

INTERVIEW WITH:  
US Department of Energy's Senior  
Program Advisor, Maria Vargas

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March 2017

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growing  
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# HELLO and **WELCOME** to the March edition of **Business Review USA & Canada.**

**THIS MONTH, WE** feature an exclusive interview with the US Department of Energy's Senior Program Advisor, Maria Vargas, who discusses with us the great work that the Better Buildings Initiative has done for the environment, and the awareness-raising SWAP program which has proven so popular.

We also talk to Meron Colbeci, Senior Director of Core Consumer Products at PayPal, who explains the

company's collaboration with Apple which allows even easier payments to and from family and friends.

Plus, our top 10 is a list of the fastest-growing US cities. On top of all this, we boast the usual expansive interviews and profiles featuring Vantage, Service Corporation International, and Telefonica.

Enjoy the magazine, and feel free to join in the conversation on Twitter: [@BizReviewUSA](#) / [@NeilWalkerMG](#)

*Neil Walker*

**Editor**

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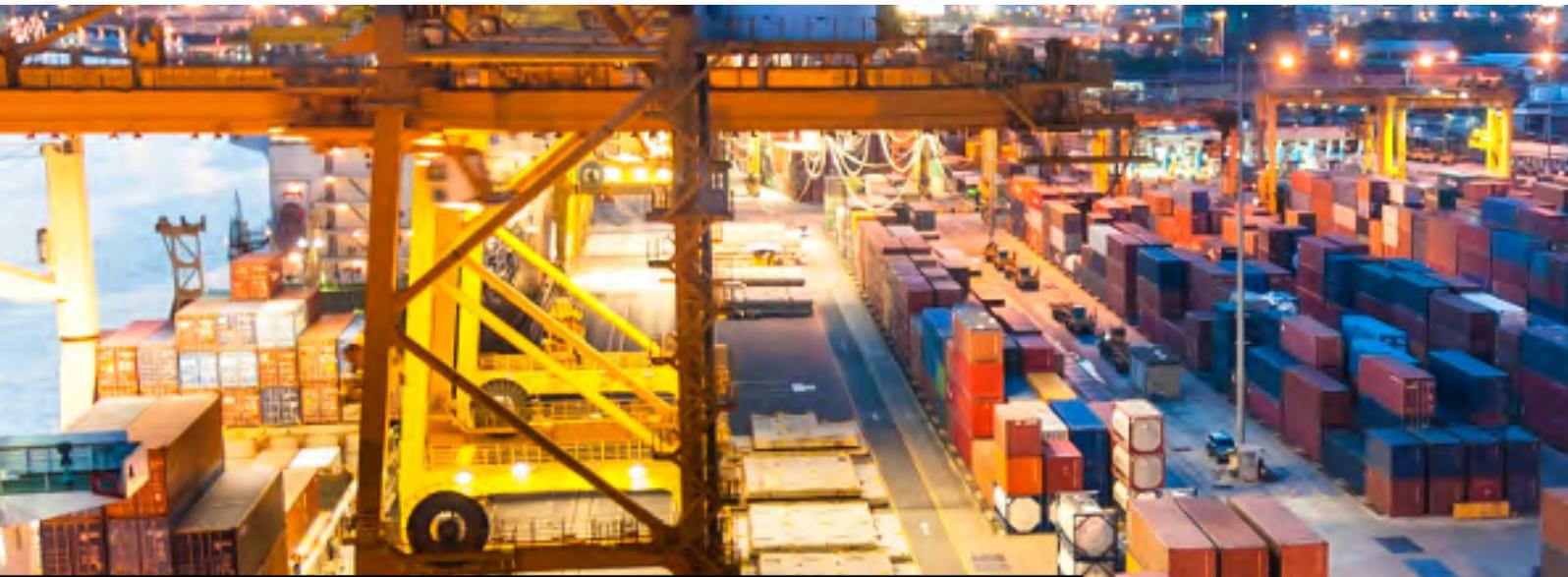


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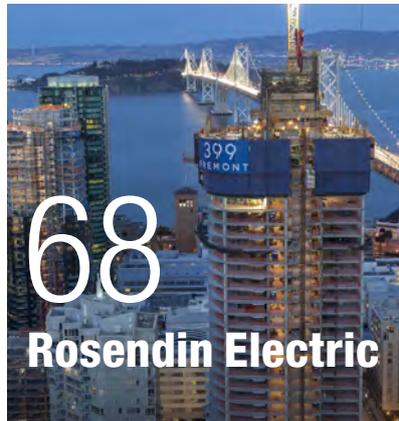
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Service Corporation International



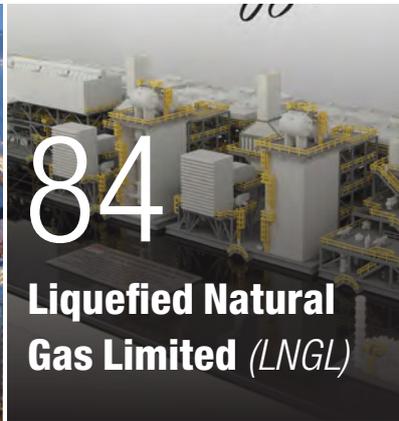
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# Building a greener AMERICA

We speak to the *US Department of Energy's Senior Program Advisor, **Maria Vargas***, about the Better Buildings Initiative and its inspiring work to improve the quality of the world – starting with corporate America

Written by: **NELL WALKER**



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## PROFILE

### **MARIA VARGAS, SENIOR**

Program Advisor for the US Department of Energy, has spent 32 years working on the preservation of the world's environment. She began at the Environmental Protection Agency in 1985, battling global warming and the depletion of the ozone layer, before becoming a Brand Manager for ENERGY STAR, the government-backed symbol identifying the most energy-efficient products and companies. In 2011, Vargas moved on to the US Department of Energy, and now runs the remarkable Better Buildings Initiative.

In the US, about \$200 billion a year is spent on running commercial buildings, with another \$200 billion on manufacturing facilities, and on average, between 20 and 30 percent

of the energy used in those buildings can be saved cost-effectively. The Better Buildings Challenge has been issued to spur businesses into saving that energy, and so the role of Vargas and her team is to inspire and enable them to join in.

“Energy efficiency is a huge opportunity for us, and I think while we've made progress, there are a series of persistent and pernicious barriers,” Vargas explains. “Those are far-ranging, and are why we set up the Better Buildings Initiative. It might be a lack of senior management buy-in or incentives, not knowing how to finance change, or not knowing what technologies should be used. Sometimes when an organization does one thing, such as installing energy-efficient

*US Airforce Academy SWAP team*



“**While ENERGY EFFICIENCY is a serious issue and very much in the national interest, WE’VE PROVED that it can still be ENJOYABLE AND ENGAGING**”

lighting, they think their job is done.

“The Better Buildings Initiative was borne out of recognition of those barriers, and what it would take to really accelerate the pace of energy efficiency and adoption. It’s built on the leadership theory of change: who in the market is leading the way to understand – or is willing to step up to the challenge of greater energy efficiency – and do so in a meaningful way? Who can manage a 20 percent energy use reduction across their portfolio in 10 years, and is also willing to publically share what they’re doing with others?”

Vargas states that while organizations are happy to learn from their government in many ways, they look to their peers when building a strong business case. Organizational sea change is one

of the toughest barriers to break through; changing the way a company views and values the investment of efficiency is too often seen as an extra overhead cost, when in reality, energy efficiency benefits everybody.

“People ask why partners join the Better Buildings Challenge and what the benefit is,” Vargas says, “and the most obvious one is the monetary saving. On top of that, these companies are trying to attract the best talent, and the best talent wants to work for organizations that truly care. There are no downsides – nobody is going to complain if you use less energy. A kilowatt does not have a union.

“It’s fascinating, seeing what it takes to get an organization to move from being set in its ways to doing something different, and how to make that happen. Some brands are more flexible and adaptable than others, but the potential challenges force you to think differently. Those who think differently are the ones who empower their employees.”

The Department of Energy offers a great deal of support to those companies willing to join in with the Better Buildings Challenge. There is

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*US Naval Academy SWAP team*

a technical hub available to aid those unsure of which technologies they should invest in, financial advice for those who may be seeking to enable their CFO to think differently, and a service to help track energy usage in order to manage it effectively. The other element to this support

learning, and collaborating on ideas.

“While we established the importance of sharing information, we were trying to think about how we could prove it in a way that was fun and engaging,” explains Vargas. “Energy efficiency by itself is typically

**“ Nobody is going to complain if you use LESS ENERGY. A kilowatt does not have a union ”**

is connecting partners with one another, removing the element of competition by opening avenues for them to help each other. To illustrate the effectiveness of this, Vargas and her team started the Better Buildings SWAP, which sees two organizations swapping places,

not the most exciting of topics, and yet the reality is there’s a lot of really cool stuff going on. We realized that even if companies were willing to share information, they probably thought they could only share within their own sector. A hospital can only learn from other hospitals, a grocery

“People will see the savings and the impact these organizations are making, and be inspired by it”

store can only learn from another grocery store – that’s not true.

“We wanted a way to demonstrate in a fun, interactive way that learning can happen across the market, and eventually we came up with this notion of a swap.”

The first series of the Better Buildings SWAP features Hilton and Whole Foods – both giants in their field, one very corporate and one very proud of being the opposite of corporate – swapping places and sharing the details of their organizations in the most open way possible.

“One of the Whole Foods team said ‘there’s never been suits in the kitchen before’. Despite the cultural differences, the lessons each organization took away from the experience were quite profound. That’s why we decided to make more episodes of SWAP, because it illustrates the ‘a-ha!’ moment we want people to have when they think

about energy efficiency. We want to show that other people have the same issues as you, and that you’re well-served to figure out how they overcame those issues. While it’s a serious issue and very much in the national interest, we’ve proved that it can still be enjoyable and engaging.”

Vargas and her team have reaped the rewards of the SWAP in the form of positive feedback and increased awareness of what she and her team are doing. Thanks to an unforeseen degree of recognition – after all, a televised business swap is a highly unusual project for a governmental department to undertake – the first season achieved over 50 million media impressions and 300,000 YouTube views. Season two – a swap between the US Airforce Academy and the US Naval Academy – has over 1.5 million views.

The team has already wrapped on a third season – a city swap between Boston and Atlanta – which delves into a whole new set of trials. The diverse spectrum of sectors that the show has already put through the same challenge is what makes it so appealing for its audience, and it has enjoyed enough enthusiastic feedback

to warrant at least two more series.

“Lots of people have been covering it, which is a microcosm of what my challenge is for energy efficiency,” says Vargas. “All these partners are doing great things but if nobody knows about it, we’re not changing anything. Part of the SWAP is about educating and engaging. The smartest people you’ll ever work with are the ones who admit they don’t know everything, the ones who will openly state that they want to learn and be better. The Better Building Initiative as a whole encourages that.”

The group of over 300 companies already taking part in the Better Buildings Challenge have saved billions of dollars between them, but in Vargas’s words, “the biggest savings come from this leadership group’s ability to motivate and accelerate

change”. On the commercial buildings side alone, this project could save £80 billion every year. The businesses involved view energy efficiency as not only something they should be doing because their competitors are, but as something they should do and can do easily. The main goal of the initiative is to transform the US market and the way energy is thought about country-wide.

“That’s our hope and our belief, that people will see the savings and the impact these organizations are making, and be inspired by it. This is something that will snowball from here, and from one company to another too. It’s fascinating to watch this internally, seeing some companies make their first forays into energy efficiency, and others being inspired by their peers to expand their efforts.” ■

*Vargas and the SWAP teams*



# The **NEW WAY** **TO PAY A PAL**

Business Review USA speaks to **Meron Colbeci**, Senior Director of Core Consumer Products at PayPal, about the company's collaboration with Apple's Siri that makes clearing personal debts simpler

Written by: **NELL WALKER**





in

## PEER-TO-PEER PAYMENT IS

an ever-growing and developing industry, and one of the most popular companies enabling this is PayPal.

PayPal was formed in 1998 (named Confinity at the time), and has become the go-to for businesses and individuals alike as a simpler way to pay and be paid. Just four years after its inception, PayPal became a wholly-owned subsidiary of eBay, and in 2014 – a landmark year for the company – it generated 44 percent of eBay’s total profits. In 2015, eBay made PayPal an independent company again, and it was valued that year at \$46.6 billion.

Also in 2015, PayPal saw a 42 percent increase in P2P volume on the previous year worldwide; with the service being used increasingly on mobile devices, it was only natural for the next step to integrate PayPal even further and allow an extra shortcut towards making payments.

According to the company’s research, Canadians alone average \$462 in unpaid IOUs from friends and family, but PayPal’s integration

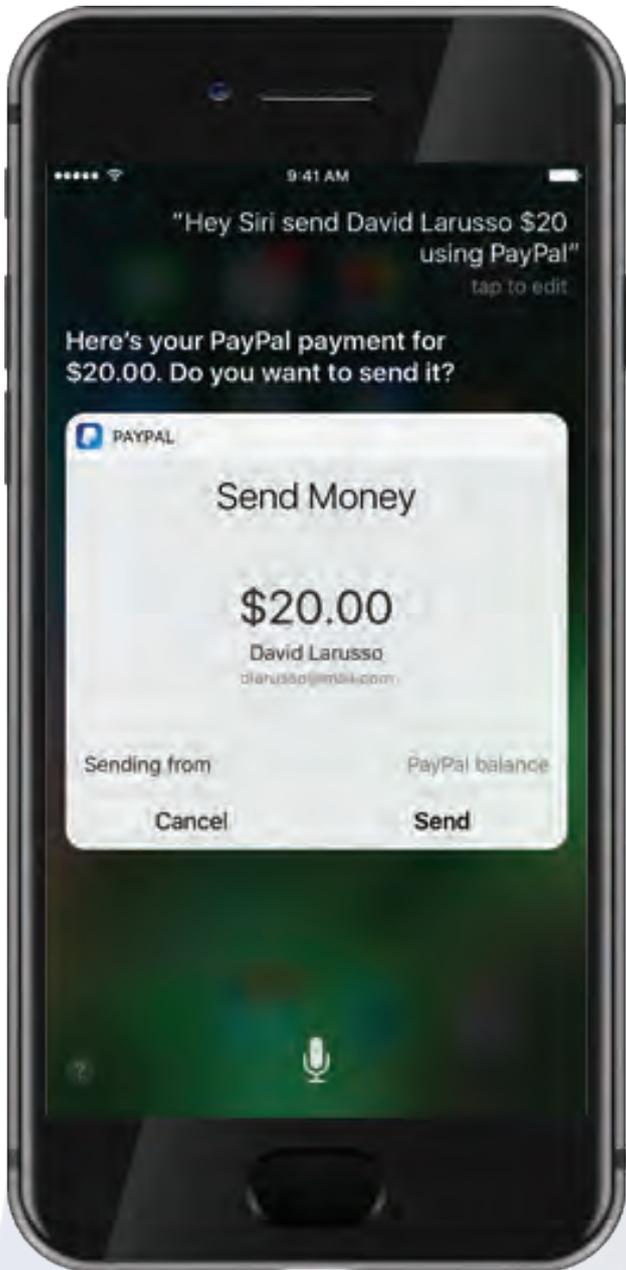
with Apple’s intelligent personal assistant, Siri, could end the discomfort of owing and being owed cash.

