

# facilities management

FIVE MINUTES WITH...

Zinah Mohammed,  
ServeU p50



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## SLAs AND KPIs

The evolution of the FM contract and benefits for service providers

p38

**SPECIAL REPORT**

*Cleaning solutions*

p27

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# Awakens

Initial Saudi's Faris Bundakji and Mohammed Bundakji on the massive opportunity for FM in Saudi Arabia



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*In-depth*

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The opportunities for growth of the FM sector in Saudi Arabia are plenty, and Initial Saudi wants to be in the front of the queue.

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Data is now being harnessed to generate efficiencies in soft service operations. We take a look at the offering by Tork EasyClean.

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As SLAs and KPIs get more sophisticated in FM contracts, experts discuss and analyse the challenges of its implementation.

**COMING UP IN fmME**



**AUGUST 2018**

fmME's Special Report on **fleet management solutions**, will be published in the **August 2018** issue and will focus on the various new trends in the critical space of truck and fleets within the FM sector and its subsidiaries.

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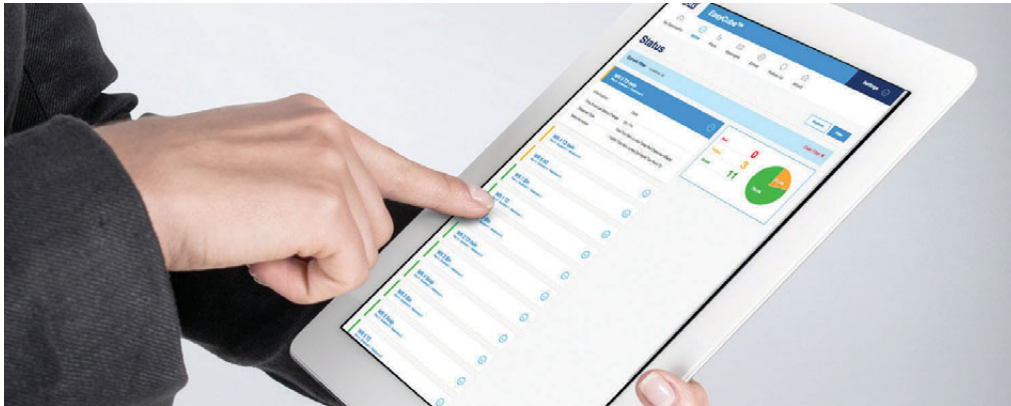
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**DON'T MISS** — *Special report:* We address the important aspect of cleaning services in FM **p27**

# fm update

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→ Apart from its involvement with RAKBank, Farnek also signed a three-year agreement with The Dubai Mall for soft services.

**EVERYBODY IS TALKING ABOUT...**

## Farnek secures FM contracts in excess of \$43m for 2018

UAE-based FM company wins contracts with Dubai Mall, Dubai Airport, RAKBANK, Emaar, MAG 5 Boulevard and Abu Dhabi Municipality

### BUSINESS PERFORMANCE→

**U**AE-based facilities management (FM) company Farnek has been awarded new contracts worth over \$42.75m (AED157m) from several major organisations throughout Dubai and the UAE.

The contract wins for the period starting from January 2018 includes Dubai Airports, The Dubai Mall, RAKBank, Emaar's new retail centre, Springs Souk, Abu Dhabi Municipality and the new residential community in Dubai South MAG 5 Boulevard.

Farnek is mobilising 1,170 additional staff which includes skilled workforce and specialist technicians to manage mechanical, electrical and plumbing (MEP), cleaning, waste management and security.

Markus Oberlin said: “These new account wins vindicate our business strategy. We endeavour to add value whenever and wherever we can, being innovative and adopting the latest technology in a sustainable manner, to deliver our promise to our customers.

Farneke’s newly signed contracts include a three-year agreement with The Dubai Mall for soft services across all aspects of the mall including Fashion Avenue and the Leisure and Entertainment areas. A total of 500 staff will be mobilised.

The company will also incorporate a waste management strategy for Dubai Mall, to support this strategy Farneke will utilise research from its shopping mall benchmarking study, launched earlier this year.

Farneke will also be providing FM services to Emaar’s newly opened Springs Souk. The one-year contract will cover all MEP, specialist cleaning services and defect liability period (DLP) management for the entire community centre which includes retail, F&B outlets and a cinema.

The firm has also signed a three-year contract with Dubai Airports to provide skilled technical manpower to both Dubai Airport and Al Maktoum International Airport, located at Dubai World Central, which will initially see 350 staff supporting operations from an engineering perspective.



### THE BIG PICTURE

#### Green Wall at Dubai Wharf

→ Dubai Properties has unveiled a vertical garden that extends 210mtrs in length and six mtrs high at Dubai Wharf. The vertical garden spans 1,260 m<sup>2</sup> and features over 80,000 plants forming a leaf canopy area equivalent to around 200 trees, capable of offsetting an estimated 4.4 tonnes of carbon dioxide (CO<sub>2</sub>) annually, Dubai Properties said. The Green Wall at Dubai Wharf has been developed by landscaping specialists Gover Horticulture, and is made using geotextile grow bags filled with peat substrates enriched with nitrogen, phosphorus and potassium (NPK).



## Tenders

For up-to-the-minute tenders, log on to [constructionweekonline.com](http://constructionweekonline.com)  
Please apply directly to the listed issuers.

### MAINTENANCE OF ROADS AND STREETS IN MAHD, SAUDI ARABIA

Closes: July 8, 2018

Category: Infrastructure

Issuer: Secretariat of  
Madinah Al Monawarah,  
Saudi Arabia

### RESTORATION OF 36 ELEMENTARY SCHOOL IN DAMAM SAUDI ARABIA

Closes: July 8, 2018

Category: Buildings

Issuer: Directorate of  
Education in Eastern Region

### INTERIOR DESIGN OF PORT OF DUQM IP2 & IP3 BUILDINGS OMAN

Closes: August 19, 2018

Category: Buildings

Issuer: Port of Duqum  
Company

### MAINTENANCE OF STREETS, SIDEWALKS AND LIGHTING SAUDI ARABIA

Closes: Aug 7, 2018

Category: Infrastructure

Issuer: Secretariat of  
Madinah Al Monawarah,  
Saudi Arabia



**WHAT'S THE STORY**

**Buildings along Dubai Metro routes asked to shape up**

**What are the details?**

Buildings along Dubai Metro routes have been served notices to improve their external appearance by Dubai Municipality's (DM) Buildings Department. The building inspection section has sent instructive letters to the respective buildings' owners asking for maintenance and painting work to be carried out.

**What's the process?**

Getting a license to carry out maintenance work takes two working days, and is provided through the Dubai Building Licensing System to DM-accredited contractors and maintenance companies.

**What does the authority say?**

Saeed Bin Humaidan AlFalasi, head of DM's building inspection section, said his unit had conducted campaigns on "the vital areas of the emirate", particularly those overlooking the Metro's Red Line and Green Line.

**Bloom Holding expands FM footprint to KSA**

B.fm signs agreement with AlKifah Real Estate to extend its facilities management offerings to Saudi Arabia

**EXPANSION** → B.fm, a Bloom Holding subsidiary that offers integrated facilities management services, has signed a MoU with Saudi-based AlKifah real estate to collaborate on various opportunities to set up facilities management (FM) operations and related consultancy across KSA.

The MoU was signed by Sameh Muhtadi, CEO of Bloom Holding and Eng. Abdulaziz AlAfaleq, CEO of AlKifah Holding at Bloom's headquarters in Abu Dhabi in the presence of senior executives from both sides.

Under the MoU, both b.fm and AlKifah are mandated to work together in shaping a new business venture that offers commercially viable FM solutions in Saudi Arabia.

For its part, b.fm can now extend its FM service model that utilises Computerised Automated Facilities Management (CAFM) systems to deliver the highest quality of service to its clients

in the country. Speaking on the agreement, Sameh Muhtadi, CEO of Bloom Holding said: "As Saudi Arabia pushes ahead with its plans to diversify the national economy in line with the Saudi Vision 2030, Bloom is keen to capitalise on the tremendous opportunities the country presents for investors from the UAE.

"Together with our partners from AlKifah, we are confident that we can provide best-in-class facilities management services to a wide-range of potential clients in the Saudi market."

Eng. Abdulaziz AlAfaleq, group CEO of AlKifah Holding said: "The timing couldn't have been better as there is a big gap in the market for quality FM services and we hope with this partnership to bridge this gap and exceed customers' expectations."

B.fm delivers FM to diverse entities in the educational, residential, commercial, banking, sports, hospitality and retail sectors across Abu Dhabi, Dubai and Al Ain.



The MoU was signed by Sameh Muhtadi, CEO of Bloom Holding and Eng. Abdulaziz AlAfaleq, CEO of AlKifah Holding at Bloom's headquarters in Abu Dhabi.

**NEWS IN BRIEF**

**ONEIC wins \$2.4m O&M contract for Oman desalination plant**

Oman National Engineering and Investment Company (ONEIC) has been awarded the operations and maintenance (O&M) contract for the Shaleem and Al Hallaniyat Island power and desalination plant in Oman. In statement to the Muscat Securities Market, ONEIC's chief executive officer, Rashid bin Mohammed Al Ghailani, said that the contract, worth \$2.4m (OMR925,556), covers a four-year period, with works expected to commence on 1 July, 2018. It was awarded by Rural Areas Electricity Company. The power and desalination plant is located in the Wilayat Shaleem and Al Hallaniyat, in the Dhofar Governorate.

**Price of electric wires for apartments sees 23% hike in 2018**

Electric wires prices have increased by 23.3% year-on-year, according to Statistics Centre — Abu Dhabi (SCAD). The wire cost increase is higher than any other cost hike on materials used in construction, when comparing SCAD data for April 2018 with April 2017. Diesel followed in second place, rising by 23.1% year-on-year, while the cost of roofing materials increased by 9.4% during the same period, according to the report by SCAD. While wires, diesel, and roofing materials registered a year-on-year price hike, the cost of other construction materials declined during the 12-month period.



## New 'Smart traps' introduced to control pests in Dubai

Smart trap to aid Dubai Municipality to reduce expenses in the fight against rodents and pests in an environmentally conscious manner

**PEST CONTROL** → A new 'smart' system is expected to help Dubai crack down on rodent infestations.

Dubai Municipality's (DM) pest control section, part of the agency's Public Health Services Department, has rolled out the "alternative pest control method".

'Smart traps' being used by DM ensure that rodents are controlled using "sensor technology and electric shock, instead of traditional methods of controlling rodents".

Eng Hisham Abdulrahman Al Yahya, head of DM's pest control section, said the device installed on the smart trap in the field would send text messages and emails "continuously to the control team" of his unit.

These notifications would be triggered immediately after rodents have entered the trap, and "the text message will include the number and location of the trap, and the number of rodents".

In a statement, Yahya explained: "[The] smart trap will help to reduce the expenses in the fight against rodents and pests, and will also contribute to the preservation of the environment save time and effort in the follow-up



DM's new 'Smart Traps' make use of sensor technology and an electric shock, instead of traditional methods of controlling rodents.

of the traps all over the emirate.

"The smart message from the trap is enough to know the location of the trap, and [carry out] disposal in a proper manner before decomposition and without the pest control workers

[having] to make periodic inspections of the traps."

Al Yahya said the Public Health Services Department was circulating these smart traps throughout the emirate of Dubai.

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*reduction of CO2  
 emissions over seven-  
 year period*

**50 GWH**  
 of electricity savings

**21 million**  
 gallon water savings



Expansion works at Fruits and Vegetables Market in April.

