

IT JUST GOT

SMARTER

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Welcome to the second urban revolution.

More than 100 years after electricity, internal combustion engines and mass urbanization began to change the face of metropolitan life, today's cities are on the cusp of a new era of transformation. The dawn of the information age is offering unprecedented opportunities to deliver smarter, safer services, cleaner energy, more intelligent transportation, more creative jobs and more rewarding options for leisure and entertainment.

Urban living as we know it will never be the same again.

Welcome to the future of your city.

SMART DUBAI

AI POWERING CITIES OF THE FUTURE

As delegates gather in Barcelona for this week's Smart City Expo, all eyes will be on the world's recognized leader in urban innovation, the city of Dubai. While other global cities are still fine-tuning smart transportation systems and smart energy networks, Dubai is taking the smart city concept to the next level and exploring the possibilities of artificial intelligence (AI) to transform the entire relationship between a city and its residents.

"Our ultimate aim with AI is to let the city of Dubai talk to its people," says Dr. Aisha Bin Bishr, director general of the Smart Dubai



Office (SDO). "We want to use AI to help the city understand what its residents are looking for and then reshape itself to give people what they need when they need it."

As a first step toward this futuristic vision of city life, earlier this year the SDO added a virtual personal assistant service called Rashid to Dubai Now, a popular smartphone app that bundles nearly all the city's public services into one easy-to-use platform. In the future, Smart Dubai plans to use AI to personalize the

experience of the app for each user. By trawling data from social networks and city platforms, Rashid will learn to understand the individual preferences and requirements of every person, notify them of what they need to do well in advance of any deadline and suggest new ways of enriching the experience of living in Dubai.

"If the Dubai Now app knows from my social media history that I like yoga, when I drop my daughter off at school, it will be able to tell me that there is a yoga class taking place nearby that I could attend," Dr. Bin Bishr says. "It's just one example of what is possible with AI."



We are rising to the challenge of being the world leader in AI."

Dr. Aisha Bin Bishr, DG, Smart Dubai Office

The United Arab Emirates is the first country in the world to have a minister of state for AI, and the technology is at the vanguard of Dubai's official ambition to be the world's smartest and happiest city. Only by using AI and data analytics, Dr. Bin Bishr says, can a city truly understand the varied personal and professional needs of millions of residents and then act on that knowledge.

"We want to be the first in the world when it comes to implementing AI, not just for the sake of being first, but also for our people's benefit," Dr. Bin Bishr says. "AI is like a young child: It is

a platform that you need to teach. The sooner we can feed it data, the sooner it can start learning patterns



Smart Dubai has an artificial intelligence road map

and finding new efficiencies in everyday life."

In no other city in the world does innovation in AI enjoy such strong backing from governmental authorities. "It is not just about having the vision, it is also about the implementation," Dr. Bin Bishr says. "No other city has a government body like Smart Dubai that orchestrates all of the separate parts and makes sure that we can implement our shared vision with success."

The potential benefits of AI in Dubai extend well beyond the world of civic services. For the last year, visitors to selected branches of the Emirates NBD bank have been interacting with a friendly robot called Pepper, which helps customers select services and leave feedback. Before long, AI will become widespread in core banking processes such as fraud detection and credit scoring, says Munyuki Evans, chief digital officer at Emirates NBD: "AI is going to be a critical part of the future of banking."

In Dubai's health-care sector, doctors and hospitals are now testing the technology's potential

to manage chronic diseases and to screen and monitor patients.

A project in the Dubai Diabetes Center, run by the Dubai Health Authority (DHA), found that AI could detect diabetic retinopathy in a patient's eyes in just 10 minutes, as opposed to four days when relying on human analysis. In a radiology project,



AI can revolutionize the manner in which we screen patients."

HE Humaid Al Qutami, DG, DHA

the DHA found that an algorithm was able to correctly identify diseases in chest X-rays about 95% of the time. "We are keen to explore the use of AI applications to enable fast detection of chronic and critical diseases and help improve clinical productivity," says HE Humaid Al Qutami, director general of the DHA. "We want to make a quantum leap in AI." ■



INSPIRING THE "PHYGITAL"

A smart city is an urban environment with efficient buildings, smart lighting systems and e-vehicles. In this scenario, a smart home is not merely an ecological home; it is a home that allows you to live better by responding to your needs.

The smart concept goes beyond improved efficiency and connectivity. To build a smart city, we must address people's needs and desires: safety and security, health and fulfilling work, as well as rewarding interpersonal relationships and social recognition. I believe that the fundamental goal should be the pursuit of happiness.

