EVERY LAND HAS ITS LEGEND.
THE NISSAN PATROL SAFARI RANGE.

Innovation that excites

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Arabian Automobiles
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This Issue
Spring 2019

Cover story
AW Rostamani has built a reputation as one of the leading property organizations in the UAE, through its impressive portfolio and dedication to enriching the lives of its tenants. This season, AWR Properties is celebrating its past achievements, present brand identity and future plans for development.

Editor’s Note
Welcome to the first Life Enriched of 2019. I would like to take this opportunity to introduce myself - my name is Bronte Saulle and I’m the new magazine editor. It has been fantastic getting to know so many employees and partners of AW Rostamani over the past few months, and I look forward to meeting many more of you in the future.

It will come as no surprise that we are dedicating this issue to the evolution of AWR Properties (page 10). The business has gone from strength-to-strength since its inception in 1982, and we couldn’t be prouder of what the team has achieved. There is so much more to come as the business enters this exciting new phase of development, which includes the impressive addition to its property portfolio, DoubleTree by Hilton Dubai - M Square.

Moving from one milestone to another - we are celebrating one year since the launch of our corporate social responsibility platform, Enriching Communities. Employees from across AWR continue to amaze us with their heartwarming dedication to giving back to the world we live in. You can read about the initiatives we have planned for this year, the Year of Tolerance, on page 58.

This issue, we are offering readers the opportunity to get to know some of the faces behind the Group and its successful companies. From financiers to marketers and everything in between, take a look at what they have to say during an exclusive quick-fire interview with Life Enriched on page 82 and on the readers favorite ‘What Inspires You?’ (page 68).

I’m sure you’re all eager to get stuck into the magazine, so grab a drink, put your phone on silent, and enjoy reading all about the new partnerships, launches and award wins at AWR and beyond. Until next time…

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Interview

Five Minutes With…
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KARFF E-Commerce Delivery

KAR Freight and Forwarding has launched its own e-commerce delivery solution, which enables customers to access real-time tracking for their packages and receive pre-delivery messages via an app.

Calla Anniversario Collection

Created by Vhernier in 1998, Calla is the most emblematic of Vhernier’s jewels. The latest versions of this magnificent jewel are soft and feminine, with a strong contemporary spirit.

AWR has made its first entry into the hospitality industry, following an agreement with Hilton to develop an upscale DoubleTree by Hilton property in Bur Dubai.

Android Auto™ & Apple CarPlay™

Part of Renault’s continued approach towards innovative strategy is the Android Auto™ and Apple CarPlay™ feature, which are available on-board its vehicles and offer continually enriched navigation and multimedia services.
American Rag Cie Dubai has made it even easier to purchase the most exclusive fashion collections from around the world with its website launch, offering next day delivery in the UAE.

World Coffee Bar Paper Straws

World Coffee Bar, housed within American Rag Cie at The Dubai Mall, ditched plastic and instead uses colourful paper straws for its tasty drinks.

QX50 Driver-Enhancing Technologies

The all-new INFINITI QX50 responds to motorists and their surroundings with its suite of innovative safety technologies. The ‘Heads-Up Display’ is a first for INFINITI and was originally developed for fighter jets – wow!

American Rag Cie Dubai has made it even easier to purchase the most exclusive fashion collections from around the world with its website launch, offering next day delivery in the UAE.

New-Look Angels Store

Angels has undergone a complete brand refresh. The interactive and playful store is completely open fronted to The Dubai Mall, with a five meter high LED screen behind angel’s wings.

New Patrol Safari Range

Exclusively developed for and available to customers in this market, the Patrol Falcon, Gazelle and Gazelle X are inspired by two of the most iconic animals to inhabit the desert sands and skies.
The Evolution of AWR Properties

The story began in 1982 when Al Rostamani Real Estate first entered the property market, with a commitment to providing high quality living and business spaces along with outstanding customer service. Since then the company has worked tirelessly to develop its renowned portfolio through the ever-changing competitive market in the UAE.

In 2019, the company officially moved into a new phase of growth characterized by its robust, innovative and passionate approach, as AWR Properties. The mantra ‘One life, many journeys’ perfectly encapsulates the heritage of AW Rostamani, coupled with the complexities of the lives of its diverse client base.

Under the leadership of CEO, Dr. Amina Al Rostamani, along with Head of Strategy & Business Development, Samir Kazi, Head of Leasing, Mohamed Alblooshi, and Director of Projects and Operations, Daniel Hammond, the team are driving this growth. The strategy includes aiming to double its portfolio income in five years and diversify into international developed markets.

AWR Properties operates 2.5 million square feet of residential, commercial and retail assets to an exceptionally high-standard, as well as looking to acquire properties and launching new projects. DoubleTree by Hilton Dubai - M Square represents the newest addition to the AWR Properties portfolio, and the first entry into the hospitality industry for the company. Comprising of 327 hotel rooms, 131 hotel apartments, ten floors of commercial offices and 182 units of residential apartments, the mixture of cultural and economic influences, combining living, business and leisure, will make it one of the best connected areas in the city.

AWR Properties impressive collection of buildings includes the iconic 21st Century Tower, a former record holder for the world’s tallest residential tower, DXB Tower and Al Mada Tower, all on the famous Sheikh Zayed Road. Other properties include Jaddaf Views, with 207 apartments and ten shops, Trio, three connected mid-rise buildings comprising of 264 apartments and 20 shops, and Fahidi Heights residential and office towers in Bur Dubai.

From development to leasing and facility management, the business has a fully integrated approach, from sourcing the site, building the project, to welcoming a tenant in the property. In the commercial division, established properties include state-of-the-art vehicle sales showrooms and service centers for Nissan, INFINITI and Renault, as well as large scale industrial assets to support AWR Group companies.

AWR Properties continues to evolve in order to satisfy the needs of residents and businesses. From the ground up, pioneering solutions to renovate existing buildings have enhanced facilities for current and prospective tenants. Its ongoing commitment to the development and sustainability of the UAE has made a difference to customers, employees, partners and stakeholders, and added real value to the nation’s ambitious growth.

A key driver of the digital transformation agenda for AWR Properties will see the company migrating multiple legacy systems to a single market leading solution in the form of property management software (Yardi). This will provide integrated property management software and investment management solutions for all real estate verticals allowing owners, managers, investors and other stakeholders to access user specific information in real time.

Enriching lives remains at the heart of AWR Properties and by listening to what customers want from products and services has provided the team with in-depth guidance to design and launch its new website – www.awrproperties.ae.

The reputation of AW Rostamani, together with the innovation of AWR Properties, provides the ideal platform for the company to achieve the ambitious goal of doubling portfolio income in five years. The team are actively exploring potential acquisitions of buildings and strategic land plots across Dubai and the Northern Emirates, with a focus on locations with low supply and high demand, as well as identifying areas for global expansion.
What does the evolution of Al Rostamani Real Estate to AWR Properties mean to you?

It is a very exciting time for the business. We see this evolution as being characterized largely by two points. Firstly, the drive and ambition of the second generation to build on the very strong foundations. Secondly, the increased focus on customer satisfaction by aligning our products and services to cater to the needs of our tenants.

What do you think has been the key to success for the company?

Quite simply, the success is credit to the good work of the Founder, Abdul Wahid Al Rostamani. Right from the first property on Sheikh Zayed Road to our current development in Mankhool, his focus to build properties that are better than its neighbours, and offer value for money in terms of both the physical product and management services. Our property management and value for money rents have resulted in tenant retention, which is extremely rare in the transient market we operate in. We are proud to say we have tenants that have stayed with us over 20 years.

How will the use of Yardi property management software streamline operations?

Adopting Yardi software will increase efficiencies and enhance productivity. Also, management will be able to monitor performance better and take value add actions proactively. We expect processes to streamline across our entire properties division through this single window. This also represents our dedication to providing best-in-class experiences to our customers through innovative solutions which will be featured on our website.

Can you tell us about AWR Properties first entry into the hospitality industry with DoubleTree by Hilton Dubai - M Square?

We are thrilled to announce our first entry into the hospitality industry, which represents an important milestone in the diversification of our property portfolio. Previously, our portfolio comprised of residential, commercial and retail properties for residents and businesses, and did not have an offering for the tourism market which is one of the strong pillars of the Dubai economy. This move into the hospitality sector supports the Dubai leadership's Dubai Plan 2021 vision to establish Dubai as the preferred place to live, work and visit. Bur Dubai's rich cultural history offers the ideal location for this. It has been a positive experience and we hope to develop more hotels in the future.

What do you think the future holds for the real estate market in the UAE and how do you see AWR Properties involvement?

The market is currently going through a transition phase, driven by supply demand dynamics and the geopolitical environment. Government initiatives, both at Dubai and the Federal level, are expected to yield positive results. AWR Properties is a long-term investor and has growth plans in UAE through the development of properties and acquisition of land banks and operating properties.

Do you have plans to expand the portfolio outside of the UAE?

We have earmarked capital for growth outside the UAE. The initial focus will be on key developed markets. The focus is to acquire quality assets in attractive locations that offer sustainable cash flow.
What do you think tenants are looking for when leasing property in 2019?

The UAE has an extremely competitive and fast-paced real estate market. People are requesting special offers, and rent free periods are being used to entice prospective tenants. We are continuously looking at ways to fulfill the needs of our customers, such as offering a free moving service into their new AWR Properties home, and meeting the expectations of an instant reply when interacting with our leasing team and requesting a service.

Can you tell us about one of the main improvements to an existing building?

One of our main improvements and biggest achievements of 2018 was a full renovation of 21st Century Tower. The building was previously leased by one tenant, and was designed with the requirements of a shared living space for single occupants. We have renovated the building to make it more family-friendly, so it is aligned with the rest of our residential portfolio. There is now a children's play area next to the swimming pool, along with a BBQ area for special gatherings.

How will new systems and process improve the leasing experience and services of AWR Properties?

On an operational level, there will be a complete transformation in the leasing system and services, which will reduce the amount of time it takes to complete essential tasks (for example accessing a report on rents through the dashboard rather than manually creating one). Through the new system, a service request will be immediately shared with the concerned department and will create an instant record of the customer's enquiry. We have also expanded our customer service offering by hiring a leasing agent, who goes directly to tenants at their place of home or work to collect cheques or exchange paperwork.

AWR Properties owns and manages more than 2.5m square feet of residential and commercial space in the UAE, do you have a favorite property and why?

Every property in our diverse portfolio is special because of its unique features and characteristics. However I will say we are all very excited about our newest offering, M Square.
What would you say have been the key developments for AWR Properties since inception?

The launch of our flagship buildings have each represented an important milestone for AWR Properties. The renowned 21st Century Tower was the tallest residential tower in the world upon completion, whilst DXB Tower is in a prime location on Sheikh Zayed Road. Major developments in recent years include the modern Trio and Pixel residential buildings, Jaddaf Views apartments, the state-of-the-art Sharjah INFINITI Center and Jebel Ali staff accommodation building. As well as welcoming new buildings to our portfolio, our facilities management team have worked tirelessly to maintain existing properties, from core assets to key Group tenants. The department continues to evolve and is now made up of over 100 dedicated members, with a newly formed renovation team who receive refurbishment briefs from across the AWR portfolio and manage the execution.

Can you tell us about the M Square development?

M Square will be the largest asset of AWR Properties by a factor of three and will represent the most exciting addition to the Al Mankhool area in recent times. Situated on Sheikh Khalifa bin Zayed Street in Bur Dubai, within close proximity of two metro stations and BurJuman Shopping Mall, the development will house 327 hotel rooms, 131 hotel apartment, 10 floors of commercial offices, two levels of retail and 182 units of residential apartments.

The 100,000 Sq Ft of offices is set to complete construction in April 2019 and is currently being marketed for lease, with a renowned gym brand already signing on 30,000 Sq Ft of space. The residential apartments will also be available for rent by Q3 2019, and will include an indoor children’s playroom, outdoor park and BBQ area and access to the swimming pool. The hotel, managed by DoubleTree by Hilton, will contain two food and beverage outlets, two outdoor pools, executive lounge, ballroom, and business center. Al Tayer Stocks has recently been awarded the complete hotel fit-out works, which is estimated for completion at the end of October 2019. M Square is an excellent value proposition, offering tenants premium working and living space, at reasonable rates, in a very central location at the beginning of an urban regeneration phase.

Do you have any other exciting projects in the pipeline?

