

# PECB Insights

## CATCH THE WAVE

What are the Jobs of the Future?

Issue 17 | December 2018

When Standards Matter



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*...and more*

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# Inside This Issue

6	<b>LEADERSHIP</b>
	7 Communication Keys To Greater Engagement
12	<b>THE STANDARD</b>
	The ISO/IEC's Service Management System Series Gets an Upgrade with Key Standards Newly Revised
	Guidance on Integrated Management System Standards Just Updated
16	<b>THE EXPERT</b>
	Governance vs Corruption: The Québec Experience
	Catch the Wave: What are the Jobs of the Future?
28	<b>TECHNOLOGY</b>
	Remembering the Past: Engendering the Future
34	<b>BUSINESS &amp; LEISURE</b>
	Melbourne: The Best City to Live on Earth
42	<b>TRAVEL</b>
	The Most Colorful Road Trip in Europe

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**GIVE TO EVERY  
HUMAN BEING  
EVERY RIGHT  
THAT YOU  
CLAIM FOR  
YOURSELF**

ROBERT INGERSOLL - LAWYER





# 7 Communication Keys To Greater Engagement



We're living and working in an amazing time. Continual improvements in technology are nothing short of mind-blowing. But we're also living and working in a time that is mind-disturbing, because we are more connected but less engaged than ever before.

Indeed, numerous studies over the last couple of decades keep on sounding the same bell... That two-thirds or more of our workforce is disengaged. In other words, much of our workforce has lost their passion or their pursuit of excellence, and is content to do just enough to get by.

In a word, this lack of full, willing, and enthusiastic engagement is unsustainable, for two reasons:

First, you can't afford it. When you pay someone \$30 an hour, for example, and that person only delivers \$10 worth of effort and results, your overhead goes up and your profits go down. Not good!

Second, disengaged employees are contagious. Their negativity spreads to others and can easily destroy the morale in your organization.

Fortunately, there are 7 communication keys you can use right now to get and keep your people more engaged. Some of them might seem like common sense, but let me tell you as a speaker and consultant to more than 2000 organizations over the years, that these 7 communication keys are not common practice.



### 1. Make people feel welcome

When a colleague enters the building or jumps on a conference call, his first need is to feel welcome, that his presence and his input are welcome. And he needs to hear it in your words and in your tone of voice. It's never good enough to cop out and tell yourself. "I don't have to say anything because he already knows he's welcome."

Try the 4-minute rule. Instead of spending the first few minutes of your work day checking your email or responding to voice mail, spend the first 4 minutes of your day connecting with your people. Countless managers have told me it has made a dramatic and positive difference in their workplace.

### 2. Make time for conversation

Nobody wants to feel like a function... or a body that shows up for a job, puts in some hours, heads home, and then repeats the cycle for the next 40 years. No! Your people need to feel like they're people, which only happens when you communicate with them. That's why business leader Richard A. Moran says:

"Treating people like numbers will prevent the company from meeting its numbers."

Again, don't cop out. Don't ever tell yourself: "I'm not a people person... I've got work to do" or "I don't have time for all that communication stuff." You either make time for conversation or live with a disengaged workforce. It's that simple.

Start with some occasional small talk. Over time ask braver questions. Then listen intently to what is being said and pausing before you add anything else.



### 3. Make people feel comfortable

Whether you know it or not, you're either drawing people towards you or pushing them away. Do you know which one you are doing? Do you make people feel comfortable or uncomfortable? A highly engaged workplace is one where the people feel at ease instead of on edge. So, ask yourself:

"Do you come across as a person of patience and encouragement, or are you known for having a short fuse?"

Do people feel safe to say what they really think and feel at your meetings? Or do they say one thing at a staff meeting and something else in the hallway after the meeting?

Does your office appear as though everything is in order and under control? Or does your prospective customer feel nervous, thinking she'll probably be lost in the shuffle of your messy organization?

If you don't know if you're making people feel comfortable or uncomfortable, start asking around. Believe me, your people know the answer. And if you don't like what you hear, do at least one thing every day that will make your workplace a safer, friendlier, and more engaging place to work.

### 4. Avoid communication killers

In a sense, this is the opposite of points 2 and 3, but it needs to be stated in the reverse.

Avoid conversational turnoffs. The whole purpose of communication is to engage the other person. So, refrain from such behaviors as interrupting the other person when she is speaking, over-explaining

an answer to the point of boring your listener to death, offering unsolicited advice, being evasive when answering a question, or being closed-minded and overly-opinionated. Those behaviors disengage the people around you.

Avoid arrogance. If you use big-sounding, pretentious words that make you feel smarter and the other person feel dumber, you're bound to create some emotion, but it won't be engagement. The same goes for bragging and one-upmanship. Don't do it!

### 5. Make people feel important

The leaders who do the best job in engaging others use the inspiring power of importance. They tell their people that they're important and their work is important. And they tell them over and over again.

Fred Smith, the founder of Federal Express, put it this way: "You have to communicate with your workers and make sure they understand that what they're doing means something. We still tell our employees what we always told them: 'You're delivering the most important commerce in the history of the world. You're not delivering sand and gravel. You're delivering someone's pacemaker, chemotherapy treatment for cancer drugs, the part that keeps the F-18s flying, or the legal brief that decides the case.'" To make people feel important, use the Language of Validation. Tell people such things as:

"I respect... I admire... I celebrate... I value... or ...I am thankful for." And then finish the sentence with a specific behavior you've observed in the other person.





## 6. Make people feel appreciated

Yes, engaged people feel welcome, comfortable, understood and important, but the most engaged people also feel appreciated. In fact, it's so critical that Dr. William James, the father of American psychology said, "The deepest craving in human nature is the craving to feel appreciated."

Are you out there making your employees and customers feel appreciated? I hope so. You'll never be able to give your employees all the money they want and you'll never be able to give your customers all the discounts they want. But you can extend appreciation over and over again. It costs you nothing but gains you everything.

So tell your employees how much you appreciate their hard work, going the extra mile, being flexible in times of change, or just bringing a smile to the job site. Tell your coworkers how much you appreciate their positive attitude, how much you value their support, and how much you enjoy working with them. It will bring out the full and willing cooperation of the people around you.

## 7. Ask for what you need

If you want and need more engagement, ask for it. People don't want to be told to "buckle up, to get with it, to show more enthusiasm, and to get more engaged". And people don't want their engagement to be taken for granted; they want to be asked.

So, be direct. Don't hint. Don't say, "It would sure be nice if we could start on time." That's not asking. That's begging. A direct request would be: "Can I count on you being here at 8:00 a.m. sharp for our meeting on Tuesday?"

Second, be specific. The more specific you are about the behavior you want, the more likely you are to get it. Instead of saying: "We need to show a little

more enthusiasm around here," ask: "Will you please respond to your customer's request by saying, 'It would be my pleasure to help you?'"

Third, be positive. In other words, expect the other person to say yes to your request. As strange as it sounds, people sense your state of mind.

If you ask for more engagement, thinking "they're going to say no", they probably will say no. But if you approach someone with the expectation of a positive response, you will get a lot more yes responses.



### About the Author

#### Dr. Alan R. Zimmerman

Certified Speaking Professional,  
CPAE Speaker Hall of Fame

He has spoken to more than a million people in 49 states and 22 countries, on transforming the people side of business. He maintains a 92% repeat and referral business, and is ranked among the top 5% of all speakers worldwide. For more information, go to [www.DrZimmerman.com](http://www.DrZimmerman.com).



## The ISO/IEC's Service Management System Series Gets an Upgrade with Key Standards Newly Revised

Improving customer service, productivity and efficiency are just a few of the many benefits of a service management system. ISO has updated two standards in its service management series, with new features, topics, and tips from the top.

According to a Forbes report, IT service management is highly important to most executives and a lack of a service management approach hurts competitiveness due to too much time and money spent on ongoing maintenance and management rather than new initiatives.

A service management system (SMS) supports the management of the service life-cycle, from planning to delivery and improvement, offering better value for customers as well as those delivering the service. It gives ongoing visibility, allowing for continual improvement in effectiveness and efficiency.

Published jointly by ISO and the International Electrotechnical Commission (IEC), the ISO/IEC 20000 series of standards provides comprehensive guidance on virtually every aspect of SMS and two key parts have just been updated.

ISO/IEC 20000-1:2018, Information technology – Service management – Part 1: Service management system requirements, specifies the requirements for an organization to establish, implement, maintain and continually improve an SMS, while ISO/IEC 20000-10:2018, Information technology – Service management – Part 10: Concepts and vocabulary, describes the core concepts and terminology for the whole ISO/IEC 20000 series.

Jan Begg, Chair of the ISO technical subcommittee that revised the standards, said that while this series has mostly been used for IT services, it is increasingly being applied to other services to improve business processes and decision-making.

“While there are many frameworks and methodologies for service management, the ISO/IEC 20000 series is the only one available to measure conformance, support certification and provide assurance to customers that their services are being effectively managed,” she said.

“The ISO/IEC 20000 series can be of benefit to anyone that provides services to customers, whether it be a whole company or an individual department, not only improving their service but ensuring that service management activities meet business needs and objectives.”

The revised versions take into account changes in market trends, including the commoditization of services and the management of multiple suppliers by an internal or external service integrator. It also incorporates new features such as requirements about knowledge and service planning, as well as updated terminology and definitions.

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

**Source:** ISO



# Guidance on Integrated Management System Standards just Updated

The number of management systems has risen dramatically in recent years, reflecting the needs and demands of more and more organizations looking to improve their performance across a wide range of areas and sectors. And most companies have more than one. ISO's useful guide to integrating management system standards (whether they be from ISO or not) has just been updated.

From improving quality to energy efficiency, environmental performance or even road traffic, the use of management systems has grown rapidly in recent years, reflecting increasingly complex operating environments and contexts. The quest for continual improvement and sustained performance has prompted the need for a handbook to help guide organizations through effective management system design that is agile and integrated, to respond and grow.

ISO 9001 (quality), ISO 50001 (energy) and ISO 14001 (environment) are some of ISO's most well-known and used management system standards (MSS), amongst more than 60 that make up the ISO portfolio, which also covers areas such as organizational health and safety (ISO 45001), food safety (ISO 22000), education (ISO 21001) and information technology (ISO 27001). Unlike other types of standards, MSSs have an impact on many different aspects and functions of an organization and, increasingly, companies have more than one.

