The Connected Business

Survival in the era of automation

The coming industrial age could create a new world of human work, reports *Adam Jezard*

Roy Harold Scherer Jr worked as a truck driver on the long haul to the top of his chosen profession. He later found film stardom under the name of Rock Hudson. Michael Dell, founder of US company Dell Computers, washed plates and was a waiter in Chinese and Mexican restaurants before he landed on a career in technology.

Such humdrum tasks once allowed ambitious people to earn cash en route to the top. For others, they were full-time jobs. But such low and semi-skilled jobs are increasingly in danger of being wiped out by the coming robotics age. Dish washing has long been automated and truck driving may be consigned to the rear-view mirror when driverless vehicles hit the streets.

This month's Connected Business asks what workers will need to do to make their careers robot proof (*see page 2*). But it is open to debate what this technological revolution will mean, especially for employers and workers in sectors requiring what are seen as a lower order of skills.

Tourism, traditionally viewed as a provider of low-paid, part-time, customer-facing jobs, is one industry experimenting with robots in human roles, such as receptionists.

Stephen Page, a professor of tourism management at Bournemouth university in the UK, says wide adoption of robots will depend on how and where in the world they are used. A survey by TravelZoo, an online media company, found regional variations in human acceptance of robots. Chinese tourists were the most comfortable with the idea of their use in travel, French and Germans were the least at ease.

Prof Page says: "We already know planes are flown by computer, so to a certain degree you can say a robot is flying it with human interaction to provide the safety element."

Transport is another sector where jobs are at risk. Rachel Aldred, senior lecturer in transport at Westminster university in London, says driverless buses could improve life for staff and passengers. Past welfare studies found bus driving was stressful and unhealthy because drivers are sedentary. Being a bus conductor, however, was better for health and a less stressful occupation.

"Since then we've got rid of conductors but kept bus driver jobs," Ms Aldred says. "So if you're looking at employee health it is the wrong way round.

"Potentially, having driverless buses opens the opportunity to reinstate those conductor jobs, and to improve service quality to passengers," she says. "It will also improve employee health."

She says a more negative outcome would be to get rid of the driver as well as the conductor.

That choice could come down to how much money companies can save by employing robots and how unions and workers respond to such changes.

But Ms Aldred says automation may even provide more work for people. "Jobs do change all the time, just because you have a technological change doesn't necessarily lead to a shrinkage in jobs, it is just different skills are required."

Prof Page is also optimistic: "There is a role for human creativity, to create more forms of human employment so you're constantly generating new areas in the job market."

Ms Aldred adds that the way some jobs are classified as low skilled and low waged may need to change. Roles in call centres, shops and care require complex skills, for instance. "We need to improve the quality of these jobs, particularly if we're going to have more of them."

States and education systems, meanwhile, may need to better prepare young people for the future. Infosys, a multinational technology company, last month published a study of youngsters aged 16-25 from nine developed and emerging economies (*see graphic, page 2*). This found that a third of millennials thought that artificial intelligence would be a big cause of change in their future careers.

As Carl Benedikt Frey, co-director of the Oxford Martin programme on technology and employment, told the FT in a recent interview: "Any loss of equality [through fewer jobs] would be a failure of policy, not technology."

Illustration — Øivind Hovland

How to robot-proof your children's future careers

Work *Sarah O'Connor sets out the skills that are likely to keep younger generations gainfully employed*

Pity school careers advisers. If economists are to be believed, vast numbers of jobs will have evaporated by the time today's pupils reach the labour market. Oxford university's Carl Benedikt Frey and Michael Osborne say almost half of the jobs in the US are at high risk from computerisation in the next two decades, together with two-thirds of those in India and three-quarters in China.

While workers worry about whether robots will take their jobs, teachers are wondering how to use education to insulate the next generation from such a fate. This has worked before. When the last wave of automation swept the developed world at the start of the 20th century, policymakers decided education was the answer. If machines were going to substitute for brawn, they reasoned, more people would need to use their brains.

The US invested heavily in education, with good results. Workers reaped the benefits through better jobs and higher wages. Economists Andrew McAfee and Erik Brynjolfsson summed it up like this: "The industrial revolution started a race between technology and education — and, for most of the 20th century, humans won that race."

But the next race will be against technology that replaces brains and brawn. Machine learning algorithms are already starting to supplant the likes of mergers and acquisition bankers and currency traders. Some experts argue we need to respond with another fundamental rethink of education.

