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Announcement

Starting with this issue, our quarterly publication will be combining Inspire and Inspire Living magazines. Reimagined and refreshed – this expanded publication will include stories about passionate people that will continue to enlighten and motivate you; plus you will also get up-to-date information on property investment both locally and internationally; and we will keep you abreast of events and trends that relate to life in Brunei.

We would like to take this opportunity to express our sincere gratitude to Aewon Brunei for their generous sponsorship of the past issues. The gracious support of Mr Lau and his family have made the creation of this magazine a reality and we would like to wish them all the best - for without them, there would be no Inspire Magazine today.

As we have closed our chapter with our main sponsor, Aewon, Inspire Magazine will now be an independent publication moving forward.

Stay with us, expect more and enjoy the experience!

Yours Truly,

Shaun Hoon

Editor
Inspire Magazine



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*Grit, Tenacity
and Resilience*

We live in a blessed country. For decades, we have enjoyed the fruits of our economic prosperity from oil and gas. There is hardly any evidence of poverty on our streets and the government takes great care of its people by providing most of life's basic necessities which are heavily subsidised. When I hear the word "grit", I often think of my friends from Hong Kong who work round the clock to hand in a project the next day. I am reminded of the graphic images of the Pinoys who rebuilt their homes using coconut leaves after Typhoon Haiyan hit the Philippines. I think of the hawkers on the street of Bangkok hustling from the early hours of the morning with their babies latched on to their sides, simply trying to make a living. Hardly, can I relate the word grit to my experiences in Brunei.

So, why does Grit matter?

Michelle Obama recently made a poignant commencement address that is relevant to our discussion. She recalled that she'd encountered students who had very privileged lives - : their parents paid for their tuition; they lived in beautiful campus dorms and possessed everything that a college kid could want. But when some of them got their first bad grade, they just fell apart. "Because they were ill-equipped to handle their first encounter with disappointment or falling short."

As a nation, there are times when we will encounter crises and setbacks that may knock us our feet that are far worse than a bad grade. This economic downturn is a case in point. Our generation has never really been tested by any drastic circumstances. Complacency can only make us less competitive and it is not acceptable in this hyper connected world because our very own survival will depend on how competitive and resilient we are.

In this issue, we examined some important questions:

- How do you harness grit and resilience?
- What do you do when things don't work out as planned?
- How do you bounce back from adversity?

Despite the in-depth research and interviews, we still do not have all the answers. However, we do know this much, as Michelle Obama said, "you need to pick yourself up and dust yourself and to keep moving forward through the pain, keep moving forward."

That, my friend, is the mark of a gritty person and the foundation of a great nation - one that will prosper for many generations to come.

Best Regards

Shaun Hoon



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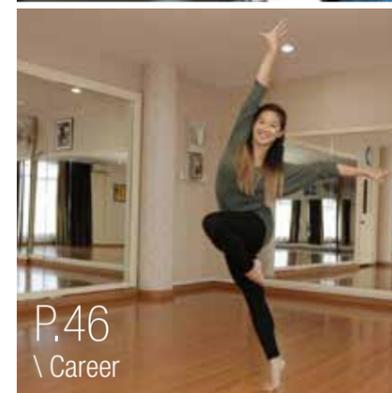


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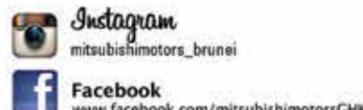
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ON RESILIENCE



Who do you think of when I mention the words "grit and resilience"?

The first person that comes to mind, of course is Nelson Mandela. Nelson Mandela is such an obvious person because he went to prison for so many years, and then emerged with no apparent bitterness, and still had the capacity to look at life positively. That is an amazing quality. Stephen Hawkins is another good example of resilience – to have this kind of physical disability and to still be able to lead a rich life of engagement with the world and inspire others is amazing. Mohammad Ali, who recently passed away, his life is a case study in resilience. A heavyweight boxing champion stripped of everything for taking a stand against the Vietnam War, then coming back against all odds to win twice, leading a life of dignity even after being diagnosed with Parkinson disease. That is resilience.

But we don't need to look at such high profile figures or dramatic circumstances. We can look at ordinary people closer to our own lives. For example, my late father, was a person of great resilience. From his 40s he suffered with poor health, and was often bedridden because of kidney failure. However, this didn't prevent him from having a positive outlook on life. Was everyday a great day for him? No. There were days of great difficulties, but he didn't turn inwards, he continued to be a blessing to his family, his friends and the community. He enjoyed travelling, he enjoyed the company of people and he continued to look at life positively. In the life of every great person, you will find a resilient person. If you look at the lives of people who have made a positive impact on the world, you will find that one thing stands out: when things don't go well – how do they respond? When they fall, they pick themselves up. If they fall again, they pick themselves up again. Every person of significance I can think of, has had this quality.

How can we use the examples of these people's lives to our advantage?

In our own life, sometimes the unexpected can happen. If you are aware of this quality called resilience, you can take a step back and ask yourself where do you go from here? Do I give up? Do I change course? Do I regroup and do something else? Resilience means you always say to yourself, the journey goes on, this is not the end.

One of the most difficult questions in life is knowing when to persevere and when to quit. What are your thoughts on this?

Resilience doesn't mean you keep on doing something regardless of your ability to sustain it. When I was struggling to keep Asia Inc magazine going, I made a judgment call to quit because I believed that the business model and the business environment didn't support it anymore. Resilience means you don't come to that conclusion at the first roadblock that you encounter. You come to that conclusion when you have exhausted all possibilities. There are plenty of stories of people who persevered and made a breakthrough. But there are also stories of the people who persevered and failed. They should have called it a day earlier and moved on. Everyone must know where to draw the line. And I will never suggest putting your child's school fees in front of the line.

Why is resilience an important virtue for Bruneians to consider?

If Brunei wants to diversify and develop entrepreneurs who can be successful in the broader Asean region, qualities such as perseverance, grit and resilience are crucial. One of the challenges with an affluent society like Brunei, when a whole generation of people grow up in a comfortable background, in a society that's not very demanding – is that these qualities are much less developed. Many of the top achievers in life are not necessarily those who are the most

gifted, but those who developed the most resilience.

How do you develop resilience?

Part of developing resilience depends on how you are brought up. I think sometimes modern parenting tends to be softer compared to my generation. In this regard, sometimes the old school way of stricter parenting may be useful. What exactly is the balance? I don't know. I'm a firm believer that we can bring up our children with learned optimism. That means, when you have a setback you feel it, but you say to yourself, if I work at it, tomorrow will be better. Similarly with the economy, we need to create an environment that encourages competition and discourages coddling. I am skeptical of the whole notion of creating entrepreneurs through external intervention, however, the idea of creating an enabling environment that helps entrepreneurs to thrive makes more sense to me. To succeed in business, you need to have some level of intelligence, but you don't need to be a genius. You need to be well organised. But most importantly, you need to be willing to grind it out.



Dato Timothy Ong is a leading Brunei businessman and the Chairman of Asia Inc Forum. He is also an acclaimed facilitator of business and public policy dialogue in ASEAN and beyond. He served as the Acting Chairman of the Brunei Economic Development Board (BEDB), Brunei's leading economic agency from 2005 to 2010.



Photo credit | Pullman Miri Waterfront

CELEBRATING RAYA WITH PULLMAN

An interview with Michael Weiss, General Manager of Pullman Miri Waterfront

Pullman Miri Waterfront has been opened for three months now. How is business going, especially with guests from Brunei?

The hotel's soft opening was held on April 2nd 2016 and business has ramped up over the last two months so it's been very good. Guests from Brunei are our single biggest market segment, especially during the weekends. And our guests from across the friendship

bridge can see the Brunei flag flying proudly on our flag pole to welcome them to Pullman Miri Waterfront. The hotel hosted Deputy Prime Minister of Malaysia, Datuk Seri Dr Ahmad Zahid Hamidi who visited during the Sarawak state election and the Chief Minister Tan Sri Datuk Patinggi Hj Adenan bin Hj Satem. The beautiful 1000 seat Pullman ballroom also hosted the Miri City Council's (MCC) community dinner and the International Pan Pacific Conference organised by Curtin University.



Michael Weiss
General Manager of Pullman Miri Waterfront



Pullman Miri Waterfront

Below:
Ms Angelyna, Corporate Communications Manager of Interhill Sdn Bhd giving away Duit Raya to children from Rumah Kebajikan Hamidah Yakup witnessing is Pullman Miri Waterfront Marketing Communications Manager, Lian Pasan.



What can we expect from Pullman Miri Waterfront for the festive season of Hari Raya?

Our culinary team will prepare a bountiful Malaysian dinner buffet featuring signature dishes such as -: slow roasted lamb with black pepper rice, freshly cooked gulai kawah displayed in big woks featuring rendang daging, ayam masak merah, kambing masak kicap, as well as bubur pedas and shawarma; grilled assorted seafood and Hainanese chicken rice will be at the live stalls. Our talented pastry chefs under the leadership of acclaimed pastry Master Chef Wildan has created the most mouth-watering Hari Raya cakes including the very special 1kg toffee date cake, date mille crepe, raya cookies and pastry Raya hampers.

What is your vision for Pullman Miri Waterfront?

Pullman Miri Waterfront with its 328 rooms and extensive banquet and restaurant operation will hopefully become the preferred venue for upmarket entertaining and dining in Miri. This is an internationally branded hotel but one that is firmly anchored in the tradition of Sarawak hospitality, ready to welcome visitors from all over the globe. We also hope that the hotel will become the first choice of Miri residents.

What does "home" mean to you?

Home should be a sanctuary for oneself and the family. Especially in our fast and hyper-connected world our home is a place to relax and switch off in a very personal space. I personally start my day with breakfast on the terrace overlooking our garden without any gadgets and distractions. Home is also a place to spend time with close friends especially during time of celebrations such as Hari Raya. Having a BBQ with friends in the natural setting of our garden beats any gourmet dinner in a fancy restaurant.

What do you tell your friends from the West about this part of the world?

Sarawak is one of the most diverse places as far as people and nature is concerned. A lot of the traditions have been preserved and the natural graces of good neighbourhood and hospitality are alive and well in this part of the world. I always tell my friends from afar about the fascinating history of Sarawak and Brunei. It is a shining example of how to live in harmony with each other and with nature.



GOLD FOR RAYA

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Why Life Insurance should be a Priority for New Parents

Having children is a very big responsibility, both in nurturing and teaching a child, but also in planning for their future. As new parents it is important to consider that in the event of an untimely death, life insurance can serve as a financial safety net to ensure there is money available to pay for everything from medical bills to a home mortgage and future education costs. Here are a few important factors which all new parents should consider regarding life insurance:

Do you and your partner have life insurance?

Becoming a parent is an important time to consider life insurance, or to assess whether your existing cover is sufficient. A life insurance policy would be able to pay out a lump sum to the surviving spouse if a family breadwinner were to die. In many cases, for example, this could make the difference between being able to stay in the family home, and having to sell up and move to cheaper accommodation. It might seem sensible just to cover whichever parent is providing the main source of income for your family. For example, if one of you is working while the other stays at home to look after your children. But think about the financial implications of the carer's death. In a lot of cases this would force the breadwinner to give up work to look after the children. It is worth weighing up the benefits of a joint policy against two single policies.

How much will it cost?

The cost of life insurance does not depend on your credit rating, savings or assets. It is determined by your age and the results of a medical evaluation that is required every time you look for coverage. If you are in your 20s and keep healthy, you will pay less than when you are in your 30s and 40s.

What are your options?

Life insurance policies can vary a lot, but they generally fall under two categories: Term insurance and permanent insurance, which are often referred to as whole life insurance. With term insurance you pay a premium for a set period, commonly 10 years or 20 years, and your policy entitles you to a specific amount of money. Unless the policyholder dies, triggering a payout, any premiums paid are lost once the policy term ends. In contrast, whole

life insurance policies cover insured individuals as long as they live. These policies also function as savings vehicle. A portion of the premiums paid for the policy are invested to provide a pool of money that the policyholder can access while they are still alive, these policies are generally more expensive than term life insurance. The other decision that you will have to make is how long you should be covered for. If you have just had your first child, a term of 25 years would cover until he or she reaches university age.

What are your coverage priorities?

Generally, an insurance agent will help you determine an appropriate coverage amount for the policy by examining some of the key costs your family will have in years to come, such as the cost of child care, education and the mortgage. Another approach is to figure out how much income you are expected to earn over your lifetime. Still, while it might be tempting to think of life insurance in terms of a dollar amount, it makes more financial sense to tie that amount to a goal, like paying off a mortgage or university fees.

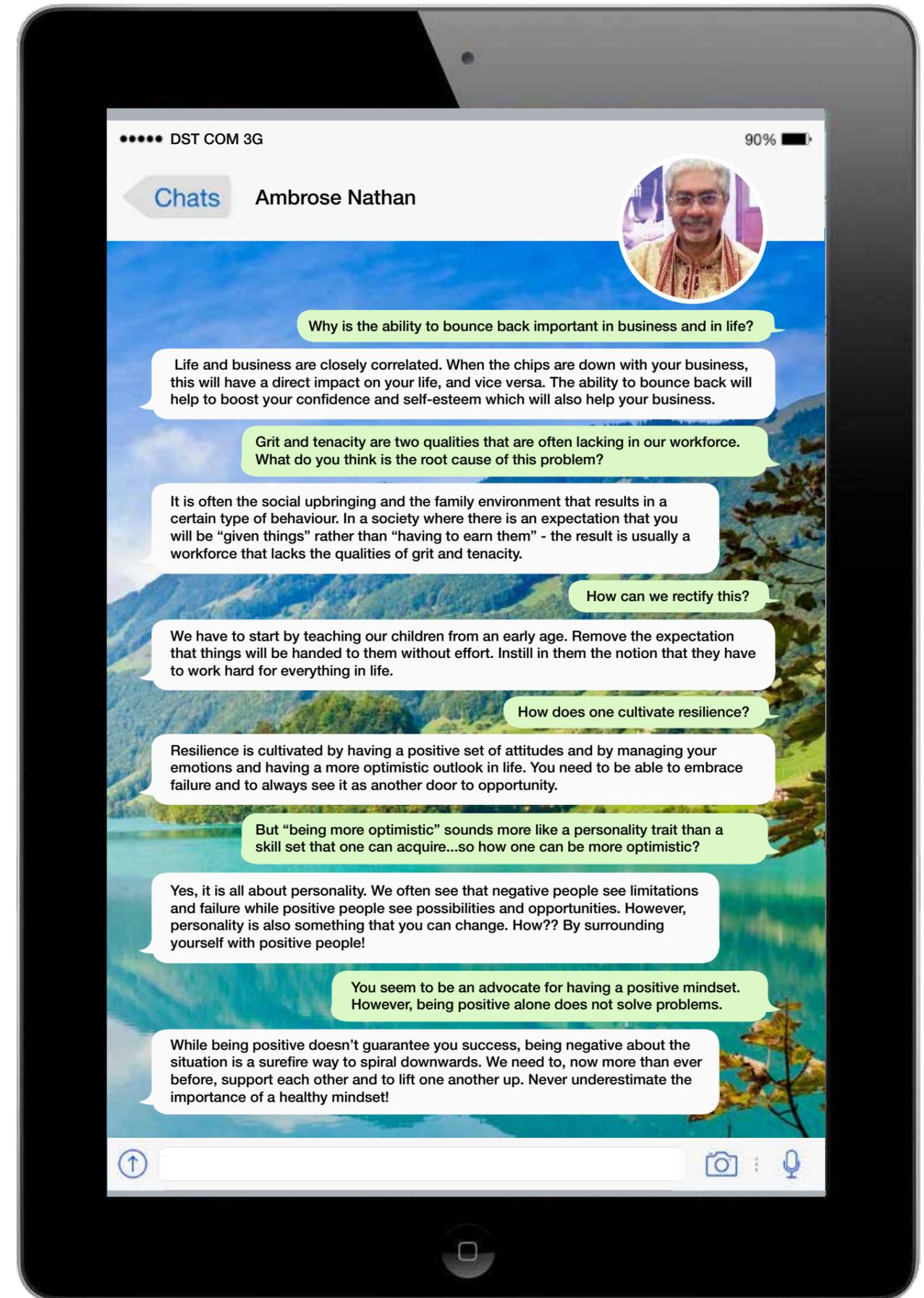
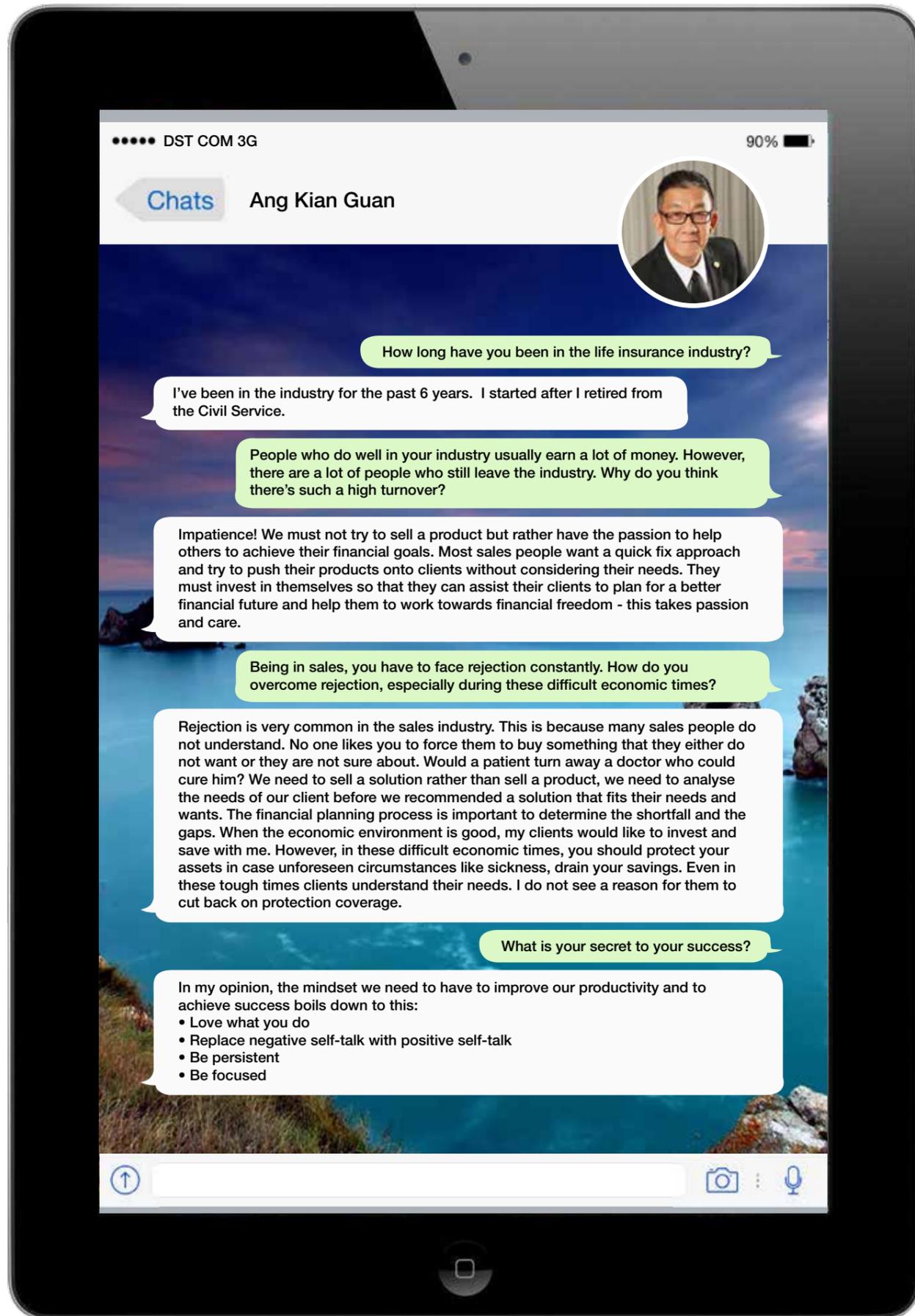
Consult the professionals