NEW FACILITIES →

**Dubai's Fruits and  
 Vegetables market  
 expansion project on track**

Dawood Abdulrahman Al Hajiri, Director General of Dubai Municipality (DM) inspected the Fruits and Vegetables market expansion project in Warsan. The assistants to the director general, directors of departments, officials, engineers, project owners and executing companies for the development project were also present on the occasion.

The project has been termed as an important one by the authority which is being built at nearly \$136m (AED500m) and is an important step for the municipality to upgrade its services. He added that the project comes in line with the growing needs of such activities, which have witnessed a great development during the past period and are expected to expand based on the growth of the boom

witnessed in Dubai.

The new facility will feature more space for loading and unloading of goods, in addition to increasing parking lots for trucks and providing services for them.

Assistant director general of DM's Environment, Health and Safety Control Sector Khalid Mohammed Sharif said: "We will also ensure a hygienic environment suitable for the display and distribution of goods. We also have dedicated pathways for trolleys, bicycles and pedestrians as well as the separation of the tracks of trucks and other vehicles, and organised the sorting of vegetables and fruits according to their different varieties."

Electrical points are provided in each wholesale and retail building and truck waiting areas to charge the trucks with power.

# Veolia to build sustainable central utilities facilities in Saudi Arabia

Investment to be made by Veolia and its partners, while Sadara Chemical Company will act as facilitator to the project's success

**NEW FACILITIES** → Veolia and Saudi's Sadara Chemical Company (Sadara) have signed a Memorandum of Understanding (MoU) which will see the French firm build a utility plant along with offering waste management facilities.

Under the terms of the MoU, Paris-based Veolia will construct a sustainable central utilities facility in PlasChem Park, located adjacent to the Sadara Chemical Complex. PlasChem Park is a collaborative effort between Sadara and the Royal Commission for Jubail and Yanbu (RCJY) in Jubail Industrial City II.

The MoU provides a long-term waste management solution for Sadara, and creates an opportunity for Veolia to build a utility plant including waste management and waste energy facilities at PlasChem Park, enabling Veolia to



→ Veolia will provide utilities and waste management for Saudi's Sadara Chemical Company.

manage a substantial portion of Sadara's waste streams.

Faisal Al-Faqeer, CEO at Sadara said: "One of Sadara's main drivers is the enablement of a vibrant downstream manufacturing industry in Kingdom. Another is to always act responsibly towards the environment. This deal allows us to combine those two key objectives, and we are very excited indeed to partner

with Veolia to deliver this waste product management solution."

The central utilities "island" will incinerate industrial wastes and recover the heat from this process to produce a usable steam by-product. This will act as an incentive to attract PlasChem Park investors, providing their proposed manufacturing plants with third-party steam at an attractive price.



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# Yas Island's Radisson Blu uses solar energy to reduce energy consumption

New system installed on the rooftop of the Abu Dhabi-based hotel helps hotel achieve energy savings



→ The Radisson Blu Yas Island.

**ENERGY MANAGEMENT** → Abu Dhabi-based Radisson Blu Hotel has turned to harnessing solar energy to supply the hotel's need for hot water.

The Radisson Blu hotel at Yas Island has reportedly slashed its energy costs required for heating water by 85%, from a compact solar installation capable of heating 45,000 litres of water a day.

The system uses the heat from the sun's radiance, which is absorbed by panels and used to heat water distributed within a

water system.

It is estimated that a three-star hotel requires about 40 litres of hot water a day per guest, while a four-star hotel needs 50 to 60 litres of water heated daily per person on an average.

The best five-star hotels heat 80 litres to 100 litres of water every day for guests. That expense, on average, can be about AED300,000 a year but is reduced to about AED54,000 using solar thermodynamic technology.

## 450 workers benefit from Dubai Municipality's medical initiative

**WELFARE** → More than 450 cleaners working in different areas of Dubai benefited from a medical initiative organised by the Waste Management Department of Dubai Municipality (DM), in cooperation with several private sector medical establishments.

Through the initiative 'Because We Care About You!' medical consultations were offered to workers and examinations were carried out for diabetes, hypertension, and cholesterol, in addition to providing awareness and guidance to maintain health and wellbeing of the workers.

Medical checkups were carried out with the participation of qualified volunteers from Saudi German Hospital, Medeor Hospital, Prime Hospital, and Life Pharmacy with the support of the Public Health Services Department of Dubai Municipality.

Eng. Abdulmajeed Saifaie, director of Waste Management Department at DM, said the initiative is part of the department's annual work plan for a series of community initiatives that will be implemented for its employees this year in line with the Year of Zayed. "The initiative affirms the constant efforts of the Municipality to motivate the community to interact with one another," he said.

# Dammam Airports Co. awards 10-year contract to Serco Middle East

FM services company to provide fire and rescue services at King Fahd International Airport in Dammam, as the firm increases its Saudi operations

**CONTRACT WIN** → Saudi's Dammam Airports Company (DACO) has awarded a 10-year contract to Serco for the provision of fire and rescue services at Dammam's King Fahd International Airport located in the eastern region of the Kingdom.

The King Fahd International Airport is the first Saudi airport to leverage an international service provider's expertise in fire fighting systems.

DACO CEO, Turki Al Jawini, said, "We are delighted to enter into a partnership with Serco through this new contract. By combining Serco's expertise as a globally recognised fire and rescue service provider with Dammam Airports Company's ambition, our objective is to serve as one of the effective enablers in the transformation of the Kingdom of Saudi Arabia's aviation sector in line with Vision 2030.

"The collaboration will also help us contribute to the growth of the Eastern Region's economy through the development of an efficient and effective gateway for passengers and cargo," Al Jawini added.

DACO was established in July 2017, and its vision is to be a leading airport operator through the corporatisation of the King Fahad International Airport.

Serco operates a number of fire services globally with contracts in the civilian, aviation and defense markets, including operating the 'Queen's Enterprise Award'-winning International Fire Training Centre (IFTC) in the UK.

An important objective of the contract is the provision of a transformed and effective mission-critical service, in addition to creating transferrable career opportunities for Saudi nationals.

Serco Middle East CEO David Greer said: "We are excited at this addition to Serco's aviation portfolio. We much



→ Turki Al Jawini and David Greer.

look forward to working with DACO on the provision of this vital service and support their ambitious growth plans for King Fahd International Airport, the gateway to a vibrant and growing Eastern Province.

"The delivery of fire and rescue services within KFIA is a milestone in the diversification of our service offering within the aviation sector," Greer added. Serco Middle East has been delivering a fully-integrated service in the Middle East for over 60 years to government and others operating in the public sector.

In February 2018, Serco Saudi Services and Dr Soliman Fakeeh Hospital entered an agreement aimed at transforming its FM services at Dr. Soliman Fakeeh Hospital in Jeddah.

The scope of services included facilities operation and maintenance, portering and housekeeping. Serco's expertise in delivering healthcare FM services includes mission critical building maintenance to hospital facilities services such as catering, cleaning, and porter services.

## NEWS IN BRIEF

### Dubai offers first free parking slots for eco-friendly vehicles

Dubai's Roads and Transport Authority (RTA) has provided 70 free parking spaces for environment-friendly vehicles in 40 paid parking zones across the emirate. The move, which represents the first phase of offering free parking to eco-friendly vehicles, contributes to Dubai's Green Mobility initiative aimed at slashing carbon emissions and encouraging the public to use environment-friendly vehicles. Locations include the Central Business Districts, Trade Centre area, Burj Khalifa, Dubai Marina, Jumeirah Street and Sheikh Zayed Road.

### CBFM launches initiative for blue-collar workers

Cofely Besix Facility Management (CBFM) has rolled out the 'Partnership for Development' initiative which involves the transfer of FM skills aimed at reaching blue-collar workers from a variety of different companies, located across the UAE. CBFM has already partnered with two of the largest FM worker's accommodation, namely: Al Raha Operative and Labotel Workers villages, with a combined resident community of 25,000 workers.

### Wasl Asset Management recognised for digital transformation

Wasl Asset Management Group's uptake of digital services has won it plaudits at the SAP Innovation Awards. The asset management firm has taken on the services of EOH International and SAP to offer new digital solutions to its occupants. The new system offers real-time visitor experiences, internet of things-connected waste management fleets, and blockchain-backed leases, industry experts announced. "The UAE is entering 2018 as the tipping point year for IoT, artificial intelligence, machine learning, and blockchain to go from theory to reality," said Sameer Areff, chief operating officer, SAP Middle East South.



DulSCO is a Dubai-based waste management company.

# DulSCO selects InfoFort to power its digital transformation

InfoFort to automate DulSCO's workflow and internal processes transforming the way it carries out business

**TECHNOLOGY** → InfoFort, an information management company operating throughout the MEA region, will support DulSCO's digital transformation and help the company automate its internal processes.

As part of the newly formed partnership, InfoFort aims to support DulSCO with realising its new growth strategy so as to catapult it into the digital realm.

InfoFort – an Aramex company – will automate DulSCO's existing processes, creating hundreds of document definitions and e-forms and digitising their physical document backlog through its paperless service.

Furthermore, InfoFort will also provide an easy migration to enVision, an electronic content management system (ECM), with unlimited user licenses. DulSCO currently employs a workforce of more than 12,000

employees across its offices in Dubai, Abu Dhabi, Al Ain, Fujairah, Sharjah, and Ras Al Khaimah.

Commenting on the partnership, DulSCO chief executive officer and managing director David Stockton said: "We are confident that our partnership with InfoFort will allow us to emerge as the most digitally adept player in our industry."

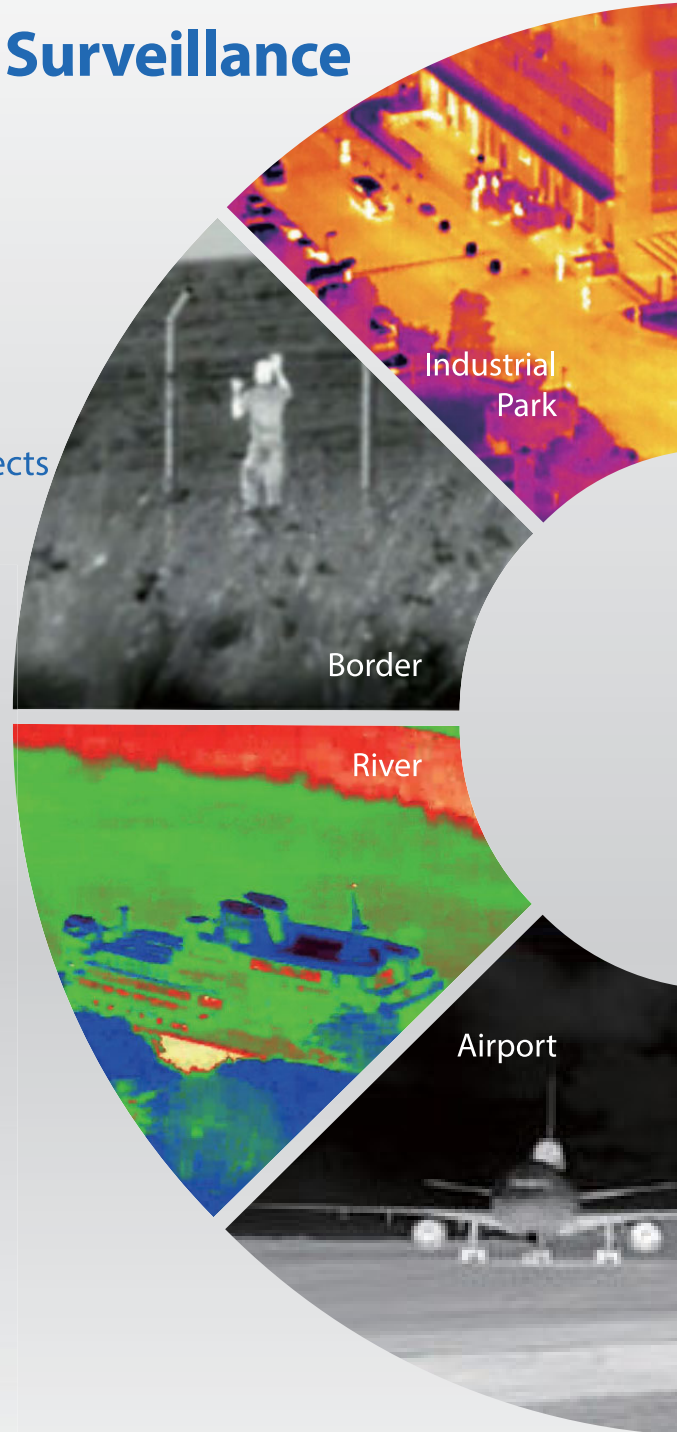
"It will enable us to not only streamline, simplify and secure our record keeping and business processes, but will also strengthen our standing and adaptation in what is now the fourth industrial revolution. InfoFort's highly-esteemed solutions will make a noticeable difference in the progression of our advanced business model," he said.

