovation in years," says Mr. Strang. "TOTO's focus on innovation as such became a key differentiator."

Another famous TOTO innovation is the 'Washlet', described as a 'warm-water personal cleansing toilet seat.' With the push of a button, a little nozzle extends from inside the seat and acts as a warm-water bidet. First introduced by TOTO in 1982, these high-tech toilets are common in Japan; it's been estimated that more than 70 percent of Japanese homes now feature a toilet seat with enhanced capabilities. They're omni-present at Japanese hotels, too, and tourists travelling to Japan have spread the word about them through social media, saying that these high-tech Japanese toilets have redefined their expectations. There's even an anecdote that Madonna fell in love with the cleansing toilet seats after trying them in Japan and promptly bought one for herself. "People talk about our toilet seats on Amazon, TripAdvisor, everywhere on social media," says Mr. Strang. "Professional plumbers remain our main target group and our most important partners, but it's great to see that the voice of the consumer has become a strong advocate of the TOTO brand." In other words, it's not that surprising that TOTO USA has become a regular



participant at the Consumer Electronics Show (CES), held in Vegas at the start of every year. This year, in 2019, the company's CES showcase centred around their 'Life Anew NEXT' brand message, overarching its long-standing 'Life Anew' global brand message, which is all about creating a culture of clean, comfortable living for people around the world through TOTO's innovative products and advanced technologies. "TOTO believes the bathroom should remain a relaxing, restorative space where people escape the physical and mental fatigue brought on by daily life's stresses—whether at home or staying in a hotel," states Mr. Strang. 'Life Anew NEXT' fits in with the same philosophy, but also promises to deliver smart, fully connected bathrooms and enhanced intelligent toilet experiences. "Our vision is that new generation technology should by all means be part of the bathroom of the future, but it should not be disruptive," says Mr. Strang. "Instead, it should further enhance the functionality of the bathroom and make it an even more comfortable, relaxing room to be spend time in."

To achieve this, TOTO continues to evolve its own products. At this year's

CES the company showcased, among other innovations, its NEOREST NX2 Intelligent Toilet with ACTILIGHT and Flotation Tub with ZERO DIMENSION, which were named CES 2019 Innovation Awards Honorees. The company describes the NEOREST NX2 as 'its most beautiful intelligent toilet with its most advanced cleansing technology'. It sports a sophisticated elliptical silhouette and offers the people-first innovations consumers appreciate: high-tech sensor operation with auto open/close and auto flush; integrated WASHLET personal cleansing system with warm, aerated water to cleanse, warm air dryer, heated seat, and in-bowl catalytic deodoriser; and energy- and water-saving features. TOTO's Flotation Tub simulates zero gravity by offering bathers a weightless experience that eliminates the mechanical energy/load on their joints. It emulates the position astronauts sleep in, enabling the most relaxing rest possible. TOTO christened this unique body position, ZERO DIMENSION. To deliver on the 'Life Anew NEXT' brand message, TOTO also collaborates with innovative companies to develop joint solutions. It has notably teamed up with GP PRO, a division of Georgia-Pacific and

a leading provider of advanced dispensing solutions for commercial facilities. The companies harnessed GP PRO's award-winning KOLO Smart Monitoring System, which delivers reliable, customisable and secure monitoring and analysis of connected restroom fixtures to a dashboard that facility managers monitor via tablet or computer. TOTO and GP PRO are currently trialling the system at an airport in the US and the project so far is proving highly successful, for all stakeholders according to Mr. Strang. He explains that the system delivers many benefits. For example, facility managers and their custodial staff receive real-time updates and alerts when a toilet leaks or overflows, and when a stall that is normally busy has not seen any activity for a while, which could mean someone is trapped inside it or unwell. "Consider that a restroom at an airport during rush hour may have to cope with 5,000 flushes, and you'll understand how important it is to efficiently manage, clean and maintain it," Mr. Strang points out. On that note, he adds that an unexpected benefit emerging from the pilot project has been that the custodial staff looking after the restrooms feel







internet service goes out, they continue to collect data on their usage to be transmitted when the internet connection is restored.

All TOTO technology deployed in the pilot project with GP Pro is ready for fully-fledged commercialisation, which the company intends to embark on as soon as possible. “We had a lot of people approaching us about it at CES,” says Mr. Strang. “Overall it’s been a hugely successful show for us, particularly in that it helped us to underscore that TOTO brings innovative solutions to the market, solutions that bring value to both the professional market and to consumers.”

empowered; they feel that their job is elevated. “They have a connected device in their hands that allows them to be more proactive, and which brings home to them that the work they do is important.”

The airport TOTO is working with is particularly excited about the data that the system produces, around traffic flow, and around water consumption, among others. Savings in water consumption are achieved by TOTO’s

proven smart sensor EcoPower faucets and flush valves, which create their own electricity every time water spins their small internal turbine (no need for hardwiring to a building’s electrical system or for routine disposable battery replacement, which is costly and toxic to the environment). Because TOTO’s EcoPower products generate their own energy, they continue to operate without interruption if the building loses its electricity. If the building’s

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# Taking real estate into the future

*Stockholm- based Trustly envisions a world in which online payments are fast, simple and secure for everyone — merchants, consumers and banks alike. Only a few decades ago cash was king. Today people expect the online payment experience to be fast and convenient, no matter the product or service. Trustly provides the world’s first service where clients can book, buy and pay for their new apartment online.*

Ever since the company was founded in 2008, its focus has been on providing fast, simple and secure bank payments. Mr. Oscar Berglund, CEO says: “Our payment method was the missing link between the online bank and the e-commerce industry. Over the past 10 years, our geographic reach has expanded — we now operate in 29 European markets — and our product offerings have grown significantly.”

The online payments ecosystem as it stands today is very fragmented. Different markets show preference for different payment methods, so there isn’t a clear leader across the board. In the Nordics, for instance, Trustly is very popular, while in the UK, card payments are dominant. The company sees promising growth and a rising interest for instant bank payments though and expects to become a leading payment

method in even more markets in 2019 and beyond.

Trustly makes it easy for businesses and consumers alike to pay and get paid online. The company is proud to have the best bank transfer coverage in Europe, so by signing one agreement with Trustly, businesses can send and receive payments to and from more than 400 million Europeans in their local currency.

In collaboration with Trustly, real estate developer Oscar Properties provides the world’s first service where clients can book, buy and pay for their new apartment online. Online shopping is transforming how we live our lives but larger scale purchases and deals are still done using old- school paper contracts. Oscar Properties is now taking the deal closer to the client, bringing real estate development into the 21st century. Thanks to Trustly, buyers can finalize



CEO Oscar Berglund

their purchase and transfer the funds directly from their current or savings account. In a press statement, Johan Nord, CCO at Trustly, said: “Today people expect the online experience to be fast and convenient, no matter the product or service. When it comes to transferring funds online, you also need to deliver the highest possible security level. Trustly’s proven payments method ticks all these boxes and we are very happy to serve Oscar Properties in its effort to revolutionize property sales online.”

While bank payments are still considered an alternative payment method, they will soon become a mainstream option, as similarly convenient technologies for digital authentication are developed. Trustly makes it safe and easy to pay directly from your bank account, further accelerating this trend.



Trustly

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# Ground-breaking Sequencer

*MGI, a subsidiary of global genomics leader BGI Group, announced in January 2019 that it has reached a new milestone of 1,000 MGI sequencers installed in 16 countries. MGI Chief Operating Officer Dr. Hui Jiang also announced the availability of MGI's early access program for its newest ultra-high-throughput genetic sequencer, MGISEQ-T7.*

MGI was established in 2016 as a technology division, and today is one of the biggest entities of BGI Group. To date, the company has produced five different sequencers for various applications and environments. In October 2018, it launched its latest game-changing instrument called MGISEQ-T7, an innovative production-scale sequencer that improves speed, throughput and flexibility of DNA sequencing by enabling simultaneous but independent operation of four flow cells.

"The MGISEQ-T7 offers the highest throughput of any sequencer to date," Dr. Jiang points out. "It can produce up to 6 gigabases daily, equivalent to 60 whole human genomes in one day. MGISEQ-T7 is like a supercomputer for the life science industry because it ramps up production capacity to a new level." Another key differentiator, she adds, is that the MGISEQ-T7 is highly flexible because of its innovative quad flow-cell design. "This ground-breaking innovation enables simultaneous but independent operation of up to four

flow cells in a single run. This helps to reduce costs, allowing MGI to offer the most competitive sequencing price in the market. Whether it's a single chip or four chips running simultaneously, the MGISEQ-T7 can maintain its consistently strong processing capacity. For example, it takes less than 24 hours to complete one test."

All of this means that the MGISEQ-T7 can improve the speed, efficiency and affordability of large national population health projects, for example. "In the past, a 100,000-population-genome program would take four to six years to complete, but now using six MGISEQ-T7 sequencers such projects could be completed in just one year, at much lower cost," says Dr. Jiang.

The MGISEQ-T7 is currently available through an early access program. WeGene, one of the largest companies providing direct-to-consumer genetics testing in China, is the system's first user. "We are following our global commercialisation plan, which includes building commercial teams, developing partners and filling market entry



requirements," Dr. Jiang elaborates. "Our plan is to roll out by region. We manufacture in China, so we've always planned to first work on the China market, which is the fastest growing NGS market worldwide. We are then expanding to Asia Pacific, Europe and the US. Our aim is to provide the best services possible for our customers, so we have been building up sales support teams and centers in regions across the world."

Besides sequencers, MGI has also developed a portfolio of fully automated sample preparation workstations, as well as a robotic ultrasound system that lets doctors perform imaging remotely with real-time results to serve patients over long distances.

Dr. Jiang expects that over the next several years, genomic information will drive precision medicine, help in diagnosis and provide an unprecedented picture of our health.



MGI Tech Co., Ltd.  
Website: [www.mgitech.cn](http://www.mgitech.cn)



# See the difference

*ViewSonic Europe Limited is a subsidiary of ViewSonic Corporation, a leading global provider of visual solutions including the innovative hybrid cloud myViewBoard® Ecosystem for Digital WhiteBoards. The British-based European subsidiary attends different exhibitions this year, showcasing a whole new range of exciting collaborative products.*

Founded in 1987, ViewSonic is a leading global provider of visual presentation solutions with a portfolio of products including monitors, commercial displays, ViewBoard interactive flat panels, touch displays and projectors combined with class leading software and services including its innovative hybrid cloud myViewBoard® ecosystem for digital whiteboards for everyone, everywhere.

In 2019, the company will introduce over 20 brand-new products across various product lines; from LED smart projectors and a rejuvenated range of touch monitors to interactive flat panels powered by myViewBoard® digital whiteboard software for education and corporate use.

Craig Scott, VP of Technology says: "We all know that with an increasing amount of class material now online, connected technology is vital for enhancing student success and preparing them for the 21st century digital world. Our mission is to remodel the digital space in classrooms so that teachers can focus more on teaching and less on technology."

Despite the dramatic impact technology has had on education, many classroom structures and teaching methods haven't changed much over the years. The education industry has often evolved slowly when it comes to major change and innovation. But with digital transformation extending its reach into every industry, that tendency may be changing. Designed with an open-

source philosophy in mind, the myViewBoard® ecosystem supports 'Google G Suite' and 'Microsoft Office 365' integration, making it adaptable to any company or institution regardless of browser preference, as well as a mobile app to fulfil Bring Your Own Device (BYOD) implementations.

Also part of ViewSonic's Cloud Digital Whiteboard Ecosystem is a Scaled-up Classroom. SCALE-UP (Student-Centred Active Learning Environment with Upside-down Pedagogies) is an active mode of learning that offers a more engaging alternative to traditional lectures. In exhibitions teachers will demonstrate how visual touch solutions and technology can achieve an ultra-engaging lesson in a SCALE-UP classroom setting utilising ViewSonic's front-facing annotation solution, the ViewBoard S, a 27-inch presentation touchscreen that is connected to a multitude of screens, IFPs, and projectors.

ViewSonic additionally premieres its latest range of smart, LED-based, all-in-one projectors with 3 models, covering 3 different throw distances, all with built-in Harman Kardon speakers. With robust internals capable of playing 4K UHD content, ViewSonic's latest smart projectors will have a built-in media player and Wi-Fi to stream content directly from popular platforms such as Netflix, YouTube, Amazon Prime, and Twitch. In terms of connectivity, the X series will be compatible with Amazon Echo voice control as well as Bluetooth to connect all mobile devices.



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# Expert storytelling in CSR

*Initiatives around Corporate Social Responsibility (CSR) exceedingly provide a differentiating factor for business. But to what extent socially responsible organisations achieve a more positive image through these initiatives relies largely on how they engage with the world – the communities where they do business. JConnelly, a leading integrated communications and marketing firm, recently launched a CSR division to support clients in this. The new division is headed by globally recognised sustainability expert and New York Times bestselling author Thomas M. Kostigen.*

JConnelly was founded in 2003 by CEO Jennifer Connelly, with an initial focus on serving the financial services industry. The firm has since expanded its practice to include other highly regulated industries, as well as technology, food and beverage, and crisis, and now corporate social responsibility. The new

division builds on JConnelly's legacy of strategic storytelling to help companies provide greater context and transparency around their environmental, social and governance (ESG) programs.