All users require is the PayPal app and iOS 10 or above. It’s as simple as saying “Siri, pay Nell \$15 for breakfast”. Siri communicates with PayPal, and PayPal does the rest. If for whatever bizarre reason you have more than one contact named Nell, Siri will clarify which one you mean first.

The Siri integration has now worked its way to 30 countries and even more languages, and according to Meron Colbeci, Senior Director of Core Consumer Products at PayPal, it was the result of a long and fruitful relationship between PayPal and Apple.

“We’ve enjoyed a long partnership,” he explains. “We currently work with Apple to help people make purchases on Apple.com and iTunes, provide innovative financing options in the UK, allow people to send and request money on Venmo with Siri and iMessage on iOS 10, and allow merchants

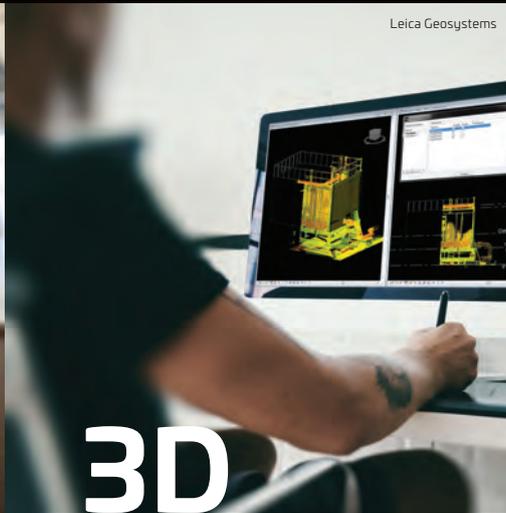
**“To stay ahead of the competition, a strategy that combines mobile, personal, and contextual would most likely be the winning formula”**



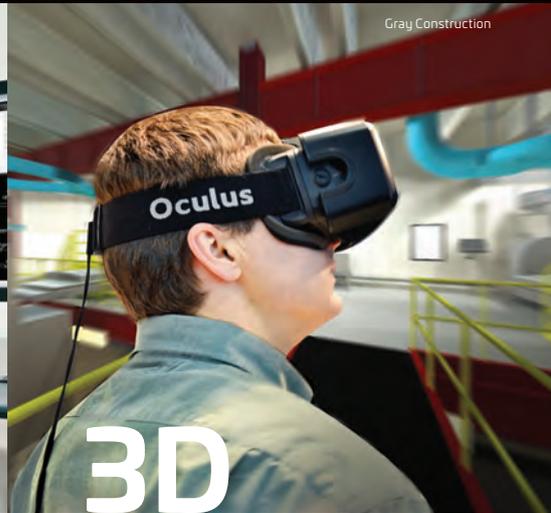
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to accept Apple Pay transactions, both in-app and on the web, via Braintree. Last June, Apple opened up the ability for developers to integrate Siri into select types of applications. We were certainly intrigued by this and began testing a payment integration with Siri in the following months.”

Money can be a difficult topic even between the closest of friends and family. In 2015, PayPal commissioned [a survey](#) which found that more than half the people asked across Australia, Canada, Germany and America found it awkward to ask family or friends to pay them back, and around 55 percent felt embarrassed asking for a loan, no matter how small. The inflammatory subject provokes a feeling of anxiety in many people, meaning that they may never receive their money back, potentially leading to resentment and the breakdown of relationships.

“Letting these debts go can have real fiscal and social consequences,” Colbeci says. “Small, unpaid debts between

friends may seem easy to forgive when hoping to avoid awkward conversations, but they can leave a sizeable hole in consumers’ wallets. According to our study, adults on average are owed nearly \$450, creating a global total of \$51 billion. That’s a pretty significant sum. The [study](#) also found that nearly 75 percent of people of all ages feel relief at the thought of using P2P payments to settle debts.”

Colbeci’s team at PayPal is focused on making the entire P2P process easier, having created [PayPal.Me](#) – a free and easy way to request money from whomever you require which works on all devices – as well as the Siri integration. In 2015, PayPal processed \$41 billion in P2P payments across PayPal, Venmo, and Xoom, and P2P itself increases customer engagement on PayPal by 67 percent. PayPal has contributed enormously to the rise of P2P payment, and the innovation thereof.

“The bigger picture for P2P payments is how we’re making it more personal and contextual,”

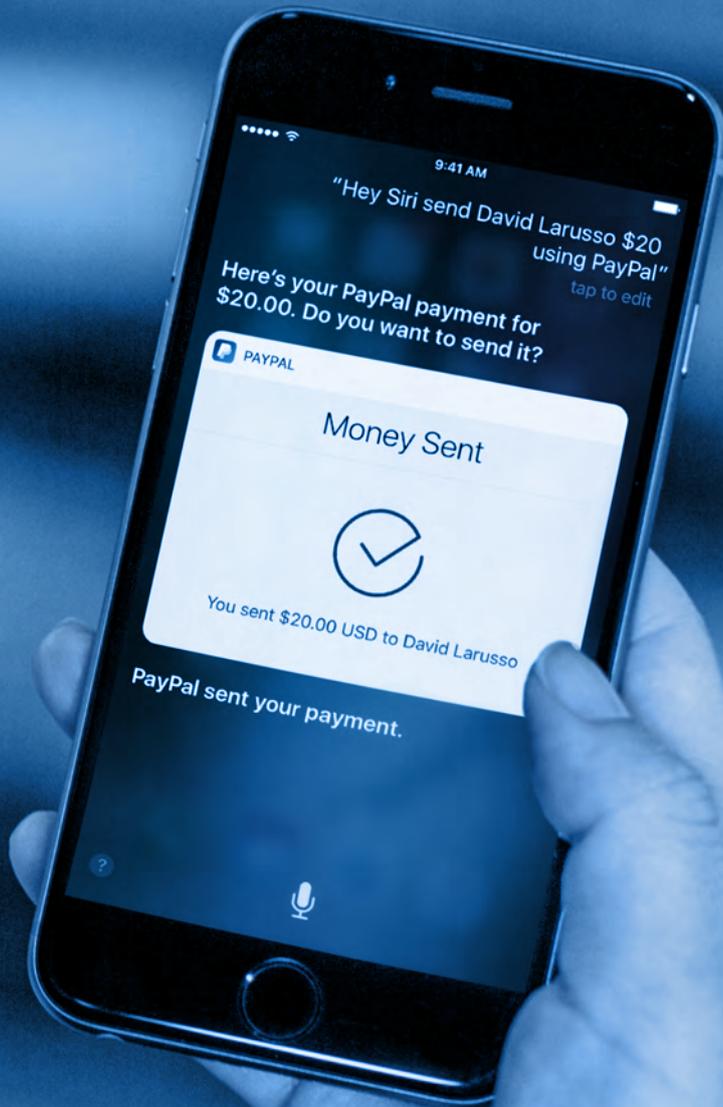
**“Small, unpaid debts between friends may seem easy to forgive when hoping to avoid awkward conversations, but they can leave a sizeable hole in consumers’ wallets”**

says Colbeci. “You can see this in recent announcements over the last two years from the ability to send and request money through a personalized link with PayPal. Me, in e-mail via Microsoft Outlook, and most recently through voice-activated payments through Siri.

“The P2P industry is at an exciting juncture. A lot of people, especially millennials, don’t like carrying cash so the industry will continue to

see exponential growth of P2P payments. Today, a third of US millennials are embracing P2P payments and 42 percent of millennials would prefer to send or request money through a mobile device. For financial institutions to stay relevant to younger consumers, they need to embrace mobile-friendly and cost-effective P2P solutions. With Venmo, we’ve seen that millennials appreciate a social component where people can add comments on what the payment is for.”

While the Siri integration is currently only available with Apple devices, PayPal is always looking for new avenues in which to become involved, and will likely expand to more voice-activated platforms in the future. Colbeci and his team now know the recipe for developing successful P2P services; in his words: “To stay ahead of the competition, a strategy that combines mobile, personal, and contextual would most likely be the winning formula. You’ll continue to see more on this from us.” ■



TOP 10



**TOP 10**  
*fastest-growing*  
**US cities**



*Here are the top 10 fastest-growing cities in America, as ranked by [Forbes](#) and its 2015 growth rate measurements*

Written by: **NELL WALKER**



10

## CAPE CORAL, FLORIDA

- growth rate: 2.84 percent -



**CAPE CORAL, LOCATED** in Lee County, Florida, was founded in 1957 and developed to be an entirely pre-planned community. At 120 square miles in size, the beautiful city sits on the Gulf of Mexico and is known as

a 'Waterfront Wonderland', boasting more canals than any other city. It is dotted with numerous parks and golf courses, making it a desirable location both for children and the elderly. ■

9

## RALEIGH, NORTH CAROLINA

- growth rate: 2.28 percent -

**RALEIGH IS THE** capital city of North Carolina, founded in 1792 and spanning 142.8 square miles. It is an early example of a 'planned city', once laid out in a grid which featured an entire section dedicated to further education and science. Now, it is known for its diverse culture, safety, and a rich seam of academic options. ■

# 8

## SAN JOSE, CALIFORNIA

- growth rate: 1.27 percent -



**FOUNDED IN 1777**, San Jose spent 150 years as a quiet farming community run by Spanish settlers, until a rapid surge in population began to fill its 179.9 square miles. It moved swiftly away from its agricultural

beginnings and became the 'Capital of Silicon Valley', with a heavy focus on technological innovation and R&D. It is known for its high cost of living and booming industry. ■

# 7

## ORLANDO, FLORIDA

- growth rate: 2.31 percent -

**ORLANDO WAS INCORPORATED** as a town in 1875, and is one of America's most popular tourist destinations. It covers 110.7 square miles of land, and maintains a worldwide reputation as the theme park capital of the world,

containing Universal Orlando Resort, Walt Disney World Resort, SeaWorld, and Busch Gardens Tampa. It also ranks as the fourth most popular American city based on where people want to live, according to a 2009 Pew Research Center survey. ■



6

## OGDEN, UTAH

- growth rate: 1.64 percent -



**A MAJOR RAILWAY** hub throughout its lifetime, this small city – just 26.6 square miles – came into being in 1851. In 2010, Forbes named the Ogden-Clearfield MSA

the sixth best place to raise a family, and Ogden itself boasts both a high number of well-preserved historical buildings and close proximity to the Great Salt Lake. ■

5

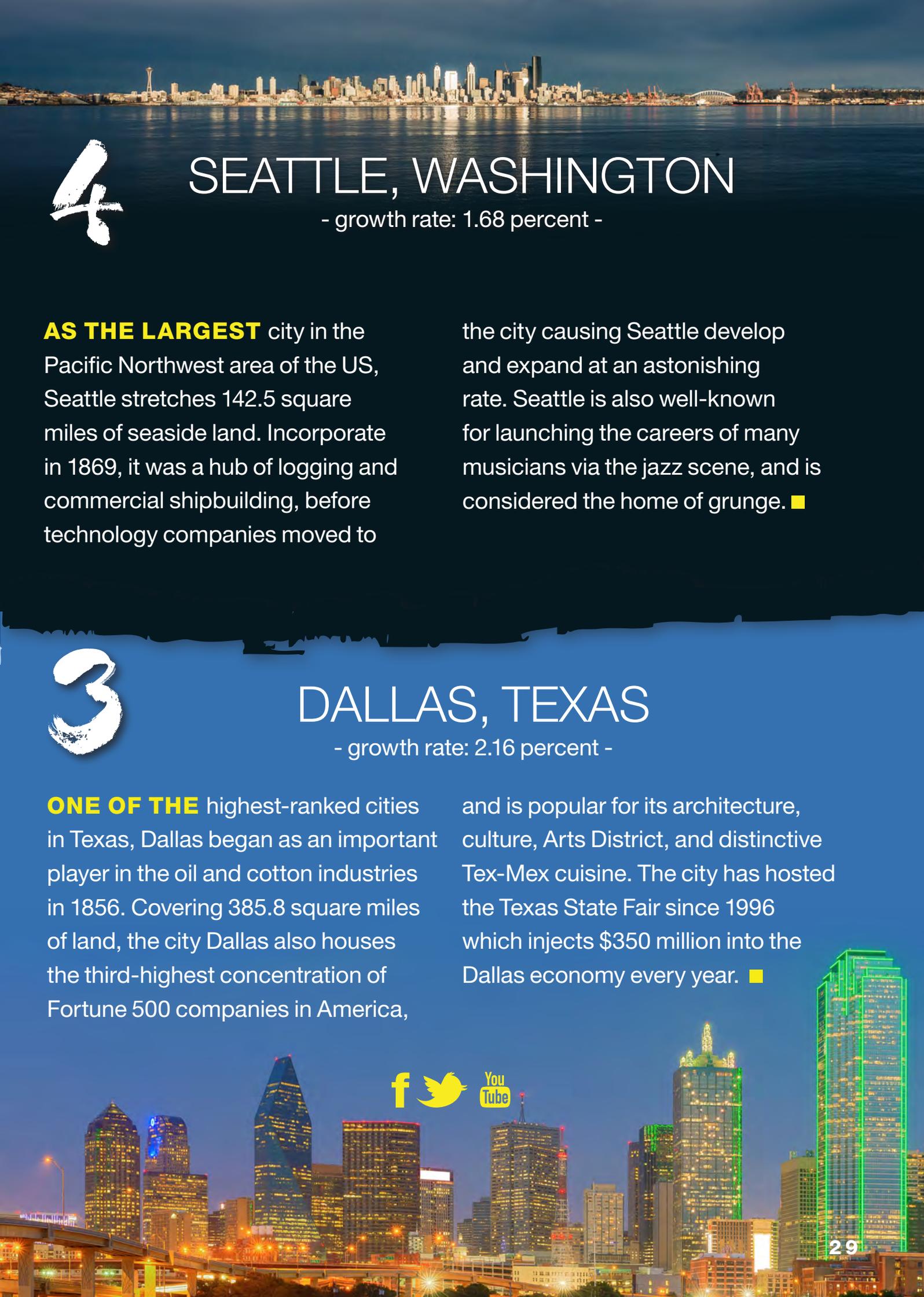
## SALT LAKE CITY, UTAH

- growth rate: 1.05 percent -

**THE CAPITAL OF** Utah, Salt Lake City covers 110.4 square miles of land around 19 miles away from the Great Salt Lake. Founded in 1847, it was historically viewed as a holy city, with one of its Mormon founders, Brigham