Making sense of all the life insurance policies available on the market can be challenging. It is best to consult with a trusted insurance agent who can provide the most up-to-date rates and policy options available.

AIA aims to help you find an investment approach that fits your financial goal and risk appetite by combining innovative products with expert advice. AIA understands that each of you have unique financial goals, therefore AIA has designed a line of investment linked plans that offer you smart solutions to satisfy your portfolio needs by delivering consistent performance. Investment linked plans offer you the opportunity to participate in investment opportunities while ensuring you have financial protection through life insurance. You can benefit from investment opportunities in developed and emerging markets, and in different ranges of risk/return profiles.

This advice on family living is made possible with support from





TO BE, OR NOT TO BE?

The bus stopped, dislodging me at a rather nondescript part of an English town in front of a plain looking food-shop. Curious, I walked into the smallish shop; only then realising that it was a pizzeria. Inside, there were no tables or chairs: just a counter, a cash register and a bald, bearded tough looking man.

That had been my first encounter with Abdullah. Beneath his seasoned exterior was an enlightened survivor. Abdullah had arrived in the UK as an Afghanistani child refugee. He had braved through the initial culture shock in very trying conditions, adapted, grew up and became owner and proprietor of the little shop that I had just entered.

Such resilience was a characteristic I would know too well as I attended the town's Loughborough University. Academic life was already stressful enough with its scholarly obligations. To complicate matters, international students were transplanted far from their familiar environment and their usual support structures of family and friends. Those who could not cope would mull badly over trivial matters such as sorting out their

accommodation, paying bills or even completing assignments. The resilient ones knew how to roll with the punches. These were the ones who would reach out for support and continue functioning despite experiencing anger, grief or pain.

In the University of Minnesota's study on developmental psychology, Professor Dante Cicchetti found that resilient individuals usually had good self-esteem, were able to control their ego and impulses, and were flexible in adapting to their environment.

I could observe those traits when I worked for a local publishing company early in my career. The owner - Hj Zainal Bin Ibrahim was indeed a study in resilience. His company had gone through several difficult business challenges but he was determined to plow ahead. He was courteous, seemingly unfazed, had endless patience and an exemplary "Never Say Die" attitude. He was creative in reinventing his company, and in continuously adapting to the local business situation. He made posters and signboards, published magazines, and even produced 3D advertisements for television.



Photo credit | Getty Images

But it would take some time and phases before he could find the right conditions that matched his creative ability and business dynamics. His textile company Batik Mas is a fusion of his artistic expression, mastery of medium, and creative collaboration. It is also a testimony of his hard work and persistence.

There are patterns from the experiences of such individuals that we can adopt to improve our own resilience. Here are a few:

Relationships:

Resilient people have a good support base of people they can reach out for support. This acts as a pressure valve and helps them to cope.

Lessons:

We can learn from past experience, and apply it to our future actions. Think of how you have dealt with a previous difficulty. What skills or approaches have helped you?

Adaptability:

Resilient people know what works and what does not: they reinvent themselves to adapt to the situation.

Goals:

Goals help in facilitating accomplishments, and they give a sense of purpose and meaning.

Positivity:

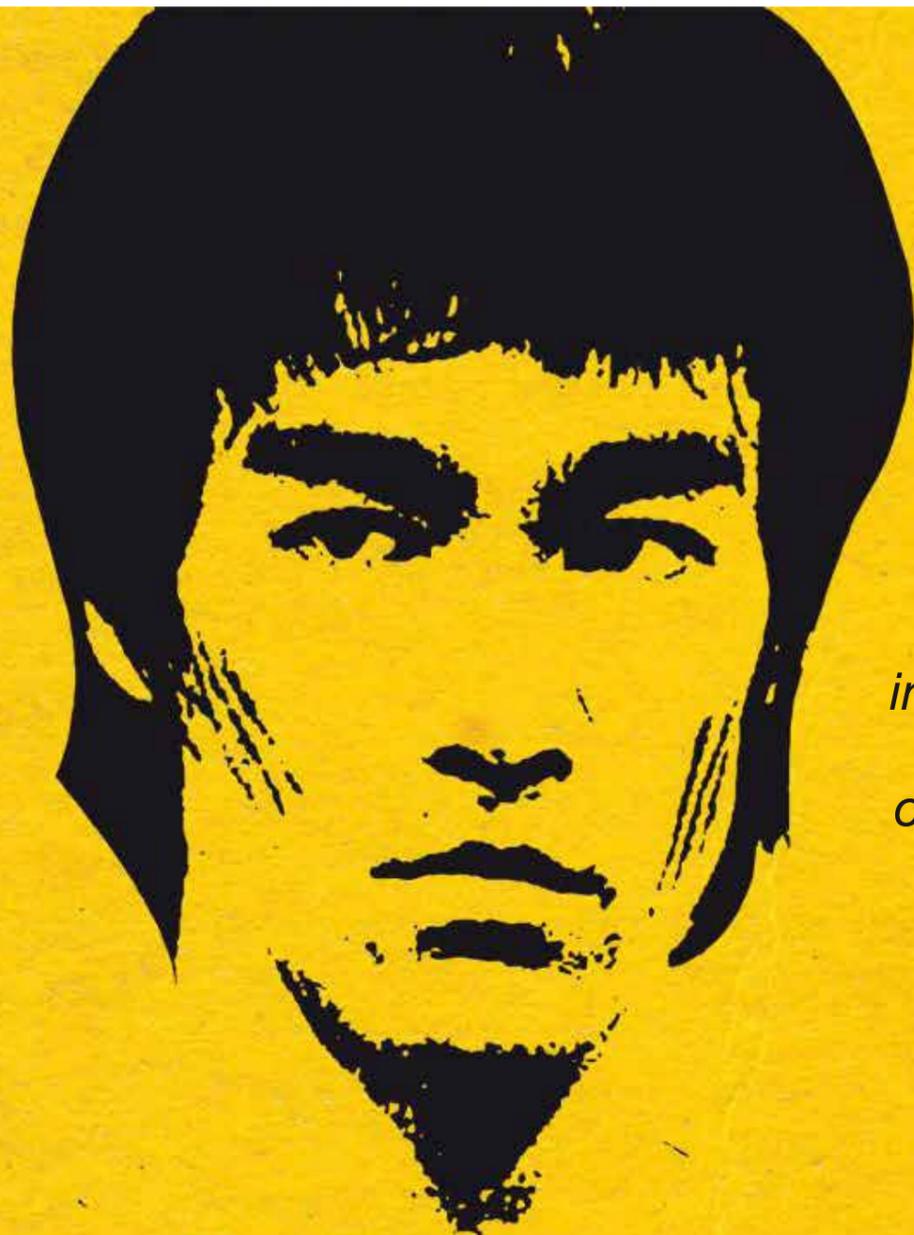
Change is unavoidable. Accepting it patiently and dealing with it the best way you can makes it easier to adapt.

Stephen Covey - The acclaimed author of the "7 Habits of Highly Effective People" once said "We are not a product of what has happened to us in our past. We have the power of choice".

Like the Shakespearean soliloquy "To be, or not to be....", resilience can be seen as a choice. Being resilient is not easy, but the intrinsic rewards are certainly worth the effort.



Subandi Kamis is a Queen Elizabeth II Chevening Scholar with a Masters of Science in Information and Knowledge Management. He is an information technology professional currently working on an academic research project, with interests in human/technology management and development. He also happens to sketch, play the saxophone and is into everything Star Wars and Star Trek. He says that his diverse interest helps him see holistically and helps balance his left-brain and right-brain modes of thinking.



If the water is in a cup it takes the shape of a cup. Be like the water, change and adjust accordingly.

(Bruce Lee)

6 STEPS TO HELP YOU BOUNCE BACK FROM ADVERSITY

As an educator, what is your advice for bouncing back from difficult situations?

Difficult moments are part of everyone's life. But the most important question that should be asked in any difficult situation is not "Why but How?" How can one overcome this? Those situations are usually very beneficial since they force us to challenge ourselves and to move out of our comfort zone.

There are six very important points which I always stress:

1/ Think Different

Don't be afraid to think differently, make a difference. Invent a new solution for the puzzles that you are given.

2/ Embrace Mistakes

No target can be achieved without making mistakes. How can we improve without asking, making mistakes and trying?

3/ Act Quickly

To be quick in our decisions and actions is a matter of training. This can be achieved only when we are focused and target oriented in what we do.

4/ Have Fun

Whatever choices we make we must be aware and enjoy them. When we enjoy we give more than 100% consciously or subconsciously. If we are not sure we must recreate the situation.

5/ Be Passionate

This is a driving force that helps people to realise their targets, to be awake and to feel energised. People with passion have this sparkle in their eyes and search for new opportunities, are open to new situations and challenges.

6/ Don't Give Up!!!

Always work with self-discipline to become the best version of yourself.

From your experience of living in Germany for many years, what do you think Bruneians can do during these challenging times to "adapt" and emerge stronger in the future?

Germany is a country which has survived a long history of wars and turbulence, starting let's say from the

Middle Ages, then Bismarck, the First and Second World War, economic crisis, the reunion of East and West Germany and the list goes on. But in spite of all this, the country continues to progress and thrive. I believe that this has been possible because the German people understand that in order for the country to be successful for the benefit of everyone – each citizen must give and engage together with everyone. The Germans are brought up to not expect anything from anyone for free - but to work for what they want to have. They also know that they must put their country first and work towards whatever benefits the entire society regardless of their personal likes and dislikes. This is the key to success. A simple example of this is when it was decided that German people should make an effort to save the environment - everyone in Germany had to separate their garbage. There were different bins for plastics, compost, tins, paper etc. Of course at the beginning this was very annoying for every household to buy those bins, and then even the kids had to learn to separate the packaging, but within a very short time everyone was doing it for a cleaner country. People mobilised themselves and started to educate themselves in order to keep the environment clean and sustainable for the next generations. This is an example of how the population without being controlled by the government were able to take positive action. The people were able to achieve this goal because of their conviction and discipline. Together, in their small micro-cosmos they were able to make a bigger change in the country for the benefit of society and the future.

We can't copy and paste foreign models, this will not be useful. First we must change, see what possibilities and resources that are available to us to create new solutions and work with 101% determination for it.



Dr. Jana Heilmaier -was leading the International Group at the Ministry of Germany; is a member of the Luxury Society; and is also a founder of two organisations for political, cultural and economic collaboration. Jana works with the German Chamber of Commerce and teaches at the UBD. She is a noted art and antiques collector and an expert in contemporary arts.

VICTORY OR VICTIM

IT'S YOUR CHOICE

In this issue we look at how a positive mindset can help individuals to overcome the most difficult situations. And this is the reason why we decided to conduct a follow up interview with Coach Victor Tan because this is what he truly believes. As a coach he does more than just teach children how to swim, he teaches his students about how to adapt and overcome failure; and also about what it means to be seriously committed to whatever you do. Here Coach Victor shares a few personal insights about how he's learnt to deal with some of the challenging situations in his own life.



"I learnt to be like bamboo flexible, bending with the wind but never breaking."

"By the age of four my mother was an orphan. Growing up as a child I remember that she was a very humble person of few words. I will also never forget how my mother was bullied by other people in her life." Victor explained that in spite of the unkindness and hardships which his mother endured, she was a caring and responsible parent who worked hard to support her five children. Every day she would walk endless miles from the small shack which they lived in, through the swampy area to get to her two cleaning jobs. He said, "My mother's patience and refusal to be defeated by the dire circumstances of her life combined with her strong sense of responsibility to my family – is something that will stay with me forever." This memory would later on help to sustain the young Victor as he walked 16 kilometres every day to the pool to do his training. Victor acknowledged that his parents were the ones who first taught him that "As long as you are honest and hard-working, nothing and no one can defeat you – you can be true to yourself and you can succeed!"

"Having an unwavering commitment to coaching enabled me to re-start again and again, from Zero."

In 1990 Victor had to quit competitive coaching because he could not earn enough to support his family. He then helped to manage a sports store but still continued to do voluntary coaching. While doing this he produced notable competitive swimmers which eventually led to his return to full-time competitive coaching with a new group of swimmers. Fast forward, it's now 2016 and Victor's career has undoubtedly gone from strength to strength thanks to the support of many parents and students in Brunei. However, he admitted that, "In the 42 years spent coaching in both Malaysia and Brunei, I've had to overcome many challenges such as: starting over again at various clubs; training top swimmers only to have them opt to change squads or leave the country to pursue their studies; and weathering negative criticism – but throughout all of this, I have remained committed to teaching swimming because I love what I do and am happy to see my students succeed in sport, as well as in life. Recently, some parents who I coached as children, approached me as a group to coach their own children – this is one of my greatest rewards and for this I am truly grateful!"



Photo credit | GREENLIGHTPT



"No matter what happens good or bad, my family is my strongest foundation."

Victor remembered a time in his life when he was a young father who was eagerly expecting the arrival of his second child. His wife was eight months pregnant and doing well when he went to do a ten day coaching clinic for the swimmers in Sandakan. In the middle of this, he got the news that could have plunged him into an abyss of deep despair. Victor's wife had miscarried their second child. He admitted that "This was one of the lowest points in my life because I wanted to be at my wife's side. But my wife reassured me that she would be OK and that I should stay on and honour my commitment to the team." Now thinking back about this incident, Victor said, "I am reminded that it is the steadfast love and support of my wife and family that has helped me to weather some of the darkest storms in my life."