The recently approved five year business plan sets out our intention to develop five new projects in the coming years. This will include activating buildings on existing prime land plots in the portfolio, redevelopment and refurbishment of some aging assets, as well as the preliminary design studies for sites targeted for acquisitions across Dubai. We are also working closely with Arabian Automobiles to commence the design phases of major logistics facilities to support and strengthen their business operations.
a book that changed her life. In the time she was reading it, her life
would be transformed.

Kia turned the first page. There was a note on the opposite
side of the book. It was a letter from her mother.

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Arabian Automobiles Showcase
Nissan GT-R50
Arabian Automobiles had the privilege of showcasing the unique Nissan GT-R50 at a special VVIP viewing organized at the Nissan showroom on Sheikh Zayed Road, as part of the GT-R50 World Tour.

The all-exclusive GT-R50 commemorates the 50th anniversaries of both the GT-R and Italdesign. The Nissan GT-R50 by Italdesign is conceptualized with the latest GT-R NISMO, and reinterpreted with a European-style sensibility, combining Japanese performance and Italian craftsmanship.

A customer version inspired by the prototype will be produced, with each car tailored for each customer. Italdesign will build only 50 vehicles, with pricing starting at 990,000 euros.
Design at its best

Starting at the front, the Nissan GT-R50 by Italdesign features a distinct golden inner element that stretches across almost the full width of the vehicle. The hood has a more pronounced power bulge, and the thin LED headlights stretch from the wheel arch to the lip above the outer cooling intakes.

Dominating the side view, the distinctive roofline has been lowered by 54 millimeters and features a lower center section, while the slightly raised outer portions give the roof profile a muscular look. The signature GT-R “samurai blade” cooling outlets behind the front wheels have gained more prominence with a gold inlay and extends from the bottom of the doors to the shoulder line.

The rear highlights the car’s wide track with taut, muscular flares around the wheels. The shoulder line tapers around the base of the rear window and draws toward the center of the trunk lid. In a dramatic fashion, the rear window line descends longer and deeper than on the standard car. Combined with more gold elements, it appears as a separate modular element of the rear structure.

The GT-R’s twin round taillights have been reimagined as a separate “floating” feature with thin light rings and hollow centers, mounted so as to join the outer buttress and the central portion of the trunk structure. A large, adjustable rear wing, mounted with two uprights, completes the overall look. Custom wheels – 21 x 10 inches in front and 21 x 10.5 inches at the rear – accentuate the car’s bold stance. The exterior is finished in Liquid Kinetic Gray paint with distinctive Energetic Sigma Gold anniversary accents.

Inside, the Nissan GT-R50 by Italdesign reflects its modern, high-performance pedigree. Two different carbon fiber finishes are extensively used across the center console, instrument panel and door linings, along with black Alcantara® and fine black Italian leather on the seats.

Gold accents echo the exterior treatment across the instrument panel, doors and the futuristic race car-inspired switchgear.

The bespoke steering wheel’s central hub and spokes are made of carbon fiber, while the rim features a flat bottom and matching Alcantara trim.
Underneath the new shape, the Nissan GT-R50 by Italdesign is all business. Drawing on Nissan’s GT3 racing experience, the NISMO organization enhanced the hand-assembled 3.8-liter V6 VR38DETT engine to produce an estimated 720ps and 780 Nm of torque.

Changes to the power plant include optimized twin high-flow, large-diameter GT3 competition-spec turbochargers and larger intercoolers; heavy-duty crankshaft, pistons, connecting rods and bearings; high-flow piston oil jets; revised camshaft profiles; higher-flow fuel injectors; and optimized ignition, intake and exhaust systems. A reinforced dual-clutch sequential six-speed rear transaxle and stronger differentials and drive shafts direct the power to the wheels.

A revised suspension has been developed, featuring the BILSTEIN DampTronic® I continuously adjustable damping system. For braking, the Brembo six-piston front and four-piston rear brakes feature bright red, clearly visible calipers. Michelin Pilot Super Sport tires, sized 255/35 R21 in the front and 285/30 R21 in the rear, add a level of grip needed to harness the engine’s power.
INFINITI of Arabian Automobiles, along with AW Rostamani Lifestyle, were the proud sponsors of the EPIC 48 2.0 competition with Virgin Radio’s the Kris Fade Show. It was the first time Virgin Radio gave out a car live on air, with the winners Shaun and Ewa receiving a brand new INFINITI QX50 and shopping sprees at American Rag Cie, Vhernier, Angels and Apartment 51 at The Dubai Mall.

Employees from across AW Rostamani planted seeds of the UAE National Tree, the Ghaf tree, at Al Barari nursery. In partnership with social enterprise Goumbook, staff learnt about the importance of the tree for sustainability, and planted around 125 Ghaf seeds, which will be nurtured and replanted in the desert.

AW Rostamani celebrated the 47th UAE National Day, with an array of special activities and traditional performances. To mark the joyous occasion, the outside of AWR head office was transformed with music and decorations, including a spectacular heritage village.

AW Rostamani partnered with the 14th edition of the prestigious Middle East Watch & Jewellery Awards 2018 at Jumeirah Zabeel Saray Hotel’s Music Hall, and showcased luxury brands such as INFINITI, Georg Jensen and Apartment 51. Congratulations to AW Rostamani Lifestyle for winning the Best Colourful Jewellery Set Award for the Vhernier Freccia Collection.
At.Mosphere, at the world’s most visited landmark, the Burj Khalifa, played host to the latest senior management breakfast event. Located on the 122nd floor with unparalleled views of the city, it was the ideal venue for Salah Yamout, Sales and Marketing Director of Arabian Automobiles, and Samir Kazi, Head of Strategy and Business Development of AWR Properties, to discuss upcoming projects and ambitions.

INFINITI of Arabian Automobiles won silver at the MENA Effie Awards 2018 at the Armani Downtown in the Data-Driven/Programmatic category. The team received the accolade for its ‘Congratulations On Your New Job!’ campaign, which ran on LinkedIn and generated a 20% increase in leads and 43% in sales throughout its duration.

Huda Al Rostamani and the women of AWR came together to celebrate International Women’s Day. The inspiring Rana Nawas, of the Dubai Chapter of Ellevate Network, gave an empowering talk and answered questions in Head Office.

Friends, families and colleagues came together for the first AWR Fiesta at Arabian Ranches Golf Club. The event marked the closing ceremony of the 6th edition of the LAYAKA games, as well as a celebration for Arabian Automobiles 50th anniversary.
Come Fly With Me…

The UAE team from BCD Travel has used its expertise as a leading multinational travel management company to handpick the most exciting destinations for Life Enriched readers to visit this year.
Be Mesmerised by the Northern Lights in Norway

Norway is an all-year round travel destination, with visitors experiencing something unique during any one of the four seasons. With many natural wonders such as the Northern Lights, midnight sun, stunning fjords and unforgettable ski slopes, the Scandinavian country is a serene getaway from the hustle and bustle of everyday life.

BCD Travel offers all-inclusive packages, where guests can sit back and relax in luxury hotels with local food, culture and a backdrop of beautiful Norwegian nature.

BCD Top Tip: Enjoy a gourmet picnic next to one of the many charming salmon rivers in the summer months, or experience the thrill of dog sledding in Norway’s winter wonderland.
Latvia as a Gateway to the Baltic States

Discover ancient castles, wander through stunning valleys or laze the day away in buzzing cafes or on miles of beaches in this Baltic gem, Latvia.

To fully experience this colourful region, BCD Travel recommends a trip along the coast to Estonia or Lithuania. Latvia offers the perfect base for visitors to immerse themselves in the unspoilt scenery and heritage of the Baltic States. If that isn’t enough of an adventure, travellers can visit Sweden by taking an overnight ferry or travel to Russia by train.

BCD Top Tip: Local food markets in Latvia provide the perfect opportunity to try authentic cuisine with a friendly price tag.
For those who like the finer things in life, Singapore is an inspired choice for a long weekend away.

A stay in a trendy hotel is a must, and there is not a shortage of them in this city state. The futuristic and inspired destination is constantly evolving, making the tech savvy buildings and parks a prime spot for sightseeing. After a busy day, guests can unwind with a bit of retail therapy and fine-dining.

**BCD Top Tip:** Take in the spectacular architecture with a walking tour of Singapore.

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Arabian Automobiles has marked its success by winning the prestigious Mohammed Bin Rashid Al Maktoum Business award in the ‘Trade’ category. Winners of this award were honored at an astounding award ceremony hosted by Dubai Chamber of Commerce and Industry at Dubai Opera on 26th February. His Highness Sheikh Ahmed Bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority, CEO and Chairman of Emirates Group presented this award to Khalid Al Rostamani, Chairman of AW Rostamani Group and Michel Ayat, CEO of Arabian Automobiles.

His Excellency Sultan Bin Saeed Al Mansouri, UAE Minister of Economy, along with His Excellency Hamad Buamim, President and CEO of Dubai Chamber of Commerce and Industry, were also present on the stage.
Employees from across AW Rostamani cheered and waved flags as Arabian Automobiles was announced as the winner, before the entire team took to the stage for a group photograph.

Held under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and ruler of Dubai, the MRM Business Award was established in 2005. It recognizes organizations that strive for excellence and maintain the highest quality of standards in every aspect of their operations.

The MRM Business award program is an intense qualification initiative for businesses aiming to implement best in class practices by fostering excellence. It also provides a robust learning platform to nurture organizations into leading players in the global markets.
Another Milestone for the Iconic Patrol Safari Range

The Patrol Safari range has a long-standing heritage in the region so it came as no surprise to automotive enthusiasts that the launch of three new editions received an unforgettable introduction.

Exclusively developed for and available to customers in this market, the cars are inspired by two of the most iconic animals to inhabit the desert sands and skies, the majestic soaring Falcon and fleet-footed Gazelle.

In partnership with Nissan Middle East FZE, Arabian Automobiles took a leading role in immaculately planning and executing this important milestone for the Patrol name plate. The official launch event kicked off with an impressive convoy of over 200 Nissan Patrol cars driving through the city from the Meydan area of Dubai.

The procession was further elevated by Dubai and Sharjah Police who escorted the vehicles. Ending at the Mleiha Archaeological Center in Sharjah, the entrance was given a hero’s welcome from an overwhelming crowd of over 2,000 passionate Nissan Patrol fans. The excitement did not stop there as the collection was showcased again at an exclusive ‘Patrol Day’ at Sharjah Old Cars Club.

With its rugged exterior, good-looks and superb off-roading capabilities that can conquer any terrain, the Patrol Safari range has gained legendary status. The introduction of the three new editions, the Patrol Falcon, Gazelle and Gazelle X, have continued the car’s proud legacy.
The Nissan Patrol Falcon turns heads both on and off the road, with its impressive styling and richly appointed interior.

As comfortable navigating the urban jungle as tackling the challenges of desert driving, this multi-terrain vehicle transcends expectations of a 4WD car.

Drawing inspiration from the fleet-footed gazelle, master of swiftly maneuvering through multiple terrains, the Nissan Patrol Gazelle Edition is the ultimate urban 4WD.

Improved suspension and new additions have boosted performance, elevating the vehicle over and above a regular off-roader. Taking it one step further the Nissan Patrol Gazelle-X features enhanced functions and capabilities. The definitive off-roader, Gazelle-X has been designed to dominate the world of desert driving.

The Nissan Patrol Falcon, Gazelle and Gazelle-X editions are now available at AAC showrooms across the entire network.
The Nissan Patrol has broken another Guinness World Records title for the Largest Synchronised Car Dance. This award recognises an activation which has the greatest number of cars moving in unison within a formation. A total of 180 Nissan Patrols took part in the record attempt, driving in a synchronised routine in the shape of a giant desert falcon. This new accolade is the third time the iconic Nissan Patrol has achieved a Guinness World Records title.
Nissan achieved this new record at the Dubai Rugby 7s stadium, beating the previous world record holders by 36 cars. Led by international racing driver Axcil Jefferies, two concentric lines of cars drove in opposite directions around the outline of a falcon, a total distance of 1,476 meters. The shape formed by the 180 Nissan Patrols taking part in the attempt measured 176.5 metres by 225 metres.

Viewed from above, the activation looked like a giant falcon in flight over the sands of the Arabian desert.

In September 2015, the car broke the record for the fastest ascent of a 100 metre sand dune by a car, scaling the dune in a rapid 4.9 seconds. The first title was achieved in August 2013, when the Nissan Patrol successfully towed the world’s heaviest aircraft for more than 164 feet (50 meters) at Sharjah International Airport in the UAE.