First published in 2008, The integrated use of management system standards brings together international expertise, diverse industry case extracts and implementations, and best-practice guidance on integrating management system standards. It has just been updated to reflect the vast number of changes to both ISO and non-ISO standards. Michael McLean, Convenor of the ISO working group that developed the handbook, said having effectively integrated management systems can assist an organization in a variety of ways.

"Many organizations benefit from multiple management systems to help them ensure their systems and processes are in line with their objectives and help them maintain their business model through ever-changing environments," he said. "This handbook provides a practical guide for organizations to effectively align their management systems with their strategies, plans, and operations. It features illustrations as applied in real-world organizational contexts and relevant case studies, all of which can be applied to all kinds of sectors and industries. It is applicable to any kind of MSS, not just those published by ISO."

The integrated use of management system standards was developed by the ISO technical committee ISO/TMB/JTCG-TF 05, IUMSS Handbook revision.

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

Source: [ISO](#)



# Governance vs Corruption

## The Québec Experience

The last decade has seen a growing focus on governance practices, particularly in the political and business environments.

More and more, questions are being raised about the way business is conducted or how our tax dollars are spent. People want to know if their consuming habits participate in climate change or if companies they buy from have an ethical framework in place – for example, banning child exploitation, or corruption. This trend has been fanned mostly by whistle-blowing and investigative journalism that led to embarrassing and often illegal activities being uncovered in the private and public sector all over the world.

Some organizations have faced these disclosures and felt the new reality of a public no longer willing to turn a blind eye to the way business was run in the past. Some have succeeded in changing their culture by adopting governance principles that recognize these new expectations, but for others, sanction came in the form of a tarnished reputation and legal prosecution, often leading to loss of contracts and profits.

How does an organization integrate the multiple ethical issues now present in the global social, economic and communication environment we share? For decision-makers, the question of a governance framework is no longer about having one or not – it's all about recognizing the risks and providing the vision and tools to detect and mitigate them. One such threat is corruption and the impact it has on business.

Governments need to show leadership and adopt appropriate governance on their own vulnerabilities in order to mitigate risks and corruption issues. Case in point, the commission of inquiry into the construction industry (CEIC) held in Québec from 2012 to 2014.

Following media disclosures about alleged collusion and kickbacks in the construction industry, public pressure led to the creation of the Charbonneau Commission,

charged with investigating these allegations and possible links to political financing. The Commission focused on a period ranging from 1996 to 2011, mostly on Québec-born contracts. It held hearings as criminal investigations were ongoing on many suspected cases in Canada and abroad. The Commission had to be careful not to interfere with these investigations as its mandate was to shed light on the system and not to sanction its players.

The hearings revealed widespread practices of collusion and corruption in public works contracts in several cities, including Montreal. The main actors identified by the Commission were public officials, individuals involved in political financing and several engineering firms.

The media and public outcry that followed led to the adoption by the Québec government of concrete measures to fight corruption. For example, on June 13, 2018, Robert Poëti, Minister for Integrity in Public Procurement and for Information Resources, declared:

“...the Government of Québec will continue its counter-corruption efforts by developing a major pilot project aimed at implementing [the] ISO 37001 standard within various public entities. This will make Québec a leader, since this international certification standard is usually implemented in the private sector”.



Hydro-Québec, the Ministry of Transportation, the Ministry of Family and the Shared Services Centre of Québec have been instructed to implement the standard. The City of Québec also participated in the project. Hydro-Québec is the provincial government agency responsible for the production and distribution of electricity. With contracts reaching in the billions of dollars, Hydro-Québec and the Ministry of Transportation are the two largest public works providers in Québec. When the ISO 37001 standard is integrated in their respective Management Systems, it is more than likely that Anti-bribery Management Systems will be required in their supply chain as well.

The government also announced the creation of the Public Procurement Authority. This entity is the single-entry point responsible for the supervision of public contracts and the application of the regulatory framework governing public contracts in the province. Its authority applies to municipalities as well. The Authority, a neutral and independent body, was established in the wake of the creation of CEIC, which made it one of its main recommendations. The implementation of those measures was somewhat slowed down by provincial elections in October 2018, but it seems that the new government is determined to continue the process.

Anticipating new and more robust requirements on the topic of corruption in public and private contracting, many decision-makers are showing a growing interest for measures that would provide an edge in the future. By now, a manufacturing company and some municipalities have jumped on the train and have already started the process of implementing Anti-bribery Management Systems compliant with ISO 37001. As a result, suppliers will have to adapt to this new business environment and make decisions to ensure that they can meet tomorrow's market requirements. Will the period we have just gone through in Québec be a mere interlude during which colluders had to keep a low profile before going back to the



"good old ways", or are we witnessing the birth of a new corporate governance model that incorporates ethical principles and Anti-bribery Management Systems based on constant analysis of the risks of corruption? We do not trust these changes to mean the eradication of corruption. However, we believe that a threshold has been crossed and that the Québec society's vigilance has been raised to the point that engaging in corruption is now perceived as an unacceptable corporate and personal risk not worth the business, judiciary, personal and professional consequences many suffered lately in "La belle province".



About the Author

**Pierre Brien**  
Partner of Gestion Jean Bourdeau Inc.

Pierre is a retired senior police manager. During his career, he held strategic, operational and administrative positions at the municipal and provincial levels, and served in several national policing committees in Canada. Pierre was also a respected trainer at the Québec National Police Academy, at Québec's University in Three-Rivers and at the University of Montreal, in Police Management university programs. Today, as part of the consulting partners of Gestion Jean Bourdeau Inc., Pierre's expertise and his 40 years of experience in Security Management are shared with clients in the implementation and audits of Anti-bribery Management Systems (ISO 37001).



# Catch the Wave: What are the Jobs of the Future?

BY ENDRITA MUHAXHERI, PECB

We are all talking about the future of jobs.  
But the question that we should perhaps ask,  
the most essential one, is: How should those jobs  
look like (or what should those jobs be)?

With the evolution of the nature of the job market, we are facing new realities and changes in employment, and the workforce as well. Constructive, inspiring but yet disruptive innovations are creating new industries and business models, and are profoundly changing who, where, when, and how work is done. Inevitably, this drives companies to explore new approaches.

As virtually all types of professions are rapidly changing, being on top of these changes means to catch the wave of change and often be ahead of it. The rise of the 4.0 Revolution, affects almost every industry and in the face of these transformations, which in some ways present better options, but turbulence as well, there are no easy answers. It is becoming more and more evident that the path ahead will involve blending human, automation and AI elements together to create an optimally augmented workforce. The advancements in AI, robotics, big data etc. have created a new reality and a new digital interference which is changing how we interact with the world. Even though the impact of automation at this time is mostly focused in a few industries, soon it will spread across all industries. In light of the rapid digital transformation, the international standards play a pivotal role in future developments, because they are the tools that facilitate uninterrupted adoption of technologies. International standards such as the ISOs, provide the best practices and guidelines and sustainable solutions to the challenges that come with new technology.



Sergio Mujica, the ISO Secretary-General succinctly explained in a [video](#) on the eve of the International Standards Day 2018: "Over 250 years ago the standards were crucial during the first industrial revolution, and they continue to play a critical role in the transition to this era. An era where AI, robotics and additive manufacturing, to name a few, affect almost every industry, in every country, not to mention our wider society." Further he emphasized:

"In a world where boundaries between the physical and virtual spheres are becoming even more blurred, we are reminded of how standards will help ensure compatibility and interoperability around the globe, so these emerging technologies can be seamlessly adopted by society in the future."

The central premise of his argument holds true, because in harnessing the power of emerging technologies, international standards are more important than ever. They are a powerful tool in making processes more reliable and predictable. How can we ensure that our service providers keep our personal data secure? What about the safety of the products that we buy? One thing is for sure: Standards instill trust and advance innovation in different markets, assuring that the same level of excellence is maintained throughout the industries.

I believe this new era of science & tech still holds a lot of surprises regarding the future of communications, and ultimately, collaboration.



As Jacob Morgan, Keynote Speaker, Best-Selling Author, & Futurist said:

“This means knowledge and experience are no longer the primary commodity. Instead, what is far more valuable is to have the ability to learn and to apply those learnings into new and unique scenarios. It's no longer about what you know, it's about how you can learn and adapt.”

The clock is ticking and there's more to come. Amidst a rapidly changing technological landscape and changes in the workforce, business leaders must act to harness the power of the new digital era. All these developments drive us to question: What skills do you need to survive the rise of technology? What are the most important skills required to be successful in the future job market?

As the jobs are changing, is it possible to prepare today for the jobs of tomorrow? This article sheds light on some of the most in-demand jobs that will be the most sought-after among employers.

### 1. Information Security Analysts

We can't deny that the demand for Information Security is growing at a breathtaking rate. This career is at the forefront of an exciting industry. Even though it is a competitive career field, you will have the chance to serve as the guardian of data and information systems. As such, you will deal with preparing and executing several security measures to continue to support the protection of the information systems and the databases, and networks from cyber threats.

With this job likely to be challenging and constantly evolving, employers are continuously recognizing and valuing, apart from skills and experience, certifications as well - so it seems that those considering a move towards roles in information security can look forward to a rewarding career with excellent prospects.

### 2. Mobile Applications Developer

With new technology advancements, the need for the creation of efficient and effective mobile apps increases as well, and considering these developments, smartphones and tablets are rapidly redefining the market. They have become an inseparable part of our lives, as a lot is easily managed from these devices. The year 2018 had some amazing development trends in mobile technology such as Samsung Galaxy S9 and Note 9, iPhone XR and iPhone XS, iOS 12,

Android Pie, to name just a few. According to [Statista](#), in 2017 consumers downloaded around 180 billion apps on their connected devices. It is predicted that by 2021, this figure will grow and reach around 300 billion downloads. Considering all these developments, can we say that mobile skills are now the most wanted in the computing industry? The demand for mobile application developers will constantly continue to increase as the businesses are increasingly using mobile technology to reach their customers. As such, mobile app developers need to be up-to-date with the latest trends.

