

# Superbrands



AN INSIGHT INTO THE UAE'S STRONGEST BRANDS



## Flying high, yet again!

We are proud to achieve the Superbrands 2011 status.



مجموعة الرستمانى  
AL ROSTAMANI GROUP



# The Mark of Excellence

**A**CCLAIMED worldwide as being an independent authority and arbiter of branding excellence, the aim of the Superbrands organisation is to raise the awareness of and promote the discipline of branding, as well as to celebrate the success of leading international and local brands.

Currently operating in 85 countries worldwide, across five continents, the Superbrands concept was devised by Marcel Knobil, an advertising executive who lost a two-way pitch for lack of client information. Frustrated by the fact that an otherwise outstanding presentation came to nothing he launched Superbrands in 1994.

What makes a Superbrand? What creates the awareness, desirability and power that a Superbrand has?

Every brand represents a promise to the consumer, a promise of a rational and/or emotional experience. What separates a Superbrand from other brands is that a Superbrand makes a promise the consumer really cares about - and a Superbrand always delivers on its promise. Particularly in the purchase process, a Superbrand of-

fers comfort. It's a reassurance that the investment in the product or service makes sense, is sound, and that the consumer's hard-earned money is well spent.

A Superbrand also remains true to itself, but at the same time is flexible enough to adapt to changing environments without losing sight of what is at its core.

A Superbrand is instantly recognisable to its intended target audience and it represents the eternal values of Quality, Trust and Distinction.

Superbrands is an invitation-only award scheme and promotional programme with a brand focused publication at its core. Whilst the selection criteria differ slightly from one country



to another all the Superbrand programmes aim to identify those brands that are performing above and beyond others within the market. At the heart of all the programmes is an independent and voluntary council of experts consisting of individuals each with a deep appreciation of the brand landscape in the country and sector being examined. To be voted as a Superbrand by this independent Council is a powerful endorsement and evidence for existing customers, potential customers, the media, suppliers, investors and employees of each brand's exceptional status.

The organisation's annual publication is the centrepiece of its programmes and enjoys momentous reach. Superbrands UAE, for instance, provides readers with a benchmark of some of the truly great brands that have flourished in this country. Not all are home grown; many have come from other countries and established themselves here, evolving into household names.

To ensure its product is fresh, Superbrands constantly reviews the design and look of all books and products. In addition, to enhance the robust selection process and to incorporate consumers' opinion into the process, plans are underway for a consumer election website to allow consumers to add their opinion to the experts to give a more rounded view of current brand performance.

# homes r us

## Refining the art of homemaking

Elegant, tasteful furniture for every room, mood and style, choice accessories, furnishings and artifacts that transform a house into a home, consistently excellent, high quality home décor that has earned us the 'Superbrand Award' for the second year in a row. We owe it to you who've welcomed us into your homes.



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# Superbrands - Building trust and delivering promises

**F**aced with an onslaught of advertising blitzkrieg on a daily basis via television, the internet, radio, mobile phone, magazines and newspapers, billboards, and other media, the consumer's dilemma is one of a plethora of choice, not the lack of it. How do you decide which is the best brand for the product/service you require? Which one offers best value for money? Which brand ensures great quality and will deliver consistently time after time?

A consumer will not have the time or the resources to research the answers to most of these queries. Fortunately, in the UAE and 85 other countries around the world, all a consumer needs to do is look for the ultimate mark of approval – the Superbrands logo, which is synonymous with high-quality brands.

Globally recognised as being the international arbiter of excellence in branding, Superbrands is an independent organization that identifies via independent consumer and business research, the biggest, best and most valued local and international brands

within any given market. A council set up by Superbrands chooses the best brands in the country and confers the Superbrand Award.

According to Mike English, Director, Superbrands Middle East, "This survey is not an evaluation of logos or simply brand names; it is an assessment of how a range of brands operating across diverse industries are perceived in the region."

Over the years, Superbrands has become a benchmark for consumers and companies to identify which brands appeal to consumers in the Middle East. This year, 1, 371 short-listed brands were reviewed based on the results of an independent research

carried out by Superbrands Council and voted by 2,500 marketing professionals. Covering consumer product and service categories ranging from stationery and jewellery to airlines, financial institutions and fashion brands amongst others, the Superbrands survey is one of the most comprehensive and transparent consumer opinion surveys, providing marketers with a scientific and invaluable insight into consumer brand sentiment in the Middle East.

"A Superbrand offers consumers significant emotional and/or physical advantages over its competitors which (consciously or sub-consciously) consumers want, recognise, and are willing



**Mike English, Director, Superbrands Middle East**

# LIFE لايف

“ Not Just a Pharmacy, everything in healthcare retailing ”



Sports Nutrition



Nutrition Centre



Orthopedic & Rehab



Skin & Beauty



Mother & Baby Care



Pharmacy  
Health & Wellness Stores  
Healthcare Hypermarkets



Homeopathy

[www.life-me.com](http://www.life-me.com)



Diabetic Center



Pharmacy



Geriatric Care



Drug Information Center



to pay a premium for,” explains Mike.

“There are many different criteria for choosing a Superbrand,” he says, “but fundamentally there are three criteria which distinguish them from their peer brands - do I feel comfortable with this brand?, do I trust this brand? and does this brand ever promise things that it cannot deliver? The brands are scored on the basis of brand affinity, brand personality and brand quality.”

A Superbrand transcends borders, cultures and industries but its true meaning resides deep in the minds of consumers at a very personal level. “Superbrands build powerful emotional relationships with consumers that endure over time,” believes Mike. “A superbrand often evokes unique positive associations and emotions about the brand making it feel part of our everyday lives - our interests, our values and our aspirations. Superbrands are more than products: they are experiences.”

In the UAE, Superbrands was set up in 2002. Since then, it has successfully recognized many highly regarded brands, across many different industry categories, including local, regional and international names.

