

# PECB Insights

Issue 14 | June 2018

When Standards Matter



## 4.0 REVOLUTION

Robotics, Electric Cars &  
Human Value in the Digital Era





“  
SPEED  
IS THE NEW  
CURRENCY  
OF BUSINESS”

MARC R. BENIOFF  
Chairman & CEO, Salesforce



# Unlocking a world of insights...

As we look back at the first half of 2018, we can acknowledge that we have unlocked new and exciting opportunities by enriching lives through learning, giving power to people, and helping them indulge their curiosity.

A professor of mine once told me that change is what we are about. This is definitely true for our highly committed team, which has adopted a mindset where instead of change invoking fear and angst because of the unknowns, change is viewed as an opportunity to deliver more insightful magazine editions.

At this edition of the PECB Insights Magazine, we elaborate the trends that are shaping our future and are challenging the way we live. The buzzword of the moment is "Smart Speaker". But what is it? Where did it come from and is it viable to invest in such devices?

On the other side, many of us have already planned our vacations. However, for those who did not do so yet, in this edition we present some of the most exciting destinations, from visiting Hong Kong, also known as the "Pearl of the Orient" to experiencing a whole new adventure in the Sunshine State.

That is not all; we also bring to you valuable insights from the world of standards, leadership and a lot more!

Enjoy the reading,

~ THE EDITOR

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a place of unparalleled  
diversity of backgrounds,  
experiences and vision.

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## Why Soft Skills Are The New Bottom-Line?

The argument about “Hard skills vs soft skills” and which one is more important or more necessary is as old as “Are great leaders born or developed”.

Both sides have compiled convincing arguments, but throughout the thirty plus years, I've been serving personal and professional leaders, I've come to realize that it is glaringly obvious: Those who want to reach the top, are willing and committed to doing whatever it takes to get there. And in today's business and leadership environment, that means developing self-awareness, emotional intelligence, communication and conflict resolution — so-called “soft skills.”

### Hard Skills Can Get You There — Soft Skills Keep You There

We have all grown up with a hard skills emphasis on the importance of a post-secondary education, and although there is no doubt that this can be very useful, there are other vital factors to be considered.

Just for a moment, be really honest and consider this: Imagine that you have an executive job opening in your organization and you have two final applicants for the position. One applicant has been in the post-secondary educational systems for six years, and has ran labs with other students in the program, and graduated with an honors degree. The other applicant has worked hands-on in the industry, and has successfully led teams composed of individuals with different backgrounds and specificities for six years.

Given that you have limited information, which one do you consider to be the best fit for the position? If you are like most effective leaders you would likely say the second candidate for many reasons, starting from training and development costs. However, let's take a step back and ask ourselves - which of the two is likely to have learned the people skills needed for them to lead in an executive position?

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Individuals who are committed to going to the next level understand that: Hard skills may get you to the top, but it is soft skills that will keep you there and make sure that you are not alone when you arrive!

Those who embrace this view are the leaders who become the heroes, who can and will, with time, overcome any obstacle.

The world of business and leadership has changed dramatically in the last fifteen years. The ruthless dictatorial style of leadership that dominated the past is on life support, and about to take its final breath. This new generation of leaders understands that business and success are people driven. Not only do they use the latest technologies and strategies to disrupt their industries, they also recognize something old-school leaders never truly grasped: soft skills make the most impact on your bottom-line.



### Lacking Soft Skills is Very Expensive

The American workforce has found that just 30% of the American workforce is “engaged and inspired” at work, with the other 70% being either “disengaged or miserable”. According to a 2013 Gallup Global Research Project, ‘Managers from hell’ cost the US between \$450 billion to \$550 billion annually. Gallup Research also indicates that these “managers from hell” are creating active disengagement.



When leaders in the United States of America—or any country for that matter—wake up one morning and say collectively, “Let’s get rid of managers from hell, (the research shows that the managers (and leaders) from hell and the ones who lack the soft/people skills and who are entirely focused on hard skills and bottom line results)... double the number of great managers and engaged employees, and have those managers lead based on what actually matters,” everything will change,” he added. “The country’s employees will be twice as effective, they’ll create far more customers, companies will grow, spiraling healthcare costs will decrease, and desperately needed GDP will boom like never before.”

- Jim Clifton, the Chairman and CEO of Gallup Organization

### The Biggest Obstacle

The outstanding leaders of today and tomorrow are the ones who are the most committed to self-awareness and self-development. The reasons are simple: they are better with people, and they understand that if there is a business obstacle to overcome, it needs to be overcome in the mind of the leader first.

Let’s take the example of Iranian entrepreneurs. In your travels, in your neighborhood, you have most probably met many Persian people, (Iranians). In general, I have found them to be kind, caring, and hardworking people with a deeply entrepreneurial spirit, that has made them successful business people wherever they have landed.

### Different But Yet the Same

Recently I had the honor of speaking with a highly successful business leader from Iran who has invited me to speak to 700 business leaders in the capital city, Tehran, at the 9th Annual World Management Conference. Our initial conversation was deeply enlightening since it showed me that business leaders face the same challenges, wherever they are in the world.

Tehran is a sophisticated modern city, with a population of 16 million in its greater metro area. It has one of the highest percentages of the millennial generation, who comprise a highly educated workforce, regardless of what you may have believed. The majority of university students nowadays are women.

Think about the challenges you face in doing business today, and now imagine what it would be like to face those challenges in Tehran. In my conversation with an Iran business leader, it soon became clear that business leaders all over the world understand that it is the soft skills like mindset, purpose, emotional intelligence, and vision what it takes to succeed in an ultra-competitive business world, no matter where in the world you are.

### Tomorrow’s Champions

One of the reasons I love serving in the world of business is because today’s champions of personal growth are the business leaders, who will dominate over the next decade! And that means utilizing soft skills to maintain the most profitable bottom line.



#### About the Author

**Dov Baron**

Leadership Speaker and Guru  
Bestselling Author

He is a headline speaker for global conferences on leadership, influence, business, and purpose driven authentic leadership. He is recognized as one of the top 100 leadership speakers and corporate cultural strategist. He is the founder of “Full Monty Leadership” and a bestselling author of several books.