"I believe that where there's a will, there will always be a way."

One of the people who has taught Victor a great deal about adapting to life's circumstances and being ready to grasp opportunities when they arise, is a very good friend who started off selling newspapers and collecting bottles. This gentleman became a salesman and is now a successful property developer. Victor explained that "His life story inspires me because it proves that firstly, you should never underestimate your capabilities; and secondly, when you choose to see adverse situations not as "brick walls" but as "speed bumps" - you recognise that they might slow you down, but that you can get over them and find a way to reach your final destination. "Since I've

known him, this friend of mine has always shared his knowledge with me and given me frank advice which has proven to be invaluable – and it has helped me to achieve my own personal goals."

"Never, ever let adversity define you!"

During swimming sessions Victor shares many thought provoking sayings with his students such as this one, "V can stand for victory and victim. Which one are you going to be?" Victor says that this is very important choice that everyone has to make when the going gets tough. He then explained that there was once a young girl who many people had given up on because of her deviant behaviour. However, she started training with Victor and during those sessions he would take the time to talk to her and encourage her – today, that same young woman is the CEO of a company. Her parents recently contacted Victor to express their appreciation for the positive role that he played in helping to motivate her.

As a father and coach, Victor believes that real life experiences such as this one proves that it is vital for him, to teach his children and students that they should not let any adversity define them or stop them from reaching their full potential. Victor revealed that his daughter and son who are now young adults, have at various times in their lives been involved in accidents which involved physical trauma. However, neither of them allowed these incidents to deter them from achieving their goals. This is why one of Coach Victor's main aims will always be this - to teach his swimmers life lessons that will help them to adapt, survive and to succeed!

Developing Happy Musicians!

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(Age 3 to 4 years old)

This is a special interactive course designed for children aged 3 to 4. Musical concepts are taught in a fun and meaningful way. Our activities are designed for developing music skills as well as learning skills. We will take them through the Journey to the Musical island and each lesson will be a new adventure. They get to learn to play the Drum, Ukulele, Keyboard, Violin; as well as Vocal coaching each term.

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- * Auditory memory and sequencing *
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YippyTune Music School aims to bring music to everyone including children with special needs. We hope to help these children improve cognitive, motor, social and interaction skills with this music program. It covers the fundamentals of musicship and aural training with the use of keyboards as well as invigorating activities such as music appreciation through movement and percussion.

Contact

YippyTune Music School
Contact Deon at +673 718 1698
We are located at Spg 21, Lot 1626, B19,
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DREAM THE UNBELIEVABLE



Photo credit | richestcelebrities.org

- ‘Dream the unbelievable - you can do anything you want to do if you put your mind to it’
- ‘Never take no for an answer’
- ‘Don’t do something just for the money, do it because you want to build things, do better and treat people better and give them a better career’
- ‘Do what you are passionate about. If you hate your boss, that is a good start’

The Culture of an Organisation

The manner in which the recent QZ8501 incident was handled certainly underlined Tony’s leadership style and how cohesive his AirAsia team was.

Every employee had the direct phone number and means to contact either Tony or any of their CEOs if they wish to voice out any concern or issues they might have about work, it is an organisation with a near flat organisational structure, where there are no doors and offices.

Its airline crew members are encouraged to bring their personality to work and do their own makeup which makes them feel good about themselves instead of having to conform to a certain standard type of look.

The culture is owned by the people but with leaders setting the tone and example of what it means to be working at Airasia. Culture cannot be mechanised and if leaders live it and breathe it, the rest will follow.

Most remarkably, for a company that has grown in its operations and its number of employees, there are no unions within the firm and there is a strong sense of belonging where employees genuinely feel like ‘Anyone can do anything in AirAsia’ and there is no shortage of stories of people who have gone from Baggage handlers to Pilots or from AirAsia employees to entrepreneurs with the support of Tony and his team (as long as they don’t start another budget airline).

If anyone of you is interested in knowing what kind of people they look for when hiring someone, they

are most interested in people with passion, people who are different and willing to colour outside the lines as opposed to inside it.

They also look for people who are great communicators, disruptors and more importantly, people who are bored in their own companies and have the hunger and desire to do a lot more than what they are currently allowed to do in their own companies.

In conclusion to the session with Tony Fernandes and the AirAsia team, there is nothing greater than controlling your own destiny and being able to shape the destiny of others. Too many people talk, not many people end up doing.

Don’t care about what people think or might say, have fun, do it even if you are scared and dream the unbelievable.

Oh yes, what else did I learn from the session? A timely reminder to act fast without hesitation when life presents you with an opportunity - I could very well have been watching QPR’s last game of the season if I was a little faster, but life is too short for regrets.



Hongjun is an Innovation and Internal Communications Consultant with Edvantage, based out of Singapore. His area of focus and interest is in End User Discovery, Visual Storytelling and Ideation and his portfolio of clients include Government Agencies, Education institutes along with SME and MNC clients. As a Global Shaper with the Singapore Hub, he has initiated the We Are ASEAN project in collaboration with shapers from other ASEAN based hubs to understand and define the current state of ASEAN identity and to explore opportunities for greater engagement of ASEAN as a community on a people level across the region.

In what is perhaps the highlight for many shapers, was a private meet the leader session with Tony Fernandes of Airasia and his team of top executives.

Tony was of course a charismatic leader and storyteller as he shared with the shapers some of his perspective, life story and motivation that drove him to eventually buy and turnaround an airline, own an F1 Team, and buy over Queens Park Rangers.

Based on Tony’s recount of his recent experience in opening up a childhood memory box from his boarding school days in the UK, his achievements to date have been pretty close to what he envisioned and dreamed about as a kid, which might have appeared quite impossible at that time of dreaming because he had on the inside of

that box, three stickers - with one of which was an airplane, another of the Williams F1 Car and a third of West Ham United.

He recounted that one phone call he had with his mother when he was in boarding school in London where he asked his mother if he could fly back for the summer and was told that he was better off staying in London for the summer because ‘airplane tickets were too expensive,’ he remembers telling his mother that, ‘one day, I will make it cheap to fly.’

There were naturally a lot of quotable quotes that came out of that session, and these quotes include:

- ‘Don’t let anyone tell you what you can or cannot do’
- ‘You only live once and you don’t want to live with regret wishing that I wish I did that’

LISTEN TO NOBODY

FOLLOW YOUR HEART

THE KEY INGREDIENT TO ENTREPRENEURIAL SUCCESS

Recently, I was amongst the 15,000 people who tuned into the Facebook Live Chat with Tony Fernandes which was held by the World Economic Forum in Kuala Lumpur. The wonder of this new Facebook function is that it provides a two-way conversation between the host and the audience. This means that users can post direct questions and vice versa. Over 261 comments were posted during this 23 minute long Q&A, including Tony's attempt to crowdsource from the Facebook audience to find out how he could improve AirAsia. One of the suggestions included flying to Africa, to which Tony responded that they are already flying to Mauritius and will also be flying to South Africa in the near future. He added that it is his ambition to have AirAsia in every continent.



Photo credit | World Economic Forum

In 2001, Tony Fernandes signed a deal to buy the failing commercial airline for around 25 cents. Three days later, 9/11 happened: passenger numbers around the world fell 2.7%, and did not recover for several years. But despite the inauspicious timing, AirAsia quickly became a highly successful low-cost carrier. Fernandes, who came up with the tagline “Now everyone can fly”, describes how, thanks to the internet, AirAsia was able to grow at a tremendous pace, going from 200,000 passengers in the company’s first year to 55 million last year. “We are really one of the babies of the Fourth Industrial Revolution,” he said. “No-one in South East Asia used the internet to buy airline tickets. We painted ‘AirAsia.com’ on all our planes; we drove that message forward. We were the first airline to use social media to market and promote ourselves, and we’re now second largest airline in the world for social media, with 40 million followers in various forms.” On the subject of being a fast-growing business in the digital age, Fernandes said: “We’ve been amazed at the pace of change. It’s been fantastic for us. We’ve changed people’s lives and created a lot of jobs.”

On the topic of leadership, Fernandes described his leadership style as “informal”. Anyone who follows the AirAsia boss on social media might have come across videos of him walking around his offices chatting to staff, and he says that he spends half his time talking to managers about the running of the business.

Asked how he motivates employees, Fernandes says being

transparent is crucial – it helps to be able to see the boss and know what he or she is doing. Also, helping people to advance their careers, or “live their dreams” is key to boosting morale within companies. “We reward people – not just monetarily, because anyone can do that – but by helping them advance their careers and allowing them to live their dreams. “One of our dispatch boys has now become a pilot. Those sorts of things keep people motivated.”

As one of ASEAN’s biggest business success stories, Fernandes was asked to share his advice for young people wanting to start a company. He sets out five key factors to keep in mind when launching a new business:

1. Don’t listen to anybody, follow your heart!
2. Get a product that people want.
3. Have a marketing budget. “Make sure people know about your product. Too many people have great ideas that no-one ever hears about. There’s so much noise out there it’s difficult to get people’s attention.”
4. Surround yourself with great people who complement your weaknesses. “In my case I had a fantastic partner who understood corporate finance a lot better than me. I was better at marketing and operations.”
5. Passion is very important. “Do something that you want to do, you believe in and that you love, and that will give you the energy to go forward.”

When asked to give his advice to startups from countries without

any support, Fernandes responded candidly asking young people to not expect any support from anybody. He noted “too many ASEAN people are waiting for the easy option of Government or parents to help you. Just get on with it. Just do it. If I had waited for someone to help me to start an airline, I would never have started it. I just did it. If I failed, I failed. Don’t worry about failures. You don’t want to wait until 55 and say I wished I did it. Just do it. Life

is great. You never know. Have dreams. From some dreams, come some realities.”

As for who has inspired Tony Fernandes’ life?

Tony did not single out a particular person. Instead, he said that inspiration can come from any source. Tony believes that we should all look for inspiration everyday by talking to people, engaging and

networking. He stated: “There’s no one person that can really change your life. Life is a culmination of lots and lots of people that would inspire you and make you better.” He added: “I get inspired everyday. I recently met the president of a company who is a billionaire, he used to sell ice-cream. I meet great people everyday that inspire me. I met two young venture capitalists today who are just setting up their fund. Their energy and their passion

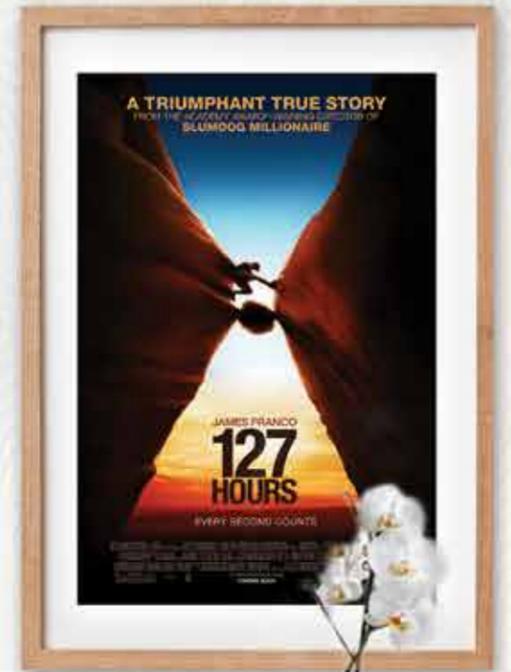
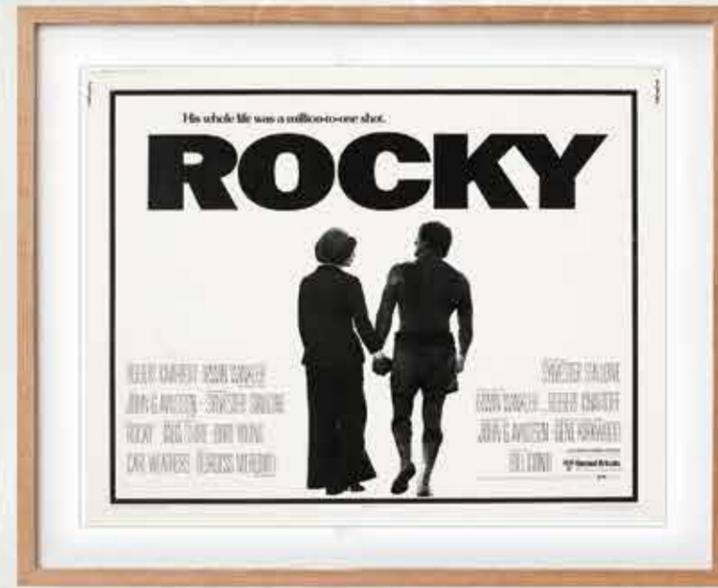
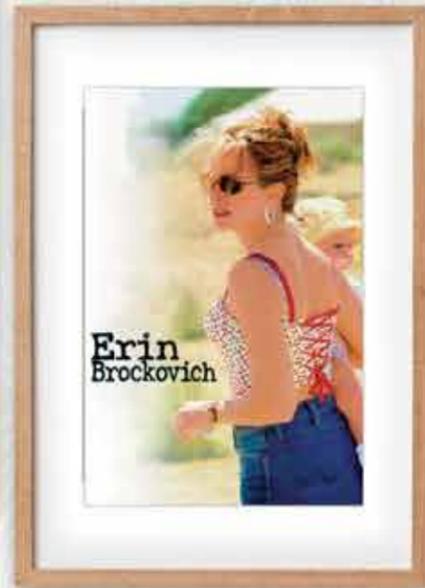
got me going and we did a deal in 20 minutes.”

Tony Fernandes ended the conversation by restating his dream: to make ASEAN a smaller place. So that anyone can go anywhere, get to know each other better, start businesses together, have holidays together and create a stronger economy.

<https://www.facebook.com/search/top/?q=tony%20fernandes%20wef>

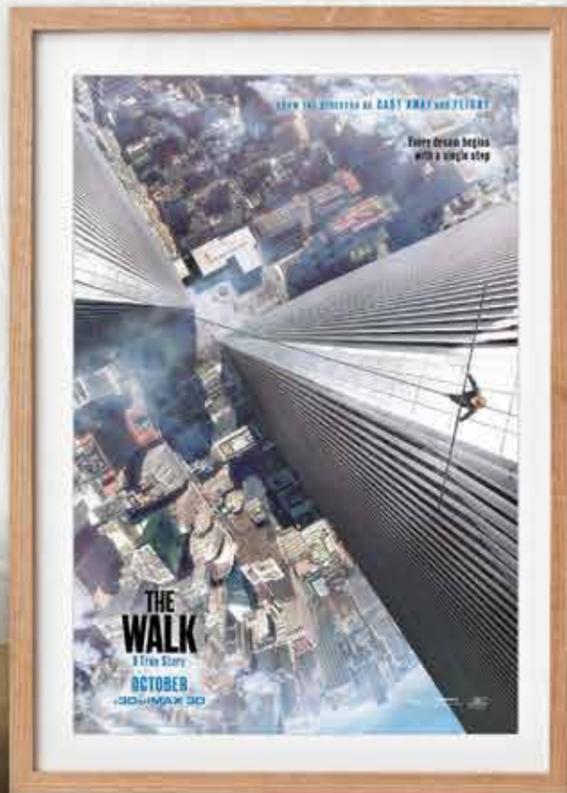


Photo credit | World Economic Forum



8 MUST WATCH

MOVIES TO HELP YOU OVERCOME OBSTACLES





Making "Cute" Fashionable

A Brunei entrepreneur's take on branding, innovation and regional expansion.

Founded by Jacqueline Cheung in 1996, Bajoo Boutique has gained momentum in recent years and their creations are now being showcased regionally. Today, Bajoo Boutique has something for everyone including kids. Here we speak to Jacqueline about how she managed to gain success for her business beyond Brunei.

Bajoo recently held a fashion show to showcase their kids clothing line, Tutu Kurung. Fashion shows for kids are virtually unheard of in our country, so how did you come up with the idea? And what's the buzz about Tutu Kurung?

This is precisely the reason why I did it. No one has ever seen anything like it before. Children's fashion is a segment of the market that is often forgotten, especially in Brunei. Plus, which parent wouldn't want to see their daughters in pretty frocks and parading down the catwalk? It's an experience that both parent and child will not easily forget. And that's something that I'm grateful for. To have been a part of something that, hopefully years down the road, these kids will look back with fond memories of that fashion show and the brand. We've also held kids fashion shows in KL and have been fortunate to get Ainin Batrisya to model for our collection. She's a seven year old Malaysian actress who bought one of our Tutu Kurungs last year. Her mum contacted me and asked if she could model for us so we

scheduled a shoot within two weeks and I flew to KL with the clothes. She was a real pleasure to work with, a natural. Linda Jasmine (famous akademi Fantasia dance choreographer) was also very sweet in allowing her girls Tengku Ratu and Tengku Cleo to model for the show.