The agency has recruited a high-profile sustainability expert to lead the new division: Thomas M. Kostigen is the author of numerous books about the environment and sustainability, including the New York Times bestseller *The Green Book*, and his journalism has appeared in major publications around the world. "I have been immersed in the environment, sustainability and corporate social governance space for the last decade or so, educating public audiences around the world through my journalism, books, speeches, and media appearances," he says. "I am now turning my efforts toward the business community with JConnelly to foster impact and enliven media campaigns that will engage stakeholders, whether they be investors, consumers, or B2B partners."

He emphasises the importance of engaging in CSR. "If you aren't engaging with the greater good at some level, close the doors and shut off the lights; you're done. Sensitivity to social issues has never been more relevant for individuals and corporations. I would argue that the same ethos applies for

both us as humans and companies as institutions. Gender equality, fair labour, environmental harmony — just being a good citizen or corporate citizen is expected. And guess what? It pays off. Numerous studies show ethical management and CSR produces increased results. Employees feel better about the place at which they work. That breeds a more productive workforce. Revenues increase, share prices go up. Consumers choose ethical companies over others. Millennials, especially, expect social responsibility and hold the brands they choose accountable."

Jennifer Connelly adds: "We want to serve our clients and help them spread awareness of the amazing work they are doing and the impact they are having in the world because above and beyond the immediate rewards, our goal is to help them connect with even more of the right people, clients, prospects, brands. In today's day and age, people and companies not only prefer to do business with socially and environmentally conscious companies but they talk about it a lot. There are so many companies that have impactful CSR initiatives in place, they just don't have a plan or strategy that effectively rolls up into their overall PR and marketing strategy. CSR is a beautiful way for companies to deliver on their responsibility to do good in the world."

J CONNELLY

JConnelly  
Website: [www.jconnelly.com](http://www.jconnelly.com)

JConnelly CEO, Jennifer Connelly

# Perfection in door locks

*Schlage®, an Allegion company, is a lock manufacturer producing high-security key and cylinder lines and is one of the most popular brands of consumer and commercial locks in the United States where it is headquartered in Carmel, Indiana. Mr. Lee Odess, Vice President, solutions providers business at Allegion and maker of Schlage locks, highlights the company's newest smart lock, Schlage Encode™ Smart WiFi Deadbolt, which was first introduced at the 2019 International Consumer Electronics Show (CES) in Las Vegas.*

The Schlage Manufacturing Company was founded by inventor Walter Schlage in 1920. Walter Schlage had already secured several patents dating back to 1909, when he patented a doorknob that would also complete an electrical circuit so that, for instance, the lights would turn on when the door was opened. However, Schlage's key invention was the bored cylindrical lock. "For nearly a century, our competitive advantage is the legacy trust of our brand, paired with the consistency and performance of our products," says Mr. Odess.

Since 2013, Schlage has been a proud brand of Allegion, a global provider of security solutions for homes and businesses through 23 global brands. Allegion specializes in security around the doorway and beyond: everything from residential and commercial locks, door closers and exit devices, steel doors and frames, to access control and workforce productivity systems. Allegion as a \$2 billion business employs more than 7,600 people and offers products in more than 120 countries across the world.

As part of this global group, Schlage aims to create the strongest and most technologically advanced security products for homes, multi-family, commercial, and institutional buildings. Mr. Odess emphasizes: "We are always listening to what our customers need in order to provide solutions that simplify

their lives and give peace of mind. Being a customer centric organization, we utilize both digital and analogue tools and approaches to gather ongoing feedback."

From durable mechanical locks to comprehensive electronic access control solutions and biometrics, Schlage provides protection at critical moments—when property and personal security are at stake. One of its latest innovations, the Schlage Encode Smart WiFi Deadbolt, features built-in WiFi connectivity, and was first introduced at CES as the brand's next generation smart lock, enabling secure remote access from anywhere, without the need for a hub. Schlage Encode will initially

be integrated to work with the Key by Amazon app to provide homeowners with a convenient solution for access management that can be used without a camera or hub.

Mr. Odess adds: "Even with all the advancements in the category, we recognized there was still a gap in simple, secure, high-performing and cost-effective all-in-one solutions. Thus, Schlage Encode Smart WiFi Deadbolt was designed to be the most versatile smart lock to date to provide homeowners with one trusted device that could operate across home ecosystems and platforms and deliver the performance consumers expect from a category leader."

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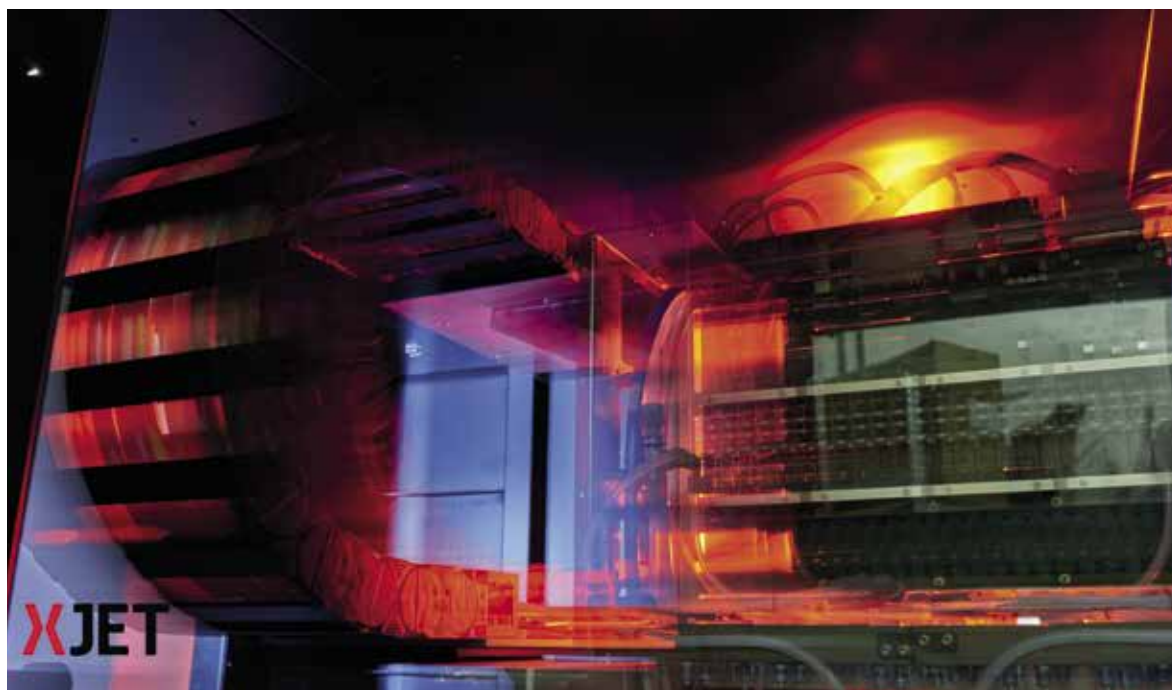
# Growth, innovation in Additive Manufacturing

*With good electrical insulation and high mechanical strength as its key traits, Israel-based XJet announced it had added the capability to process alumina, a material widely used by the additive manufacturing industry. The material enjoys a very good electrical insulation, extremely high mechanical strength, high compressive strength and high hardness. The announcement of the new addition, which took place at an industry conference called Formnext in November of 2018, comes just as the Israeli company sets up the next stage of its growth, ahead of a 2019 poised for international growth.*

Over the past 10 years, XJet has established its name as the groundbreaking maker of metal and ceramic additive manufacturing technologies and solutions. Backed by a decade of research, the company developed and introduced its proprietary NanoParticle Jetting™ technology, with an eye to bringing innovation and disruption to the additive manufacturing space. Currently, the company has a workforce of 120 employees. Led by its founder and CEO Hanan Gotheit who has a long track record in inkjet printing from the establishment of Idanit, now HP Scitex, making the fastest wide format 2D printer, through the establishment of Objet, now Stratasys and the creation of the successful Polyjet technology and systems for the 3D printing of polymers.

With him a world-class R&D team, which includes skilled veterans from the inkjet and 3D printing industries, the company has obtained or applied for a total of 80 patents in a broad range of areas. Recently, the company announced it had added the material called “alumina”, which joined zirconia in XJet’s portfolio of technical ceramics. A product of rigorous

dialogue with the additive manufacturing industry, the material was chosen for development because it is already widely used in the space. Market demand to see parts manufactured with the XJet NanoParticle Jetting™ (NPJ) production led to the material’s selection, in addition to its very good electrical insulation, extremely high mechanical strength, high compressive strength and high hardness. “The new alumina material development was sped up thanks to the availability of dedicated systems for this purpose in the last few weeks,” said XJet CEO Hanan Gothait. “Whilst XJet NanoParticle Jetting technology is in itself unique, offering distinct



advantages, we’re examining every part of the process for opportunities to push the envelope, from the hardware, the material chemistry and beyond.” In conjunction to the launch of the groundbreaking alumina material, the company also announced it had entered the Italian market through a new Carmel 1400 AM System to be installed at Beam-IT, Italy’s largest additive manufacturing bureau. These news reflect a global growth trend for XJet: the company has now achieved a presence in seven countries around the globe, with that number set to grow even faster by 2019. “It’s been a year of outstanding growth and I’m immensely proud of what the team here at XJet has achieved both in product development, the manufacturing agreement and new facility, and the new labs opening,” Mr. Gothait said. “Next year will be even bigger as we add these new materials, welcome many new customers and continue to build an infrastructure to support that rapid growth including a network of distributors, a great customer development and support team and more. The market response to our

technology and system has been wonderful and we make sure that we grow at the right pace, building a strong and solid foundation for a very large, leading company in its field.” Dror Danai, CBO of XJet, has over 20 years of experience in leading companies in the vanguard of the printing and 3D printing industries. Prior to joining the firm, he was part of the management team at Object Geometries. As CBO, he’s responsible for the marketing and business development of the company. “The creation of our new Additive Manufacturing Center will enable us to accelerate the progress of our R&D by working on multiple systems in

parallel,” Mr. Danai said. “In addition, we have started building local distribution channels to deliver our technology to many new geographies. Our joint open house with Carfulan in England allowed the top companies in the UK to see XJet technology with all of the benefits of a local event. We expect to replicate this type of event with our other partners.” According to Mr. Danai, XJet is positioned at the top end of the market thanks to its technology, which allows for very small particles and very thin layers to be used, in turn producing better quality parts, smoother surfaces and more detailed parts.







“It also enables the production of more complex geometries,” Mr. Danai said. “The use of flexible inkjet technology allows end-users to start dreaming about printing parts from multiple materials of metal and ceramic.” XJet’s technology has also let

manufacturers reduce costs. Together with its new soluble support material, the company allows manufacturers to eliminate the labor, time and cost from the post-processing of AM, greatly increasing the productivity of XJet’s solution and helping overcome one of

the key barriers to the adoption of additive manufacturing. Having a soluble support material for building the support structures (a must in additive manufacturing) not only makes the process much easier and remove majority of manual labor associated with support structures removal but also enables to generate complex geometries that otherwise might not be possible as the support structures required to manufacture those cannot be later removed. It’s a time of increased growth and adoption in the industry. Major names in technology like HP and GE have validated the efficiency of additive manufacturing by entering the market, which, for Mr. Danai, is promising.

“Interestingly, we see that most of the innovation and breakthroughs are coming from the small- to medium-sized players,” Mr. Danai said. “Manufacturers are now starting to investigate AM for more than just prototyping; they see it as a solution for real manufacturing. This is contributing to the amazing 80 percent YOY growth in 3D metal printing and the large growth in ceramic printing.” As for the future of the company, Mr. Danai said the company will begin to grow its operations, partnering with other companies to help it build its systems.

The long term strategy at the Israeli company calls for XJet’s unique ability to print parts from multiple materials to open new opportunities in the future of manufacturing as a whole as well as propel the company forward and contribute to its long-term growth.

# XJET

XJet  
Science Park, 2 Oppenheimer Street  
Rehovot, Israel  
Website: [www.xjet3d.com](http://www.xjet3d.com)

Founded in 2005, Israel-based XJet is a leading provider of breakthrough ceramic and metal additive manufacturing solutions aimed at the aerospace, automotive, medical/dental, tooling and many other markets. Around 80 registered and pending patents have been filed by XJet’s research and development team, which includes skilled veterans from the inkjet and 3D printing industries. Featuring the company’s patented NanoParticle Jetting™ technology, the company entered the field in 2014 with the goal of redefining ceramic and metal additive manufacturing industries by printing separate nanoparticle “inks” or fluids for the build and support materials. In turn, this lets manufacturers from different industries produce ceramic or metal parts with complex geometries.

# Color management made easier with ColorReaderPRO

*DyStar is a solution provider that offers the global textile and leather industries a complete range of colorants, auxiliaries and services. Leveraging the global capabilities of its parent company, its Color Solutions International (CSI) division is a leading provider of color standards and color communication tools. New in its portfolio is Datacolor’s portable color measurement device, ColorReaderPRO, which allows fashion and apparel brands to precisely select and identify a color from multiple color libraries. “Color management is still a challenge for the textile industry,” says Ron Pedemonte, President of DyStar Americas. “We aim to provide tools that make it easier.”*

Dr. Pedemonte explains that color management used to be a time-consuming and expensive process: samples were sent overseas to brand headquarters for final approvals, adding weeks to the development process. “The arrival of color management tools have made things easier, in some ways, but it remains a challenge as the fashion industry has global, exceedingly complicated supply chains,” he points out. “Ensuring consistency of color across these global supply chains still isn’t an easy task, especially when considering that a color might look dramatically different depending on who

you ask—and the type of lighting that person is in when they come to their color conclusions.”