"School education has tended to focus on developing the core cognitive competences — for example, reading, writing and arithmetic," said Andy Haldane, the Bank of England's chief economist, in a recent speech. "Smart machines have long since surpassed humans in their ability to do the first and third of these. And they are fast catching-up on the second. That begs the question of whether there are other skills where humans' comparative advantage is greater."

So what skills should we teach our children to robot-proof their careers?

How to be creative

Artificial intelligence tends to solve problems methodically but the human brain is far better at making logical leaps of imagination. It is more intuitive, creative and better at persuasion. Humans can also combine their creativity with robot-surpassing dexterity to cut someone's hair, for example, or cook a delicious meal. "It's good to invest in creative education because these are some of the skills that should be left [after automation]," says Stian Westlake, head of policy and research at Nesta, the UK innovation charity.

When you start to look at the world like this, you turn some familiar tropes about global education on their head.

Mr Westlake says: "It's a paradoxical story where countries like the UK come out well, because our creative economy is quite strong. We beat ourselves up over our inability to be as good at Singapore and Shanghai at coding and things like this, but actually it turns out it's quite possible that sort of stuff is going to be the stuff that's very easy for artificial intelligence to automate."

How to be nice

Some machines may have learnt how to seem caring but humans still have an unsurpassed ability to empathise with others. The new phrase is "EQ", which stands for emotional quotient (or emotional intelligence). "The high-skill, high-pay jobs of the future may involve skills better measured by EQs than IQs, by jobs creating social as much as financial value," the BOE's Mr Haldane said.

Whether or not such skills can be taught is an open question. Still, some organisations are giving it a go. ING, the Dutch bank, has recently put 350 staff through an "EQ training programme".

The aim is to teach these bankers how to "build trust with the client through asking lots more questions and listening out for feelings and beliefs as opposed to just listening out for content," explains Steve Ellis, director at Rogensi, a consultancy that developed the project with ING.

One of the exercises involves sitting bankers in a room, showing them pictures of people's facial expressions and asking them to identify the emotion felt. Mark Pieter de Boer, head of financial market sales at ING, admits some bankers were initially resistant. "Typically, what you see is people who are very much IQ-focused struggle with making that change."

But he says enthusiasm increased when staff saw the training had results. A survey by the company found people who had been on the course were more motivated, there was greater collaboration between departments and productivity increased by 10 per cent.

Remember the basics

Even if the promised age of artificial intelligence does arrive, experts say we cannot afford to dispense with hard cognitive skills such as reading, writing and mathematics.

Daisy Christodoulou, research and development manager at the UK's Ark Schools chain, says that, unless we have these foundations in place, we will not have the mental frameworks to solve higher-order problems creatively.

"Even if we do arrive at a point where most work is done by computers, cognitive skills will still matter — not for the economy, but for the successful functioning of a democratic society," she says. "In such a society, a great deal will turn on the ownership and regulation of the computers and robots doing all the work, and the debates around such issues will require an educated and informed populace."

Millennial future

Interviews with 16 to 25-year-olds in nine emerging and developed economies

Education did not prepare me for what to expect from working life

By subject studied, % who strongly agree or agree

47	46	46	45
Design	Computer sciences	Humanities and arts	Mathematics
43	43	42	40
Business and management	Natural sciences	Social sciences	Vocational degree

My educational experiences taught me to better adapt to change

65 % who strongly agree or agree

What do you see as the three most significant drivers of change that will affect your future working life up to the year 2020?

% who ranked the driver in their top three

Driver	%
Mobile internet and cloud technology	34
Artificial intelligence and machine learning	33
The rise of big data	28
The internet of things	27
Advanced robotics and autonomous transport	25
Advanced manufacturing and 3D printing	21
Shifts in gender equality	20

FT graphic Source: Infosys 2016, based on 8,700 interviews

An ageing workforce
Why employers' assumptions about the over-50s are wrong

When Stephen Sheppard became operations director of a company in October 2015, he was confronted with a problem. The 54-year-old had little idea how to operate the resource management software that ran the business.

His employer, London-based Olive Services, a facilities and catering contract management company, was happy for him to learn on the job.

"I was unfamiliar with the system and I haven't totally mastered it yet," he says.

But he adds that keeping up with the latest business software is essential for him. Despite having no formal technical education, he has been able to stay up-to-date with computer systems through a combination of his own efforts and support from his employers. It is a joint responsibility, he says.