The Guinness World Records official attempt was also a celebration of three new editions that have been added to the Nissan Patrol family. Launched in response to popular demand, the Patrol Safari Falcon, Gazelle and Gazelle-X were developed for and are exclusively available to customers in the Middle East. The names of the new cars also inspired the shape formed during the record-breaking synchronised car dance.
Social Media Trends 2019

Messaging
Consumers have higher expectations than ever and want an immediate response, leading to an increase in instant messaging.

Video
2019 is the year of visual content and videos provide the perfect platform to achieve engagement.

Trust
Studies have shown a sharp decline in trust for social media, presenting a challenge for companies to rebuild.
Storification

Born on Snapchat and now available across Facebook, Instagram and WhatsApp, the ‘storification’ of social media has changed the digital landscape forever.

Sponsored

Social media adverts can feel intrusive at times but when done in the right way can inform customer’s next purchases.

Live

The rise of ‘Live’ video across Facebook and Instagram has strengthened the relationship between brands and its followers due to its authenticity.
LEVEL 2, FASHION AVENUE, THE DUBAI MALL
SHOP ONLINE AT www.americanrag.ae
Sustainability Starts at Home

AWR Properties is continuing its mission to develop sustainable initiatives, in line with the Dubai Plan 2021, with 2018 representing its most successful year yet. Divided into six themes, the plan highlights strategic development aims for Dubai, with a smart and sustainability city forming part of this vision.

The property arm has taken serious steps to not only improve sustainability but raise awareness of green living throughout its over 4,000,000 million sqft of mixed used buildings. From simple light replacements to retrofitting HVAC systems and the use of renewable resources, the company has achieved considerable energy saving of 1,525,936 KWH in 2018. This has reduced carbon footprint by 660,000 kg C02e, resulting in an estimated saving of AED 671,412.

The improvements do not stop there, as the team continues to work on understanding, managing and reducing its environmental impact, whilst inspiring its employees to protect the planet for future generations by making sustainable decisions.
2018 Sustainability Highlights

- Replacement of light fixtures to LED in all commercial buildings
- Installation of various frequency drives for pumps
- Replacement of windows AC by Daikin Split units in labour camps
- Use of solar tube lighting for warehouses
- Develop and apply waste management policy to reduce, reuse and recycle waste
- Installation of faucets aerators in commercial WCs
- Installation of lighting motion sensors in common areas in commercial buildings
- Collect and recycle office papers in collaboration with the Green Box incentive from InfoFort
- Use of solar films on AWR Head Office full building facades
- Installation of various frequency drives for chillers
- Application of heat resistant coating for the workshops roofs
- Installation of pull cord switch for office lights
The interior of the all-new 2019 INFINITI QX50 is inspired by the look and feel of luxury resort hotels. INFINITI designers created the on-trend, multi-tone color combination for the available Autograph interior, providing drivers with a luxury experience every time they enter their QX50 mid-size crossover.

For the unique color combination, the design team drew inspiration from the experience one would have walking into a luxury beachfront hotel. Starting with warmer color tones, the rich chocolate brown replicates wood applications in the resort and the surrounding trees, followed by a creamy off-white representing the sand on a beach. The highlights of a cooler dark navy blue on the center console, reminiscent of the ocean, strike an attractive balance between warm and cool, creating a comfortable yet invigorating environment.

In response to consumers’ continued embrace of color, designers are recognizing the need to show more color in their collections, according to the Pantone Color Institute. Highlighting a more multi-faceted color story, the three main colors of the Autograph interior are very similar to color tones at the forefront of this year’s PANTONE® Fashion Color Trend Report 2018.
A creamy Pantone color, called Coconut Milk, represents the classic mainstay of a white and/or off-white, while a rich chocolate color titled Emperador adds strength and substance and Pantone’s classic navy-like Sailor Blue anchors the palette – just as the dark blue Ultrasuede® application does on the QX50. Where many luxury vehicle interiors use high-gloss wood surfaces to create the perception of quality, the QX50 is finished in genuine, matte finish open-pore maple wood. It is treated to retain its natural characteristics in texture and appearance.

Running a hand over it, the grain of the wood is still detectable to the touch, demonstrating a high level of craftsmanship to create an authentic, modern and highly tactile dashboard. Using bespoke manufacturing methods, wrap-and-sew detailing is a highlight of the handcrafted ambience. The leather on the dash is selected for its quality and is hand-wrapped over the edges of the panels. The seats, door panels and dashboard feature a laser hole-cut stitch pattern, tailored to follow the curves of the interior surfaces. Contrast color stitching is used on the seats for a luxury look and feel.
BEAUTIFUL DESIGN
ADVANCED TECHNOLOGY &
EMPOWERING PERFORMANCE
The all-new 2019 INFINITI QX50 embodies everything INFINITI stands for - beautiful design, advanced technology and empowering performance.

Distinctive proportions represent the brand’s signature powerful elegance design. The VC-Turbo, the world’s first production variable compression ratio engine, is two engines in one. It seamlessly transforms itself from a high compression engine for efficiency to a low compression one for performance.
The cabin boasts segment-leading space, with a sliding rear bench enhancing cabin and cargo flexibility and creating best-in-class rear legroom. With all seats in place, it accommodates three golf bags, or a stroller stored lengthways, with space for additional cargo.

The available moon roof stretches across the cabin, providing a dramatic, panoramic view of the sky for passengers. This visually enhances interior space, flooding the cabin with natural light.
Freccia is the word for ‘arrow’ in Italian. Here, it provides the inspiration for the pointy and rounded elements recalling the tip of a marvellous arrow.

Created in 2014 to celebrate the first fabulous 30 years of the Italian brand, the Freccia line was launched for the opening of the boutique in Via Montenapoleone in Milan, immediately becoming a best-seller.

The line consists of rings and bracelets, as well as earrings that gently embrace the lobe. The Freccia bracelet responds to one’s desire to own a bracelet that can be donned with just one simple gesture, achieved thanks to a special hinge between the jewel’s precious elements.

This version of the Freccia bracelet is in white gold and each element is covered with the most beautiful diamonds.

It is an example of the famous Vhernier pavé. The stones used are only the most beautiful diamonds. Strictly natural, they possess all the finest characteristics: never less than F colour, VVS clarity and excellence in cut. Symmetry and proportions are essential as only perfect gemstones can ensure the consistency and soft luminosity that make Vhernier’s pavé unique: velvety, compact and glowing with superb luminosity.

Created by the hands of highly experienced craftsmen in Italy, where Vhernier is headquartered and produced, Vhernier’s Freccia bracelet in full diamonds pave, with its unique shape and the endless carpet of luminous and brilliant stone, is truly a class apart.
About The Brand

Vhernier interprets contemporary jewellery like no other. Since its founding Vhernier has challenged the conventional codes of traditional jewellery design and created its own. Each technique is so amazing and personal to the brand that it is today known as ‘the Vhernier style’.

Characterised by soft curves, extraordinarily bold dimensions, and mesmerising plays of colour, it is a distinctive style, instantly recognisable, mirroring Italian design, art and architecture. A powerful inspiration filtered by the rigorous yet understated spirit of Milan.

By combining tradition with a passion for experimentation, Vhernier jewels transcend fashion and become timeless. Since its founding in 1984, the hands of Italian artisans have shaped a brand that is today celebrated for its expert craftsmanship and superior quality.
New Renault MEGANE R.S. Conquer every corner
There are 61 different nationalities working across AW Rostamani Group.

Over 20,000 people Like and Follow AW Rostamani's Facebook page.

Al Mankhool will house 327 hotel rooms, 10 floors of commercial offices and 182 units of residential rooms.

BCD Travel’s global network currently spans 108 countries.

Over 1.6 million AWR Lumina manufactured lights sold.
American Rag Cie Dubai has nearly 200 brands available on its online shop.

Arabian Automobiles sells over 200 vehicles daily.

**WORLD 1st**
The 4CONTROL technology in the new Renault Megane R.S. is a world 1st in its segment.

The winners of the 2018 Biggest Challenge: Groups Edition at AW Rostamani lost an amazing 50kg between the team of four.

KAR Transport operates a modern fleet of over 100 trucks and purpose-built trailers.

AWR Trading caters to over 600 customers.

AW Rostamani employees planted around 125 Ghaf seeds as part of its commitment to CSR.
AW Rostamani’s Journey of Corporate Social Responsibility

On 15th December 2018, H. H. Sheikh Khalifa bin Zayed declared 2019 as the Year of Tolerance. The announcement aims to highlight the UAE as a centre for tolerance and to act as a platform for communication between different cultures. AW Rostamani is proud of sharing values with people from around the world. This is showcased by the 61 different nationalities currently employed and working in harmony across the Group. Not forgetting local talent, AW Rostamani has an award-winning and dedicated Emiritisation programme.

The Year of Tolerance will focus on five main pillars:

- To deepen the values of tolerance and co-existence among cultures by teaching the youth the values of tolerance
- To solidify the UAE as the global capital for tolerance through a series of initiatives, projects and dialogues between various cultures and civilisations
- To implement multiple cultural programmes and make contributions to build tolerant communities
- To focus on legislative and policy-oriented objectives that contribute to mandating cultural and religious tolerance via dialogue
- To promote tolerance through targeted media initiatives and projects
AW Rostamani officially launched its corporate social responsibility platform in 2018, Enriching Communities, with the aim to give back, and play its part in building a sustainable future for the generations to come. Throughout the year team members volunteered their time to a diverse range of good causes, including a heartwarming visit to Dubai Autism Center, an educational trip to plant seeds of the UAE national Ghaf tree, and an Iftar hosted during Ramadan for orphans. The Group has never lost sight of the environment and community in its operations, with the launch of an official corporate social responsibility platform further cementing its company culture as one that cares.

In line with the Year of Tolerance, AW Rostamani will be focusing its corporate social responsibility for the next 12 months on helping to improve the happiness and wellbeing of the entire community, from children to the elderly and everyone in between. Employees will be encouraged to support their colleagues, socialise with the elderly and people of determination, and educate younger generations, regardless of their background. The Group will also be working closely with its subsidiaries, from Arabian Automobiles to Lifestyle and Lumina, to combine CSR efforts that align with the Year of Tolerance.

AW Rostamani will continue its mission to become a more sustainable organisation, whilst encouraging others to do the same, in line with the UAE Vision 2021. This will be achieved through strategic partnerships, educating members on the importance of sustainability, and the introduction of initiatives which aim to contribute towards the movement. The Group is currently assessing plans to transform head office into a plastic free environment by using green alternatives.

To learn more about AW Rostamani CSR initiatives, please visit awrostamani.com
THE ALL NEW 2019
QX50

ONE VEHICLE, MANY TALENTS.

World’s first technologies. Stand-out design. Spacious interior. Powerfully elegant. The all-new INFINITI QX50 is engineered to empower its drive.

INFINITI
EMPOWER THE DRIVE
Be Inspired with the Spring 19’ Collection

American Rag Cie Dubai has made it even easier to purchase the most exclusive fashion collections from around the world with its website launch.
Customers can choose from brands including Supreme, Champion and Mother Denim, alongside exclusives such as the Limited Edition Nike Air Jordan. Next day delivery is available in the UAE for those who cannot wait to get their hands on their purchases.

Get the look online at americanrag.ae
AW Rostamani Group Internal Audit (GIA) received maximum points in their latest external Quality Assessment Review, highlighting the team’s ongoing hard work and dedication. Undertaken by one of the Big Four Firms, PricewaterhouseCoopers (PWC), the review assessed the department’s adherence to the Institute of Internal Auditors standards.

Adding to this milestone, PWC also conducted an external maturity assessment, which is scored against best practices across the industry worldwide. This concluded that GIA is within the ‘Leading-Edge’ maturity level, with only 3% of global internal audit departments assessed by PWC receiving such a high rating.

The successes do not stop there, as GIA now looks to develop its capabilities in order to achieve a ‘World-Class’ maturity level.

Huda Al Rostamani, Director and Member of the AWR Group Audit Committee, comments: “As a member of AWR Group’s Audit Committee, I am delighted to announce that we have recently received results of the external Quality Assessment Review of the Group’s Internal Audit Department (GIA).

“Performed by one of the Big Four Firm, PricewaterhouseCoopers (PWC), the project was initiated by the Audit Committee in the beginning of 2018. PWC assessed the adherence to the Institute of Internal Auditors standards and reached an overall conclusion that the GIA department generally conforms to the standards, scoring five out of the maximum five points possible.”

The review looked at GIA’s position, purpose and remit, people and knowledge, process and technology, and performance and communication. It also included an assessment of relevant GIA processes and controls against the Institute of Internal Auditors standards.