“So many UAE brands have great stories to tell...stories that build trust and understanding,” says Mike English. “A notable trend this year has been the entry of several retail brands that are perceived as being good value for money, like Splash, for instance. Many FMCG brands too have entered the Superbrand rankings as they offer great value for money.”

Amongst the 72 chosen brands this year, a new entrant is Al Ain Water, a powerful brand in Abu Dhabi, which has now undertaken a contract to supply bottled water on Emirates aircrafts. “This will certainly help the brand strengthen its profile in Dubai,” says Mike. Another newcomer, Union National Bank in Abu Dhabi is an example of how well a bank despite being comparatively smaller in size can yet generate a huge amount of affection and goodwill among customers, he adds.

The financial sector was less represented than in the previous years as people have started trusting them much less, believes Mike. “Apart from the economic crisis, it is the way banks in the region responded to the crisis that has not gone down well with consumers. The real estate sector, though, has disappeared completely from the Superbrands programme. Where there



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is uncertainty, there is no chance to do branding and I fully expect it will be another four to five years before we see a resurgence in this sector.”

Another interesting facet, he adds, is that the automotive sector has

gone down in the rankings “probably because people cannot afford them anymore”.

The same is true of luxury fashion brands, he adds. “We are seeing aspirational brands fall and those promoted are always value for money brands. It is not to say that high-end fashion brands have fallen out of favour; it is just that the affordable brands generate more emotional value and attachment to a greater majority of consumers.”

Dubai Duty Free, which scored the highest points amongst all the brands that were nominated this year, created history by being the first brand – anywhere in the world – to win the much coveted ‘Superbrand of the Year’ title two years in a row. According to Mike English, “DDF has taken a relatively small local business and turned it into one of the most trusted and recognized brands internationally. That is real genius and the brand continues to innovate even after 27 years in operation.”

Mike points out that you don’t have to be flashy or advertise a lot to win people’s affection. “Look at Al Rostamani, for instance. It has been around for half-a-century and has generated a huge amount of trust. They have always maintained a low profile; but have remained consistent and true to their core ideals.”

The 2011 Superbrands Awards evening witnessed a high turnover of corporates and other stakeholders thus underlying the importance of becoming a Superbrand. “Attaining a Superbrand status,” concludes Mike, “ultimately strengthens a brand’s position, adds prestige, spotlights a brand in a competitive market and positions the brand as a success model.”



# From harvest to frozen within hours

Emborg fresh frozen vegetables are selected from farming areas where they have the best growing conditions. They are peeled, washed, rinsed, and frozen within hours after the harvest. This ensures that the vitamins, minerals, and the taste are retained exactly as in the freshly harvested vegetables.

This is how we ensure the real taste.



Bring the real taste home





# The Importance of Branding

**B**randing is an integral part of any business building process. A brand is a company's face to the world. However, it is not just a logo, ad campaign, spokesperson or slogan. Rather, a brand is the product of the millions of experiences a company creates with anyone who comes into contact with it - and the emotional feelings people develop as a result of their experiences.

This experience often begins from the very first exposure to the company - whether this is an advert on the radio, a newspaper review, a visit to the website, or a comment made by someone else. And it doesn't end when you make a decision to buy. The experience will continue beyond the delivery process, well into the future - maybe many years after the consumer's investment in the company's product.

"A brand is the visual, emotional, rational, and cultural image that you associate with a company or a product," says Mike English, Director, Superbrands Middle East. "It is therefore not without reason that large corporations spend hundreds of millions of



dollars building their brands. Brands not only convey an emotion; they add value. It sends a message as to what your customers can expect. It enables customers to remember your product/service, and when brands build customer loyalty, it leads to repeat purchases."

The power of a brand is measured by its effect on buyers. A powerful brand will cause its customer base to either defer or refuse to purchase if the brand is not available.

Around the world, people use brands as shorthand to make their

shopping easier - they ask for Coke/Pepsi when they want a soft drink; pick up Evian instead of any other still water; and choose Lays over a multitude of other potato wafers on supermarket shelves.

And when you begin to say 'Xeroxing' a document instead of copying it; or 'Fedexing' a package rather than mailing or posting it, it clearly shows the level of mass acceptance some brands have reached. How often do we 'Google' rather than search; reach out for the 'Kleenex', not tissues; use a 'Band-Aid' instead of an adhesive

# Dubai Duty Free

**Dubai Duty Free soars to the No. 1 spot once again.**

Dubai Duty Free is the single largest airport retailer for the third year in a row.



[www.dubaidutyfree.com](http://www.dubaidutyfree.com)



**Full of surprises.**



bandage, and use 'Vaseline' instead of petroleum jelly?

"A brand is also a promise," says Mike. "With a brand, you set customer expectations. When someone buys your product or service, they count on those expectations to be fulfilled."

However, beyond building customer loyalty, successful brands have the power to enter the consumer unconscious, weaving their way into the fabric of everyday life.

According to Mike, "People's connections with brands often transcend commerce." He cites the case of financial institutions and real estate companies in the UAE - many of which once enjoyed Superbrand status - which fell out of public favour in the wake of the economic recession chiefly because these firms did not live up to their brand promises. "It just goes to show how emotionally involved people are with a brand. It may be a long time again before these brands appear on the Superbrand shortlist."

Globally, too, there is the case of Nike, which sparked customers' ire when it was revealed the company's products were assembled in sweatshops.

The most powerful concept attached to branding, and the single-most important factor when creating a brand, he adds, is trust. "A brand is as strong as the trust we create, and if we create an outstandingly high degree of trust over an extended period, then we have created a Superbrand."

Trust has many faces, he adds. "I trust my supermarket because the fruit is fresh; I trust my airline because it makes me feel safe and I trust my butcher because my mother still goes there."