Addressing these issues, CSI’s engineered color standards considerably speed up the process; in color approval for development samples, notably. There are other color standards on the market, but what makes CSI unique in Dr. Pedemonte’s view is the global reach and capabilities they can avail of as a DyStar division. “DyStar has a long history of formulating recipes and manufacturing dyes for many of the world’s leading fashion brands, and also has a global

network, which ensures that CSI customers have regional support, wherever they are,” he explains. “We also leverage CSI’s vast color data to provide validation of forecast color trends and expand our ColorWall™ library.”

ColorWall™ is used by many participants in the global textile industry supply chain, starting with designers who use it to specify colors for seasonal palettes. Once a ColorWall™ color is selected, CSI can create Certified Color Standards to communicate these palettes to their supply chain. The ColorWall is now also available on the ColorReaderPRO, a handheld device that eliminates the need to manually search and match textile color samples with swatches or color codes. The solution allows brands to accelerate palette creation, reduce the cost of color development and ensure color quality and evaluation throughout the supply chain using the hand-held, Bluetooth®-connected ColorReaderPRO tool — helping keep these brands competitive in the fast-paced fashion industry.

This is not the first time that CSI collaborates with Datacolor, and according to Dr. Pedemonte, they will continue their partnership. “Datacolor is an expert in software and instrumentation and is very well recognized at the textile mill level, particularly in Asia. Their expertise is a good match with CSI’s.”



Colour Solutions International/DyStar  
Website: [www.csicolors.com](http://www.csicolors.com)



# Continued growth in challenging market

*The Gothaer Group, with over 4.3 million members and with premium income of more than 4.4 billion Euros, is one of Germany's big insurance groups and one of the country's largest mutual insurance associations. The company holds a strong position domestically and 2018 has been another good year for them. Gothaer CEO, Dr. Karsten Eichmann highlights the most important developments: "It is very pleasing that we were once again able to prove our financial stability in a challenging environment in 2018: rating agency Standard & Poor again confirmed our good ratings with a stable outlook."*

Dr. Eichmann became a Member of the Board of Gothaer Versicherungsbank on 1 January 2014 and CEO on 4 July 2014. He believes in the strengths of the group: "Thanks to top-notch risk and financial concepts, our customers are given comprehensive solutions that go beyond straight insurance and financial planning issues. This and our qualified advice set us apart from the competition. The result is perceptible added value for our customers and marketing partners. Basically, Gothaer customers comprise private clients and small and medium-sized businesses. For both groups and for freelancers and the self-employed we offer a wide range of cover concepts."

The company presented preliminary financial results for 2018 in mid-December. "2018 has been a very good year for us," Dr. Eichmann commented. "We expect our premium income to rise by 2.0 per cent to 4.38 billion Euros. Growth is particularly strong in non-life with an expected plus of 2.4 per cent in premiums written. Another achievement in 2018 was the successful introduction of further digital services for our clients and partners such as a digital insurance file or an app that supports the sales process." On that note, Dr. Eichmann points out that they are right in the middle of the implementation of their strategy, Gothaer 2020. "A first review

shows a very satisfactory picture: after a phase of consolidation and the transformation of the product portfolio Gothaer's life insurance sector is back on a growth track."

A clear trend in the German insurance sector are co-operations. Gothaer is one of the key drivers of this trend and uses co-operations to strengthen its position in a changing environment. "For example, Gothaer initiated a cooperation of five mutual insurance companies, who build 'Das Rentenwerk', which offers a very competitive solution for pension schemes," Dr. Eichmann highlights. "In the non-life sector partners include the start-up Emil which offers a pay-as-you-drive policy as well as Grohe and Abus for smart home devices."

While the continuing low interest rates remain one of the biggest challenges for the whole insurance industry in Germany, Dr. Eichmann sees plenty of growth potential for Gothaer, particularly in cyber insurance, for which they have recently introduced new products, and in life and health insurance, in the corporate sector via pension schemes and corporate health policies. Their chief ambition remains to be one of the top five insurance brands in Germany.



**Gothaer**

Gothaer Konzern  
Website: [www.gothaer.de](http://www.gothaer.de)

# Fuelling growth in CTV advertising

*Although connected TV (CTV) advertising likely makes up a small, single-digit portion of overall video ad spending, it is expected to grow in the coming years as audiences continue to embrace digital streaming on their living room screens. As a logical consequence of this trend, connected TV is the latest video advertising buzzword floating around the industry. Delivering new advertising models for CTV, Innovid was first to market with their video advertising platform five years ago and today is global leader in this space. The company recently secured \$30 million in pre-IPO funding from Goldman Sachs' Private Capital Investing group. Zvika Netter, Innovid CEO, says they will use the additional capital to further their innovation and leadership in the CTV advertising technology market, as well as to expand their global footprint.*

Innovid was founded in 2007 by Zvika Netter, Tal Chalozin and Zack Zigdon. The company currently reaches more than 75 million households and its platform works across the largest footprint of connected and streaming devices including integrations with Roku, Amazon Fire, Apple TV, Samsung TV and more. Current clients and partners include over 340 enterprise companies including L'Oreal, Toyota, Bank of America, and Campbell's, amongst many others.

The company continues to further cement its leadership in driving the CTV market, and recently launched OTT COMPOSER, the premiere self-service authoring tool to create and publish experiences for connected TV advertising. It solves a critical problem in today's fragmented CTV landscape by better enabling advertisers to scale dynamic creative. Innovid was also the first in the industry to receive MRC accreditation for adherence to industry standards for video advertising measurement in a CTV environment.

The recently announced funding raise follows a successful year in 2018, where Innovid was named as a Fastest Growing Company in North America on

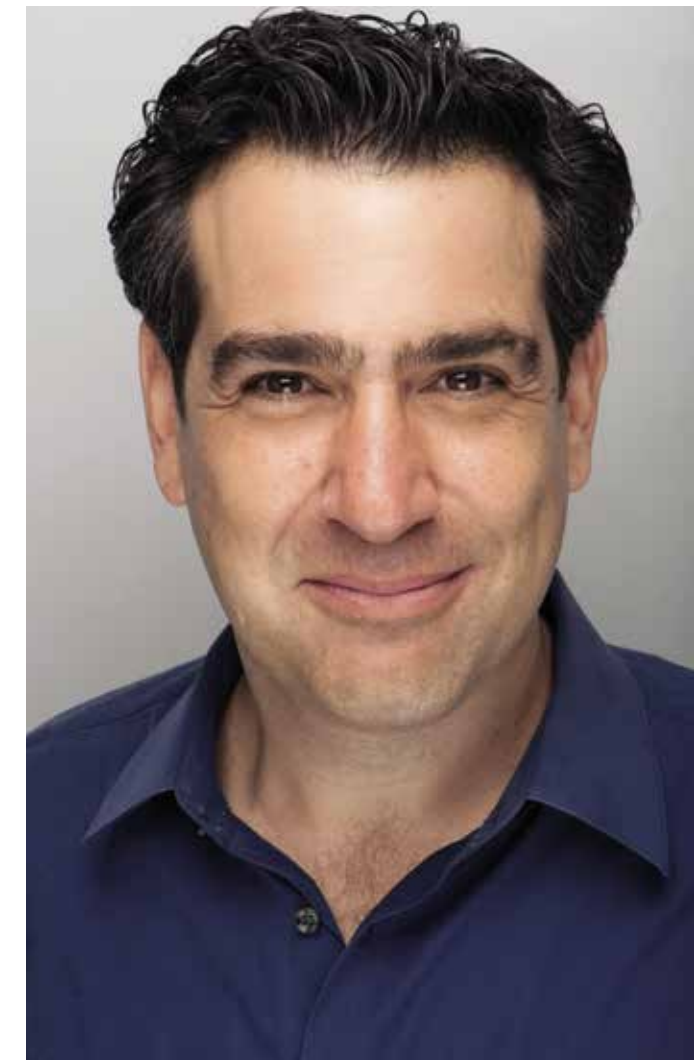
Deloitte's 2018 Technology 500™ and recognised by Gartner as a company to watch in AdTech. The 30 million raised will be used to further innovation, as Mr. Netter pointed out. In addition, the plan is to grow their global footprint, which includes international market expansion in addition to hiring top talent across all offices, expanding support for their current clients while growing their client base, and looking for possible suitable acquisitions. Innovid currently has offices in New York, Chicago, San Francisco, Los Angeles, Detroit, London, Tel Aviv, Sydney and Singapore. "We are planning to expand more throughout EMEA and APAC, and we will be focused particularly on growing our local presence in France, Germany and Japan," Mr. Netter added.

From a product development perspective, the focus will be on

**INNOVID**

Innovid  
Website: [www.innovid.com](http://www.innovid.com)

creating a more efficient workflow, while solving industry measurement challenges to meet the evolving needs of Innovid's international client base. "We continue to push the boundaries for what is possible with video advertising across all screens, especially on CTV," said Mr. Netter.





# Taking the road to relevant information

*Coveo Solutions Inc., headquartered in Quebec, Canada, combines unified search, analytics and machine learning to deliver relevant information and recommendations across every business interaction, making websites, ecommerce, contact centres and intranets effortless and efficient. The company opened its UK office in Chiswick Park, West London end 2018. "This is a significant milestone for Coveo highlighting our expansion and commitment to the European market and to our customers and partner ecosystem," says Mark Floisand, Coveo's CMO.*

Coveo was founded in 2005 as a spin-off of Copernic Technologies Inc. Coveo's president and CEO, Laurent Simoneau, was formerly Copernic's chief operating officer. About 30 employees moved into the new company, with offices at that time in Quebec City and in Palo Alto, California. Louis Têtu, a Quebec native and former CEO of Taleo and Baan, joined Coveo in 2008 as CEO. "We started as an Enterprise Search company," Mark Floisand explains. "But today we are known as a company that helps large organisations provide more relevant experiences to their stakeholders." Delivering relevant interactions is no longer optional

according to Coveo. Contextual and personalised digital experiences for customers, partners and employees alike are now mandatory for companies to survive in the digital age and the only way to achieve such experiences at scale is by putting Artificial Intelligence(AI) at the core of digital transformation. Mark Floisand explains that search is a process of going and finding information. It requires people to actively request something, then filter and iterate until they have what they think is the best answer. "We believe that model is fundamentally out of date. People should expect proactive recommendations – suggestions, ideas,

content and products – that anticipate what they're most likely to need next, and offer it up to them. AI-powered search and recommendations – or insights – use all the data about what content people have interacted with, what interactions they've had individually and in aggregate, and predict from that data what they need. Customers are happier when they can self-service and discover what they really need, themselves." As one of the first organisations to embrace the cloud, Coveo evolved its enterprise search technology and enhanced it with proprietary AI and machine learning capabilities, sharpening its focus on business relevance. Through its so called 'Relevance Transformation' the company fuelled its rapid growth and put itself on the map as one of Canada's leading AI companies; resulting in becoming an industry leader, recognised by Gartner and Forrester alike, for the last several



years. "To be honoured in these reports, is a true reflection of our continued R&D investment and rich understanding of the needs of leading organizations to personalize digital experiences with AI, and how search is critically important to reach data and turn it into relevant recommendations to users," Mark Floisand states. Where before customers were more dependent on information given to them by companies, now the balance of power has shifted firmly and permanently in favour of the customer, Mark Floisand believes. "This is a fundamental change and customers today have come to expect more from the brands they engage with. Their ever-growing levels of digital sophistication requires companies to provide the most salient information to their customers, in the channels and media that they prefer, in the moment - and really show that they understand and know each and every customer – otherwise they'll simply click elsewhere." Coveo has seen considerable expansion and commitment to the European market and to its customers and partner ecosystem in Europe, attracting customers that are focused on driving revenue conversions and improving

customer service intelligence. The company chose Chiswick Park, London, UK, for its newest location with both current and future employees in mind. Chiswick has strong ties to London's culture, which remains a common theme among all of Coveo's offices across the globe. The company helps European organisations embrace AI and machine learning to become more relevant at every interaction, which is central to digital transformation success. Coveo has technology alliances with Salesforce, Sitecore and Microsoft, to bring AI-powered insights into their applications and help their customers joining the dots. Louis Tetu, Coveo Chairman and CEO commented in a press statement: "As a rapidly growing organisation, we are committed to investing in high-growth markets. Our strategic decision to expand and establish a presence in London is testament to the incredible opportunity the UK and European markets have to offer. We have a strong local team, with marketing, sales, support and strategic partnership expertise. This core team is directly connected to Coveo headquarters in Canada to ensure seamless customer and partner success."