InfoFort began its operations in the UAE in 1997 and has assisted more than 2,000 organisations in 25 cities in the Middle East, Africa and Asia.

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# Cluttons Middle East will rebrand to Savills in 6 months

All 190 jobs of Cluttons Middle East employees safe, says Savills

**PROPERTY** Cluttons Middle East will be rebranded to Savills within the next six months, following Savills acquisition of Cluttons Middle East for an undisclosed fee. London-based real estate advisor Savills completed its acquisition of Cluttons Middle East on 31 May and confirmed the deal on 4 June.

Savills also confirmed that all 190 jobs – of Cluttons Middle East employees – would be safe. Through its takeover of Cluttons Middle East, Savills has secured stronger market access to the Middle East, which has been a “strategic target” for the London Stock Exchange-listed business for years.

Cluttons 190 staff are employed across seven locations in the Middle East, including the UAE, Bahrain, Egypt, Oman, and Saudi Arabia. The company has worked in the region for more than 40 years, providing advice and consul-



Savills' deputy group chief executive, Mark Ridley and Cluttons Middle East chief executive, Steven Morgan

tancy services to commercial and residential real estate sectors.

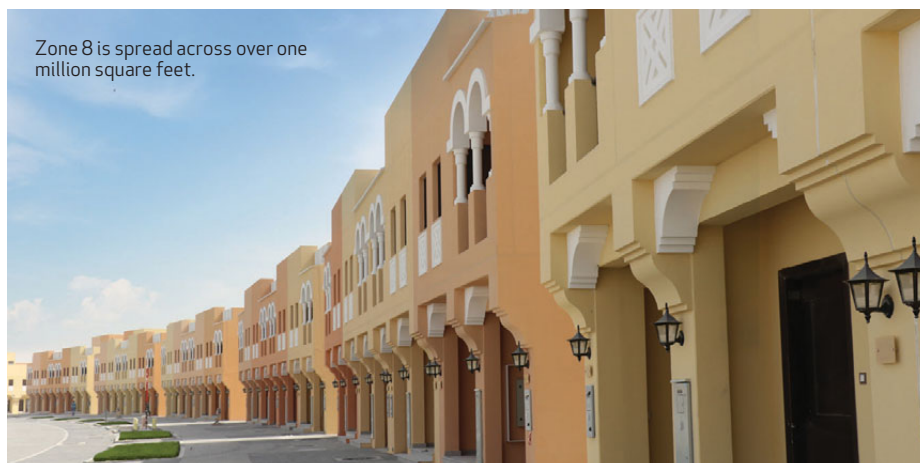
“The Middle East region is key to the global economy and its continued economic development, increased government investment and a young population will continue to accelerate its significance.” said Savills’ deputy group

chief executive, Mark Ridley.

“Despite economic headwinds across the region in recent years, Cluttons Middle East has grown from strength to strength and Savills’ acquisition is testament to our current position in the market,” said Cluttons Middle East chief executive, Steven Morgan.

# Hydra Village zone 8 properties to be handed over

Work progressing on developer’s Reem Island-bound Hydra Avenue development



Zone 8 is spread across over one million square feet.

**PROPERTY** Hydra Properties LLC will begin handing over properties in the Hydra Village zone 8 area located in Abu Dhabi’s Shahama district by end of June.

Zone 8 is spread across over one million ft<sup>2</sup> and consists of 582 two-bed-

room villas and a low-rise residential buildings and various amenities including swimming pools, landscaped areas, an outdoor gym and children’s play areas.

The developer says all properties

within Zone 8 have been sold out. Mohamad Al-Habech, chief commercial officer at Hydra Properties said: “The demand for properties in zone 8 has been extremely high all the way through construction, just as it has been in the other zones. There has been an obvious trend of people looking further outside the city to get more for their money.

“Another reason for its popularity is the number of people who have to commute between Abu Dhabi and Dubai on a regular basis or couples who have jobs in different cities.”

Hydra Properties has also been making headway on its Hydra Avenue development, a premium waterfront location on Reem Island offering competitively priced apartments that include lifestyle facilities and amenities.



# A COMPREHENSIVE SOLUTION TO EXPAND YOUR FM BUSINESS FROM B2B TO B2C

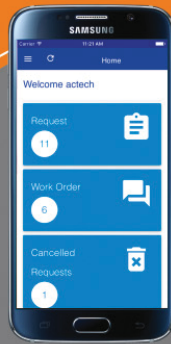
Cloud based solution with unlimited requester / customer app hosted in your brand

## SOLUTION PACKAGE

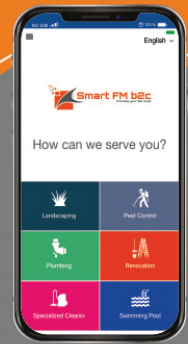
A ready to deploy b2c solution for FM business-easy to configure & shorter deployment period



**1 B2C WEB APPLICATION - BACK OFFICE >>**



**2 TECHNICIAN APP >>**



**3 REQUESTER / CUSTOMER MOBILE APP >>**

### KEY FEATURES



SEARCH FOR SERVICES



ONE TIME (OR) AMC



BOOK ORDER



TRACK ORDER



FEEDBACK

- Customer Registration
- Payments (by Cash / Online)
- Language (English)
- Cart Options
- Advertisements
- OTP Verification
- View upcoming schedules
- Help (Support) Polices
- Live Map View\*
- Notifications
- Post Offers & much more...

### SERVICES COMPATIBILITY:

- Air Conditioning
- Swimming Pools
- Pest Control
- Electrical
- Landscaping
- Renovation
- Plumbing
- Carpentry
- Specialized Cleaning

### 3 Level Services Categorization

(Example: Plumbing

>> Water Heaters

>>> Installation, Repair, Cleaning)



MAP View - Track Technicians, Service Requests & Requesters/Customers



# VIEWPOINT



Cleaning up the mess left behind by birds in residential areas can be a daunting task, and we need to ensure that the ecosystem doesn't get damaged

Want to enter the debate? If you have any comments to make on these issues, email the editor at [nikhil.pereira@itp.com](mailto:nikhil.pereira@itp.com).

NIKHIL PEREIRA

## Fly away birdie



ately I have found the exterior of my apartment, which includes the balcony, in a rather messy situation.

Bird faeces have been creating a real menace in the master community that I live in, and fighting against it seems like no one's responsibility. The building management and FM service provider are still trying to work out who is responsible, which has left me to tidy up in the meantime. It isn't however the easiest thing to do and to add to it I do have day job.

A solution that I gave the management was one that I came across at the last FM Expo. Last year, UAE-based pest control specialists Engineering Techniques Services (ETS) launched a few products that help deal with the bird menace faced by several residents in tower blocks and villas.

ETS managing director Mohammad Othman said the company would introduce drone services to tackle the messy issue left by birds.

"Drones do not harm birds, but when they near homes or villas it scares them away by simulating sounds of predator birds," Othman told *fmME*.

This might seem like a rather elementary issue but FM companies will testify the seriousness of the matter as bird faeces not only lead to respiratory disorders, they also lead



We need sustainable solutions to mitigate damage caused by bird faeces.

to severe damage of facades, walls and vehicles parked in the vicinity.

ETS' solution is more recent, which uses new technology available to address the issue.

The more common solution continues to be the age old method of using harmful chemicals and exterminators. While I am quite interested to solve the menace and mitigate the damage caused I don't want to harm my surroundings or damage the ecosystem.

Companies such as ETS should be

lauded for coming up with new, safer solutions to address age-old problems faced in the industry.

As for my predicament, a spray water gun will have to do the job until a more viable solution is found.



### About the author

**Nikhil Pereira** is the deputy editor of *facilities management Middle East*.

SOUGATA NANDI

## Sustainable, retrofits

Whats the importance of a proactive retrofit budget?



While all sustainability initiatives may not require retrofitting, every retrofitting exercise impacts sustainability in the built environment. Such impacts range from 'greenness' of buildings to wellness of occupants, both accompanied by impacts on recurring O&M expenses.

Of late, the popular discourse appears to be revolving around retrofitting primarily for energy or water savings. This should not be the only reason for retrofitting. Buildings undertake retrofitting for multiple reasons. The most predominant form of retrofitting is for commercial offices, within open plan settings, and it is either when a new tenant moves in or if an existing tenant undergoes re-branding.

In other instances, retrofitting is required in order to replace non-functional equipment, sub-metering for utilities or to solve an operational problem, like improper IEQ (indoor environment quality). Almost all such retrofits are undertaken either because they are unavoidable or in order to reduce excessive utility costs. Very few instances of continuous or sustainable retrofitting are practiced.

Almost all buildings have recurring retrofitting needs like replacement of fused lamps and burnt motors, replacement of carpets, repainting of walls, etc. The prevalent approach is to carry out 'breakdown maintenance', only when unavoidable. These are ad-hoc initiatives that are at worst rarely planned

and at best, allocated a budget based on previous years' history. Sustainable retrofitting involves not just planning in advance on short, medium and long-term bases, but also ensuring that retrofits have triple bottom line benefits.

Planning retrofits in advance based on quality of O&M and equipment conditions, allocating appropriate budgets for both planned and unplanned retrofits and seriously mandating a pro-active retrofit budget that enables building operators to seek out new technologies, are all components of sustainable retrofitting. Akin to a corporate's R&D budget, a proactive retrofit budget enables buildings to stay ahead of the technology curve; in the process ensuring that the building's asset value always remains high. Dubai Chamber of Commerce and Industry HQ is a prime example of sustainable retrofitting.

Embedding a sustainable retrofitting regime in the organisation's operations management can reap multiple and ongoing benefits without having to go through complex management approvals, and sometimes, convoluted procurement processes. A sustainable retrofitting regime can achieve sustainable development goals, without having to go through costly and time-consuming projects and avoid unpleasant financial surprises for the building owners. Most importantly, sustainable retrofitting empowers building operators to take decisions for the betterment of the building. By engaging building operators in the decision making process, a genuine sense of ownership is catalysed.

A sustainable retrofitting program needs to start with the finance and procurement departments of an organisation, using a sustainable procurement policy as the framework. Such a policy needs to define the goals, ownerships and annual budgets for sustainable retrofitting. Technical criteria need to be set for MEP equipment that will qualify them as sustainable. Simple examples of such retrofits are buying only LED lamps of specific ratings for replacements. More sophisticated example would be upgrades of Building

Management Systems (software and hardware), ongoing re-calibration/ replacement/ upgrades of sensors, devices and meters. More complex examples would be identifying latest technology chillers, which may require special subject matter expertise, beyond a building's own operators.