Branding is not about stirring people into irrational buying decisions; it's about communicating the benefits and value a business, service

Branding is not about stirring people into irrational buying decisions; it's about communicating the benefits and value a business, service or product provides to customers

or product provides to customers. It's a sophisticated process that combines proven techniques with creative insight to uncover the true essence of the company or organization.

A strong brand is, therefore, invaluable as the battle for customers intensifies day by day. "Your brand resides within the hearts and minds of customers, clients, and prospects," says Mike. "It is the sum total of their experiences and perceptions and the source of a promise to your consumer. A successful brand is one that manages to establish an 'emotional connection' with its customers."

People are often drawn to brands that evoke a subtle mix of their own hopes, dreams and aspirations. As such, he concludes, it is important to spend time investing in researching, defining, and building your brand. "Brands don't just get popular overnight. Superbrands have to work hard to achieve their elevated status by consistently delivering good value, quality, and most of all, a sense of pride and ownership."



# PAUL

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# Voting for Excellence

The Tribute Event, organized by Superbrands UAE - the independent authority and arbiter of branding - to announce the 'Brand of the year' award in addition to launching the seventh edition of the Superbrands UAE book is a highly anticipated event in the business world. With companies investing significantly more resources in branding and creating brand value, that excitement is increasingly shared by the business community.

At the 'Oscars of Branding' night, an event celebrating UAE's strongest brands, many local brands, which include new entrants, have made it to the Superbrands list this year along with globally recognized brands. The winners range from FMCG brands to local family owned businesses and the event is attended by the Who's Who of the corporate world.

At a time when brands have invaded every aspect of a consumer's life, what makes the conferment of the Superbrand status so special?

Awards are an omnipresent phenomenon in the modern economy: there are few industries left where no awards of excellence are handed out. While some awards or titles may provide the winners with money and fame or other benefits, others offer statuettes or other specific privileges.



Yet, an award's significance is that it may function as a signal of quality that helps consumers and other players in the value system in their product selection process.

While the effectiveness of awards in terms of increasing sales and, ultimately, market share has been the subject of much research, there is no denying that the composition of the jury selecting the award-winners is an important determinant of an award's effectiveness. This is precisely why to be recognized as a Superbrand is seen as a litmus test by companies operating in the UAE. It is a powerful endorsement and evidence for existing customers, potential customers, the media, suppliers, investors and employees of each brand's exceptional status.

The fact that these brands are not only voted for by the distinguished Superbrand council members but also by 2,500 marketing professionals, who vote through an online poll, make it all the more valued and coveted.

"The Superbrands programme has always relied on branding experts to score brands against given criteria to arrive at the final list of qualifying Superbrands in any given country," says Mike English, Director, Superbrands Middle East. "This year we have changed the voting system to

expand the scoring base from our 15 or so experts to a broader based system whereby the CEOs and Marketing Directors of all the candidate brands get to score all the other brands.

"We take note of every brand available in all categories in any given country and that list contains thousands and thousands of brands," he explains. "We have to bring this down to a manageable number so we discard very small brands or those brands that are in too much of a niche category to ever become Superbrands."

In the UAE this year, there were a total of 1,371 candidate brands that were shortlisted. These names were then given out to the Council members for individual scoring. However, the main difference this year has been that, at that stage, the list was also sent to the CEOs and Marketing Directors of all 1,371 brands who were then invited to score the other brands online. The brand which scores the highest points is awarded the accolade of 'Brand of the Year' at the Tribute Event.

"The results we have seen this year from the new system has been fascinating as we have seen the "glamour" brands fall out of the list of qualifying brands and those brands which really mean something to individuals on a day to day basis have seen strong improvement," says Mike. "Out of the 1,371 candidate brands just 72 became Superbrands this year. The ranking position of some brands, ADIB, for instance, has gone up by 11 places this year to number 34."

Only brands that achieve the level of recognition set by the independent Superbrands Council are eligible for inclusion in the Superbrands UAE book, which traces the history and achievements of each of the brands.



# THE MOST REFRESHING BRAND IN THIS BOOK

We're delighted and honoured to be named a Superbrand.  
A warm thank you to the thousands who have chosen to refresh their lives with us.



Produced in Dubai  
for maximum freshness



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[www.marmum.ae](http://www.marmum.ae)



### Market

Founded in 1984, and acquired by Dubai Investments in 1996, Marmum Dairy farm has established itself as a major player in the UAE's dynamic and fast-growing dairy industry. The company has come a long way over the last three decades, constantly adapting to changing market needs by producing innovative and high-quality dairy products to serve its ever-widening customer base in the region. The dairy farm and state-of-the-art processing unit are located in Al Lisaili, 30 kms from Dubai on the Al Ain road.

Marmum has more than 3,500 cows, out of which 1,000 are Marmum home-grown while the rest have been imported from Europe and Australia. Their annual milk production stands at 20 million litres and their products are today available in more than 2,500 outlets across the UAE.

Marmum aims to be the brand that generations would like to grow up with – a brand that would be trusted and cherished by consumers across the UAE.



fat) is one of the fastest-selling products in the market and is a long-time consumer favourite.

Building on this success, Marmum introduced a 99.9% fat-free, vitamin-enriched skimmed yoghurt that is made from locally produced 100% fresh cow milk. The company then further

extended its yoghurt range by introducing four new flavours of fruit yoghurt – Apricot, Peach, Strawberry, and Blueberry. Marmum has successfully penetrated the juice market with its varied range of fruit juices available in different

flavours and package sizes. The company recently introduced three new juice flavours – Guava, Strawberry, and 8-Vitamin Mixed Berry – to strengthen its presence in the fast growing fruit juice market. Their products are rich in vitamins and are 100% natural, with no artificial colours or flavours added.