# New Edition of ISO 22000 just out!

With over two hundred diseases spread through the food chain, it's clear that safe, sustainable food production is one of our greatest challenges. Globalization of the food trade further complicates food safety and the new edition of ISO 22000 on food safety management systems presents a timely response.

Food safety is about the prevention, elimination and control of foodborne hazards, from the site of production to the point of consumption. Since food safety hazards may be introduced at any stage of the process, every company in the food supply chain must exercise adequate hazard controls. In fact, food safety can only be maintained through the combined efforts of all parties: governments, producers, retailers and end consumers.

Aimed at all organizations in the food and feed industries, regardless of size or sector, ISO 22000:2018, Food safety management systems – Requirements for any organization in the food chain, translates food safety management into a continuously improving process. It takes a precautionary approach to food safety by helping to identify, prevent and reduce foodborne hazards in the food and feed chains.

The new edition brings clarity of understanding for the thousands of companies worldwide that already used the standard. Its latest improvements include:

- Adoption of the High-Level Structure common to all ISO management system standards, making it easier for organizations to combine ISO 22000 with other management systems (such as ISO 9001 or ISO 14001) at a given time
- A new approach to risk – as a vital concept in the food business – which distinguishes between risk at the operational level and the business level of the management system
- Strong links to the Codex Alimentarius, a United Nations food group that develops food safety guidelines for governments

The new standard offers a dynamic control of food safety hazards combining the following generally recognized key elements:

- Interactive communication
- Systems management
- Prerequisite Programmes (PRPs)
- The principles of Hazard Analysis and Critical Control Points (HACCP).

Jacob Faergemand, Chair of technical committee ISO/TC 34, Food products, subcommittee 17, Management systems for food safety, that developed the standard, says:

“

To meet the market needs for food safety, ISO 22000 is created by stakeholders who are involved in food safety organizations: governance, consumers, consulting, industry and research. When a food safety management system is developed by the users of ISO 22000, you make sure that requirements from the market are met.”

ISO 22000:2018 cancels and replaces ISO 22000:2005. Organizations certified to the standard have three years from the date of publication to transition to the new version.





# Education Sector to Benefit from a New International Management System Standard

Helping educational providers deliver a better service is the aim behind the world's first international management system standard for the educational sector just published.

From pre-school to university, to vocational training and coaching, the world of learning is constantly changing and evolving. As the trend to move away from the traditional customer-supplier relationship towards a collaborative partnership grows, so, too, do learners' expectations. Learning providers now need to adapt to these new ways of working, while at the same time providing a high level of service.

ISO 21001, Educational organizations – Management systems for educational organizations – Requirements with guidance for use, is intended to meet this challenge by defining the requirements of a management system that will help education providers better meet the needs and expectations of their learners and other beneficiaries, and demonstrate greater credibility and impact.

Developed by project committee ISO/PC 288, the new International Standard focuses on the specific interaction between an educational institution, the learner and other customers.

Educational organizations will benefit through delivering a more impactful and relevant learning experience that is aligned with the organization's own mission and vision. Learners will benefit even more because the education service they receive can be more personalized and suited to their needs, ultimately leading to better learning outcomes.

By making available a comprehensive set of practices that are applicable to learning service providers across the board, ISO 21001 will help build a stronger education sector and provide positive knock-on effects in terms of stimulating innovation and the economy.

*Disclaimer: PECB has obtained permission to publish the articles written by ISO.*

Source: ISO

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# Corporate Social Responsibility Balancing the Risks & Rewards



Finding the balance between the public sector and the private sector in regards to Corporate Social Responsibility (CSR) and Governance, Risk and Compliance (GRC) is still a work in progress. Are we muddling through; or is the pot about to boil as trends converge in these areas? And how can the business world respond to it?

In addition to pursuing their own marketplace success, organizations are increasingly placing emphasis on the impact they are having on the community and the environment in which they operate. Corporate Social Responsibility, or the commitment made by the organizations to improve the quality of life of the local community at large, is the organization's recognition of the responsibility it has to the world.

The relationship between the business and the society can be viewed from three different lenses: strategic, operational, and tactical. This relationship can be maintained by engaging in activities and business practices that contribute to the general well-being of the community as a whole.

CSR is becoming an attention grabbing strategy as it offers myriad opportunities throughout the spectrum of business activities. A dynamic CSR program entails rethinking short-term approaches and embedding long-term "ways of doing business". Short term strategies that create limitations and unsustainability for the long term may become a threat to the organization's survival. Therefore, by not letting short-term thinking create long-term absences, the organizations are able to identify opportunities that they would not otherwise have spotted.

Lack of risk awareness can trigger highly risky behaviors and give rise to uninformed decisions, which in turn may create severe results. Availability of information on potential risks forms the foundation of understanding risk, its consequences, and the means of properly managing it. Unfortunately, we have a very limited understanding of where risk is or where risk is going to materialize. When one analyzes risk, one begins to realize its complexity and address questions such as: How resilient and nimble is the risk management and/or business continuity program? Are these programs based solely on compliance with regulations? Do we understand the risks identified during the risk assessment and/or business impact analysis? Or have you created "False Positives" and vulnerabilities that are transparent?

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Questions should be: what risks, business impacts, etc. have we mislabeled because we did not analyze them in sufficient depth? Do we assess the volatility of risk? And, how about velocity of risk? Most importantly do our programs provide us with early warning of risk realization?

The limitations of our knowledge will be exposed when we implement our CSR program initiatives. We cannot predict how people will react to those initiatives, and we tend to do less in-depth analysis as a result of the focus of our activities on CSR and pay less attention to resilience, risk management, and business continuity. We now find ourselves in the midst of global competition and the need to ensure resilience in the face of uncertainty. While implementing the CSR strategy, the following questions should be addressed: is this the right action to be taken? What if no action is taken? What are the outliers and variables that we need to track and take into consideration? Are we dealing with distorted maps of reality? How can we overcome biases and linear thinking?