Minor sustainable retrofits like installation of motion detectors, reduction of plumbing fixture flow rates etc. can be easily taken up through a regular procurement process, wherein a business case for each such retrofit should be developed and automatically approved if it meets the organisation's ROI criteria. Such retrofits can be easily financed through regular budget allocations as typical ROIs are in the range of a few months. A slightly different approach may be needed for retrofits like CO<sub>2</sub>, RH, and VOC sensors for monitoring IEQ, as there may not exist a quantifiable business case that is easy for management to accept.

Major sustainable retrofits may need significant budgets, even if these are planned. For example, a building's outdated chiller plant may need a full-scale replacement, Capex for which would run into millions of dirhams. This is the financial challenge. The technical challenge would be to select the right chillers and its implementation plan. Such retrofits are better to be outsourced to specialised engineering companies who will carry out a detailed engineering design to select the optimum equipment and controls, define scope of work and develop a project management plan. The goal of such a retrofit should not only be limited to only replacement of old equipment with new ones, but also to ensure that the new equipment are cost effective to operate and maintain through their life cycle.



*About the author*

**Sougata Nandi** is the founder and CEO of 3e Advisory

# Understand SAUDI'S FM

*The mantra for any business to thrive in the kingdom's economy is understanding the quintessential "Saudi-way"*

**Words** Nikhil Pereira **Portrait photography** Rajesh Raghav

**I**nitial Saudi is a KSA-based conglomerate and a true pioneer of the facilities management sector in Saudi Arabia. The group employs more than 22,000 employees with plans of becoming a 40,000-strong company in the next two years as it bids to go public in the next three years. Faris Bundakji the founder and chairman of Al-Bundakji Holdings — Initial Saudi's parent company — is calmly confident about achieving the targets set.

Faris Bundakji is joined by Initial Saudi's group managing director Mohammed Bundakji for the interview, and they examine the Kingdom's FM sector using a fine-toothed comb. "We have been involved in FM — in the sense as the term known today — for little over a decade. Clients have the tendency to request service providers to offer more than just cleaning or landscaping. They ask 'why don't you maintain our MEP systems as well?' and so on and so forth. and

that's pretty much how we grew into FM and offering integrated services to our clients," Mohammed Bundakji tells *fmME*.

Initial Saudi traces its roots to the mid-1980s when the Bundakji family led by Faris Bundakji made a couple of acquisitions. These included Initial Saudi Arabia (a Saudi-British joint venture), and Duraclean (a US service company).

Faris Bundakji recalls: "We grew into FM after acquiring the two companies, following which we grew exponentially. This was made possible due to the manner in which we ran the company and managed to tie up with major clients."

**// WE GREW INTO FM AFTER ACQUIRING THE TWO COMPANIES, FOLLOWING WHICH WE GREW EXPONENTIALLY //**  
**FARIS BUNDAKJI, CHAIRMAN, AL-BUNDAKJI HOLDING**

Revealing more about the list of its clients he says Initial Saudi is involved in the King Abdullah Economic City and Riyadh International Airport. "We are also involved with commercial companies such as Alshaya Group and Abdul Latif Jameel — the Toyota dealership throughout Saudi Arabia. We offer them a range of services which includes services in the FM space as well," he says.

Initial Saudi does not outsource any function to third party service providers, and looks to take on all functions in-house. "We have added functions as we have gone along, and so we have grown horizontally as much as we have grown vertically," Faris Bundakji asserts.

Both Faris Bundakji and Mohammed Bundakji have lauded the sweeping changes made by Saudi Arabia's Crown Prince Mohammed Bin Salman Al Saud. "Our new regime, which is under the young and dynamic rulership of Crown Prince Mohammed Bin



→  
**Faris Bundakji**  
Founder and chairman of  
Al-Bundakji Holdings.



←  
**Mohammed Bundakji**  
Group managing director,  
Initial Saudi.



Salman is creating a change for the benefit of the young. This change is going to support businesses in Saudi and across the region, which is leading to new opportunities for companies such as ours.”

Faris Bundakji also puts several new contract wins for the company down to the positive changes that’s been brought about by the rulership. “The reason we are able to get into some of the large contracts is because ‘those’ companies are unable to operate in KSA. Until a year ago, we found a difficulty to crack into several sectors. But it has changed now and I’d suggest companies from outside the Kingdom to re-consider Saudi Arabia,” he tells *fmME*, indicating that the economic

## INITIAL SAUDI(SATION)

Mohammed Bundakji says FM companies are required to have 10% of Saudi locals in its ranks, a number it “comfortably manages to achieve”. He says: “We have Saudis working in FM, and KAEC is the best example. A lot of our supervisors and facility managers are Saudi locals. Clients that have more budgets can afford to ask for Saudis to be working on their sites, as there is an obvious difference in cost structures. A qualified and trained Saudi professional in FM needs to have all the academic and certifications in place. And only clients that can afford that will ask for it.”

Bedaya — a sister concern of Initial

Saudi — also offers training. And Bundakji says that Bedaya will train Saudis with an engineering or technical background to become FM professionals in the near future.

Speaking about the lower end of the spectrum, he says it would be “wishful thinking” to assume Saudis would work as cleaners or in janitorial services in the near future.

Faris Bundakji says: “When you talk about the lower end of staff, it will never happen as workers from other countries will always be available at that price, despite the levies and taxes being imposed by the government. It’s also a cultural issue.”

“OUR NEW REGIME, WHICH IS UNDER THE YOUNG AND DYNAMIC RULERSHIP OF CROWN PRINCE MOHAMMED BIN SALMAN IS CREATING A CHANGE FOR THE BENEFIT OF THE YOUNG”

FARIS BUNDAKJI, CHAIRMAN, AL-BUNDAKJI HOLDING



→ **KAEC Involvement**  
Initial Saudi has been involved in providing its services at the King Abdullah Economic City.



← **Faris Bundakji**  
Founder and chairman of Al-Bundakji Holdings.

changes brought about in the Kingdom have benefitted Initial Saudi.

Mohammed Bundakji echoes these sentiments; he says: “In the past we would only hear about contracts, and the tenders would close even before we got a chance to bid for them, it’s not the case anymore.”

The new economic conditions in the Kingdom have prompted renewed focus from businesses in Saudi Arabia. Taking a leaf out of Dubai’s handbook, Faris Bundakji recognises the emirate’s approach towards professionalism. He explains: “Dubai had become a hub for professionalism with the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum that allowed

professionals to come to Dubai and exercise their skills in a fair manner, not having to do things differently.

“And Saudi Arabia’s change has brought about this mindset as well, as companies are now coming in with professional people. Dubai always had a transparent *modus operandi* and that’s what made international companies thrive in Dubai. Now, we have that same opportunity in Saudi Arabia in a far bigger way,” he says.

Faris Bundakji draws further parallels between the two markets, but says the cities in the two neighbouring countries have their distinct style of going about business, in this case FM. He highlights the “failed attempts

of Dubai-based FM companies in Saudi” and the bad taste it left due to the experience.

“We are dealing with two completely different markets, and companies fail to understand that several times. Even our parent companies [Initial and Duraclean] did not understand how a business should be run in Saudi Arabia – which led to their downfall.

“You have to understand the Saudi way – which involves understanding the unique nature of the market requirements. And western companies that entered this space came with western concepts, which is applicable to Dubai in certain cases as Dubai had taken the western approach right from the beginning. But Saudi is not, and will not be [as western in its approach],” Faris Bundakji asserts.

He goes on to explain that it was this lack of understanding that led to failing businesses. “Most of these FM companies [that expanded from Dubai to Saudi Arabia] failed. We witnessed it first-hand as we were part of a joint venture with a Dubai-based FM company – they just couldn’t understand. They said ‘we’ve not been paid for three months, we are out of here’ – and we asked them to be



→  
**Mohammed Bundakji**  
Group managing director,  
Initial Saudi.

## ABOUT THE BUNDAKJI FAMILY

For the past four decades, the Bundakji family have built a network of highly successful business service companies, predominantly targeting foreign organisations, operating in or planning to setup within Saudi Arabia.

patient. In fact, it was through those partnerships we managed to get into the King Abdulla Economic City, and three years on we are still there as a service provider and expanding our services within KAEC. Meanwhile, this FM company walked out of the market,” he reveals.

Mohammed Bundakji adds: “You also need to be extremely flexible in Saudi, which is one of our strengths. We work with clients to come up with a solution that suits them. We don’t impose our standards etc. on them, which was the case with international FM companies operating in Saudi. They came with





their UK standards, Dubai standards and rating systems which was all-new around five years back for the Saudi market. It's only coming now and thanks to MEFMA and the chamber of commerce [in Saudi Arabia] who are doing their best to bring standards along with them."

Mohammed Bundakji says that a decade ago Saudi Arabia wasn't an FM-focused market, and didn't care about KPIs and SLAs. "The only thing that mattered was head count — clients would want FM companies to throw a few hundred

bodies at a project and the staff would then clean and maintain the place. Matters pertaining to supervising, standardisation or CAFM systems were not high on the list of priorities."

But price sensitivities have changed that mindset. "Before clients payed good money but did not care about quality. Then quality became a top priority — as they started asking for well-defined KPIs, SLAs and ERP systems in their contracts. And today, you have to deal with issues such as rising costs, taxations and government levies coming in. So clients have

## STAT ATTACK

**35 years**

Initial Saudi has been in operation

**900**

Customers and clients

**2,000**

Locations

**22,000**

Employees



### Contract win

Initial Saudi recently won a three-year contract to offer soft services at the Riyadh International Airport.





← **Private sector**

The firm has had a longstanding partnership with Abdul Latif Jameel, Saudi's Toyota dealership.

become savvy as they understand the importance of manpower within FM. Previously 100 staff that would be involved in one project can now look after three to four projects by streamlining operations.”

Mohammed Bundakji says that the time spent by Dubai-based FM companies in Saudi Arabia also helped clients in the Kingdom understand a few important lessons about FM. “As a result of the lessons learnt, Saudi Arabia’s knowledge and talent in the asset management and FM sector has improved a great deal over the last 10 years,” he says.

He adds that some of its blue chip clients are more sophisticated and are the ones asking about standards and health and safety manuals. “It’s not so much of a requirement from the others, but they are getting there as well,” Mohammed Bundakji says.

Meanwhile, the KSA’s Minister of Housing Majed bin Abdullah Al-Hogail invited Initial Saudi to discuss the future of FM, standards and rating

of FM companies in Saudi Arabia. Mohammed Bundakji says any rating system will be welcomed in the Kingdom which also indicated the importance placed on the sector from a government level.

Speaking about the company’s efforts to localise positions (*see box out on Saudisation on p.22*) Mohammed Bundakji says that Initial Saudi employs more than 2,000 Saudi nationals from its 22,000 strong roster. And with the change in mindset Faris Bundakji says more Saudis are now seeking employment opportunities.

“It’s good that Saudis are now demanding jobs, and they understand the importance of education. Or else they will be left in between a labourer’s job that they will never do and a skilled job that they cannot do. That change is taking place right now, and quite rapidly at that,” Faris Bundakji says.

The next big push for Initial Saudi is going public within the next few years, it’s a move that Initial Saudi “should have made this year” according to Faris

Bundakji. “With the change that took place it should be within the next two years to three years. We have changed our approach with the change in market conditions, as we look to almost double our staff. While our company is majority family owned, and Ali Sayegh Group as an investor in the company, going IPO is almost a natural step.”