### Achievements

Marmum is an HACCP certified dairy farm in the UAE, and they have received numerous certifications from Dubai Municipality for their strict adherence to safety and hygiene standards. As a company that prides itself on the quality and freshness of its products, they ensure that hygiene standards are routinely maintained across the value chain. Production is fully

automated; from the milking stage through bottling, the entire production process is carried out in a closed environment with no human intervention whatsoever, so that consumers can be assured of the safety and quality of the products reaching them.

The products from the dairy farm can reach UAE markets in less than six hours after milking.



### Products

Marmum has a diverse product range that includes fresh milk, yoghurt and laban as well as fruit juice to cater to regional tastes and preferences. Marmum's yoghurt (full cream and low

### Quality

Cows at the Marmum farm are kept on a strict vegetarian diet, and nature based milking and production processes are strictly followed. So consumers can be assured of all-natural, high-quality dairy products. At Marmum they adopt a superior feeding system where the cows are fed top-quality feed that comprises of some 60 different ingredients, all imported from USA, Europe and Spain. Furthermore, Marmum is the first dairy farm in the UAE

to boast a sewerage treatment plant, ensuring pure water and clean air. Their cows have access to feed and water 24 hours a day. Maintenance is also available 24x7, 365 days a year. The animals are given regular veterinary care and preventive vaccinations as per schedule. On an average, fourteen to fifteen varieties of feeds are provided including alfalfa, fescue, cottonseed, wheat bran, crushed corn etc. Temperatures are maintained below 30° C to keep the animals cool. Sprinklers and coral coolers are also used to keep the animals comfortable and stress levels low for production. Marmum also breeds cows locally for future replacement.



# It is the service that makes LIFE incomparable



**The** unquenchable zeal to provide Health Protection, Health Promotion and Clinical Quality Service brought about recognition and reliability to LIFE Pharmacies. The impeccable standards and service attitude achieved an exponential growth over more than two decades. LIFE is now a household name for all emergency and routine healthcare needs.

## HISTORY

LIFE Healthcare Group started its independent operations in the UAE in 1996 and has amassed sixteen years of extensive pharmacy retailing experience. It has grown to become an organisation where about 500 professionals are serving approximately ten thousand customers a day.

Besides being in Dubai, LIFE has now extended its business operations to the Emirates of Sharjah and Abu Dhabi and is spreading its wings of business operations to reach all other Emirates and the GCC shortly.

LIFE Healthcare group boasts of 70+ outlets, a medical clinic and is still growing at a fast pace, serving an average annual customer base of four million walk-ins.

LIFE Healthcare group was a pioneer in introducing the first Healthcare Hypermarket in Dubai, which is the most modern concept in the healthcare fraternity in the whole GCC.

## PRODUCT

More than the products LIFE sells, it is the service that LIFE renders that makes it incomparable. The customer centric philosophy of LIFE has led LIFE to be the destination store of choice for various healthcare needs, including products which are internationally acclaimed. LIFE guarantees extraordinary retail experience to customers through personalized services that result in customer loyalty and at the same



**The secret of successful retailing depends on delivering customer satisfaction consistently, every time a customer walks in**

time assures greater availability and accessibility of healthcare products and services at competitive prices.

LIFE has been awarded numerous accolades and recognitions across the industry. LIFE was awarded DSF 2010 Innovation award by Dubai Shopping Festival in the category of Best Retail-Customer Service – ensuring a Quality Customer Service throughout. To add on, LIFE has also won the prestigious 'Most Admired Retailer of the Year 2011' Award in the Pharmacy, Healthcare & Wellness Category by RETAIL ME.

The secret of successful retailing

depends on delivering customer satisfaction consistently, every time a customer walks in. Trustworthiness, respect to customers and exceeding customer expectations are the traditional, golden retailing principles that bring retailing to LIFE.

## RECENT DEVELOPMENTS

LIFE's core Mission is to achieve "Operational Excellency" in the retail segment. LIFE is committed to the cause of providing Holistic Healthcare. LIFE would like to be the most preferred choice of healthcare provider.

## HEALTH AND WELLNESS STORES:

One more innovative and convenient concept of LIFE is the new format 'Health and Wellness Stores' which is an internationally successful format serving all health and wellness requirements of customers. In a short span of time LIFE has already set up more than a dozen Health and Wellness stores across Dubai.

LIFE is also in a strategic association with Carrefour Express, opening outlets together.



# Dubai Duty Free - Soaring to New Heights

**Dubai Duty Free** opened for business on December 20th 1983 and over the past 28 years has grown to become the single largest airport retailer in the world with a turnover of US\$1.27 billion in 2010.

Its founding principal of providing travellers with a first class retail experience in a shopper-friendly environment and a diverse range of products still holds true to this day.

Employing 4,000 people, the operation has consistently raised the benchmark for airport retailing in the Middle East.

2011 has been a phenomenal year for Dubai Duty Free with sales reaching Dhs4.238 billion (US\$1.161 billion) for the first ten months of the year, representing a 16% increase over the same period last year. The latest sales figures put the operation on track for year-end sales of an estimated Dhs5.3 billion (US\$1.45 billion).

To date Dubai Duty Free has received more than 200 awards which bear testimony to the operation's retail success. Awards presented this year include the Global Traveler Award for 'Best Duty Free Shop', the DFNI Asia Pacific award for "Middle East Travel Retailer of the Year", the Business Traveller ME Award for 'Best Airport in Duty Free Shopping' and the 'Brand of the Year' award. The retailer was also honoured at the Sheikh Mohammed Bin Rashid Al Maktoum Patrons of the Arts Award. More recently, the operation was presented with the 'Retail



Company of the Year' by the Arabian Business Achievement Awards.

Currently operating some 18,000 square metres of retail space at Dubai International Airport, the operation will grow by a further 8,000 square metres with the opening of Concourse 3, which is due to open late 2012, will be dedicated to Emirates Airline.