Young, calling it a ‘Kingdom of Heaven on Earth’. Now, it has a reputation for being popular destination for outdoor recreation activities such as skiing. It is also the industrial banking capital of America. ■





# 4

## SEATTLE, WASHINGTON

- growth rate: 1.68 percent -

**AS THE LARGEST** city in the Pacific Northwest area of the US, Seattle stretches 142.5 square miles of seaside land. Incorporated in 1869, it was a hub of logging and commercial shipbuilding, before technology companies moved to

the city causing Seattle develop and expand at an astonishing rate. Seattle is also well-known for launching the careers of many musicians via the jazz scene, and is considered the home of grunge. ■

# 3

## DALLAS, TEXAS

- growth rate: 2.16 percent -

**ONE OF THE** highest-ranked cities in Texas, Dallas began as an important player in the oil and cotton industries in 1856. Covering 385.8 square miles of land, the city Dallas also houses the third-highest concentration of Fortune 500 companies in America,

and is popular for its architecture, culture, Arts District, and distinctive Tex-Mex cuisine. The city has hosted the Texas State Fair since 1996 which injects \$350 million into the Dallas economy every year. ■





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# SAN FRANCISCO, CALIFORNIA

- growth rate: 1.24 percent -

**SAN FRANCISCO, THE** only consolidated city-county in California, is the state's capital for finance, culture, and commercialism. Having first been discovered in 1776, over 80 percent of the city was destroyed in 1906, but was quickly rebuilt to

become a liberal haven for the Sexual Revolution, gay rights, and the Peace Movement, and as such became synonymous with activism. Many big business HQs are based in San Francisco, and it consistently ranks highly on global livability ratings. ■



2





**THE CAPITAL OF** Texas, Austin is the fastest-growing city in the entire United States. Settlers established the city in 1835, and it now covers 271.8 square miles. Austin boasts many lakes and rivers alongside a great deal of technological companies which provide good jobs for graduates of the University of Texas. Austin also has a booming nightlife and is

well-known for its diverse levels of culture and eccentricity; ‘Keep Austin Weird’ has been a motto of locals for many years. The city focusses heavily on music, hosting the SXSW festival each year, plus film festivals (the local area has also acted as a filming location for numerous movies), and a rich seam of theaters, parks, and locally-cherished events. ■

# AUSTIN, TEXAS

- growth rate: 3.15 percent -



# The tremendous growth of

*leading data center provider*

# VANTAGE

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*With customers on the Fortune 100 list and an ever-expanding client base, Vantage is growing fast, no better shown than by a massive new construction program*

Written by **Leila Hawkins**  
Produced by **Tom Ventura**





## VANTAGE DATA CENTERS

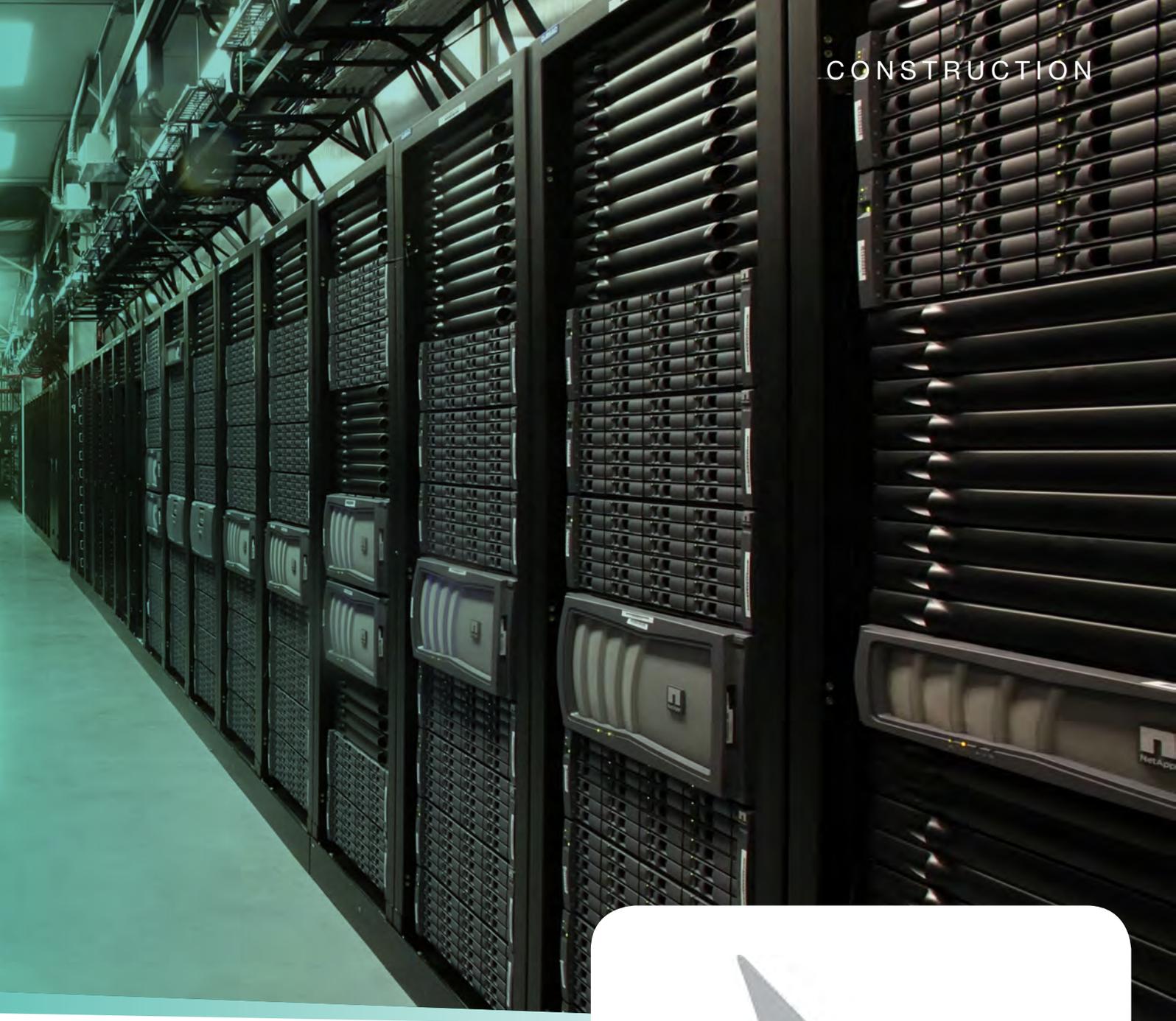


The data center market is one of the most competitive in the world. Yet in the face of this, Vantage is experiencing astronomical sales, becoming an industry leader with clients who are on the Fortune 100 list of the biggest companies in the US.

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dramatic revamp. With campuses in Silicon Valley and Washington and several more in development, it's expanding extremely fast.

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five wholesale data center facilities: four in Santa Clara, in the heart of the Silicon Valley which is one of the top data center markets in the world, and one in Quincy, Washington, known for being home to data facilities owned by Microsoft, Dell and Yahoo. Vantage is currently in the process of a monumental construction program.





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# DIRECTLINE

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## The non-stop construction project

Director of Construction Spencer Myers is in charge of budgeting, scheduling, hiring the construction teams and generally managing the overall building program by keeping stakeholders and management informed along the way. He stepped up to the role after being the company's senior project construction manager, prior to which he spent 14 years as senior project manager at engineering consultancy firm Alfa Tech.

Two new facilities are in development on its existing Santa Clara campus, which will deliver an additional 24MW of capacity, bringing the total capacity of the campus to 75MW. V6 began construction in October last year, and it's estimated it will be up and ready in the summer of 2017 with another 9MW over two stories. V5 begins construction this month, bringing 15MW of new capacity in a four story building when it's finished in 2018.

While the internal construction team has around a dozen people,



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there can be up to 250 people working on the project each day once construction has commenced. As Myers explains, “we’ve had to find ways to duplicate ourselves or delegate responsibilities by adding more project team members, more construction team members, and basically aligning ourselves with more partners so we could still get the work done within the necessary timeline. We had a zero to 60 ramp up speed when all of a sudden everything had to get done. We hired a bunch of people to leverage their skills and resources to allow us to do that.”

The building designs are flexible, making it possible for them to handle different rack heights, room configurations, power redundancies,

cooling strategies and more. The two new buildings will deliver raised floors (V5) and slabs on grade data modules (V6) that allow for highly variable layouts and configurations to meet any specific customer needs.

Additionally, the buildings are designed to be as energy-efficient as possible. In the case of the Silicon Valley campus, it abides strictly by California’s Title 24, which states that buildings must keep their impact on the environment to a minimum. As Justin Thomas, Vice President of Design Engineering and Construction says, “wasted energy is wasted dollars”.

Thomas is in charge of the data center building projects for both campuses. He also oversees all





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## Aerial view

planning and design for expanding into new markets, coordinating with sales, understanding customer requirements, and translating these plans into physical, deliverable products.

In his current role he has helped the facilities achieve lower PUEs (Power Utilization Efficiencies) than many other data center providers in the region. The PUE is the multiplier of energy that goes above what is used to power the computer racks such as cooling, lights, and security cameras. “We try to be very cognizant of the design, especially on the mechanical side,” Thomas explains. “Mechanically there are a lot of different technologies

you can use to drive it down. We try to be an industry leader in terms of the wholesale side, and having our PUE down in the 1.2 to 1.3 range.”

### All the keys to success

While the architecture and design of the facilities are integral to its success, having an expert workforce plays a big role in it too.

Three years ago Vantage moved most of its operations in-house. This was possible thanks to having highly skilled on-site engineers. Staff regularly attend external courses to add to their skills and take part in in-house training programs. Vantage

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– Justin Thomas,  
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– Chris Yetmam, Chief Operating Officer

has also produced a library of training videos in areas like software, safety and arc flash prevention.

This has the added effect of keeping employees motivated. Chief Operating Officer Chris Yetman is largely behind this culture. He brought to his role a wealth of expertise, having spent almost 20 years leading operations in the internet infrastructure industry, including spells as Vice President of

worldwide Infrastructure Operations at Amazon, and as Senior Vice President of Process and Technology at Integra.

It also means problems can be solved more efficiently. “We repair things faster since we’re not waiting for callouts, and usually at a lower cost because we’re not paying overhead for another company,” Yetman says. “So with that in mind we know that well-trained facilities

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**we've had to find ways to duplicate ourselves or delegate responsibilities... We hired a bunch of people to leverage their skills and resources to allow us to do that**

– Spencer Myers, Director of Construction

engineers become a huge plus for us.”

This naturally results in an immensely happy workforce.

“Employee satisfaction is huge when you actually get to do the job versus being paid to babysit someone else,” Yetman adds. “You also round up your skill set which makes you more marketable.”

This also has a positive effect on the customers. “Happiness is like

a cycle,” Yetman continues. “If the customers are happy to see you every day and they complement you, you feel better about your work which makes you want to do better for your customers. It becomes this neat virtual cycle where they’re very happy about the environment, and employees are happy being here for the same reason.”

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## Overcoming challenges

The biggest challenge now lies in the land. While in Washington it's mostly unencumbered greenfield, in Silicon Valley it's significantly more expensive than elsewhere in the country, partly because most has already been built on. For instance, the second Santa Clara campus was formerly a fruit processing plant, so Vantage is taking it all the way down to the ground and re-building it from scratch.

There are other hurdles too. "Maybe there isn't enough power," Myers explains. "Let's say we identify a property, it can take three to six months just to figure out if it's viable." After that it may be another two years until the facility is ready, factoring in obtaining permits.

Space in Santa Clara may be at a

premium, but Vantage is maximizing what's available. "We have to go vertical, so instead of building a single story data center our projects are now four stories high. We're literally going up," Thomas says.

The company has achieved huge levels of success, juggling complicated construction projects while staying ahead of competitors. But there's no letting up as Vantage continues to keep a keen eye on expansion. Beyond all the work already underway, Vantage has also secured land for a completely new second campus in Santa Clara. This project will leverage all of the great work and learning achieved to date as the team brings four additional buildings and another 69MW to the market in the coming years. ■





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# The business of empathy

*Rone Luczynski describes how he and his team have transformed SCI's supply chain business processes to best serve the funeral needs of the US and beyond*

Written by **Nell Walker**  
Produced by **Denitra Price**





If unfamiliar with the name, one wouldn't be able to guess that the vaguely-entitled Service Corporation International\* specializes in the provision of funeral goods and services across America, plus parts of Canada and Puerto Rico, and yet it is the largest of its kind.

Its founder, Robert L. Waltrip, was the first person ever to consolidate funeral and cemetery locations under one umbrella. Today, Rone Luczynski and the procurement and supply chain team at SCI are working to leverage the latest in technology for a 10-year project designed to



**SCI  
associates at  
the corporate  
office**

help the company's funeral homes and cemeteries better serve families during their time of need.

Luczynski has dual roles at SCI – he is the President of the Procurement Division and Senior Managing Director of Supply Chain, in charge of all procurement activities. He has worked

at the company for eight years and has a long history of re-engineering supply chains at Fortune 500 retailers.

“That’s why I was asked to come here,” Luczynski explains. “SCI was a decentralized company which hired a consultancy to come in and do a strategic assessment 10 years ago.



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*- RONE LUCZYNSKI Senior Managing Director, Supply Chain Management, SCI*

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SCI was just buying locally, location-by-location, and needed someone to centralize that process. My strategy is that of a center-led, retail-based supply chain, and we've been working on a 10-year transformation initiative in three phases."

### **The transformation**

Luczynski's transformation consists of three shorter road maps: a five-year road map, a three-year road map, and finally a two-year road map. He and his team completed the first road map by 2013, and are currently in year two of the three-year road map, which alone is set to save the company an additional \$22,200 during the process of streamlining. Luczynski admits that the death care industry of was not something he knew anything about when the role was offered to him, and he turned the recruiter down more than once before taking on the challenge. Eventually, the lure of assisting in the transformation of a large corporation with almost 2,000 locations got the better of him.

"I didn't know companies like this existed," Luczynski explains, "and the main issue was that the industry was very far behind when it comes to supply chain and procurement maturity."