**We need to assess, not assume or, attempt to predict, or speculate on. We have to acknowledge that what is unknown will remain so until discovered and labeled.**

Just because CSR is the right thing to do, doesn't make it an easy thing to do. At least, the most successful organizations did not get to be where they are today by solely engaging in easy to perform activities; rather, their success was achieved by having the guts to do what other organizations were hesitant about.

Often we practice "tried" and "true" ways of doing things. This essentially leaves us in two camps: the first evolved out of information technology and disaster recovery, and the second evolved out of emergency preparedness (tactical planning), financial risk management (operational), and strategic planning (strategic). The first still retains a strong focus on systems continuity rather than true business continuity, but this is not a bad thing. The second, combining the varied practices at three levels (tactical, operational, and strategic), and renaming it Enterprise Risk Management (ERM).

As you assess, you have to start mapping the complexity that evolves out of the identification of a risk, threat, hazard, etc. You need to again think in three dimensions - strategic, operational, and tactical.



In treating CSR as a "way of doing business" you need to understand the commitments that your organization makes. The establishment and maintenance of an ongoing CSR program, along with strategic purpose and core processes, is essential for organization's survival. The provision of information on materials, personnel, and capabilities is essential to CSR activities. CSR also means that you are responsible for what you know and for what you are expected to know.



**It's all about targeted flexibility, the art of being forward thinking and resilient, rather than reactive to short-term trends and events. The core of sustainability is the resilience of you as an individual, as an organization, and as a social context.**

Our decisions need to be made with two important factors at hand and in mind: with a great amount of available information and understanding that decisions come with flaws and consequences because of our inability to know everything. This can be the case especially when we make decisions on our own, assuming that we know the whole lot, and are not aware of the ideas and perspectives of our stakeholders.

Ambiguous decisions lead to flawed CSR and GRC programs, misunderstandings and conflict with society's perceptions of our actions. If we recognize the limitations of decision making under uncertainty, we may find that the decisions we make have more advantages than disadvantages and that our CSR and GRC programs facilitate the attainment of our strategy, goals, and objectives - both in the short and long term.

#### About the Authors



**Geary Sikich**  
Management Advisor,  
Author and Speaker



**Joop Remmé Ph.D.**  
Ph.D. – Lecturer, Researcher  
and Consultant



# Electric Cars: Is This The Start Of An Automotive Revolution?

by Endrita Muhaxheri, PECB



Over the past years, we have been warned from numerous studies about potential job displacement due to 'automation' – namely the combination of robotics, artificial intelligence, and other technologies.

Even though there is a great challenge in applying machines to tasks that require flexibility, judgment and common sense, the technological advancements are driving labor market transformation, and impacting the demand for labor. Given that the electric car revolution is already underway, new strategic directions, as well as stable, forward-thinking policies will be required.

In record time, electric cars have gone from being veiled with a futuristic mystique, to what seems to be the answer to a modern automotive industry. In line with these developments, leading automakers have started to catch-up. Tesla is one of the major players in this market followed by Nissan, BMW, KIA, who have also joined the electric cars revolution.

This shift will potentially change the composition of jobs in the automotive industry and a considerably high number of people will lose their jobs. According to the latest study conducted by the German IFO Institute on the car manufacturer association, it is estimated that the transition to the electric vehicles will impact directly or indirectly 600,000 jobs in Germany alone.

This study, however, reflects only the potential job losses and ignores job creations in other sectors due to automation. As electric cars race silently into the future, the demand for existing jobs will increase and new jobs will be created, provided that electric automobiles will require advanced technology, and this will result in the necessity of increasing the number of workers. The new electric vehicles will create different economic opportunities and challenges as well.

At the same time, automakers, like Tesla, General Motors and Volvo are designing new models that will potentially be more affordable and more practical compared to previous versions.

**Electric cars will one day replace fueled vehicles – but how soon? Should we really fear the electric revolution and what will it take to win in a battery-powered age?**

#### How green are electric cars?

According to a report from International Energy Agency (IEA), the number of electric vehicles on roads reaches three million out of approximately 1.2 billion vehicles in total. China accounted for 40% of the total amount of cars last year. Further, this report estimates that by 2030, the number of electric vehicles will reach astronomic numbers of up to 125 million.

People are starting to shift to electric cars. Maybe because they see it as a more environmentally friendly option, but is that the only reason? Or maybe the costs are also driving this transition to electric cars?

**But, are electric cars really the perfect solution? Can they be considered as "zero emission vehicles"?**



Economics matters, not the environmental aspects alone, lead to the rapid adoption of electric cars. The low cost associated with the adoption of electric cars is another reason that catalyzes the usage of these cars.

Considering the tendency of auto industry to 'cheat' on emission tests, consumers may feel that the electric car is the key to cleaner air. Electric vehicles seem to have many advantages when compared to fueled-cars because they don't emit greenhouse gases.

But on the other hand, due to the complex batteries they use, it takes more energy to produce an electric car than a fueled one, and the disposal of those batteries creates environmental hazards. However, will these batteries cause severe harm to the environment? If new solutions for reusing those batteries are successful, then the answer is no. The longer the battery can be reused, the lower is their environmental impact.

Electrical cars that use electricity produced from renewable sources will produce up to six times fewer carbon emissions over their lifetimes than a fueled-car.



While electric cars remain highly controversial, and many individuals are highly convinced that the theory for electric cars is highly flawed, it is important to figure out how to ensure that these new vehicles become far more practical and start making a serious dent in the smog of various industrialized cities.

### Preparing for tomorrow

While the deadly clouds of smoke, soot, haze and automobile fumes hang over the heads of urban citizens, electric cars are changing the way auto industry players approach the creation of new cars. For carmakers and suppliers, this change is accompanied with additional responsibilities and costs. In some way, electric vehicles pose a threat to incumbent automakers, because they have to revive their businesses to survive, but on the other hand, this gives rise to new opportunities for them, as they can meet increasingly strict emission regulations and avoid fines.