Mark Floisand ends by saying that the marketer of the future won't just need more skills, but will need to be a completely different type of person: "Technology is already starting to automate predictable and repetitive tasks, freeing up marketers to do what they do best – connect with people. As AI evolves, so too will marketers' ability to truly understand what their customers need and they'll have more time to focus on creative ideas and ways to innovate. In the next five to ten years, I believe we'll have a new and enhanced breed of marketers. We can expect to see an uptick in ingenuity, imagination and out-of-the-box routes to market from marketers that algorithms can't replicate."



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# Call for leadership and collaboration on SDGs

*GlobeScan is a leading insights and strategy consultancy. It is a signatory to the UN Global Compact and a Certified B Corporation and partners with business, NGOs and governmental organisations to meet strategic objectives across reputation, sustainability and purpose. Chris Coulter, CEO of GlobeScan, highlights their approach to and vision for the United Nations' ambitious 2030 Sustainable Development Goals (SDGs). The company recently co-hosted an SDG Leadership Forum on Goal 9 (Industry, Innovation and Infrastructure), with the aim of exploring the critical role that technology innovation and digital infrastructure can play in achieving the SDGs.*

Established in 1987, GlobeScan today offers a suite of specialist research and advisory services. It has clients worldwide which it serves through offices in Cape Town, Hong Kong, London, Paris, San Francisco, São Paulo

and Toronto. "We're a global, purpose-driven organisation, and our approach to the SDGs reflects that," Mr. Coulter elaborates. "We want to help our clients be more trusted by their stakeholders, so we facilitate open and honest dialogues with stakeholders of all types, to help understand what business can do to help deliver a more sustainable future." He adds that large organisations – like GlobeScan's clients – want to make progress on sustainability strategies, or the SDGs, but often don't know where to start. "We help them to better understand stakeholder expectations, and how to best respond to those expectations to build trust. This helps open new partnerships and enhances relationships, going beyond a transactional relationship and helping to build what we call 'thick trust.'"

The SDG Leadership Forum on Goal 9 was hosted by GlobeScan in December 2018, with partner VMware. This VMware SDG9 Forum was the fifth in a series of 17 open, online events with stakeholders across the world. "GlobeScan co-hosts each SDG Forum with a partner and moderates the online discussion by introducing the questions, topics and facilitates the discussion between guest contributors, VMware (partner) contributor and general participants," Mr. Coulter explains. "At the end of each Forum, a summary

report is produced and shared with all Forum participants, highlighting the key learnings and creating greater support for the Global Goals."

He emphasises that this is a critical time for leadership in the tech sector, as the SDGs are aimed at solving large scale challenges, something that can't be done alone, or without innovative solutions. "We need more companies like VMware to commit to applying more purposeful innovation to help us collectively reach the Global Goals. It will require higher levels of collaboration from businesses and a focus on shaping global policy and regulatory frameworks to ensure that technology serves the greater good moving forward. At GlobeScan, we believe that we need more leadership to inform, inspire and catalyse collective action across different sectors."



GlobeScan  
Website: [www.globescan.com](http://www.globescan.com)

# Developing talent around the world

*The Myers-Briggs Type Indicator® (MBTI®) assessment is based on Carl Jung's and Isabel Briggs Myers' personality type theory. It classifies people as one of a possible 16 different types, across four different spectrums: Extraversion vs. Introversion, Sensing vs. Intuition, Thinking vs. Feeling, and Judging vs. Perceiving. The tool remains popular today; recent figures indicate that around 90 of the Fortune 100 companies use it today, in the workplace for team-building exercises, leadership coaching, and executive talent management, among others. The Myers-Briggs Company has the exclusive right to license MBTI tools to certified practitioners around the world. It recently signed up professional development and consultancy group Ertiyad as their new Saudi Arabian distributor in a move that underscores the company's ambitious plans for international growth, as highlighted by Dennis Diligent, VP Global Sales at The Myers-Briggs Company.*

The Myers-Briggs Company is the result of the merger of CPP, Inc., the exclusive publisher of the Myers-Briggs Type Indicator® (MBTI®) assessment, and UK-based OPP, one of Europe's top business psychology product and services providers. The merger was finalised in 2016. In 2018, the two companies rebranded under one new name, The Myers-Briggs Company, with the aim of creating an internationally recognised

brand umbrella for their line of products and services, which includes some of the world's most widely used psychometric assessments. "Prior to the acquisition of OPP we focused mostly on North America," explains Mr. Diligent, who's been with the company for more than a decade. "Now we have offices in the UK, France, Germany, Netherlands, Australia, and Singapore, a new office in Ireland that is due to open

in 2019, and a growing international network of partners."

The Myers-Briggs Company as a consultancy serves companies and organisation across a broad spectrum of communication and talent management needs. It also serves as the commercial arm of The Myers-Briggs Foundation, which is tasked with safeguarding and promoting the intellectual property around the MBTI assessment. On that note, Mr. Diligent emphasises that while the personality type theory at the heart of MBTI was developed seven decades ago, they continue to do research and adapt tools to suit not only changing business needs but also to specific geographies and cultures. "As a Silicon Valley-based company, the digitalisation of our tools is another priority; many of our clients are multinationals and want to make our tools available to operations worldwide."

Local partners are crucial in the localisation of MBTI tools, he adds. Their new distributor Ertiyad, based in Saudi Arabia, brings global expertise and local know-how to talent development, with a history of top-tier multinational partnerships including Dale Carnegie Training and Learning Tree International. As a part of the numerous initiatives underway in the Kingdom, the partnership will provide solutions that support the workforce development goals to tap into the Kingdom's younger generation's potential.



The Myers-Briggs Company  
Website: [www.themyersbriggs.com](http://www.themyersbriggs.com)



# Impressive growth in CRO

*UK-headquartered Cloud IQ is an AI and machine learning based automated conversion rate optimisation platform for eCommerce businesses. Powered by real-time data and analytics, the Cloud IQ technology works to optimise the customer journey without requiring any website changes, significantly growing online revenue for clients including EE, Samsung, Weightwatchers, British Museum, CAT, Bauer Media Group, TUI, Blackberry, Sunglass Hut, Miele and Hearst.*

Cloud IQ has been recognised as one of the fastest growing technology companies in the UK by the 2018 Deloitte UK Technology Fast 50. Rankings are based on percentage revenue data over the last four years. Cloud IQ provides automated artificial intelligence for eCommerce optimisation that allows businesses of all sizes provide individualised user experiences. The company was founded in 2012 and made industry headlines in 2017 when PayPal joined their returning existing investors in a venture funding round. Jeremy Jonker, Head of Global Corporate Development at PayPal said: "Through our recent partnership with Cloud IQ it is clear we share a common vision to improve the consumer journey. Today, Artificial Intelligence powered technology is finally able to deliver individualised consumer experiences at scale. PayPal is excited to support Cloud IQ as they bring to market

solutions that improve the overall shopping experience on both web and mobile." Cloud IQ now serves numerous high-profile clients and over the past four years has grown revenue by an impressive 945%. Mr. Critchley attributes that growth to a relentless commitment to CRO (conversion rate optimisation) innovation and exceptional customer service. "Our direction towards a fully automated AI and machine learning based CRO platform is a game-changer for any eCommerce brand," says Mr. Critchley. "We are leading the thinking in this space, which means educating our customers and the wider market as to the full power of the platform and how smart brands are adopting CRO capability not previously possible." Cloud IQ's rapid growth affects the whole organisation, he adds. "As CEO, I am focused on the implications this has culturally, operationally and

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2018 UK WINNER  
Deloitte.

ultimately, to product. We're in the phenomenal position to take the best bits from scale-up methodologies practised at Spotify, Google's OKRs (objectives, key results) and others. We're intrigued by businesses like Gortex, which will not launch an office with more than 100 people in a particular location because of their belief it has an adverse effect on culture and productivity. Ultimately, we needed to create our own path and we defined success as a framework supporting over 3 billion transactions a month. Our new imperative is to anticipate expansion of our customer base by an additional 10x within a year." Cloud IQ is currently running a pilot of their newest product, released in partnership with PayPal; Cart Reminders. If a customer has previously logged into PayPal on their device Cloud IQ is able to identify this customer from the PayPal login cookie and offer them the option to send the basket to their inbox at the click of a button, so that they may return and purchase at a later date. To learn more visit [www.cloud-iq.com](http://www.cloud-iq.com)

**Cloud.IQ**

Cloud IQ  
Website: [www.cloud-iq.com](http://www.cloud-iq.com)



# Holistic approach to fleet operations

*Headquartered in Toronto, Canada, Fleet Complete is one of the leading global providers of connected commercial vehicle solutions worldwide. The company grew impressively in the 2017-2018 fiscal year and now is among the fastest-growing international providers of fleet management solutions in Europe and North America, according to David Prusinski, EVP, Sales and Marketing at Fleet Complete.*

Fleet Complete was founded as Canlogic Solutions, a first level systems support house and IT solutions provider. In 1998, founder Tony Lourakis identified the opportunity to develop a software solution for the courier industry and created Courier Complete, the genesis to what is today Fleet Complete. Since its founding, Fleet Complete developed into a leading global provider of connected vehicle technology, delivering mission-critical fleet, asset and mobile workforce management solutions. The company is servicing 500,000 subscribers and over 30,000 businesses worldwide. It maintains key distribution partnerships with AT&T, TELUS, Telstra, Deutsche Telekom and T-Mobile. Many of the world's largest vehicle manufacturers and tier one suppliers, such as General Motors, Mitsubishi and Phillips Industries leverage Fleet Complete's connected vehicle platform to bring commercial-grade telematics solutions to their customers. Mr. Prusinski adds: "Our main method of distribution historically is

partnering with large mobility carrier channels. But now we are extending that into more of an omni-channel type approach." The company evolves its technology too: in 2018 it launched CONNVEX, a global connected vehicle ecosystem platform, designed to accelerate the adoption of connected vehicle technologies. CONNVEX harnesses the collective intellectual property of Fleet Complete and its partners to deliver powerful cloud-based analytics and solutions to businesses of all types and sizes. It enables the co-creation of new revenue streams and possibilities for the widest range of industry participants. "We now have one of the broadest portfolio solutions on one portal in the market; we don't 'just' track vehicles, but we also track assets, people and resources. We do mobile compliance, car sharing and video telematics with our Vision software that is all hosted on one platform," Mr. Prusinski comments. The 13th edition of Berg Insight's Fleet Management in Europe report and their

8th edition of Fleet Management in the Americas have both recognised Fleet Complete's high growth in the fiscal year of 2017-2018. "The Berg Insight report underscores what a tremendous fiscal year it has been for Fleet Complete," Mr. Prusinski notes. "In 2018, we covered a lot of ground, launching with Deutsche Telekom in Germany as our channel partner, gaining a leadership position in the Nordics through the acquisition of Ecofleet and expanding our OEM partnerships with many prominent players. This allows us to keep strong growth results in a highly competitive global market." The company is also a proud partner of the Blockchain in Trucking Alliance (BiTA), bringing its wealth of expertise to forging new standards and regulations in using crypto-currency among all commercial trucking industry participants.



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(left) Fleet Complete CEO, Tony Lourakis, and (right) Product Manager, Sai Prapagharan.



# Redefining luxury in ‘cool’ Copenhagen

*For guests at any of 13 citizenM hotels around the world, the concept of a luxury stay is very clear: it means having affordable access to the key essentials with premium quality, as a staff of dedicated ambassadors cares after their every need. Since the company’s first hotel opened in 2008, delivering world-class hospitality for well-traveled “mobile citizens” has been a priority for the company. In December 2018, the company opened its first location in Copenhagen, just steps away from City Hall Square and featuring all the staples of citizenM’s brand of luxury with affordability.*

Founded in 2008, citizenM set out to enter the hospitality market with a different kind of luxury stay, geared at the increasingly mobile world citizen who expects high guest satisfaction and quality essentials but without the sky-high prices frequently found in global luxury chains.

The first citizenM hotel was established in 2008 at Amsterdam’s Schiphol Airport. By the following year, citizenM

Amsterdam was up and running, with Glasgow and London locations opening over the next three years. By 2014, the company added locations in Rotterdam, Paris and New York; the latter spot marking its first entrance to the U.S. market.

With global travelers drawn to citizenM’s premier yet affordable experience, the company has grown its brand globally, currently managing a

total of 35 hotels – 15 of them open, another 20 under development – with 7,000 rooms across three continents to welcome guests that seek an improved experience.

Michael Levie, Chief Operations Officer at citizenM, is a 30-year veteran of the hospitality industry who has managed large hotel portfolios at international chains like Sonesta and Spain’s NH Hoteles. After starting a hotel management company, in 2005 he became one of the founders of citizenM. A keen observer of the hospitality space, Mr. Levie said citizenM has been able to bring to the market a truly differentiated hotel product, from modular production to service delivery, with a hugely successful highest guest satisfaction in the industry as result.

“Affordable luxury for the people” has been citizenM’s mission statement since the first hotel opened in 2008,” said Mr. Levie. “Noticing there was a group of worldly and well-travelled people who knew exactly what they were looking for in a hotel – and what they weren’t – citizenM was born to provide the absolute essentials brilliantly well.”

Ongoing improvement of four core areas help orient citizenM’s strategy as it aims to differentiate itself in the market: super-helpful yet simple technology, strongly identifiable design, efficient pre-fabricated architecture, and specially commissioned art that makes citizenM locations stand out.