I don't know where technology will lead us in the future, but I do know that a smart city is one that improves our lives while preserving our values. For example, a smart city needs to reduce crime, but it also needs to tackle urban pollution and the impact of climate change.

In 3,000 years of history, human needs have not changed: people still need places to gather, talk and share experiences. This new dimension of our lives has inspired the "phygital" (physical + digital): a keyword for digital structures that enhance physical experience and the search for happiness. There is no space for the purely digital; smart solutions must support real life and emotions.

A smart city makes people happier, so it arises from people's needs—not from technologies. In a world of dazzling IT solutions, we must never lose sight of that. ■

Ernesto Ciorra
Chief Innovability Officer,
Enel Group

PUTTING THE AI IN DUBAI

Exactly 150 years after the world's first traffic light began operating in London, AI is dragging this Victorian technology into the 21st century.

In Dubai, the Roads and Transport Authority (RTA) has installed Smart Pedestrian Signals in 15 busy locations. The system detects when pedestrians are waiting and turns the lights on for as long as they need to cross the road. The AI underpinning the signals is so advanced that it can even identify when senior citizens and people with strollers or suitcases are waiting, giving them more time to cross.

"The system uses AI to perceive pedestrian movement on the pavement and on the crossing," says HE Mattar Al Tayer, director



AI has a major role to play in achieving the RTA's vision of safe and smooth transport for all."

HE Mattar Al Tayer, DG & Chairman of the Board of Executive Directors, RTA

general and chairman of the board of RTA. "Thanks to AI, we can ensure a safe crossing for the largest possible number of pedestrians in a smooth manner without impacting the movement of vehicles."

Dubai metro uses AI for optimum safety

Traffic management is not the only area in which RTA is using AI to transform Dubai. In the metro, the technology works out the intervals between journeys, measures the distance between rolling stock, and automatically realigns the time between trains in the event of breakdowns or delays. In the city's buses, the RTA is testing an AI device that monitors drivers for any indicators of fatigue or illness, while in the skies the authority's drones are using AI to monitor traffic and detect accidents. ■

REAL ESTATE GETS SMART

As the acknowledged real estate capital of the Middle East, Dubai has long understood the importance of transparency, openness and efficiency to ensure the smooth running of its property market. Now the city is deploying cutting-edge AI technologies into its real estate sector to resolve disputes, fight



AI is boosting real estate in Dubai

fraud and enhance price discovery. "We are looking at many ways in which we can use solutions based on AI to meet the problems and requirements of our customers in the real estate community," says Khalifa Alzeraim Alsuwaidi, CEO of Emirates Real Estate Solutions (ERES). Partly owned by the Dubai Land Department (DLD), ERES specializes in developing technology products and services for the real estate industry, with more than 2,500 property managers using the company's automated platform to issue lease contracts.

ERES is now planning to use AI to automate the processing of disputes about those lease contracts that come to the DLD's Rental Dispute Settlement Center. Alsuwaidi says that AI will be able to search the relevant records for each case and, based on that data, generate advice and recommendations for the presiding judge. Furthermore, ERES intends to use AI to verify

signatures and flag any concerns when auditing potential tenants.

The technology also has a major role to play when it comes to pricing properties correctly. ERES is currently testing AI solutions that can provide real estate owners with an automated valuation for their high-end properties in Dubai, estimate any price increases and capital gains and compare the results with similar properties in the city.



We will use AI to increase the transparency of the real estate sector."

Khalifa Alzeraim Alsuwaidi, CEO & Board Member, ERES

"AI is crucial for producing our data," Alsuwaidi says. "We are using it to create a model that can take into consideration all the real estate indicators needed to produce the pricing figures our customers want." ■



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BEWARE THE DARK SIDE

As cities digitalize their infrastructure and services, today's cybersecurity specialists are already enlisting the forces of AI to help protect them from an outside attack.

Worryingly, while these new techniques might currently be to our advantage, they could soon turn into an even more powerful ally for our adversaries. It is only a matter of time and money before someone builds a module that will allow other criminals to compile and use AI-infused malware.

AI-based attacks could come in a myriad of different forms, such as smart-phishing offensives or self-sustained hivenets or swarmbots that are capable of performing attacks without any human supervision. We could even see the arrival of so-called polymorphic malware that will continually evolve during the course of an attack.

In the face of these new and alarming threats, I believe that it is time to rip up the existing, static playbook of cybersecurity and adopt a new, more dynamic approach. By harnessing the power of AI and intelligent algorithms, we can orchestrate and automate our response and take the fight to the attackers.