As the automotive industry and customers are left with no choice but to embrace this 'revolution', electric vehicles will soon become a reality. This is also changing the automotive competitive landscape in the battery sector, as the relationship between automakers and battery makers is constantly evolving.

**Timing is critical.**

Companies that react fast to opportunities arising from this revolution will have the prospect of experiencing substantial gains. But what will occur to those who miss out?





# With Autonomous Robots on the Rise, What do Engineers Need to Know?

As collaborative robots give way to autonomous ones, the future is not as frightening as you might think, says Professor Elizabeth Croft, presenter at the Australian Engineering Conference 2018.

When her daughter came home with a textbook that said robots are designed by 'scientists', Professor Elizabeth Croft was very surprised. Most of the driving force behind robot technology and capability is coming from engineers, she says.

"I had a bit of a fit when I saw what the textbook said. I told my daughter, 'No, actually, engineering is pushing the forefronts of robotics. Science, art and design all contribute and help us to think about it, but the engineering part is what allows us to continue to innovate,'" said Croft, dean of the faculty of engineering at Monash University.

When Croft talks about the future of robotics, she's not discussing the manned 'collaborative' machines that, for instance, help people on an assembly line to lift engine blocks into car bodies and that switch off when their operator is absent. She means fully autonomous robots.

"Collaborative robots, or 'cobots', were passive in the sense that they would not act unless the operator put motive force into them," she said. They were very safe because they were not autonomous. If the operator did not touch the cobot's controls, it would stop.

"Where we've moved is to a place where now we have autonomous robots that are independent agents, such as delivery robots, robots operating as assistants, etc.," she said.

"This is the area that I focus on: robots that bring you something. Maybe they hand you a tool. Maybe they carry out parts of an operation that are common in a workplace. We're interested in collaborating with those agents."

These autonomous robots are different from cobots, Croft said, because they have their own agenda and their own intent. They are not tele-operated, and they are not activated or deactivated. They have their own jobs, just like people in the workplace. They need no permission to operate.

It's in this area that Croft works, in the space where rules of engagement have to be figured out. Several major issues are slowing things down right now, such as questions around liability and safety frameworks. Also, how does the front-end work, or how do humans interact with the robot? How do they tell it what they want it to do? If voice operation is key, then we're clearly not there yet, judging by the voice interactions with our smartphones.



And what about social and ethical impacts of technology in society? These are powerful, autonomous systems that are being developed, so how and where should boundaries be drawn to ensure Skynet doesn't send a cyborg assassin to kill Sarah Connor?

"The underlying programming and bounding of how much autonomy those systems have really impacts what consequences can happen," Croft said.

"So, it is very important that students of this technology think about ethical frameworks in the context of programming frameworks. Ethics must underlie the basic design and concepts around how an autonomous system operates. That needs to be part of the fundamental coding, part of the training of an engineer."



## Reducing complication

In order to tone down the Terminator imagery, Croft offers an example of how an autonomous robot might change workflow for the better.

When you buy a piece of furniture from IKEA, the instructions contain a small picture of a man and look friendly, but they're actually quite complicated. There are numerous pieces, many just a little bit different to each other. Some are very small, some are very large, some are flexible. The assembly requires dexterity and making of choices about what must be done in what order. Constant close inspection is a must because of the numerous dependencies.

"This job cannot be fully automated because it's too expensive," she said.

"But there are parts of that operation where it would make a lot of sense to have more automation or assistance involved."

Such technology is very close to reality right now, but we don't have the legal and other frameworks to make it fully operational. "We've come to a place where people can grab onto a robot, move it around, show it an operation, then press a button and the robot does it," Croft said.

"But because of legal issues, liability and occupational health and safety, there are risks that need to be managed. There are issues around getting the person and the robot to come together in a workspace in a safe way. Who's responsible? When the

operator is always in charge, then there's no doubt. But when the operator has no longer got their hand on the big red button, then there is risk."

Who assumes that risk? In Europe, Croft said, the risk is assumed mainly by the manufacturer of the robot, which creates a challenge for innovation. In North America, the risk is often assumed by the person or company that owns the robot. In other jurisdictions, the risk could be assumed by the worker who is using the robot.

## Swapping robots with humans

Outside of the legal framework, the biggest issue is actually the workflow itself. On a typical production line for instance, if one worker can't do a job, another is brought in to take their place. People are quickly interchangeable. The same needs to be true of a robot being replaced by a human. If the robot breaks down, the business can't stop operating. So, humans and robots must be easily swapped in and out.

There also needs to be a clear understanding of the value being offered by the robot, to ensure the worker is comfortable to work with the robot. And the worker must feel that the robot understands what they do, too.

"It will become a greater and greater requirement for educators of people working in software engineering or computer engineering to create a real understanding of the impacts – ethically, socially, environmentally – of the designs they create," Croft said.

"We'll need professionals interested in public policy and engineers with a strong ethical framework. The engineers are creating the future of technology. We are the ones who first see the potential impacts. If we don't prepare our people for that, we'll see unintended consequences of the technology."

**Source: Create Digital**

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# A Glimpse Into the Future: Are Smart Speakers the Next Big Thing?

by Endrita Muhaxheri, PECB

The rapid technological advancements, coupled with the need to engage in several activities at once, have propelled the usage of the new must-have gadgets, or the so-called 'smart speakers'.

But, what actually is a smart speaker and what it can do for us?

It is a small Wi-Fi connected speaker which is controlled by voice commands. A smart speaker can do everything from playing your favorite tunes to turning on the lights, setting the thermostat, asking general questions, getting weather updates, setting alarm or timer, etc.

All of the key tech companies, including Google and Apple, have created their own versions. Smart speakers come in different shapes, sizes and prices. Determining how much to spend in smart speakers depends also on where the device will be placed at your home. There are some smaller versions such as Google Home Mini or Amazon Echo Dot which will fit in more places.