GIA is constantly striving to enhance its existing practices, which can be seen in the automating of its internal processes such as timesheets, assignment appraisals, and incident reporting and whistleblowing.
AW Rostamani Group Internal Audit (GIA) consists of 11 members, whose aim is to improve governance, management controls and risks by providing insight and recommendations, based on analysis and assessments of data and business processes.

AWR has a dedicated Group Audit Committee, overseeing all audit related activity and providing strategic guidance, alongside taking part in key decision making.
What Inspires You?

**Ahmad Shamesedinen**
Assistant Marketing Manager - Sales & Marketing at INFINITI of Arabian Automobiles

40 Rules of Love - one of the books that inspired me most and made me look at life in a different way.
Rule 13: Try not to resist the changes, which come your way. Instead let life live through you. And do not worry that your life is turning upside down. How do you know that the side you are used to is better than the one to come?

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**Noor Pasha**
Senior Business Process Analyst - Corporate Excellence

What inspires me are my two elder brothers under whom I had the best guidance for both personal and professional life. Always they had been a key in shaping me what I am today. They shared their experiences facing the rough situations in life and always wanted me to take the right decisions and had a backing at times when I fail to reach my own over stretched targets. They showed me life has two sides of a coin, one having challenges and second is the success. Regardless of how the coin flips, success was always there. I choose the challenges in life to reach to the success. At AWR, I was lucky to find my brother's inspiration from my line managers under whom I worked at different roles. Of late, I consider our CEO as my idol and inspiration who always showed us the positive side of the business and larger opportunity even with tough situations.

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**Robee David Villaflor**
Talent Development Executive

The below quote inspires me so much. It’s one of the things that keeps me going, something that makes me think about the positive way in times of not so good situations - which someday, you will find the reason why all of these are happening.
“You can’t connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future.”

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**Rahma Idris**
Executive - Sales and Design at AW Rostamani Lumina

‘Love inspires me; its power to heal and evolve is infinite. That magical warm feeling you get when you see a toddler kissing their parent, or best friends laughing after a vicious quarrel or a couple walking down the beach hand in hand: we are all loved and we should love back just as strongly.'
Salman Khalid  
Finance Executive at Arabian Automobiles  

My biggest source of inspiration is nature. I'm drawn to the bright colors of flowers, greenery of grass, birds flying high and sun in the sky. Whether I am going for a local trip or travelling abroad, it is always the breath of fresh air which soothes my mind. I think it is really important that we should take some time out of our office to take a walk, to be surrounded by nature and find a new inspiration.
All you need to do is “Just change the way of looking at the nature around and for me, surrounding myself with this inspiration keeps me motivated.”
Truly, inspiration is everywhere.

Nazerke Temirbekova  
Team Leader at AW Rostamani Group Internal Audit  

I am always inspired by the Prophet Muhammad (s.a.w) and his remarkable life, full of wisdom and sincere humanity. One of his quotes that I keep reminding myself as a motivation for being active and focused in life is: “Take advantage of five before five: Your youth before your old age, your health before your sickness, your wealth before your poverty, your free time before you become occupied, and your life before your death”.

Zainab Alshehhi  
Marketing Executive at AW Rostamani Group MarCom  

My late Father is inspiring me always. He didn’t take any kind of education but he knew a lot of things. He encouraged me, my sister and my brothers to study hard, he encouraged us to be successful in our life. He was a great man, and what I am now is because of him. I want him to be proud if me even if he is not here now.

Claire Foreman  
HR Business Partner at AW Rostamani Lifestyle  

I discovered Robin Sharma over ten years ago when I read his book entitled ‘The Monk Who Sold His Ferrari’, a fable about fulfilling your dreams and reaching your destiny. It is an inspiring tale that provides a step-by-step approach to living with greater courage, balance, abundance and joy. Robin is a motivational speaker and best-selling author; he is also one of the top leadership experts in the world. His work is embraced by rock stars, royalty, billionaires and many celebrity CEOs. With over 15,000,000 books sold, clients such as Starbucks, Nike, GE, The Coca-Cola Company, NASA and Microsoft are using his leadership methods to drive real growth and top performance. Robin is a true inspirational leader of our times.
NISSAN NISMO R
LIFE IS TOO SHORT
ORDINARY PERFORM.

Innovation
that excites

370Z NISMO

GT-R NISMO

PATROL NISMO

NISSAN NISMO RANGE.

LIFE IS TOO SHORT FOR
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MANES.

LIFE IS TOO SHORT FOR ORDINARY PERFORMANCES.

NISSAN NISMO RANGE.

NISSAN INTELLIGENT MOBILITY
The Digitization of HR
The advent of digital technologies has changed the way people live, and for many businesses this has resulted in a complete overhaul of the way its operations are organized and conducted. Human Resources teams across the globe have begun rethinking the way employees work by adding digital solutions to embrace the changing times. For many, this has resulted in an improvement of efficiencies and an increase in overall workplace productivity.

AW Rostamani GHRD has revolutionized its service with a dedicated HR app called AWR Engage. The app is designed to provide a smart digital gateway to HR services for AWR employees. It aims to facilitate easy access for self-service requests and functions as an integrated communication platform to help connect members.

Anil Lamba, Chief Human Resources Officer, comments: “It is a really exciting time for GHRD as we move into a new phase of digitalized services. AWR Engage is aimed at providing a fast, agile and effortless experience to our employees to connect. We can expect improvements and other features to the app throughout the year.”

Features of Release 1.0

- Post information on a newsfeed
- Set up groups for discussions and planning activities
- Apply for leave, submit passport release and letter requests, and view pay slips through employee self-service
- Communication hub for people to chat to their colleagues
- View profile
Shift Car Rental officially opened for business in 2008, fueled by Arabian Automobiles outstanding fleet of vehicles and AW Rostamani’s desire to further enrich the lives of its customers. Fully integrated with the automotive arm, Shift procures its vehicles from the team, whilst creating business for AAC Aftersales and AUTOTRUST through servicing and repairs.

The diverse roster of vehicles available from Shift consists of small, medium and large cars, including SUVs and luxury models. However the most popular cars are compact sized, with small and medium crossovers like Renault Duster, Nissan Kicks, and Renault KOLEOS gaining popularity with western expats. Its target customer segments are corporate businesses (75%) and individual residents (25%), using a mixture of long-term (70%) and short-term rentals (25%). Amongst the individual residents, the top three nationalities who make up 35% of the business are from the United Kingdom, India and South Africa.

After celebrating a successful ten years of operations, the car rental market has never been so competitive with consumers continuing to demand more. Shift has sought to address this through the introduction of online bookings, web chats, a customer portal, delivery management systems and automotive payments, to name a few. With technology always evolving, Shift is revamping its entire front end software in order to offer its users a more varied range of products and services, and an overall better experience.

Director of Shift Car Rental, Ashish Nanda, was a founding member and chief pilot of the brand. He comments: “Over the past decade, we at Shift have been made more responsible and increasingly accountable. Awards, accolades and recognition like the Dubai Quality Award or the Sheikh Khalifa Excellence Awards are the stars and stripes that don the mantle, whilst ensuring we keep our feet firmly on terra firma. Our growing and highly satisfied customer base, of over 2000 and counting, across both retail and leasing, has been consistently endorsing why we have been constantly touted as the fastest growing car rental brand in the UAE. We believe that true empowerment comes from the most desirous quarters: our customers.”

It is predicted that many customers will move from car ownership to ‘usership’
in the next ten years, with Shift making provisions to be part of this change. The car rental service hopes to reach the 10,000 mark by 2021 and be equipped with the technology to provide better customer experience and improve the management of the overall business.

“With connected cars, customers can book from their mobiles and drive away. This is currently being tested by car share companies but will soon catch on with car rental companies. Those who join this technological renaissance will survive.

Electric vehicles will bring an era of great value for the customer, which is why we became the region’s first car rental firm to add green automobiles to its fleet. We also understand the impact autonomous cars will have on the industry and will gear ourselves with evolving technology and collaborate with the right partners to ensure we are one of the first in the industry to induct autonomous,” Director of Shift Car Rental, Ashish Nanda said.
Renault MEGANE R.S. Unleashed in the Middle East

Renault has launched the highly anticipated MEGANE R.S. into the market. As the newest member of the MEGANE family, the vehicle sets the benchmark within the C-segment sport market, offering an unrivalled driving experience both on and off the racetrack.

New generation 1.8 litre turbo engine and dual clutch EDC automatic gearbox

With motorsports in its genes, the Renault MEGANE R.S. comes complete with a new generation 1.8 litre turbo engine delivering 280hp and 390Nm. Equipped with a chain-driven timing system, the state-of-the-art engine also boasts reduced CO2 emissions and fuel consumption. Just like a race car, the Renault MEGANE R.S. comes with a dual clutch EDC automatic gearbox and steering wheel-mounted gearshift paddles to withstand greater torque and revs while providing a smooth, reliable drive.

Dynamic styling with everyday comfort

The new MEGANE R.S alludes to Renault’s competitive racing heritage in its design, with a wide air intake in the front bumper incorporating an F1-style front blade. The specially developed Tonic Orange colour is complete with sculpted body sides, 3D honeycomb-pattern grill mesh and a multi-reflector LED lighting system. Inside, drivers can enjoy unparalleled comfort with spacious seating, luxurious upholstery and aluminum pedals with a specially-designed gearshift lever.
Graham Brown, Head of Buying and Merchandising at AW Rostamani Lifestyle

Tell us a bit more about your day-to-day role at AWR?

It’s a constant moving feast with buying and merchandising (B&M), we have to constantly keep our eyes on three dimensions, the past, present and future. Always planning ahead whilst simultaneously looking back and trying to learn from our history, as well as ensuring the smooth operations of day-to-day trading. As we jump from one season to the next we’re continuously evolving our knowledge and opinions. One day we’ll be looking at the reaction of the recent launch of Jellycats for angels, the next we’ll be trying to source the next up and coming streetwear brand for American Rag. Other days we could be working with logistics and operations on how best to receive the most recent shipment for Apartment 51. It’s such a dynamic place of work.

What has been your greatest achievement at AWR?

Great question and one that we should ask ourselves more often, taking the time to reflect and remember achievements really helps you feel confident about your capabilities. Whilst it may be a little understated in terms of achievements, one of the most flattering was being requested from a previous company to coach and train an entire B&M population of around 300 people.

Talk us through your morning routine before coming to work?

It always starts with some delicious supreme blend coffee from our very own World Coffee Bar. Followed by dropping our puppies (monsters) at doggie daycare.

What do you like to do in your spare time? Do you have any unique hobbies and interests?

I’ve recently been spending a lot of time discussing baby names with my wife, we have our first one due in April! I’m also trying (and struggling) to get back into triathlon training after completing my first iron man last year.

What is your ultimate career ambition?

To make a difference and leave a lasting legacy.

And finally, if you could do any other job at AWR what would it be and why?

I love knowing how things work and my curiosity as a child used to usually end up with me dismantling anything I got my hands on. I’ve also got a background in physics and engineering, so probably a mechanic!
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BY APPOINTMENT TO
HER MAJESTY THE QUEEN OF DENMARK

GEORJ JENSEN
ESTABLISHED 1904

SAVANAH RING
Talk us through your morning routine before coming to work?
After peeling myself off the bed I go and make myself coffee and breakfast. I savor my first meal while listening to local and international news (it is always good to be informed). This is then followed by a warm shower and then by the ladies’ ritual of beautification with jazz music on in the background. I then proceed to take my ten minute brisk walk to the bus stop going to work.

What do you like to do in your spare time? Do you have any unique hobbies and interests?
I’m your average ‘millennial-introverted-couch-potato’, when I am not on Netflix I’m probably on YouTube. I like poetry, short stories and long walks.

What is your ultimate career ambition?
I would like to have my own business someday, something that has to do with the combination of my interests such as my love for coffee and literature.

And finally, if you could do any other job at AWR what would it be and why?
Definitely marketing! I have gained interest in the field a year ago and educated myself on the subject. I appreciate the creative part and human behavior part of it. Marketing is like a marriage of arts and psychology and it’s something that never goes out of style.
Graham Brown  
Head of Buying and Merchandising at AW Rostamani Lifestyle

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Tell us a bit more about your day-to-day role at AWR?
Being part of the finance department, my day-to-day activities include accounting transactions, payments, financial reporting and others.

What has been your greatest career achievement?
One of the greatest achievements during my tenure with AWR Group is being part of the finance team, and being engaged in many projects that have enriched my career experience.