Just as in contemporary military conflict, the days of massive battlefield clashes are over; instead, we will see the emergence of hybrid warfare, consisting of thousands of isolated incidents and engagements, most of them without any human supervision at all. Adaptive security tools are going to determine the future of the digital battlefield. ■

Christian Reilly
CTO, Citrix

THE RISE OF THE MACHINES

Responsible for vast volumes of technical data and customer information, the world's electricity and water industries are increasingly turning to AI to provide the secure, state-of-the-art services that today's cities demand.

Earlier this year, Dubai Electricity and Water Authority (DEWA)



Robots join the customer service team

inaugurated a Digital Command Center that uses AI to monitor and manage the company's ever-expanding digital infrastructure and service channels.

The facility has a dual function: on one hand it monitors customer-facing operations such as the company's mobile app and website, trawling through data to determine how DEWA is performing when it comes to customer service. On

Future services and infrastructure will depend on the application of AI."

HE Saeed Mohammed Al Tayer, MD & CEO, DEWA

the other, the center monitors the company's critical electricity and water networks, including its smart-grid meter systems, flagging any incidents and detecting any change in the performance of the

infrastructure. Harnessing the power of AI, the facility is able to analyze the operations of a whole series of industrial components and identify just where new infrastructure or maintenance may be required.

"By implementing AI technology, DEWA aims to ensure high-quality services at all times," explains HE Saeed Mohammed Al Tayer, managing director and CEO of DEWA. "Innovation is the cornerstone of our continuous improvement and the enhanced competitiveness of all our operations."

To help prepare for the challenges of the future, DEWA senior executives attended a AI Leadership Program in cooperation with experts from the University of California, Berkeley. "We want to consolidate Dubai's role as a leading center for experimenting with disruptive solutions and technologies, especially with AI," Al Tayer says. ■

COMMUNICATIONS IN THE FAST LANE

From the smartphone in a commuter's pocket to the data center at a bank, business or government office, information and communications technology have become the engine room of contemporary urban life.

Before long, as mobile broadband gets faster and AI moves into the consumer mainstream, telecom companies are going to play an even greater role in transforming city economies, says Paul Michael Scanlan, chief technology officer at Chinese technology giant Huawei. "Telecom operators are now much more than just technology companies," Scanlan says. "They are becoming digital services suppliers, providing the platform that enables industries to grow."

Huawei's business extends all the way from building cellular and fixed networks to installing

data centers and designing state-of-the-art smartphones for consumers. The company works closely with governments to power urban development, and its Safe City solution is one of the most popular offerings in the public security market.

At the same time, Huawei is helping large corporates reap the benefits of cloud computing and digital transformation. Earlier this year, the company completed the rapid installation of one of the world's most powerful modular data centers for Dubai Airports. And for consumers, Huawei

has unveiled some of the very first smartphones to incorporate AI, so that the devices can recognize facial expressions, translate

We want to help the ecosystem drive the digital society."

Paul Michael Scanlan, CTO, Huawei

text and identify objects as they are photographed. "With an R&D budget of over \$14 billion a year, we are thinking well beyond just selling infrastructure," Scanlan says. ■