In terms of expansion of the company itself, Faris Bundakji says he is “against” it. He explains: “I’ve always been against that [expanding outside Saudi Arabia] because we haven’t even scratched the surface in the Kingdom. And Saudi by itself is one large market. For instance, a licence in Jeddah allows you to operate in Riyadh, Dammam or anywhere else in the country. Meanwhile, Mohammed Bundakji concludes: “Expansion is something we don’t entirely rule out, maybe it’s something for the mid-term future. We are considering Bahrain in the meantime, and that’s because of the proximity of its location. Dubai is too far for now.” ■

# facilities management

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Technology based cleaning is  
gathering momentum p29



MIDDLE EAST

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**A SPECIAL REPORT FROM FACILITIES MANAGEMENT MIDDLE EAST**

## **TOP STUFF**

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shares its recipe of  
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## **DATA-DRIVEN**

A new software  
system by Tork allows  
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# **FUTURE CLEANING**

The future of soft services is filled with robots and  
the internet of things, are we ready? — p30



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# VIEWPOINT

Technology is currently playing a key role in the FM industry, and cleaning seems to be a big beneficiary of the paradigm shift

Want to enter the debate? If you have any comments to make on these issues, email the editor at [nikhil.pereira@itp.com](mailto:nikhil.pereira@itp.com).

**NIKHIL PEREIRA**

## Sustainable cleaning

**T**he term cleaning in itself embodies a vast gambit of services that facilities management (FM) companies deliver

to their clients and the products that are supplied to them are also quite diverse. The importance of cleaning in FM continues to be a key pillar not just in the soft services side of things, but also as a key function in the service level agreement (SLA) of a contract.

Over the last few years technology has played an important role in cleaning operations. And this has coincided with clients' demands to reduce costs dramatically, and more often than not operators look to innovate with soft services.

Now service providers are pushing the boundary with data-driven cleaning practices and fully-, or semi-automated robots that are advancing quality of service as well.

It means that the number of cleaners required in each client site will reduce dramatically, and FM operators can use ever-efficient Computer Aided Facilities Management (CAFM) systems to aid in streamlining operations.

And contrary to the fear of many this does not translate into redundancies as FM operators are able to give a thorough account



of their personnel on the basis of reports generated by work orders that were routed through the CAFM system. Complete circle.

As far as automation goes, I have my reservations. As much as I am in support of technology for good, I'm slightly apprehensive about robots cleaning my house and an army of self-thinking (I'm exaggerating now) bots cleaning our roads.

On a serious note, however, technology is helping the FM sector like never before and the cleaning sub-sector will reap the benefits, no doubts. But it requires the buy in of the industry for its collective success.



*About the author*

**Nikhil Pereira** is the deputy editor of *facilities management Middle East*.

**facilities management**  
MIDDLE EAST  
**SPECIAL REPORT**

**Fleet Management**

**AUGUST 2018**

FM operators need to ensure their fleet runs to the best of its capabilities at all given points of time. Fleet failures resulting in downtime of operations is not acceptable in today's business world. The implementation of new technologies and mechanical advancements is now enabling FM operators to achieve more than previously foreseeable. From hybrid/electric car fleets to trucks and machinery running on biodiesel, and the advancements of telematics, FM operators are always seeking the best new fleet management solutions.

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← LG launched indoor cleaning robots and porters at the South Korean airport last year.

# Smart cleaners

The rise in popularity of automation and robots in the cleaning space is beginning to have an impact in the Gulf, fmME examines its prominence

**I**t is estimated that there are more than 1,500 registered facilities management companies in Dubai. And integrated FM companies grimace about the protracted figure as they believe these companies aren't offering 'FM' services and a majority of them offer either janitorial or cleaning

services. It's also believed that these companies don't adhere to evolving cleaning trends and standards.

Cleaning, however, continues to be the mainstay function of FM. The popularity of which is on the rise thanks to the growth of urban environments. And lately the regional cleaning sector has

embraced technological advancements and automation. The transformation is also helping FM companies balance the ultra-price sensitive cleaning sector.

Looking at the uptake of technology on the outdoor cleaning space, Dubai Municipality has taken the lead and purchased 15 new environmentally-

## facilities management MIDDLE EAST SPECIAL REPORT

LIFTS AND ESCALATORS  
COMING SEPTEMBER 2018

### LIFTS AND ES

Lifts, escalators a have not only ena moving towards a maintenance. No crucial topic.

friendly machines. These ‘giant vacuums’ run purely on electricity and will clean Dubai’s streets, albeit with an attendant piloting the machine.

The private sector is also moving into this space as Dubai-based FM company ServeU announced it will use robotic cleaners – from Avidbots – along the streets of Dubai Motor City. The company says that the “extensive testing of the machinery is complete with the final implementation already in place.”

The Avidbot Neo is a purpose-built floor scrubbing robot that integrates sensor technology, lasers and 3D cameras, along with AI navigation. This is the first instance where a private FM company has turned to a fully-automated street cleaning system. Although ServeU has stated that the system such as this is ideally suited for use in large open areas, which are normally maintained by cleaners physically using handheld equipment.

Gary Reader, general manager, ServeU says: “Using these robots will allow ServeU to provide a higher level of quality service with less actual cleaners. In addition to decreased physical strains for our staff, innovations like these would also mean less wastage in consumables leading to reduced costs and reduction in risk of environmental degradation.”

ServeU estimates that through the implementation of Neo, the firm can replace the menial responsibilities of five to seven cleaners over one shift.



Dubai Municipality has deployed electric street cleaning machines which are piloted by an attendant.

He adds: “Net savings are then reflected in yearly cost reduction sharing plans, which see mutual benefit to both ServeU and its customers.”

In the indoor robotic cleaning space, LG grabbed headlines 12 months ago when it trailed two robots in Seoul’s International airport – one of the bots offered floor cleaning services. LG said that the bot was able to “detect the areas that require the most frequent cleaning, store those locations in its database and calculate the most efficient routes to get there.”

In the following months LG trailed its robots at different international trade shows making a strong case for itself in the service industry as its bots have managed to address more service related functions such as porters.

Meanwhile, a report released by

McKinsey & Company last November suggested that by 2030, as many as 800 million workers globally could be replaced by robots. Even if automation adoption is slower, as many as 400 million people could still be affected, the report stated.


The GCC, however, has always had a high availability of workers, but the client’s perception is changing now. As Initial Group managing director Mohammed Bundakji says “Clients aren’t interested with FM companies throwing staff at a project.”

Quality is an increasingly growing requirement and a norm by which the success of KPIs are determined. In the wake of this evolving landscape, what impact will automation and technology have on cleaning? Only time will tell. ■

## CALATORS SPECIAL REPORT

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→ Eight years on, Berkeley Services continues to win the confidence of its client at the World's tallest tower

# Keeping it up

Berkeley Services has been at the helm of maintaining the soft services at the Burj Khalifa, we take a sneak peek into its operations

**A**ccording to 2013 figures, 1.87 million visitors set foot at the world's tallest tower – the Burj Khalifa in Dubai. Hence maintenance, whether soft or hard services, is a critical operation. Nothing but the best is expected from the different FM service providers on site.

Berkeley Services, which was adjudged the Cleaning Company of the Year at the 2018 FM ME Awards, won the contract to maintain Burj Khalifa's soft services for a third successful time in 2016.

Joseph Clerison, soft services manager, Berkeley Services shed light on the operations. "[The contract is defined by] stringent Service Level Agreements [SLAs] and KPIs as it's a unique tower. The client expects exceptional services from us," he says.

Clerison adds that the staff is strictly

monitored along with their behaviour and attitude. "We represent the image of Burj Khalifa to the public and several of our staff in this project face the customer and stakeholder. Under these circumstances we have to ensure that all our staff are subject to training on behaviour, attitude and grooming," he notes.

Revealing more about the importance of staff involvement and staff retention, Clerison says that Berkeley has managed to retain 100% of its supervisors and managers, who have been working on the project from the outset. Over the years, Berkeley has also added a few key personnel to ensure it maintains its KPI scores.

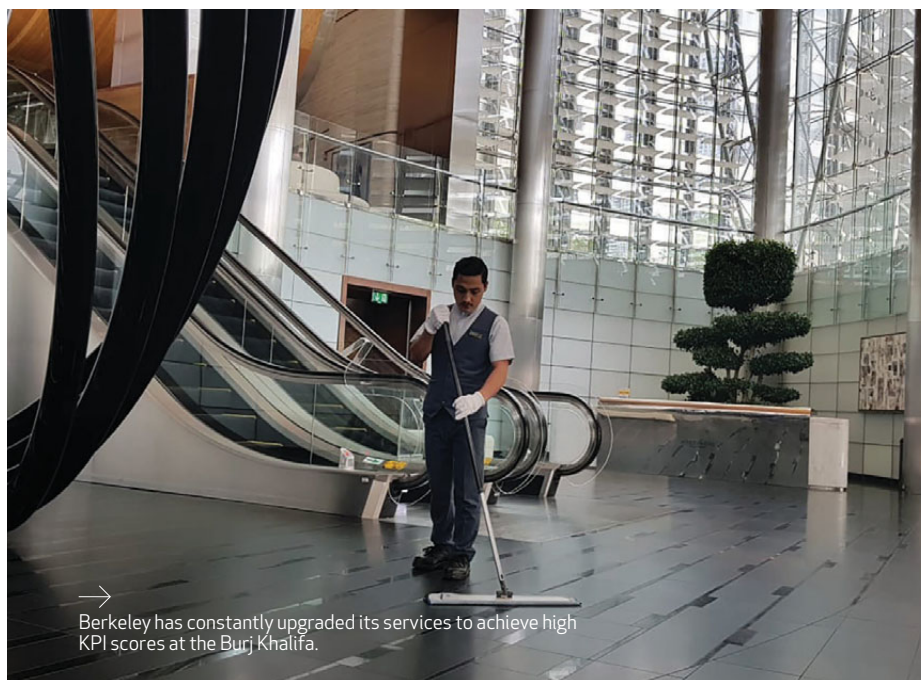
The firm also introduced an on-site BICSc assessor, while a dedicated HSE officer has minimised incidents and accidents. "The implementation of a reward and recognition program,

skill enhancement, reliever pool and staff team-building outings managed to reduce attrition rates and increase attendance. These elements have contributed to motivated staff who have delivered an increased rate of productivity," Clerison reveals.

The team was also able to achieve "near-zero escalation of incidents and complaints" to higher management by empowering its leaders to address issues at the root level.

Berkeley has been delivering its services at the Burj Khalifa since 2010, and technology has been a key element in the company's success with the implementation of an effective CAFM system among other combined efforts. The CAFM system is "100% accurate" with all work orders, reactive or Planned Preventive Maintenance (PPM), being generated through the system.





→ Berkeley has constantly upgraded its services to achieve high KPI scores at the Burj Khalifa.



→ Joseph Clerison, soft services manager, Berkeley Services.



← Berkeley Services was adjudged Cleaning Company of the Year at this year's FM ME Awards.

traditional mopping system used on site at main entrances, which considerably reduced man hours and enhanced the professional image exhibited to the public.

Speaking about Berkeley's inventory planning Clerison says stock planning was based on historical data, constant monitoring of washrooms, maintaining buffer stocks and updating the client.

Berkeley had to also concentrate on reducing equipment downtime and reduce maintenance cost. The introduction of a dedicated technician, equipment PPM plans, binding maintenance contracts with suppliers to include replacement machines during breakdowns helped to consistently achieve the target. The FM company also uses a green range of chemicals and consumables (80% of these are Green seal or Ecolabel certified).