Regarding the buzz about the Tutu Kurungs, this is definitely a welcome and pleasant surprise. I came up with this idea two years ago as I knew that little girls loved wearing ballet tutu skirts, so I thought why not combine the baju kurung with them. Then, when I was deciding on a colour palette for the collection, it struck me! When I was growing up, I loved My Little Ponies, so it was a natural progression to combine all these elements that I hoped little girls would like. Fortunately, I was right.

Your clothing lines are currently available in Kuala Lumpur and Singapore, how did you break into the regional market?

Basically social media really got the word around and our Tutu Kurungs went viral. We didn't produce enough stock last year to meet the demand, but sold the designs all year around in store after Raya as kids used them when attending birthday parties and weddings. We were very blessed in this sense as we didn't expect any of this.

The positive side of things was our designs were widely accepted to the point they were copied right down to the very colour, but our quality is still better of course. Our Tutu Kurung collections are launched annually just before Hari Raya and we sell them all year round, so it's not specifically for Raya. We have also started getting bespoke Made to Measure orders from Malaysia for our ladies collection last year. Ideally our tailors prefer to measure the clients in person for the best possible fit but some of our Malaysian customers contacted us directly and requested for standard UK sizes. This year I've put some of our ladies collections and our Tutu Kurungs at a multi label store in Singapore called Enpointe, They are located on North Bridge Road in one of the heritage shop houses. I found them by just asking the locals where they would go to buy their Raya clothes. And turns out a few Malaysian designer friends of mine put their collections there as well, it really is such a small world after all. I went to visit Enpointe, spoke to the boss and got them to keep our Tutu Kurungs for our Singapore customers. At the end of the day I thank my husband for being by my side and supporting me in every way he could, from our successful launch in Brunei to the production of the clothing. He's the one I bounce ideas off and ask for opinions even though subconsciously, my mind is already pretty much made up.

What are some of the challenges you've had to face in taking your brand overseas?

Honestly, there haven't been many challenges to speak of. I just had to make sure I was able to live up to my end of the bargain by producing the quantity of merchandise in time for the overseas agents. This in itself is a challenge that I face on a daily basis; whether it's dealing with time frames for my Brunei customer base or otherwise. Delivering on time also means

good time management and proper planning. A collection can take up to a year of planning and management to be ready for production. Then you have to manage production, which means making sure that you have everything you need in terms of raw materials and accessories.

Your store has a wonderful selection of both ready-to-wear and made to order clothing. Your designs are also renowned for being able to compliment traditional clothing with a modern touch. Where do you get your creative inspiration from?

I personally wear Baju Kurungs quite often as do most women in Brunei. I go into every design with the mindset of creating something that I would personally be proud to wear. And I think that kind of personal touch and dedication shows in the designs I produce. Of course, I keep in touch with what is going on in the region in terms of trends and shapes. I have to keep things updated but yet practical at the same time.

Bajoo seems to be a recession proof enterprise. And customers who frequent your shop know that they need to pre-book their Raya orders long before the festive season. What is your secret for success? What can other small business owners learn from you?

There is no secret. It's the old adage of being dedicated, passionate and committed to your work. The fashion industry is definitely not always glitz and glamour. It's hard, tiring, non-stop work. Being passionate about something that you do is definitely the key. Passion keeps you going when you are tired or stressed. It keeps burning no matter what. As long as you have a love of what you do, you will never find it a bore or a chore. The store has been fortunate enough to have a very loyal customer base and I have been very



Photo credit | Rano360.com

blessed to have a supportive husband, family and a hardworking dedicated team who I pretty much treat like family.

This issue is about resilience and overcoming setbacks; as a business person, we all have our share of trials and tribulations, can you share with us your experience in dealing with this?

We recently had our Tutu Kurung designs copied and pirated. There are so called "distributors" all over this country and in Malaysia as well. Some of them pretending to be us and others just blatantly selling their products as the original

item. Steps and measures were taken to protect my intellectual property, however, it's a tough battle to fight especially when pirating is so rampant. However, what is most upsetting is the fact that some of these vendors used the photos of our little models, who worked very hard during photo shoots – they cropped out their faces and replaced them with other faces. This to me is unethical, immoral and unfair to the child. I feel terrible about what has happened and will try and do my best to put a stop to it. However, setbacks and disappointments are a part of everyone's life. You can't really avoid it. But it does not matter so much what mistakes we make, what matters more is the lessons that we learn from those mistakes.



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Roger James Hamilton Share

Amazing that 10% of Iceland's 332,529 population is in France to watch their team play in Euro 2016, now in the quarter finals after beating England. Iceland has never been competitive in international football not just because the country has so few people, but because it's so cold and so close to the North Pole (so only has 4 hours of daylight in Winter). Then, 15 years ago, Iceland decided to get serious about football. They brought in UEFA accredited coaches, and every child from four years old get themselves a UEFA coach. They started building indoor domes so they could train year-round. They now have 7 domes and 30 all-weather pitches. Today, Football has become Iceland's #1 sport. It has over 21,000 registered footballers (1 out of every 15 citizens). Until 2015, they had never been reached the top 100 countries in football. In the last 6 years they have risen over 80 places and entered EURO 16 ranked 34. Now they're in the last 8. It doesn't matter how small you are, anything is possible with enough passion, preparation and persistence.

"Things are only impossible until they're not." ~ Jean-Luc Picard

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MAKE THE TIME RIGHT



Photo credit | Lormazza

CO-STELL-AZIONE by Italian artist Rabarama

Brushstrokes on the canvas, slowly and surely they sway and swirl. The joyful chirping of birds outside of my apartment, the noisy hammering from the renovation next door, and the peculiar tuneful accent of a chatty neighbours from their private garden downstairs - all exist at once. Quite surprisingly, they make a blissful cacophony!

I am painting in Florence – the city of ancient art, history and philosophy, well known to the world as “The cradle of the Renaissance”. Initially, I came to seek inspiration for my second book. However, an impromptu decision to participate in a Beijing art expo in three months’ time has also prompted me to paint during my stay here. Many people think that I am fortunate to be living and working as an independent artist who has the freedom to travel to places I love while enjoying the pleasure of working at my own pace. While I agree with this opinion, many people might not know that I was once possessed by fear and uncertainty.

Have there been times when things worked against your dreams? Times when you looked at your dwindling bank account and thought perhaps you should just give up chasing rainbows? And, times when you felt guilty because you were too persistent pursuing your passion?

There were many times that I felt exactly that way.

I embarked on my artistic journey five years ago. In the first three years, being an art professional seemed like a far-fetched dream because I only managed to sell one drawing. There were countless nights while painting alone in my studio, I heard not only the sound of my brushes working tirelessly against my canvas but I also heard the sound of my shattered dream. Clear, loud, and unbearable.

Then, I looked around me. I saw my artworks and an almost-silent voice in me insisted that I carry on painting.

I chose to continue to paint because while painting, I cast my worries away. I chose to keep on painting because I believed that I was preparing for my future. Instead of worrying and complaining about misfortunes, I chose to prepare myself because I believed that when opportunities knocked, I would be ready with artworks in hand to showcase. I would be prepared, anytime.

“If it is not the right time, I will make the time right.” I took my first baby step by holding a solo exhibition

to showcase my works and then later, I went on to participate in international exhibitions to gain wider exposure.

While the soft brushstrokes are swaying and swirling on my canvas, I once again listen to the joyful chirping of birds outside of my apartment, the noisy hammering from the renovation next door, and the peculiar tuneful accent of my chatty neighbour in her private garden, I understand why I find all of this to be blissful - it is because I am grateful for the grit and resilience that have brought me to this present moment.

“Don’t wait. The time will never be just right.” – Napoleon Hill



Huifong Ng is an author, painter and poet. Her book, “A Cup of Simplicity” blends poetry with art to depict the simple pleasures in everyday life. She is an intuitive artist who sometimes paints without a model, a reference or photo. Beyond Brunei, Huifong’s work has been exhibited in Italy and Singapore. She is also the recipient of the Premio Speciale award from Biennale of Art, Umbria, Italy.

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AN UNLIKELY CAREER

Charlotte Lim's journey in dance.

Many children have a desire to dance. Some may even say that when they grow up they want to become professional dancers, but only a few have the determination and discipline required to turn this dream into a reality. While it may be difficult to have a career in dance, it is definitely possible. 24 year old Charlotte Lim knows only too well that a career in dance requires a strong sense of purpose and dedication to the art. And her story proves that if you want to become a dancer you have to stay focused, work hard and have a will of steel!

While she was growing up, Charlotte's parents never forced her to pursue any of the popular mainstream careers. In fact, her mother who also has a keen interest in dance and has participated in dancing competitions, encouraged and supported Charlotte's dream of becoming a dancer from the very beginning. When she was four years old she started taking ballet lessons at En Pointe Academy of Dance. At that time En Pointe was not established as yet, however, her teacher Regina was the person who was most influential in her dance training. Charlotte started training with her when she was 12 years old at the D' Music Motion Fitness Studio.

Charlotte soon began to take a more serious interest in dance as a possible career. Charlotte recalled that it was Regina who opened her eyes to the many options that would be available to her: she could enter competitions, perform on stage or she could think about becoming a dance teacher or an examiner. Regina also made sure that her young promising student clearly understood that becoming a dancer was not going to be easy. As a dancer Charlotte would need to be an artist and an athlete, her natural ability and talent would only get her so far - she would have to work hard and persevere through countless rehearsals and auditions and of course, she would have to get very familiar with failure and rejections. But knowing all this did not frighten Charlotte in fact, it fired her determination to dance!

After finishing her GCSE's at Jerudong International School Charlotte knew that a career in dance was what she wanted. So she decided to do her A Level's together with a Diploma in Dance in the UK. She then went to Canada where she completed a contemporary dance programme.



Her training in dance was extremely rigorous both physically and mentally and there were times when she had to overcome shadows of doubt. But this petite young woman found the strength and willpower to successfully complete the programme. She then returned to Brunei and did a short internship at Asia Inc where she became interested in Event Management and then did a two and a half year course in Event Management in Sydney before returning home. Once resettled again, she did some soul searching and knew that dance was still her main passion and this is when she hit on a novel idea, "Why not combine my knowledge of dance with my interest in event management?" This is how The Creative Core BN came into being. This organisation which was founded last year with the support of a dear friend, aims to bring dancers and other artistes together at specific events where they can meet; share ideas and knowledge; and showcase their talents and skills. The Creative Core has already held two successful DancersMeet and Charlotte said that there were many enthusiastic participants and the response from the public was very positive. She explained that in the future, the Creative Core intends to focus on having several annual events with a focus on dance, music and film.



But this is just the beginning of Charlotte's amazing journey in dance, as she recently started teaching at D'Music Motion Dance Studio in Kiarong which is currently being run by her Mum. She has three qualified dance teachers who conduct Ballroom Dancing classes and Dance Fitness classes. Charlotte explained that, "In the future I would like to hold more contemporary and creative dance classes at the studio. I love this style of dance and would like to educate more people about it. There are people who tend to think of contemporary dance as being too difficult, too technical or too interpretive. But I would like to show people that it can be really interesting and fun to learn!" Some people choose dancing as a career because it brings them joy, others dance because they can share a piece of their soul with the world through movement, Charlotte Lim dances because it allows her to openly and honestly express herself without words. She truly loves the beauty, elegance, complexity and magic of dance- and wants to share it with others!

Everyone wants to be successful until they see what it actually takes.



Photo credit | lizwalker

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SEEDS OF AN ENTREPRENEUR THE DELIGHTFUL SANDWICH MAKER IN KL

By Shaun Hoon



Miya at her sandwich stall.



Miya starts her day at 2.30am preparing sandwiches. By 7am she has her stall set up on Jln Sultan Ismail, a busy street in the heart of KL ready to sell to the "office crowds". On a good day, Miya would sell about 120 boxes of sandwiches. However, recently because of the haze and the gloomy economy, sales have plummeted by 20-30%. She makes a decent income nonetheless, considering that she finishes her day by 10.30am. More importantly, this job gives her the freedom to be her own boss and she can enjoy not having to report to anybody.

Miya started "Niko Sandwich House" together with her boyfriend, who was previously the Marketing manager at a Japanese restaurant. For the past three years they have been selling sandwiches every morning at two locations. While jogging one morning in KL the little entrepreneur's stall caught my attention because it was rather unusual to see a sandwich operation, let alone, a hawker dressed with a pastry chef's hat serving healthy, wholegrain sandwiches (while everyone else on the street was selling the same stuff such as Kuih,

Nasi Lemak and other fried foods). Miya warmly nodded when I took a photo of her sandwiches, and went further to give me directions back to my hotel. As I observed her stall I realised that she clearly understands a thing or two about presentation, differentiation and service. The label on the sandwich box said "The Art of Sandwiches" which in three simple words tells customers a lot about the dedication and pride which she takes in her work, despite the petite size of her operation (just a tiny table, no chair - but a warm smile).

Intrigued, I bought the signature ham and egg sandwich from Miya. To my delight, she served me a cup of complimentary hot coffee that was part of the deal. For the next few minutes, I stood by her table sipping my cup of coffee while chatting with her about her business. I noticed that even when Miya was talking to me, she would greet each passer-by with a slight bow and she would make sure that the sandwich boxes were always meticulously stacked up. She paid attention to the smallest details. Watching this lady at work, forced me to re-examine my own perspective. For a start, I will never look at sandwiches the same way

again; a sandwich is no longer just a sandwich. It's a reminder that starting a business is not just about the size; sometimes a small table and a can-do attitude is all it takes. A sandwich created with heart and passion can be more than an opportunity to fuel the body (it tasted fantastic, and by the way- my daughter Siena finished half of it all by herself) - it can also touch the soul. But besides all this, it represents the promise of bigger things to come in the future; by taking care of the smallest details one step at a time, no matter how small the present may be.



AN INVALUABLE OPPORTUNITY TO LEARN

For the second consecutive year, as part of Huawei's "Seeds for the Future" CSR program, the company sponsored six students from UBD and UTB to go on a field trip to the company's headquarters in China. So what is "Seeds for the Future" about?

First of all, Seeds for the Future is Huawei's largest global CSR flagship program. We leverage our world leading ICT technologies in this program to cultivate ICT professionals in countries where we operate in order to drive knowledge transformation. The undergraduates had two full-weeks as soon as they arrived in China. They started off with an opportunity to learn something about China such as Chinese history, language, culture and people; and they also visited some

famous landmarks. Then, they are involved in learning theories in the classroom and in lab studies. Since the undergraduates are taking courses related to ICT, we anticipate the Seeds program could be an integral part of their learning and growth.

This type of student exchange program is not only costly, but it is also time consuming and entails a great deal of responsibility. Why does the company place so much emphasis on training the minds of young Bruneians?

Human capital is never cheap, so to speak. We've spoken to a few institutions and government agencies, and this together with our own challenges in getting industry-fit resources, made us think about what we, as one of the players in the ICT industry in Brunei could do to aid the human resource issue that is being faced in this industry. Hence, we decided to introduce Huawei Seeds for the Future programs which we believe will be a good start for the young graduates.

The Director of Industry Liaison Office of UTB, Jennifer Voon, said "the Seeds program gave our students the opportunity to have some experience in how innovation is nurtured and realised in the industry. It gave them an insight into the connection between what they study in a classroom environment and how technology is applied in the industry. The students are in their final year of studies and the experience will enhance their knowledge in the classroom."

Next, we are looking at implementing this internship program in our local office. We will be collaborating with the universities for the internship program. We are also working closely with our partners in order to offer a variety of ICT certification programs which are specially geared for industry-ready skills that would lead to immediate employability. With these efforts, we hope that not only are we developing ICT talents, but that we are also helping students to widen their vision about the ICT industry. With what they experience, we hope to motivate them and to prepare their minds to enter the work sector after they graduate.

From working closely with the students for two weeks, what are some of the key strengths that you've identified in the local students?

Students in general, do not know much about Huawei when we first come in contact with them in the Seeds Program. However, there are a series of briefings and later they travel to Huawei HQ, and they slowly get to know Huawei and understand our corporate culture and core values. Before, during and after the trip, we observed that the students were very enthusiastic -: to learn a new language, new culture and also in the classroom and lab. Throughout the trip, even though they are young but very cooperative, mature and professional. When we spoke to them, we found out that the majority of them who will be graduating this year, have already started to plan their next move and have shown a keen interest in building a career in the telecommunications industry.