These devices are activated only when the so-called 'wake-word' is used. For example, if you are using an Amazon device, the device will be activated when using the word 'Alexa', or if you are using Google device, it will be activated after recognizing that wake-word 'Hey Google' or 'OK Google'. The information is collected in a digital log and it can be accessed and deleted by the owner of the device.

According to SUMO, the devices are mainly positioned in the living room (50%), kitchen (21%) and bedroom (19%). This report also found out that 52% of the owners of these devices claimed to love how convenient these devices are, whereas 48% of respondents showed that they like the ability to do things hands-free. In addition, it was concluded that 35% of customers have bought products via voice, from which 20% have purchased grocery, 17% electronics and 8% clothing.

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The estimated number of smart speakers to be shipped in 2018 is more than 56 million. According to Smart Speaker Market by IVA, the smart speaker market was valued at \$ 2.68 billion in 2018, and is expected to be worth \$ 11.8 billion by 2023.

One of the major factors expected to accelerate the smart speaker market growth is the Internet of Things (IoT). Technological advancements such as virtual assistant software integration have paved new pathways for the growth of the smart speaker market. The growth of virtual assistants is expected to flourish, and this is why numerous companies are using this opportunity to integrate virtual assistant software features in the new products they launch. With the increasing number of homes installing smart speakers, the number of consumers engaging in voice shopping is increasing too.



### Are businesses taking advantage of smart speakers?

As the technology advances and customers are increasingly becoming comfortable with voice technology, the companies will have huge potential and more opportunities to sell their products to smart speaker owners. Why should businesses care about smart speakers? Because this is what customers are doing. Considering that consumers are using these technologies and are more dependent on voice search than ever before, businesses need to do the same.

### The privacy concerns

One of the main factors restraining the expansion of the smart speaker market is the privacy issue. Privacy continues to remain a concerning issue for users, and this is why a high number of potential customers are still skeptical about having smart speakers at their homes. As to contribute to the lack of trust in these devices, it was reported that the Amazon's smart speaker Alexa was activated even without the owner's request.

The truth is that smart speakers are always listening, and over time these devices will potentially gather and hold valuable personal data about us and our habits. We know that this may be a golden opportunity for cybercriminals and hackers interested in stealing money or a person's identity. One of the biggest fears that owners of smart speakers have is that someone could use the device to make a purchase without his or her approval.

Even though the voice assistant will ask to confirm the purchase, it has been reported that some children have ordered toys through Alexa without their parents' knowledge, and they approved the purchase themselves. Yes, you want to buy toys to your children – but with your consent!

Undoubtedly, smart speakers represent the latest, fast-growing trend in the tech world. However, in terms of privacy and security, there are still concerns that need to be addressed and thoroughly clarified. It is very likely that the convenience of virtual assistants will come with a privacy trade-off. The owners of these devices will have to decide whether they want a virtual assistant that is less accurate, but is more secure in terms of privacy, or accept an increased level of risk in terms of security and go with a very sophisticated device. Sometimes people tend to give up something in order to get something else that satisfies their needs. In this case, they are risking something truly valuable - their privacy. Hence, questions such as "Is it worth it?" may cross your minds. Regardless of the choice you make, we can all acknowledge that the new virtual era has never looked more promising.

This encourages us to think how voice technology will change the consumer behavior and what brands and retailers can expect from the future of voice shopping?





# Florida

THE SUNSHINE STATE

A FEELING OF HEAVEN

Florida - the state of leisure, seaside vistas, and semitropical climate - is the perfect place to have that once-in-a-lifetime experience. The diversity of offerings that appeal to a wide range of needs and tastes is what makes Florida the favorite destination of many visitors.

From the sun-kissed beaches and world-class theme parks, to creative cuisine and historical attractions, Florida offers something for seemingly every type of traveler.

Sugar white beaches, warm waters, stunning sunrises and sunsets casting beautiful colors on the sky and rustling mangroves of Florida all serve as opportunities to experience the adventures you have been waiting for.

“

“How was it?” usually leads to a one-word response. I usually get asked “How was it?” when I come back from a trip. How was Florida? Good? Great? Amazing? But, a one-word response is not sufficient to describe my traveling experience to Florida.

## The Land of Amazing Experiences

I have been lucky to have traveled in more than 50 places and experienced different cultures and ways of living. I've fallen in love with the ways countries celebrate diversity, embrace differences, and find joy in the little things. Florida, however, remains a life-time memory.

From the friendliest people and natural wonders, to the turquoise waters, amusement parks, and a range of unique tourist attractions, Florida offers a little bit of everything. Scuba diving and visiting some local bars by boat contribute to having a day full of adventure. Since I am a scuba-diving lover, this is the excellent place to have the best scuba diving experience.

There is always something happening in Florida. In my three-week-stay, I have attended two rock shows, a food festival, and a big boat show. On the other side, what is better than having the chance to grab your favorite book and head to the beach?

One can also enjoy authentic local cuisine at food Shack and Jupiter – a small restaurant, which from outside may not impress you, but their delicious sea-food prepared right in front of you, certainly enriches your traveling experience to Florida.



Places to Remember

To truly embrace the beauty of the island, one should visit Florida Keys – the place where life runs at a slower pace. The watersports, lively nights, beaches, and historic sites, the energetic strips of shops, bars, and cafes found in the Duval Street make Florida Keys a place where visitors can find whatever their heart desires.