Talk us through your morning routine before coming to work?
My morning routine before coming to work is typically a mother role preparing my two sons and dropping them to school and having a chat with them before we arrive.

What do you like to do in your spare time? Do you have any unique hobbies and interests?
As a member of CF tennis academy I play tennis, especially in the good weather.

What is your ultimate career ambition?
Being a successful finance professional in the industry.

And finally, if you could do any other job at AWR what would it be and why?
I would love to try being part of the marketing department. Marketing was always an interesting area for me.

Tell us a bit more about your day-to-day role at AWR?
I’m responsible for identifying opportunities, analyzing situations, motivating the team, setting processes and handling objections in order to achieve sales targets quantity-wise, as much profile as possible, and ensure high quality service is given to all of our customers. I start by running a few reports that give indications on the overall situation, and if we are on track and reasons if we are not. I also discuss with my team the previous day and possible opportunities. Then I move to more micro managing tools with every team members to ensure we don’t lose a single opportunity. I interact a lot with our customers to understand more and to try and close a deal with them or retain them.

What do you like to do in your spare time? Do you have any unique hobbies and interests?
I love cycling whenever I get the chance, also I love visiting new countries with my family, and adventures with my daughter.

What is your ultimate career ambition?
I don’t put limits, I’m sure that with passion we can achieve a lot.

And finally, if you could do any other job at AWR what would it be and why?
I love analyzing different types of data and finance reports, and work on actions accordingly.
Tell us a bit more about your day-to-day role at AWR?

As Senior Facilities and Operations Manager in AWR, my day starts with responsible and time sensitive tasks ranging from, reviewing and approving the PR & PO's, reviewing the daily dashboard for the previous day reactive maintenance requests and PPM schedules, and monitoring energy and water consumption in AWR buildings. The reviewing and monitoring of activities enables us to track and ensure that activities are carried out by the team in a responsible and time sensitive manner, as per the schedules both for clients and internally.

Analysing the data and exploring avenues for business operations efficiency and effectiveness is an important task that I perform. The analysis enables, developing management strategies, setting up technical standards as per industry best practices, planning resources required and to organize training which is essential to ensure business relevance in the competitive market. My engagement with innovative ideas and sustainability solutions excites me. Setting up service level agreements and key performance indicators for all contracts, reviewing the performance of the specialist contractors through SLA’s & KPI’s is another key task that I perform.

The importance and time taken for emails, meetings both internal with engineers and supervisors and external with vendors, to achieve the above needs recognition as they occupy most part of the working hours.

What has been your greatest achievement at AWR?

My greatest career achievement was to bag the complete technical maintenance contract for the world’s tallest tower, the Burj Khalifa for my company in 2009. Also, I played the key role in the mobilization, operation and maintenance of the contract.

Talk us through your morning routine before coming to work?

My day starts as early as 5.30am everyday with more or less the same disciplined routine. Thanksgiving to God for all the blessings kick starts the day. Physical vitality has always been important to me and I spend some time exercising to invigorate my body. To be efficient multitasking is important and while exercising I make use of the time to stay abreast with the world and industry developments. Before starting for work, I ensure I have done preliminary planning for the day, by reviewing emails and calendars.

Three times a week I take the opportunity to spend quality time with my son while driving him to the soccer school. When I have spare time I do routine inspections or carry out surprise visits to AWR sites/buildings.

What do you like to do in your spare time? Do you have any unique hobbies and interests?

Sports has always been an area of special interest for me from younger days. Playing outdoor games like volleyball, cricket and swimming. Following and watching French and La Liga football leagues is how I spend my spare time. Quality family time is also vital to me and when we as a family are not engaging in indoor or outdoor sports activities, I read.

What is your ultimate career ambition?

Being energetic and ambitious, my ultimate career ambition is to become head of business where I can utilize my education, experience and career learnings.

And finally, if you could do any other job at AWR what would it be and why?

I would like to set-up and develop a facilities management company for AWR Group, where the company can utilize their own team for asset management and can provide services to external contracts like government organizations and private properties. The company can earn profits and shares in the local market business, and can become a well reputed local FM company in the UAE and other GCC countries which I am very confident about. This also gives an opportunity to serve and gain the social responsibility of the country.

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The E-Commerce BOOM
The UAE is poised to be the next e-commerce capital of the world, as it continues to explore innovative ways to boost e-commerce as a driver of economic growth. The rapidly increasing youth population in the UAE brings with it a high purchasing power and the demand for quick delivery. In 2018, the industry in the Middle East alone was estimated to be worth $26.9 billion and is forecasted to be valued at $48.6 billion by 2022.

In reaction to this booming market, KAR (Khalid Al Rostamani) Freight and Forwarding has used its expertise and outstanding customer service to launch its own e-commerce delivery solution. This, alongside KARFF Courier Service, represent the newest editions to the company’s growing portfolio.

KARFF E-commerce Delivery Solutions is strategically located in Umm Ramool, next to the rising Dubai CommerCity, the first dedicated free zone for e-commerce in the Middle East and North Africa. The focus is currently on inter-Gulf express delivery, with cash-on-delivery capabilities for Saudi Arabia, Oman and Kuwait, which has set it apart from competitors. Not limited to these locations, this new venture serves other domestic and international locations as well.

Listening to consumer and business needs, KARFF’s fully integrated, user-friendly app features an innovative system that enables customers to access real-time tracking for their packages and receive pre-delivery messages. With next-day-delivery guaranteed for all domestic shipments and an express service for same day delivery, alongside affordable rates, KARFF has become the service of choice for e-commerce entrepreneurs. Within three months of launching, KARFF E-commerce Delivery Solutions successfully completed over 6,000 deliveries. Whilst KARFF Courier Service, which is predominantly used for documents, office materials and personal effects, continues to go from strength-to-strength.

As the world’s business landscape has progressed into a digitized and virtual age, KARFF has firmly set its foot in the future. With a solid background in logistics and the latest digital products, KARFF E-commerce Delivery Solution and Courier Service embodies the perfect union of traditional logistics with a technology-centered approach.
Arabian Automobiles is celebrating another successful Dubai Shopping Festival with bigger prizes than ever before. Taking place from 26th December 2018 until 2nd February 2019, shoppers were treated to a series of events, activations and amazing deals across Dubai. In its 24th year, Arabian Automobiles has been a strategic partner of DSF since its inception.

A lucky winner was chosen daily to take home an INFINITI QX50, plus AED 150,000 in cash. To take part in the INFINITI Mega Raffle, all customers had to do was purchase a raffle ticket for AED 200 at selected stations and stores.
For the daily Nissan Grand Raffle, shoppers were offered the chance to win one of seven Nissan models (Sunny Sedan, Sentra, KICKS, Altima, Xtrail, Pathfinder and Patrol) by spending AED 20 or more on non-fuel purchases at EPPCO and ENOC petrol stations, and Zoom stores.

One Sentra was also given away every weekend for four weeks in the lead up to DSF. To add to the excitement, winners were announced live on Sama Dubai TV.
DRIVE EVERY YOU

Superior space and innovative, advanced safety features enables you to have a smart and versatile lifestyle. Empower every drive in the luxurious QX60, equipped with a new 295-horsepower engine, motion-activated rear power liftgate, larger rear headrest monitors and INFINITI InTouch™ with Navigation.

The INFINITI QX60. Drive Every You.
Superior space and innovative, advanced safety features enables you to have a smart and versatile lifestyle. Empower every drive in the luxurious QX60, equipped with a new 295-horsepower engine, motion-activated rear power liftgate, larger rear headrest monitors and INFINITI InTouch™ with Navigation.

The INFINITI QX60. Drive Every You.

FOLLOW US

Infiniti-dubai.com
KEEP CALM AND BE AWR...

Workplace health and wellbeing initiatives have been proven to have not only a positive impact on employee’s happiness, but also lead to an increase in productivity.

The GHRD Talent Development team, who are behind AW Rostamani Health and Wellness, have shared their recommendations on how we can achieve this.
Stay Active
AWR’s The Biggest Challenge returned in 2018 and was bigger than ever before. As part of the initiative, exercise sessions such as aerobics and yoga took place, alongside advertisements encouraging employees to use the stairs. At least 30 minutes of exercise is recommended everyday which can easily be achieved by ditching the lift and keep moving.

Mind Training
Our emotional wellbeing is just as significant as keeping fit. Realistic goals and targets can help minimize work stresses by focusing the mind. Employees are encouraged to work with their line-managers to discuss their career ambitions, which can then be placed on the internal software, Fusion in order to monitor progress.

Superfoods
It is no surprise that eating foods full of nutrition will result in having more energy in the office. Consuming the right foods will also help to alleviate that mid-afternoon stomach rumble, as they slowly release energy. Health authorities commonly advise to drink two liters of water every day so make sure that bottle is regularly topped up at the water cooler.

Hibernation
There is a big difference between the number of hours sleep people can get and the amount needed to operate at the very best. With this in mind, seven to nine hours sleep are considered the optimum amount. Nevertheless, maintaining a regular sleeping pattern is just as important and can be achieved by implementing a routine of going to bed and waking up at the same time every day.

Sense of Purpose
Team members across AW Rostamani continue to take part in a diverse range of corporate social responsibility activities. It offers the ideal platform to engage with employees, contribute to lives of others and give back to the community. The feeling of offering time and knowledge to another person can be as fulfilling as the achievement of a personal goal.
Putting the Spotlight on Local Talent

Renowned for its cutting-edge lighting solutions in the UAE, AW Rostamani Lumina is giving back to the great nation it was founded in through its latest initiative Made by Emirati. Life Enriched spoke to CEO, Umar Khan about the project which will see local engineering students develop an efficient LED light source using AWR’s world-class facilities and guidance.

Lumina has gathered a team of global talent for the project which will provide a learning experience for the students and take them on a journey of lighting discovery.

What inspired the Made by Emirati initiative and why is it so important to Lumina?

Firstly, sustainability, renewable technologies and reducing energy consumption are key themes of the UAE’s 2020 campaign, and it is widely recognized that LED lighting is an important technology towards it.

Alongside sustainability, His Highness Sheikh Mohammed bin Rashid Al Maktoum has shared his vision for local talent development. Made by Emirati is a CSR initiative, driven by these pillars. As a company based in the UAE, this is an opportunity for us to give back.

What are your hopes for the project?

I hope to have a group of budding local engineering talent, making the use of our state-of-the-art facilities, and for them to interact with our international project team who will impart knowledge of product design, fabrication and application.
I would like for the students to have worked under their mentorship to create a real and pioneering product of commercial value, which can be used in the UAE.

Created by the UAE, for the UAE. We have identified a gap where we are not seeing local engineering talent getting involved in the lighting industry. We would be delighted to have a pool of local engineers producing innovative products for the lighting world. The project was born in October and we are now at the finalizing stage with Higher Colleges of Technology.

**Will Made by Emirati be a one-off or do you hope to make it a regular occurrence?**

This is just a starting point. The aim is for all new final year students each semester to take part, meaning we would have around three to four Made by Emirati projects every year. This would be real life problem solving with innovative lighting solutions, responding to the
ever increasing and complex customer demands. It will be a very exciting way of solving unique challenges like energy saving, efficiency, longer replacement cycles and smart connected lighting.

Tell us about the stakeholders you are working with. What has it been like to partner with them?

We are working with Simon Fisher, an internationally renowned product developer from the UK, who has been designing products since 1990. He is the founder and director of F Mark, one of the most respected product designers of light fixtures globally.

His designs have lit amazing spaces anonymously when required, making a statement on other occasions, but have always considered the environment and the need for sustainable solutions. Joining him is Walid Fakousa, an expert consultant, who is the head of CD+M’s architectural lighting design studio in Dubai, and the managing director of The Lighting Institute. With more than a decade practicing lighting design in Europe and the Middle East, he has worked on a cross-section of award winning international projects.

At Lumina, we have a history of working with the best resources and we have strong relationships with them. They understood the CSR focus and we proposed this as a way of giving something back.

And finally, what do you see as the main challenges facing the lighting industry today?

In 1879 Thomas Edison invented the lightbulb, and for decades nothing much changed until around eight years ago when the lighting industry faced a major disruption with advent of LED.

This caused a reset in the lighting industry with many of the major players unable to navigate through the challenging times. Anticipating the changes, Lumina put forward the best resources and strategy and as a result has been able to navigate through these unchartered waters. Consumers are confused, there are fantastic products out there but they are too expensive. Through the development of our state-of-the-art LED lighting lab, we have been able to provide not only reliable lighting solutions, but with a price advantage over our competitors. Through international studies of global energy footprint, it has been established that 19% of all electricity consumed is created by lighting so there are sustainability concerns. We are in the unique position where we have provided lighting as a solution towards sustainability.