Here's what some of the students from UBD and UTB had to say about their trip to Huawei's Headquarters in China.



Lim Pei Nee (UBD)

What is your impression of China and its culture?

Throughout my two week stay in China, I could see that it is a modern country which preserves its rich culture and tradition, and this could be seen in various forms. For example: Some of the modern buildings in China still follow the ideas and design of Chinese philosophies; and the Chinese celebrate traditional festivals which are an important and brilliant part of Chinese culture.

Naasiruddeen bin Abdul Wahab (UTB)

What did you learn about Huawei's Corporate Culture?

There is so much that we can learn from Huawei's Corporate Culture. We can learn about Innovation. Huawei continuously innovates to meet customer needs/wants. They cooperate with industry partners and focus on building future-proof information pipes; and continuously create value for their customers and society. And we can also learn about leadership.

Ak Mohd Zulfakhri Bin Pg Awang (UTB)

What has been your fondest experience during this trip?

The fondest experience I had was at the Huawei training where I could relate my studies in the university to the communications industry. This helped me to understand the concept of current and future communications technology. During the practical classes I gained valuable experience in configuring network systems; identifying electronic devices used in systems; and identifying errors that occur in the network.



Coach Ken Han and Assistant Coach Ryan teaching Kids

DEVELOPING AN INDOMITABLE WILL

Here we speak to Ken Han, Founder and Head Coach of Shooting Stars Brunei Basketball about how the game of basketball can teach kids valuable life lessons.

“I have missed more than 9,000 shots in my career. I have lost almost 300 games. On 26 occasions I have been entrusted to take the game winning shot, and I missed. I have failed over and over and over again in my life. And that is why I succeed.” This is one of Michael Jordan’s most famous quotations and it summarises the amazing power of resilience. So how can basketball teach children to bounce back from setbacks? Head Coach of Shooting Stars Ken Han, who was on the National Basketball team that represented Brunei in the SEA Games (1990-1999) and also on the National Rugby team – firmly believes that resilience, which requires mental fortitude is not an inherited trait – but one that can be taught through practical experiences. That’s why in addition to teaching the skills of the game, Ken believes that as Head Coach his job is also to help young players to learn to stick to a challenge, to maintain a positive outlook, to believe in what is possible – and no matter what, to persevere with a sense of joy – as this is what will enable them in adulthood to overcome setbacks and mistakes, and to push forward to accomplish their goals.

Ken explained that his main aim is to ignite a real passion for the game of basketball in the hearts of young Bruneians. Is he fighting a losing battle in this age of all-consuming-technology? Win or lose, this is a battle that he’s committed to fighting. As the father of a young daughter, he wants to encourage more young people to understand the benefits that can be gained from playing a team sport like basketball.

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FEATURE KEN HAN

Besides becoming fitter and learning new skills, players who enrol for classes with Shooting Stars are also encouraged to adhere to the team's core values: play with passion; never give up and don't be afraid to make mistakes; never say the word "can't"; help others and be respectful. Ken tries to foster a positive attitude and confidence in all of his players, from the youngest to the oldest. And as well as this, players will also learn to improve their game: by acknowledging that a certain strategy is not working and being brave enough to admit that it needs to be changed; by paying careful attention to performance errors and working to find solutions; by working with mentors to solve problems, for example, if you are shooting short, remember the solution is using more power from your legs; and finally, by focusing on the next task instead of wasting time and energy thinking about mistakes – players will learn how to move on and execute the next task with excellence.

Assistant Coach Ryan agreed that, "Players have to make mistakes, sometimes even fail, in order to move on and to do better." Ryan who plays an integral role in Shooting Stars was one of only two Malays who were on the National Basketball team in 2001. From his own experience of having to work harder to prove himself, he knows that resilience breeds fearlessness which in turn opens the door to confidence. Today, Ryan is a family man with three daughters and one son and his mission is to teach the younger generation all that he's learnt about basketball. In basketball, resilience is vital to team success. For instance, if a great shooter misses his first few shots in a game and then gets frustrated and miserable, he or she hurts the team. The shooter needs to be able to stay strong, refocus and continue to aim for victory. Ryan thinks that "Just like in life, the game is sometimes tough, and if you're down you just have to get back up



and keep on going!" Both Ken and Ryan know that too many young people either get easily discouraged when they lose and want to give up or even refuse to put in the effort for fear of failing. That's why as coaches, they know that it's vital to help teach young people to become resilient so that if as adults they fail to get a job or go through periods when they struggle in the workplace or have family problems – they will be able to use their mental strength learnt from basketball to tackle the issues. At Shooting Stars, their ultimate goal is to develop players who are not afraid to give their heart and soul to the game, who play with a priceless blend of determination and joy – win or lose!



TOGETHER WE STAND: BOUNCING BACK AFTER A DISASTER STRIKES

When talking about resilience, most people think that it is the ability to overcome seemingly impossible circumstances. Such understanding, however, may not be totally accurate.

The American Psychological Association defines resilience as 'the process of adapting well in the face of adversity ...'. Hence, resilience can be more aptly described as the capacity of an individual to bounce back after a challenging or traumatic experience.

Resilience is not about being immune to the turbulence of life circumstances. It cannot be detached from emotions because emotional pain is part of the journey to develop a resilient self.

In June this year, Singapore remembered the tragedy that happened a year ago, which led to the loss of lives of young Singaporean students who were at a school expedition in Sabah. In June 2015, an unexpected earthquake in Mount Kinabalu brutally claimed the lives of primary school students and their teachers who were on a trekking expedition.

In a tragic disaster like this, what can be done to help those affected to overcome the traumatic experience and to regain balance?

Within hours of the earthquake, reports of parents, family members and friends who were in deep emotional pain were all over the

news. What just happened seemed unreal: the shock was intense, and the loss of lives was traumatising.

In such a circumstance, resilience is not something to have or not have. It is something that is developed through conscious choices of behaviour and through the re-calibrating of thought patterns.

Over the hours and days following the quake, news reports started to show varied responses from those impacted in Singapore. Anger, disbelief, frustration and a general sense of fatality were common scene.

Some remained hopeful as the search of survivors began while others got into action in providing emotional support to those affected by building a network of care. School counsellors in Singapore were mobilised to debrief students and help them process the secondary trauma resulted from the unexpected event.

Research studies have identified caring and supportive relationship as a key factor to resilience. These include having a sense of being loved and cared for, and the confidence that someone is there to provide a listening ear, encouragement and reassurance.

In fact, children begin to develop a sense of security from being loved by their parents. In a loving environment, they are able to develop a positive self-view and

an awareness of their strengths and ability to solve problems. They learn skills to build relationships and gradually develop resilience to change and unexpected life events.

In my own practice of counselling, I find that people are better able to overcome 'stuckness', depression, anxiety and life tragedies when they develop realistic and meaningful life goals. The move towards such life goals creates the momentum to experience a greater sense of control over the distressing circumstances. This also gives them a sense of hope and reduces the tendency to magnify problems.

When an individual develops a capacity to acknowledge stressful events, they are more likely to be able to take into consideration the broader context rather than narrowly focusing on the problem. This allows them to pick themselves up and act on the adverse situation rather than stay passive and helpless.

In the weeks following the Sabah tragedy, the emotional support network was extended nationwide throughout Singapore, with the mobilisation of professional counsellors and psychologists. In a rare display of vulnerability, the nation allowed itself to grieve: Singapore declared 8th of June as a day of national remembrance. The collective resilience of those affected by the disaster, and of the nation, powerfully brought people together in a common humanity.

Such events provide us with an important lesson about resilience. Pause for a second and ask yourself:

'What events are the most stressful for me?' - You may connect with a time of your lives when you felt low, stuck, and possibly lost.

'How was I impacted by the stressful event?' - How did you react and feel?

'What did I do that was helpful?' - How can you shift your mentality from being problem-centric to being solution oriented?

'Who did I reach out for support?' - What are your resources in times of distress?

'What helped me feel more hopeful?' - What are your coping mechanisms?

These questions bring to our awareness what had worked before, how we garnered our strength and who were there as our support system. These are precisely what help us build a resilient self.

In the process of developing our resilience, flexibility is crucial to sustain a balanced life. I have seen clients coming for counselling who are totally fixated on the problem at hand and are unable to see beyond a certain possible solution which may not be realistic. The tunnel vision can be limiting, isolating and highly distressing.



Photo credit | Malaysia Information Ministry

In such situation, they need the support of their loved ones and friends who can help them see a perspective to their problem. Alternatively, they can reach out to a qualified counsellor who can create a safe and nurturing space to help them develop resilience by putting in place an action plan for moving forward.

One year on, survivors and family members of the Sabah earthquake victims are still recovering from the trauma. However, what is more powerful than the earthquake is the collective resilience of the survivors, the victims' families and the whole nation, which was manifested in the aftermath of the disaster.

This reminds us that resilience is not just an individual's capacity to overcome challenging situations, but also the magnifying impact of a collective effort unified by a

common goal. Each of us has the capacity to build a resilient community, and collectively, we can build a resilient humanity.



Jean Bernard Sampson is a Counsellor at an institute of higher learning in Singapore. He is a Registered Counsellor with the Australian Counselling Association, and a Professional Member with the American Counseling Association. He is a Supervisor Member and Faculty Member of the William Glasser International. He is certified in the administration and interpretation of MBTI® and Caliper profiling. He has a Master of Guidance and Counselling from James Cook University and a Bachelor of Science from the National University of Singapore. His professional interests include multicultural counselling, counselling individuals with special needs, physical disabilities, and minority groups. Website: www.jeanbernardsampson.com

SURVIVAL OF THE FITTEST

EVERYTHING YOU NEED TO KNOW ABOUT BEING GRITTY

GRIT & RESILIENCE – This is, what is needed in the current global economic climate. It is after all a competitive world and survival of the fittest requires organisations and individuals alike to have “grit and resilience”. To have grit is to have strong determination, to be courageous and to have tenacity. Resilience on the other hand, is about having the ability to bounce back when one falls to the lowest point and having the strength of character to recover quickly from stressful, threatening or difficult situations.

The American Psychological Association states “Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress — such as family and relationship problems, serious health problems or workplace and financial stressors. It means “bouncing back” from difficult experiences. In other words – never give up no matter what happens.

Resilience is not inherent in every person. It can be developed and is crucial in assisting an

individual to cope with negative circumstances and to preserve mental and emotional wellbeing. An interesting share from @Inner Drive website stated the “9 Ways Olympic Champions Develop Resilience” as follows: **1** Develop a positive personality, **2** View your decisions as active choices not sacrifices, **3** Use support available to you from other people, **4** Identify your motivation for succeeding, **5** Focus on personal development, **6** View setbacks as an opportunity for growth, **7** Strengthen your confidence from a range of sources, **8** Take responsibility for your thoughts, feelings and behaviors, **9** Concentrate on what you can control. Let us start practicing this...

Most oil producing countries globally, have been hit hard by the impact of the falling oil prices. What has this got to do with the topic of grit and resilience? The answer is crystal clear, it has a direct relationship especially in terms of handling the consequences of the current situation which is very much related to the wellbeing of organisations and their people. An organisation that has a resilient

workforce can stand the test of time. A resilient workforce has the following characteristics: teams with a strong supporting spirit; and teams that have the ability to adapt to disruptive changes via positive thinking and bouncing back from grave situations.

For parents, it is important to instill in young children the characteristics of grit and resilience, as these qualities will enable them to confidently face the future. Growing up is a sensitive period in a child’s life, hence this requires careful handling. From Kidspot, I would

like to share the 10 best phrases that can be used by parents in order to teach their children resilience: **1** Humour – “Come on, laugh it off”; **2** Contain thinking, perfectionism and anxiety – “Don’t let this spoil everything”; **3** Distraction – “Let’s take a break”; **4** Handling worry and asking for help – Who have you spoken to about this?; **5** Offering hope – “I know it looks bad now but you will get through this”; **6** Positive reframing – “What can you learn from this so it doesn’t happen next time?”; **7** Acceptance – “Don’t worry – relax and see what happens!”; **8** Perspective – “This isn’t the end of the world”; **9** Flexible thinking –

“You could be right. But have you thought about...”; **10** Taking action – “What can we do about this?”

From my personal experience, I have asked numerous MDs, CEOs and HR Managers of local and international companies which quality besides leadership, should today’s youth possess in order to succeed? They’ve all said “RESILIENCE”, a trait which seems to be missing in some of the workforce today. Lastly, let us reflect on this phrase from Carl Gustav Jung, “I am not what happened to me, I am what I choose to become”. Life is all about the choices we

make. To the youth in Brunei Darussalam, I say, start developing grit and resilience in order to stand tall among your competitors.



Hjh Zainab is a HR Professional & Mentor. She was active in the Oil & Gas Industry for the past 30+ years. She has significant business experience gained in a multi cultural environment in Brunei (BSP, Brunei LNG), Oman, Qatar and Europe in the areas of HR & Learning and Development. She is passionate about people development and upholds the mantra ‘don’t let others tell you what you can’t do and show them what you can do’.



Photo credit | Fox Searchlight

THE ARTIST (THAT DOESN'T KNOW HOW TO QUIT)

At the age of 65, Zainal Abidin Hj Ibrahim has seen it all in the art industry. Today, he operates out of a small boutique called Batik Desamas where he personally takes orders and custom designs traditional batiks for customers.

The humble little store on the first floor of Bangunan Sumbangsih Mulia has led to Zainal Abidin showcasing his batik clothing range around the world, in countries like Korea, Japan, UK, Vietnam, Oman, Thailand and Bali. Zainal has a clientele which includes government ministers and top business people in Brunei, Sabah and Sarawak. When there are state functions in Brunei that require local traditional designs Zainal is often the one who is called upon to fill the order. In fact, he remembers in the previous ASEAN Summit having to stretch himself to take measurements of the very generously sized US Senator John Kerry.

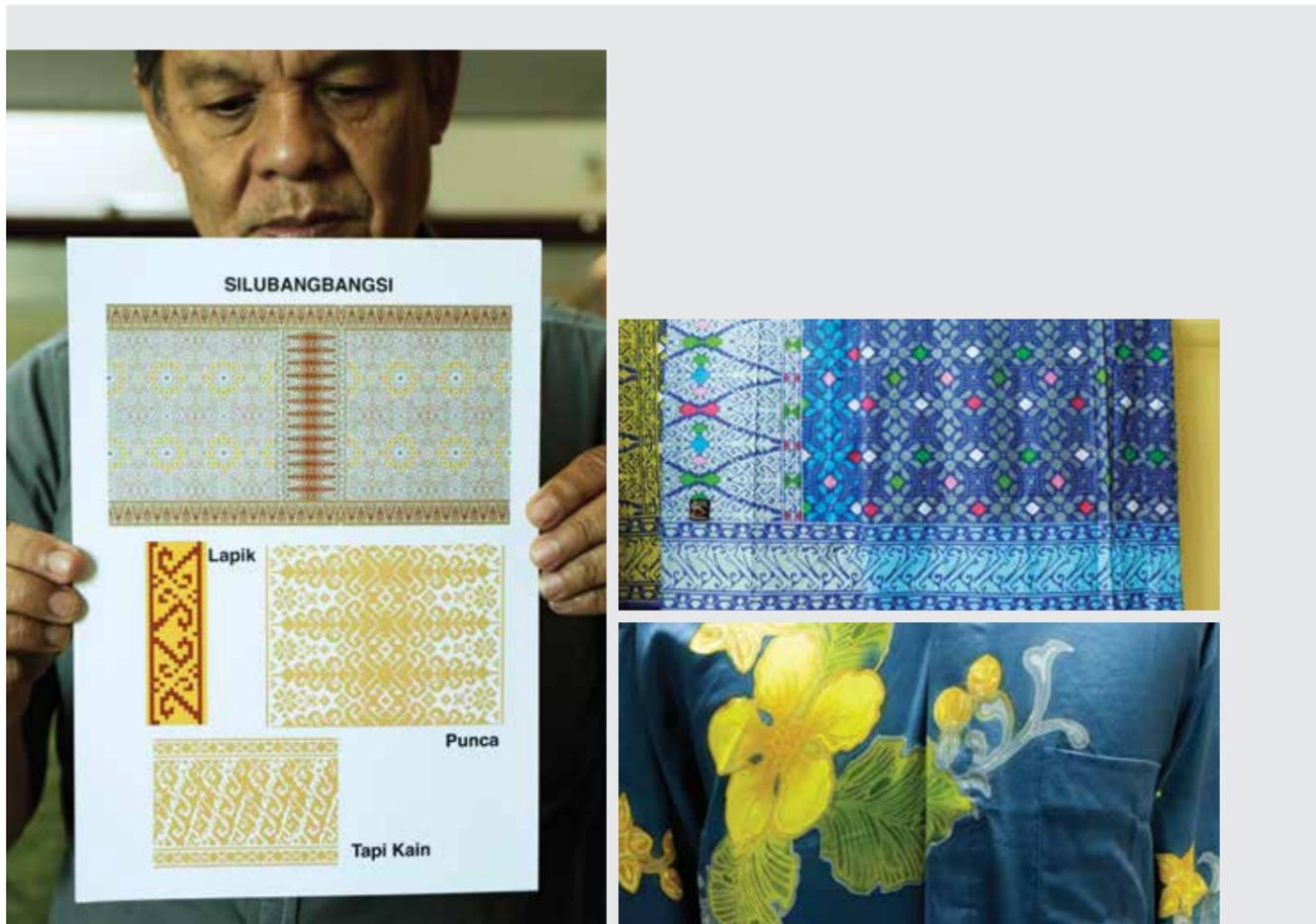
The reason why Zainal remains grounded and seemingly contented with his tiny operation is that he has seen many ups and downs in life. Speaking to this slightly wrinkled soft-spoken gentleman, you could almost sense that there are very few things which impress him nowadays, but he still has a passion and love for the arts and crafts that he creates every day. When asked, how he would describe his profession, he said first and foremost, he's an artist. And batik costumes is the vehicle which he uses to express his creativity. An artist indeed, Zainal started his career with the government as an illustrator in Language and Literature Bureau

Department. He remembers quitting his high paying job to pursue his own business, Ibrahim Publisher. During that time he had to live on a shoestring budget in order to make ends meet. His friends thought that he was crazy, but he had this profound sense of wanting to create his own destiny. Through hard work and perseverance, Zainal received a contract to publish Royal Brunei's in-flight magazine, Muhibah, in the late 80s and that's when things started looking up for him.