In addition, Dubai Duty Free is preparing to open its first hotel, the Jumeirah Creekside Hotel, in late 2011. The five-star property will be managed by Dubai-based Jumeirah Group, and will be located on the grounds of the Aviation Club in Garhoud.

## INNOVATIVE PROMOTIONS

Dubai Duty Free runs the renowned Finest Surprise Luxury Car

draw, which began as a one-off in December 1989 and has continued to this day.

With tickets on sale for US\$139, people have a chance to win a luxury car. So far the Finest Surprise draw has seen over 1470 winners from 70 different countries.

The Finest Surprise was joined in 1999 by the Millennium Millionaire which offers a one-in-5,000 chance to win US\$1 million. This popular promotion has already created 122 dollar millionaires. Launched in 2009, the Double Millionaire promotion that offers 5,000 ticket holders the chance to win US\$2 million, has awarded five winners to-date.

Tickets for all promotions are available online at [www.dubaidutyfree.com](http://www.dubaidutyfree.com)

# Be a home fashionista.....with 'Homes R Us'

'Being the fashionable one-stop-shop for interior decorations, Homes r Us is setting trends for the UAE market. The décor sanctuary, and one of the fastest growing home furniture and furnishings brands in the Middle East today announced the addition of a stunning 'Martin Dining Set' to its latest collection.

With the 'Homes R Us' new product range dubbed 'The Martin Dining Set', the team hopes to break new ground by introducing a repertoire of new and innovative lifestyle offerings sourced from the best known manufacturers the world over and at the most affordable prices.

This chic, vibrant and edgy addition to the 'Homes r Us' Brand, priced at an affordable Dhs 3,495 also boasts a high design quality entering it into the crème de la crème of home furniture.

'Homes r Us' has 9 outlets in UAE and plans are underway to venture into Ras Al Khaimah and Muscat. The interior furnishings franchise is also present in Qatar and Bahrain. These stores are currently showcasing the new addition thereby enhancing the shopping experience for its valuable customers.



# More fashion, more value

**Launched** in the UAE in MAY 2004, Max is today the largest value fashion retail chain in the Middle East. Max caters to the mid market section of the population. With 173 stores across Middle East and India, Max plans to expand its network in more potential markets within the MENA region. Max stores typically measure between 20,000 to 30,000 sq ft with its own label clothing for men, women and children along with footwear and home accessories.

By mid 2012, Max aims to have a network of 200 stores across the Middle East and new markets. Max currently operates in UAE, Saudi, Kuwait, Oman, Jordan, Qatar, Bahrain, Turkey, Egypt, Sudan, Yemen and India.

Max strives to bring the customers the most dynamic offering of value fashion and merchandise designed in-house and manufactured to stringent quality standards. While the fashion collection reflects the latest international trends, Max believes in offering its customers a great variety to choose from. The merchandise at Max



is regularly updated to ensure that it always delights customers with a fresh and new offering, adding vibrancy to the store.

With an international shopping experience Max believes in delivering its brand promise of 'More fashion More Value' to its consumers.

# A Global Brand... built from UAE

What started in 1980 with a small branch in UAE has today become a global network.

**555+** direct offices

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**3.5 million+** customers

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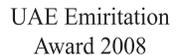
**40+** nationalities  
spread across

**Five** continents. And **One** brand.

The UAE Exchange global network is growing fast, with the same focus which has set us apart from the others, right from that day in 1980- 'Delivering maximum value to our customers'.

We thank all our stakeholders for their support and guidance.

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## Celebrating French ‘art de vivre’

**What** is the secret ingredient of PAUL’s success?

If you think the answer lies in one of its specialty breads or mouthwatering pastries or cakes, you couldn’t be more wrong. The truth is: even after 120 years of being in the business of serving hungry customers worldwide – more than five million customers each month in France alone – PAUL continues to maintain a respect for tradition.

PAUL’s breads are therefore baked according to time-honoured traditional methods: kneading, fermentation, shaping, proofing, baking - a labour-intensive method that has been handed down through the family since the 19th century. It takes nearly seven hours to make most of the bread, all prepared without artificial additives or preservatives. By deliberately bucking the trend of factory mass-production, and always insisting on the best quality ingredients, PAUL has enabled customers around the world to rediscover the true quality and taste of really good bread.

According to Christian Salloum, PAUL Brand Manager, the brand essence of this century-old company is

**Its constant commitment to quality earned PAUL its first Superbrand award in the UAE this year. “It is an honour to have been selected along with so many long-standing and internationally well-known brands**

— Rudy Haddad

“its respect for tradition and heritage, celebrating and offering our customers the ‘unique French art de vivre’ by bringing the authentic taste of real French baking to its local customers.”

Offering more than 120 different styles of bread in an infinite variety of

tastes, textures and sensations, PAUL has been seducing no fewer than 22 countries with a little taste of France across its network of 456 stores of which 29 are in the Middle East. Since 1993, the store has been involved in the growing of grains for its breads thus enabling it to develop a range of specialty breads with flours that best preserve the nutritional qualities of wheat.

Its constant commitment to quality earned PAUL its first Superbrand award in the UAE this year. “It is an honour to have been selected along with so many long-standing and internationally well-known brands,” says Rudy Haddad, UAE Operations Manager. “This distinction is a sign to all employees, whether on the shop floor or in the back office that their hard work, dedication and passion for the brand is being recognized and valued. We are very proud for having achieved this nomination.

“Winning an award such as the Superbrands nomination makes us very grateful to all our customers for having trusted us and helped us become what we are today,” concludes Salloum.



# SWEATERS

## FROM AED 49

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UAE: ABU DHABI: AL MARJA CULTURAL COMPLEX, Naïda Street (off Hamdan St.), Tel: 02-672626333, MUSHRAF MALL, Airport Road, Tel: 02 4470051, **NEW OPEN** Daima Mall, Musaffrah, Tel: 02 5508681/82, City Mall, Madinat Zayed City, Tel: 02 8845147.