Lumina takes pride in making the transition for general consumers easier so they can fully understand sustainable lighting. We have founded the affordable reliability segment in the market, which means it is priced right and the functionality is also there.
Travel Smart. Achieve More.
AUTOTRUST has officially launched a first of its kind reward and referral program, as part of its drive to improve its award-winning customer service through digital innovations. The AUTOTRUST E-Wallet will allow users to earn TRUSTCOINS which can be used for future services.

Customers can simply enroll in the e-wallet program online after a mechanical service at AUTOTRUST, and their account will automatically be credited with welcome points. People can invite any number of family, friends and colleagues to join by sharing their e-wallet address, and for every referral both the current and new customer will receive points.

TRUSTCOINS are valid for one year from the date on which it was credited, and users will receive notifications about their points, how to redeem and when they expire.

Luigi Rubinacci, Director of Strategic Ventures, comments: “We are thrilled to announce the launch of the AUTOTRUST E-Wallet, showcasing our commitment to giving back to our customers. Many brands offer loyalty points, but we wanted to go one step further with the introduction of a referral program. In the digital era, AUTOTRUST's belief in technological innovation has never been more important and we look forward to welcoming further additions to our offering.”

AUTOTRUST is a 360-degree solution for multi-brand cars in the UAE that includes repair, service, and sales of multi-brand used cars. The company operates a network of three workshops, equipped with latest diagnostic and repair technology strategically located in Abu Dhabi, Dubai and Sharjah. The 24/7 accident repair and service provider plan to further increase its footprint in the UAE over the coming years, in order to cater for the three million vehicles estimated to exist in the Emirates.

Opening for business in 2017 under the umbrella of AW Rostamani Trading, AUTOTRUST offers customers highly convenient, integrated and trustworthy multi-brand vehicle care, protection and sales options.
AW Rostamani Group with 50 years of experience in the Automotive Industry with NISSAN, INFINITI and RENAULT presents AUTOTRUST a Non Agency Multibrand Car Service and Repair Center that caters to all customers and wide range of Japanese, Korean, American and European Cars. AUTOTRUST offers Agency like service, Agency like quality Uses only Genuine parts at a Fair Price.

1. **ENROLL**
   for the AUTOTRUST E WALLET Referral Program when you visit any of the AUTOTRUST Multibrand Service Center

2. **EARN**
   your welcome Discounts in the forms of TRUSTCOINS
   1 TRUSTCOIN = 1 AED

3. **REFER**
   your friends and family to visit AUTOTRUST and thus earn more referral TRUSTCOINS to your Wallet

4. **REDEEM**
   your TRUSTCOINS for any Service at AUTOTRUST branches

**Terms & Conditions:**
- Unique E WALLET address
- Earn the COINS through references.
- On every reference you will receive a 10%* discount - labor only
- Use it on your next billing with AUTOTRUST

**OUR SERVICE CENTRES**
- Al Qus. Dubai: 052 280 1758
- Ind Area & Sharjah: 052 280 1758
- Musaffah, Abu Dhabi: 056 142 5456

800 2978
Contributes to A Better, Much Greener Future
Hilton (NYSE: HLT) has signed a management agreement with AW Rostamani to develop an upscale DoubleTree by Hilton property in Bur Dubai. DoubleTree by Hilton Dubai - M Square will join 11 hotels currently operating or in the pipeline for the brand in the UAE, and represents a first entry into the hospitality industry for the family-owned AW Rostamani.

“Since we introduced DoubleTree by Hilton to the UAE four years ago, the brand has been a real success story and is now one of the fastest growing in the market,” said Carlos Khneisser, vice president of development, Middle East & North Africa, Hilton. “It offers the versatility to create a hospitality experience that fits an owner’s personal vision, supported by the established standards and global reach of an established brand. We look forward to working with AW Rostamani Group to bring about a new and unique offering for travelers looking to experience staying in the heart of Dubai’s traditional, cultural district.”

The new build DoubleTree by Hilton Dubai - M Square is expected to open in 2020. Construction is already underway on the mixed-use development, which will house the property. Nestled within the portion of Dubai commonly referred to as the city’s ‘Old Town’, guests will be ideally located to enjoy attractions such as Dubai Museum, Al Fahidi Fort, Dubai Creek and the range of lively souqs which characterise the area’s heritage. The hotel itself will contain 327 guestrooms with 131 serviced apartments.

“DoubleTree by Hilton Dubai - M Square represents the expansion of the AWR Properties portfolio, whilst also supporting the leadership’s Dubai Plan 2021 vision to establish Dubai as the preferred place to live, work and visit,” said Khalid Abdul Wahid Al Rostamani, chairman of AW Rostamani Group. “Bur Dubai’s rich cultural history offers the ideal location for the new hotel project, and will provide us with another platform to continue enriching customer’s lives. Hilton serves as an ideal partner in managing our project, and it is a pleasure to be working alongside the internationally-renowned brand.”

The hotel, which will include five food and beverage outlets, two outdoor pools, and fitness and business centers, will be situated on Sheikh Khalifa bin Zayed Street, within close proximity of two metro stations and Burjuman Shopping Mall.
AW Rostamani Acquires Majority Stake in UK Car Retailer

AW Rostamani has acquired a majority stake in Brayleys, the leading London and South East England car retailer, for an undisclosed sum. With annual revenues in excess of $2 billion and a heritage of over 50 years, this marks the AW Rostamani’s first investment in the UK’s motor retail sector.

Three senior executives of AW Rostamani have joined the board of the company, with its founder and managing director Paul Brayley continuing to oversee the business with his current management team. AW Rostamani will play a crucial role in lending its expertise and vision to chart a robust growth for Brayleys. The expansion to the UK, through the majority investment in Brayleys, is part of the organisation’s goal to strengthen its global footprint through strategic acquisitions.

Khalid Al Rostamani, Chairman of AW Rostamani, said: “The acquisition of a majority stake in Brayleys is underlined by our strategy to expand and build our business in the UK, a key automotive market. We have been assessing various options for investments and identified Brayleys as a perfect fit to our vision. We will continue to explore new opportunities to help enhance our presence in the UK and focus on leveraging significant growth opportunities with Brayleys.”

AW Rostamani operates in a number of industry sectors across the United Arab Emirates. Its flagship subsidiary, Arabian Automobiles, is the exclusive distributor for Nissan, INFINITI and Renault in Dubai and the Northern Emirates, totalling 21 showrooms and 16 service centres. With a focus on customer service excellence, the leading player in the GCC region’s automotive sector has several exclusive industry dealerships and partnerships.
AW Rostamani Group Partners with the Middle East Watch & Jewellery Awards

AW Rostamani partnered with the 14th edition of the Middle East Watch & Jewellery Awards 2018, hosted in Dubai. Through sponsorship, AWR showcased luxury brands such as INFINITI, and Georg Jensen designer homeware, and Apartment 51, a premium collection of homeware and accessories, offered through AW Rostamani Lifestyle.

Mustafa Dada, Group Head of Marketing and Communications at AWR, said: “We are proud to partner with the Middle East Watch & Jewellery Awards 2018, which has such a strong legacy of honouring excellence in the watches and jewellery industry. Through our partnership, we highlighted the values that we share – a commitment to excellence and a focus on the highest quality. Since our inception in 1954, our vision has been to enhance the experiences of customers and today, through all our businesses, we are committed to enriching the lives of our customers.”

At the awards, AWR underlined its strength of focusing on customers. “We believe that it is important to deliver memorable experiences for our customers that meet and exceed their lifestyle choices. This is reflected in brands such as INFINITI that are loved by our customers for industry defying technology, aesthetics and performance,” said Salah Yamout, Director of Sales and Marketing at Arabian Automobiles.

Greig Fowler, CEO of AW Rostamani Lifestyle, added: “We bring innovative brands that elevate the lifestyle of our customers. Our focus is on being relevant to their needs, especially with trends changing at a fast pace today. We constantly redefine ourselves by enhancing our offering in line with the aspirations of our customers.”

AW Rostamani Lifestyle was presented with the Best Colourful Jewellery Set Award for the Vhernier Freccia Collection.
Zayed University and AW Rostamani have signed a Memorandum of Understanding (MoU) to support the Students Accessibility Services Department (SAS) at the university’s headquarters in Dubai. The agreement was signed by His Excellency Prof. Reyadh AlMehaideb, Vice President of Zayed University, and Huda Al Rostamani, Director of AWR. As per the agreement, AWR will support the financing of Zayed University’s SAS Department to purchase technical equipment, software and tools that will benefit Students of Determination during their educational journey.

“The initiative encourages our Zayed University students of determination to further improve and excel in their studies, it advances their interaction with faculty members and other classmates, and pushes them forward to be involved in extracurricular activities,” said AlMehaideb.

Huda Al Rostamani added: “We are honoured to partner with Zayed University to extend our support to Students of Determination. This reflects our unwavering commitment to the vision of our wise leadership to drive inclusive growth by providing the right supportive environment for people of determination to excel in all chosen fields. Through our partnership with Zayed University, we are investing in our future talent, who can make a positive difference to the community through their academic knowledge and training.”

AWR has a sterling track-record in supporting noble initiatives that have established them as a responsible partner in the all-round progress of the nation. As part of its CSR activities, the Group has worked closely with various charitable entities to support the underprivileged. The Group is also focused on strengthening the skills of people of determination, in line with the goal of UAE Vision 2021 and Dubai Plan 2021 to strengthen the pillars of the nation as a vibrant and cohesive society.
KAR Transport has won the RTA Dubai Award for Sustainable Transport in the ‘Mobility Management’ category. A grand awards ceremony was hosted by RTA Dubai at Zabeel Hall, Dubai World Trade Centre on 27th February to recognize the winners.

His Highness Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum, Chairman of the Dubai International Marine Club, presented the award to Sandeep Sahae, CEO of KAR Transport, and Sandeep Arora, Head of AW Rostamani Business Excellence. His Excellency Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors, was also present on the stage.

Under the patronage of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, the RTA DAST Awards was initiated in 2008, with an objective to promote RTA’s vision of safe and smooth transport. It recognizes individuals and organizations that implement successful ideas and sustainable practices, in the areas of mobility and transport management, for improving safety and the environment.

The award program also recognizes exceptional contributions towards RTA DAST objectives in various aspects such as best academic projects, student projects, sustainability ambassador, best media team, best journalist and more.

Operating principally in the UAE and the GCC, KAR Transport maintains a network of trusted international partners across Middle Eastern countries and beyond. The company operates a modern fleet of over one hundred trucks and purpose-built trailers, specifically configured to meet the unique needs of its customers.
Total Marketing Middle East (TMME) signed a distributorship agreement with AWR Trading for the distribution of TOTAL branded lubricants in Dubai and the Northern Emirates.

Taking this forward, both parties have decided to join forces to increase their footprints in the automotive aftersales market in UAE. The distributorship agreement is fortifying the existing strategic alliance that will further build the repertoires of the Group’s affiliate. With the excellent support of AWR Trading, TMME is aiming to increase the number of oil change outlets to strengthen its leading position in the market and to expand its geographical reach in the country. This partnership will also provide better access to premium quality lubricants to customers.

The agreement was signed between Michel Ayat, CEO of AW Rostamani Group, representing AWR Trading, and Thibaud de Lisle, Managing Director of Total Marketing Middle East.

Michel Ayat, CEO of Arabian Automobiles, commented: “We are pleased to be expanding upon our partnership with Total, one of the largest global oil and gas companies and an esteemed OEM partner for the Renault-Nissan Alliance. Such a partnership is in line with the Group’s strong business pillars - professional management, prudent systems and processes, world class products and a large customer database. This stands to produce bigger potentials and expansions in terms of the B2B and B2C customer base, consolidating the associations that the AW Rostamani Group subsidiaries initiate.”

Luigi Rubinacci, Director of AWR Trading, said: “This is a very important day for the AW Rostamani Group. This partnership is a powerful one that over the years has solidified the principals of trust and professionalism that both companies operate under, and further underpins Total as one of our most reliable partners.”

Thibaud de Lisle, Managing Director of TMME, added: “With AWR Trading as our distributor, we increase our presence in the lubricant industry in the UAE. Our common goal is to continuously improve our customers’ experience in every aspect. Expanding our network of sales and support personnel and being in close proximity to where our customers are is a key initiative towards achieving that.

We look forward to our partnership with AWR Trading, and together with our joined energies we are certain to grow from strength to strength in the coming years.”
Get the best of both worlds..