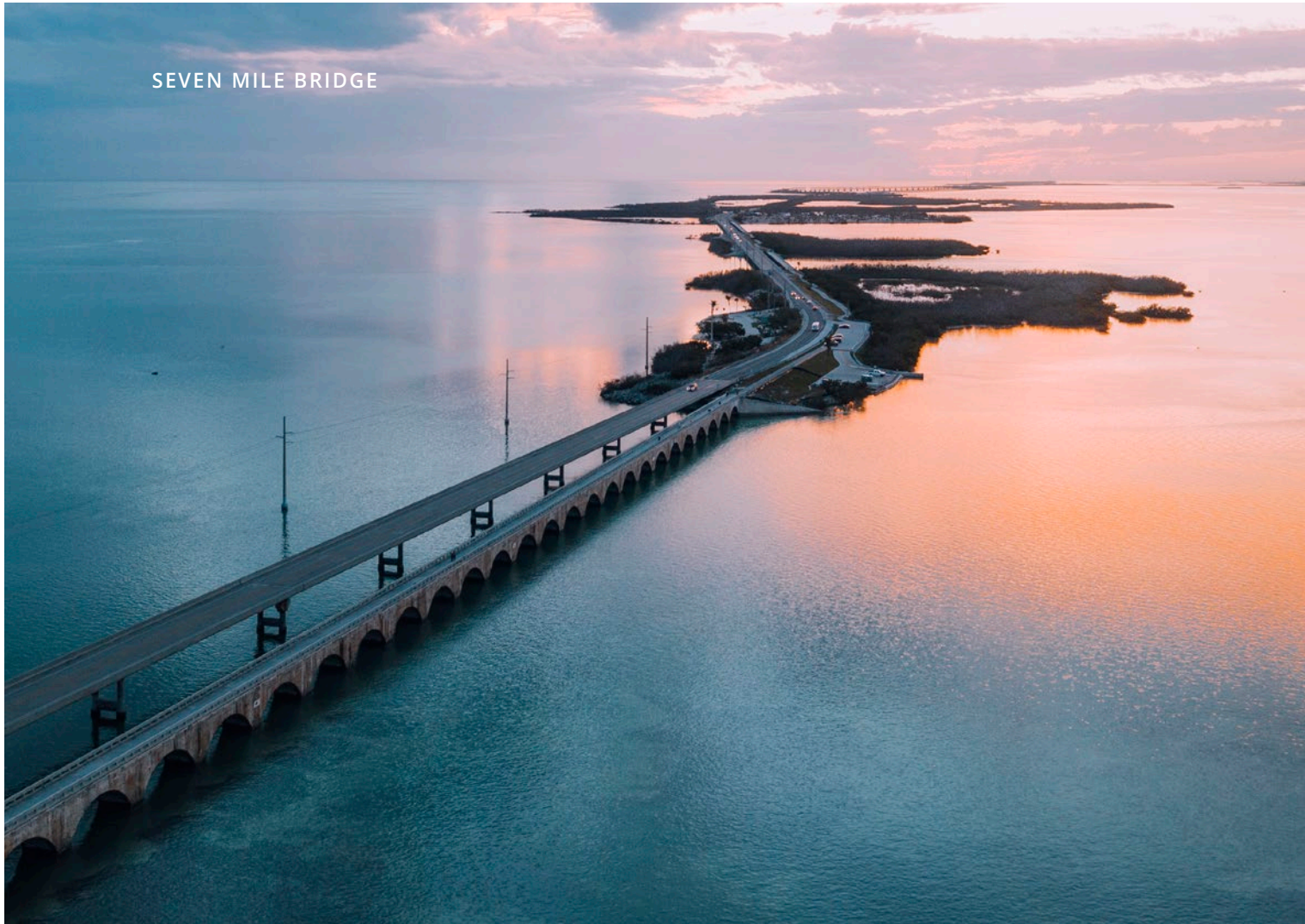
Everything from fishing to snorkeling, museums, galleries, historical points, and a wonderland of arts and crafts - you name it - it's all there. If you can't find what you're looking for here in Key West, you'll probably never find it.

And then... there is the pie! Key Lime Pie - a world-famous, sweet and tart, made from the tiny limes that grow on these islands. I recommend heading to Ma's Fish Camp in Islamorada to taste this super delicious pie.

“

Didn't I mention the favorite bar of Ernest Hemingway in Key West, the Sloppy Joe's bar?

In this sunshine paradise, sunsets are spectacular and give meaning to the experience. As the sky turns into different shades of blue and pink, one can enjoy a glass of wine, beer or champagne. One of the best places to watch the sunset is the Mallory Square. Another must-see spot is the Seven Mile Bridge - the bridge that never seems to end, where on a daily basis, thousands of people cross the world-renowned bridge and enjoy the water on both sides of the bridge and the myriad color variations.



SEVEN MILE BRIDGE



EVERGLADES NATIONAL PARK

Florida's Tourist Attractions

1

Everglades National Park - Water, Wildlife, and Wonder

Traveling to Florida isn't complete without stopping at Everglades National Park - a wetland just outside Miami. The Everglades is a truly magical place to visit. From hiking to stargazing to discovering ancient cultures, there are limitless opportunities to explore and enjoy this national park. This is the perfect place for those looking for a close-to-nature experience. Here you can find different species such as American crocodiles, alligators, Florida Panthers, deer, turtles, egrets, manatees, river otters, etc.

2

Walt Disney World

For the ultimate amusement park experience, Disney World in Orlando is the place to be. It offers all kinds of dining experiences, shopping areas, and shows. From the early morning when entering the parks, until watching fireworks at dawn - every part of Disney is magical.



KENNEDY SPACE CENTER



UNIVERSAL STUDIOS



SEAWORLD ORLANDO



### 3

#### Kennedy Space Center

The Kennedy Space Center is one of the most beautiful attractions in Florida. Located on Florida's Space Coast, this huge complex is where visitors watch rockets launch, and encounter an awe-inspiring, unforgettable experience. It is an exciting experience where you can meet an astronaut, see rockets and the Space Shuttle Atlantis and get more insights into space missions.

### 4

#### Universal Studios

Another fantastic experience is the visit to one of the world's best theme parks, the Universal Resort in Orlando, a place for thrill and excitement for all ages. From high-speed thrills to incredible interactive 3D attractions and fun live musical shows, it's all there in one place! If you want to do or see everything, I would most definitely recommend spending two or maybe even 3 days in this place.

### 5

#### SeaWorld Orlando

Relax and unwind as you explore this incredible place, by snorkeling with tropical fish, swimming with dolphins, taking thrilling rides, and enjoying great shows such as Whales, Dolphins, Sea lions and Pets Ahoy. SeaWorld is not just a theme park - it's an animal sanctuary and rehabilitation center also.