Finally Clerison is confident of the company's relationship to continue with its client. "We work with our client as business partners and we are proud to say that there is mutual understanding amongst us in ensuring that the property is maintained as per 'world class standard'. We do not foresee any reason for this partnership to disintegrate and are confident of continuing our relationship for a long time," he concludes. ■

"This means work orders are monitored on timely reaction and completion. Priority levels and service delivery time frames are assigned to every job generated from the system. We are proud to say that we have been consistently achieving 100% time lines against all work orders," says a satisfied Clerison.

He attributes the success of the contract due to various aspects such as flexibility in approach, innovations in process and products, constant trainings, understanding client requirements, cost reduction, involvement of senior

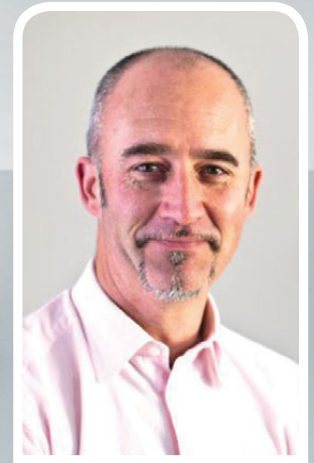
management and zero LTI throughout the contract period

He says: "We have been successful because of our ability to meet key challenges with viable solutions, and the outcome is substantiated by our successful service delivery against the contract deliverables. Improvements in systems and process to reduce man hours required to maintain the project and thereby reducing cost have also gone a long way."

Clerison cites an example where the operations team replaced

# CHEMICAL TRENDS

**Sean Moore of Winterhalter Chemicals** gives an insight into his firm's offerings and the ever-competitive cleaning chemical market



**1 Tell us a bit about your product range, and the diversity in your offerings?**

The Winterhalter System offers a complete solution for each element of the washing cycle. We stock Winterhalter chemical range in our Ajman facility covering all commercial warewasher needs.

**4 What market penetration does Winterhalter's cleaning chemicals have in the GCC?**

We are currently registered and distributing for the UAE. We harbour growth plans across the region and continue to look for partners in other countries to distribute our products.

**2 What are some of the sustainable benefits of Winterhalter's cleaning chemicals?**

Through its levels of concentration less chemical needs to be dosed. This mean reduced costs as well as reduced impact on the environment. We have a full range of organic chemicals, but that isn't currently a trend in the local markets.



**5 What are some of the challenges in the cleaning chemicals space?**

We are continually developing our chemical hygiene products. At the end of the day, only when each component of the system interacts perfectly are you guaranteed to achieve sparkling clean results.

**3 What are some of the benefits of Winterhalter's cleaning chemicals as compared to your competitors?**

We have more than 60 years' experience delivering cleaning results. We are warewashing specialists so emphasis is on efficiency and user friendliness. We recently launched a new packaging system with colour coding and a language neutral system that makes it simple for operators to use. Our team also supplies all requisite safety data sheets with staff training when they are on site setting the chemical dosage levels.

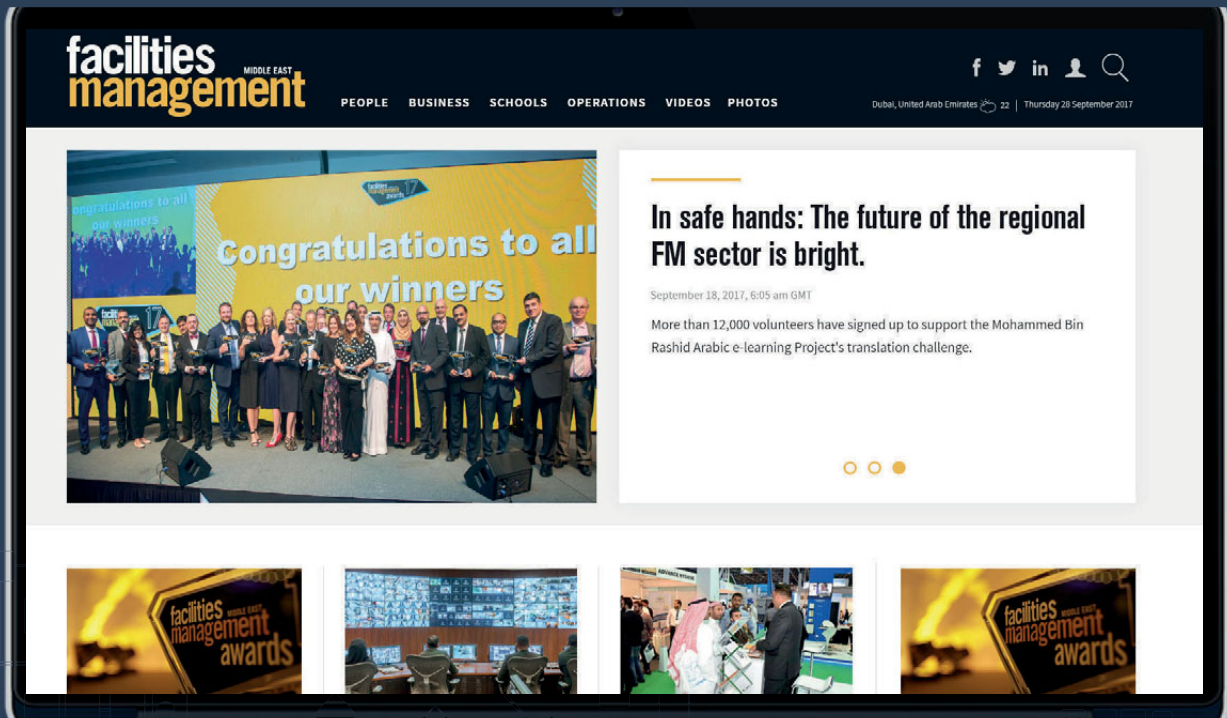
**6 What sort of R&D does Winterhalter have with regards to its cleaning chemicals?**

We have an extensive research and development team at the Winterhalter production facility in Meckenbeuren, Germany. There they focus on chemical application tests striving for the perfect results — range development is a constant process. In so doing, our range is created specifically for the end user.

# facilities management

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→ **Tork EasyCube helps in data-driven cleaning practices.**

# DATA-DRIVEN CLEANING

Tork's new software addresses operational redundancies in soft services as it helps better manage resources, **Khalid AbuSharia** reveals more

**N**ew studies by Tork EasyCube, a facility management software for data-driven cleaning, has presented new levels of efficiencies as the FM industry is looking to seize new opportunities from technology. For instance, at least 20% of total man-hours are saved through data-driven cleaning and fully replenished dispensers on average 99% of the time.

The global cleaning services market is

expected to reach \$74 billion in revenue by 2022, growing 6.2% on average each year. However, the industry is also facing evident challenges, such as low

profit margins, high staff turnover and frequent customer churn.

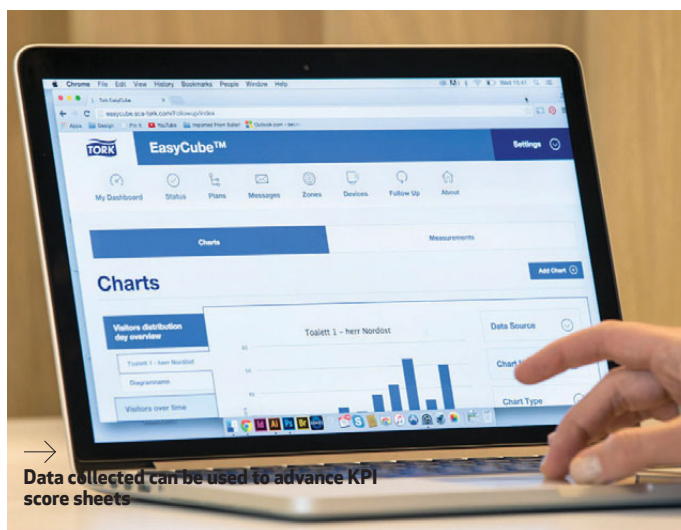
It is estimated that the average cleaning company loses up to 55% of

## HOW DOES IT WORK

Tork's EasyCube software uses data collected from sensors in facilities which measure visitor traffic and refill levels, and translate that data into realtime information about cleaning needs. The data can be used for a variety of purposes — for example follow-up on KPIs, reduce stress for cleaners or demonstrate work performance and value to contractors



→ Utilising data generated from sensors is a relatively new, albeit effective, method of cleaning practices.



## OPERATIONAL EFFICIENCY

- 24 % fewer cleaning rounds with quality improved
- At least 20% hours saved through data-driven cleaning
- Fully replenished dispensers on average 99 % of the time

its total customer base every year. As the Internet of Things (IoT) starts to impact a variety of industries, the cleaning industry also looks for new opportunities and new ways of working.

The Royal Institution of Chartered Surveyors (RICS) and International Facility Management Association (IFMA) is quoted as saying: “Applying new forms of technology both to enhance the management of facilities and to create new kinds of work experiences may be the single most important challenge facing facility management professionals.”

Tork EasyCube sensors in facilities measure visitor traffic and refill levels, and translate that into real-time information about cleaning needs. This allows facility managers and cleaning teams to be efficient and do exactly what’s needed, when and where it’s needed – even in complex high-traffic facilities.

The system works better than others that are still in beta mode and Tork EasyCube currently has more than 100 customers. These are high-traffic venues ranging from amusement parks and shopping malls to airports and

office buildings. All working with data-driven cleaning enabled by the real-time information from Tork EasyCube.

Anna Königson Koopmans, European marketing manager for Tork Solutions said: “One of the toughest cleaning challenges known to the industry is handling complex facilities.

“Technology in itself cannot create new processes, but getting access to real-time data and new kinds of insights makes it possible to work in completely new and smarter ways. It’s a paradigm shift in the cleaning industry, and now we can prove the value.”

The studies also show that with traditional cleaning, on average 89% of dispenser checks are unnecessary. Microsoft understands the importance of keeping data especially given the constant growth around IoT.

Taking a look at a few use case scenarios; the 22,000m<sup>2</sup> IKSU sports facility in Umeå, Sweden implemented Tork EasyCube.

The size of IKSU’s facilities meant that the FM service provider was already doing up to 64 hours of cleaning per day.

They, hence, connected 300 dispensers throughout the facility.

This resulted in the elimination of several redundant trips by the service provider’s staff to check on dispenser levels.

The client and FM service provider were hence able to make new decisions with long-term impact on IKSU’s business, including charting and comparing monthly needs to more efficiently and allocating resources over the year.

Meanwhile, another use case scenario saw the number of Unilever’s cleaning rounds reduce from 90 visits to 68 visits per day. Here more than 260 connected devices throughout the building collect data on dispenser filling levels and visitor numbers. ■



### About the author

**Khalid AbuSharia** is the sales manager — Middle East & Export India Essity Professional Hygiene.



→  
The experts from L-R

Tariq Chauhan group chief executive officer of EFS Facilities Services; Chris Bond, director, facilities management consultancy, Mace Macro; Alex Davies, managing director, Emrill Services; Mohammed Al Riyamy, operational excellence lead, PDO in Oman; and Asif Siddique, managing director, Deyaar Facilities Management.

# THE KPI EVOLUTION

INDUSTRY EXPERTS OUTLINE THE EVOLVING NATURE OF KPIS AND SLAS AS THE REGION'S FM OPERATORS COMBAT A DIFFERENT SET OF CHALLENGES

*Words* Nikhil Pereira *photography* Supplied

**T**he relevance of Service Level Agreements (SLAs) and (KPIs) in FM contracts have significantly risen in prominence over the last few years. Their significance in defining a relationship between a service provider and a client is now crucial, especially as clients have issued a record high number of request for proposals (RFPs) in recent times.