Huawei supplies modular data-center solutions to Dubai Airport



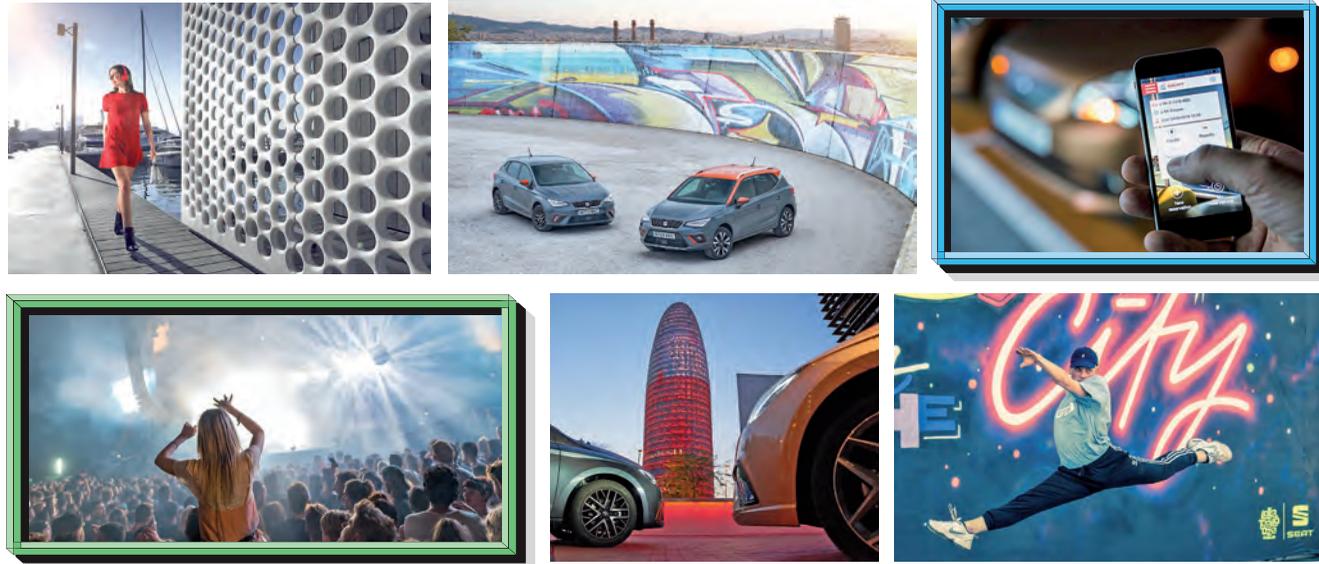
INSPIRING NEW REALITIES

Leading the smart transformation of Dubai's city-wide experiences, Smart Dubai connects the city with its people using emerging technologies to deliver world class services.

Smart Dubai commits to a collaborative and agile approach to Dubai's smart city transformation by empowering strategic partnerships with the public and private sector, delivering seamless, efficient, safe and personalized digital city experiences.



RECONNECTING CITIES TO CITIZENS



On the stylish and youthful streets of Barcelona, carmakers, tech giants, telecom companies and start-ups are creating an inspiring new vision of transportation for the 21st century city.

Empowered by on-demand transport services, urbanites will be able to jump into a low-carbon car or bus whenever they need it, simply by booking a shared ride on their smartphone. The gridlock, chaos and pollution of today's roads will disappear, and living and working in a city will become a stress-free pleasure again.

We want to make Barcelona the connected car capital of the world.
Luca de Meo,
President, SEAT

Barcelona is not the only city in the world where researchers are working hard to make this vision a reality. However, the Catalan capital enjoys a significant head start in the race, benefiting from a cosmopolitan culture of design and innovation, a supportive local government and the presence of Europe's leading automaker in the connected car space, SEAT.

"Barcelona is the best place to focus on connectivity and urban mobility," says Fabian Simmer, SEAT's digital officer. "It is very easy to attract digital talent to come and work here and it is straightforward to test new connected car technologies on the city streets."

SEAT is already a recognized pioneer in integrating popular smartphone apps into cars, letting drivers and passengers enjoy today's always-connected lifestyle even while on the roads. Technology stalwarts such as Google, Amazon and Shazam have been falling over themselves to work with the company, which has the youngest, most tech-savvy customer base in Europe. Simmer says that SEAT is always on the lookout for new ways to enhance the experience of being in a car: One of its most recent partnerships is with Noveto, an Israeli start-up that has developed technology that sends personalized audio content directly to the ears of each individual passenger.

SEAT is now building on its leadership in connectivity to develop new solutions for urban mobility, especially ride-sharing services for commuters. In the carmaker's Metropolis:Lab in

Barcelona, SEAT is working alongside start-ups on a series of ride-sharing apps for journeys by both car and bus. "We think people should share cars if they live in the



same vicinity and work at the same place," Simmer says. "Bus routes could also become more flexible, depending on the time of day and the demand for their services."

SEAT is leading by example and has set up internal car sharing services for its own employees and for employees of its start-up partners. Earlier this year, the company acquired Madrid-based car-sharing specialist Respiro and established a new division for mobility services, XMOBA. The new unit is now developing a portal that enables people to pay for fuel, parking tickets and road tolls, all from their smartphone.

Designed as a one-stop shop, the portal will be open for third parties to offer their own mobility services. Working with outside partners is a critical part of SEAT's vision for future mobility, Simmer explains.

The future is CASE: Connected, Autonomous, Shared and Electric.
Fabian Simmer,
Digital Officer, SEAT

On the infrastructure side, SEAT has teamed up with telecom giant Telefonica to test super-fast 5G mobile communications in vehicles on Spanish city streets. Meanwhile, SEAT's digital division has adopted an open, no-walls culture straight out of Silicon Valley, with young specialists continuously bouncing ideas off each other. "Even visitors from tech companies are impressed with the atmosphere here," Simmer says. "We have completely rethought the way that we develop new products and services. It is the key to our success." ■

PHOTOS • CLOCKWISE: Barcelona is an inspiration for the SEAT brand; the Ibiza and Arona models offer BeatsAudio; eMiis, the electric-car sharing program; Lollapalooza Berlin; Torre Glòries; the Primavera Sound festival.