Rent with us.. And fly with our partner AirArabia

Yes, you heard right. Every time you rent a car from SHIFT, you get Air Rewards points that can be redeemed to get flight tickets on AIR ARABIA. Call 800-Shift or log on ShiftCarRental.com to know more.
Terms and Conditions Apply.

Get the best of both worlds. Rent with us... And fly with our partner AirArabia. Yes, you heard right. Every time you rent a car from SHIFT, you get Air Rewards points that can be redeemed to get flight tickets on AIR ARABIA. Call 800-Shift or log on ShiftCarRental.com to know more.

The DRIVEFLY Experience!
INFINITI Awarded MENA Digital Award

INFINITI of Arabian Automobiles was honored at the MENA Digital Awards in December 2018 for its PINKFINITI campaign. This award-winning campaign involved the largest number of male and female influencers, who participated to support and highlight the importance of Breast Cancer Awareness beyond the month of October and throughout the year. The INFINITI team would like to give special thanks to its PR agency Cicero & Bernay.

AW Rostamani Lumina Partners with SMARTr

AW Rostamani Lumina has signed an exclusive partnership agreement with leading GI manufacturing company, SMARTr, as part of its expansion plan to achieve its vision of becoming a one-stop shop for total electrical solutions in the industry. This partnership puts AWR Lumina on the forefront of this segment of electrical products. The agreement was signed by Ross Tan, CEO of SMARTr, and Huda Al Rostamani, Director on behalf of Lumina. SMARTr was founded in Singapore and has been in operation for the past 22 years. The Dubai Mall, The Royal Atlantis Resort & Residences and Zabeel One, are just a few significant projects that have partnered with the organization.

Biggest Challenge Winners Announced

Congratulations to the winners of the 2018 Biggest Challenge: Groups Edition at AW Rostamani and everyone who took part. The winning team lost an amazing 50kg between the team of four. To congratulate the team, Anil Lamba – Chief Human Resources Officer and Marcos Quadros – Chief Financial Officer, and Ramanathan Narayan – Group CFO, Dubai Insurance Company awarded the team with their prizes at a ceremony held at Head Office. The team Flat Balloons from Spare Parts were crowned the Grand Winners. Well done to Sandeep John D’Souza, Pritish Ranjan Dash, Steeven Alva Thomas and Mohammed Irshad. Mission Slimpossible, also from Spare Parts, followed in second place. Congratulations to Nijamuddin Shirgaonkar, Samir Shaukat Pardeshi, Pradeep Nair and Sumit Kumar Pandey.

AWR Lumina Project Wins

AW Rostamani Lumina has announced some exciting project wins, showcasing its reputation in the region for world-class lighting and Electrical Accessories solutions. The project wins include Burjeel Medical City, which is expected to become the largest private medical healthcare facility in Abu Dhabi, and Wasl Project Properties – Port Views, comprising of 1477 residential units with retail stores, restaurants, hotels and serviced apartments. AWR Lumina also announced a collaboration with Hilton to provide high end lighting solutions at Yas South (IDR) – The Family Hotel project. The hotel is part of a planned venture by Hilton in 2019 to develop an iconic five star hotel located on Yas Island.
AW Rostamani Succeeds with Emiratisation

AW Rostamani has been rewarded by H.E Minister of Human Resource for activities, initiatives, and practices within its Emiratisation department. Group Emiratisation Manager, Eman Al Bastaki, has also been selected as a speaker at the Tawteen 360 Student Forum, to inspire UAE nationals to work in the private sector.

AWR Properties Announce New Residential Building

AWR Properties is pleased to announce the acquisition of a residential building in Bur Dubai. Al Thani Building comprises 50 apartments and eight retail units, across 964 square meters of land. It is located in the Al Souk Al Kabeer area, which is one of the oldest residential and commercial areas in Dubai. This strategic location, in the well-established area of Old Dubai, is close to major bus and metro stations, with an abundance of existing amenities also available within walking distance. The plan in the medium term is to demolish the existing building and redevelop on the site. The current projected plan is to redevelop into a new residential building, with an additional two levels and ground floor shop front, to take advantage of the high footfall due to the adjacent gold souk ferry terminal. This is the first of many acquisitions that AWR Properties is pursuing in order to grow its real estate portfolio.

Arabian Automobiles New Customer Welcome Meet

Arabian Automobiles Aftersales on Sheikh Zayed Road held a welcome event for Renault customers in November. The meet was an opportunity for customers to get acquainted with the Arabian Automobiles Aftersales team and for their queries to be addressed. At the end of the event, attendees received a small gift. In addition, Arabian Automobiles Deira, Sheikh Zayed Road, Ras Al Khor and Mohammed Bin Zayed Road, Sharjah are now open for servicing on Fridays. Highlighting its focus on customers, this will provide an alternative option for car servicing on weekends.

Arabian Automobiles Welcomes International Senior Delegates

Senior executives from a number of Nissan offices including Africa, Middle East, India, Egypt and South Africa were welcomed by the AAC management team recently. The visit was part of Nissan Middle East's strategy to familiarize other offices with best practices adopted by AAC, a top leading and most advanced company. The delegates were given a tour of the newly renovated AAC Nissan showroom on Sheikh Zayed Road. It has recently undergone a full change under Nissan's Retail Environment Design Initiative. This was followed by a session on initiatives such as the integration of iPads in the sales process.

Shift Car Rental's Successful Campaign

Shift Car Rental introduced a revolutionary campaign in April 2018, leasing out Infiniti vehicles (Sedans and SUVs) for 12 months, in association with sister company Arabian Automobiles. The campaign turned out to be a huge success, with luxury Infiniti vehicles offered for the shortest long-term lease ever known in the market and at unbelievable prices. The offer ran until October 2018, with over 100 vehicles on almost 50:50 ratio across personal and corporate clients leased. Shift Car Rental reached out to customers through mass marketing channels. Having enormously positive responses from prospective customers and current customers over social media and the massive success of the campaign, plans of relaunching is already in the pipeline. With a highly uncertain market situation currently prevailing, the economy is witnessing various remarkable shifts in the consumer preferences and customer purchase patterns. Individuals and corporates are now found to be hesitant in making new long-term investments or commitments which include vehicles as well.
Arabian Automobiles Sales & Marketing, in conjunction with Nissan Middle East, successfully organized a training session on Nissan Patrol & Nissan Intelligent Mobility in December. The training venue, Dubai Autodrome, provided the ideal environment to conduct on-road and off-road driving experiences for the sales team, in a safe space as per industry standards. For on-road driving, the sales team experienced the Nissan Patrol acceleration, stability, ride comfort, HBMC, on-road driving mode and compared it with the Toyota Land Cruiser. For off-road driving, they experienced the Nissan Patrol sand driving mode, HBMC, hill accent, hill decent and an understanding of how active brake limited slip works. The engagement activity was a great learning experience, which was well-received and highly appreciated by the sales team.

Arabian Automobiles Sales & Marketing has launched a safety campaign for its customers, highlighting the importance of vehicle maintenance. The campaign, running between 31st December 2018 and 31st March 2019, aims to ensure vehicle and customer safety through its free 20-Point Safety Check and to reduce the cost of safety related repairs. Customers will also benefit from the following offers, up to 50% off on parts and 25% off on labour of safety related repairs. Drivers with a vehicle that is three-years or older will receive an additional 5% on parts and up to 40% discount on labour costs.

American Rag Cie has once again impressed shoppers at The Dubai Mall. This time, the renowned brand hosted a styling session with Samantha Francis Baker (@StyleIsNecessity). The stylist and influencer styled female and male models with a selection of different looks, and pieces of clothing and accessories. To add to the excitement, founder of American Rag Cie, Mark Werts visited the store for the session. Watch the styling session in action on the @AmericanRagCie.Dubai Instagram
AWR Lifestyle Partners with Emirates Woman Awards 2018

AW Rostamani Lifestyle partnered with The Emirates Woman of the Year Awards 2018, which took place at the Rixos Premium at Jumeirah Beach Residence in November. The lead sponsor for the event was Vhernier, who supported the Arts and Culture category, while Georg Jensen sponsored the Humanitarian category. From 36 nominees, six winners were chosen from the prestigious categories of Achievers, Young Talent, #SheMeansBusiness, Humanitarian, Visionaries and Arts and Culture, chosen by a public vote. Meanwhile, two further women were awarded the much-coveted Life Time Achievement Award and the Emirates Woman, Woman of the Year Award, chosen by a panel of experts.

INFINITI Customer Breakfast Event

The INFINITI Sales, After Sales and Marketing teams in Sharjah welcomed over 100 customers for breakfast. The BREAKFAST @ INFINITI event was held in the brand new INFINITI Centre in Sharjah. Customers enjoyed a gourmet breakfast and a lucky draw was held. Eleven INFINITI customers walked away with great prizes, ranging from INFINITI branded TUMI suitcases compliments, 5-Star hotel stays and vouchers to shop at American Rag, Angels, Apartment 51 and Georg Jensen.

Masaaki Kanda, Global Aftersales Vice President of Nissan Motor Company, visited the Deira Service Center in November.

During the visit, he experienced the service operation process, express service concept, digital enhancements, NFC technician’s clock in/clock out system, and integrated vehicle delivery management system.
Arabian Automobiles Introduces the All-New 2019
Renault Duster at Recently Opened Renault R-Store in
Dubai

AAC launched the all-new 2019 Renault Duster with an event at the recently opened Renault R-Store in Dubai. The all-new 2019 Renault Duster is the only car in its segment to provide both 1.6 & 2.0 L engine variants. The SUV offers advancements such as blind spot warning, multi-view camera, car play, smart card with keyless entry and remote engine start. It sets new standards in safety and smart driving with an energizing take on the 4WD, which is ideal for off-road enthusiasts. With a starting price of only AED 51,900, customers can book a test drive at their nearest Arabian Automobiles showroom now. Salah Yamout, Director of Sales and Marketing at Arabian Automobiles, said: “The all-new 2019 Renault Duster, along with its advanced technologies and smart features is here. We’re excited to be bringing the powerful off-roader, along with its superior performance to Arabian Automobiles customers. The SUV is category-defying and we’ve already received an overwhelming response for the model across our network.” The Renault R-Store and service center, located on Sheikh Zayed Road, is the second-of-its-kind facility in Dubai. Customers can learn all about the remarkable features of the all-new 2019 Renault Duster, as well as other models, and will be given access to high quality and efficient services.

Arabian Automobiles
Renault SZR Sales and
Service Teams Achieve
Customer Experience
Awards

The Renault SZR Sales and Service Teams of Arabian Automobiles have been awarded for its efforts following the Renault Voice of Customer (VOC) 2018 H1 Challenge. The winners are chosen based on customer's experiences, and evaluated through a monthly VOC survey conducted by an external agency.

DJ Dada Entertains
Shoppers at American Rag Cie Dubai

Shoppers at The Dubai Mall were given a rare treat in November when DJ (Mustafa) Dada, who is the Head of Marketing and Communications at AW Rostamani, hit the decks at American Rag Cie Dubai. Excited crowds gathered to enjoy the music and browse the exclusive fashion collections. DJ Dada provided the perfect introduction for international DJ duo the Mambo Brothers, who gave an exclusive performance before playing at Dubai’s Soho Garden.

GIA launches Incident Reporting Portal on the AWR HUB

Reporting incidents to GIA is now much easier and faster with the new Incident Reporting Tool. This tool is a one stop portal for all AWR users to report incidents relating to any kind of malpractices, irregularities, misappropriation of assets noticed within the company. The portal also allows end users to report incidents anonymously. All employees having access to the AWR Hub are able to use it. The portal was created to provide a single platform for all AWR users to report incidents to GIA without any fear of being victimized, discriminated/dismissal from job provided the information reported is fair and based on facts. The link can be found on the Quick Links drop-down list on the AWR HUB.

AWR Lumina Awarded
DEWA Lighting Project

AW Rostamani Lumina has won another supply, installation and testing commissioning of LED lighting solution. This will drive substantial energy cost savings across nine DEWA power stations by incorporating a GE LED lighting solution for DEWA Lighting Retrofit Phase-3. AWR Lumina is retrofitting around 38,081 quantities of LED lamps and fittings from GE lighting, by committing energy saving of approximately 4,728,057 KWh reduction in power consumption. The main client of this project is DEWA and it has been awarded to AWR Lumina by Cofely Besix Facility Management under the supervision of Etihad ESCO, a company owned by DEWA.