SHARJAH: Al Wanda Street, Tel: 06-5332110, SAFEER MALL, Al Khan Interchange, Tel: 06-5317637, AL OASSIMIYA STREET, Building No.137, Industrial area 4, Tel: 06-5337807. DUBAI: AL GHURAFH CITY, Deira, Tel: 04-2232722, IBN BATTUTA MALL, Shop No. 43, Tunisia Court, near the food court, Tel: 04-3663435, NEAR ABU HALI CENTRE, Hor Al Anz, Deira, Tel: 04-2668660, KHALID AL ATTAH BLDG., diagonally opp. Burjuman, Bur Dubai, Tel: 04-3975111, OASIS CENTRE, Sheikh Zayed Road (Al Quoz), after 2nd Interchange, Tel: 04-3397398, MIRDIF CITY CENTRE, Shop No.75-77, North-East Entrance, Tel: 04-2843299, RAS AL KHAIMAH: ADJACENT TO BIN DHAHER CENTRE, next to Home Centre, Nakheel, Tel: 07-2275880, SAFEER MALL, Ground Floor, RAK Airport Road, Kiozam Tel: 07-2354054, AJMAN: NK MALL, Al Hemidia Road, Tel: 06-7485360, AL AIN: BAWADI MALL, Tel: 03-7840440, FUJAIRAH: DANIA PLAZA, 212, Tel: 09-2233927.

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# Powering the region

**Ducab** (Dubai Cable Company) was opened in 1979 by the late ruler of Dubai Sheikh Rashid Bin Saeed Al Maktoum. It was opened as a joint venture between Government of Dubai and BICC Group of the UK.

In 2001 Ducab became jointly owned by the Governments of Dubai and Abu Dhabi (50% each), in 2005 Ducab's first facility in Abu Dhabi and second overall was opened in Mussafah. In 2008 Ducab expanded its facilities by opening a 3rd factory and a Copper Casting Plant in Abu Dhabi. In 2009 Ducab celebrated 30 years of its operations, opened a new special cable's unit and did the ground breaking of Ducab-HV.

Today, Ducab has one of the most modern manufacturing units in the region. It occupies an area of 590,000 square meters of land in Jebel Ali, Dubai and nearly 330,000 square meters in Mussafah, Abu Dhabi.

Ducab produces over 110,000 copper tonnes equivalent of low, medium and high voltage cables. Ducab's product range covers High Voltage cables up to 132kV, Ducab Powerplus Medium Voltage cables up to 33kV, Low Voltage power cables, control & auxiliary, wiring and lead-sheathed cables, Ducab-Smokemaster- Low Smoke and Fume cables, and Ducab-FR (Fire Resistance Cables), cable components and cable accessories, as well as copper rod that Ducab manufacture in their own copper rod plant.

Ducab is an ISO 9001:2000 certified company for both its factories. The Abu Dhabi factory was recently awarded an ISO 14001 Environmental Management System certificate and an OHSAS 18001 Occupational Health and Safety certificate by BASEC (British Approval Services for Cables). The cables comply with and are approved to the full British Standard of the Loss Prevention Certificate Board (LPCB) and Lloyd's Register, UK. These certifications are the latest in a string of recognitions achieved by the company including a two time winner of Gulf Excellence Award, two time winner of Dubai Quality Award, Gold category 2004 & 1998.

Throughout the years, Ducab has won many awards including the Mohammed Bin Rashid



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Business Excellence Award for their achievements in the manufacturing sector; this award ceremony was in the presence of H.H Sheikh Mohammed bin Rashid Al Maktoum Vice President, Prime Minister and Ruler of Dubai. Ducab has also won other awards such as the Investment Corporation of Dubai (ICD) Chairman's Award for Outstanding Economic Value Creation in the Industrial Sector. Ducab has also been winning the a Superbrands award every year since 2008.

Ducab's 1000 strong workforce offers a multicultural work environment, along with UAE Nationals, other nationalities represented are American, Bangladeshi, British, Canadian, Egyptian, Filipino, Indian, Indonesian, Iraqi, Jordanian, Lebanese, Malaysian, Nepali, Omani, Pakistani, Palestinian, Romanian, South African and Sri Lankan.

Ducab prides itself for providing cables to some of the most prestige's projects such as Burj Khalifa, Dubai Mall, Emirates Palace, Bahrain Financial Center, Kuwait Oil refineries, Dubai airport, Abu Dhabi Airport, Yas Island F1 race track and Ferrari world.

For more information, please visit: [www.ducab.com](http://www.ducab.com)

# Emborg: Bring the real taste home

**Emborg** is a global player in the market for fast moving consumer goods within foods. The FMCG business is traditionally very dynamic, requiring consumer insights to ensure the right offers.

Today consumers are significantly more aware of their purchase. They require high quality food products with a sense of the “real thing”, at affordable prices. A product’s origin and its appearance is of great importance to the consumer. The tendency is that grocery purchasing has become more planned and impulse buys have been reduced.

Emborg has, for many years, been a well-known brand in the UAE and was, in 2011, awarded the status of Superbrand. During 2010 Emborg has undergone a profound brand renewal and distribution has expanded extensively. Today Emborg is a leading player in the market for chicken franks and frozen vegetables and offers a varied range of superior quality food products to thousands of consumers daily.

Today Emborg is marketed in 67 countries across the globe and sustains significantly strong positions in Asia, Africa and the Middle East. In the UAE and the rest of the GCC Emborg operates closely with distributors and leading retailers in order to reach its many daily consumers. In the UAE Emborg has been imported and distributed by Federal Foods for almost three decades.