“For instance, citizenM is now using a third version of its beautifully designed compact bedroom, with next-generation versions already in the works,” Mr. Levie said. “The tech system



is undergoing an 18-month revamp. citizenM changed lots of things in the last decade, but always stayed true to the philosophy of “affordable luxury for the people”.

In December 2018, the company began taking their first guests at citizenM Copenhagen Radhuspladsen, ideally located at H.C. Andersens Boulevard just a few steps away from City Hall Square, four minutes’ walk from famed amusement park Tivoli Gardens, and a ten-minute walk from the historic National Museum of Denmark, which welcomes well over a half-million visitors each year.

The location’s formal opening was preceded by ‘Citizens of Copenhagen,’ an art installation shot by a renowned local photographer Marie Hald, which consisted of 33 portraits of Copenhageners, displayed in 150 windows on the hotel’s facade in a celebration of the city’s diversity.

“The affordable luxury experience starts at the very moment of arrival, when the guests meet citizenM’s ambassadors, the ‘people who love people,’” the company said in an official press release. “They will assist with the one-minute check-in at the kiosk, mix the perfect cocktail, help with luggage, or

recommend great local places for dining, entertainment, and shopping.”

Per Mr. Levie, it is the hotel staff which provides citizenM with most of its signature personality. “Ambassadors” are normally hired from outside of the hospitality industry, and are put through a six-week immersion course that trains them in all hotel jobs.

“Every ambassador is a receptionist, problem-solver, barista and bartender,” Mr. Levie said. “They all embody today’s modern citizen: curious, well-travelled and open-minded. They are also citizenM’s walking concierges, who know







lots of things about their city, and readily provide tips about the best places to visit.”

Much like its other locations, the Copenhagen hotel will allow visitors to have access to the stylish, welcoming citizenM living room. Usually the main attraction of the hotel, the room is filled with Vitra couches, tables, chairs and bookcases placed against a backdrop of commissioned and collected art and objects.

But online any other brand location, citizenM Copenhagen Radhuspladsen will feature a living room on the top floor, warranting both guests and the general public to enjoy city views at its bar, which features an outdoor terrace and one-of-a-kind cocktails. canteenM – open all day, every day for hotel guests – also entices all with its food offering, which is sourced mostly from local

suppliers as part of the company’s approach to sustainability.

In keeping with citizenM’s commitment to display art from local artists, Copenhagen-based painter Troels Aagaard created an entrance mural on both walls, while Ditte Ejlerskov and HuskMitNavn contributed in-room art, wall and ceiling murals in the sky bar.

In a bid to guarantee guests a consistently premium experiences at all its locations, citizenM is a fully integrated real estate developer and hotel operator. But it’s the company culture and its approach to guest experiences which powers the citizenM experience, Mr. Levie said.

“We [have a] very strong company culture,” the executive said. “It’s a lifestyle brand and a hybrid hotel that answers to the frustrations of modern

travellers. [The] secret is giving them everything they want, and nothing they don’t: a massive comfortable bed with premium linen, but no fruit bowl; a brilliant powerful shower, but no mini whiskey bottles.”

As for the future of the brand, Mr. Levie said, steady and solid growths must always be carefully guided and stewarded, and citizenM is prepared on all sites of the world and in all disciplines to meet any challenges it may encounter.

“We will be ourselves our toughest critics and only perfect is good enough for our frequent guests,” the COO said.



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#### About citizenM

Born in 2008 inside Schiphol Airport in Amsterdam, the citizenM hotel brand currently operates 14 locations in top cities around the world, and has another 16 hotels under development for a total of 7,000 rooms in three continents. The company’s approach to luxury is guided by the phrase “Affordable luxury for the people.” Four core areas help the brand stand out in the competitive hospitality market: super-helpful yet simple technology, a strongly identifiable design, efficient pre-fabricated architecture, and specially commissioned art, frequently commissioned or collected from local artists.

# Low power Wi-Fi for Internet of Things

*Based in Greensboro, North Carolina, US, Qorvo, is a leading provider of innovative Radio Frequency (RF) solutions that connect the world. Cees Links, general manager of Qorvo’s Wireless Connectivity business unit, highlights their new System in Package (SiP): “This new SiP is another example of Qorvo’s commitment to combining and leveraging RF technologies to improve the consumer’s connected experience.”*

Cees Links is known as the father of Wi-Fi and a pioneer of the wireless data industry. Under his responsibility, the first wireless LANs were developed, and these ultimately became household Wi-Fi technology integrated into computers and smartphones. He explains that for more than 30 years, Qorvo has been constantly innovating, researching, developing and acquiring cutting-edge technologies that shape the world. From the start of RF Micro Devices in 1991, TriQuint in 1985, and dating back to its roots in Tektronix, Texas Instruments, Raytheon and Watkins-Johnson, the company helped sending rockets to Mars, connecting people with family and friends through cell- phones, and brought satellite radio to cars.

Qorvo today provides technologies and RF solutions for mobile, infrastructure, defence and aerospace applications. The company designs, develops, manufactures and markets its unique competitive strengths to advance 5G networks, cloud computing, the Internet of Things (IoT), and other emerging applications: ‘Qorvo is making the difference whenever RF is required. Where there is RF, there is Qorvo,’ Mr. Links states.

He points out that at Qorvo RF communications for mobile and battery-

operated devices is all about long battery life. “Sending out higher power means getting more range but... this results into reduced battery life. However, higher data rates reduce range and therefore actually require more power. So, there is always a trade-off between data rate, range and power (battery life) and Qorvo is capable of providing the most optimal mix between these three parameters.” Mr. Links adds that Qorvo is also a strong leader in filtering technology, used to streamline interference between Bluetooth, ZigBee, WiFi and LTE or 5G, when different frequencies are blending into each other’s frequency space and thus creating distortion: cracks on the line, dropped calls, and that wheel on year screen, that keeps on circling...”

To accommodate developments in IoT, Qorvo decided to put everything that is related to RF as a system in a package. The new Qorvo QPG6095M SiP, which was introduced in September 2018, integrates Qorvo RF-technology that enables dynamic, simultaneous support for Zigbee® 3.0, Green Power, Thread and Bluetooth Low Energy (BLE). It blends Qorvo’s RF technology with a multi-standard, multi-protocol chip. Its level of integration and performance benefit product designers



Mr. Cees Links

by lowering development costs and speeding time to market.

“ZigBee/BLE is the optimal low-power Wi-Fi solution for a wide range of smart home applications: lighting, security, thermostats, and remote controls, among others,” says Mr. Links. “It also is secure and supports battery free devices, meshing, low latency and energy harvesting. For many application builders, it is the one and only networking solution on top of the IEEE 802.15.4/BLE radio technology. It is the low power Wi-Fi for many of our future IoT sense and control networks and applications.”



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# The wow factor in Bali

*In February 2019, iconic hospitality brand Kempinski Hotels opened its first hotel in Bali as part of the company's continued expansion across Asia. The brand-new The Apurva Kempinski Bali resort is situated in the upmarket Nusa Dua area of Bali, with 475 well-appointed guestrooms, striking suites and discreet villas in a quiet beachfront setting. What makes the resort unique according to Danti Yuliandari, Director of Marketing, is its unique architecture and artfully curated interior design: it is presented as a majestic open-air theatre in which the guests will have the opportunity to experience the wonders of this unique island. Additionally, the resort is the first in Bali to offer.*

Kempinski Hotels is Europe's oldest luxury hotel group, with landmark hotels including the Hotel Adlon Kempinski in Berlin and the Çiragan Palace Kempinski in Istanbul. With the exception of the Hotel Vier Jahreszeiten Kempinski in Munich, which belongs to the group, and three hotels with lease contracts (the Hotel Adlon Kempinski in Berlin, Palais Hansen Kempinski in Vienna and the Kempinski Grand Hotel Des Bains St. Moritz, the hospitality brand is currently targeted mainly at the management of luxury hotels. The goal of the group was and remains to make Kempinski a name synonymous with individual luxury. Kempinski achieves this aim by means of a portfolio of internationally distinctive, historically unique and modern hotels,

which are either market leaders in their locality, or landmark enterprises of their particular area. In this respect, Kempinski Hotels is permanently concerned to maintain a geographically balanced portfolio — consisting of urban and leisure hotel locations — with unique service at an individual level. Kempinski Hotels currently operates a total of 78 five-star hotels in 31 countries. This range is continually extended by the addition of new hotels in Europe, the Middle East, Africa, Asia, and the Americas. In recent years the group has been particularly active in Asia, with openings including that of The Capitol Kempinski Hotel Singapore, and the Kempinski Residences Guangzhou, in China. Kempinski currently has 26

operating hotels in the region. These include one additional hotel in Indonesia—the 289-room Hotel Indonesia Kempinski Jakarta. Danti Yuliandari says the establishment of a new resort in Bali made sense to Kempinski as the Indonesian island has often been singled out as one of the world's most popular holiday destinations. Nusa Dua, where The Apurva Kempinski is located, is the premier resort hub on the island: It has an excellent tourism infrastructure with more than 4000 available rooms available from international 4 and 5-stars chain hotels. Underscoring the prestige of the location, Nusa Dua hosted the annual IMF event in October 2018. So both tourists and business travellers have a wealth of accommodation opportunities to choose from in Bali, but Danti is confident that The Apurva Kempinski stands out: "The architecture takes its inspiration from Bali's rich culture and history, and from the local gods and temples, ensuring that guests get to experience a real wow factor." Architect Budiman Hendropurnomo of UK-based Denton Corker Marshall also

drew inspiration from the Balinese rice terraces and their centuries-old 'subak' irrigation system to create the concept for the property. The resort features natural-clad stone buildings, bougainvillea-covered terraces and a network of waterways, pools and waterfalls. The 250-step Grand Staircase, inspired by Bali's sacred Pura Besakih water temple, runs through the centre of the resort, and provides a stage for nightly rituals. Similar to Besakih, the mother temple of Bali, The Apurva Kempinski conveys the philosophy of Tri Hita Karana, a fundamental Balinese belief of harmony between man and God, humans and the environment. Inside the hotel, interior designer Rudi Dodo of Trivium Design Group has imagined opulent interior spaces created by Indonesia's finest craftsmen and artisans, which pay tribute to the country's rich design heritage, while adding modern touches that anchor The Apurva Kempinski Bali in the present day. At the crown of the resort, the pendopo-style lobby is a wide-open and welcoming space with a soaring tiered roof. Flourishes like the intricate Javanese hand-carved gebyok partitions are symbolic of Indonesia's prosperous Majapahit kingdom, when the kingdom was a hub of artistic creativity, and the angkringan food cart in Selasar Deli creates a sense of place from the moment guests arrive. In the guestrooms, exotic woods, local fabrics and typical Indonesian motifs create an understated yet sophisticated atmosphere. Starting from 65 sq m, accommodation at The Apurva Kempinski Bali is generously proportioned and guarantees exceptional views. At the upper end, a selection of 43 One-, Two- and Three-Bedroom Exclusive Villas offer up to 1,379 sq m of luxurious space, with private pools and



lounge areas, tropical gardens with outdoor showers and access to the exclusive Villa Lounge. Spread across the resort, 162 exclusive cliff top and oceanfront Junior Suites and 14 Specialist Suites have private plunge pools, and guests benefit from access to the Cliff Lounge and its panoramic pools. The private pools in each of the suites are a first for Bali, according to Danti: "No other resort offers this." The remaining 256 Grand Deluxe Rooms ranging from 65-80 sq m are beautifully appointed, with décor featuring traditional Indonesian patterns and spectacular views. Danti adds that the resort will cater to both the business and leisure market, as well as weddings: there is a rich choice in meeting and conference rooms, as well as dining options, while a huge ocean-front ball room can host up to 1,000 wedding guests. There also are smaller wedding venues and two wedding chapels on the

resort, one oceanfront and the other on the cliff top, both offering absolutely spectacular views to guarantee fabulous wedding photos. The wow factor is what Kempinski is aiming for at The Apurva resort, says Danti. "Kempinski is known for its iconic properties and locations, around the world. The Apurva rounds off the portfolio beautifully."

*Kempinski*  
HOTELIERS SINCE 1897

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# World class partnership for protective textiles

*Teijin Aramid has a long history of providing technology driven fiber and textile solutions for high performance personal protective apparel. From firefighting garments and industrial workwear to flame and cut resistant gloves, Twaron®, Technora®, Teijinconex® and Teijinconex® neo fibers are among the most trusted names in personal protection. The company works closely with textile producers and garment manufacturers to ensure the protection, comfort and performance for industrial professionals, utility workers and first responders the world over. Recently, a joint technology and commercial partnership was announced for Southeast Asia Pacific with textiles brand Westex™ by Milliken™. Bernd Steinmann, Teijin Aramid's Global Business Manager protective apparel, comments: "Teijin Aramid is delighted to team-up with Milliken. We look forward to jointly exploring opportunities to better serve customers, combining our technical knowledge as well as commercial power. The vast experience and know-how of Teijin Aramid, combined with the research and development expertise of Westex™ by Milliken™ makes for a powerful and winning combination."*

Aramid fibers are man-made high-performance fibers, with molecules that are characterised by relatively rigid polymer chains. These molecules are linked by strong hydrogen bonds that transfer mechanical stress very efficiently, making it possible to use chains of relatively low molecular weight. The term 'aramid' is short for 'aromatic polyamide'. Aromatic polyamides were first applied commercially as meta-aramid fibers in

the early 1960s, with para-aramid fibers being developed in the 1960s and 1970s.