Peter Knight, chief executive of Forties People, a London-based recruitment agency specialising in older workers, says the first challenges this group often faces are grappling with online application forms or how to use software to make their CVs look smart.

His agency provides screen-based training that applicants can use from home to acquire skills and take tests to demonstrate their expertise to potential employers.

Joe Coughlin, director of the Boston-based MIT AgeLab in the US, carries out research on how older people interact with society. He says that, in the future, workers will need to invest in their education and society will have to support older people if they want to stay employed.

"This is a profound societal transformation," he says. "Technology is causing a second industrial revolution and has huge potential for productivity and the engagement of older people in the workplace."

In terms of their professional knowledge, younger generations will age faster than their parents and grandparents, Mr Coughlin says. "Technology is moving so fast that today's 35-year-old is probably as antiquated as the 55-year-old was 20 years ago."

The new normal life expectancy will be 100. Working life will be 60 years. "Few of us enjoy what we do so much that we want to do it for six decades, so we are going to want multiple careers. A college education no longer lasts for decades of work," says Mr Coughlin.

Workers will need help to learn technological skills for professions not yet invented, he adds. "Roles such as data scientist and social media consultant were unheard of 10 years ago."

Keeping staff up-to-date also benefits organisations. Older workers able to use knowledge management systems can transfer their expertise and experience to others so that it is not lost when they finally walk out of the door.

Technology's ability to keep people employed extends beyond white-collar workers to those in jobs that are physically demanding or based outside. "By 50, their bodies are beginning to wear out," says Mr Coughlin.

Already robotics and exoskeletal systems that can help people avoid hurting themselves in tasks such as heavy lifting are beginning to appear on assembly lines and construction sites.

Employers need to forget the stereotypical view that after a certain age people are either uncompetitive and unwilling to learn, or that people are more technically savvy at some ages than others. "They need to look at value not birthdays," says Mr Coughlin.

Older people often apply themselves to learning new systems more diligently than younger workers, adds Mr Knight. "It may take slightly longer, but once they have acquired a skill, they are less likely to forget it."

And, while younger people are able to use technology more intuitively, mature workers tend to be more focused and have better communications skills, he says.

"They talk to people or pick up the phone, whereas millennials tend to keep their heads down and communicate electronically."

Lesley Uren, a talent management expert with PA Consulting, agrees that older people are often better at important skills such as listening and empathising.

"As communication becomes more virtual, we need to be much more aware of our impact on others."

Older people must stop fearing technology, says Ms Uren. "Rather than clutch at the idea that use of social media might be declining, they should get on top of such technologies because they are here to stay." **Jane Bird**

Lane-Fox charity aims to help people develop digital abilities

Training

A quarter of UK adults are not tech savvy and workplace ready. By *Sarah Laitner*

The UK's digital technology industries turn over £161bn a year. But a study by a charity that aims to improve people's online abilities found that almost a quarter of the adult population lacked the basic digital skills needed to thrive.

The study of 4,000 people by Go ON UK also revealed it was not just mature age groups who struggled. "We often talk about young people being digital natives," says Rachel Neaman, chief executive. She says that while younger people are often adept with messaging services such as WhatsApp, they may lack necessary skills — such as creating an online CV or using the web to apply for jobs — needed for a life at work.

The organisation used the research to create a digital exclusion heat map measuring five basic skills:
● Managing information, such as finding and storing data online.
● Communication, including using email and avoiding scams.
● Transactions, for instance completing an application for government benefits, and online shopping.
● Problem solving, by learning from videos and using support services such as live online chat applications.
● Creation of online documents, for example CVs and feedback on retail sites.

The map took into account data on income, education and web access to track the possibility of digital exclusion. It found that Wales had the lowest overall level of digital competences. By contrast, London and parts of Scotland ranked highly. Nearly one in four small businesses across the UK did not meet the five measures either.

Fostering internet competences is important, not least as concerns grow about the long-term effects of automation on employment.

A government-commissioned report published this year warned that a lack of digital skills for jobs presented a "major risk to business growth, innovation and broader societal development".

It said digital skills needed to improve "continuously" across the population so all sectors and organisations could "maximise their competitive potential".

Go ON UK, chaired by web entrepreneur Baroness Lane-Fox, hopes the heat map study will help people benefit from the potential the internet offers. It is among organisations running training courses, with backing from businesses, councils and community groups.