### 3. CyberSecurity Engineer/Analyst

As information systems become more sophisticated, so do the skills of people who attempt to attack them. More than ever before, significant data breaches are becoming common, leaving individuals and organizations vulnerable, so cybersecurity engineers are required to develop the skills and programs needed to counter such attacks. Cyber-attacks pose the greatest threat to organizations, and that is why organizations of all kinds and sizes are focusing their efforts on protecting their data. According to a recent [report by PwC](#) on Global Economic Crime Fraud Survey, it is reported that in 2018 cybercrime has been ranked the second most reported economic crime, at 31%. Considering that cyber-attacks can be costly, it is no surprise that the demand for cybersecurity experts will increase. According to a [report by Cybersecurity Ventures](#), it's predicted that there will be around 3.5 million cybersecurity job openings by 2021. So, cybercriminals are taking advantage and attacking the understaffed organizations.

Considering the shortage of security engineers, organizations are in a tight spot, and they should be willing to offer competitive salaries. So why not consider a cyber-security role?



#### 4. Quality Management Professionals

Industry 4.0 offers new and stimulating challenges to the Quality professionals, because as this new revolution continues to evolve, they should ensure Quality in entirely new dimensions and ensure that they remain an integral asset throughout this industrial revolution. Automated systems will create additional challenges, for which a robust quality foundation is needed.

Opportunities exist for the Quality professionals to not only make important contributions in different areas such as reliability, software quality assurance, process validation, to mention a few, but also to contribute in process improvement, sustain customer focus and achieve operational excellence.

#### 5. Data Architect

In today's market, as tech alternatives are becoming more advanced, so are business processes and data complexity. More than ever, data is seen as a business asset and strategic differentiator, and that's when the data architects get a 'seat at the table'. The importance of the role of Data Architects has been continuously increasing, and consequently, they have become the crucial link between business and technology. Many organizations want to take advantage of all the benefits their data has to offer, and they don't want to only capture it, but to understand how to benefit from that information in a way that's useful for their business. The data architects should be able to use best practices, and understand each of the business alternatives and work with different teams, to ensure that information is controlled accurately and in a way that is beneficial for their employer.

It is an exciting time to work in data management, and individuals should take advantage of this opportunity and most importantly discover how they can add value to the organization.



#### 6. Robotics Specialists and Engineers

When we are talking about the field of robotics, we can say that the future is bright. Robotics is the future and it implicates more than just "building robots". The robotics career is different from many traditional jobs, as it is truly a multidisciplinary career, so it's the right time to take advantage of this opportunity. As the new technology fields arise, in order to be successful, the engineers need to learn how to navigate this new tech wave, such as the advancement of robotics.

One of the industries that will be focused in robotic investments is manufacturing - however, in the recent years, we have seen a rapid expansion of research and engineering in robotics, also in the other fields. We can say with certainty that soon enough robots will be employed in a great range of new activities, and those engineers who can best predict the needs which can be successfully occupied by robots, and who can work effectively in engineering teams to develop them, will be particularly successful in the field.

#### 7. Artificial Intelligence & Machine Learning Specialists

AI and Machine Learning are the new frontiers of technology, and the ethical discourse on this issue is getting more intense every day. They are poised to unleash the next wave of digital disruption. One of the reasons is simply practical. As a recent [report by Gartner](#) presents, that by 2020 AI will create 2.3 million Machine Learning jobs, Machine Learning is becoming one of the hottest career choices today.

For those that have a passion for technology and an entrepreneurial spirit, it clearly makes sense to follow an AI career path as new roles emerge, so they can look forward to new challenges and achieve leading positions in game-changing innovation. Artificial Intelligence is in its early stages and organizations are willing to employ individuals who can help them adapt and then move ahead.

Given the myriad of possibilities, if you are looking for a career in this field, it's a great time to start preparing yourself for this exciting and rapidly changing field.







### How Can Standards Keep Up With The Pace of New Developments?

In the wake of the 4.0 Revolution, a new labor market is shaped which presents both opportunities and challenges. Alongside this, the need for an inclusive and proactive approach from organizations arises, as they need to start exploring new pathways for business transformation and workforce strategies, so they can develop new technologies, to boost the creation of economic value and achieve full potential.

Despite these trends, it is clear that people are at the heart of all organizational transformations driven by this phenomenon. It is not the people that become redundant, but it is the jobs, and as long as individuals are willing to learn and adapt, there will be enough employment options.

The demand for skills is transforming at a faster pace than ever before, and embracing these changes is imperative for achieving positive results in catching up with the future global workforce.

However, in order to seize its full potential for the betterment of the society, as well as meet the challenges of the digital world, international standards are essential. Standards do not only provide instructions; they also aim to build a balanced environment that supports security and privacy, consumer safety, environmental and energy management and become a catalyst, rather than a hurdle for digital innovation. International standards have made an important impact on our society and they will continue to be involved in our daily lives. Furthermore, the usage of international standards supports us in building the bases for 4.0 Revolution, which apart from delivering efficiency and innovation; it can also create a revolution that is sustainable, rational and more inclusive than those that came before it.



# Remembering the Past: Engendering the Future

Technology



The philosopher Santayana is famous for having once warned: “Those who cannot remember the past are condemned to repeat it.”

Recent events have provided several sobering examples of just how true that is. The Apple-FBI dispute was perhaps one of the most recent, painful examples we’ve witnessed a debate the Australians have managed to continue down under. Both instances have been advanced with no small amount of hand-wringing, hair-pulling, and chest-pounding that might have been avoided if the parties had let the past inform their discussion.

Both Digital Rights advocates and certain tech giants share a concern about privacy, as traditionally conceived, and the “new” powers being contemplated for the intelligence agencies fighting terrorism, hackers, and other threats in today’s world. I worked with the FBI when similar laws, responding to the advance of new technologies, were proposed some years ago. That experience gave me an understanding of the parameters and to some extent, the pushback asserted by Apple recently and others in the past.

These are not new concerns. Back in 1994 when Voice-Over-IP [VOIP] was emerging in the Telcom industry, there was great concern on the part of Law Enforcement and the Intelligence Community that this new technology would undercut their ability to properly monitor validated threats poised to strike against the interests of the community. The Congress, the Private Sector, Law Enforcement, and the Intelligence Community came together and worked collaboratively to come up with a solution about which there was no small consternation – hand-wringing and worries that if indeed this legislation were enacted as it was expressed in that old movie “Ghost Busters” – “Dogs and Cats would start living together!”

We, in fact, enacted the legislation and those terrible things did not happen, punctuating the importance of Santayana’s point, that if we don’t learn from the past we’re doomed to repeat it. As important as these discussions are today, we need to take these lessons from the past; take courage and a deep breath, and move forward. Admittedly, Cybersecurity has grown to be a much more complex and serious of an issue than it was in 1994. However, there are equities –that are asserted as valid privacy concerns that need to be addressed.

Should National Security matters always outweigh privacy concerns, or should people’s privacy concerns be protected while authorities, corporations, and assorted others try to fend off these cyber-attacks?



In the current environment, Privacy as classically conceived, tends to be a dominant factor that legislators and others want to consider. We are, however, seeing an evolution in the population where the Millennials and Generation Z are starting to value something, that the literature calls out as “contextual richness”, more than the privacy valued by their parents or grandparents – those who hold seats in the current legislatures and who stand at the heart of recent debates. Not that they want to be cavaliers and throw security to the wind – it just means that they value the help that can be extended to them when they post or share details in social media that would have been considered “private” by their parents – what their schedule is going to be, with consideration given to the impact the weather may possibly have, etc.



The confluence of social media, digital mobile devices, sensors, and location-based technology is generating unprecedented volumes of information about society and individuals. A recent study found that taking stock of a person's Facebook likes, for example, creates a more accurate personality assessment than one done by friends and family. Armed with such insights, digital devices and services can anticipate what we'll need next and serve us better than a butler or an executive assistant, according to Age of Context authors Robert Scoble and Shel Israel.

Of course, such benefits don't come without trade-offs. A Pew Research report, *The Future of Privacy*, explores these changes, the growing monetization of digital encounters, and the shifting relationship of citizens and their governments. As people increasingly value the contextual richness that highly personalized technology brings to life – Scoble and Israel's *Age of Context* – the concept of privacy is evolving toward a new normalcy. And as people willingly share more personal information – on social media, with location-based services, and elsewhere – securing that data only for authorized uses becomes more critical and daunting.

The trade-off between privacy and contextual richness will continue to evolve, just as the advent of the Internet and digital media changed the concept of property ownership and copyright protection. The ability to make unlimited copies – without depriving the original owner of use – forced a significant expansion and retooling of legal protections of intellectual property and copyrights. The same must be applied to the evolution the way we protect privacy rights in the era of big data analytics, with the collection of ever-larger data sets from a myriad of sources. Here at [Cylance](#), we take privacy very seriously with a best-in-class privacy defense program. But as big data analytics grows through the application of AI's machine learning – spawning secondary and tertiary uses downstream from the primary data collectors – it may become impossible to seek permission of all vested parties.



Today we grant specific permissions for the use of our information – both personal and aggregate usage – when we agree to privacy policies on social media and other digital services.

Data collectors may ultimately have to be accountable for how your data is used, regardless of the permissions they obtain up front. One solution will be to embed access controls and continuous authentication into data itself at the point of creation. With such self-aware and self-protecting data, organizations can ensure that it securely flows to the right people – and only the right people – at the right time and in the right location. Enjoying the fruits of our connected world requires the free flow of data to people, places and “things” – yet only the ones we authorize. When you're staying at your favorite hotel, and your room service breakfast arrives 15 minutes early – because the traffic on route to your morning meeting is snarled and the concierge knows you'll need a cab early – the benefits of sharing your preferences and schedule with the hotel are clear.

Yet, you only want trusted partners and service providers to have access to such data. Developing the necessary security and an accountability model for organizations that put personalized information and big data to use may take some time, due to past wounds that as Shakespeare said “haven't felt a scar.” But if we do our jobs correctly, the benefits of our hyper-connected world should always outweigh the risks. The discussion of late has again taken on an intensity that is not unfamiliar. On my recent visit to Australia, I was interviewed on the morning news show and was asked to join in the debate, while being pushed to acknowledge that newly proposed actions are just the “creeping edge” of an ever-growing encroachment – or cyber snooping.