Teijin Aramid brought the first aramid fibers to market in the early 1970s and has developed into the largest and leading aramid supplier in the world. It has been part of the Japanese Teijin Ltd. since 2000. Since April 2017, all aramid activities within Teijin Ltd. have been merged under one joint aramid business unit, called Teijin Aramid. While Twaron®

remains their strongest brand, Teijin Aramid now globally markets three different brands of aramid, as well as one high-performance polyethylene, Endumax®. Teijin Aramid shows its commitment to grow with its customers by heavily investing. This has resulted so far in three plants and Research & Innovation Centers in the Netherlands, Germany, Japan and China, as well as a Teijinconex® plant in Thailand, and Teijinconex® and Technora® plants in Japan. Their sales organisation covers all regions of the world: North America, South America, EMEA (including Russia), Japan, Asia Pacific (including China) and India.

Mr. Steinmann joined Teijin Aramid in January 2018; he was new to this industry but attracted to the company's technology-driven approach and corporate culture which successfully merges their part European and part Japanese roots. He explains that their aramids are synthetic fibers with superb heat-resistance and high strength-to-weight ratio characteristics, as well as



many more impressive properties: aramid is stronger than steel, for example. As such, the possibilities of aramid are endless. They play an essential role in a variety of applications such as composites, the automotive industry, aerospace and safety and life-protection applications and many similar fields; it is used in brake discs, car tires, ropes and cables, as well as in asphalt, bullet-proof vests, fire retardant protective clothing, optical fibre cable networks and sail yachts. What Teijin Aramid is known for across these varied industry verticals is the consistent, high-quality it delivers; this, of course, is of vital importance for the

manufacturers who integrate Teijin Aramid fibers into their products.

Mr. Steinmann, as a Global Business Manager, is in charge of their protective apparel business, which manufactures para-aramid and meta-aramid fibre for use in fire retardant protective apparel. When used in clothing, aramid fibers impart several properties such as inherent fire retardancy, high strength, lightweight, cut-resistivity, and high energy absorption into the clothing material. They provide resistance from heat and flames and do not melt or adhere to the skin. Teijin Aramid fibers are used widely in fire retardant

protective clothing, for fire fighters and first responders, and for the oil and gas and utilities industries, among others. "We operate in a growth market," says Mr. Steinmann. "In recent years, the awareness that professionals should be well protected against hazards (like heat and flame) during their work, has been increasing. This awareness worldwide will grow even more in the coming years, in emerging economies in regions such as Asia. Next to that, there has been increased safety and defence expenditure, due to global unrest, which has led to an increase in demand for aramid fibre. The recovery of the oil industry is another growth driver."







Growth potential in Asia has also been a factor in Teijin Aramid teaming up with Westex™ by Milliken™, the leading American flame resistant (FR) textiles brand. The partnership looks to improve aramid-based FR solutions for the Asian market and has already launched its first product: Westex™ Synergy™ Pro, a cutting-edge aramid FR fabric made of Teijin Aramid's Teijinconex® meta-aramid staple fibers. Teijinconex® offers excellent resistance to heat, flame and chemicals, making it ideal for use in protective textiles and other industrial applications, including hoses and filters. Its unique chemical structure means that Teijinconex® does not burn or melt, and so it cannot adhere to human skin. This makes it perfectly suited for protective clothing in the oil and gas industry, for example; it is a matter of compliance that workers wear protective clothing to mitigate flash fire hazards, but beyond that, of course, professionals operating in high-risk environments deserve the very best in high-performance workwear. Exclusive for the Asian market, Westex™ Synergy™ Pro offers them exactly that. It is a reputable protective aramid fabric offering the highest comfort level, superior softness and six times better moisture-wicking capabilities compared to other leading aramid FR fabrics, making it an ideal

selection to incorporate into daily wear FR apparel.

"We had worked with Westex™ by Milliken™ before; they are a customer of ours," elaborates Mr. Steinmann. "They are a trusted brand with a proven track record of providing leading FR fabric solutions, while we at Teijin Aramid have a strong technology base in Asia. By partnering together, we look to surpass our customers' needs." Commenting on what's next for the partnership, Mr. Steinmann says that may extend it to other parts of the world; similar to Teijin Aramid, Westex™ by Milliken™ has global operations. "For now our focus is on Asia Pacific."

Government agencies in Southeast Asia are enforcing stringent norms on employers in order to make it unavoidable to ensure worker's safety owing to increasing accidents in these regions. Increasing demand from chemical manufacturing and processing, and oil and gas industries is another important factor expected to propel demand. Working professionals of the oil & gas, utilities and chemical industries are urged to use personal protective equipment on account of high accident risk in such industries. C-level managements in most of the industrial firms are also focusing on

worker's safety. They need clothing that provides exceptional thermal protection and flame resistance, as well as allowing users flexibility, breathability and comfort. Clothing that lasts and offers exceptional tear and abrasion resistance in challenging environments, time after time, without fail – and this is precisely where Teijin Aramid excels.

An increasing population of the blue-collar working officials across a number of R&D establishments such as original equipment manufacturing industries is anticipated to surge Southeast Asia PPE demand in the near future. The unavailability of specific numerical safety information from industries, however is anticipated to be a major restraint for the market players. Mr. Steinmann admits that there's still work to be done in terms of educating the market but believes all the same that the rapid industrialisation coupled with an increase in investments in industry makes Asia a great growth market for Teijin Aramid.

**TEIJIN**

Teijin Aramid  
Website: [www.teijinaramid.com](http://www.teijinaramid.com)

# Combatting workplace turnover with smart data

*Based in Waltham, Massachusetts, Salary.com serves more than 4,000 enterprise customers and has built its reputation on its strong data model informed by surveys, compensation experts, and machine learning. Sarah Reynolds, Vice President of Marketing, elaborates on the company's recent merger with Compdata Surveys & Consulting: "This merger extends the value we can deliver with new and complementary data sets."*

Although an established market leader for 20 years, Salary.com has the energy, passion and inspiration of a young business. While more than thirty percent of the team has been with the company since its launch Salary.com continues to grow its team, adding new talent and ideas almost daily.

Salary.com is known as a leading consumer and enterprise resource for compensation data software, consulting and education. "We connect consumers with information on the web about what they should be paid and how their salaries compare to the market. We also connect our enterprise customers with compensation data, compensation software and compensation analytics that enable them to make smarter pay decisions and ultimately to attract and retain the talent that their businesses need to be successful," says Ms. Reynolds.

Salary.com delivers critical expertise to its clients that allows them to take their pay programs to the next level and also

allows them to supercharge the way that compensation impacts their organisation. "In today's incredibly competitive environment, where many organizations are struggling to attract and retain the talent they need to be successful, one of the things you have to consider is the role your compensation plays in both of those processes," Ms. Reynolds explains.

In 2018, Salary.com announced its merger with Compdata Surveys & Consulting, a national compensation survey data and consulting firm. Offering data for 25,000 unique job titles worldwide powered by an advanced analytics platform, the combined entity dramatically expands the capacity of compensation professionals to identify, match, and price jobs across all regions and industries for compensation planning, candidate recruitment, employee engagement, and workforce retention. With this transaction, Salary.com joins an elite class in the compensation data

market, as one of the U.S.' top three largest compensation data providers. Workplace turnover continues to increase year-over-year, according to a recently published report run by the Compdata consulting practice at Salary.com. According to this 2018 report, total workplace turnover in the U.S. hit a whopping 19.3%. In today's modern War for Talent, the number of available jobs outnumber the people searching for work and, because of this, companies must do everything in their power to attract, engage, and retain top talent. "Most studies report that employees leave their current jobs for better-paying positions, and one of the best ways to combat turnover is to ensure that pay in your organization is both externally competitive and internally equitable," Ms. Reynolds concludes. "At Salary.com, we are proud to help organizations achieve this goal using our award-winning CompAnalyst platform."

**salary.com**

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# Machine learning in digital advertising

*Essence, a global data and measurement-driven media agency and part of GroupM, recently integrated bespoke machine learning-powered bid-optimisation into Olive, the agency's proprietary media management software. The integration makes it easy for Essence employees and clients to capitalise on the power of machine learning to drive campaign performance at scale by combining Olive's easy to use interface with scoring mechanisms developed by Essence's analytics and data strategy teams. Andrew Shebbeare, Essence co-founder and Chief Product Officer, predicts that machine learning will play an exceedingly important role in advertising, also on the strategic level.*

Andrew co-founded Essence in 2005. The agency expanded rapidly from the start, both organically and through acquisitions. When it was acquired by WPP Group subsidiary GroupM in 2015 it had a presence on three continents. Under the umbrella of WPP, they have tripled in size, in terms of both head count and revenues. "We're bigger and more diverse now," says Andrew. The addition of offline media is why joining WPP made sense, he adds; in turn, for WPP, the main attraction was Essence's work with Google. Essence is Google's global agency of record for digital media - their primary marketing channel in terms of budget investment

and strategic priority. In that capacity, the agency handles communications strategy, media planning/buying, campaign operations, and analytics. Programmatic, the segment of advertising that Essence operates in, enables advertisers to bid for exponentially more impressions than would otherwise be possible. The downside to this opportunity is that some impressions may not be worth paying for, as evidenced by the fact that consumers find digital advertising increasingly annoying, while brands question in public whether it's the right channel to deliver results for them. Andrew argues that as the ad market is

increasingly auction-based, the rewards of pragmatic far outweigh the risks, especially if marketers are willing to take steps to limit their exposure to risky, fraudulent or un-viewable impressions. "We need to redress the balance and make it work for everybody again," he says. Machine learning should help where that's concerned. "The automated analysis of historical data, powered by machine learning, enables buyers to make informed decisions, which in turn results in more targeted and optimised campaign performance. The technology not only speeds up the data analysis process, allowing agencies to spend more time on the creative side, but can also discover patterns and dimensions where humans cannot." In Andrew's view, the agency of the future needs to be a software-enabled business, and Essence as such will likely become more of a software company. "We want to put the power of machine learning in the hands of as many people as possible, including both Essence and non-Essence staff, and deploy it as broadly as possible - without the need for any additional technical expertise." Machine learning is now a feature of ad buying in Olive, Essence's software platform. The next step will be to incorporate machine learning in ad planning and other strategic processes.



essence.

Essence  
Website: [www.essenceglobal.com](http://www.essenceglobal.com)

# Added benefits for contractors

*Contractors can reduce cost, boost efficiency and improve quality. But they can also bring liability in the guise of delays, waste, extra cost and adverse PR. Every manager who is contracting out business must ask: how much risk am I buying-in? Helping companies and organisations address these issues, BROWZ provides some of the world's largest global organisations and their supply chains with an efficient means to exchange relevant compliance data. There are additional perks and benefits to contractors who sign up as BROWZ members, as Bob Bocksel, Director of Business Development, highlights. The company recently announced an aggressive new plan to deepen benefits for contractors. BROWZ members can now benefit from discounted rates on Avis and Budget vehicle rentals, and continue to receive discounts on college tuition, mobile services, tax preparation, and more.*

Founded in 2001, BROWZ serves more than 42 industries around the world with a SaaS-based solution which ensures that supply chains are safe, qualified, and socially responsible. Minimising such liability is traditionally a challenge for supply chain managers, but by making use of BROWZ technology, managers can simplify the task and minimise the cost of compliance management.

Mr. Bocksel, who is responsible for partnerships and alliances, says BROWZ seeks to ensure supplier compliance, making the process quicker and easier. To ensure that supply chain managers can focus on adding value, it is increasingly recognised that it is crucial to replace old fashioned, cumbersome spreadsheets

with modern software systems such as BROWZ, that can keep pace with supply chain growth, be used collaboratively and integrated with other office systems to retrieve audit evidence and generate management reports. BROWZ does not offer a one size fits all solution: their SaaS-based solution can be configured to specific requirements.

For contractors, there are plenty of benefits to signing up with BROWZ as a member. In addition to helping them communicate their qualifications and maintain compliance to their customer's requirements, BROWZ is committed to providing them with additional benefits, resources and discounts. "We develop relationships with premier organizations

and provide extended benefits as a way to thank the incredible members of our network," says Mr. Bocksel. "We partner with AT&T in North America, for example, so that our contractor members can get a discount on their phone rates. And we also work with universities and learning management platforms for access to relevant courses."

What makes BROWZ's partnership with Avis Budget Group unique is its global reach. BROWZ members can make use of preferred rates and promotions on Avis and Budget vehicle rentals, in most parts of the globe and is intended to assist BROWZ Network Members in the operation of their business. Mr. Bocksel continues to actively build BROWZ' network of alliances on a global scale. The Avis benefits package is available not only for companies but also their employees.