#### Mixing Business Travel with Leisure

It is amazing to be able to work hard and simultaneously dedicate some time to yourself. Florida helped me find a balance between work and leisure. Given the good weather and the myriad activities that locals can engage with on daily basis, people in Florida tend to be less stressed. Being exposed to their positive energy has certainly made my work activities more pleasant.

If one wonders how a fulfilling life looks like to me, I would say having lived moments that are worth remembering. And Florida, you have certainly given me many of such moments.



#### About the Author

**Eric Lessard**  
CEO & General Manager  
at PECB North America



How to Maximize a Weekend Stopover

# in HONG KONG

by MAPPING MEGAN

Regarded as one of the most dynamic cosmopolitan cities in the world, Hong Kong's charm and allure beckons travelers from all around the world. Beyond the towering sky scrapers and bustling crowds lies stunning natural beauty, incredible cuisine and a rich local culture waiting to be explored.

If you have an upcoming weekend trip planned for Hong Kong, read on to get the lowdown on how to maximize your 48 hours in town, including the best places to stay, eat and play.





witness the world's  
largest permanent light  
and sound show:  
The Symphony  
of Lights.

## *where to stay*



### **The Langham**

Want to splurge for the weekend? Look no further than The Langham. Situated in Hong Kong's prime shopping district of Tsim Tsa Tsui, step out of the hotel to streets of delectable dining, shopping and entertainment.

For the ultimate indulgence, book into one of the grand city view rooms and enjoy sweeping views of the legendary Victoria Harbour (also a two-minute walk from the hotel). To get to the hotel, it's very easy to organize an airport transfer in Hong Kong.



### **Cosmo Hotel**

Nestled in the heart of Causeway Bay and Wan Chai, Cosmo Hotel is the perfect base to set up camp for your weekend escape in Hong Kong.

Only an 8-minute walk away from Causeway Bay subway station and mega shopping malls like Times Square and SOGO, this modern establishment is one of the most convenient hotels in the area, with rooms that guarantee style and comfort.



## *where to eat*



### **Tai Cheong Bakery**

No visit to Hong Kong is complete until you've tried the city's famous egg tarts – and Tai Cheong Bakery is the go-to for the best of the pack. Expect piping hot egg tarts filled with smooth and creamy fillings, encased with a crumbly buttery crust.

### **Tim Ho Wan**

This Hong Kong landmark appears at first glance to be an ordinary eatery. In reality it's the world's cheapest Michelin Star restaurant, offering some of the best dim sum in Hong Kong.

You might feel like you're queuing at a theme park at first but once you taste the incredible fare on offer you'll realize it was worth the wait. The must-orders at Tim Ho Wan include the famous Baked Bun with BBQ Pork, the Steamed Egg Cake and the Pan Fried Turnip Cake.

## *where to play*



### **Experience the Symphony of Lights Show from a Star Ferry**

Take the classic Star Ferry at night (from Central to Kowloon) right before 8 pm to witness the world's largest permanent light and sound show – The Symphony of Lights. Expect a sky filled with lasers and music all choreographed to an intricate lightshow played out on a wall of imposing skyscrapers.

### **Party at Lan Kwai Fong**

Lan Kwai Fong is Hong Kong's most vibrant nightlife district, home to over 100 trendy bars, clubs and restaurants. From exotic cocktails and fine dining to a cheap beer and bite to eat, this is your destination for after-hours fun.

Sit and people watch from one of the many street bars or kick back and enjoy a spot of live music.





## *shop til you drop*



If you haven't heard already,  
Hong Kong is a shopper's paradise.

From bustling local street markets offering bargains at every corner, to some of the most upscale multi-story shopping malls, this modern city caters to all types of shoppers and all kinds of budgets.

Head to Causeway Bay for local boutique favourites, Tsim Sha Tsui for luxury buys and Ladies Market or Temple Street Market for street bargains.



## *while you're in transit*



If your time in Hong Kong is a little short don't worry, Hong Kong International airport is an attraction on its own. World class shopping, fine dining and a range of entertainment options make for one of the world's most impressive airports.

Here are a few ways to maximize your time at the airport:

### **Imax Theatre**

That's right, Hong Kong's largest IMAX theatre is inside terminal 2. Pass the time until your connecting flight by catching a blockbuster on the big screen.

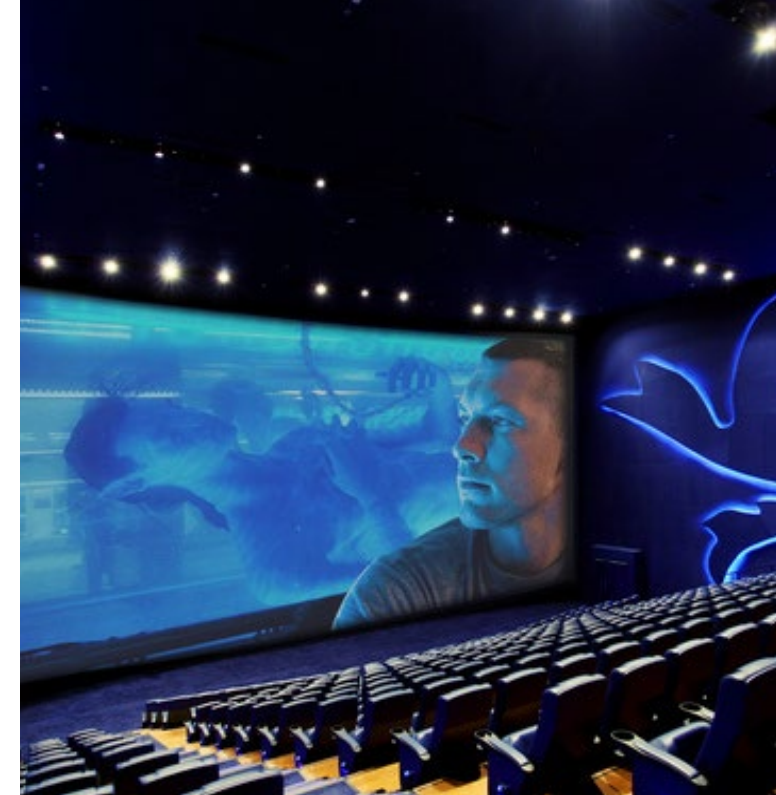
### **Aviation Discovery Centre**

Catch up on the history of flight in Hong Kong with themed and interactive exhibits to enjoy.