DIGITAL DEFENSES FACE NEW TESTS

In a world that is driven by data, there is no more dangerous threat to the security of any organization than a cyberattack. From last year's attack on Equifax, which exposed the personal data of some 145 million customers, to the more recent hack of British Airways, which could cost the airline up to \$660 million, ever more sophisticated cybercriminals seem able to inflict permanent damage on a company's reputation and finances almost at will. For their part, as cities become smarter they too are increasingly exposed to malicious outsiders: In April 2017, hackers caused more than 150 emergency sirens in Dallas to blare for hours in the middle of



Cyberattacks have become a great danger for offices worldwide

the night, undermining trust in a critical public service.

"The adversaries just keep on coming, and they are better equipped than ever before," says Stan Black, the chief security and information officer at workspace technology company

Citrix, named Cybersecurity Professional of the Year at this year's Cybersecurity Excellence Awards. "The main problem for businesses is that with the growth of the Internet and the rise of cloud services, there are more pieces and more links and it takes

only one weak link to expose you to attack."

Cybersecurity is no longer just an issue for the IT department. According to the 2018 CEO Survey from consultancy PwC, 40% of CEOs are now anxious about cyberthreats, up from 24% last year. It is fast becoming a critical priority for business leaders to secure their organizations' devices, networks and cloud services, while at the same time preserving all of the benefits of digital transformation. "People want an experience that is simple to use as well as inherently secure, on any device and any network," Black says. "That is the main challenge today." ■

SECURITY WITH SIMPLICITY

How serious are cyberthreats today?

In the past, organizations had their own mainframes and their own on-premises infrastructure. An adversary had to target those assets, and it was easier to defend them. Now businesses rely on the Internet, cloud services and data centers, and their employees want to be connected all the time. So it is much easier for hackers to find a soft spot and infiltrate an organization. I would say the threat is more serious than it has ever been.

What new approaches to cybersecurity are needed?

Historically, security worked by adding layers of defense for each different technology—e.g. for mobile devices or cloud services. But that makes life harder for users. People want a simple experience that is inherently secure. At Citrix we aim to

deliver our enterprise customers a single view of what services are being consumed, regardless of where the users are. We can give organizations visibility and control over a complex IT environment without needing experts for each application, network or device. Citrix is the only company that can enable security at the end point, in the network, in the cloud, in the application and in the data center. We unify and simplify security.

How can you ensure security even on the cloud?

Because we connect and communicate with Software as a Service (SaaS) providers, cloud providers, mobile devices, carriers and the Internet, we have the ability to secure the perimeter of any service that is being delivered to a person. It doesn't matter what cloud you go through, or what network, or even if it's on-premises.

What can you do to minimize the disruption of a cyberattack?

Think of it like a utility. When you get water to your house, and there's

a break in the water main, the water all the way down the stream can be negatively impacted. In the IT world, Citrix uses virtualization to give each person their own unique pipes. That means that if an anomaly or attack occurs, all we do is shut down that one pipe while



Citrix technology solutions are simple, secure and customer-centric.
Stan Black,
Chief Security and Information Officer, Citrix

all of the other pipes continue to get the service they need. We can use machine learning and artificial intelligence to look inside every single pipe, detect anomalous behavior, and proactively defend an organization against attacks.

How important is it to keep things simple for end users?

We all need to remember that if we make consuming any service

difficult, then users will just find a way to bypass security. At Citrix, we are spending a tremendous amount of our time on simplifying our technologies so that average users don't have to be an IT person to use a service. We are committed to delivering

not only a secure experience but one that is also intuitive and easy to use, on any device, network or cloud. I believe that technology and security providers need to get out of the way of business and understand what people need in order to do their jobs securely. At Citrix, we are focused on the core principles of choice, simplicity and a great user experience. ■



A NEW ERA FOR ENERGY

As the global urban population surges, energy companies are designing smarter and cleaner ways of providing city residents and businesses with electricity and are turning their own customers into alternative suppliers of green power.

“With urbanization comes electrification, but it won’t be electrification as we know it,” says Livio Gallo, head of global infrastructure and networks at Italian energy giant Enel, which

New technologies are turning grids into drivers of sustainable development.”