Why? I ask. The answer is simple: "This sector is 80 percent independently-owned mom and pop businesses, so it's not like Microsoft is knocking on their doors. There's been a massive shift in the last eight years and software companies are now actually looking at our industry thanks to the advent of smartphones and mobile computing, so businesses are starting to invest, but that's all still new. SCI is a large company and yet there are 22,000 funeral homes in the United States and we have about a 16 percent market share. There wasn't a market for large-scale implementation of software in this sector before and that's only just changing."



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# I didn't know companies like this existed”

– Rone Luczynski , Managing Director,  
Procurement & Supply Chain

The first five years of Luczynski's transformation initiative involved a fundamental foundational change, focusing on people, processes, and technology.

“First, we had to hire the right people, and then begin documenting absolutely everything,” Luczynski says. “After that we were finally able to develop an item hierarchy and get systems in place; we began using Coupa's Procure-to-Pay system, ensuring we could track spend data and analytics. This gave us the information we needed to move the company's culture from a decentralized one to the center-led system so we could leverage our scale.”



**Rone Luczynski**  
Managing Director,  
Procurement & Supply Chain

Due to the family-orientated nature of the business, this initial road map was made into a five-year road map as opposed to a traditional three-year road map. In Luczynski's words: “We're never going to let our process get in the way of helping a family. Our locations do an amazing job each and every day helping families at a difficult time of need and we didn't want to do anything to disrupt that relationship.”



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## SCI Supply Chain team meeting

The three-year roadmap Luczynski is currently undertaking is more about leveraging the established procurement practices and expertise to move beyond SCI's more traditional supply chain areas, and to focus on lowering costs in other sectors. Luczynski's team has now bought more of Coupa's services to aid with its current road map, as well as integrating procurement systems with the customer-facing contracting system, which saves time for the location and the customer.

"Right now, we're focusing on much more integration in our systems, and a large portion of our effort from last year into this year has been all about talent development," Luczynski says. "A top issue for CPOs recently has been about enhancing employees' skills and ensuring their knowledge base is up-to-date so they can keep up with the changes occurring in procurement and supply chain, which shift with technology and R&D. We want to make sure all our folks are ready for that."

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# “We’re the only company in this industry that uses J.D. Power, and it’s engrained in our company and our customer service processes”

– Rone Luczynski , Managing Director, Procurement & Supply Chain

## Supply chain

The entirety of SCI’s supply chain is managed internally (with the exception of some support functions, such as those offered by Genpact, and some transactional functions), so despite the unusual nature of the industry, SCI’s procurement is no different than any large retailer when it comes to supply chain processes. The company boasts a fleet of 7,000 vehicles with a team to run it, and it manages about 80 percent of spend from its headquarters, which is no different from any other large business aiming for consistency.

## The customer

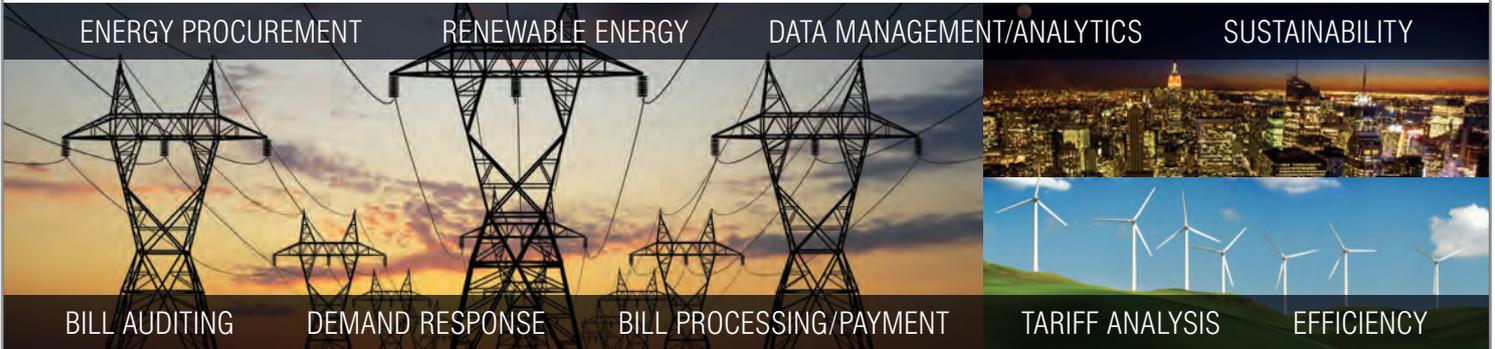
Maintaining a focus on people is integral to SCI. While one could be forgiven

for assuming that a large corporation such as this might lose touch with the human element, a business focused on family services can’t afford to become detached. SCI boasts 24,000 employees, with 23,000 of them working on location, and those people have to be extraordinarily good at caring for families.

“Our employees are very empathetic, they’re really good at comforting families, and they don’t lose that. The only thing that’s changed is that when I got here in 2009, a

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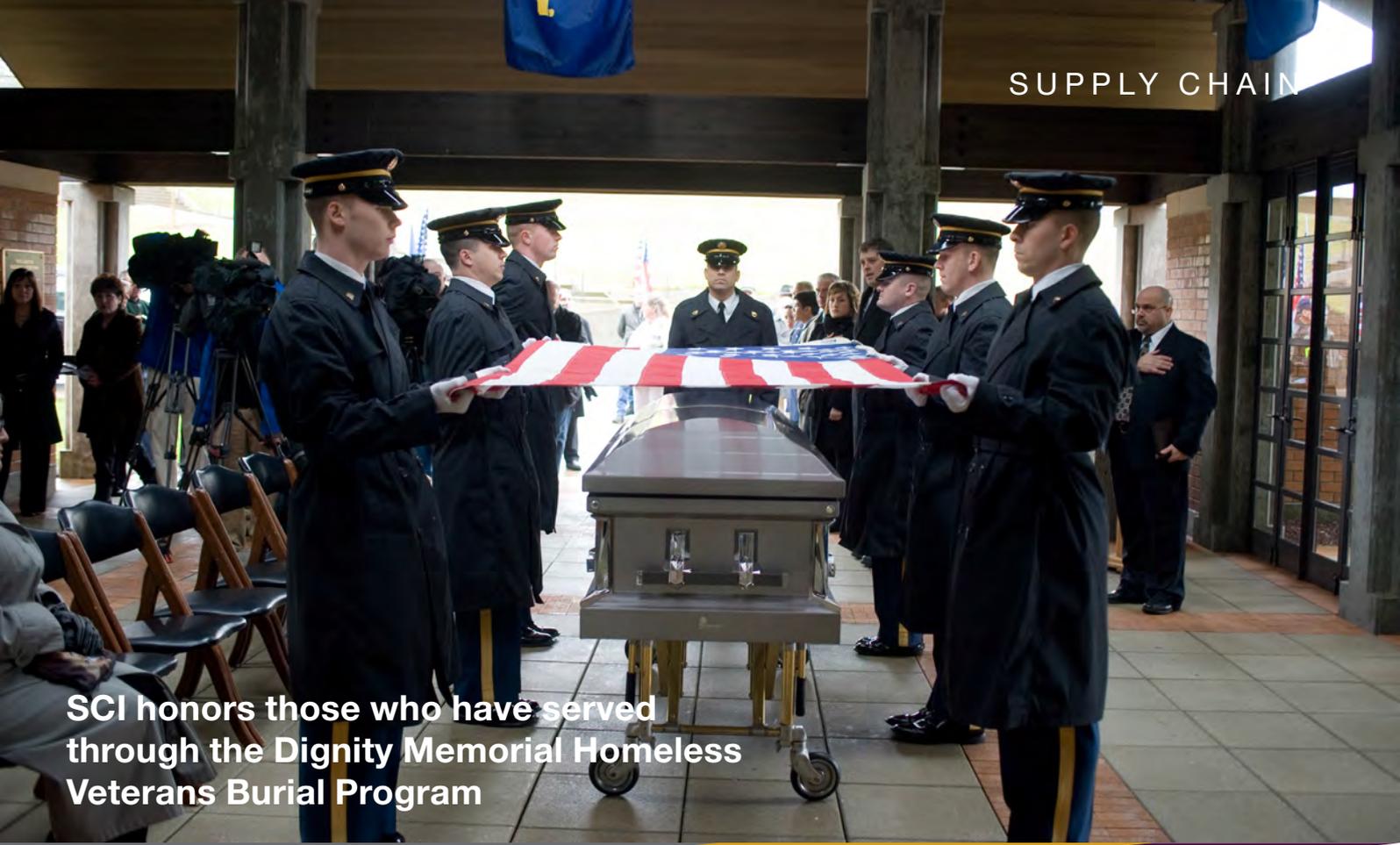
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lot of younger people were being brought in who are more tech-savvy; they were asking ‘why can’t you put this information on an iPad?’ The result is that they can give the customer a better experience and assist them even in their home.”

Luczynski’s team has worked hard over the past eight years and it has paid off thoroughly.

“We’re the only company in this industry that uses J.D. Power, and it’s engrained in our company and our customer service processes,” Luczynski says. “In 2016 we were

awarded the President’s Award, which in the history of J.D. Power has only been given twelve times. So the people out in the field are doing a tremendous job, and we’re here to support them,” he concludes with absolute modesty. ■

*\*As used herein, “Service Corporation International,” “SCI,” or the “company” refers to Service Corporation International and all of its affiliated companies.*



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ROSENDIN  
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3



A photograph of a modern building at night, featuring a curved facade with a grid of windows and a prominent white diagonal line running across the image. The scene is bathed in a deep blue light, with some interior lights visible through the glass. The building has a curved, multi-story structure with a grid of windows and a prominent white diagonal line running across the image.

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Written by **Dale Benton**  
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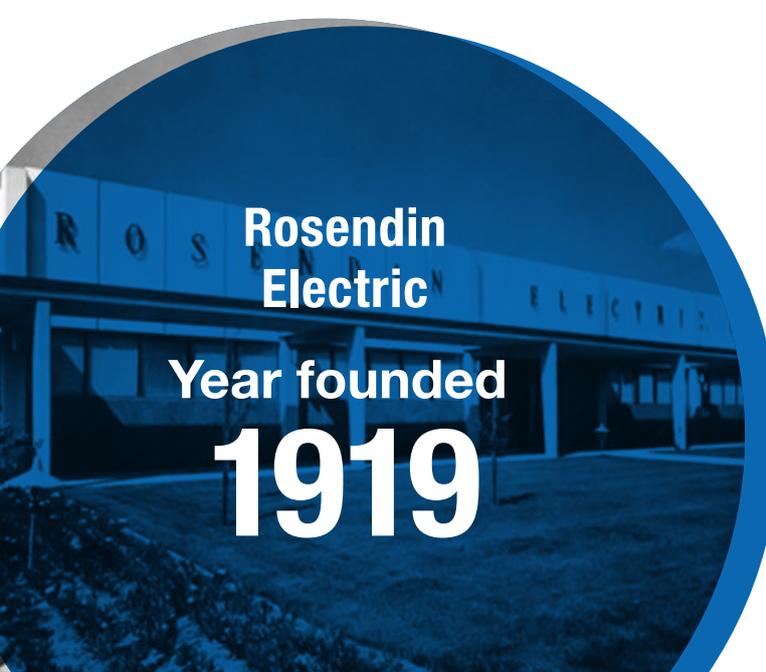
Rosendin was founded by Moses Rosendin. The company started life supporting the agricultural business in turn-of-the-century Silicon Valley, winding pump motors, and rural electrification. As Rosendin grew over the next 95 years, the company developed into a multi-billion dollar, full service design+build electrical contractor and technology integrator. Expansion was first derived from working with Intel across Oregon, Phoenix and Albuquerque then jumped to geographich expansion encouraged by other customers, leading to what Rosendin Electric is today.

For Bill Mazzetti, Senior Vice President, his journey with Rosendin started back in 2005 and his introduction represented what he describes as a “changing of

the guard”. Mazzetti joined after divesting his family’s engineering business in 2004 to his old partners.

“Looking at our progression as a company in the late 90’s and into the 2000’s, management bought out the Rosendin family via an Employee Stock Ownership Plan (ESOP), which widely distributed ownership of the firm. And then starting in 2005, several new executives joined a growing number of home grown leaders all to add new perspective to the company,” he says.

“As we had some new ideas and our existing markets were getting a bit crowded, we started looking at opportunities that weren’t organically grown. Before, we worked with existing clients like Intel, we now work more prospectively and in concert with a strategic plan for the company.” Some of that growth came in the renewable energy and data center businesses. While the renewable energy business was founded as a wind power group in 2000, in the past five years, it has blossomed into a leading provider of grid storage, distributed generation and grid-based



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solar work. Similarly, their data center business grew from zero in 2005 to over \$650M in installed work in 2016, while simultaneously giving birth to Modular Power Solutions, Rosendin's factory-built provider of complete electrical systems, and the leader in the field today.

Rosendin Electric is the largest speciality contractor in the United States and works with some of the US's largest companies, with particular focus on tech companies in Silicon Valley, Rosendin's home court. While Rosendin works with many of the most sophisticated companies in the US, their tech clients press the known limits for speed to market and innovation for their builds.

By all accounts, everyone marvels at the work's size, scope and design aesthetic. Some projects are so large that the Pentagon could be dropped into the middle of them and the Pentagon would not touch the outside walls.

"Like many of the large, complex and rapidly-constructed projects we are engaged with, there are often times that labor resources or the



**“If you don’t have customers, you are not a contractor”**

– Bill Mazzetti, Senior Vice President

sheer speed of the work demands a different approach to delivering the project on time and with quality.

But with a job of this size, we at Rosendin had to ask ourselves, “How do we build it differently,” he says. “The traditional approaches



and techniques simply won't work at that scale and speed."

While the public has seen the design and scale of the recent projects in Silicon Valley, it's the construction techniques that are the most innovative approaches that Rosendin had ever seen. The use of prefabricated system, modular

power and the general assembly of the building electrically will give a road map for what is now possible.

"This level of innovation in construction will make people turn their heads and is reflective of where we feel the industry needs to go. With the commercial construction business losing skilled craftsmen at twice the rate it is replacing them, the construction methods and habits must address this labor shortage. Especially with one of our ongoing projects, it is a good step in showing people that, actually, we can do something different and change our methods to address projects



**Number of employees  
at Rosendin Electric**

**7,250**



that while aren't labor-constrained but certainly very, very fast.”

With a commercial construction project, the size of the project often dictates just exactly which company can take on the project. Once a project is announced, contractors must look at the resources at hand, the field leadership, their finances, and supporting resources, both internal and external to the company. For large and complex work with a high degree of schedule or performance risk, this makes the list of contractors who are compatible with the project relatively shorter. It is an arena that Rosendin thrives in.