### **Shopping & Dining**

With 24-hour shopping and dining available at the airport, you just may need the extra time to do a last-minute haul.

With so much to do and see in this buzzing cosmopolis, the only logical next step is to book your tickets ASAP. Kick start your Hong Kong adventure in style and comfort with the nation's flag carrier Cathay Pacific, who offers flights to Hong Kong from all over the world.





# An Unforgettable Week at the PECB Insights Conference

Mark your calendars for October 22-26, 2018!  
Meet us in the beautiful city of Paris at Marriott Rive Gauche Hotel & Conference Center and enjoy a trip you will always remember!

**A**t PECB Insights Conference, leading experts will come together to share a unique balance of knowledge and real-life experiences. The Conference Program will drive multi-dimensional thinking and prompt exposure to new ideas.

This edition of the Conference will also feature some of the most beneficial training courses, world-class speakers, and incredible networking opportunities.



ALEXANDRE III BRIDGE  
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### Bringing the World Together

With true narrative speakers, who know how to tell their story and have the ability to make the listener need to know what happens next, the PECB Insights Conference is organized in four different tracks and roundtable discussions, including:

- Governance, Risk and Compliance Track
- Information Security Track
- Business Continuity Track
- Forensics and Anti-Bribery Track

After closing up a conference, one of the first things we do is ask our participants for their opinions, what they liked, what they disliked and what we can do to improve their conference experience. It's great to hear nice things about the conferences we organize; however, we are always striving for perfection. We want to add up to the expectations of our participants, by offering a wide range of subject areas delivered by

highly-engaging speakers and influencers and ensuring ample opportunities for extensive exploitation of business collaboration possibilities.

During the meet-ups, conference sessions, roundtable discussions, training courses, the Annual Gala Night dinner and Awards Ceremony, we tend to find the epic in the ordinary with a constant build of momentums.

The tracks are not selected by chance. We want to build bridges between experts of different industries and create a community that is willing to embrace changes and join forces towards a safer world. Informative & immersive sessions will convene the most influential and smartest minds across the globe.

During the panel discussions, the experts of these tracks will gather together on the same table and share credible opinions and their extraordinary dynamo of ideas on the serious matters of security, safety, and ethical issues that businesses are facing today.

### Pre-Conference Training Courses

To become the best, and remain the best, organizations and individuals need to comply with standards and make sure to deliver the best products and services, and accomplish their customer needs and requirements. In addition to the conference sessions, our participants will have the opportunity to attend the following training courses delivered by an international group of trainers:

- ISO 31000:20118 Foundation
- GDPR Foundation
- Ethical Hacking Foundation

### PECB Annual Gala Night and Awards Ceremony

The PECB Annual Gala Night and Awards Ceremony is a beautiful, fun-filled evening, where the celebration and networking in a sumptuous dinner with the PECB network takes place.

The PECB Annual Gala Night and Awards Ceremony is the second event of its kind, where PECB recognizes and rewards its best Resellers, Trainers, Auditors, and Auditees, which continuously contribute to the success of the PECB brand. This dinner will include a cocktail reception, full course dinner, and the oriental feeling that the Baladi Dancers will bring.

### Have you ever wondered what do you need to take yourself to the next level of success?

Connection and knowledge expansion! That's what conferences are all about. By discussing the most concerning and forthcoming management issues, we are continuing the journey of providing great quality of training and education. Simultaneously, we want to further continue to expose our global network to an extensive exploitation of business opportunities in various industries.

Join Us



CONNECT & INSPIRE ◆



# TWO CONFERENCE TICKETS GIVEAWAY!

Enter the contest to win a ticket to the PECB Insights Conference in Paris!  
MAKE CONNECTIONS. MAKE MEMORIES.

- 
- 👍 Like the PECB Insights Facebook page  
f / PECBInsights
  - 👤 Tag 3 friends in the comment thread
  - 🔗 Share the magazine publication post on your timeline with the hashtag below. Make sure the post is public!  
#pecbinsightsconference
- 

The winners will be selected based on which post gets more likes and they will be announced on the 5<sup>th</sup> of July, 2018.

Hurry up!

#PECBINSIGHTSCONFERENCE

Register Now >





A woman with long dark hair, wearing a white polka-dot shirt and a black skirt, stands in a modern office with large windows overlooking a city. She is smiling and pointing at a whiteboard. The whiteboard contains handwritten notes, including 'CONFIDENCE', 'MARKETING', and some percentages like '15%' and '9%'. Several people are seated at a long table in the foreground, looking towards the presenter. The scene is brightly lit by natural light from the windows.

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- › ISO 19600 Lead Compliance Manager – English
- › ISO 45001 Introduction – English
- › ISO 45001 Foundation – English
- › ISO 45001 Lead Implementer – English
- › ISO 45001 Lead Auditor – English
- › Accident Investigation Foundation – English
- › ISO 18788 Foundation – English
- › ISO 18788 Lead Auditor – English
- › Lead Privacy Implementer – French
- › Certified Lead Forensics Examiner – French
- › Disaster Recovery Manager – French
- › Certified Cybersecurity Essentials (10 Days Training Course)

## Updated PECB Training Courses:

- › ISO 31000 Introduction – English
- › ISO 31000 Foundation – English
- › ISO 31000 Risk Manager – English
- › ISO 31000 Lead Risk Manager – English
- › ISO 55001 Lead Auditor – English
- › ISO/IEC 17025 Lead Assessor – English
- › Certified Data Protection Officer V3.0 – English
- › Certified Data Protection Officer V3.0 – French
- › GDPR Foundation V3.0 – English
- › GDPR Foundation V3.0 – French

find out more 



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