I stressed that to the millennials it wouldn't be viewed as a creeping so much as a "facilitation", making their lives simpler; more worthwhile; more effective and efficient. I stressed that nothing we're going to propose in this environment is going to be risk-free. Nothing human beings do is ever risk-free. There's always an element of risk. It comes down to what is our risk tolerance; what are the threats we're trying to mitigate, and what are we willing to do in the way of mitigation to bring that risk to a level we're all willing to accept. And of course, that's the challenge, because we all have differing and varying levels of risk tolerance.

The path forward requires communicating; working together in good faith; understanding that even when we put our first best-effort out there, it may need subsequent tweaking. We're a resilient species. We adjust accordingly and move on, while understanding that the adversaries are not going to hold static during this process. They're evolving and ever-changing. Fortunately, the good news for us is that right now with the aid of AI and machine learning, we are finally reaching the point when we can stay ahead of the evolving threat. A recent SE Labs study substantiated that the predictive advantage of an artificial intelligence, machine-learning-based solution extended out as far as two years and, in some cases, almost three years. That means the solution can predict two years in advance, the way in which such recent challenges as Wanna-cry were going to present themselves. It could have stopped these attacks two years before they presented themselves. This power is going to give Law Enforcement, the Intelligence Community, and our teams striving to protect our interests - and even us, as consumers - an advantage we haven't had heretofore.

The focus and importance placed on "human involvement" - the role of the human - is going to have to be rethought. The challenge we face is the way in which the threats are now morphing or changing daily at a speed or rate that humans can't keep up with - this is where a partnership with AI's machine

learning will allow us to extract what I call these "carbon-based" units - the humans - from these choke points where they just don't have speed or cognitive capabilities to keep up.

Stephen Hawking, Elon Musk, Bill Gates, and other very bright individuals have recently issued clarion calls of caution and concern, even ominous warnings. Like any new technology, AI can be a two-edged sword, and thus, careful and considerate reflection in its deployment - informed by lessons from the past - is, as it has always been, the order of the day.



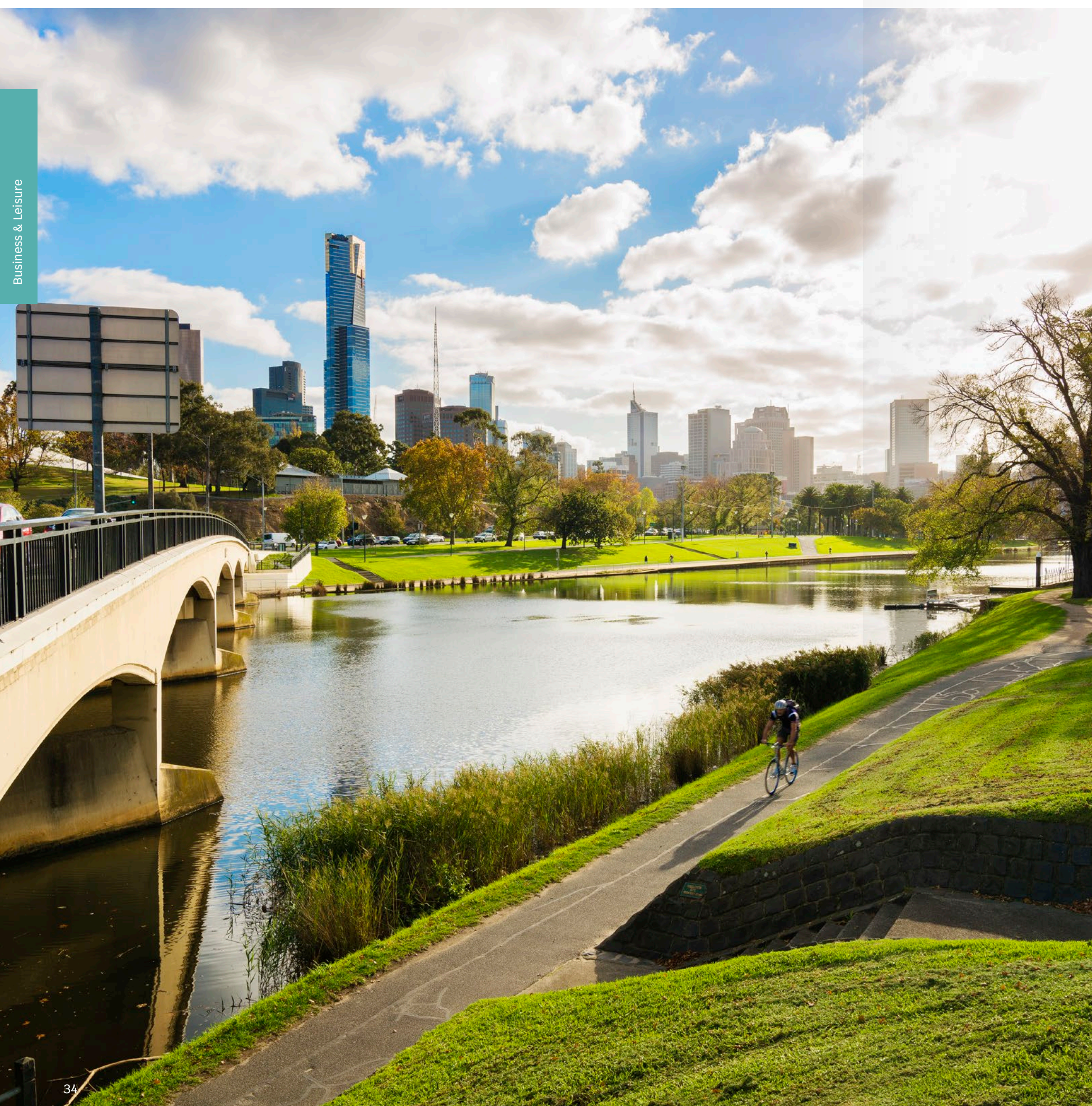
#### About the Author

##### John McClurg

VP Security & Trust, Cylance

John serves as Vice President and Ambassador-At-Large of Cylance, where he is responsible for building Security and Trust programs & operational excellence efforts. Prior to Cylance, he served as the CSO of Dell, Honeywell, and Lucent and in the U.S. Intelligence Community, as a twice-decorated member of the Federal Bureau of Investigation (FBI). He also served as a Deputy Branch Chief of CIA where he helped to establish the new Counterespionage Group and was responsible for the management of complex counterespionage investigations. McClurg was voted one of America's 25 most influential security professionals.





# MELBOURNE

The Best City to Live on Earth

Melbourne has been considered "the most livable city in the world" over the past seven years, this year being dethroned by Vienna, the Austrian capital, according to the Economist Intelligence Unit's 2018 rankings.





I am originally from Romania and before deciding to live in Melbourne, we lived in Adelaide, South Australia, and Perth, Western Australia. These two places are superb, with wonderful people and exceptional professional opportunities. However, I knew I wanted to spend the rest of my life in Melbourne when I visited the city a few years ago. I found Melbourne to be full of life and I have never seen a sad person, even with Melbourne's "special" weather of "Four seasons in one day". The inconveniences of the weather are all canceled by the reasons why Melbourne is the most livable city in the world.

#### MELBOURNE - AUSTRALIA'S ART AND CULTURAL CAPITAL

In Melbourne you have a lot to see - the city has an exceptional transportation infrastructure that makes it easy to travel anywhere. However, what makes the city unique in Australia is its art and culture.

Melbourne has an impressive number of art galleries hosting many of the world's major exhibitions as well as impressive museums, such as the Melbourne Museum, The Immigration Museum, and Scienceworks. Located in 180 St Kilda Road, Melbourne's National Gallery of Victoria (NGV) is the most visited gallery in the whole of Australia offering an extraordinary series of exhibitions, visual arts, children's movie programs or magnificent late-night performances.

Just a short distance from NGV International, in Federation Square you will find the Ian Potter Center, where you must see its impressive Australian art collection which "presents Indigenous and non-Indigenous art from the colonial period to the present day".

A simple walk through the city will convince anyone that Melbourne encourages creativity through street art, live performance, street entertainers, painted streets, trendy bars, and coffee shops.

#### MELBOURNE INTERNATIONAL ARTS FESTIVAL

When I write these lines, the festival that took place between Wednesday 3<sup>rd</sup> - Sunday 21<sup>st</sup> October 2018, just ended and as usual, it has been a huge success. This festival has been created to promote creativity and to create positive change for individuals, communities, and the spaces in which they live. MIAF is one of the most important festivals in the world when it comes to the size of the program that contains dance, theater, circus, music, visual arts, and other outdoor events.