Another key challenge is the resources available. Mazzetti believes that there is a general societal mindset that looks down upon the construction industry - that it is not technology savvy, too dangerous, difficult and therefore unworthy of their consideration. In the current economic climate, this poses an especially acute problem as employments rates are persistently low in the most active construction markets.

“There just aren't enough people coming through the door who see construction as a noble, intelligent and worthwhile career,” he says.

Couple this with the fact that even



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though there are a huge number of young people who come out of college and into the construction industry, the process in going from fresh out of school to fully licensed and certified electrician or electrical engineer ready to work is often a long one.

“Our cycle time between layman and fluency is a much longer than most jobs and when the economy is busy, good people are hard to find. That is not news, but it is one of the biggest challenges the industry is facing today.”

This is nothing new for Mazzetti. When he was chairman of his former business, Mazzetti, his own father spoke of the challenge in getting fresh out of high school and college kids excited about construction and engineering. This generational problem has been one that has been tackled with constant outreach, but Mazzetti admits that while the mindset is changing, it is still an ongoing and difficult process.

## Recognition

2016 has proved a very successful year for Rosendin Electric, with

two of its projects being selected for the 2016 Global Best Projects Awards by Engineering News Record (ENR). When it comes to singling out achievements though, Mazzetti places greater value in two areas – customer satisfaction and employee retention.

“The rewards you don’t see is what keeps 6,000 people in the field and 800 people employed in the office every day, the customers coming back,” he says.

This echoes the ethos that Mazzetti has had with him since he was a child, the most important aspect of being a contractor really is the customer.

“If you don’t have customers, you are not a contractor. The key to building a great firm with a great team is having great clients that allow you to do that every day.

Those sophisticated customers have high standards and unique demands. “Rosendin really takes that and says if you don’t offer something different then you don’t get to work with those customers.”

## Integrity

As a contractor, competition is

**“The key to building a great firm with a great team is having great clients that allow you to do that every day”**

– Bill Mazzetti, Senior Vice President

inescapable, and in all ways healthy. There are a wide number of other people out in the market who could take on a job that you are chasing. But when it comes to what separates Rosendin from others is the integrity of the business.

“If we tell you it’s going to cost a dollar, it’s going to cost a dollar. Or should we suggest any one of several courses of action, they will be viable, with proper cost, schedule and risk attached to them. It is about arming our clients with the information to make the right decision for themselves. This is in our DNA. Clients reach out to us because they want a peer who is sophisticated and forthright,” says Mazzetti.

This “straight shooter” approach is something that Mazzetti firmly believes in, but admits in some instances has lost potential customers. “The

buying process and experience varies widely in construction, as it does for all commercial endeavours for that matter. But when you are trusted with hundreds of millions of dollars of your client’s capital, and in all cases, being further trusted to deliver a strategic asset absolutely vital to their business, there is no room for nonsense and not having a crisp, truthful and sober approach to it all.”

Integrity, and bringing out the best behaviour in people to generate a more beneficial relationship with a client, is a mindset that is coached throughout the business from the CEO on down. It is this approach that has allowed Rosendin to retain customers over the years, a level of trust and respect but also safety in the knowledge that the company will be the best for the job.

“There’s a saying I have, ‘I worry





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about a great many things but the one thing I don't worry about it is us doing a great job',” he says.

## Technology

Rosendin has invested heavily in its people and not simply the customer facing part of the business. Training, employee ownership and safety are hallmarks of the Rosendin culture. And while Rosendin has been entrusted to deliver for our clients and our confidence in that is no issue, Mazzetti is mindful of one thing – complacency.

“The fact is, you want to stay far enough ahead of everyone so they can't catch you but at the same time not too far where you are not relevant,” he says. “In every way, we are only as good as our last project.”

What most folks don't see is

that technology is continuously transforming the commercial construction industry. Rosendin has extensively invested in technology over the past decade. “The realities of our business today is that the speed, financial size, operational complexity and the sophistication of the projects themselves demand it.” That includes drone observation and testing, interactive design and building modelling system and business intelligence.

For Mazzetti, technology has enabled Rosendin to ask the question, whether it comes to budgets, quality of work, timescales, safety or logistics, are we in the spot where we believe we are and is the project going as we expect it to?

“To put it simply, we are giving the pilot better instruments to fly with,” he says.

Rosendin uses Oracle software for data analysis and their ERP and this allows the company when working on projects to understand exactly where it is with regards to its projected outcomes. This is something that isn't restricted

**Rosendin Electric  
annual revenue**

**\$2.2  
billion**  
(USD)



to Rosendin, but its customers too. Over the past three years, process automation and business intelligence has reached every corner of their business. That allows us to give a very accurate picture of where our projects and the firm is every day.

“Sophisticated customers want sophisticated reporting and execution,” he says. “Customers want jobs completed faster and cheaper with very high quality, and you have to have the processes in place to support that.”

### **Globetrotting**

Looking to the future, Mazzetti sees Rosendin expanding both geographically and in its offerings. The company has worked with their tech clients in countries such as Sweden and Israel. As it was in the first days of expansion Rosendin follow its clients.

Whatever the future does hold for Rosendin, Mazzetti is wise enough to acknowledge that the economy is uncontrollable, but as a company it can continue to make smart business decisions.

“We are a company that flows to need, like the river flows where it flows. While we have strong roots in several industries and markets, we are wise enough not to force it either, we’ve all learned the hard way earlier in our lives,” he says.

“Rosendin allows me to do what I want to do and what is best for our clients, which is solve problems for clients and customers every day. There’s an inescapable draw based on our capabilities and our client’s challenges that we can’t resist.” ■

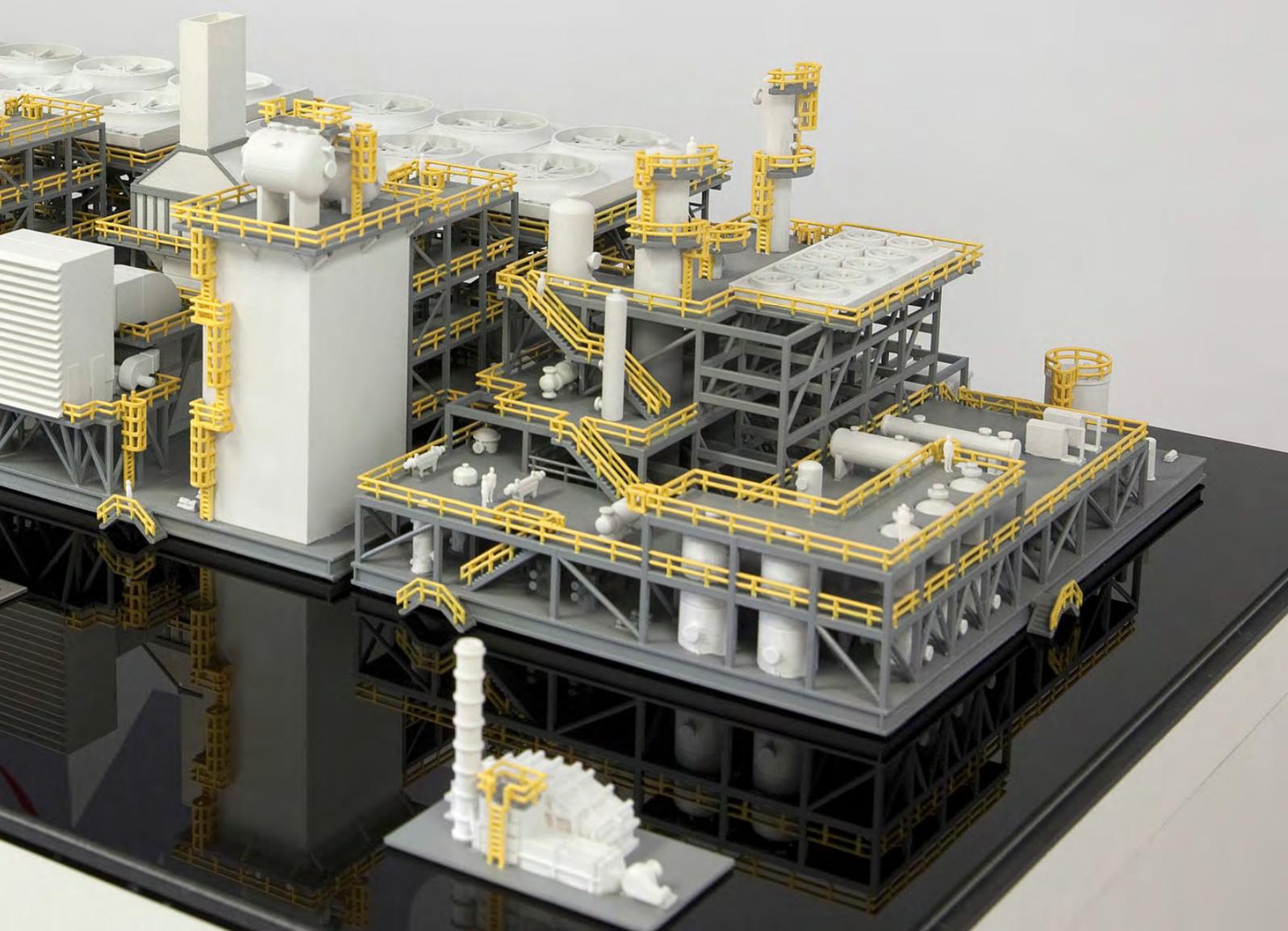
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*LNG Limited brings energy and capital efficiency at a time where the LNG space needs it the most*

Written by **Dale Benton**  
Produced by **Tom Ventura**



In the modern world, in which there is an ever-growing focus on energy efficiency and environmental responsibility, the time couldn't be better for a business to offer value through the delivery of safe, reliable and energy-efficient, mid-scale natural gas liquefaction to customers, all at the industry's lowest full cycle cost and with a minimal ecological impact.

Liquefied Natural Gas Limited's mission is to deliver highly efficient, low cost, mid-scale liquefied natural gas projects to the international energy market. Based in Perth, Western Australia, LNGL has its main operating office in Houston, Texas, and regional project offices in Lake Charles, Louisiana and Halifax, Nova Scotia. At this moment in time, LNGL is developing LNG export terminal projects in the United States, Canada and Australia, with a combined aggregate design production capacity of 20 mtpa, with further expansion options.

### **Laying down a marker**

The immediate goal of the company

is to firmly establish its presence in the LNG market in the United States, and for Greg Vesey, Managing Director and Chief Executive Officer, who can call on a rich history of working in the LNG space, to drive the company forward.

"I was involved in LNG marketing for Chevron as well as spending five years as President of Chevron Technology Ventures, which really gave me the experience that I feel will directly benefit me in my role with LNG Limited," he says.

As the Vice President of Chevron Gas Supply and Trading, Vesey was responsible for Chevron's Global LNG, natural gas and natural gas liquids marketing and trading activity based in Houston. One advantage that he has been able to call upon is instant recognition of his work prior to moving to LNG Limited in 2016, especially when seeking out potential clients and long term deals.

"With Chevron I was engaging with customers across the globe in the LNG space, and now it is not unusual for me to go into a meeting with customers who will stop and

“ When customers engage with us and see that **WE’RE INDUSTRY EXPERIENCED PEOPLE,** we already have their trust from the beginning ”





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# At the Core of LNG

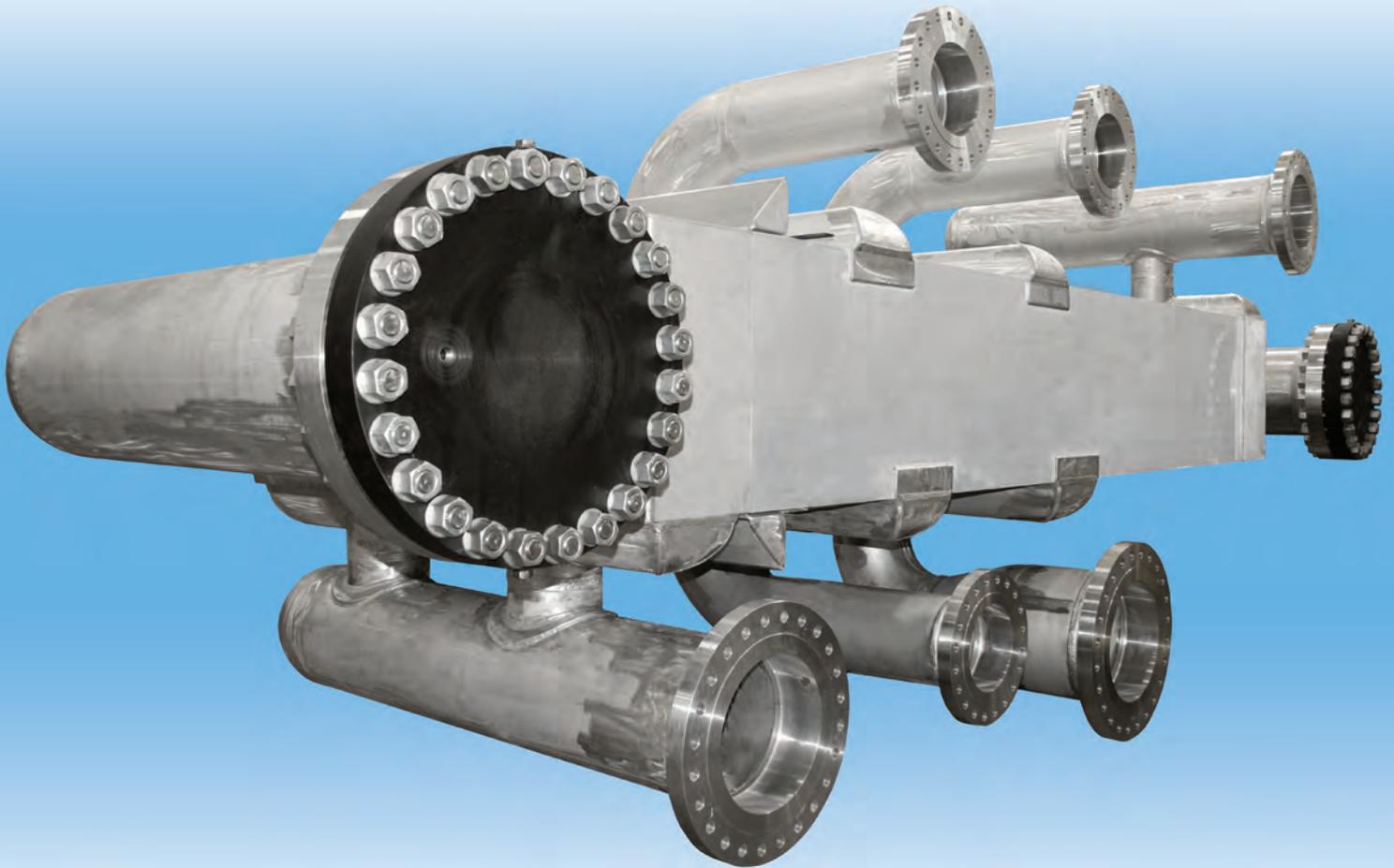


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do a double take and say, aren't you the Chevron guy?" says Vesey.