Zainal was able to express his creativity through designing the layout for the magazine. He also travelled around the region sourcing business opportunities to have the magazine printed bi-monthly from Singapore. He recalls how difficult it was to get advertising from the regional market, but that didn't stop him from trying. Zainal was able to get help and he hired professionals to make up for his shortcomings.

During the five years of publishing Muhibah, Zainal said that business was very good! Following that, Zainal published another magazine called Dayang which was on the market for three years. During that time, there





was a surge in the number of local magazines being published and the market just wasn't big enough to support all, so he decided to call it a day. That was when he decided to try a new career- designing traditional Batik costumes. The business did not take off until 2011, when he successfully applied for the LEAP Grant from BEDB. With financial support from BEDB, Zainal was able to invest in the latest technology and develop his business. His company was the first business in Brunei to integrate digital process into batik design. Today, many of the designs on his clothes are a hybrid between hand drawn designs and computer graphics. The size of his business has also allowed him to focus only on the design, while outsourcing the work to master craftsmen in ASEAN region, whose workshops he visits once a month.

Zainal explained that even though the medium has changed and the technology has evolved,

there was never any stopping him from pursuing his passion in art. He has gone from being an amateur in graphic design to being an expert in computer graphics. He has continuously reinvented himself, from a successful publisher to a revered designer. To this day, he still enters his hand drawn abstract arts in competitions, to keep his skills sharp and for "the love of my arts".

Zainal Abidin's story is a classic reminder in life that there is more than one way to pursue your passion and to realise your strength, but you should never quit learning and always continue to try.

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THE KEY INGREDIENT TO STAYING AFLOAT IN TOUGH TIMES

In writing the book, *Lessons of Success* I interviewed many successful people and I noted they all have the qualities of grit and resilience which are critical for facing challenging times. However, the key ingredient to staying afloat in a VUCA (Volatile, Uncertain, Complex and Ambiguous) environment is self-discipline.

Self-discipline is the ability to get oneself to take action irrespective of one's emotional state. Self-discipline is very important because our success and happiness is determined by the amount of self-discipline we have. There is no substitute for self-discipline. Intelligence, knowledge and skills are not enough.

The good news is that self-discipline can be developed. It is like a muscle, the more one trains it, the stronger it becomes.

SET A GOAL

In a 1979 study conducted in a Harvard MBA program, it was found that only 3% of graduate students had clearly written goals, 13% had goals but not written down and 84% did not have any goals. The results of the follow-up study ten

years later on, of the same group of students were stunning. The 3% who had written goals earned on average ten times as much as the other 97% of the class combined.

To set a goal, first find out what makes you happy and gives meaning to your life. See where you are and what you want to be, one year, five years or 10 years from now. Then write down your short-term and long-term goals to enable you to achieve this by using the S.M.A.R.T. criteria. Set your goals that are specific, measurable, achievable, relevant and time-bound.

STAY FOCUSED

In this age of distraction, being disciplined must involve staying focused on what you are doing. It is all too easy to want to read a whatsapp, an email or a facebook notification as soon as it comes in. Staying focused is about self-control from distractions and putting complete attention on what you are doing. The best way to avoid temptation is to remove its source – your handphone, ipad, ipod or any other distractions. The secret of success lies in the code word, “F.O.C.U.S” which when decoded means: Focus On Course

Until Successful. To focus is to concentrate on one thing until the goal is accomplished. Just like focusing the sun's energy through a magnifying glass on a paper can start a fire; focusing on one thing intently and with intensity can fire up one's performance and achievement.

VISUALISE SUCCESS

Successful people know the importance of visualising themselves succeeding in order to achieve their goals. Having a mental picture of what success would be like and imagining how it would feel is a powerful mental discipline to motivate oneself to achieve the goal one has set. Nathan Sharansky, a computer expert while serving nine years in prison after being accused of spying for US used his time to visualise his success in playing mental chess with the then world champion Garry Kasparov. Astoundingly in 1996 he beat Kasparov. In the 1990s as a way to strengthen his belief and self-discipline, Jim Carrey wrote a cheque for \$10million paid to himself. In 1994, he achieved this goal of making \$10million when he landed his role in the movie, *Dumb and Dumber*.



Photo credits | clarklittle

CELEBRATE SUCCESS

Celebrating the “small successes” in the journey of achievement is a good way of reinforcing one's motivation to continue to accomplish “bigger successes” to come. Celebrate what you have achieved but to prevent a sense of complacency from setting in, raise the bar a little higher, each time you clear it. If you delay your celebration until you achieve your goal, your motivation will start to decline. Don't wait till you reach your desired destination to celebrate, celebrate each step you take towards reaching your goal. Success is indeed a journey and not a destination. As a writer, I celebrate with my family each time I have completed a chapter of a book. This has provided me the

motivation and the self-discipline to write ten books to date.

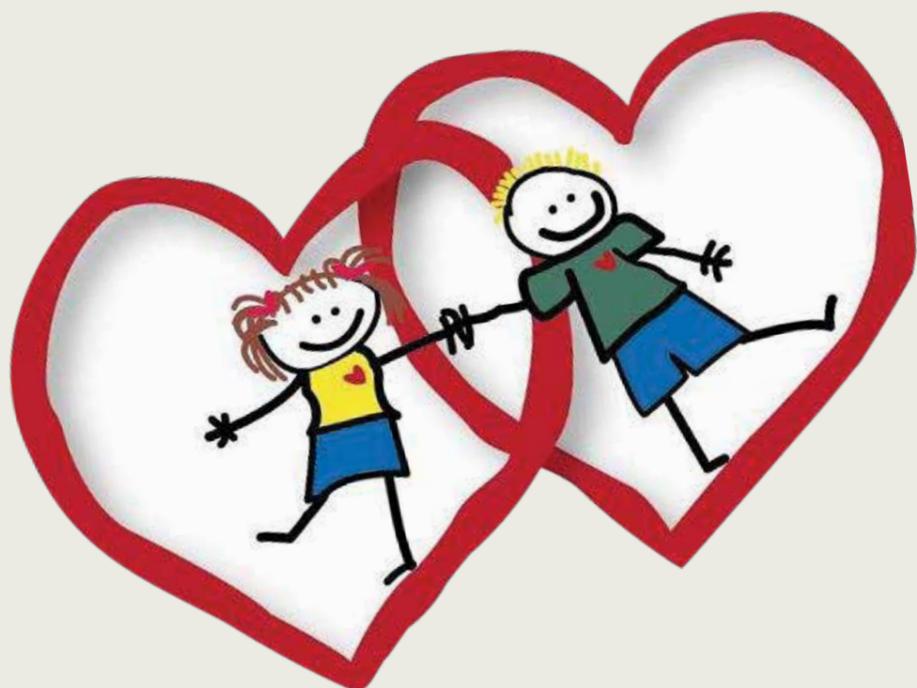
DEVELOP A PASSION

There is a better way to sustain one's discipline in whatever one does. It is not about working hard. It is about developing an interest and finding the passion in what one is doing. In fact, passion can be developed. Once we get to learn more about what we do and become better at it, we will begin to love our work more. When we love what we do, self-discipline is easier. As I have a passion to write, I wake up at 5am each day. While this requires self-discipline, I do not find this as hard to do compared to someone who does not share the same passion as me. The great American dancer,

Martha Graham said it well, “Great dancers are not great because of their technique, they are great because of their passion”. And all of us can have better self-discipline in whatever we do; all that is needed is finding the passion in the work that we do.



Dr Victor SL Tan is the CEO of KL Strategic Change Consulting Group. He undertakes change management consulting and training. He is also the author of the bestselling book, Changing Mindsets, Transforming Organisations. For more information contact him at victorsltan@klscg.com or +6012 3903168.



A GOOD LIFE STARTS WITH A HEALTHY HEART

This year, World Heart Day will be celebrated on September 29. This is part of an international campaign to spread awareness about heart disease and stroke prevention. It aims to encourage people of all ages to change for a healthier lifestyle and keep our heart in good working order. Over the past five years cardiovascular disease was found to be the second leading cause of death in Brunei. And the World Heart Federation have also found that heart disease and strokes are the world's leading cause of death, killing 17.1 million people every year – that's more than victims of cancer, HIV and AIDS and malaria.

To prevent these health problem from happening to you or your family members, here are the few things you should start taking note from today -:

Eat Smart

Adopt a diet rich in vegetables, fruits, beans, whole grains and low-fat dairy products. The high intake of fibre from plants, especially soluble fibre, is associated with a reduced risk of cardiovascular disease. Also, eat oily fish two or three times a week and choose small portions of lean meats. Avoid trans fats (from partially hydrogenated oils). Limit sugary foods and refined carbohydrates, such as white pasta.

Reduce your salt intake

For most adults the recommended daily limit is about two-thirds of a teaspoon of salt. Reducing your salt intake can be accomplished only by cutting way back on processed foods, restaurant meals and fast foods.

Control your blood sugar

People with diabetes are at greater risk for heart attack and stroke than people without it. If you have prediabetes or diabetes, you have to be extremely careful about controlling your blood sugar through diet, weight loss, exercise and medication if necessary.

Staying active and maintain a healthy weight

Being very overweight increases your risk for heart disease. Exercise protects against heart disease in many ways -: by helping the heart work more efficiently, reducing blood pressure, raising HDL cholesterol, decreasing the tendency of blood to form clots, moderating stress, helping the body use insulin and helping people maintain a healthy weight. Walk briskly or do other aerobic exercise for at least 30 minutes most days; more will be even better.

Monitor your cholesterol

According to health experts you should aim to control your cholesterol levels within the following limits -: LDL ("bad") cholesterol should be less than 130 mg/dL; your HDL ("good") cholesterol should be at least 50 for women and 40 for men. Diet and exercise can help. Your total blood cholesterol should be less than 200. Triglycerides (blood fats) should be less than 150 mg/dL, optimally less than 100 mg/dL.

Be aware of hypertension

Know your blood pressure and keep it under control. High blood pressure (hypertension) is a major risk factor for heart attack and stroke. Diet

and exercise can help you keep prehypertension from developing into full-blown hypertension, or at least delay it by many years.

Do not smoke

Smoking is the worst thing you can do to your heart (and to nearly all your organs and those of people around you). No level of smoking is safe.

Don't let stress get the better of you

Do what you can to treat depression and reduce stress. Being chronically depressed may increase your risk for a heart attack. Lifestyle changes, such as getting regular exercise, can also help.

Know your family history

For example, a heart attack in your father or brother before age 55, or in your mother or sister before age 65 raises your risk substantially. You can't change that, but it should make you pay special attention to your other risk factors and encourage you to take more aggressive steps to control them.



Fitness Zone encourages everyone to have a passion for fitness, and to have fun while getting fit. We combine affordability with world-class standards, to huge success. And to bring fitness closer to you! Fitness Zone is also a member of IHRSA and NAUTILUS ALLIANCE. So, wherever your travels may take you, there is likely to be a Health Club right around the corner that you could have your daily dose. It's never been so convenient to stay in shape! By joining Fitness Zone today, you will automatically become a reciprocal member to over 3,000 clubs worldwide.

Stay tuned to our Facebook and Instagram at FitnessZoneBrunei or visit us at fitnesszone.com.bn to learn more about Fitness Zone.

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Exterior Design
M.Carnegie
Artist Impression

The best of Melbourne. The best of Carnegie. This is where everything comes together in a brand new home and a brilliant opportunity. Carnegie is definitely one of Melbourne's most sought after suburbs and M. Carnegie is perfectly placed for those looking to embrace the best of modern living. This new development offers the perfect combination of easy access to the city; multiple transport options and close proximity to Monash University, Chadstone Shopping Mall (the largest shopping centre in Australia) and to Koornang Road - a food lover's paradise with endless cafés and restaurants boasting a range

of international cuisines. What's more, M. Carnegie is surrounded by abundant green parklands and offers a stress-free life every day of the week.

Masterfully Designed

These boutique apartments are comfortably practical and have been designed to be perfect for owner- occupiers as well as investors. Almost everything is ready so residents can just move in. Comprising of four levels of sophisticated 1, 2 and 3 bedroom residences, M.Carnegie brings together global design and local style. With open-

plan floorplans and high ceilings, there is a real sense of space in these intelligently designed homes. There's even more space outside with ground floor apartments featuring private courtyards; and apartments on higher floors all featuring generous balconies. One and two levels below, the private car park provides residents with individual spaces (instead of a standard car stacker system) as well as extra storage facilities and secure places to keep bikes. Every convenience has been considered in these warm and welcoming homes.



Kitchen and Living Room
M.Carnegie
Artist Impression

M.Carnegie, Melbourne

A new benchmark in one of Melbourne's rapidly growing middle ring precincts, just 15km from the CBD with four levels of sophisticated 1, 2 and 3 bedroom residences with generous, private outdoor spaces and premium inclusions and finishes bring together global design and local style to raise contemporary living standards in Carnegie.

Address:

316-320 Neerim Road, Carnegie Melbourne, VIC 3163

Levels:

Levels - 4 (Ground Floor to Third Floor)

Pricing:

1 Bedroom 1 Bath (52.90 sqm to 68.60 sqm) from AUD419,000 – AUD459,000

1 Bed 1 Bath 1 Study (58.8 sqm to 95 sqm) from AUD469,000 – AUD569,000

2 Bed 1 Bath (60.80 sqm to 156.40 sqm) from AUD529,000 - AUD659,000

2 Bed 2 Bath (67.30 sqm to 134.60 sqm) from AUD629,000 - AUD755,000

3 Bed 2 Bath (100.80 sqm to 173.60 sqm) from AUD829,000 – AUD859,000

Completion Date:

End of 2017

Developer:

Matrix Concepts (Australia) Pty Ltd

Website:

www.mcarnegie.com.au

Meticulously Crafted

The choice of two sophisticated colour schemes are readily available to be personalised to your own style at M.Carnegie. The materials and finishes of the apartments feature a carefully crafted balance of classic and contemporary design. Light-filled living areas offer the natural look of traditional timber flooring while the bathrooms have a more modern feel with floor-to-ceiling tiles and black tapware. In the kitchens, Caesarstone benchtops, European appliances and two-pac finishes combine to create the ultimate cooking space.

Meet the Team

MATRIX CONCEPTS (AUSTRALIA) PTY LTD
Overseeing the development of M.Carnegie is the Australia division of MCHB, Matrix Concepts (Australia). Combining international expertise with local industry experience, Matrix works with a select project team of highly reputable partners to deliver on its commitment to purchasers.



Bedroom
M.Carnegie
Artist Impression



Bathroom
M.Carnegie
Artist Impression

NEOSCAPE - PROJECT MANAGER

Neoscape was founded in 2013 by Mark Nathan and Darren Woolf to provide the benefit of their extensive experience in construction and project delivery and a solution-focused approach to the property industry in the delivery of project management, construction management and advisory services.