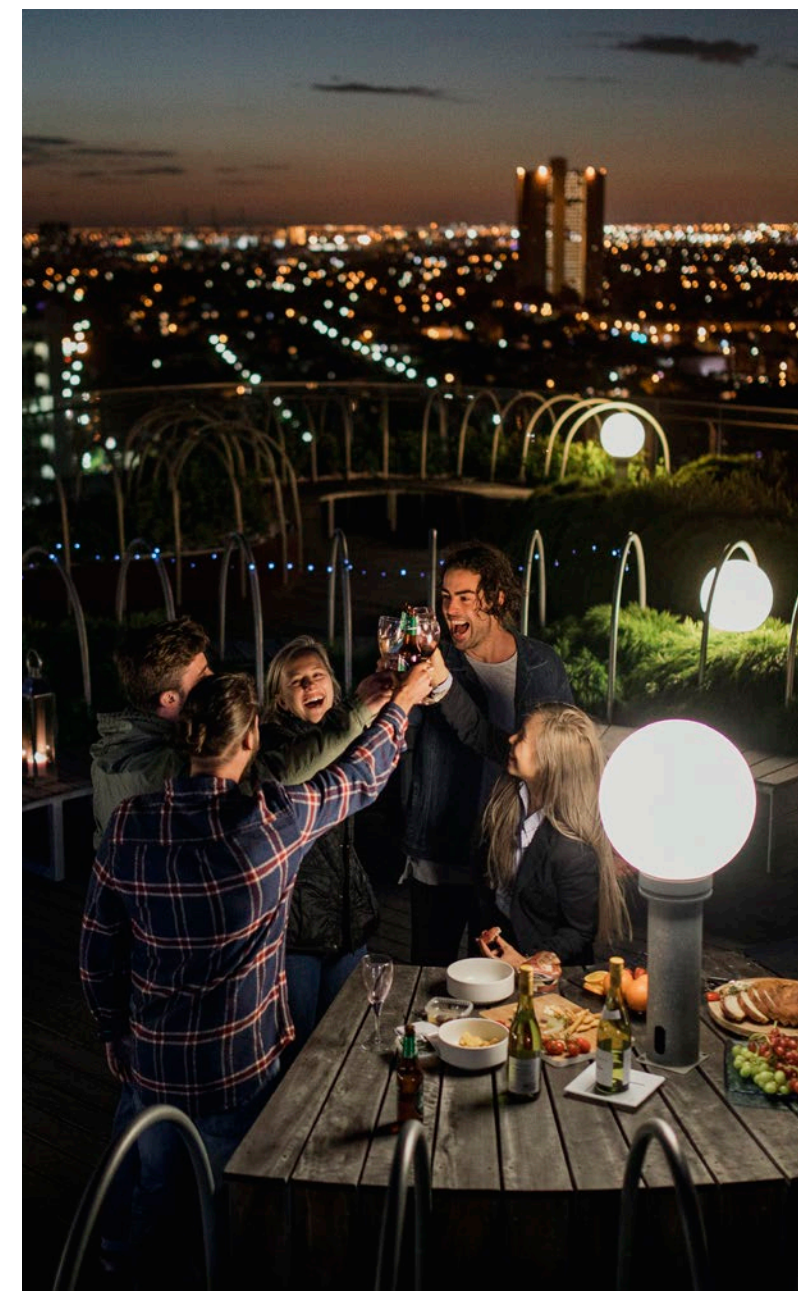
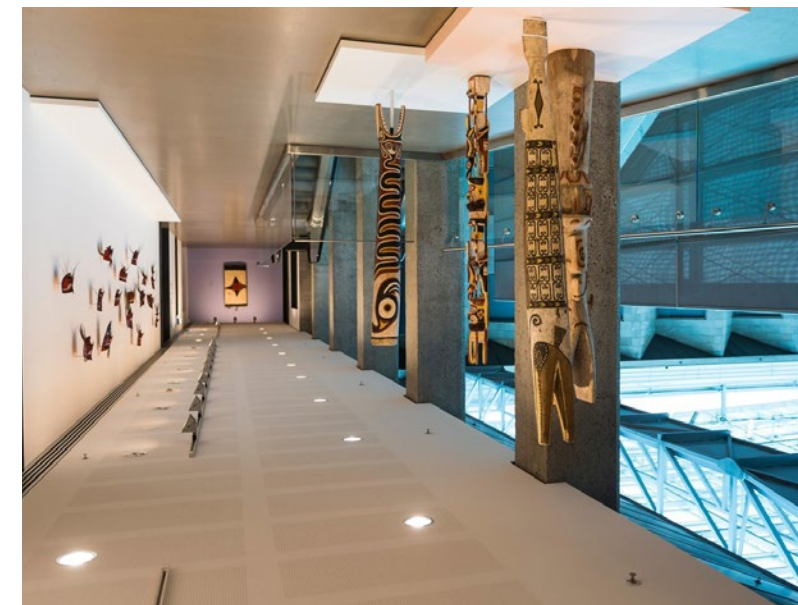
The weather in Melbourne inspired the Crowded House hit song Four Seasons in One Day and this title should be taken seriously if you visit the city. An umbrella is never an extra accessory.

#### ROOFTOP BARS

In Melbourne, you will find the trendiest nightlife spots on rooftops and even if it's hard enough to make a top, I will still recommend Goldilocks, Naked in the Sky and Rooftop Bar with spectacular views. Through a small entrance on Swanston Street, you would easily walk past Goldilocks, a lovely little bar where you can sit and relax.

For a better panoramic view from the rooftop, you can visit Naked in the Sky, even though it can be hard to find a seat as it is very popular. Rooftops make every drink better, and this one is no exception. The food is Spanish-inspired and truly delicious.

Another beautiful spot is the Rooftop Bar, with great cocktails and such a great view of the city which gets very busy but definitely worth a visit. It is a nice place and bar to relax and unwind with friends or business colleagues; it also has good heating on the outside area for winter.







BY "THE OLD CHAMBER"



BY "CUMULUS INC."



BY "THE GRAIN STORE"

## BRUNCH OPTIONS IN MELBOURNE

I could write an entire book on this topic but I will only mention three locations I love, that are close to the iQuality Services office in the heart of the Central Business District.

### 1. The Old Chamber

Situated at Ground Floor/395 Collins St, The Old Chamber is the favorite place for my colleagues and iQuality Services students for both the excellent coffee and food and the Victorian architecture of this place. Coffee lovers won't be disappointed as this place is famous for its fresh coffee of exceptional quality and is prepared by expert baristas.

### 2. Cumulus Inc.

This eating house is situated in a location created by Pascale Gomes-McNabb at 45 Flinders Lane and it is opened 24/7 since 2008. Breakfast runs until 11:30 AM and you can choose from "organic muesli to the Full English, with farmhouse slab bacon and smoked tomato". Lunch and dinner include "charcuterie, oysters shucked to order, salads or the whole roast lamb shoulder". Full of atmosphere, sitting at the bar watching the chefs cooking adds to its charm. With delicious food, amazing service, great coffee, and fresh juices, this is definitely a must if you are in Melbourne!

### 3. The Grain Store

Located at 517 Flinders Lane, this coffee shop boasts a friendly approach and a new enigmatic lifestyle displayed by their motto: "within these walls, good food is more than something we serve up on a plate. It's a way of life". I recommend you read their history and business philosophy. You will definitely learn something about effort, passion, and perseverance. This place is a gem with an interesting menu, great service and tasty (large) portions which make a unique experience.

## ACCOMMODATION

Melbourne has multiple choices of accommodation, from affordable to luxury – budget is the only limit. I recommend two hotels: Crowne Plaza Melbourne and Crown Metropal Melbourne. These two hotels are highly appreciated by all of our partners and customers who come to Melbourne, both for their good price/quality ratio and for their excellent facilities.

**Crowne Plaza**, a 4-and-a-half-star hotel is on the fringes of Melbourne's Central Business District – a 5-minutes' walk from Southern Cross train station and a few hundred meters from the hotel there is a free City Circle Tram stop. Choose a room overlooking the Yarra River for the gorgeous view.

**Crown Metropal**, a 5-star hotel is situated in Southbank next to the Crown Entertainment Complex, close to Federation Square and Melbourne Aquarium and it is a 10-minute walk to Southern Cross Station.

This place combines stylish accommodation with contemporary luxury with large and clean rooms with wonderful views over the city. The location is perfect for seeing the city skyline and wandering along the riverfront in the evening. The shopping district is also located nearby.



## TRANSPORTATION

Melbourne has an excellent tram network but unfortunately with no rings to go around the CBD. This problem is solved by bus lines. The city is ticketless. You will need to buy a card (Myki) from any convenience store that you load with the amount you want. I recommend you download the Public Transport Victoria app before visiting the city. It's a journey planning information app and is free to download.

## MEETING & TRAINING ROOMS

If you need meeting or training rooms in Melbourne, this is not a problem at all. You will be able to resort to countless solutions offered by hotels like Punthill Little Bourke, The Cluster, DEXUS Place or at the fabulous APSO Collins Street Tower positioned in the heart of Melbourne's financial and legal precinct.

A full range of solutions are provided by several business centers such as the Collins Street Business Center with several locations in Melbourne, Cliftons Melbourne or Monash Conference Center situated in the heart of Melbourne's CBD. iQuality Services clients will certainly be spoiled for the training and/or consulting hours they will spend in these locations.





FIVE ATTRACTIONS WORTH EXPERIENCING

**1. Eureka Skydeck 88** – Eureka Tower is the tallest building in Melbourne at 297,3 meters. If you're going to visit Melbourne this would be one of the first places I would recommend for you to stop. In 38 seconds you will reach the 88<sup>th</sup> floor where you will have a 360-degree glimpse of the city.

**2. Melbourne Museum** is the largest museum in the southern hemisphere. It is located in Carlton Gardens and was designed by Denton Corker Marshall (an international architecture practice established in Melbourne).

The visit to this museum will surely be a memorable one because you will see the Australian natural environment, cultures and the history of Australia. You will see the Forest Gallery, the Science and Life Gallery, the Melbourne Gallery, Bunjilaka Aboriginal Cultural Centre and many more.

**3. Federation Square** is the heart and soul of Melbourne. More than 100 million people have visited Fed Square since its opening in 2002, being the 6th Best Public Square of the World. From here you can meet up and walk to the famous sports district, Southbank, the Arts District, the Gardens, festivals, major shopping, and dining precincts – practically everything in Melbourne is a short walk or tram ride away.



If you are brave enough, you can step out onto "The Edge", a glass cube suspended 300 meters above the ground.



**4. National Gallery of Victoria (NGV)** founded in 1861 is the oldest and most visited art gallery in Australia with a collection of more than 70,000 works of art. An iconic gallery, from the fabulous building to the wonderful water wall. Apart from major blockbusters, this gallery is free. If you're heading to a major show, I really recommend buying tickets online and avoiding the queue.

**5. Queen Victoria Market**, affectionately as 'Vic Market' or 'Queen Vic' is the largest open-air market in the southern hemisphere where you can shop for everything, from fruit and vegetables and local and imported gourmet foods, to cosmetics, clothing, and souvenirs. It is definitely a place no visitor should miss. It is a must for food lovers! Great sandwiches, cakes, bread, cheeses, olives, coffee, and wine. Well worth a stop.

MAXIMIZING LEISURE TIME WHILE DOING BUSINESS

Since time is so valuable, it's best to make every minute count and I've learned how to seize the day. Often having to combine business with leisure, I've learned how to schedule the trainings so both I and my clients can maximize the leisure time. iQuality Services' headquarters is located on 50 Queen Street, right in the heart of CBD within a 10-minute walking distance of any of these locations. Our clients and partners enjoy all these wonderful Melbourne locations because our team knows how to be an excellent host.

I invite you all to visit Melbourne. You will find an amazing city with extraordinary people.



About the Author

**Ion Iordache**  
Owner & Managing Director  
at iQuality Services

Ion is the Owner & Managing Director of iQuality Services from Melbourne, Australia. He is a security consultant, and a professional trainer in adult education, as well as a lead auditor and lead implementer in many management systems with over 20 years of professional experience.