Establishing a presence is not a task that Vesey can complete alone. Another key driver for the business is John Baguley, Chief Technology Officer, who has experience in the successful delivery of both front end engineering and EPC projects for major LNG plants and projects worldwide during a 33-year career with KBR.

As with Vesey, the recognition of years of successful operation in this space has been key in taking LNG Limited forward.

"I think what adds to a sense of gravitas for LNG Limited, particularly when engaging with new customers, is the wealth of experience in our staff," says Vesey.

"We have me [Chevron], John [KBR], our CFO Mike Mott [BG Group], our Chief Commercial

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Officer AG Gelotti [Chevron, Shell] and General Counsel Kinga Doris [Pacific Drilling] – these are big, internationally renowned firms. When customers engage with us and see that we’re industry experienced people, we already have their trust from the beginning,” he says.

### **Technically speaking**

LNGL is not the only player in the liquefied natural gas space and for Vesey, there is one key element in which LNG Limited can stand tall above its competitors - technology.

“Our technology does give us an edge over other competing projects as it allows us to deliver a plant which is both highly energy efficient as well as cost efficient,” says Baguley.

LNG Limited designed and patented the optimised singled mixed refrigerant (OSMR®) natural gas liquefaction process; a low cost, highly efficient, environmentally-friendly, robust and low risk technology. It is this patented technology that Baguley believes propels LNG Limited ahead of its competitors.



## **Greg Vesey**

### **Managing Director and Chief Executive Officer**

Greg Vesey joined LNG Limited as Managing Director and Chief Executive Officer following a distinguished 35-year career with Chevron and Texaco, where he held a number of senior executive positions including president of Chevron Natural Gas and vice president of Gas Supply and Trading responsible for Chevron’s global LNG, natural gas and NGL marketing and trading activity. He also served a four-year term on the board of the Natural Gas Supply Association of America including two years as chairman, and currently serves on two non-profit boards – Junior Achievement of Southeast Texas and Alley Theatre in Houston. He holds a bachelor’s degree in business from Northwestern State University of Louisiana.

Through OSMR®, we are able to produce LNG while generating fewer carbon dioxide emissions than any other facility. But it's not solely the significantly reduced environmental signature of OSMR® that will allow LNGL to succeed. Baguley believes the industry to be at a key turning point, one that will favour the company.

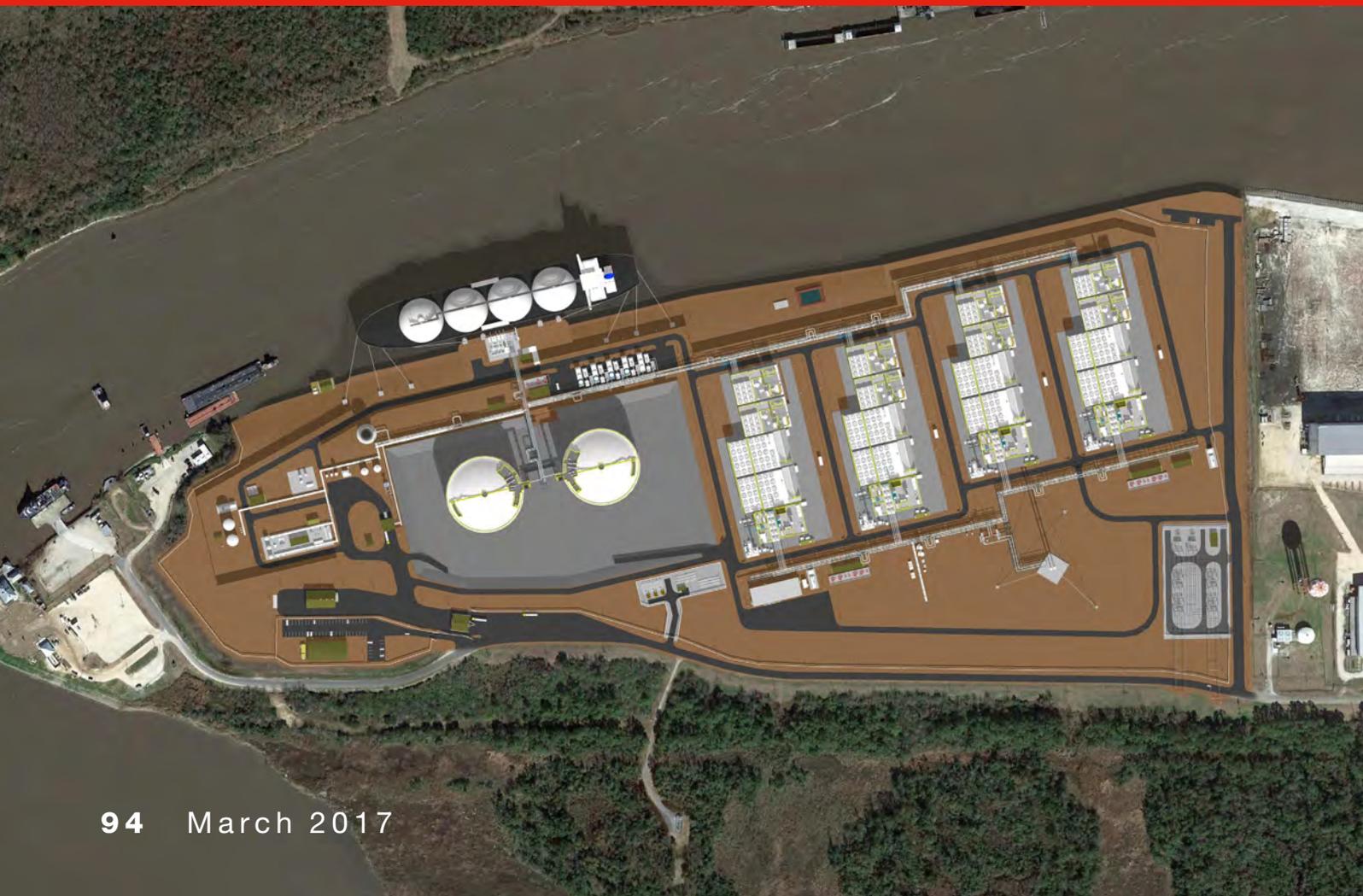
“The LNG industry has been in its present form for around 30-40 years, with the very first large-scale LNG project coming to market in the mid to late 70's. The one

common challenge that the industry has faced is finding commonality and consistency,” says Baguley.

## Power in portfolio

LNGL possesses a strong portfolio of assets, with two of its arguably bigger assets being the Magnolia LNG eight million mtpa export terminal in Louisiana and Bear Head 8-12 mtpa LNG export terminal in Nova Scotia.

“When we build our Magnolia LNG project, it will be remarkably similar to our Bear Head project.



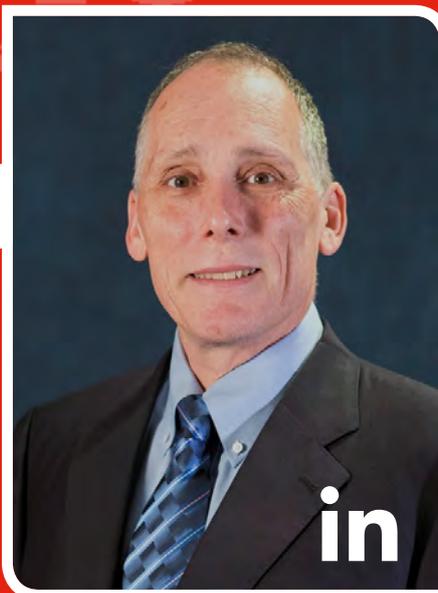
As we are both the technology provider and the developer, it places us in a unique position to achieve replication among the facilities which provides high reliability,” he says.

Technology is “central” to the corporate mission. LNG as an industry has been around for over 40 years, and Baguley feels this has created a “static” mindset with regards to the design of facilities.

“Look at other industries, telecommunications, automobiles – what people are building today is remarkably different to what was being built 40 years ago. With LNG, much of it is built the same as it always has been,” he says.

But while the technology is key, there is also the value of the way in which LNGL executes the projects that are embedded with its technology.

“It’s as much how we are delivering the technology as it is as what we are delivering,” says Baguley. “Sure, our technology is better, but our means of delivering it are also better, and I don’t think there are many organisations that could shift the



## **John G. Baguley** **Chief Technical Officer**

John Baguley currently holds the positions of Chief Operating Officer for the Bear Head and Magnolia LNG projects, and Chief Technical Officer for LNG Limited. His involvement in LNG project delivery spans over 35 years and includes engineering, construction, commissioning and project management. He holds a Bachelor of Science in Chemical Engineering from Michigan State University (1980) and is a registered Professional Engineer in the State of Texas, USA.

# MODULARIZED LNG

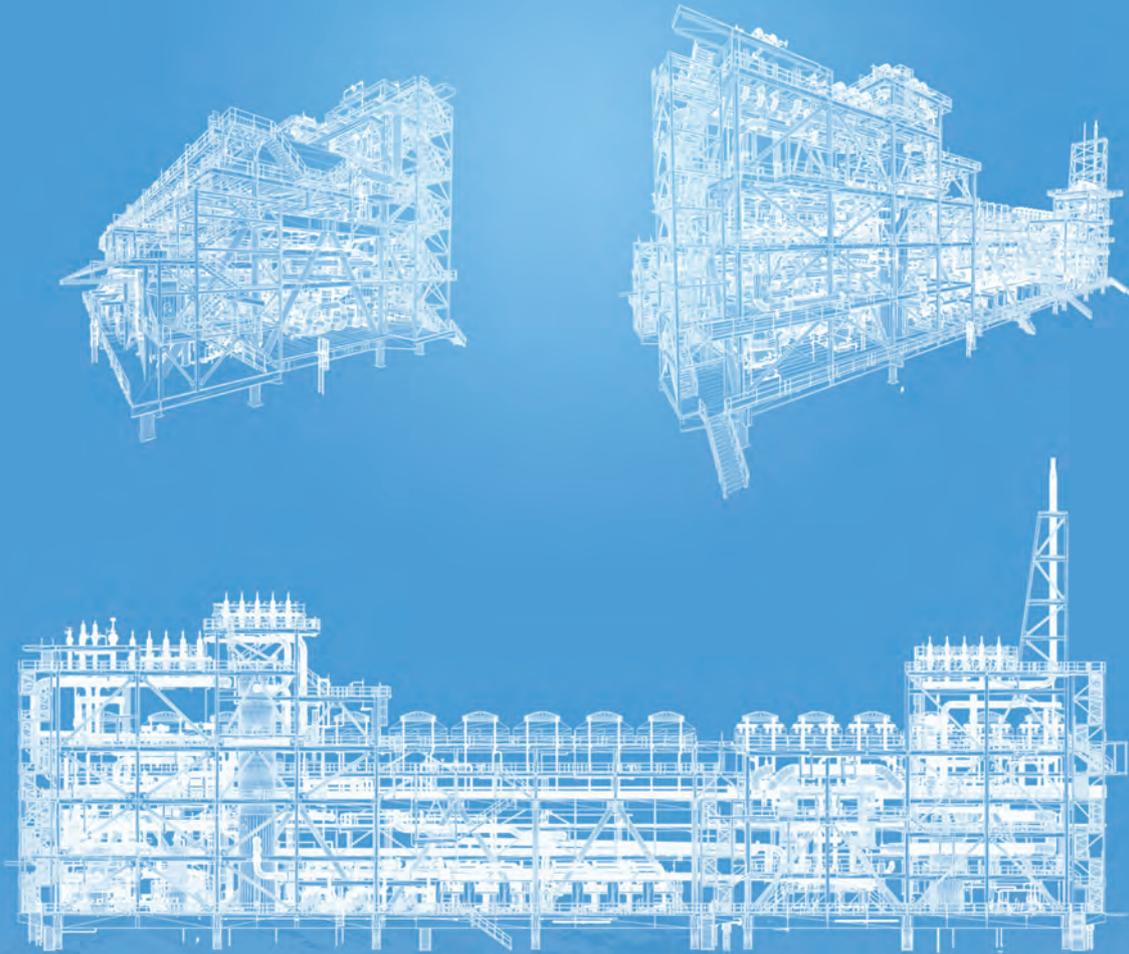
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**Michael Mott**  
Chief Financial Officer



way they do business to the extent that they could exploit what it is we're able to do with this technology."

There has been a noticeable shift in industries around the world to put a sharper focus not only on energy efficiency, carbon footprints and environmental accountability, but capital efficiency as well.

"We are right in the middle of that shifting focus," says Vesey.

### **Challenging change**

As with any industry, the financial climate of the LNG space is in a state of constant flux, and LNG Limited must respond to those changes.

"Looking back two and a half years, prices for LNG were forecasted to be very attractive and that made the economics very easy. Now that those prices have

The Siemens logo is displayed in a bold, teal, sans-serif font. The background of the entire advertisement is a blue-toned photograph of an LNG liquefaction plant at sea, with two workers in orange safety gear visible in the foreground on a boat. The image is overlaid with various technical data points and mathematical formulas in a glowing blue font, such as power ratings (e.g., 66 MW, 39 MW, 29 MW, 25 MW, 53 MW) and equations like  $H_{ad} = Z_i RT_i$  and  $v_x = \frac{Z_x}{140}$ .

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“**OUR TECHNOLOGY** does give us an edge over other competing projects as it allows us to deliver a plant which is **HIGHLY ENERGY EFFICIENT**”

dropped dramatically, we need to show that our process is much more capital efficient,” he says.

“You may find other businesses out there who are more efficient from a capital standpoint, or someone who is more efficient from an operations standpoint – but there is no one who can match LNG Limited when it comes to pulling it all together.”

The focus on mid-scale liquefaction is a trend that is shared across the industry, and Baguley believes this is a movement that was perhaps started by LNG Limited. Historically in the LNG business and other petrochemical industries, there is often the choice of very expensive facilities that are highly energy efficient, or very inexpensive facilities that have poor energy efficiency. LNG Limited

has “cracked that paradigm.”

“We can deliver a leading low-cost facility that has unprecedented high levels of energy efficiency,” says Baguley. “I’ve spoken with representatives from the Environmental Protection Agency (EPA), and they were very on board with what we are trying to achieve. This is something that is done for the economic benefit, which also results in a huge environmental benefit – the holy grail for those seeking to minimize environmental impacts.”