Livio Gallo, Head of Global Infrastructure and Networks, Enel

operates in 34 countries on five continents. “In the future, every customer will be able to generate their own electricity, whether from a photovoltaic panel on the roof or a small wind turbine or even from their electric vehicles’ batteries. “The consumers of tomorrow are going to be active players in the energy market.”

Enel’s journey into the future began back in 2001, when it became the first company in the world to

Enel is pioneering smart-grid technology start installing smart meters on a nationwide scale, giving in excess of 30 million Italian households more control over their electricity consumption.

That project marked Enel’s first step in a strategy that is designed to open up the energy market to new technologies and new participants.

In Italy, the company is now upgrading its network of smart meters with a next-generation device that enables two-way communications between each household and the national network, helping create a truly smart grid. Based on the data generated by the new meters, electricity suppliers can tailor special offers to their customers, while the latter can adjust their use of energy-intensive appliances based on the different hourly rates. For their part, utilities will understand just how much energy a large building or city district consumes at different times and will be able to decide when they need to store wind and solar power for use at a later date and when to inject it directly into the grid.

In a not-too-distant future, ordinary consumers will even be able to sell the power stored by batteries in their parked electric cars back to the network.

As Enel’s Gallo says: “With smart meters, smart grids and smart customers, we can finally create cities that are fully sustainable.” ■

THE SMART GRID REVOLUTION

How can energy companies help improve the quality of life in cities?

In the next 15 to 20 years, 85% of all energy worldwide will be consumed in cities. In megacities, having a smart energy infrastructure is critical. It enables a real convergence of different services, so that electricity, communications and mobility services can all be delivered from one platform. It decreases costs, reduces the impact on the environment and increases the quality of life for residents. Smart grids are one of the foundations of the sustainable development of modern cities.

How do smart grids work?

A smart grid is an intelligent network that is able to manage the intermittent nature of wind and solar power, enable energy storage and also receive electricity from homes and electric cars. Smart grids are a necessary support for the rise of renewable energy and the emergence of consumers who generate their own electricity. In Italy, we installed smart meters in more than 30 million homes in 2001 and are now installing the next generation smart meters. We are also installing smart meters in other regions, including Spain and South America.

What impact will electric vehicles have on the energy sector?

We expect to see significant market share for

electric cars in the next five years. They are going to play a very important part in the future energy market, because their batteries could be used to store energy and supply the grid. Therefore, electrification of transport is shaping a new role for distributors as enablers of advanced urban services.



The smart grid develops two-way communication with the customer.”

Livio Gallo, Head of Global Infrastructure and Networks, Enel

How are you using AI in your smart grids?

Smart meters and smart grids generate huge volumes of data. We are using AI to analyze this data for a number of different purposes, such as to increase employee safety or monitor energy consumption patterns. We are even using drones equipped with AI to fly over networks and recognize malfunctions. Thanks to AI, we can reduce maintenance costs at the same time we are improving the quality of service. ■



SEAT LEADS FROM THE FRONT



The CUPRA e-Racer, SEAT’s electric sports car

For a car manufacturer, a 20% increase in sales would be an outstanding performance at the best of times. In the turmoil of today’s market, in which major car brands are struggling to adapt to a tsunami of new regulations and technologies, it is unprecedented.

But that is precisely what Barcelona-based SEAT has managed to achieve: In the first eight months of 2018, the company sold 21.9% more cars than during the same period last year. It also posted a double-digit increase in its home market of Spain, as well as increases of 27.6% in Germany and 26.2% in

the U.K, with massive market share gains across other parts of Europe.

At a time when other, more conservative manufacturers are failing to connect with European car buyers, SEAT’s dynamic

designs, accessible prices and digital innovations are inspiring a new generation of drivers to get behind the wheel.

The first automaker in Europe to integrate the Amazon Alexa service into its

models, SEAT is embracing the opportunities of the connected car to access the young buyers that other brands cannot reach.

Meanwhile, company head Luca de Meo is investing in the most far-reaching reinvention of SEAT’s product range in its history and is transforming its CUPRA brand into a standalone division for head-turning sports cars that will appeal to a whole new category of car buyer across Europe. As Wayne Griffiths, EVP for sales and marketing, enthuses: “SEAT is already fun, but CUPRA will be the icing on the cake.” ■

CUPRA IN POLE POSITION

Why is SEAT spinning off CUPRA?

We want to attract customers to CUPRA who would not have gone to SEAT—a new generation of customers between the mass and premium segments. SEAT is positioned in the mass segment and we want to position CUPRA higher than that in terms of performance, design, uniqueness and sophistication. We think a unique brand will help us achieve that better than using the SEAT brand.

How will CUPRA help you reach younger buyers?