# THE MOST COLORFUL ROAD TRIP IN EUROPE: FRANCE, SWITZERLAND AND ITALY

ADAPTED FROM BRIDGES AND BALLOONS

In April, Steve and I treated ourselves to a dream road trip in Europe. Taking in three countries and stopping in some of Europe's most colorful villages, the 10-day trip was packed with charm, beauty and some seriously excellent food. We visited Colmar, Lucerne, Lake Como, Cinque Terre, Portofino, St. Paul de Vence and the French Riviera.



## Colmar

I became obsessed by Colmar after seeing it fill up the pages of my Pinterest and Instagram feeds. The colorful little town looks like it's straight out of a fairytale, with cobbled streets and canals winding past pastel-colored homes.



The prettiest part of town is the aptly named Little Venice, but walk around any of the old town and you're bound to be charmed. It's also filled with lots of cute boutiques and restaurants. We had two nights there, which is enough time to explore Colmar, and also allowed us time to hire bikes and cycle to Eguisheim, an even cuter nearby village. We hired out bikes from Colmar Velo, which cost €12 for half a day.

### GET AROUND, STAY, EAT & DRINK

We didn't stay anywhere special in Colmar, but did make sure we were in walking distance from the city centre. Our AirBnB apartment was cute and well-priced but the bed was pretty uncomfortable. The location made up for this, so overall I think it's a good option. The room costs £50 per night including all service and cleaning fees.

France is famous for being not very friendly to vegetarians, but we did find a couple of good options in Colmar. One was a cute wine bar called L'Un des Sens, which was recommended by Simon and Erin from Never Ending Voyage. It's in an atmospheric position, set back from the street at 18 Rue Berthe Molly, and the bar's licence means you have to order a small snack with your drink (they had a great selection of veggie dips, cheese and bread). We also enjoyed a very good lunch in the garden of L'Arpege organic restaurant, which has a daily set lunch menu, including veggie options.

We flew into Basel and got a bus from there to Colmar, which costs €9.90 with FlixBus and took one hour and 20 minutes. We didn't hire a car directly from Basel because, by getting one in Colmar, it meant we were hiring and dropping off the car in the same country. We also didn't need a car for our first two days in Colmar, so this saved some money.

## Lucerne

Lucerne is another place that captivated me from other travelers' photos. The cobalt lake, surrounded by mountains, is a gorgeous setting for the well-preserved old town, which includes charming covered bridges, turreted houses and pretty waterfront promenades.



The best views of the town can be found from the city wall's towers, and you get a good view of the historic Kappel Bridge from Seebrücke - the neighboring bridge that runs to the railway station. During our afternoon there, we simply wandered around, walked the city walls and visited the Kappel Bridge. The town certainly deserves more time than that, but we enjoyed our little taster, and chose to spend the rest of our afternoon and evening in the surrounding countryside in a little place called Weggis at an amazing house detailed below.

### GET AROUND, STAY, EAT & DRINK

We stayed in an incredible apartment in Weggis, just outside of Lucerne. It's owned by an architect who also has his own home and office in the same building. Overlooking a lake and hid among the trees, it was a truly special stay. Make sure to ask for a room with a lake view as it's definitely worth the extra money. There's a huge shared kitchen and balcony, and you can also request for a private fondue dinner to be cooked for you, which we highly recommend. It goes down as one of my favorite places we've ever stayed. Rooms cost from £140 per night.

Switzerland is expensive and Lucerne is no exception. We struggled to find a reasonably priced meal, but ended up finding a great option in the train station called Tibits - a vegetarian buffet restaurant that charges by weight. We're already a fan of the London branch, so were happy to try it in its native country. The food is delicious and you can avoid spending too much by opting for lighter food! In the evening, we had fondue at our hotel.

The drive to Lucerne from Colmar took 2.5 hours, passing through Basel where we stopped for a coffee. In Lucerne, we paid for parking on the street when climbing the walls, which cost €2.50 per hour. And when we explored the town, we parked in a centrally located car parking called Parkhaus Altstadt, which costs around €3 per hour. Our overnight parking in Weggis was free.





## Lake Como (Varenna)

Lake Como is one of my absolute favorite places in Italy. I was first enchanted by it about nine years ago when Steve and I were blown away by its beauty during a romantic break away. We've dreamed of it ever since and grabbed the opportunity to return. Both times, we stayed in Varenna, which is our favorite of the lake's main towns. It's quieter than Bellagio and prettier than Menaggio, and has a romantic atmosphere with narrow, flower-filled alleys and a beautiful waterfront promenade; perfect for watching the sunset. While in Varenna, the biggest joy is simply enjoying the gorgeous setting, but it's also worth visiting the historic Villa Monastero, and climbing up the hill to Castello di Vezio for brilliant views across the lake. Varenna is also an ideal base for visiting Bellagio and Menaggio, which are only about 10-15 minutes' away by ferry.

### GET AROUND, STAY, EAT & DRINK

In Lake Como, we stayed at the gorgeous Villa Monti, which overlooks the lake and is just a few minutes' walk from central Varenna. It's a classic Italian liberty villa that's been refurbished into luxury apartments. We stayed in the simplest one – Peony – and even that was lovely with a window view of the lake. But if you wanted to go all out, you could opt for one of the rooms that has its own balcony. There's also a pool, perfect for relaxing beside while enjoy the magnificent views. Our studio apartment costed £140 per night.

First of all, don't miss La Passerella – the gelato shop on Varenna's waterfront that does the best chocolate sorbet I've ever tasted. It's also worth trying to get a table outside Caffè Varenna at sundown, which is the perfect spot for an Aperol spritz and sometime people watching and enjoying the view. For dinner, I recommend Il Cavatappi, which has wonderful home-cooked food that's best enjoyed on one of the outdoor tables. And there's also a great family restaurant just outside of Varenna, called Il Caminetto, which also does cooking lessons. They can arrange pick-up and drop-off for you from Varenna.

The drive to Varenna from Lucerne was stunning, winding through the Alps and offering picture postcard views of everything I imagined the Swiss countryside to offer. The drive includes a few really long tunnels, so be aware of this if you get claustrophobic. It's just as pretty when you cross over into Italy and start to approach the lakes. We drove to Menaggio, which took 2.5 hours. And from there we took the short ferry (about 15 minutes) across to Varenna. Most of Varenna is pedestrianized, so we parked on the edge of town in a long-stay car park where we left the car for our two-night stay. It costed €15 per day.

The ferry to Bellagio or Menaggio costs about €5 one-way and takes about 10-15 minutes, leaving around every half hour.

## Cinque Terre

Cinque Terre is a dream destination. Just look at those captivating Cliffside villages and you can't help but wish to see them. Of course, they're no secret and the towns are filled with tourists, but even with the crowds, we think they're worth the trip.

We arrived around lunchtime and, after checking in, took the train to Monterosso and then walked along the blue route from there to Vernazza, a gorgeous trail with the perfect view of Vernazza at the end. From there, we took the train back to Manarola and spent the evening there. On our second day, we took the train to Corniglia and then walked from there to Vernazza along the blue route, before taking a ferry to Riomaggiore and the train back to Manarola. The trail between Corniglia and Vernazza is also stunning, although if you're only going to do one walk, I'd choose the one we did the day before. This itinerary didn't feel rushed and allowed us a good introduction to all five villages. Of course, having more time to stay would be a bonus, so you could get to know the villages more, and try some of the other walking trails. The trail between Vernazza and Riomaggiore, known as The Way of Love (Via dell'Amore) is meant to be stunning, but it was closed when we were there.

All of the five villages are beautiful, but each has a different flavor and appeal – Monterosso al Mare has a beach, but it's setting is less dramatic; Vernazza is

widely considered the most stunning, especially when seen from above; Corniglia is high on a hill, very pretty but without a seafront; Manarola is also very photogenic and a popular place to stay; and Riomaggiore, the one with the most local feel, is often described as the most underrated of the villages (so much so that it's in danger of becoming overrated!). I think it's worth visiting all five, and that doesn't take long if you do it by train. You can also walk between the villages on one of two paths, the easier blue route, and the more difficult red option. However, sometimes these paths are closed, so check beforehand.

### GET AROUND, STAY, EAT & DRINK

Cinque Terre is an expensive place to stay and a lot of the places on offer are pretty uninspiring. There's a surprising lack of design/boutique hotels. However, there are plenty of AirBnB apartments with incredible views across the villages and out to sea. Of course, you pay a premium for a place with a view, but we decided it was worth it. Availability was scarce when we booked,







so we stayed in two different places. The first was Acla apartment, a simple but cute cliff-side apartment with a roof terrace that has a perfect view of Manarola and the sea. It costs £120 per night. And our second stay was this lovely, newly refurbished apartment in Manarola that sits above the village and has amazing sunset views. Giovanni, the owner, is happy to help with arranging tours or booking restaurants. The apartment costs from £120 per night.

Seafood is the specialty of the five villages but, seeing as we're vegetarian, I can't recommend anywhere for this. We did, however, have two good dinners in Manarola:

One at Trattoria dal Billy, the village's most popular restaurant, which has amazing sunset views; and another at Il Porticciolo, which serves good pasta and is famous for its seafood. If you can, try to get a table at the bar Nessun Dorma for sunset, but this could involve long queues. We didn't get a table, but still enjoyed the views from the walkway above. There's a little park there too, so you could bring your own drinks up there instead.

We drove to La Spezia from Varenna, which took about 3.5 hours. In La Spezia, we had planned to park in the station car park, but it was completely full. Instead, we parked about a five-minute walk away in the Europa Parking under Europa Square. It costs €15 for the day. From La Spezia, we took a train to Manarola, which took 15 minutes. We bought a three-day Cinque Terre train pass, which allows train travel between all five villages and La Spezia to the south and Levanto to the north. It costs €41 for three days.

You also need to buy a Cinque Terre Trekking Card if you intend to walk on any of the blue coastal trails. This costs €14.50 for two days. The Cinque Terre Insider website gives a good overview of the tickets and why they're worth it, and when they're not.



## Portofino / Santa Margherita Ligure

Portofino is well known as a yachting stop for the wealthy, and the little village is filled with fancy boutiques and restaurants. The glitzy side isn't my scene, but the picture-perfect, colorful village is certainly worth seeing. Accommodation there is expensive, so we stayed in the nearby Santa Margherita Ligure, a town popular with upmarket Italian holidaymakers and famous for its decorated trompe l'oeil buildings.