Site selection is also a key aspect in generating this environmental efficiency and unlocking the capital efficiency.

“Because our technology is mid-scale and because the physical footprint of our plants is smaller, we’re able to select sites which are optimal for building,” says Vesey.

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“Looking at Magnolia, or Bear Head (the Nova Scotia project), it is evidence that we can build an entire facility on the US Gulf Coast or the Canadian east coast, for what it takes to build only the shipping facility in, say, Australia. It’s a remarkable difference.”

### To the future

Looking to the future, Vesey has ambitions of expanding the asset portfolio beyond Magnolia and Bear Head, with additional project sites all around the world as both a technology licensor and equity participant.

“I’d like to see our technology licenced to projects around the world so we continue to prove how much of an advantage it is,” he says.

For Baguley, finalising a new project will be the key turning point in the company’s history.

“We have something that is substantially better than anything else that’s available on the market,” he says. “We need to get one of them up and running so we can demonstrate these benefits; with

“**Sure, OUR TECHNOLOGY IS BETTER,** but our means of delivering it are better and I don’t think there are many organisations that could shift the way they do business to the extent they could exploit **WHAT IT IS WE’RE ABLE TO DO WITH THIS TECHNOLOGY**”

that I think the world’s going to beat a path to our doorway, and it’s very exciting to have an opportunity to be involved in something like this from the ground floor.” ■





# ENGINEERING A VISION OF SUCCESS

***Joseph Lobb, General  
Manager of Cyntech, explains  
the company's success  
story and dedication to a  
seamless working process***

Written by **Nell Walker**  
Produced by **Tom Venturo**



Cyntech, the multi-faceted Calgary-based business providing innovative equipment and services to the construction and energy sectors, has become an essential feature across the industry since its inception in 1981. The company started out small and client-focused, and quickly grew to become a major player in North America and the world.

Acquired by Keller Group plc in 2013, Cyntech was boosted by joining the world's largest ground engineering specialist. This enabled the company to further its innovation, being exposed and gaining access to the newest technologies and resources.

## **Technology**

Cyntech's reputation is particularly strong with regard to its pioneering products: Helical Screw Piles, and Pipeline Anchors for Buoyancy Control. The company's name is now synonymous with these creations, and they are being utilised worldwide, saving other businesses money and energy.

“Products like their Pipeline Anchor Buoyancy Control system, which is a proven cost-effective solution that's been used throughout the industry, and has placed







Cyntech in a position of trust with a lot of our clients, and therefore we get a lot of return business based on our relationships,” explains Joseph Lobb, General Manager at Cyntech. “Our positive reputation hinges on our high level of experience. A lot of clients write their specifications around precise types of materials and equipment, and we’re very fortunate that they include the Cyntech name on

“**OUR POSITIVE** reputation hinges on our **HIGH LEVELS** of experience”



their projects. Our products and materials are respected worldwide, and that means that we have the confidence of our clients. That puts us in a position where they look to us to help provide solutions, particularly when they need buoyancy control in their pipelines.”

Lobb himself is a licensed mechanical engineer, starting out in Idaho designing refrigeration systems for the grocery chain



Albertsons. After 13 years, Lobb moved into the construction industry, working in management on the commercial side, before more general contracting roles. Eventually, Lobb ended up in Canada as Construction Manager for the supermarket franchise Safeway, before joining the Cyntech team in 2014. His role is to oversee and guide all aspects of the company, including design, engineering, and operations. To Lobb, all of those elements are equally important, and Cyntech hires only

the most appropriately qualified.

“Our project managers are also engineers,” he says. “The engineering and design aspect of what we do is very important. A great deal of our clients look to us to provide solutions even in situations where we might not receive the end commercial opportunity or gain the revenue on a project, but we may still consult with them and help them along the way to get the right design out there. Having the ability to stay current on software that we use, and making sure the

“ Having the authority to **STAY CURRENT ON SOFTWARE** that we use, and making sure the engineering designs and tools we put together are up to the standards of **WHAT OUR CLIENTS REQUIRE, IS KEY** ”



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engineering designs and tools we put together are up to the standards of what our clients require, is key. We take a look at projects from every angle so that we're always making the process better as we move forward."

### **Health and safety**

Health and safety is paramount to Cyntech, given the nature of the industry. It boasts its own safety culture outline, named Thinksafe, which details its practices and shows evidence of Keller Canada's Canadian Federation of Construction Safety Associates Certificate of Recognition program accreditation. Cyntech stays ahead in this area with regular training and making Safety a part of their culture.

"Training a big part of what we do," Lobb explains, "both for our people here within the office to make sure that we have the tools and are up-to-date with what's happening in today's work environment, and our people

in the field to ensure our job sites are safe and that we're in compliance with all regulations that our clients look at. We have to earn all the necessary credentials to maintain our reputation."

### **Workplace positivity**

One reason the training is so effective is the positive working environment and employee culture Cyntech is proud of and known for. According to Lobb, that stems from a sense of equality across the board, allowing all staff to feel valued.

"We look at our business as something we're in together. We're a team that looks for opportunities together, and puts in the work together. I think it's important that you allow your employees to make their own decisions, help them work through the issues of what they're working on, and be sure they have the guidance they need. They should have the ability to make their own decisions, with the guidance and support

of our more experienced team members. In today's environment, I just don't think you can get much done when you're micro-managing people. You've got to give them an opportunity to go out, have an understanding of what it is you're working for in the way of new clients, how existing clients and projects are handled, and coach them along the way.

“The environment we've created here is a culture of working as a group and having fun in our business. That attitude will flow down through your organisation to the clients, and create a positive culture. People work better when they feel trusted to manage their own time effectively.”

Lobb is keen to stress that while it seems a daunting task to maintain the kind of content, efficient environment which allows Cyntech to keep such tight control

over its operations, it's worth the effort. “We're all working to move in the same direction,” he states, “and we all understand why each step of the business process needs to be done. Once those things are lined up, it becomes a natural way of doing business.”

Cyntech's seamless operations, supported by its impressive employee culture and groundbreaking technological knowhow, will continue to serve it well in the coming years. Lobb and his team are preparing for countless future plans, and he admits that the industry is increasingly positive about projects.

“We're very optimistic about what 2017 is going to bring us,” Lobb concludes with understated enthusiasm. “We'll just keep putting things together and seeing how it looks.”



“

**THE ENVIRONMENT** we've created here  
is a culture of **WORKING AS A GROUP**  
**AND HAVING FUN** in our business ”

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DEBSWANA 

A cut above:

# Debswana Diamonds

## and the diamond industry of Botswana

*Debswana Mining Company is deeply embedded in the diamond mining industry of Botswana and as the company looks to the future, we speak with the Head of Ore Processing on strategic development and growth of the company*

Written by **Dale Benton** Produced by **Glen White**

“For our people, every diamond purchase represents food on the table; better living conditions; better healthcare; potable and safe drinking water; more roads to connect our remote communities; and much more.”

Those were the words of Festus Mogae, Former President of Botswana, speaking in 2006. The diamond industry in Botswana is flourishing, with the industry accounting for a large portion of the country’s revenue.

Debswana Mining Company is a key player on that front. As the largest private sector employer in Botswana, with over 5,000 permanent employees and at least 5,000 contractors; with four major diamond processing plants across Orapa, Letlhakane, and Damtshaa Mines (OLDM) and Jwaneng Mine, Debswana has been a major contributor to the economic growth of the country since its inception in 1967.

While the history of the company runs deep within the history of Botswana, the company now faces the future, with major plant expansions

and technological innovation next on the agenda to continue to lead the way in diamond processing.

“Some of our assets are old, some over 45 years, so right now Debswana is looking at what our future strategy will be with regards to future expansions and building new plants,” says Edwin Elias, Head of Ore Processing.

“It’s about thinking what the approach will be in our quest towards being global benchmark diamond processing business unit, the methodology, the technology acquisition and development we have to deploy. Our plants of the future will be very different from our existing plants that were built some 45 years ago,”

### **Strategic development**

As a metallurgist by profession, Elias has been with Debswana and De Beers Group of Companies for at least 15 years. Through development programmes, both technical and managerial, Elias has been able to move up through the organisation to a more senior executive level. It is



# Overview of the Jwaneng Plants





**Edwin Elias,  
Head of Ore  
Processing**



# OUR PLANTS OF THE FUTURE

will be very different  
from our existing  
plants that were built  
some **45 years ago**

– Edwin Elias, Head of Ore Processing



this development that places him in good stead when it comes to strategic development of the company.

In his role as Head of Ore processing, Elias has to ensure that he can provide the overall strategic direction and technical leadership for the process engineering discipline

across all Debswana operations, one that should align with the overall direction of the shareholders, De Beers's group of companies and the Government of Botswana.

“One of the things I have to ensure that I provide is the overall technical guidance and assurance

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to the business, so we can be assured that plants are being operated in an effective and efficient manner,” he says.

“But I must take notice of the high level strategic view of the bigger group, what is De Beers looking for; what is Debswana looking for; so that at the end of the day whatever initiatives we come up with, will be in alignment with the company’s high level strategic objectives and will be able to maximize shareholders value.”

In the modern technologically savvy world, innovation can play a key role in determining the success of a business, none more so than Debswana. With assets as old as 45 years, now is the time for integrating new technologies to continue to run the most efficient and cost effective

diamond operation. But it is not a case of simply choosing a new technology and seeing what sticks, for Elias and Debswana it is a strategic process of envisioning solutions of today that will satisfy future requirements.

“We look at the challenges that we currently have, specifically technology and how technologies are evolving. There’s also the impacts an expansion may have on infrastructure and how we may need to replace that infrastructure,” he says.

Through this process, it presents an opportunity to embrace new technologies. Elias believes that when looking at the impacts on infrastructure, it’s an opportunity to no longer think of replacing it or modifying it in a “like for like” situation. Elias can consider technology solutions that could allow the plants to operate in a safer and more cost effective way.

### **Mitigating risk**

With adopting any new technology there is an inescapable element of risk. This is true of any industry and Elias believes as much. Over the last 12 months, Debswana has





**Debswana Orapa**

conducted a pilot test for a crushing technology application, known as vertical spindle impact crusher (VSIC) that is more cost effective, easy to maintain and operate.

### **For Debswana, this was uncharted waters.**

“With any new technology, we either conduct a technical investigation or do a pilot test. Over a period of time we conduct analysis on the technology to assure ourselves that it

will not damage the product, its cost effective and more importantly – it is safe to use and operate,” says Elias.

Only once this extensive pilot testing is complete will Debswana make a decision as to whether it will be integrated into the wider operations.

Elias is one of many people who have benefited from a strong development programme in place at Debswana and it doesn’t stop there. Debswana has a keen focus on localisation, supporting the local

community and providing jobs and industry wherever it operates.

“We are close to 95 percent in terms of localised employees,” says Elias.

But this does not rule out the need for expats where necessary and Debswana takes into account that in any discipline where expats are needed, the company develops a localisation plan with the aim of transferring the technical skills to locals. This mandate expands further into local business – Debswana takes into account the amount of investment in both local and foreign based businesses, particularly with regards to supply chain.

“When it comes to local businesses, we are always looking for opportunities to promote partnerships with these local companies and we support, promote and advise them,” he says.

This falls under a wider Corporate Social Investment (CSI) strategy at Debswana. The strategy sees Debswana promise to engage

“

Every single day, one needs to think about what kind of technologies will be the best for our country, and how we can better develop the skills of employees and those in the communities.

This is something I believe we can achieve greatly within Debswana

– Edwin Elias,  
Head of Ore Processing

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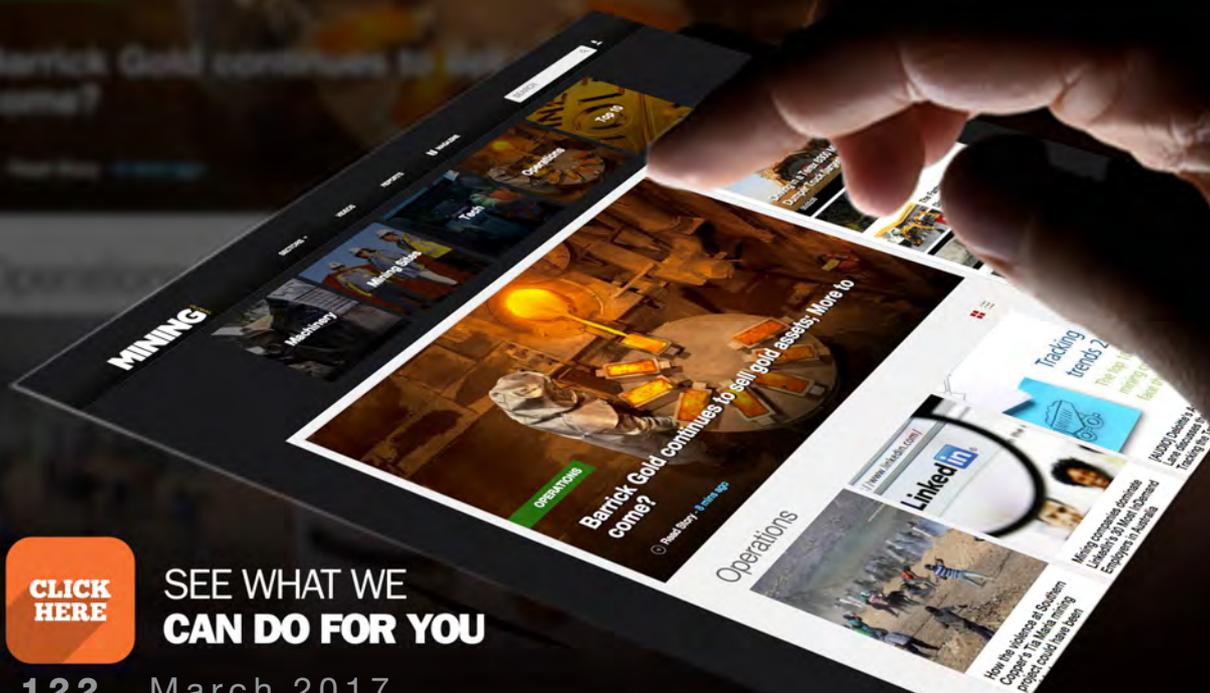
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# MINING GLOBAL



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with local communities and support those communities through anyway possible.

“Debswana has a strategy and a plan so that in all operations and day to day business, we identify where and how we can support local communities. That could be building a new school, a community hall or even a new room at a local hospital. All of these plans are identified in our overall Corporate Social Investment (CSI) plan,” says Elias.