Previous generations wanted to prove they had made it with premium brands that were seen as expensive and were status symbols. That is changing with the new generation emerging now. People are buying their status in terms of the product itself. CUPRA will be for people who do not need a traditional brand to prove their status. It is not about proving that the

driver has a lot of money. It will be more about what the car can do, how attractive it is and how it fits with who they are. That is the hot spot we want to hit.



There is a lot of excitement around the new CUPRA product.”

Wayne Griffiths, EVP for Sales and Marketing, SEAT

What are your sales targets?

We expect that in the future, 10% of all SEAT sales will be CUPRA. But CUPRA is about more than just hitting volume targets. The key to our success will be attracting the right people to the brand and creating a unique, sophisticated product that generates high emotion and a higher transaction price.

Tell us about your plans for CUPRA models.

We are launching the brand with the CUPRA Ateca at the end of this year. There will be other products to follow, including the CUPRA Leon and then perhaps derivatives in the Leon family. We



Wayne Griffiths speaking at the CUPRA brand launch

are also looking at other cars in the SEAT range. There is a lot of excitement already in the dealer network. More and more of our dealers want to come on board because they can see the potential of CUPRA.

Apart from new buyers, what will CUPRA contribute to SEAT?

We will use CUPRA to do our best, so a lot of things that will be part of SEAT will perhaps be first done at CUPRA, for example in terms of e-commerce and the way we sell and market the cars. We have been challenged by our president to look at different

marketing channels beyond TV and the new media, so we are going to launch our brand non-traditionally. We are going to challenge everything. CUPRA will be a lab for SEAT.

When will we see electric CUPRAs?

Electrification is the future. We are already testing the CUPRA e-Racer, which can go from 0 to 100 km/h in 3.2 seconds. In 2020, we hope to enter it in a competition. The electrification of CUPRA road cars will come out of the electrification of our racing activities. ■

A ONE-OF-A-KIND ENTERTAINMENT EXPERIENCE

QIDDIYA

IN NUMBERS

1,000 KM

QIDDIYA IS LOCATED ON AN ESCARPMENT, PART OF THE JEBEL TUWAIQ MOUNTAIN RANGE STRETCHING OVER 1,000 KM

1 HOUR

IT TAKES ONE HOUR BY CAR TO REACH QIDDIYA FROM KING KHALED INTERNATIONAL AIRPORT AND 40 MINUTES FROM DOWNTOWN RIYADH

300 M

THE CLIFFTOP PROVIDES STUNNING VIEWS 300 M ABOVE THE VALLEY

334 KM²

THE PROJECT IS ON A 334-SQUARE-KILOMETER SITE, CHARACTERIZED BY UNIQUE MOUNTAINOUS TERRAIN

17 MILLION

BY 2030, THE NUMBER OF ANNUAL VISITORS TO QIDDIYA IS EXPECTED TO REACH 17 MILLION

2/3

TWO THIRDS OF THE SAUDI POPULATION ARE UNDER 35 AND REPRESENT A KEY TARGET MARKET FOR QIDDIYA

2022

PHASE ONE OF QIDDIYA WILL OPEN IN 2022



Qiddiya's 300-meter cliffs provide panoramic views of an area more than twice the size of Orlando's Disney World

Rising from the desert just 40 kilometers southwest of Riyadh, in Saudi Arabia, an entirely new destination is set to change the face of life and leisure in the kingdom forever.

Qiddiya, as the giant entertainment destination is known, will provide the country's residents of all abilities and ages with just about every sporting, cultural and outdoors experience they can imagine: from rollercoaster rides and race tracks to cinemas and concert halls, indoor ski slopes, animal encounters, water parks and international sports competitions—all alongside top brands from the worlds of retail, dining and hospitality.

The project broke ground on April 28, 2018, with phase one on course to open in 2022. By 2030,

Qiddiya aims to attract 17 million visitors a year.

Sprawling more than 334 square kilometers, or two and a half times the size of Disney World Resort in Orlando, Qiddiya will deliver



Qiddiya will offer the citizens of Saudi Arabia pioneering change and opportunity."

Michael Reiningger, CEO, Qiddiya

to Saudis and visitors from across the world an entertainment and leisure experience that is unique in the region.

"In creating Qiddiya, we are building a brighter future," says CEO Michael Reiningger, who was previously a senior executive at

Disney. "It is a future filled with culture, sports, entertainment and the arts that responds to the Saudi people's desire for new and accessible activities to enrich their lives."