CEAT Passenger Tyres - New Customer Meet in RAK

AWR Trading and CEAT Management jointly conducted the new customer meet in Ras Al Khaimah. During the meet, the newly introduced passenger range of tyres were unveiled to customers. CEAT has introduced three new patterns in passenger tyre segment namely CEAT Secura Drive, CEAT Eco Drive and CEAT CZAR. With the addition of the new patterns, CEAT tyres can now be offered to a wider range of cars which includes 4x4 tyres. Previously, CEAT had only 14 sizes in the Gripp LN Series catering to the sedans.
Arabian Automobiles delivers 50 Nissan KICKS to Udrive

Nissan of Arabian Automobiles, has delivered 50 Nissan KICKS to Udrive, the leading car sharing provider in the Middle East that offers car rentals by the minute. Contributing to the ‘Shared Mobility’ initiative, this encourages commuters to carpool or utilise alternative transportation methods with the aim to decrease the number of cars on the roads. Such an enterprise is also in line with the Dubai Green Mobility Initiative which hopes to encourage the use of sustainable transport and electric vehicles. The concept of shared mobility is on the rise and through its association with Udrive, Arabian Automobiles Nissan looks to improve upon the reach and visibility for KICKS, its technologically endowed crossover.

The KICKS embodies the concept of Nissan Intelligent Mobility (NIM), which redefines the way Nissan powers, drives and integrates its cars into society. NIM aims at making the ride more confident every day and transforms the crossover from a car into a responsive partner that is always on the lookout for drivers, passengers and pedestrians through its Around View Monitor and Moving Object Detection system. Present at the handover ceremony were Hasib Khan, Founder and CEO of Udrive; Charl Timms, Fleet General Manager at Nissan Middle East; and Nicolas Oswald, General Manager Nissan at Arabian Automobiles Company.

AWR Inaugurate Second AMARON Pit Stop in Sharjah

AW Rostamani Strategic Ventures, the official distribution partner in the UAE for AMARON Batteries, inaugurated the second AMARON pit stop in the Middle East in November. AWR Strategic Ventures jointly inaugurated the AMARON Pitstop with Vinod George, Head Exports Middle East, ASBU and Rajagopal BR, Head of AWR Allied Products. The first pit stop was launched earlier this year by Luigi Rubinacci, Director. The AMARON Pitstop, located in the Industrial Area in Sharjah, will exclusively sell and install AMARON batteries through the counter. This represents yet another milestone for the already strong brand establishment with 800 retailers in UAE. Speaking on the occasion Vinod George, Head Exports ME congratulated AWR on the new pitstop and also assured all the support from ARBL in strengthening AMARON presence in the market. He further stated that, this initiative demonstrates our long term commitment to UAE. “We are committed to providing superior quality products and strengthening the brand further,” he said. Luigi Rubinacci thanked ARBL for their continuous support extended in making AMARON a prime brand in the UAE. Speaking on the occasion Luigi Rubinacci addressed his confidence on the quality of the brand and the huge potential the brand has in the UAE with over four million vehicles on the roads.
Arabian Automobiles INFINITI Service Receives the J.D. Power CS#1 Trophy

Arabian Automobiles INFINITI Service received the CSI#1 Trophy by J.D. Power for its contribution with INFINITI in securing the No. 1 Customer Service Index (CSI) ranking in Luxury Brand segment. The study measures Customer Satisfaction with service experience at an authorized service center (on a 1,000-point scale) for maintenance and repair works amongst owners of 12 to 24-month-old vehicles who visited the service center in the past six months. AAC Service, with its customer centric approach and innovation in processes, has ensured to secure top position for INFINITI. The J.D. Power CS#1 Trophy was handed over to CEO Michel Ayat by Mr. Markus Leithe, Managing Director of INFINITI Middle East.

Arabian Automobiles Aftersales Bags Two Gold Medals during Nissan Middle East 2018 Regional Skills Contests

Arabian Automobiles Aftersales enjoyed dominant wins for Service Advisor and Parts Executive Competency Award during the Service Advisor and Parts Executive Nissan Middle East Regional Skills Contest, underpinning the company’s stringent customer care and service standards. Ganesh Nair was awarded the gold medal for Nissan Service Advisor Excellency Competency Awards (NISAC) and also received recognition for all three categories — Best in Vehicle Receiving, Best in Telephone Handling, and Best in Delivery. While the gold was awarded to Yezdi Kheshwalla for Nissan Parts Executive Competency Award (NIPEC) where he was also recognized as Best in Telephone Handling category. Their wins are reflective of the company’s diligence to enhance the customer journey and experience and providing the highest level of customer satisfaction in service and parts across the GCC.

AMARON Honors AWR Trading as the Middle East Super Star

In an event held at Barcelona, Spain on the 26th of January, AMARON management honored AWR Trading (AWRT) with the best performer award in the Middle East. Luigi Rubinacci, Director AWRT and Rajagopal BR Head of Allied Products received the award on behalf of the company from Jayadev Galla, Vice Chairman of Amara Raja Group – the Holding Company of AMARON Batteries. AMARON has been a part of the AWRT portfolio from 2010 and ever since the brand has had a remarkable growth. Well known for it’s a quality, AMARON is now one of the most preferred automotive batteries in the UAE. Currently AMARON has over 400 dealers and is expanding the network in the region. In addition to serving the high street dealers, AMARON is also supplied to fleet of large corporates companies like, Pepsi, Coca Cola, School Transport Services, Mazar Solutions and many more.
AWR Automotive Rolls Out 2019 Corporate Business Plan

The 2019 corporate business plan for AWR Automotive was rolled out at an official event held at AW Rostamani auditorium on 17th January. The event brought together group function heads, directors and HODs from all the departments of AWR-A, who shared the corporate direction and key strategies to achieve the objectives for 2019.

The financial overview was provided by Marcos Quadros, CFO of AWR Group, in which he highlighted the financial performance achievement of AWR-A in 2018 and presented the 2019 budget for all the automotive businesses. Sebastian Samuel, CIO of AWR Group, highlighted the tech-space transformation in the global automotive landscape and presented the key IT initiatives for 2019, emphasizing the importance of digital transformation for all the businesses. Anil Lamba, Chief Human Resources Officer of AWR Group, highlighted the HR performance in 2018, emphasizing on key HR trends in technology and talent acquisition. He further shared the key strategies for 2019 and highlighted the upcoming initiatives of HR, focusing mainly on digitization and skill development. Michel Ayat, CEO of AWR Automotive Group, set the direction for AWR-A by clearly defining the key strategies and focus areas for every business unit to ensure the achievement of BP2019 objectives aligned with the overall vision to be number one.

Sales & Marketing 2019 Business Plan Roll Out

The Sales & Marketing 2019 business plan was rolled out on January 29th in the presence of the AWR Automotive CEO, Michel Ayat. The event brought together the management teams of Nissan, INFINITI and Renault. Participation from other business heads and senior management of the support departments brought additional focus to this important event.

The event captured the serious efforts put in by all the teams in achieving the 2018 results under challenging conditions, and also provided the guidance on the key success factors that need to be focused on to achieve the 2019 objectives. Mr. Ayat’s keynote speech provided a macro view on the challenges and opportunities. He also defined the key areas of focus for the S&M team which needs to be implemented in a timely manner to facilitate in achieving the desired results. This was followed by the presentation from each general manager. The event concluded with the 2018 awarding program. Top achievers in Kaizen, best outlet performers in BSC and best branch and salesman performance in accessories were acknowledged and awarded.

AAC Service Strengthen Relationship with Department of Economic Development

AAC Service received accolades from the Department of Economic Development (represented by Commercial Compliance & Consumer Protection Sector) for its quality of service and exceptional cooperation with the department in the protection of consumer rights. The receipt of this certificate of appreciation is recognition of the dedication and professionalism of service staff and endeavor to provide a differentiated service experience. The certificate of appreciation was presented by Abdullatif Mohamed Al Marzoqi, Senior Manager - Consumer Protection Division to AAC Service Staff and AAC Service Top Management during a function held at AWR Headquarter, Dubai. AAC reiterated its commitment to support DED by providing the best service to its customers and continuous cooperation with their department in the area of consumer rights.
INFINITI Users Get a First-Of-Its-Kind Digital Upgrade

INFINITI's brand-new innovation is an industry-first that provides all the information in the driver's manual now at their fingertips with AR-driven app. Augmented reality is transforming the automotive sector with innovative technologies taking the driving experience to the next level. And now, INFINITI of Arabian Automobiles, is celebrating the arrival of an innovative AR feature by INFINITI that will delight customers for the practicality and functionality it offers. INFINITI Driver's Guide is an industry-first application that leverages augmented reality to provide all the information that is typically available in a user's manual – that few people care to read – now conveniently accessible over their smartphones. Forget having to leaf through wades of paper to find what you are looking for. With the new app, INFINITI users only have to point their smartphone camera at the functionality they desire to learn more about, and with AR-enhanced features, all the information will be readily available on their smartphones. As the first of its kind app, the INFINITI Driver's Guide not only adds to the convenience of motorists but truly elevates the motoring experience by offering effortless insights into everything about their car. The app is user-friendly, practical, relevant, and adds to the safety and security of the motorists. The AR-driven app interacts with all the various buttons of the vehicle such as steering wheel, audio system, INFINITI control, air-conditioning, parking brake, combination meter, lighting control, multi-switch panel – centre console, interior light, and security. This means, effortless access to all that the motorists need to know right at their fingertips. INFINITI customers need to look no further or scramble to find the user's guide to know more about any of the warning lights displayed on the vehicle’s combination meter. Point your smartphone camera to the particular object, and the screen comes alive with a powerful augmented reality enhanced explanation that the motorists must know. The INFINITI Driver's Guide app is currently available for Q50, Q30/QX30 and QX50, with all other models to be updated by end-March 2019. Visit the nearest INFINITI centre to learn more about the new Driver's Guide app.

INFINITI of Arabian Automobiles Breaks Record High

INFINITI of Arabian Automobiles has raised the bar high. The INFINITI team has managed to deliver a total of 527 INFINITI cars in one single month. This significant milestone is not only a first globally, but it marks the highest sales for a single dealer in a single month. This has never been achieved by any INFINITI dealer before. This breakthrough was made possible through the leadership of our CEO Michel Ayat under the management of our Sales & Marketing Director Salah Yamout, and our INFINITI General Manager Hussam Baghdadi. Also with the dedication, passion, commitment and determination of each and every single INFINITI team member at Arabian Automobiles.
Shift Drives Further Into a Sustainable Future

Shift Car Rental recently participated in the Quoz Arts Fest 2019. Shift reached out to prospective customers who would like to embrace a change for a sustainable tomorrow by showcasing their 100% Renault ZOE electric vehicle. It was a first time for many customers to sit and get a feel of the ZOE. The event was all about how the community can embrace small changes in their lives that will contribute to a greater impact on economic, environmental, and social sustainability. The event was called ‘CTRL+ALT+ACTION’ and explores the various aspects of sustainability, how they affect our lives, and how we as a community can take action to make a change. The event was free and open to the community to attend with parent and kid-friendly activities including performances, workshops, tours, film screenings, food concepts, and live music.

AAC Sales & Marketing successfully organized the 1st session of the I-CAN transform season 2 series, focusing on the newly implemented Oracle Marketing Cloud and the importance of strategic thinking in our everyday tasks. The Oracle Marketing Cloud consists of two tools, Eloqua and BlueKai DMP. BlueKai Data Management Platform (DMP) is a centralized platform that aggregates first, second and third-party audience data from your cross-channel marketing efforts. It allows full control over data that we previously did not have and in turn increasing the quality of the digital media we purchase through our agencies. Eloqua is a Marketing Automation Software that helps marketers engage the right audience at the right time in the buyer’s journey, and can utilize both email and SMS channels. Eloqua has the capabilities of fully automating communication with the customer depending on their point in their journey. Together these two tools round out our ecosystem and are ready in place to launch us into 2019. It was a very interactive session and participants had lot of queries which were all addressed. Speaker: Hussam ElHage, Digital Marketing Manager.
Hala Kabarah
Assistant Manager - Talent Development
GHRD

Greig Fowler
CEO
AWR Lifestyle

Manoj Vairage
Creative Graphic Designer
Group Marketing and Communications

Nathalie Garino
Deputy General Manager
Sales & Marketing
INFINITI

Cynthia Rodrigues
Executive Secretary
CEO Office

Alan Dsouza
National Sales & Marketing Manager
Shift Car Leasing
#WE ARE AWR
NISSAN PATHFINDER MIDNIGHT EDITION
BOLD, FROM ALL ANGLES.