We left Cinque Terre in the morning and, after checking-in to our hotel in Santa Margherita Ligure, immediately took the ferry to Portofino, spending a couple of hours there before getting another ferry to San Fruttuoso, a tiny little bay that's home to an old abbey. It's an incredible sight as you round the bay's corner and see the abbey sitting there on the beach. There's a restaurant and cafe, and it would be a nice place to spend a day relaxing on the beach. We were short of time, so only stayed for about 45 minutes, in between ferries. Even if you only have this tiny amount of time, San Fruttuoso is still worth seeing. Our friends Simon and Erin at Never Ending Voyage did a hike there from Camogli, which sounded wonderful.

### GET AROUND, STAY, EAT & DRINK

We found a gorgeous design hotel, Hotel Blu di Te, in Santa Margherita Ligure, which was one of the best places we stayed during the whole trip. It's one of those hotels you just want to hang out in because the design is so perfect. There's a huge shared lounge, perfect for kicking back with a book and a glass of wine, and that's also where they serve a decadent breakfast buffet. We stayed there on my birthday, so it was a treat, and it needed to be as a double room costs £240 for a night – but in my opinion, it was worth it.

We ate good pizza in Santa Margherita at Pizzeria Il Delfino, and just grabbed a sandwich when in Portofino as everywhere was really expensive. Our breakfast at Hotel Blu di Te was amazing!

The drive from La Spezia to Santa Margherita Ligure took just over an hour. For our day trip to Portofino and San Fruttuoso, we took the ferry, which goes between all three. The ferry to San Fruttuoso stops at Portofino on the way, so we bought a return to there, hopping off and on along the way. The round trip costs €16 each, and the ride from Santa Margherita to Portofino takes 15 minutes, and from Portofino to San Fruttuoso takes 30 minutes. You can also walk to Portofino from Santa Margherita Ligure, which takes about 1.5 hours and follows a pretty coastal route.





## St. Paul de Vence

I'd never heard of St. Paul de Vence until planning this road trip and was delighted by the discovery. The picturesque, medieval hilltop village has long been a magnet for artists including the likes of Chagall and Picasso. Nowadays, its cobbled streets are filled with interesting galleries and boutiques, creating a wonderfully charming, bohemian vibe. We found it enchanting and spent most of our time simply wandering its streets. We also took a day trip to Grasse, another hilltop village, this one famous for its perfume. St. Paul is by far the prettier of the two.

### GET AROUND, STAY, EAT & DRINK

Our hotel in St. Paul de Vence was Hotel La Grande Bastide, a romantic spot with a perfect view of the village. It's housed in an 18<sup>th</sup>-century country house and has been refurbished in a classic style that feels like a sumptuous home. There's a pool, and a highlight for us was the jacuzzi where we enjoyed an evening with prosecco and beautiful views. Double rooms cost from £140 per night.

As we've said before, France does not offer many options for vegetarians, so one night we just ate a non-remarkable pizza at a low-key take-away restaurant in town. The other night, we ate at Le Tilleul, one of the only places in town that had vegetarian options. The food was great, but quite expensive. If you're a meat eater and want a treat, then there's a famous Michelin Star restaurant: Le Saint-Paul.

Le Colombe d'Or also comes highly recommended for lovers of French cuisine and features original works of art by masters such as Picasso and Miró.



On the way to St. Paul de Vence from Santa Margherita Ligure, we stopped in a wonderful little Italian village called Finalborgo where we ate at Ai Cuattru Canti, a perfect little osteria with perfect home-cooked food. The village itself is delightful, and a pleasure to walk around. It's well worth the stop.

The journey from Santa Margherita Ligure to Saint Paul de Vence is just under four hours. The final part of this is along a beautiful stretch of road, taking in the start of the French Riviera. We stopped twice: first in Finalborgo for lunch, and then in Monaco. We drove through Monaco out of curiosity and only stopped briefly to take a walk along the waterfront and ogle at the super yachts.

## French Riviera: Cannes, St. Tropez, Cassis and Marseille



For our final day, we had one goal:  
to get from St. Paul de Vence to  
Marseille, where we'd catch the train  
back to England the next morning.

If we'd taken the quick route, the journey is under 2.5 hours, but instead we took a scenic route, stopping in Cannes for breakfast, St. Tropez for lunch, and Cassis for ice cream. We also went on a short hike in the Calanques National Park, which I didn't know about beforehand and was amazed by. It's a 20 km stretch of sheer cliffs, giving way to turquoise waters with little beaches in-between. The color of the water and the magnificence of the cliffs is a natural wonder that draws climbers and tourists alike. I'd love to go back to explore some more. And as for the other towns, I found Cannes underwhelming, but St. Tropez was very pretty and Cassis was the most charming of all. To save time, you could just stop in Cassis or St. Tropez to get a taste of Riviera life. We arrived into Marseille quite late, so only had time to eat dinner and didn't explore at all.

### GET AROUND, STAY, EAT & DRINK

For our final night in Marseille, we needed somewhere simple that was convenient for the station because we had an early train to catch the next morning. We found this modern apartment hotel, Residhome Marseille Saint Charles – a five minutes' walk from the station. It was comfortable, clean and reasonably priced, so exactly what we were looking for. A double room for one night costs £60.

We stopped for breakfast at Lenôtre in Cannes, which served a good pastry and coffee. For lunch, we ate a picnic from the St. Tropez market, and in Marseille we had dinner at a Lan Thai restaurant.

Our drive from Saint Paul de Vence to Marseille took all day because we stopped so many times, but the short and direct route would have been under 2.5 hours. We did try driving along the coast from Cannes to St. Tropez, but the road is alongside the seafront and the views weren't great (unlike the route from Monaco to St. Paul de Vence), so we decided to take the quicker route along the highway. In Marseille, we returned our car, so didn't need to find parking.

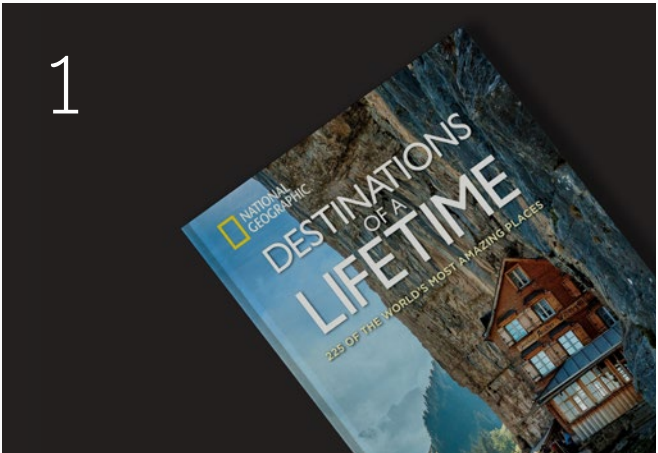




show you care  
with what you  
share

# Looking for the perfect holiday gift? Here are 7 gift ideas

As the year comes to an end, we think of everything that we are grateful for. The holidays are the perfect time to reconnect with friends and loved ones, and a well-thought gift can make someone really feel special. Picking the perfect gift can be stressful sometimes. With a little bit of planning and creativity, you can make a gift that creates a lasting impression. We can help you pick out amazing gifts. Here's the latest technology, luggage, accessories, and more for your business travel friend.



www.shop.nationalgeographic.com

\$40.00



www.bellroy.com

Ranging from \$119 - \$220



www.mophie.com

\$99.95

## 1- BOOK: NATIONAL GEOGRAPHIC'S DESTINATIONS OF A LIFETIME

This edition covers 225 of the world's most spectacular destinations, which could inspire anyone for the next trip. It covers everything, from suggestions of when it is the best time to go and where to stay, where to eat, and what to do to ensure the most thrilling experience. With more than 300 pages, this is a lovely coffee-table book filled with stunning photos along with practical information, descriptive text for each location and a few outstanding photographs taken at each of those locations.

The section "See it like a local" gives a very special touch to the book, and gives the reader an out-of-the-ordinary experience.

## 2- BELLROY TRAVEL WALLET

Fortunately, technology has brought us numerous options when it comes to protecting our credit cards and cash. Whether the person is into accessories or not, it's worth taking the time to choose the perfect one, as smart wallets offer the perfect blend of style and safety, making it another great gift.

Bellroy's Travel Wallet allows you to keep all of your important documents in one place as it offers plenty of space for passport, cash and credit cards. There is also a travel-size pen and has RFID protection built in. What's also important is that the materials used are environmentally certified.

## 3- POWER BANK

A power bank is a must-have gadget for anyone who uses a smartphone or tablet. According to PCWorld, the Mophie Powerstation Plus XL leads the list. This model comes in four colors: grey, black, dark blue and turquoise, and has two USB outputs that let you charge multiple devices simultaneously, and its compact size fits perfectly in a bag or pocket. Even though this power bank is quite expensive, it's worth the price.





www.samsonite.com

\$299.00



www.bullseyeoffice.com

\$79.95



www.apple.com  
www.huawei.com

Apple: from \$399.00  
Huawei: from \$299.00

**4- CARRY-ON LUGGAGE**

Samsonite Prodigy Bespoke is a great carry-on bag. It's light and compact and fits perfectly into the overhead compartment and trunks, and its front pocket allows you to easily access important stuff, such as documents, laptop, tablet etc. It also has a built-in duo - TSA lock, and it provides ease of movement with the 4-wheel rollers, which work perfectly.

**5- MAGNETIC WORLD GLOBE**

Help your loved ones track previous and future travel with this modern globe. Mounted on a stainless steel base, this globe comes with 40 metal magnetic pins in four colors: green, red, white and blue (10 pins each). Colored pins let you mark and keep track of bucket-list destinations as well as the pin all the countries that you have been to. It is of good quality and makes a unique gift for those who enjoy traveling.

**6- SMARTWATCH**

For those who like to live on the cutting-edge side of the technology world, there's no better status symbol than the smartwatch. One of the models that offers the best smartwatch experience is the Apple Watch Series 4. This unique modern design is available for both men and women, and it comes in several finishes and in 40mm and 44mm styles. This generation is faster and more responsive and has a larger screen size, which helps when typing directly on the screen. The most remarkable feature of the Apple Watch Series 4, it's the capability of keeping track of cardiovascular health and performance through digitalized ECG.