Employers are adapting, too. For example, digital skills are increasingly important for the station workforce of London Underground. In the past, frontline employees used desktop computers to answer passenger queries and handwritten logs to report incidents. Now station-based customer service staff use apps on iPad minis.

Giving employees tablets and training on how to use them is part of a broader update of the 153-year-old network.

"Adoption of technology is only going to increase across the Tube network," says Xavier Brice, who led the station changes made by parent body Transport for London. "Through training we want to ensure all customer service staff, who may have moved from different roles, are familiar with the iPad."

But such moves can be controversial. Trade unions objected to machines replacing ticket office staff. Meanwhile 838 workers are likely to opt for voluntary redundancy as part of a wider modernisation programme.

On the factory floor, too, digital skills are increasingly in use. Yorkshire-based Lambert, which employs 185 people, designs and builds automated systems for clients involved in the medical device and fast moving consumer goods markets.

"Access to data around our factory has become the norm," says Warren Limbert, managing director.

Data terminals allow staff to receive technical support, submit ideas and follow developments within the company. There is also a move towards employees in manufacturing and inspection roles being able to programme specialised computers that control machine tools.

Mr Limbert says that in the next five to 10 years it may no longer be enough for an engineer to be a specialist in just one subject. Digital know-how is an increasingly important part of the role.

"We will need people who are able to work across different technologies, integrating their knowledge of engineering with computer science and data interpretation skills," he adds.

Paul Stein, director of research and technology at Rolls-Royce, the engineering group which employs 23,000 people in the UK, says: "We see a trend. Does every [engineering] graduate today require knowledge in big data? No, but in time we'll go further in this direction and recruits will need to be skilled across a number of disciplines."

"In a five-year timeframe, I think some of our graduates will have to know quite a lot more about digital than now."

Rachel Neaman: Young people may be adept with chat apps, but do they possess the right digital skills?

Flexibility is crucial if cities want to become start-up capitals

ON TECH

Maija Palmer

Every metropolis now wants to be a start-up city, full of young people with great ideas and — more importantly — jobs and tax receipts. Cities are going to great lengths to woo entrepreneurs. Los Angeles, for example, invented the position of city entrepreneur in residence in 2014, hiring two serial entrepreneurs to act as liaison between the bureaucracy of City Hall and the creative chaos of start-ups.

Krisztina "Z" Holly, one of these inaugural two, found the job to be a mixture of small and large actions. On the one hand she might help a fast-expanding tech company with several offices connect with the city's utilities to consolidate invoicing. On the other, she is creating a movement — Make It In LA — to bring together and support manufacturing-related entrepreneurs.

"It comes down to policy, publicity and partnerships," Ms Holly says. "There is an opportunity to spur innovation through urban planning. For example, creating places where people connect and innovate makes a big difference." She cites LA Prep, a development where early stage food entrepreneurs can lease high-quality production areas. It was set up in collaboration with the city, the county and the private sector with a view to creating a food technology cluster.

LA is still overshadowed by Silicon Valley, but it is consistently near the top of start-up rankings. In Europe, these tend to be dominated by London, with places such as Stockholm, Berlin and Helsinki grouped near the top.

Last year's European Digital City Index, put together by Nesta, the UK-based innovation charity, repeated this running order. So far, so boring.

But Nesta's ranking also showed a clear split between eastern and western Europe in how start-up friendly they were. Despite many eastern European cities having great internet infrastructure and large numbers of graduates with science, mathematics and engineering degrees, they are not drawing digital entrepreneurs in.

While cities such as Bucharest, Riga and Vilnius are ranked highly for digital infrastructure in Europe, they were 30th, 32nd and 29th respectively in terms of start-up appeal. Looking at the reasons behind the divide provides insight on what is essential for start-ups. Poor access to funding and lack of an entrepreneurial culture were part of the problem in many eastern European cities, according to Siddharth Bannerjee, a Nesta researcher who focuses on Europe's digital future.

Here at the FT, we asked readers in our Facebook group for technology

Eastern European has great infrastructure but is not drawing entrepreneurs

entrepreneurs, Tech Meets Money, why they felt eastern Europe lagged behind. Emi Gal, a Romanian entrepreneur, agrees that funding is a key issue. "Start-ups need investors, and Romania has quite a few. I do, however, think that we have a lot more to do on this front."