**BROWZ**  
THE RIGHT FIT

BROWZ  
Website: [www.browz.com](http://www.browz.com)





# Imagining (r)evolutions of tomorrow

*Based in Saint-Ouen, France, Gfi Informatique is a major player in value-added IT services and software in Europe. In late 2018 the company announced it has formed a partnership with Denodo Technologies to deliver value added solutions using Data Virtualization to customers throughout EMEA region. "Denodo aligns perfectly with our business strategy and core value propositions," says Philippe Debavelaere, head of TME Sector.*

Gfi Informatique was founded in 1970, and occupies a strategic position in its differentiated approach to global firms and niche entities. With its multi-specialist profile, the Group serves its customers with a unique combination of proximity, sector organization and industrial-quality solutions. The Group has around 19,000 employees and generates an annual revenue of €1500 million (pro-forma for 2018). In France, Gfi Informatique is in the Top 10 of IT Services Providers (IT Services & Software Engineering) and the Group is present in 20 countries aiming to expand further internationally. To live up to this challenge it has to recruit and retain its people, therefore Gfi has implemented a set of actions for the well-being of its employees at work, and

plans to recruit nearly 5000 people in 2019, including 3,000 in France. As a major player in IT services and software in Europe, a key strength of Gfi is its proximity to its customers through its values and also geographically. The company supports its clients in the structuring and development of their IS and helps them to rise to the challenge of digital transformation through a differentiated and customised approach, guiding them every step of the way. The solutions provided by the Group helps clients enter into a strategy of continuous innovation that enables them to anticipate emerging needs and habits of their users. Gfi Informatique chose to partner with Denodo Technologies because of the latter's broad approach to Data

Virtualisation in terms of key capabilities such as connectivity, performance and data services publishing. Denodo provides diverse connectivity to traditional data sources such as databases, legacy systems and new sources including big data, web, and cloud. It also allows the development and delivery of agile data services to multiple consumers in different formats including RESTful linked data services. The partnership with Denodo Technologies will enable Gfi Informatique to broaden its capabilities and help its clients to better manage their Enterprise Information Assets. "Denodo is developing its leadership in the field of Data Virtualization by forming strategic partnerships that extend our reach to key customers in new markets," stated Raynald Bouchet, Business Development Director of Denodo Technologies. "Gfi Informatique, with their in-depth IT and industry expertise, strong and clear focus on Enterprise Information Management and considerable consulting resources, is a highly trusted name on the EMEA market and we are delighted to be working with them to complement our global reach with strong regional support."

The future is looking bright for Gfi Informatique and the company has the ambition to further increase its revenue to reach 2 billion euros in 2020.



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Website: [www.gfi.world](http://www.gfi.world)



# Peace of mind for expats in France

*APRIL International Care, the international private medical insurance (IPMI) division of APRIL Group, has launched MyHealth France, an IPMI policy designed to meet the needs of expatriates living in France in both the pre and post Brexit era. Marco Sgarbi, Head of sales at APRIL International Care France, explains that this policy fits in with APRIL's mission to make insurance as easy and simple as possible for everyone.*

Founded in 1988, France-based APRIL today is a global insurance group. Its APRIL International Care division has offices in 12 countries. The company has more than 30 years of experience in international health insurance.

Mr. Sgarbi explains that they currently have three products designed to cover long term expats' health expenses abroad: their flagship product, MyHealth International, MyHealth Business, for SMEs who need comprehensive cover for their expat employees, and the newly launched MyHealth France. They also have a range of other plans designed to cover students, au pairs, globe trotters and other people who are going abroad for shorter periods of time.

MyHealth France, the latest addition to the MyHealth portfolio, offers top-up health cover to expats in France. Health insurance is now available through the PUMA program in France since 2016, for everyone residing in France on a stable and regular basis (regardless of employment). Standard insurance and reimbursement rates as part of the French Social Security system don't take into account any extra charges, however, which is why most people need a top-up solution to cover additional doctor fees, and dental charges, for instance.

MyHealth France also addresses issues around Brexit, or more specifically, the

launch of MyHealth France, as the British represent the largest single foreign nationality in France; following the start of Brexit negotiations, thousands requested French citizenship. Mr. Sgarbi emphasises however that MyHealth France is available not just to British expats but to any foreign national settling in France for over a year. "Healthcare costs in general are becoming a major concern for all foreign nationals living in France, especially UK citizens, but MyHealth France offers a solution for any nationality seeking complementary coverage."

uncertainty around Brexit negotiations. British expats in the EU are currently covered by the British National Health Service, but following Brexit proper, they might no longer have access to it. "As a non-EU resident, you don't get your home country health cover anymore in France and other EU member states," Mr. Sgarbi explains. He emphasises that MyHealth France is a French-made product "that will give considerable comfort and reassurance to UK nationals living in France, whilst Brexit negotiations seem to have no end."

In line with APRIL's philosophy of taking the burden out of insurance, signing up to MyHealth France is quick and easy enough for British expats. The only requirement is to be covered by French Social Security. All the documentation and APRIL services such as the online customer zone or mobile app are available in both French and in English.

It's understandable that APRIL emphasises the Brexit factor around the



APRIL International Care  
Website: [www.april-international.com](http://www.april-international.com)





# Harnessing the energy of the sea

*Focusing on floating wind and ocean thermal energy conversion, Naval Energies is a leader in the field of marine renewable energies. The France-based company is present across the product life and controls the entire value chain, from the design stage to construction and installation, and all the way through to maintenance, both at sea and in coastal areas. Laurent Schneider Maunoury, Naval Energies' Chairman, outlines how they see the future of renewable energy at sea: "With 70% of the earth's surface covered by oceans and two-thirds of the world's population living less than 150 km from the coast, the sea represents an inexhaustible source of renewable energy that can satisfy the growing needs of the global population whilst at the same time ensuring a carbon-free footprint."*



Naval Energies' shareholders are Naval Group, a global, multi-billion Euro business which also designs, produces and supports submarines and surface ships (60%), Bpifrance (34%) and TechnipFMC and BNP Paribas Développement (6%). Until 2018 the company structured around three marine renewable energies technologies: tidal turbines, floating offshore wind turbines, ocean thermal energy conversion. As commercial opportunities were slow to emerge in tidal energy, the decision was made last year to focus uniquely on wind and ocean thermal energy conversion (OTEC). Floating wind turbines offer multiple benefits when compared to fixed foundation wind turbines: they harness the power and constant energy of offshore winds in deep maritime areas farther from the coast, which also

minimises the risk of potential complaints about the visual impact of the turbines. The way Ocean thermal energy conversion (OTEC) works is that it harnesses the difference in temperature between the surface water (about 25°C) and the water at depth (about 5°C at depths greater than 1000 m) based on the principle of thermal exchange. Predictable and continuous, the energy produced in this way is particularly environmentally friendly and decarbonised. As it naturally present in the inter-tropical areas, OTEC constitutes an effective response to environmental challenges and the energy problems faced by the planet's isolated regions. Mr. Schneider Maunoury, who joined the Group's Naval Energies as Chairman in 2017 to accelerate the development and sustain the growth of the company,

clearly believes in the real world value of both technologies: "With a technically-exploitable potential (TEP) of 3500 GW globally, floating wind turbines represent the largest source of marine renewable energy for the future, far greater than fixed-foundation offshore wind turbines. In France, the estimates are as high as 50 GW. Meanwhile up to about thirty countries around the world could benefit from OTEC as a result of their latitude, the favourable position of their sites and the energy-mix policy adopted locally. Located close to the equator, where the temperature differential is the highest between water at the surface and at depth, these countries possess total accessible resources estimated to be 56 GW. Thanks to the advantages offered by the pumping of cold sea water, further solutions may be added to the OTEC



plants, such as air conditioning, fresh-water production or aquaculture." Mr. Schneider Maunoury highlights that Naval Energies is a partner in the "Groix & Belle-Ile floating wind turbines" project, developed by Eolfi, which involves the development, engineering, construction, installation, commissioning, operation and maintenance of a pilot farm of 4 wind turbines of 6 MW each in South Brittany, capable of producing the electricity needed to supply 20,000 homes on the Atlantic coast. In this context, Naval Energies designs and builds the floats for the 4 wind turbines, as well as anchoring them and then installing them at sea. "Thanks to the highly technical know-how of our teams, we are involved in a wide range of studies, services and developments adapted to the specificities of the project, its location and its technical constraints," he points out, adding that the pilot farm project is representative of the conditions under which 80% of future commercial floating wind turbine farms will be installed in France and around the world. "This project is a major experiment that positions Naval Energies as a reference for the design and manufacture of floats in Atlantic conditions." Simultaneously Naval Energies is also working on several next generation OTEC systems projects, notably in La Réunion where in 2012 it installed a prototype system that allows

the performance of tests on the energy cycle, the validation of system performance and the certification of critical systems. For commercial projects, Naval Energies aims to be a partner to stakeholders across the product lifecycle. In offshore winds, specifically, the company serves as a sub-system engineering leader and tier-one partner for project operators. "A basic building block for the success of floating wind turbines in France, our floater is designed to be competitive, produced in series and easily operated," elaborates Mr. Schneider Maunoury. "It can be adapted to the specificities of the operating site and local industrial ecosystems." In OTEC, Naval Energies intervenes both as a system engineering leader and sub-system engineering leader at multiple levels: from the design of thermal exchangers (condensers and evaporators) to the construction of complete onshore OTEC systems, with the possibility of associating co-products such as desalination, aquaculture, ORC (Organic Rankine Cycle) and SWAC (Sea Water Air Conditioning). "Our experts are also developing innovative technological building blocks, such as biofouling prevention systems and the optimization of the energy-production system and are working to overcome technological locks with the aim of deploying offshore

OTEC plants in the longer term," Mr. Schneider Maunoury adds. For all projects, Naval Energies recently announced it will from now on rely on the "Designed for Sea" industry solution experience, based on the 3DEXPERIENCE platform developed by Dassault Systèmes for program management, engineering and analysis of semi-submersible floaters and OTEC solutions, anchoring systems, underwater cables and connection solutions for offshore wind farm projects. In floating wind turbines, 3DEXPERIENCE is used for CAD design and structural calculation. "3DEXPERIENCE will improve productivity between the design and calculation of the structure. For OTEC, we use the platform for the design and industrialization of our systems," Mr. Schneider Maunoury comments.



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# Simplicity, fairness and confidence for consumers

*Located in Rancho Cucamonga, California, Monoprice, Inc. is an e-commerce leader specializing in providing more than 7,500 high quality yet affordable electronics and accessories to professionals and consumers worldwide. As an industry innovator, Monoprice fills a void in the consumer technology market by delivering exceptional products that are on par with the best known national brands at prices far below the retail average with incomparable speed and service.*

According to Bernard Luthi, CEO of Monoprice, “The Company focuses on the needs of its customers, and strives to bring simplicity, fairness and confidence to consumers and businesses shopping for big-ticket electronics and tech accessories.” Mr Luthi has over 20 years of technology, marketing and e-commerce experience and has a proven track record for transforming e-commerce and multi-channel organizations. He is responsible for overseeing the entire operations of Monoprice. His superior leadership, planning and organization are instrumental to the company’s growth and success.

Monoprice sells to customers in several countries throughout North America,

Asia, and Latin America, as well as internationally through its US website. In 2017, Monoprice announced that it would be releasing localized versions of its website across multiple European countries focusing on building out its platforms to serve the United Kingdom and Germany, as well as Italy, Spain and Switzerland.

“Our goal of launching localized sites over the past year was to increase availability of our products across Europe and further our commitment to making affordably-priced technologies accessible worldwide,” said Mr Luthi. “Now that these site are live, we’ve pivoted our focus to building out the business in ways that let us better serve European consumers both short- and long-term—

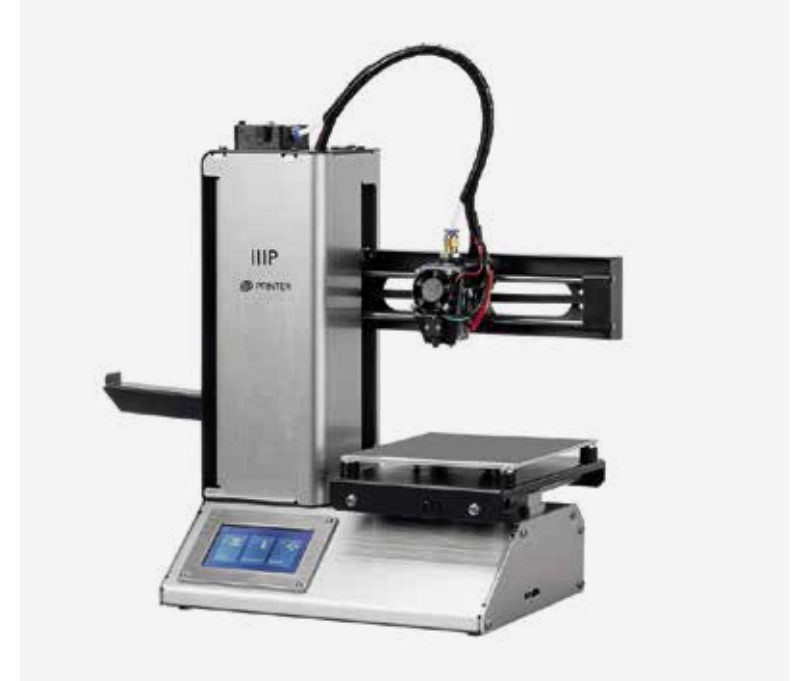
whether it be through product catalogue expansions, new distribution channels or the growth of our international leadership team.”