T-A SQUARE - ARCHITECTURE & INTERIOR DESIGN

This company is an award-winning architectural and interior design studio with offices in Melbourne and Kuala Lumpur. Established in 2007, the studio designs projects ranging from small scale private residential homes and multi-unit townhouses to master planning, high rise developments, retirement living, commercial, retail and hospitality projects

A Property Exhibition for M.Carnegie, Melbourne will be held on
Saturday 23rd and Sunday 24th July, 2016
Venue: Deals Restaurant, Radisson Hotel
Exhibition Time: 10:00am - 5:00pm

Interested parties can contact Shaun
Tel: 818 7128 or 223 3630 | shaunhoon.catalyst@gmail.com



BRUNEI'S PROPERTY FUTURE



A conversation with Chin Way Hua,
Managing Director
ISBI Development & Trading Sdn Bhd

You have recently introduced a relatively new type of living concept to Brunei called The Residence Apartments in Tanjong Bunut. Since launching last year all 120 units of your apartments were sold out. This project combines communal, recreational space and a convenient lifestyle with the idea of vertical living. Tell us about the vision behind this successful development.

The project was conceived on the drawing-board with the Brunei market, economy and environment as the driving influences behind our concept design. Our aim is to provide a cost-effective development that responds to our climate and way of living.

We recognised the need to move away from the accepted design practice in Brunei typified by ground level parking and three storey walk-up apartments. The traditional model presents obvious disadvantages to residents, most notably a lack of vehicle and pedestrian segregation; and no consideration for communal space or for the promotion of social interaction among occupants.

The Residence Apartment in Tanjong Bunut alleviates these disadvantages by utilising a concentric planning notion. A centralised courtyard with resident facilities buffered from vehicular access with perimeter parking. This type of planning promotes a sense of community, enhanced security through casual surveillance and internalised privacy. It is a development concept the market responded to exceptionally well.

Profit was not the main determining factor in developing this project, our primary concern was to re-affirm ISBI's reputation for delivering an outstanding and a well-priced project. I'm very pleased our efforts in bringing this project to Brunei have been recognised.

The Residence at Tanjong Bunut

Photo credit | ISBI Development & Trading Sdn Bhd



Properties at Sangai Sangai Industrial Park

Photo credits | ISBI Development & Trading Sdn Bhd



Photo credits | ISBI Development & Trading Sdn Bhd

Properties at Sungai Tilong

What were some of the challenges you faced while doing this project?

One of the main challenges we faced that caused the firm and particularly myself a great deal of distress was hearing rumours that this project was being attributed to others operating in the development market. This happened partially because we relied on word of mouth from satisfied customers as the main form of marketing for this project, without utilising any mainstream media. As a result of this, it made it easy for anyone to claim credit for our work. I am grateful for this opportunity to clarify and claim ownership of The Residence Apartments at Tanjung Bunut as one of ISBI Developments premiere projects.

As a developer, what is your view of Brunei's property market for the next 10 years?

It is well-understood that fluctuating oil prices have had an immediate effect on the economy of our small nation and recently that effect has contributed to a significant downturn. In conjunction with the regulation changes in the finance sector and the growing tendency of wealth leaving the country through overseas property purchases, the real estate development market has slowed down considerably.

The home industry needs the government's assistance in incentivising and encouraging the locals to remain investing their properties in Brunei. And attract foreigners to invest in Brunei's properties.

In this economic climate it is becoming increasingly difficult to fund projects with the same kind of quality and value used to develop The Residence. However, at ISBI Development, we will continue to find solutions that aid in our endeavours to produce high quality affordable projects.

There has been many international property developments marketed in Brunei in the last 18 months. What are the advantages of investing in Brunei properties over buying properties overseas?

Our country's wealth is increasingly moving off-shore as many overseas properties now represent better investments options. However, there are relative advantages to buying domestic properties; most notably is the recent favourable introduction of strata-title to Brunei. This allows foreigners to purchase domestic properties and will aid us in raising capital beyond the domestic front. However, much still needs to be done to educate our own population about the existence and benefit of this policy.

High net-worth individuals may prefer overseas investments, but for our middle-income economic demographics, the Brunei market still shows good value when compared to similar types of property in neighbouring countries.

What other projects can we expect from ISBI Developments in the near future?

We have recently completed a 22 unit project of detached houses which also includes 11 terraced houses at Kg Masin, and only one unit still available. And then, there is the gated community project in Sungai Tilong with 34 terraced houses with only a few units still remaining.

We are at the early phase of doing earth work and piling for the industrial buildings at the Sangai Sangai Industrial Park at Kg Bengkurong Masin. This area which consists of 16 acres of land will have some detached / semi-detached heavy and light industrial warehouses/factories and terraced industrial units. The total development gross floor area for this project is more than 400,000 sq.ft.

Other projects in the pipeline for the near future also include two exclusive, modern architecturally conceptualised detached housing projects, one in Kg Lambak the other in Kg Salambigar. We are also planning to build a unique low-density apartment block in a prime area, consisting of 14 apartment units with a roof top swimming pool and other amenities.

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LUXURY IN EVERY DETAIL

With distinctive lines and a calming sense of spaciousness, this luxurious family home has an appealing contemporary style that is absolutely unique.

This home combines a cutting edge contemporary design with a light and spacious interior that flows seamlessly between indoors and out – it is ideal for everyday family living and for entertaining friends. Its clean minimalist aesthetic and attention to detail is what makes this home the epitome of luxury family living.

This amazing two-storey house has four elegantly appointed bedrooms; beautifully designed living and dining areas; a fully functional kitchen and a luxe alfresco entertainment area with a pool, that's picture-perfect for family get-togethers.



Location:
Kg Katok
Five mins from Gadong



Contrasting tones together with high ceilings and huge glass windows and doors add to the sense of space and luxury. What's more, the carefully considered design of this house means that the generous living areas and spaces can easily be adapted to the evolving needs of a family.

If you are in search of a superior quality home that offers a feeling of serenity and sophistication, then look no further this may just be right one for you.



HAPPY HOME REWARDS

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From now until **30 April 2017**, participate in a Mortgage Takaful plan and you could win:

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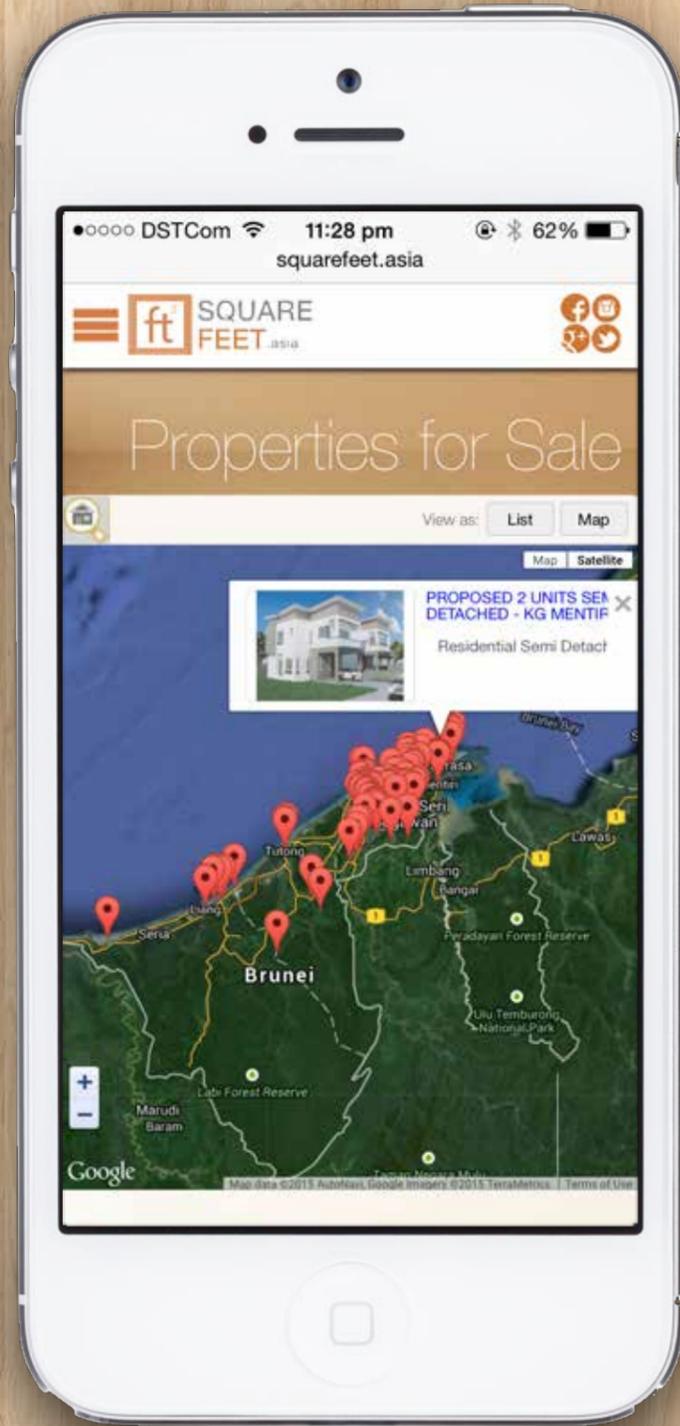
**Terms and conditions apply*

Information:

House Completion : February 2016
 Land Size : 0.356 acres.
 Total Gross Area : 15,000sqf
 Status : 60 Years Lease
 Specification : 4 bedrooms, 2 maids room,
 7 toilets & baths, family TV room, living room,
 patio, theatre room, study, multi-purpose room that
 accommodates 100 guests, dining room, dry & wet
 kitchens, laundry area, 12 x 4x 1.4 m swimming pool
 with outdoor hot spa for six people and eight covered
 garage spaces.

Monthly rental: BND17,000 (Unfurnished BND12,500)
 Sale: BND3.8m include all equipment and furniture.

For more information please contact Shaun at
 +673 818 7128 and +673 223 3630.
 Shaunhoon.catalyst@gmail.com



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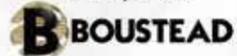
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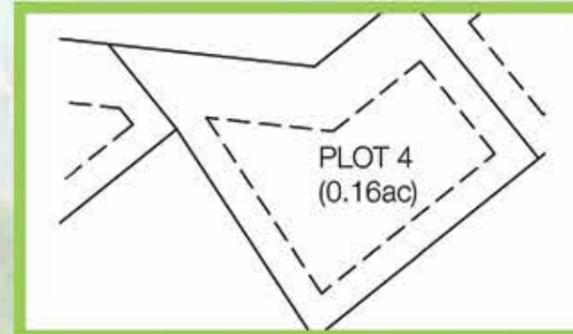


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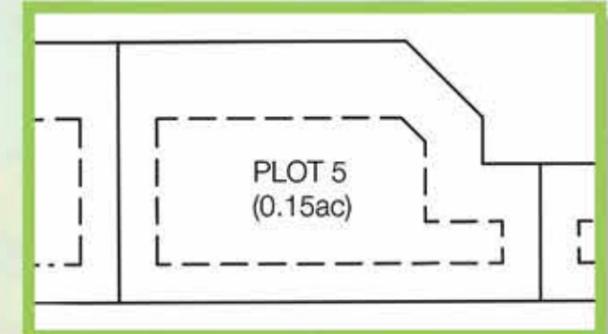


LAND FOR SALE

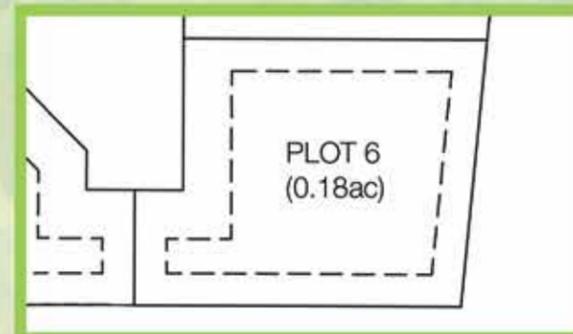
**KG.
LUMUT**



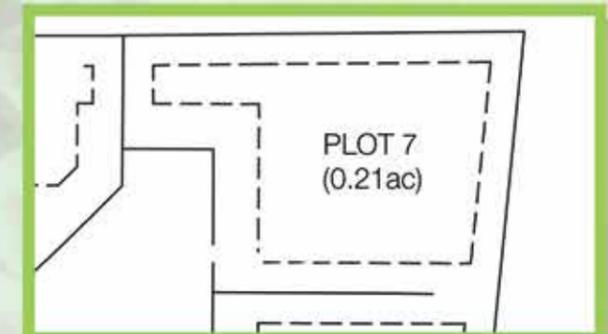
Nature of Title: Kekal
Condition: level
Land Size: 0.16 acre
Price: BND\$158,000



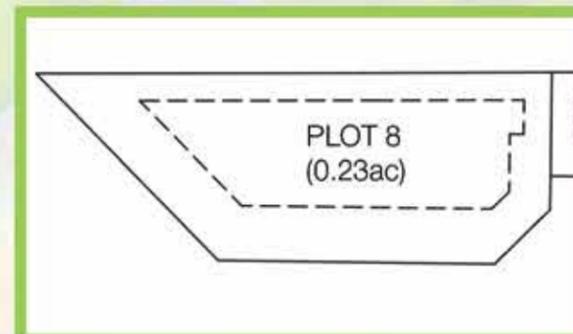
Nature of Title: Kekal
Condition: level
Land Size: 0.15 acre
Price: BND\$148,000



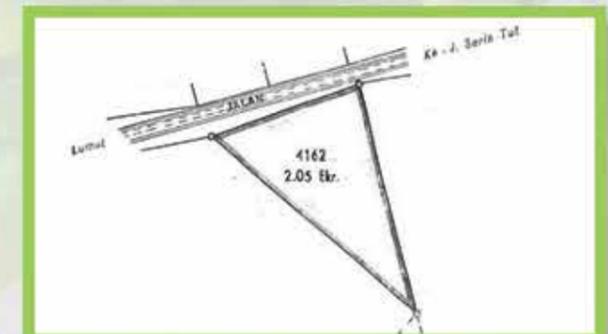
Nature of Title: Kekal
Condition: level
Land Size: 0.18 acre
Price: BND\$198,000



Nature of Title: Kekal
Condition: level
Land Size: 0.21 acre
Price: BND\$208,000



Nature of Title: Kekal
Condition: level
Land Size: 0.23 acre
Price: BND\$238,000



Land Size: 2.05 acre
Syarat: Perumahan Am (Lease. 55 Years)
Price: BND\$350,000

For further information, please contact Janet
+673-8187128 / 2233630

Email
Shaunhoon@catalyst.com.bn



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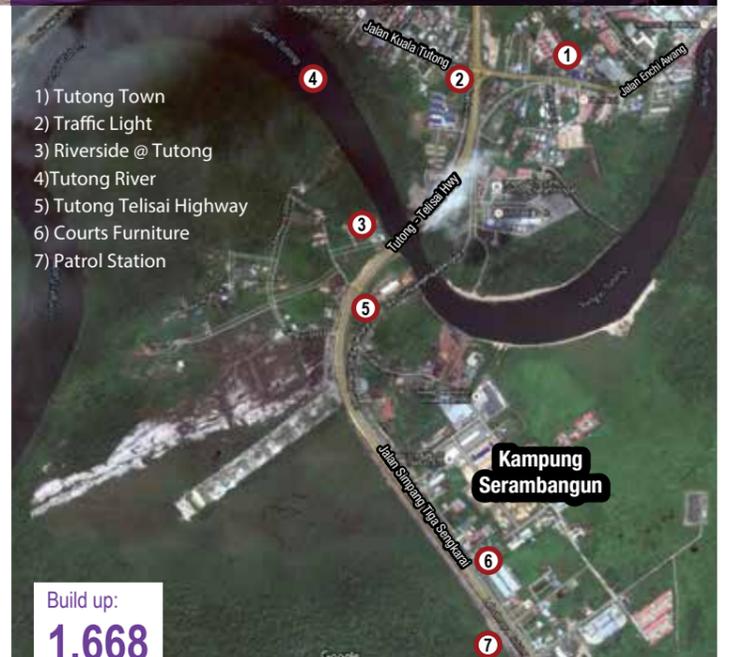
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- 2) Traffic Light
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- 4) Tutong River
- 5) Tutong Telisai Highway
- 6) Courts Furniture
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Build up:
1,668
Sq feet

3 + 1 BEDROOMS, 2 TOILETS

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BRUNEI PROPERTIES

FOR SALE

SG. TILONG



Property ID: IL-JY/S/00100
 Type: 2 Storey Detached
 No. of Rooms: 4.5 Bedrooms + 5 Bathrooms
 Land Title: Freehold
 Land Size: 0.15 acre
 Built-Up Area: Approx. 4,000 ft²
 Price: BND 650K
 Status: Fully Furnished, Water, Grasscutting, Astro and Internet Included