At a panel discussion organised by RICS MENA, several heads of facilities management (FM) companies discussed the changing nature of SLAs and KPIs in the region. Tariq Chauhan group chief executive officer of EFS Facilities Services was part of the panel along

with Chris Bond, director, facilities management consultancy, Mace Macro; Alex Davies, managing director, Emrill Services; Mohammed Al Riyamy, operational excellence lead, PDO in Oman; and Asif Siddique, managing director, Deyaar Facilities Management as other members of the discussion.

Chauhan said: "I have seen 600 to 900 different RFPs this year, and I can assure you majority of the times they don't align with SLAs. How do you refine an SLA for a simple MEP job? These are challenges being faced in the industry and the solution is to have a more standardised document in the future."

He stressed on the importance of

the period between the FM company winning the initial contract, to the mobilisation stage.

He outlined a few key steps: "Firstly, we need to address the entire lifecycle in between the contract set up [mobilisation] – you have to ensure the definitive conditions are in place. Also at this stage it's important to discuss misalignments within the contract as you will come across assets that need to be replaced, which are baked within the SLAs of the current scenario.

"So the set up stage is extremely important wherein you sit with the client and have all sorts of endorsements on the initial KPIs. Then you work out [new] KPIs in



a way that the agreement with the client is in context with any changes that need to be made,” Chauhan says.

Moving away from theoretical aspects of KPIs and SLAs, Chauhan says it's important to align operational needs with those of the end-user. “A trend has emerged which is leading to a misalignment with the end user needs and operational needs. So at the setup stage itself – which is the mobilisation and transition stage – we have managed to align all the terms in a sustainable model with our client. And that’s where the importance of data comes into play, but data cannot help unless the right processes are agreed.”

The panel also delved into the growing role of technology as KPIs are digitised. A lot of the information that FM companies are gathering and addressing are coming from many sources – IoT and wireless sensors, and data that’s collected from them, Chauhan said.

Members of the panel also



## ROUNDTABLE

unanimously agreed that several Computer Aided Facilities Management (CAFM) systems available in the market today are quite advanced. And routing work orders and all KPIs through a CAFM system is the most transparent manner in which FM companies can present factual evidence of its KPIs achieved.

Failure to maintain a chain of accountability often leads to the termination of the contract before its term. And Siddique indicated that the short duration of FM contracts doesn't help in stabilisation of the project.

"In this region, clients and FM service providers are still learning. We are slowly but surely understanding the intricacies of KPIs, while both parties are understanding the importance of continuity of service quality. And we have felt that while starting new contracts and taking over from the incumbent service providers. We need to learn more about stabilisation of the contract," Siddique said.

He also added that service continuity and stabilisation cannot take place over a period of 60 days or 90 days. He added: "According to my experience it takes anywhere from six months to 18 months to stabilise a contract, where the service provider can start understanding what the real requirements are. Aligning KPIs are critical during this stage. Clients and FM companies are now beginning to understand this timeframe."

Traditionally, clients were not willing to re-look at KPIs following the mobilisation stage. The rigid structure, however, is slowly beginning to give way. "Three years to four years ago clients were not willing to reconsider KPIs and SLAs, they were quite rigid with the [contract] document. They were not willing to re-look or re-evaluate KPIs or SLAs as they often used different methodologies of choosing KPIs as a weapon to squeeze out more from their contracts.

"But over the last few years, clients



→ The panel discussion was part of the **2<sup>nd</sup> World Workplace Forum** organised by RICS in Dubai.



→ **Mohammed Al Riyami** says clients need to respect that FM companies are also in it to make profit at the end of the day.

are more open and are willing to re-look at them that were agreed at the beginning of the contract. KPIs are the tip of the iceberg and the whole contract lays beneath it and the service provider needs to be completely aligned with all aspects of it. For example our firm's procurement and HR has to work in line with contractual agreement, but if they have different principles and rules the service execution might

go in a different direction. Thus making it pivotal to understand the requirements of the client."

Over the last few years Siddique revealed that Deyaar Facilities Management has been able to re-negotiate at least seven contracts within the UAE "where we were able to renew the contract based on renewed KPIs and SLAs. And realigning client expectations based on those indicators", he says.





**Alex Davies** said that FM companies need to make a conscious decision about how they approach KPIs in a contract.

The panel also agreed that procurement and finance related challenges form major hurdles. Universally a procurement team will look to source from the cheapest supplier. The FM operator's procurement team have to then work within the tight framework laid out by the finance department – the goal here is to make profit, a fact that Oman-based Al Riyami pointed out.

He said: "Sometimes in business we miss the fact that the contractor is here to make money and I need to respect that value add. And as an employer I am here to deliver service to my customers [tenants]. So with that mutual respect established we

move forward. And in the course of our relationship [with the FM company] we realised that we sometimes address the wrong KPIs. And the only way forward is to re-align them.

“There is heavy competition thanks to cost reduction. The maturity in markets – which is defined by the longevity of service delivery – is more fruitful to the supply chain than those achieved in the short term. You need long term contracts, and short term agreements do not allow you to [make investments],” he said.

Clients are also beginning to move away from input specifications of headcount to measuring effectiveness on the basis of KPI performance. “We are moving in that direction and there will be times that you do need inputs into a specification. In general, we don’t write the specifications, the clients understand that when it’s explained in terms of risk management, you are measure the service delivery not the number of people,” Bond said.

Al Reyami added: “There is a move away from the headcount approach of service delivery, especially after we experienced a cash crunch in 2014 and efficiencies started to get built in. To add it, our industry is labour intensive with labour being a big cost.”



→ **Figure it out**  
It’s important for an FM company to know what they are getting into, hence it’s crucial to get a hang of the incumbent service provider’s SLAs and KPIs.

Attendees voiced their concerns stating KPIs and SLAs are mostly defined by the client and many times that’s to protect their lack of experience and knowledge in the field. These indicators are often used as a control tool. “Our responsibility is to constantly educate the client. This involves the procurement team and client making them more aware and enhanced of capex,” Al Reyami said.

The panel also discussed incentives and penalties received based on KPI scores. “As a service provider you need to make a conscious decision

of how you want to work with you partners – are you going to have an approach of avoiding penalties or are you actually going to try and deliver to expectations. Whatever the decision, you have to go ahead with consciousness. If your customer knows that you are playing the game to avoid financial penalty, you know how they will respond to that. Clients have the SLAs and KPIs in place for a purpose, they want to achieve that standard and brand image. And we have examples where achieving our targets has led to some very long term partnerships,” Davies said.

Bond also revealed that a trend of incentivising service providers is beginning to emerge where the FM company takes part of the savings earned by the client. “Having the ‘playing the game’ approach of manipulating your KPIs to avoid penalties... that actually dilutes their effect. In which case, it makes more sense to just take the KPI out, it’s not set in stone. But generally it’s more of the negatives that you penalised for. On our operation side, however, we are involved in a few positives. And I’m sure they are going to improve with time. Perhaps KPIs around recycling and improving health and safety issues through your contract can actually be a positive,” Bond says. ■



→ **Contract duration**  
Short-term contracts have a detrimental effect on the asset.

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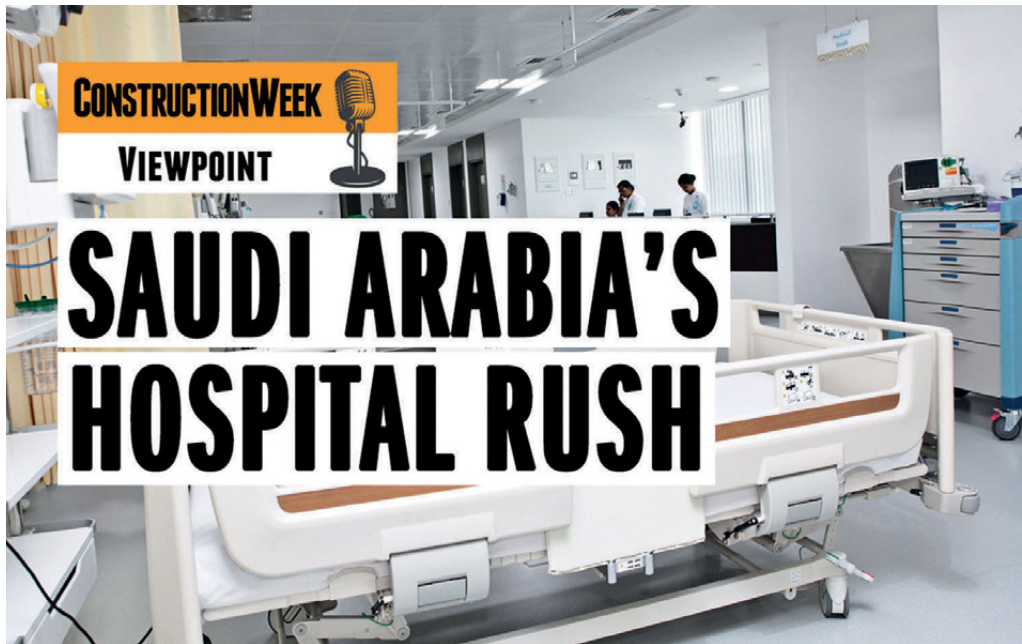
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**S01E09  
CONSTRUCTION  
WEEK VIEWPOINT**

**PODCAST: SAUDI'S  
HEALTHCARE PUSH**

Saudi Arabia's average life expectancy has increased by eight years, pressurising the local healthcare industry. The kingdom is responding by building larger and more advanced hospitals, as Jumana Abdel-Razzaq and Oscar Rousseau, hosts of *Construction Week Viewpoint*, discover.

**WATCH THE VIDEO HERE:**  
[youtu.be/bTdjCizaCrE](https://youtu.be/bTdjCizaCrE)



**S02E06  
CONSTRUCTION  
WEEK IN FOCUS**

**IS PREFAB THE KEY TO MEP  
CONTRACTORS' SURVIVAL?**

Is prefab the only way for contractors to survive in the Middle East's competitive mechanical, electrical, and plumbing (MEP) market? In Episode 6 of *Construction Week In Focus*, hosts Neha Bhatia and Rajiv Pillai discuss how modular construction might help MEP firms survive competition.

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## CW SPECIAL 2018 CONSTRUCTION WEEK POWER 100

PREVIEW: HEAR FROM  
ALEC CEO, KEZ TAYLOR

In the run up to the 2018 *Construction Week Power 100*, Kez Taylor, chief executive officer of ALEC, talks to *CW* about the UAE contracting giant's Expo 2020 Dubai and Emaar contracts, and the state of the country's construction sector. Taylor was the #1 entry in the 2017 Power 100 list.

WATCH THE VIDEO HERE:  
[youtu.be/4Z2I7AXMkUs](http://youtu.be/4Z2I7AXMkUs)



## S02E05 CONSTRUCTION WEEK IN FOCUS

MANAGING DUBAI'S  
RESIDENTIAL SECTOR

Close to 22,000 homes could be handed over in Dubai by the end of 2018, but are property developers and managers ready to deal with this influx? In Episode 5 of *Construction Week In Focus*, hosts Neha Bhatia and Nikhil Pereira highlight what developers need to do to secure long-term growth.

WATCH THE VIDEO HERE:  
[youtu.be/BmXueyGUo\\_E](http://youtu.be/BmXueyGUo_E)



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# Schneider, Danfoss and Somfy to create a digital ecosystem for built sector

The connectivity ecosystem for residential, mid-size buildings and hotel markets aims to accelerate its adoption

**BMS** → Schneider Electric, Danfoss and Somfy have announced that they are partnering to create a connectivity ecosystem that aims to accelerate the adoption of connectivity in residential, mid-size building and hotel markets.