“As of right now, our extension into Europe has been focused on making our already best-selling products available to new audiences in a way that’s more convenient than ever. This not only allows us to strengthen our brand’s message and global presence, but allows us to take on category competitors in a scale that we previously couldn’t before. Ultimately, these new markets offer Monoprice the opportunity to grow tremendously as a brand and claim our spot as an international e-commerce leader,” added Mr Luthi.

Established in 2002, Monoprice began as a HDMI cable provider and quickly became an industry leader in the e-commerce tech space by creating a brand of very high quality products at significantly reduced prices. “Our proven business model eliminates entire layers of mark-up within the supply chain, which

allows us to sell premium products at a fraction of marketplace prices with incomparable speed and service.” Monoprice prides itself on allowing its customers to do the things they want to do with technology, but at prices far below what its competitors charge . Being ruthless about cutting out unnecessary costs, means that the company is able to make those products more affordable, to more and more people.

“The company’s offerings span various product categories: Strata Home (kitchen and home gadgets), STITCH (smart home/home automation), Pure Outdoor (outdoor and cycling gear), Carbon Collection (barware), HDMI and USB cables, Home Theatre, Monolith (premium audio), General Consumer Audio, Displays, 3D Printers, and more.” Monoprice is continuing to disrupt the consumer electronics space internationally by making its direct-to-consumer technologies more accessible than ever throughout Europe.



“Monoprice has opened its GmbH headquarters in Berlin, Germany to increase availability of products across Europe and further the commitment to making affordably-priced technologies accessible worldwide,” underlined Mr Luthi. The Berlin office is helmed by Brad Vetter, who was brought on board as Managing Director to oversee the European expansion and grow the business internationally. Mr Vetter comes with a wealth of knowledge and experience working with U.S. brands on international growth and has already helped Monoprice open its first European distribution centre, located in the Netherlands, which allows the company

to offer two-day shipping across the continent.

“Our expansion into Europe and the opening of our Berlin headquarters offers tremendous opportunity for us: we can reach our loyal shoppers with haste and continue to evolve our customer service to exceed the standards set by our competitors. We’ve also been extremely successful with our line of 3D printers and as other competing offerings enter the marketplace at increasingly affordable price points, it’s imperative for us to keep creating new designs at unmet price points to sustain our category leadership and grow even larger,” said Mr Luthi.







At the 2018 IFA – the world’s leading trade show for consumer electronics and home appliances – Monoprice reaffirmed its mission to meet the needs of consumers worldwide announcing the latest additions and increased availability of key products from its 3D Printing, Premium Audio, Cable and Smart Home categories. IFA, held in Berlin, Germany, presents the latest products and innovations in the heart of Europe’s most regional market. IFA offers a comprehensive overview of the international market and attracts the attention of international trade visitors each year from more than 100 countries. Monoprice’s goal is to meet the

standards of speed and convenience that shoppers expect from a leading online retailer, while maintaining the company’s devotion to quality, cost-fairness and reliability. Monoprice is heavily invested in the premium audio, 3D printing, and Workspace categories and continually looking for new areas and products. “As the 3D Printing space continues to take off and overall tech consumption grows, it’s imperative for us to meet demand and establish ourselves among new audiences.” Monoprice is working hard on bringing great quality products for a fair price to everyone around the world. Customers are able to buy direct from them directly

online. By eliminating the middleman and eliminating multiple layers of distribution that adds costs to the process, Monoprice is able to offer its quality products at far lower prices than their competition.

The company prides itself on its lifetime technical support and a knowledgeable Customer Technical Support team. Monoprice offers a lifetime warranty on its core products and a one-year guarantee on everything else. Monoprice stands by its products and claims to “have a team that knows the product, uses the product and can speak to the product and the fact that we are able to offer this type of support is very rare in this industry. We have built a stellar reputation for product excellence and customer service. We exist to bring simplicity, fairness, and confidence to technology choices.”



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# Delivering first class Chip Design

*Sankalp Semiconductor offers comprehensive digital & mixed signal System on Chip (SoC) services and solutions. While the company is currently based in Sunnyvale, California and Hubli, India with additional operations worldwide, it continues to pride itself on its Indian roots. As such Mr. Samir Patel, Sankalp CEO, feels duly honoured for having received the Software Technology Parks of India (STPI) award for being the Highest Exporter – ITES in the Hubli Region.*

Sankalp, was founded in 2005, in Hubli, India, as an Analog and Mixed Signal (AMS) semiconductor design service provider, to provide employment to the local youth and prevent brain drain to metropolitan cities. Today, the company has offices in USA, India, Canada, Germany and Malaysia offering an integrated portfolio of services and solutions to its customers in key semiconductor domains including digital, analogue, high-speed physical interface IP, Embedded Memory Compiler and EDA modelling. Sankalp is a preferred semiconductor design service partner to multiple Fortune 500 companies in the Automotive, Consumer Electronics, Industrial IoT and Medical electronics space. It enables its

customers to achieve their time-to-market window by delivering first time right silicon designs and to engage with product engineering teams across the globe to design SoC. Sankalp’s vision is to become the chip design services factory for semiconductor companies across the globe.

Mr. Patel explains: “Sankalp’s ability to offer its customers both analogue and digital design services, backed by a large portfolio of Analog IP blocks, has uniquely positioned us as the preferred mixed signal chip partner.” With a team of 900+ engineers, Sankalp provides scale and ability as a long-term end-to-end solutions & services partner. The company has been profitable from inception and has worked with

numerous Tier-1 chip companies as well as start-ups. Sankalp has also immensely benefited from its Pan-India design centres and one of its unique abilities lies in its proven training model that allows growing engineers to ground up with best practises learned over the years.

One of the major trends that Mr. Patel is witnessing is the growth of chip designs from system companies traditionally not known for chip design. “This is leading the system companies to partner with services companies like Sankalp, who can help them with end-to-end designs.” He affirms that Internet of Things (IoT) is one of the applications that is driving the growth of new designs. “The other thing that has been working to our advantage is the consolidation of services companies, because most of the companies acquired are becoming a smaller group within large software set-up diluting their focus. This has led to companies outsourcing to much more Application-Specific Integrated Circuit (ASIC) focussed companies.”

Mr. Patel believes that their recent STPI Highest Exporter Award win, is a confirmation of the company’s strong efforts in providing global customers with high quality solution & services in the chip design domain.



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# Continued growth for technology leader

*Based in the US with operations worldwide, Hexcel is a global leader in advanced composites technology. Because innovation and technology are at the heart of what the company does, it invests significantly in R&T and manufacturing innovation to drive the development and adoption of advanced material technologies and to continually broaden their technical solutions for customers. Their recent acquisition of ARC Technologies, a leading supplier of custom RF / EMI and microwave absorbing composite materials for military, aerospace and industrial applications, in part demonstrates this point according to Kaye Veazey, Vice President of Corporate and Marketing Communications at Hexcel.*

Hexcel's history dates back to 1948. The company today is a global leader in advanced composites technology with a product portfolio that includes a variety of lightweight, high-performance structural materials including carbon fibers, specialty reinforcements, prepregs and other fiber-reinforced matrix materials, honeycomb, adhesives, engineered core and composite structures for use in commercial aerospace, space and defence and industrial applications which includes wind turbines, automobiles and recreational equipment. "Hexcel materials are used on virtually every commercial and military aircraft produced in the world," Ms. Veazey points out.

She emphasises that Hexcel is fundamentally a technology company. "Our vertical integration and broad portfolio have uniquely positioned us in the aerospace market which has high barriers to entry. We are the only company in the world with the capability to produce a flyaway part from raw material to finished form. We have grown into a leading producer of carbon fiber reinforcements and resin systems, and we are the world leader in honeycomb manufacturing for the commercial aerospace industry." Ms. Veazey additionally states: "Advanced composites are the materials of the future because they provide the best strength-to-weight ratio of structural material options, and we are confident



in our position as the global leader in advanced composites technology."

Hexcel in recent years has continued to grow through acquisitions (four in total since January 2016) but also organically with major investment in both new and existing manufacturing and R&D facilities, on a global scale. In 2018 the company notably opened a 20 million USD manufacturing plant in Morocco, and its first integrated carbon fiber and PAN production facility in Europe.

"Growth remains at the center of our story at Hexcel thanks in part to the



newer aerospace programs that are more composite-intensive than previous programs," says Ms. Veazey. "For example, the new narrowbody engines and nacelles carry more than three times more composite content per shipset, and the next-generation wide body engines and nacelles have one and a half times more composite content. Another growth driver is market demand. With strong, multi-year backlogs for about 13,000 aircraft, we anticipate that sales growth in commercial aerospace will continue. Also, a new emerging middle class in, for example, China, India and Asia Pacific, is generating greater and greater demand for aircraft. We also expect solid growth to continue past 2019 in Space & Defense programs, such as the JSF, the CH-53 and medium-lift helicopters, as well as the Sikorsky UH-60 Black Hawk and S-92 civil helicopter. Finally, the largest submarket in our Industrial business is wind energy, and the demand is growing as the world turns toward clean, renewable sources."

Hexcel's recent acquisition of ARC Technologies, a leading supplier of custom RF / EMI and microwave absorbing composite materials for military, aerospace and industrial applications, should strengthen Hexcel's

existing advanced materials portfolio in structural composites and thermoplastics and provide new opportunities for growth and market penetration. "Like Hexcel, ARC Technologies is a leader in materials science, and ARC Technologies has deep customer relationships in a strong niche market, particularly in space and defence which also is an important market for Hexcel," Ms. Veazey comments. "We believe there are some terrific opportunities to broadly apply existing technologies and leverage our existing customer relationships to grow and enhance the business beyond what ARC Technologies could achieve as a standalone company. In addition, it's a great combination of customer positions and technology in a single acquisition that expands opportunities for Hexcel to win new business in attractive defence segments."

ARC Technologies will remain a free-standing, legal entity called ARC Technologies LLC, a Hexcel company. ARC will benefit in many ways from the scale and infrastructure support now provided by Hexcel. "This acquisition is primarily about growth in our portfolio and about expanding our capabilities to offer even more products and services

to customers – many of which the two companies share," Ms. Veazey adds.

Hexcel meanwhile will continue to consider acquisition opportunities. "We are committed to pursuing with vigilance and discipline adjacent technologies that would complement our existing portfolio. Investment in innovation to win new programs and expand composite penetration is one of the ways we demonstrate our commitment to creating value for our shareholders," Ms. Veazey concludes.



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# Sustainable advanced tech for life sciences

*Robotic systems are widely used in manufacturing, largely to do jobs that are considered highly repetitive or dangerous for humans. Underscoring that robotics can also be useful in scientific environments, Andrew, the pipetting robot developed by Swiss-based Andrew Alliance, is deployed in the life sciences field to do a job that is all about precision and getting results to repeat consistently. Over the past four years, the Andrew liquid handling robot has been adopted by many of the top 20 pharmaceutical companies, the top diagnostic companies, and the top 20 global academic research institutions. Nigel Skinner, Marketing Director at Andrew Alliance, explains what the value of their technology is in research, and additionally highlights that they have been awarded CO2 Neutral Certification, based on the internationally recognised PAS2060 standard.*

Andrew Alliance was created in March 2011. The Andrew Pipetting Robot was successfully launched in 2013, and is now in its second generation, called Andrew+. It offers fully automated pipetting, as well as more complex manipulations, using a wide range of accessories and Andrew Alliance electronic pipettes. It executes protocols in Andrew Alliance's OneLab intelligent cloud-based software environment, within which experiments can be intuitively designed, repeatably executed, and tracked through a rapidly evolving ecosystem of connected devices and accessories that the company is building together with partner organisations. "The technology enables rapid transition from laborious manual procedures to error-free, robotic workflows," Dr. Skinner explains, adding that the key benefits include improved reproducibility, productivity, and employee health. "Reproducibility is

improved as automated pipetting minimises error. Productivity is improved as valuable researcher time is freed up for higher level tasks, and more routine activities such as serial dilutions and concentration normalizations are done both more quickly and more accurately. Finally, health benefits results from reduced repetitive movement and exposure to hazardous materials. Connectivity, with OneLab, also ensures that all experiment steps that are executed by the robot are recorded, providing full traceability."

Andrew Alliance completed a Series C funding round last year and continues to grow fast, developing sustainable advanced technology solutions for life science research labs around the world. Sustainability is exceedingly important in this field: as Dr. Skinner points out, major funders of research, such as the European Commission, are increasingly committed

to ensuring that research is conducted in a highly sustainable way. "By ensuring that the solutions we provide to our customers' research workflows are sustainable, we are supporting their own efforts in this increasingly important area," he comments.

He emphasises that it took the commitment of all staff members at Andrew Alliance to achieve CO2 Neutral Certification. "Our young work force fully embrace this important responsibility, manufacturing high precision instrumentation in an eco-friendly building that uses CO2-Neutral electrical power. We do not operate company cars but rather encourage employees to travel by public transportation over short distances. Not only do we constantly strive to minimise our CO2 emissions, but by continuously calculating the amount produced, neutrality is maintained by investing in appropriate CO2 fixing solutions."



**Andrew Alliance**

Andrew Alliance

Website: [www.andrewalliance.com](http://www.andrewalliance.com)