### **Safety in numbers**

With the current focus on integrating new technologies and plant expansions, the health, safety and wellbeing of the company’s employees remains at the heart of everything Debswana does.

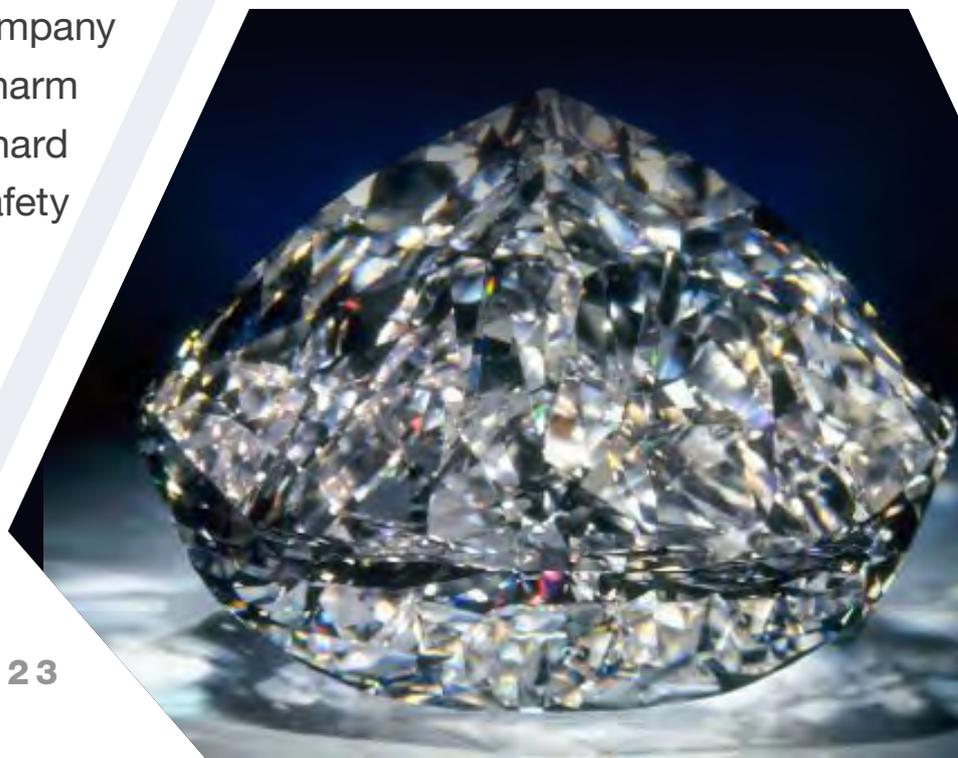
“One of our mandates as a company is that we strive to achieve zero harm and everything we do, we work hard to take into consideration the safety of our employees,” says Elias.

Debswana’s Safety Risk Management Programme is designed to educate employees and contractors

to identify hazards, assess and manage risks better. But for Elias, it doesn’t start and finish with the employees. Debswana has a proud safety leadership culture.

“We make sure we have good safety management programmes, but we also educate our leaders in order to provide the necessary safety leadership competencies required,” he says.

“One of the things we promote is a culture of visible felt-leadership (VFL), where leaders, myself, or employees can walk through the operations and mines and identify risks and potential hazards long before they can become a problem. We then create strategies and initiatives around that.”



**“Debswana has a strategy and a plan so that in all operations and day to day business, we identify where and how we can support local communities. That could be building a new school, a community hall or even a new room at a local hospital”**

– Edwin Elias, Head of Ore Processing

**The power in partnerships**

As a Joint Venture (J.V) Debswana has established strong working partnerships that support and develop the growth of the business. The main partners within Ore Processing include De Beers Technologies (DebTech), which focuses on the research and development of technologies based on challenges and future improvements in the diamond operations.

Debswana also works closely with ThyssenKrupp, Metso Minerals and IMS for its crushers, in which the companies provides maintenance, support and training in order to safely maintain and operate the crushers.

“The key thing from all of our

partners has been the guidance and technical support in our operations that really allows us to gain true value in the overall product,” says Elias.

With over 45 years’ experience and operating hand in hand with the growth of the Botswana diamond industry, where next for Debswana? The company is currently piloting a large diamond recovery plant and following a successful pilot period, will look to integrate this plant into the wider business.

For Elias, wherever the future takes both him and Debswana, he will take great pride in the impact that the company has and will continue to have on the life’s of Botswana.



“What really excites me is the impact my role has in the company, which in turn impacts the nation overall,” he says.

“Every single day, one needs to think about what kind of technologies

will be the best for our country, and how we can better develop the skills of our employees and those within the communities. This is something I believe we can achieve greatly within Debswana.” ■

# *Telefonica*

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# CLOUD CONNECTIONS

for businesses,  
people, and  
machines

*Telefónica USA is a crucial part of the global Telefónica group, strategically placed in Florida at the digital meeting point that links the Americas to the world*

Written by **John O'Hanlon**  
Produced by **Andy Turner**

For over a quarter of a century Telefónica has forged for itself a presence in the global telecommunications market, and has become one of the largest telephone operators and mobile network providers in the world by pursuing a single minded policy of expansion and growth. From being limited to the Spanish market, which it has dominated ever since it was founded in 1924, it now has a presence in 21 countries including China, but with a particular focus on Europe and the Americas. The company, however, is not content in being one of a number of players in these markets. By strategically acquiring where it needs to do so, Telefónica has made sure that it is either the market leader or the close challenger. For example, in Brazil the leading landline and mobile telecoms operator is Telefónica's Vivo, followed by GVT that was acquired by the group in 2015.

That said, the company that Angel Barrio, CEO, runs is definitely an exception to the rule. Unlike the Latin American companies, Telefónica owns no fixed or mobile

“ We run one of the **biggest** unified communications projects in the world ”

– Angel Barrio, CEO

networks in the USA and has no plans to compete in that space. “The operation we have in Telefónica USA is quite different from the operations we run elsewhere in the world,” says Barrio. “The only assets we control here are our data center in Florida, and international assets, in the sense of supplying cables to connect our clients in the US to the rest of the world, particularly Latin America.”

### **A tripartite sales operation**

This definitely does not mean that the USA company is behind its sisters. On the contrary, its



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business model is a pattern for the group in the years to come. As the American arm of global Telefónica, it delivers services to the group as a whole, and this is an important part of its mission. Telefónica USA's sales effort concentrates on three elements, the first of which is the international communication service it offers to American customers who are trading with the rest of the world. In particular, the huge amount of trade that the USA carries out with Mexico, South and Central America is a target for Angel Barrio. However, its main source of revenue is the business it does with its customers within the USA, providing 'over the top' services rather than networks.

Increasingly, the provision of network infrastructure, the traditional territory of former national telcos like Telefónica, are becoming a commodity. Value-added services for large companies that require a complete suite of cloud based communications technology across their global operations, seamlessly managed and customized to their business needs are the future for

the agile, flexible business that the group aspires to be. This is the world of unified communications, and his satisfaction at leading his company at the spearhead for this fast evolving concept is palpable. Unified communications, though it relies on technology to deliver it, is by no means a simple platform or technology, but pulls together enablement in a variety of areas. From voice to internet access to data, to deliver what are known as converged solutions.

Unified Communications allows the companies to deploy their own virtualized contact centers in Telefónica data centers. With this customizable service, customers can enjoy the same functions as if they were on-premise contact centers, but without capital expenditure and platform updating costs. "With no capital investments or licensing fees, the customer's resources can be dedicated to their core business," says Barrio. "For example we run one of the biggest unified communications projects in the world. We manage



# Our mission is to deliver business value to the group no matter where the money lands

– Angel Barrio, CEO

more than 100,000 seats for one corporation in over 105 countries, including: voice, video, collaboration, applications services – everything!” – and it’s all run by Telefónica USA.

## **Winds blow ... and hurricanes spout**

You only have to look at southern Florida’s location on the map to see why Miami has always been the launch pad for communications between the USA and Latin America. The same factors that made Miami a busy seaport have made it a global data hub - some 20 undersea cables converge in south Florida, linking it to Europe, Central and North America, and



## **Angel Barrio, CEO**

Angel Barrio was appointed CEO of Telefónica USA, Inc., the Telefónica Group’s U.S. subsidiary based in Miami (FL), in January 2014.

Mr. Barrio’s professional career developed in Telefonica R&D Labs, starting in 1992, where he led several projects, principally focused on circuit switching and IP networks.

In 1999 he joined the Corporate Customer Division of Telefónica and held a variety of posts in Network Planning, Engineering, Service Development, Marketing and Strategy.

Prior to his appointment as CEO of Telefonica USA, Angel Barrio served as Director of Multinational & Corporate Business for Telefonica Global Solutions, managing Marketing, Presales, and Commercial Planning for the TGS global MNCs business.

# No competitor in Florida can approach the level of capacity and security of the Miami KeyCenter

— Angel Barrio, CEO

more importantly, the Pacific and Atlantic coasts of South America. All of this plays to the importance of Telefónica's Miami KeyCenter. It is the focal point for companies doing business between the US, Latin America, Europe and Asia Pacific, and part of an interconnected series of Telefónica data centers worldwide. Using its fully owned and managed global IP, Telefónica's data center network is able to provide a unique, seamless service across multiple locations, says Barrio. "In the last few years we have invested

heavily in the data center, and it's a big part of our future, home to our IT services, colocation, hosting, application management, cloud services and much more."

Data centers have to be utterly secure, both from cyber attacks and physical disruption. It's well known that Florida is regularly attacked by the weather though, so it has to be able to withstand the worst hurricane that might hit Miami. Built twelve years ago as a purpose built facility, the 400,000 square foot building is a category 5 data center, independently certified to the highest standards. For example, it is the only Tier III certified by the Uptime Institute in south Florida, and is also certified under the Safe Harbor scheme by the US department of commerce and is SSAE-16 audited. Its construction exceeds all building codes with uninterruptible power supply (UPS) backed by four Caterpillar diesel generators that take over if there's a power failure. Naturally it also has sophisticated fire detection and suppression systems, zoned

cooling and 24 hours a day, 7 days a week physical security that would make Fort Knox seem easily penetrable. “No competitor in Florida can approach the level of capacity and security of the Miami KeyCenter,” says Barrio confidently. “And our claims have been proven in practice – the building has shrugged off some really bad hurricanes, Andrew and Katrina for example, with not a moment’s disruption.”

### **Telefónica across Latin America**

All the companies in Latin America are independent Telefónica entities, but Telefónica USA has business relations with each of them. Brazil is the biggest operation in the Telefónica group, even bigger than Spain. That is no surprise, considering that we are talking about the biggest economy in the region, responsible for half of its GDP. “More than 25 percent of Telefónica’s global revenues come from Brazil,” says Angel Barrio. As stated earlier, Telefónica is the leader in this vibrant and growing market.

Another major presence is





Telefónica's ownership of Telefónica de Argentina, which is the largest fixed-line operator in the country. It provides broadband, local and long distance telephone services in the southern part of the country as well as the Greater Buenos Aires area. The Telefónica Group has been in the country since 1990. The mobile business is run by Telefónica Móviles through Movistar. Its mobile brand in the Spanish speaking world reaches Chile, Uruguay, Peru, Ecuador, Venezuela, Colombia, Nicaragua, Guatemala, Panama, El Salvador, Costa Rica, Nicaragua and Mexico. "We also have data centers in every one of

these countries," he adds, "Though for international communications we rely mainly on São Paulo, Miami and Madrid, we have many international customers, based in the USA, who want a presence in Europe and across Latin America. Our mission is to deliver business value to the group no matter where the money lands. For instance, we provide mobile services to our companies but at the end of the day the contractual relationship and the billing is all done locally. Under current regulations, mobile services have to be delivered in the country where they are used."

The entire Telefónica group is



reinventing itself from inside and out through its digital transformation, a process our readers will be familiar with through our coverage of its global IT strategy. The traditional telco model has already been well and truly disrupted, Angel Barrio confirms. “Our plan is to focus increasingly on becoming an over-the-top company, specifically delivering our services over the cloud. All our growth in the coming years will come not from traditional telco services but from what we now call digital services.” This is comprised of three families of services, he explains: everything

to do with the cloud; everything around the internet of things (IoT); and everything around security. “We do already have a good volume of business in IT and IoT, we are starting to build some business around security, specifically server security. Those three things require no other assets than our data center facilities and excellent communications, which is a core competency of ours.”

Telefónica is deeply committed to the development of the Cloud computing market all across the LATAM region with the launching of services like Virtual Datacenter, powered by VMware, and Open



The operation we have in  
Telefónica USA **is quite  
different** from the operations  
we run elsewhere in the world

– Angel Barrio, CEO

Cloud based on the OpenStack architecture. Both of them bring all the benefits of Cloud (like instant access or a pay per use model), integrated with our network and unmatched reach in all the countries in the region. With our network of Cloud nodes that include Mexico, Chile, Brazil, Colombia, and Miami, among others, Telefónica will have the best Cloud coverage in the Americas region, which will drive adoption at the enterprise level and will give more agility and choice to our customers. VMware technology is used by the majority of enterprises to run their applications in their Datacenters. With Virtual Datacenter (VDC), they can now use our services as a seamless extension of their own, moving to

the Cloud smoothly and with the same service levels and guarantees. This means all the advantages of Cloud Computing (agility, pay per use, scalability) without any of the hassles (migration and unproven technologies). We think that the combination of technology market leaders like VMware with our expertise, networks and Datacenters is unbeatable and it is highlighted by the inclusion of Telefonica in the exclusive VMware Showcase global partner program. Together we can offer unprecedented reach of Cloud services in the region for American companies that want the best solution where their customers are. This can help modernize the IT ecosystem in the region and in the end contribute to the

development of the whole industry.

It's easy to confuse machine-to-machine (M2M) technology with IoT. The latter is open-ended and full of promise, whereas the former, in reality just a part of the IoT landscape, is already with us. So, though Telefónica USA has no mobile networks of its own, no less than twelve percent of its revenues already come from M2M capability, delivered internationally but billed from America. At present the largest customer base for these services is among automotive manufacturers, who connect their vehicles wherever they are in the world using the different mobile operators that the group has access to. "The only way to survive is constant change. This digital revolution we are in is probably the biggest change I have seen in over 20 years. We are not going to find growth from traditional telco services, so digital services and data are our future. It has been exciting over the last few years to be based here in the US, because things happen here first!" ■

A close-up portrait of a middle-aged man with short brown hair and light-colored eyes. He is wearing a dark suit jacket, a light purple dress shirt, and a dark blue tie with a small white pattern. He is looking slightly to the left of the camera with a neutral expression.

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