Mr Gal, now based in New York, says he would like to see policies such as the UK's enterprise investment scheme, which provides tax relief for those who invest in small, unlisted companies, introduced to Romania.

"I think the key challenge we are facing is the lack of international experience and skills like leadership, marketing, sales, which would enable us to be successful on the international level," says Pawel Tomczuk, founder of a Polish communications business.

"For example in Poland we had our own Skype [Gadu-Gadu], which had several million users before Skype, but no one had experience and vision which would take it global."

One of the Nesta ranking's surprises for many was that for expanding technology businesses or "scale-ups" Brussels — despite its associations with bureaucracy — ranked above Berlin, which is seen as being more open to new ideas.

The Belgian capital benefits from the proximity of organisations such as the Fraunhofer Institute, which investigates the uses of applied science. It has also agreed policy changes that make life easier for tech start-ups, such as lifting the country's ban on night-time work for ecommerce companies. This had made shipping much slower than in neighbouring countries.

The trick, says Ms Holly, is for cities to stay flexible and listen to the needs of smaller businesses, not just big ones. "Usually it is the big companies that have the ear of government. [Having an entrepreneur in residence] lends a voice to the smaller companies that don't normally get to influence policy."

The Connected Business

Drones lift agriculture to a higher plane

Emerging economies
Bulgaria is turning to entrepreneurs as it tries to bring its traditional industries into the 21st century, says *Henry Foy*

Stefan Dimitrov, a farmer in Bulgaria's central Rose Valley, has some unusual guardians to protect his 1,500 hectares of land from criminals, wild animals and crop failure: they fly at 60 kilometres per hour and run on rechargeable batteries.

Mr Dimitrov's drones are revolutionising the way he and fellow farmers in Bulgaria are managing their business. The company behind them hopes the drones will become as essential to agriculture as tractors and ploughs.

"[The drones are] making the agriculture sector an exciting place to be," says Mr Dimitrov. He adds that by using data from them "we have been able to improve our day-to-day activities through the amount of information we have to hand.

"One of the main benefits I have seen is the saving of money, time and resources, meaning that I can focus on scaling up the business."

The drones charge from the mains electricity supply. They take off, fly and land autonomously, and have enough power to stay up in the air for about 90 minutes. Three drones, making two flights a day each, can monitor a 10,000 hectare farm using digital images and live information.

"It can spot people stealing crops, animals that have entered the land, or it can monitor areas where crops are not growing properly or there are other problems," says Tihomir Nedev, co-founder of Flyver, the company behind the technology.

The Sofia-based company, which was founded in 2013, is one of many eastern European technology start-ups aiming to tackle local demands and so create business opportunities across the region. Like many countries in the region, Bulgaria is increasingly turning to entrepreneurs and innovators to drive future growth as it tries to leave behind its low-cost manufacturing economic model.

"One of the reasons the central eastern European market is so exciting is that it does not have the existing IT legacy that can sometimes restrict growth," says Don Grantham, president of central and eastern Europe for Microsoft, which provides Flyver with infrastructure and technology support under its BizSpark program.

He says that combining technology with "a traditional sector" is not always straightforward.

However, the increasing application of the "internet of things" — connecting objects it was previously impossible to link together — is affecting agriculture as it is many other industries, Mr Grantham says.

Many central and eastern European countries still rely on farming to provide a large chunk of their economic output and, typically, employ a disproportionately larger share of the total workforce compared with service and manufacturing industries.

Overview:
the Rose Valley as seen from the air — *Mnogoperki*

Countries such as Bulgaria and Poland, where about 20 per cent of the working population are employed in agriculture, are keen to use technology to improve the industry's efficiency, which is often held back by outdated practices and business models.

Mr Grantham says the drone technology is an example of how innovation is transforming the industry. He adds that it represents "huge opportunities for the way we will grow and cultivate our food".

But entrusting their land management to a drone and software hosted on cloud servers is a big leap for farmers who have been taught to plan for tomorrow's weather by the colour of the evening clouds.

One of the main stumbling blocks in marketing the drone system, which costs around $10,000 a year for an average farm, is convincing farmers used to traditional methods and centuries-old techniques to take a punt on technology that only a few years ago was mainly limited to expensive military and security surveillance applications.

"One of the problems is that they fear we come from a software and a technology background and have no idea about farming," says Mr Nedev.

To counter this he has demonstrated the product at agricultural shows and sought to join forces with established farming brands. "It takes some time for people to get familiar with new ideas, new systems."