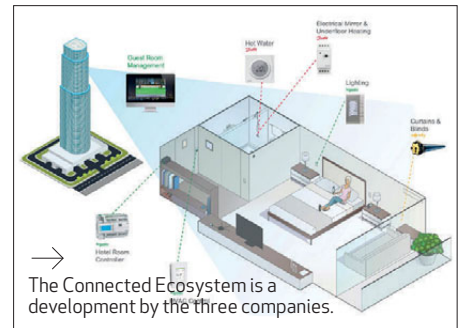
The partnership brings connectivity for smart homes and smart buildings to maturity by delivering efficient solutions that are easy to integrate and that work simply together.

The connectivity products are supported by qualified installers, making them simple and easy for customers to

deploy. The global market for connectivity is growing fast, with an estimated 8.4 billion connected devices in 2020.

The challenge is that connectivity is still widely perceived as lacking in simplicity, reliability, interoperability and after-sales support. Installation quality is also an issue, particularly when the installation process is left in the hands of the end users or unqualified installers.

The partnership between Schneider Electric, Danfoss, and Somfy is expected to accelerate on connectivity and deliver



→ The Connected Ecosystem is a development by the three companies.

efficient solutions that work simply. Through the partnership, the three global companies bring their own expertise in lighting, heating and shutter control.

# Honeywell launches new energy management system for buildings

New IQ Vision software from Trend Control Systems helps building owners, facilities management companies to manage and save energy in real-time

**EMS** → Honeywell has launched IQ Vision, a Building Energy Management System (BEMS) from Trend Control Systems. The new centralised software platform is part of the Honeywell's Connected Building offering, and is designed to help building owners and managers optimise energy usage.

In the GCC, it is estimated that 50% to 60% of electricity is consumed by residential and commercial buildings, according to Frost and Sullivan. IQ Vision software integrates Trend controllers, smart devices and internet protocols into a platform that enables operators to manage and save energy in real-time while optimising operations using an intuitive graphical interface.

The new platform also provides graphical energy usage information to



← The interface is intuitive aiding in ease of use.

standard internet browsers, and can integrate third-party devices using open standard protocols such as BACnet, Modbus, MBUS and KNX.

Other functions built into the new system include centralised data logging, archiving, alarming, trending, master scheduling, system wide database management, and integration with enterprise software applications — all of

which can be used for highlighting and investigating energy use within buildings.

Yashdeep Sule, director of strategic marketing, Middle East, Turkey, Africa, Honeywell Building Technologies said: “Building managers, operators and owners in the region are increasingly leveraging advanced technology to save energy, optimise building systems and ultimately reduce costs.”

## BMTS signs agreement with Swedish lightning firm Parans

Parans manufactures patented system to capture sunlight for indoor environments using special fibre optic cables

**BUSINESS** → Bahri & Mazroei Trading Company (BMTC) has signed an agreement with Sweden's Parans Solar Lighting to represent its brand in the UAE. As a part of the deal, BMTC will provide engineering, design, supply, maintenance and distribution of Parans solar lighting.

The Parans Solar Lighting line-up represent renewable energy lighting for indoors across all sectors – from homes to commercial establishments, educational institutions and hospitals.

The firm has patented the system,

developed through R&D in collaboration with the Chalmers Technical University in Gothenburg, Sweden.

Parans system is able to capture the sunlight and spread it throughout the building using fibre optic cables. The light is then able to illuminate areas that are located away from natural sources of light such as windows and open doors.

Esam Al Mazroei, vice chairman of Bahri & Mazroei Group, said: "The Parans system stands out for its ability to leverage sunlight for deep interiors.



The Parans lighting system uses the sun's light to illuminate a space.

It not only ensures energy efficiency for buildings but will also help reduce the carbon footprint."

## Dubai Metro station facilities get an upgrade

New facilities that aid passenger happiness and people flow management added to several stations

**REFURB** → RTA's Rail Agency has announced the completion of a six month programme of improvements aimed to increase the happiness of Dubai Metro commuters. As part of the initiative, 10 more ticket vending machines have been added and six more points of sale machines are now available at ticket windows in key Dubai Metro Stations like World Trade Centre, Ibn Battuta, Oud Metha and Burj Khalifa / Dubai Mall.

Thirteen extra fare gates have also been added to Noor Islamic Bank Station, Stadium Station and to Deira City Centre Station. Mohammed Al Mudharreb, director of rail operations at RTA's Rail Agency said: "After completion of the equipment selection and installation



The Dubai Metro set out on its first journey in September 2009.

process, many Red Line and Green Line Station facilities have been upgraded and a new smart payment service was introduced at all Dubai Metro Stations."

The latest new gate has recently been opened in Deira City Centre Station and registered 22,719 entries/exits in the first weekend followed by more than 10,000 passengers using the new gates on a daily basis since the inauguration date.

"Further station and equipment enhancements are scheduled as part of the ongoing preparations for Expo 2020 and we advise our customers to keep a keen eye on new announcements later this year," said Al Mudharreb.

**BUYING TIPS**

New products come to the market at a great rate. While many shout about their innovation or competitive pricing, it can be difficult to spot the true merit of a product without the right information. *fmME* offers a few top tips that are always worth keeping in mind when purchase orders are on the way.

**1. FOCUS**

Know what you are looking for and exactly what you need it to do.

**2. RESEARCH**

Get suppliers to provide detailed product information based on your specific requirements.

**3. PRICE VERSUS...**

Is price the most important factor?

**4. ...QUALITY**

Or will quality matter more in the long run?

**5. IS IT NEEDED?**

Is the product something the project really needs? Could it be done without or bought at a later stage?

**6. SUSTAINABILITY**

Does this product need to be 'green'?

**7. STANDARDS**

Does the product need to conform to any specific standards?

**8. SHIPPING**

Will the product make it to production on time, or is there an order backlog?

**9. LIABILITY**

How long will your company be liable for the product's performance?

**10. SORTED**

Will this purchase sort the job or will it come back to haunt you?

# PRODUCTS

*fmME* reviews the latest gadgets, essential kit, and product innovations making an impact in the GCC's FM market. Let us know if there's something you'd like to see on these pages.

Want to feature your product here? Email the editor at: [nikhil.pereira@itp.com](mailto:nikhil.pereira@itp.com)

**NEST**

➔ A smart thermostat has been launched in the UAE by Alphabet, the parent company of technology giant, Google. The Nest Learning Thermostat, owned by Alphabet, is now available for purchase in the Emirates. Nest Labs is the architect of the energy-saving thermostat. The device is said to learn the temperature preferences of each user, and programme itself accordingly. Additionally, Nest's thermostat learns how long it takes to cool a home, thus ensuring the space is comfortable at all times.



**SANTOEMMA**

⚡ The Foamtec system is developed and patented by Santoemma, and is a revolutionary system that cleans and sanitises public restrooms by foaming; rinsing all surfaces; and vacuuming using a single machine. Foam ensures an extended chemical action on the dirt and bacteria and is therefore ideal for many places which need heavy duty cleaning. The entire process is carried out in four stages. The machine can also be used in places with no drains as it can absorb all the water that's remaining on the floor after rinsing. The system foam and rinse at low pressure which requires minimal quantity of water. This avoids flooding in rooms, allows longer working autonomy and offers immediate availability of rest cubicles that have been cleaned.



**JLG**

→ JLG Industries has completely redesigned its 600 series telescopic boom lifts. Two machines—the 600S and 660SJ—have been launched. The new 600S has an unrestricted capacity of 270kgs, which represents a 20% increase over its prior model, with a restricted capacity of 455kgs. The unrestricted capacity of the 660SJ has increased by 50% to 340kgs, with a restricted capacity of 250kgs. Lift speeds on these new booms are faster with the ability to operate multiple functions at once significantly improved, enabling them to reach full height quickly for increased productivity. In addition, the machines are easier to transport. Their lighter-weight telescopic booms allow for multiple transport configurations. The new 600S and 660SJ include the JLG SkyGuard enhanced control panel protection system as standard equipment.



**APP OF THE MONTH**

*Mobile devices are becoming a ubiquitous tool in many industries. Every month, fmME takes a look at one of the latest mobile apps that may help make your working life a little bit easier.*



**ASSET PANDA**

Asset Panda delivers an easy, extremely powerful and completely customisable way to manage assets throughout their entire lifecycle. Asset Panda includes: unlimited users, custom workflow, custom notification, electronic signature and reporting; role-based security; mobile check-in/out; open API; straight-line depreciation and asset appreciation calculation; social media integration and much more. Users can also use their smartphone or tablet cameras for free asset tracking.

**TENNANT**

→ The T500/T500e Walk-Behind Floor Scrubbers deliver hygienic results, extend machine life, and reduce cost of ownership with a suite of innovative technologies. The T500/T500e walk-behind floor scrubbers provide optimal performance and consistent results on virtually any hard floor surface condition while lowering cleaning costs. They also help make a property's cleaning operation more productive and consistent by choosing from multiple cleaning heads, including an orbital head, and a variety of optional innovative technologies. The T500 and T500e replaces the company's T5 and T5e units.



**COMING UP IN fmME**



**AUGUST 2017**

fmME's Special Report on **Cleaning**, due to be published in **August 2017**, will analyse the intricacies of one of the core pillars of facilities management. The report will unearth new trends and product launches.

To learn more about upcoming stories and advertising opportunities in future issues of fmME, please contact Vinay Ravindran through [vinay.ravindran@itp.com](mailto:vinay.ravindran@itp.com), or +971-55-8101197.

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With more than 1,000 members from all over the Middle East, the fmME LinkedIn Group is the place to be to find out news, discussions and opportunities in the region's FM industry. Email the editor at



[nikhil.pereira@itp.com](mailto:nikhil.pereira@itp.com) to join the fmME LinkedIn Group and get in on the industry conversation.

*fmME delves below corporate strategy to understand what makes the region's FM professionals tick*

## THIS MONTH: ZINAH MOHAMMED, HEAD OF CLEANING SERVICES, SERVEU



**0.00** **Tell us a bit about your role at ServeU?**  
Heading the cleaning services division at ServeU, I ensure high quality standards of cleanliness are delivered to our clients across the UAE in accordance with the cleaning techniques and values set forth by the British Institute of Cleaning Science (BICSc).

**1.45** **What do you love most about your job?**  
I believe I am a 'People Person', so the one thing I love the most about my job is the opportunity to meet customers from different business sectors across the UAE. This provides me with not only an insight to the current markets, but also a chance to gain further knowledge about the trending topics and their impact.

**2.05** **What is the most memorable project and why?**  
For me, the most memorable would be my first project which was with the Abu Dhabi aviation sector. It was my first experience handling a large aviation project. Here, I not only got to learn about the complexity of airport operations, but it also further enhanced my ability to handle such projects.

**4.05** **What is the most challenging aspect of your job?**  
I would say handling a diverse and proficient workforce of more than 3,000 people would top the list of my everyday challenges, but considering the current FM industry it would surely be providing tailor-made cleaning service packages focused on productivity and efficiency, that not only guarantee high quality standards but also stay within the client's cost-efficient budget limitations.

**3.00** **Where do you see the FM industry in 5 years? Being a firm believer of the currently trending eco-friendly approach and witnessing technological enhancements of cleaning equipment and machinery like never seen before, I see the FM industry playing a substantial part in the transition from Dubai as a smart city to UAE as a smart country.**

**4.45** **What do you like to do in your spare time?**  
I'm an avid lover of all things historical, and so I love reading books / reports on history as well as watching documentaries. I also spend a mandatory part of my day exercising, whether it's just a 30-minute run, swimming or biking.

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Since our establishment in 1976, with more than 40 years' of experience in the UAE market and a specialized workforce of over 5,000 employees, we provide an array of Soft and Hard FM Service packages, tailor-made for clients in various sectors across the UAE. Our network of regional offices is committed to deliver consistent high-quality and cost efficient services to our growing portfolio

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