Being a global brand the Emborg



Today Emborg is marketed in 67 countries across the globe and sustains significantly strong positions in Asia, Africa and the Middle East

product range includes more than 300 products within dairy, frozen seafood, frozen vegetables and frozen meat. Being the first to introduce American Style meat cuts in the Middle East in the 1960’s Emborg has for many years been known for frozen meat products, mainly chicken franks and hamburgers. The majority of Emborg meat products are today locally produced in the UAE, on order to meet the local consumers’ requirements for real taste.

The range of Emborg dairy products counts a varied number of cheeses, UHT milk and butter. The cheeses are delivered by handpicked

European suppliers and by Uhrenholt’s own dairy, producing award winning cheeses like Havarti and Fontaine. Emborg Frozen Seafood counts a wide range of products from cold and warm water shrimps to various skin-and-boneless fillets. Some seafood products are farmed whilst others are wildly caught in, for example, the North Atlantic Sea and the Pacific Ocean.

During 2010 EMBORG has gone through an extensive design update, emphasizing the premium quality that EMBORG delivers. With ‘Bring the real taste home’ as the carrying pay off, Emborg offers consumers quality food products with real taste. With the perception that a tasteful meal starts with natural ingredients, Emborg food products are hand-picked from where they have the best conditions. With expertise and passion it is the ambition of Uhrenholt A/ S to reassure that the superb quality corresponds with the consumer’s requirements for real taste. All Emborg products marketed in the Middle East are therefore Halal certified and come from critically selected and high quality approved producers worldwide, which all meet international standards with regards to food products.



# The glitter of incomparable quality

‘Creating impressions that last’ – following on this simple philosophy, Joyalukkas, a global jewellery retail chain with 85 showrooms across nine countries has earned the unique distinction of ‘brand of choice’ in the minds of the more than 10 million customers that visit its stores each year.

According to John Paul Joy Alukkas, Executive Director, Joyalukkas Group, “The brand’s promise of quality, service and its global presence are the reasons for its huge customer loyalty. Joyalukkas is distinguished for its superior quality products, popular patterns, and variety of choices which adhere to international trends and design benchmarks.”

The proud recipient of many prestigious awards in jewellery, Joyalukkas is the first jeweller in the UAE to be certified with both ISO 9001 and ISO 14001. On its path of excellence, the

**Joyalukkas**  
World's favourite jeweller

brand has also been recognized by the Dubai Quality Appreciation Program for the retail chain’s adherence to best practices in all aspects of jewellery retailing.

“Our mission is to delight our customers at all occasions of jewellery shopping with exceptional service and choice of a million designs in gold, diamond, precious stones and pearls,” says John Paul Joy Alukkas. “People buy jewellery for all special occasions and festive celebrations, and our employees constantly strive to ensure that the spirit of joy and the celebratory mood is kept alive throughout their jewellery purchasing experience.”

“Only the highest quality of materials is used to create our masterpieces as we believe in providing the highest standards of ethics and professionalism at all times,” he adds.

“We were first awarded the Superbrand status in the year 2010 and we are now one of the few brands that have managed to retain this status for two years in a row,” says John Paul Joy Alukkas. “The Superbrand status indicates that the brand has a strong acceptance and following in the market, so it feels very special to receive this status. It reinforces the faith of the customers in the brand ‘Joyalukkas’ and it makes customers also feel special to shop at a Superbrand jewellery showroom.”

With its aim of fostering a culture of excellence and innovation across all levels of operations, Joyalukkas aspires to be the best in product, design, value and service for its clients.

## Double Quality; Double Value

**Established** in 2000, Double A is a premium quality copy paper for photocopying, printing and general office use. Double A’s key functional benefits include presentation quality and jam-free photocopying. It is also credited with pioneering the branding of copy paper in a commodity category by introducing core brand values to differentiate it from its competitors.

In Double A, where sustainability is core to its business philosophy, quality and environmental protection goes hand in hand. According to Senior Executive Vice President of the company, Thirawit Leetavorn, “The essence of our brand is: unmatched quality for our consumers, and adherence to sustainable paper-making processes to help preserve the environment for future generations.”

“Paper can be paper but at Double A we create a superior dense, smooth quality copy paper from our unique Double A Paper-Trees which has a high fibrous content. Only Double A paper contains these fibers,” explains Leetavorn.

Double A distributes its paper tree saplings to farmers who plant them on KHAN-NA – the unused land separating the rice paddies. This unique and ingenious process leaves natural forests untouched and generates extra income for farmers.

“Double A believes that environmentally responsible operations are significant in contributing towards attaining a sustainable future,” says Leetavorn. In addition, the company relies only on rainwater while residual waste from its pulp and paper mill is used to generate biomass energy. Thanks to its sustainable measure, Double A is operating



in a carbon negative position – a ream of Double A reduces 12.5 kg of carbon dioxide equivalent from the atmosphere.

Earlier this year, Double A was made a Superbrand in UAE, the very first in the paper and stationery category, for its commitment to both quality and sustainable paper production. “To be awarded the Superbrand title and the opportunity to be identified with the UAE’s top brands is such a great honour,” says Leetavorn. “This award will serve as an inspiration for us to strive even further for product excellence and consumer satisfaction.”

“The Superbrand status brings in a lot of operational excellence as we strive to be the best in the category. This high energy not only trickles down to the entire GCC team but to our channel and business partners that we liaise with for our business,” adds Leetavorn.

# Continues its journey towards Excellence



UNB has created a strong culture of continual performance improvement and provided consistently superior services to its customers. In the process it has received various prestigious awards and accolades as testament to its strong customer centricity and service excellence standards

**Union National Bank** has been voted by the Superbrands Council and over 2,500 marketing professionals in the UAE as a Superbrand for 2011. Brands that have attained Superbrands status have been selected from the brands most highly rated by the independent Superbrands council and by senior managers from the brands in contention from a list of over 3,000 brands available in the UAE.