Flyver grew out of discussions with farmers who were keen to find a smarter way to manage their crops. Mr Nedev now hopes the costs will fall as the technology becomes more widespread.

The company plans to prove its business model and hone the technology in Bulgaria before expanding across central and eastern Europe.

Long-term proposals include a push into the US and western Europe as autonomous aircraft regulations permit.

"These innovations are important to the industry as a whole," says Mr Dimitrov. "Aside from the immediate working benefits, becoming a technology-driven sector will help attract more young people into the field and promote further innovations."

Tihomir Nedev: Drones can monitor areas where crops are not growing properly or there are problems

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Simple precautions can help keep CEO fraudsters at bay

One to watch Security

Pete Roythorne looks at how executives can best protect themselves against criminals

Fraudulent — or phishing — emails sent by criminals have become more sophisticated, as the recent spate of attempts to defraud companies with well-crafted, believable messages apparently sent by travelling or absent chief executives has shown.

Etienne Greeff, head of UK-based cyber security firm SecureData Europe, says chief executive scams — known as "whale phishing" — became a problem in 2015. They were unsophisticated to start with, but as the year progressed they drastically improved. The FBI reported a 270 per cent rise in global losses from such frauds between January and August last year and says there were more than 12,000 victims. The average loss was around $120,000, while some companies lost up to $90m.

"Something from the chief saying it needs your immediate response is going to be a priority," says David Emm, senior security researcher at Kaspersky Lab, an online security company.

The fact that we share so much information online helps cyber criminals to operate. Not only are staff email addresses available on websites, their movements and business plans can be gleaned from blogs, news stories and social media. This helps fraudsters to create believable email scenarios in which a senior executive asks for large sums to be sent to them.

Here are some suggestions on to avoid becoming a victim of fraud.

● **Ensure you have email filters in place**
Having a system that filters incoming emails and automatically blocks obvious spam and phishing messages is essential, says Mike Hracs, a security intelligence consultant at Deloitte Canada. "There are two different types of system: on-premises and cloud-based. Cloud-based email filtration systems are easiest to implement and are very effective."

Filtration will stop a lot of the basic phishing and some cloud-based systems can even track messages and rewrite harmful links in them. This can prevent staff unintentionally downloading malware that will give criminals access to your systems.

● **Put better internal processes in place**
"In a lot of companies there is no clear demarcation between legitimate practice and what phishers are [doing]," says Kaspersky's Mr Emm.

By viewing the source information you will see more detail that may enable you to spot a fraudulent email
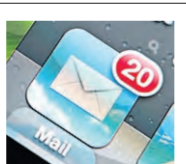
"Companies make use of emails from executives with attachments and expect people to click on them. If we expect people to respond to genuine emails in that way, then why would we be surprised when they respond this way to spoof emails?"

Ian Trump, security lead at Logicnow, a software provider, says fraudulent emails are unlikely to be successful if senior executives discuss their future plans regularly. He also points out the need for better internal systems. Having several people sign off on sums that have to be sent abroad makes it harder for crooks to succeed.

● **Awareness training**
"You need to develop presentations that can demonstrate basic phishing constructs and how to identify them," says Deloitte's Mr Hracs.

The more educated staff are, the more prepared they will be. But the ever-changing nature of these attacks means training will not be a one-off. Company IT teams should regularly run internal phishing campaigns to really help raise awareness. They should train employees so that if something in an email seems out of the ordinary, they should ask if such behaviour is in keeping for the executive concerned and be wary of clicking on any suspect links.

● **Check the email header**
While it may initially appear as though an email has come from your chief executive, viewing the email source information shows more detail that may enable you to spot a fraudulent email. Staff should look at email headers on suspect messages, which typically include the name and email domain used by the sender.

Checking them is a straightforward process in most email packages and IT teams can provide staff with guidance on what to look out for. For example, in Google mail, click on the drop down arrow in the top right of an email and select "show original".

Finally, if in doubt, call the chief and ask if she or he needs the money. They are not going to mind if you stop the company from losing a fortune.

Contributors

This cloud opens doors
of opportunity.

The Microsoft Cloud has helped Temenos lower the cost of borrowing by 90%. By putting their core banking software in the cloud, microfinance institutions are able to reduce the need for infrastructure and management. In turn, this opens the doors of opportunity for millions of underbanked people all over the globe.

This is the Microsoft Cloud.

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