The development of brand-new, state-of-the-art cities, such as NEOM on the Gulf of Aqaba, lies at the heart of Vision 2030, Saudi Arabia's ambitious strategy for economic and social transformation. Closer to the country's capital, Qiddiya will provide Saudis and their families with groundbreaking and accessible opportunities for fun, entertainment and celebration, adding a dynamic new dimension to the current Saudi lifestyle.

Six Flags, the world's largest regional theme parks operator, has already inked a deal to build the country's very first theme park on the Qiddiya site. Reiningger says he is inundated with inquiries from brands, investors and entrepreneurs from around the globe, keen to learn more about opportunities to partner with the project.

"With nearly two-thirds of the kingdom's population under 35 and over 7 million people residing within 40 kilometers of this location, international investors are taking note of this powerful, untapped market, right here on the doorstep of Riyadh," he adds. ■



Qiddiya has partnered with Six Flags, the world's leading amusement-park company

Q&A WITH MICHAEL REININGER, CEO, QIDDIYA

Why do you think Saudi Arabia is now ready for Qiddiya?

There are more than 30 million people in the kingdom who are young, educated and ripe for a series of new opportunities—and not only financial and professional, but also all of the lifestyle opportunities that they have desired for some time. The potential market is incredibly large.

At the same time, the country's leadership has set up an opportunity of monumental proportions. Through a series of strategic actions, they are driving a new and powerful future for the kingdom.

How much demand do you think there is for new entertainment and leisure opportunities?

Today, nearly \$30 billion leaves the kingdom on an annual basis and is spent on tourism. That's a significant amount of money generated in the kingdom that is getting spent elsewhere, currently. That is largely because the kinds of offerings and opportunities that the market is looking for are not really mature or do not yet exist within Saudi Arabia, so people have to go somewhere else to get what they desire.

The Saudi population has high purchasing power and is undoubtedly young, with nearly 60% being under 35 years old. This demographic also consumes the highest amount of entertainment and leisure activities. If you look at Riyadh alone, more than 7 million people call it home, and it will rise to 10 million in the coming

years. It is an entire marketplace for which there has been no significant product offering to meet demand, until Qiddiya.

How will Qiddiya compete with leisure destinations outside the country?

One of the ways to compete is to make sure that the product offering across the board is best-in-class. At Qiddiya, we are engaged in a number of conversations about attracting the best talent and expertise in the world here.



The Qiddiya vision is all about enabling our visitors to discover new technologies and new experiences, and to create memorable moments that will last a lifetime."

Michael Reiningger, CEO, Qiddiya

The other thing that we are doing is taking advantage of the incredibly powerful and unique characteristics of Qiddiya's location and in the kingdom more broadly. For example, we have this enormous site that is both stunning visually and full of rich history. It is a remarkable place with striking physical beauty and a very special ecosystem.

These attributes will be the starting point for us to put together offerings that are really distinctive on the world stage. They will make Qiddiya both compelling and enduring as a product offering over time.

How important is it to have secured the support of Six Flags?

Six Flags, in the amusement park space, is the biggest and best in the world at what they do. For us to have secured a deal with them early on shows the world what level of commitment we have to the quality of our overall undertaking. Having Six Flags as an early supporter has definitely helped us generate conversations with future potential investors. It is a very important starting point.



Qiddiya is an unprecedented aspiration in breadth and scale."

Based on these five thematic underpinnings, we will create a once-in-a-lifetime series of offerings that all happen in one entertainment epicenter right outside Riyadh.

What will be the impact of Qiddiya on sports in Saudi Arabia?

Today there is limited access to sports in the kingdom, but demand is very high. We are working to seize on that opportunity and plan to launch a sports initiative next year, the Qiddiya Youth Games. This will be an opportunity for school children to develop their sporting talent to a professional level. We want to open the door for Saudi youth to find new ways to express themselves through sport.

What do you think will be the opportunities for international investors?

The story is a simple and powerful one. Whether you are a major brand of hospitality services such as a hotel, resort or spa, or you are an entrepreneur that has a great idea for a restaurant or a retail offering, or you are a financial investor that is looking for the next market that offers growth potential, Qiddiya is the place to be. ■



Can you explain how Qiddiya will organize its offerings?

We are focusing a portfolio of five thematic underpinnings that we call the cornerstones of the project. These five themes give us the breadth of ideas that will really allow us to fulfill the ambitions that are set out in Vision 2030.

Those cornerstones are: Parks and Attractions, Motion & Mobility, Nature & Environment, Sports & Wellness and Arts & Culture. For instance, Parks & Attractions gives us the direction to develop offerings specifically for the family audience, whereas with Sports & Wellness,