Under H.H. Sheikh Nahayan Mabarak Al Nahayan, UNB Group Chairman's guidance, UNB has grown from strength to strength and has delivered outstanding financial results based on a robust customer-focused business model, in spite of the challenging economic and financial circumstances of recent years.

UNB has created a strong culture of continual performance improvement and provided consistently superior services to its customers. In the process it has received various prestigious awards and accolades as testament to its strong customer centricity and service excellence standards.

2011 was yet another rewarding year for Union National Bank as it won



several awards during the year. UNB became the first Commercial Bank in the world to be certified by M/s Lloyd's Register Quality Assurance (LRQA) Ltd. to the Integrated Management System (IMS) comprising of three standards, ISO 9001, ISO 14001 and OHSAS 18001. UNB was also named the winner of the Best Domestic Retail Bank Award at the 2011 *Banker Middle East Industry* awards. UNB also won the coveted *People's Choice Stevie Award For Favourite Companies* in the Financial Services category and winning Stevie Distinguished Honoree in two categories, *Company of the Year - Financial Services* and *Executive of the Year - Financial Services* at the 8th International Business Awards. Union National Bank also received an accolade at the Asian Leadership Awards 2011 by winning the "Dream Company to Work For..." award.

Continuing its successful journey, UNB also received the CEO Middle East Awards 2010, Banking Category from the CEO Middle East Magazine Award and the Bank of the Year Award 2010 from Arabian Business Achievement Awards.



## Forge longstanding alliances

**Al Rostamani Group** is one of the largest and oldest business conglomerates in the United Arab Emirates. Founded in 1957 by the late Mr. Abdulla Hassan Al Rostamani, the Group has a diversified portfolio of businesses including trading, automobiles & heavy equipment, travel, foreign exchange, financial services, property development, contracting, infrastructure development, information technology services and recycling. Governed by the core values of Commitment, Care and Vision and together with an employee base of 4000 from 38 different countries the group fosters diversity and is poised for further growth.

The Group has actively expanded its portfolio to include companies across a range of diverse industries which are represented by the following companies: Abdulla Al Rostamani Properties, Al Rostamani Building Materials, Al Rostamani Capital, Al Rostamani Communications, Al Rostamani Enterprises, Al Rostamani Global



Solutions, Al Rostamani Industries, Al Rostamani International Exchange, Al Rostamani Pegel, Al Rostamani Trading Company, Al Rostamani Travel and Holidays, Central Trading Company, Dubai International Securities, Emirates Electrical Engineering, Emirates Recycling and United Diesel.

The strength of the Group is also due to its successful ability to forge longstanding alliances, ventures and dealerships with leading worldwide organizations such as Michelin, Castrol, Suzuki, Renault, UD Trucks, Tata,

NEC-Philips, Avaya, Alcatel-Lucent, Blue Star, Foerch and Federal to name a few.

Being awarded the Superbrands status for 2011 is a great achievement in the Group's long and successful history.

"ARG successfully launched its new brand identity in 2010 with its continued implementation in 2011. While our core values of Commitment, Care and Vision remained, we enhanced our focus on customer satisfaction. To be awarded the Superbrands status for the second year running is recognition itself of the Group's effort in maintaining its core brand values" said Hassan Al Rostamani, Vice Chairman of the Al Rostamani Group.

The Group would be adding another milestone in early 2012 when it moves to its new purpose built 55 storey headquarters called, THE MAZE TOWER, located at the heart of Sheikh Zayed Road.



# UAE Exchange, a quality experience every time!

**Customers** are the nuclei of our business. Working towards bringing them the best in products and services, we constantly monitor the process, for we leave no stone unturned to deliver quality that's world class. We are UAE Exchange, the leading global remittance and foreign exchange brand, with operations covering 29 countries with a global network of over 555 branches across five continents, making it the largest network among exchange houses. Our strong correspondent banking relationship with over 150 global banks adds to the might. With such a wide reach we serve over 3.5 million customers, worldwide.

At UAE Exchange, we believe that quality is at the core of any business. And to survive in any market, we need to continuously strive to raise the standards. So with a customer-centric approach, we work towards delivering high levels of quality service consistently. This service-oriented approach has made UAE Exchange, the trusted brand for remittance and foreign exchange, worldwide. Since over 31 years, we are building on that trust without entertaining any compromise on the quality front. This quest for excellence has helped the brand adopt stringent quality control measures at every stage

UAE Exchange, the leading global remittance and foreign exchange brand, with operations covering 29 countries with a global network of over 555 branches across five continents, making it the largest network among exchange houses

of the process-cycle, for the best outcome, thus ensuring a great customer experience, every time.

Furthering the quality in customer experience we offer our customers various revolutionary products like Xpress Money, the leading global instant

money transfer brand; Money2anywhere, the user-friendly and secure online money transfer portal; Smart Pay, the WPS-compliant industry-leading payroll solution; Flash, the product for real time account credit; and XPay, the secure bill payment solution using mobile phones.

These committed efforts have earned us recognition from various quarters. In our journey towards excellence, we, at UAE Exchange, have won several recognitions including the Dubai Quality Award, The Sheikh Khalifa Excellence Award, Sheikh Mohammed bin Rashid Al Makhtoum Business Award, Dubai Human Development Appreciation Programme, Best Partner by Emirates National Development Programme, Banker Middle East Product Award, Dubai Service Excellence Scheme Award in 2006, 2007 and 2010, Deutsche Bank STP Excellence Award, Customer Service Week Star Award in 2010 and 2011, and ISO 9001 & 14001 certifications. Our thirst for excellence earned us a place in the coveted list of Superbrands for 2009, 2010 and 2011, consecutively. And our unflinching commitment to customer satisfaction since over three decades, earned us the acclaim of World's Trusted Money Transferrer.

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