For Android users, Huawei Watch 2 will be a great choice. It comes in two styles: classic and sport. Even though its design is not as eye-catching as Apple Watch, it is still functional. This watch is of good quality; the screen is amazing and the battery is decent, and easily lasts for a day, but you will need to charge it every day.

**7- GADGET: BOSE NOISE CANCELING HEADPHONES**

Not the cheapest noise-canceling headphones, but one of the best according to Forbes, which tested 241 headphones. The wireless Bose Noise Canceling Headphones have a balanced sound and great features which will be worth the investment and will make for a great gift. Now, they are also optimized for Amazon Alexa and Google Assistant.

They are very comfortable, great for music but also when you just need some noise isolation to focus on work. Thanks to their great battery life, you can use them up to 20 hours and it takes only 2 hours to fully charge the battery – it's pretty convenient.



www.bose.com

\$349.95



# MOMENTS YOU CAN TREASURE!

A unique learning experience  
combined with an unrivaled  
opportunity to network.

The PECB Insights Conference is over, but not the amazing memories. With a variety of sessions on the latest global developments, the 2018 PECB Insights Conference succeeded to bring to its attendee's practical solutions that will help them in their long-term decision-making strategies, and provided them with new business opportunities on a global scale.

In October 2018, 40 professional speakers and around 150 participants from all over the world, including CEOs, Presidents, and Founders at the very top of the ISO and non-ISO industry gathered together in Paris. To ensure stimulating discussions, the conference program included a mixture of sessions, roundtable discussions, training courses, and interviews. Moreover, the Annual Gala Awards Ceremony gave the attendees the opportunity to connect with PECB's best Partners, Trainers and Auditors of 2018.

Enjoy the Conference  
Aftermovie and  
Photo Gallery



**PECB** INSIGHTS  
CONFERENCE

22-26 OCTOBER 2018, PARIS





# Pursue Your Passion at the PECB University

Following the commencement of the first academic year in September 2018, PECB University has managed to bring to light the idea of students from around the world coming together in a borderless environment and benefiting from a global learning experience. We have paid our outright attention to the first generation of students and made vigorous efforts to ensure that student demands are well served.

Concurrently, we will continue the grit and determination to provide students with a superior education that leads them to become critical, independent, and daring professionals.

Now that we are in full swing with the programs and the academic year, we feel that our community is deserving of a closer look into the university experience and the learning environment.

## Reflections on the first semester

We have started out with the Business Core courses which are prerequisites for proceeding with the rest of the courses in the following terms. The online classes are delivered synchronously every week for the duration of the semester. The recordings of these classes are sent to the students so they can review lectures at their own convenience. For an easier and fruitful learning experience we are providing them with online platforms. This experience is also supported by continuous help with one-on-one consultations from faculty and administrators. In the words of one of our faculty members, Mr. Isufi: "Thanks to its competency-based programs and innovative modes of delivery, PECB University is quickly snow-balling its way towards global recognition. Programs are designed and delivered in a way that enables connections and

encourages the exchange of experiences between students and faculty worldwide. I feel honored to be able to observe and measure the students' progress, and at the same time to contribute to the growth of the university."

The programs offered at PECB University are designed around student strengths and goals. We share a deep sense of pride in being of service to our students and encouraging their growth.

## Advantages of our programs

Our programs are designed so they allow the students to embark on a journey that is set to pave their road for continued success while enabling them to keep their existing commitments. It also allows them to gain confidence as they acquire principal skills that help them better position themselves in the competitive business environment. Furthermore, they have the chance to become part of a community that brings attention to their unique qualities and helps them sharpen those constructively. What makes it even more interesting are the professors, who are passionate about the subjects they teach, and are willing to work with students and guide them throughout the course. Also, they are assisted by administrators who are committed to provide support regarding the arrangements and requirements in place.

## When can you join the next round of programs?

The good news is that PECB University accepts applications all year round. Students may start their programs on the nearest term. With the next semester beginning in February 2019, we are accepting applications anytime between now and January 15, 2019.

Stay tuned, a live webinar on PECB University will be held in mid-December where we will present every detail that you need to know about us! If you are interested to know more, contact us at [university@pecb.com](mailto:university@pecb.com)

## What better way than to hear it from the students themselves...

"PECB University was a great choice for me. I already have an MBA from Fordham University, and desire to increase my knowledge with an MBA in Risk Management. The instructors are outstanding, the administration staff is helpful, and the ability to watch recordings of classes is very helpful with my travel and heavy work schedule. I highly recommend PECB University."

**Ms. Michael C. Redmond, USA**  
(MBA in Risk Management)

"I believe that the MBA in Information Security Management from PECB University will help me gain both technical and leadership skills necessary for me to manage the implementation of security solutions in any given organization. Such a program offered by PECB University can help me turn my personal interest and enthusiasm for IT Security into diverse career opportunities."

**Mr. Mohamed Gohar, Egypt**  
(MBA in Information Security Management)



# BRINGING OUR WORLD TO YOURS. ANNOUNCING NEW PECB PROJECTS!

As part of our continuous effort to provide you with the best possible services, we will never cease to carefully listen to your thoughts and ideas. We constantly try and put a lot of thinking on how to deliver the best solutions to address our network member's challenges, and we are pleased to announce the launch of our new services, events and training courses.

## PECB DIGITAL PLATFORM

By combining a number of customized solutions we have introduced the new PECB Digital Platform which will improve the services we offer to our network by increasing transparency, access to information and provide better management tools. Throughout the provision of our services, we have identified key areas that need improvement and we have worked towards implementing them.

All our stakeholders (Distributors, Partners, and Trainers) have already started to get familiar with the new platform.

- New, cleaner look and a better user experience
- Faster navigation and greater reliability
- Quick and easy access to materials

To ease the transition, we have created various manuals which will provide support to all stakeholders. For more information, please [click here](#).



IT'S ABOUT THE PEOPLE,  
THE CONNECTIONS, THE IDEAS...



For our next event, we have chosen a dynamic business destination: Singapore.

This event will be held at The Ritz-Carlton Hotel which is located at the heart of Marina Bay. Apart from the elegant spaces where you can participate in discussions and gain valuable insights about PECB projects, you can, among others, experience exclusive dining at the Hotel's Michelin Star Restaurant.

A convenient location near many of Singapore's most popular attractions, such as the Marina Sands Malls and the most incredible sights and experiences at Gardens by the Bay. We cannot wait to welcome you to this event on March 11-15, 2019!

**DATE:** MARCH 11-15, 2019

**VENUE:** THE RITZ-CARLTON HOTEL, MARINA BAY, 7 RAFFLES AVENUE, SINGAPORE

**PECB** | PARTNER EVENT  
IN SINGAPORE

For more info: [events@pecb.com](mailto:events@pecb.com)

## NEW CATALOGUES WILL BE ANNOUNCED SOON!

**TRAINING & MANAGEMENT SYSTEMS  
CATALOGUE 2019**

We take pride in our role as educators and the recognition we constantly receive from our valuable network. We are making every effort to deliver trainings in the most in-demand areas. In order to achieve this, we are introducing new training courses!

Expanding skills does not stop after getting the job. It is important to always stay up to date and attentive to new developments related to your field of work.

Stay tuned for announcements on the availability of the trainings.

Hope to see all of you in our future trainings!



IT'S WHAT WE DO THAT MAKES THE DIFFERENCE!





# TEAMCERT

Teams across all industries and services have distinguished processes - and even though different, they have one common denominator: efficiency and efficacy. But the question is: Why is there no certification for this?

Consolidate your team's recognition and get the PECB TeamCert Certification! By certifying your team, you validate its skills and competency to assure that all team members are well-experienced.

## ARE YOU INTERESTED IN CERTIFYING YOUR TEAM?

For more, please visit [www.pecb.com/teamcert](http://www.pecb.com/teamcert) or send us an email at [marketing@pecb.com](mailto:marketing@pecb.com)



# APPCERT

Having technological services at your fingertips comes with a cost: information exposure! Everyone expects fast and efficient tech services and solutions, while also expecting assurance that their information is secure. It is the 21<sup>st</sup> century tech dilemma: privacy vs service and fast access.

**The Solution?** PECB AppCert.

PECB is your partner for accelerating your mobile app's journey from development to customers. Our solutions seek to address your needs, reduce risks and costs and increase efficiency and safety. Distinguish your app by becoming PECB AppCert Certified!

## ARE YOU INTERESTED IN CERTIFYING YOUR APP?

For more, please visit [www.pecb.com/appcert](http://www.pecb.com/appcert) or send us an email at [marketing@pecb.com](mailto:marketing@pecb.com)



# BLAZE A TRAIL TO THE TOP

Need to advance your skills for a specific function?  
Join us and master the needed skills and knowledge.  
Flexible options with in-class training or self-study!  
Prove your knowledge! Become PECB Certified.

Course	Language	Status	
HR Security Foundation	English	NEW!	>
ISO 21001 Lead Implementer	English	NEW!	>
ISO 37001 Introduction	French	NEW!	>
ISO 9001 Transition	English	Updated	>
ISO 37001 Lead Auditor	English	Updated	>
ISO 31000 Risk Manager	English	Updated	>
ISO 22000 Foundation	English	Updated	>
ISO 22000 Lead Implementer	English	Updated	>
GDPR – Certified Data Protection Officer (CDPO)	English	Updated	>
GDPR – Foundation	English	Updated	>
ISO/IEC 27001 Lead Implementer	English	Updated	>
ISO/IEC 27005 Risk Manager	English	Updated	>
ISO 31000 Lead Risk Manager	French	Updated	>
ISO/IEC 27001 Lead Auditor	German	Updated	>
ISO/IEC 27001 Lead Implementer	German	Updated	>



Make your expertise  
recognized by becoming a  
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Advanced Auditing Techniques  
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STOCKHOLM, SWEDEN  
21-24 January, 2019

SYDNEY, AUSTRALIA  
6-8 March, 2019



# SPECIAL THANKS TO

## PLATINUM PARTNERS



## GOLD PARTNERS





This time of year compels us to count our blessings  
and among them are great readers like you...



**CHEERS TO 2019!**

**PECB** Insights