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## Transforming Culture in the Kingdom: How Saudi Telecom Focused on People to Compete in the Digital Age



Newly appointed Saudi Telecom Co. (STC) Group CEO Nasser Bin Sulaiman AL Nasser stood in the shadow of a giant in the world of Saudi Arabian business and government. Dr. Khaled Biyari, AL Nasser's predecessor as STC group CEO, had reigned over a dramatic transformation in the culture of a company that, as the incumbent provider of all telecommunications in the Kingdom of Saudi Arabia (KSA), was seen as critical to the success of the country as a whole.

A former public agency with a government-sanctioned monopoly, STC was privatized in 1998. Deregulation opened the Saudi Arabian telecommunications market to outside competition in 2004.

### Exhibit 1 Two Central CEOs



Dr. Khaled Biyari

Nasser Al Nasser

Source: STC

Biyari (shown at left with Al Nasser in **Exhibit 1**), an electrical engineer with bachelor's and master's degrees from the King Fahd University of Petroleum & Minerals and a doctorate from the University of

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