Property ID: IL-JY/S/00200
 Type: 2 Storey Semi-Detached
 No. of Rooms: 4 Bedrooms + 3 Bathrooms
 Land Title: 90 Years Strata Title
 -Open to all Foreigners and Local Residents
 Land Size: Approx 0.07 acre
 Built-Up Area: 2,600 ft²
 Status: Near Completion, 90% Completed

MERAGANG



Property ID: IL-JY/S/00300
 Type: 2 Storey Detached
 No. of Rooms: 5 Bedrooms + 5 Bathrooms
 Land Title: Freehold
 Land Size: 0.18 acre
 Built-Up Area: 2,300 ft²
 Price: BND 500K
 Status: Brand New and Lightly Furnished (3 Covered Carparks)

RIMBA



Property ID: IL-JY/S/00400
 Type: 2 Storey Detached
 No. of Rooms: 4 Bedrooms + 3 Bathrooms
 Land Title: Leasehold
 Land Size: 0.11 acre
 Price: BND 460K
 Status: Available

BENGKURONG



Property ID: IL-JY/S/01300
 No. of Rooms: 4 Bedrooms + 5 Bathrooms
 Land Title: Kekal
 Land Size: 0.0057 acre
 Built-up Area: 2,700 ft²
 Price: BND 288K (early bird)
 Status: Complete end of Dec 2016

KG. SABUN



Property ID: IL-JY/S/014AL
 Type: Detached House (3 units)
 No. of Rooms: 4 Bedrooms + 1 Study Room
 Land Title: Kekal
 Land Size: 0.16 acre
 Built-up-Area: 2,700 ft²
 Price: BND 330K

SERUSOP



Property ID: IL-JY/S/015AL
 Type: 3 Storey Shophouse
 Land Title: 60 Years Lease
 Built-up Area: 2,815 ft²
 Price: BND 580K
 Status: Ground Floor Commercial, Second and Third - Residential

BERIBI



Property ID: IL-JY/S/016AL
 Type: Detached House
 No. of Rooms: 6 Bedrooms + 5 Bathrooms
 Land Title: Kekal
 Land Size: 0.14 acre
 Built-up-Area: 3,200 ft²
 Price: BND 530K

KG. JUNJONGAN



Property ID: IL-JY/S/00500
 Type: Junjongan Light Industrial Park Warehouse
 Land Title: Lease 60 Years + 20 Years
 Built-up Area: 2,250 ft²
 Price: BND 288K per unit
 Details: Walls - Concrete
 Roller Shutter - Front and Back Automatic Shutter. Ideal for perishables and food storage. Perimeter fence with security access

SUBOK



Property ID: IL-JY/S/00600
 Type: 2 Storey Semi-Detached
 No. of Rooms: 5 Bedrooms + 4 Bathrooms
 Land Title: Perpetuity
 Price: BND 433K
 Status: Available, with furniture, fixtures and Fittings



Property ID: IL-JY/S/007CS
 Type: 2 Storey Detached House
 No. of Rooms: 4 Bedrooms + 3 Bathrooms
 Land Title: Freehold
 Land Size: 0.126 acre
 Built-up Area: 2,200 ft²
 Price: BND 400K
 Status: Newly Completed, concrete slab roofing, extendable with a 3rd floor for larger family



Property ID: IL-JY/S/008LR
 Type: 2 Storey Detached House
 No. of Rooms: 4 Bedrooms
 Land Size: 0.1 acre
 Price: BND 350K

T.J. BUNUT



Property ID: IL-JY/S/01700
 Type: 2 Storey Terrace
 No. of Rooms: 4 Bedrooms
 Land Title: Freehold
 Built-up-Area: Approx 2,200 ft²
 Price: BND 250K
 Status: Under Construction

KILANAS, JLN. DADAP



Property ID: IL-JY/S/01800
 Type: 2 Storey Semi-Detached
 No. of Rooms: 4 Bedrooms + 3 Bathrooms + 1 Living Room + Aircon (Panasonic)
 Land Title: Freehold
 Land Size: 0.090-0.108 acre
 Price: BND 258K
 Status: 70% Completed

KILANAS BAN 4



Property ID: IL-JY/S/019CS
 Type: 2 Storey Terrace House
 No. of Rooms: 4 Bedrooms + 4 Bathrooms + 1 Wet Kitchen + 1 Dry Kitchen
 Land Title: Strata Title, Lease 91 Years
 Built-up-Area: 2,500 ft²
 Price: BND 250K
 Status: Construction in progress, 90% Completed

MATA-MATA



Property ID: IL-JY/S/020LR
 Type: 2 Storey Detached House
 No. of Rooms: 4 Bedrooms
 Price: BND 288K
 Status: Partially Furnished, Renovated

SERIA



Property ID: IL-JY/S/009CS
 Type: Large 2 Storey Semi-Detached
 No. of Rooms: 5 Bedrooms + 5 Bathrooms
 Land Size: 0.33 acre
 Built-up Area: 4,300 ft²
 Price: BND 799K
 Status: Proposed

KUALA BELAIT



Property ID: IL-JY/S/01000
 Type: 3 Storey Apartments
 No. of Rooms: 3 Bedrooms + 1 Study Room + 4 Bathrooms
 Land Title: 60 Years Strata Title
 Built-up Area: 1,380 ft²
 Price: BND 280K
 Status: Near Completion, Only 4 Units Remaining

JERUDONG



Property ID: IL-JY/S/01100
 Type: 2 Storey Semi-Detached
 No. of Rooms: 4 Bedrooms + 4 Bathrooms
 Land Title: Kekal
 Land Size: 0.223 acre
 Built-up Area: 4,521 ft²
 Price: BND 450K
 Status: Proposed, Only 1 unit remaining

JANGSAK



Property ID: IL-JY/S/012DE
 Type: 3 Storey Apartment
 No. of Rooms: 3 Bedrooms + 2 Bathrooms
 Built-up Area: 1,302 ft² / 420 ft² (Studio)
 Land Title: Lease 99 Years, Strata Title
 Price: BND 158K (Apartment), BND 88K (Studio)

MADANG



Property ID: IL-JY/S/021DE
 Type: 2 Storey Terrace House
 No. of Rooms: 4 Bedrooms + 5 Bathrooms
 Built-up Area: 2,150 ft² - 2,185 ft²
 Land Title: Kekal
 Price: BND 250K - BND 280K
 Status: New, Ready to Move In

TUNGKU



Property ID: IL-JY/S/022CS
 Type: 2 Storey Semi-Detached
 No. of Rooms: 4 Bedrooms + 3 Bathrooms
 Land Size: 0.063+ acre
 Built-up Area: 2,100 ft²
 Price: BND 280K
 Status: Under Construction

TANJUNG NANGKA



Property ID: IL-JY/S/023LR
 Type: 2 Storey Detached House
 No. of Rooms: 5 Bedrooms + 4 Carpark
 Land Size: 0.18 acre
 Price: BND 530K
 Status: Fully Furnished

TANJUNG NANGKA



Property ID: IL-JY/S/024LR
 Type: 2 Storey Semi-Detached House
 No. of Rooms: 4 Bedrooms
 Land Size: 0.079 acre
 Built-Up Area: 2,650 ft²
 Price: BND 315K

Contact Shaun +673-818 7218 / 223 3630 | shaunhoon.catalyst@gmail.com

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BRUNEI PROPERTIES

FOR RENT

SG. TILONG



Property ID: IL-JY/R/00100
Type: 2 Storey Detached House
No. of Rooms: 4.5 Bedrooms + 5 Bathrooms
Price: BND 3,000/mth
For Sale: BND 650K
Status: Fully Furnished
Water, Grass cutting, Astro, and Internet Included



Property ID: IL-JY/R/00200
Type: 2 Storey Detached House
No. of Rooms: 5 Bedrooms + 4 Bathrooms
Land Size: 0.4 acre
Built-up Area: 3500 ft²
Price: BND 2,500/mth
Status: Fully Furnished with matured garden

SG. HANCHING



Property ID: IL-JY/R/003DE
Type: 2 Storey Terrace House
Price: BND 850/mth
Status: with Aircon and rubbish disposal

MABOHAI



Property ID: IL-JY/R/00400
Type: 2 Storey Detached House
No. of Rooms: 6 Bedrooms + 7 Bathrooms
Price: BND 2,800/mth
Status: Fully Furnished Restored Colonial House with Modern Interior, Matured Garden and Big Compound

KIARONG



Property ID: IL-JY/R/013HM
Type: 2 Storey Semi-Detached
No. of Rooms: 4 Bedrooms + 4 Bathrooms
Price: BND 2,200/mth
Status: New, with aircons and curtains

BERIBI



Property ID: IL-JY/R/014DA
Type: 2 Storey Semi-Detached House
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Price: BND 1,200/mth
Status: Available, Partially Furnished

MATA-MATA



Property ID: IL-JY/R/015CS
Type: 2 Storey Terrace House
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Price: BND 1,200/mth
Status: New, Furnished

SERUSOP



Property ID: IL-JY/R/01600
Type: Corner Unit
Price: BND 2,800/mth (negotiable)

KG. MANGGIS



Property ID: IL-JY/R/00500
Type: Semi-Detached
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Land Size: 0.19 acre
Price: BND 1,500/mth (2 units)
Status: Fully Furnished with Astro and CCTV

KILANAS



Property ID: IL-JY/R/00600
Type: 2 Storey Detached House
No. of Rooms: 5 Bedrooms + 5 Bathrooms
Price: BND 2,000/mth
Status: Partially Furnished

LAMBAK KANAN



Property ID: IL-JY/R/00700
Type: 2 Storey Semi-Detached House
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Land Size: 0.1 acre
Price for Rent: BND 1,000/mth
For Sale: BND 310K
Status: Available, with Big Compound and Carpark for 3-5 cars

MULAUT



Property ID: IL-JY/R/008DE
Type: 2 Storey Semi-Detached
No. of Rooms: 5 Bedrooms + 3 Bathrooms
Price: BND 950/mth

SALAMBIGAR



Property ID: IL-JY/R/017HM
Type: 2.5 Storey Semi-Detached
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Price: BND 1,600/mth
Status: Used

KIULAP



Property ID: IL-JY/R/018HM
Type: 2 Storey Detached House
No. of Rooms: 5 Bedrooms + 4 Bathrooms
Price: BND 2,500/mth
Status: Used, with Gardening (monthly), garbage disposal (3x a week), and A/C Maintenance

JANGSAK



Property ID: IL-JY/R/019DA
Type: Terrace House
No. of Rooms: 3 Bedrooms + 3 Bathrooms
Price: BND 1,000/mth
Status: Available, Fully Furnished

KUALA BELAIT



Property ID: IL-JY/R/020DE
Type: 2 Storey Semi-Detached
Price: BND 1,000/mth
Status: 2 Aircons included

RIMBA



Property ID: IL-JY/R/00900
Type: Duplex Apartment
No. of Rooms: 3 Bedrooms + 3 Bathrooms
Price: BND 1,200/mth
Status: Available

JERUDONG



Property ID: IL-JY/R/01000
Type: 2 Storey Brand New Terrace
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Price: BND 1,380/mth
For Sale: BND 318K
Status: Brand New with Aircon, Curtains, Stainless Steel Safety Grills, Full Height Wardrobes in all Bedrooms, 8 Seater Dining

TANJUNG BUNUT



Property ID: IL-JY/R/011LR
Type: 2 Storey Semi-Detached
No. of Rooms: 4 Bedrooms
Price: BND 1,800/mth
Status: Fully Furnished

TUNGKU LINK



Property ID: IL-JY/R/012HM
Type: 2 Storey Detached House
No. of Rooms: 6 Bedrooms + 6 Bathrooms
Price: BND 3,000/mth
Status: Used

TELANAI



Property ID: IL-JY/R/021DA
Type: Detached House
No. of Rooms: 4 Bedrooms + 3 Bathrooms
Price: BND 2,000/mth
Status: Available, Fully Furnished (maintenance included)

KIARONG



Property ID: IL-JY/R/022DE
Type: 4 Storey Apartment
No. of Rooms: 4 Bedrooms + 2 Bathrooms
Price: BND 1,300/mth
Status: Furnished

BERIBI



Property ID: IL-JY/R/023LR
Type: 2 Storey Detached House
No. of Rooms: 4 Bedrooms
Price: BND 2,500/mth
Status: Newly Renovated

MATA-MATA



Property ID: IL-JY/R/024LR
Type: 2 Storey Detached House
No. of Rooms: 7 Bedrooms
Price: BND 2,500/mth
Status: Available, Furnished with big compound and pool

Contact Shaun +673-818 7218 / 223 3630 | shaunhoon.catalyst@gmail.com

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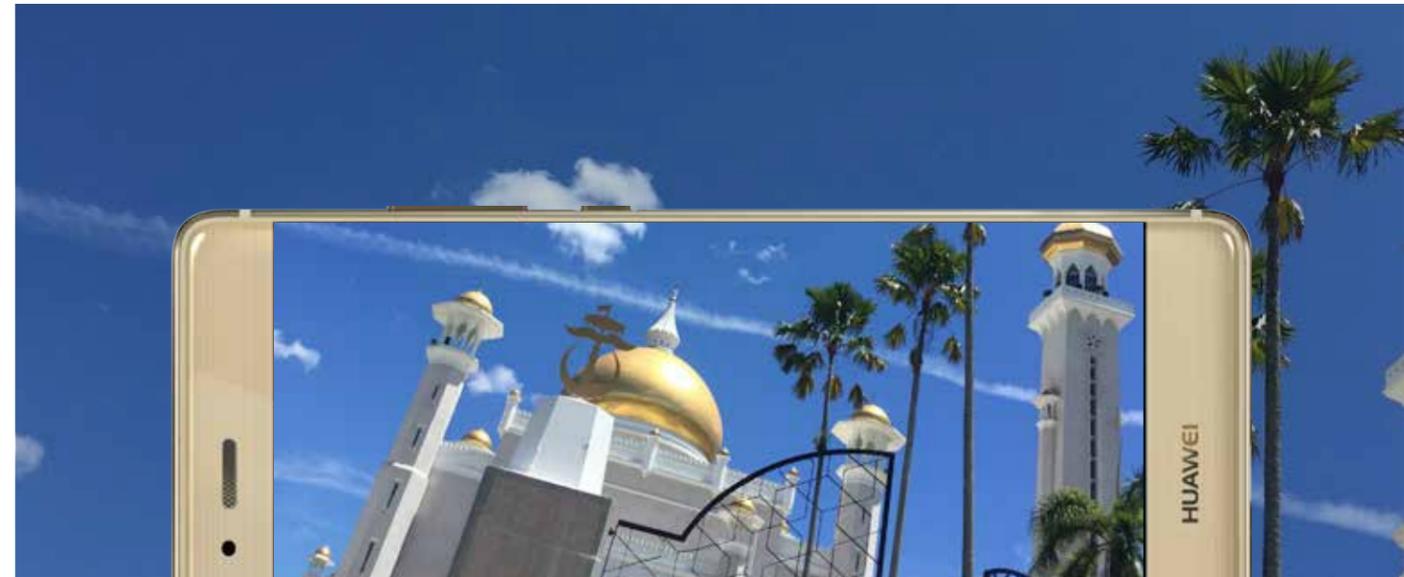
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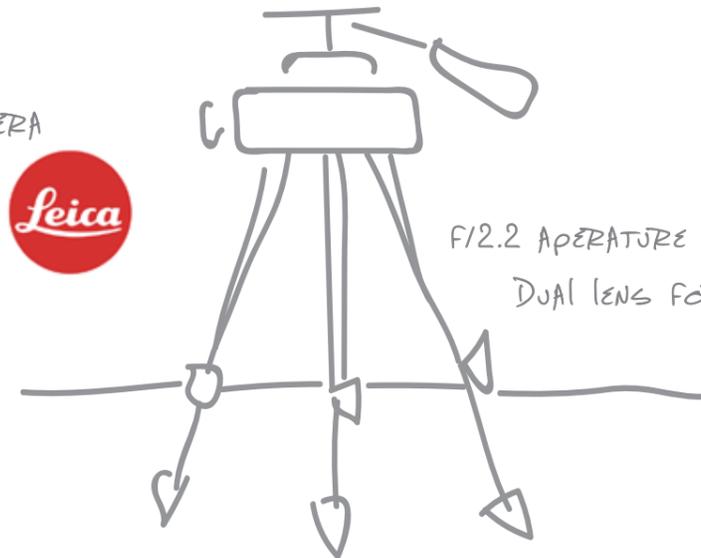


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