

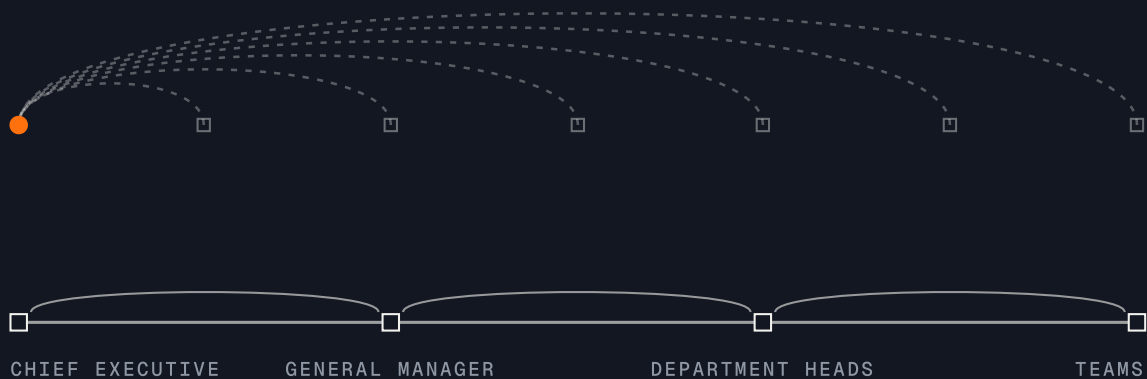


FORNAX EXECUTION CONSULTING

CASE RECORD · FEC-C01

Growing a real estate group without growing its problems.

REAL ESTATE GROUP · GULF REGION (GCC)



WHAT THE COMPANY WANTED TO DO NEXT

Grow the property business and its building-care side (facilities) with new investment money, without making the problems already inside the company bigger.

THE PLAN

Grow the property business and its building-care side (facilities) with new investment money, without making the problems already inside the company bigger.

OPERATING JUDGMENT

☐ PROCEED

☒ PROCEED AFTER CHANGES

☐ DO NOT PROCEED

The company was not yet ready to carry the growth plan. 8 of the 9 parts we examined were not ready for what the plan would ask of them.

CHANGE / BUILD

CHANGED · 2

DECISIONS

BOOKING

BUILT · 5

MAINTENANCE SOFTWARE

STOCK-TRACKING SOFTWARE

HR & LEGAL

35 PROCEDURES

TARGETS FOR EVERY ROLE

PROOF

Time to fix a maintenance request

Material cost, over 5 months

Founder micromanagement

About 2 months →

48 hours

MAINTENANCE SOFTWARE RECORDS

32% lower

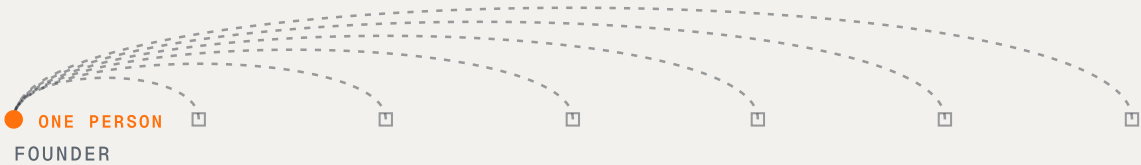
STOCK SOFTWARE + PURCHASE RECORDS

THE STARTING LEVEL WAS ESTIMATED

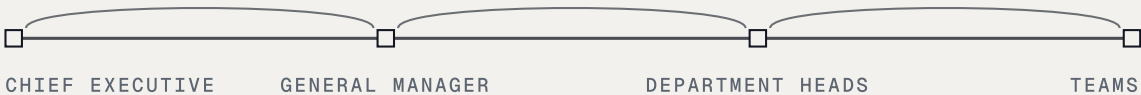
58% less

SEEN ON SITE BY FEC + STAFF INTERVIEWS

BEFORE · MOST DECISIONS WENT THROUGH THE FOUNDER



AFTER · EACH LEVEL DECIDES WITHIN WRITTEN LIMITS



What does this company need to become to execute its next stage, grow stronger, and create more value through it?

01

Can the company carry the plan?

02

What needs to change or be built?

03

How does the company become stronger through it?

WHY IT MADE SENSE

The company had a solid place in its market and steady revenue. The direction was right.

But the company was not built to move in any direction without things breaking. Growing on top of that would have made every problem bigger.

8 of 9

parts of the business we examined were not ready for what the plan would ask of them.

WHAT THE NEXT STAGE REQUIRED FROM THE COMPANY

01

Managers able to make decisions at their own level, without everything going through the founder.

02

Maintenance requests followed from request to finished job, and fixed in days rather than months.

03

A storeroom and buying run from records, not from memory.

04

A booking process that keeps customers through to the viewing.

05

Enough people for HR and legal work.

06

Written ways of working that do not depend on who remembers them.

07

A clear standard for every role, and reports that show how each role is doing.

Can the company carry the plan?

Not yet.

8 of the 9 parts of the business we examined were not ready for what the plan would ask of them.

What we found

01	DECISIONS	The founder was still the person most decisions had to go through.
02	KEY PEOPLE	The founder, the maintenance supervisor and the storage manager were three critical single points of failure: so much depended on each of them that if one was missing, their part of the work could stall.
03	MAINTENANCE	Maintenance requests were taking around two months to fix.
04	BOOKING	Bookings were done by hand, and customers were dropping out before they came to view the property.
05	STOREROOM AND BUYING	The storeroom and buying were being run mostly from memory.
06	PROCEDURES	There were no written step-by-step procedures for how the work should be done.
07	HR AND LEGAL	All HR and legal work was being handled by one overloaded role.
08	MANAGERS	Managers had not been told clearly what they could decide, what they were responsible for, or how their work would be measured.

The company as it was, and what would have stopped the plan

WHO DECIDES · AND HOW WORK IS TRACKED



The problems: what would stop the growth.

WHAT WE FOUND · HOW THE COMPANY WORKED, BEFORE AND AFTER · DRAWN FROM OUR RECORDS OF THE WORK

What needs to change or be built?

Some parts of the company had to work differently. Others did not exist yet.

CHANGED What had to work differently

02

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
01	Most decisions went through the founder, and managers had not been told what they could decide.	→	We set up a clear chain of managers: Chief Executive → General Manager → Department Heads → Teams. Each level was told in writing what it could decide by itself and what it had to pass up to the level above.
DECISIONS · MOVED CLOSER TO THE WORK			
02	Bookings were done by hand, and many customers dropped out before the viewing.	→	Booking by hand was replaced with a digital booking process. Customers paid a reservation fee before the viewing, and every booking could be followed from that payment until the deal was done.
BOOKING · MADE DIGITAL			

BUILT What did not exist yet

05

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
03	Repair requests were not tracked anywhere, and took about two months to fix.	→	We built maintenance software made for this job and put it into use. Every request was recorded, given to someone, followed, finished and checked before it could be closed. Late jobs set off alerts, and the company could now measure how well each technician was doing.
MAINTENANCE SOFTWARE · BUILT			
04	The storeroom and buying ran mostly from memory, and items were taken out with no record.	→	We built stock-tracking software that uses barcodes, and put it into use. Every item taken out of the storeroom was linked to the person who took it and the job it was for. Buying could now be based on what was really used instead of memory.
STOCK-TRACKING SOFTWARE · BUILT			

BUILT

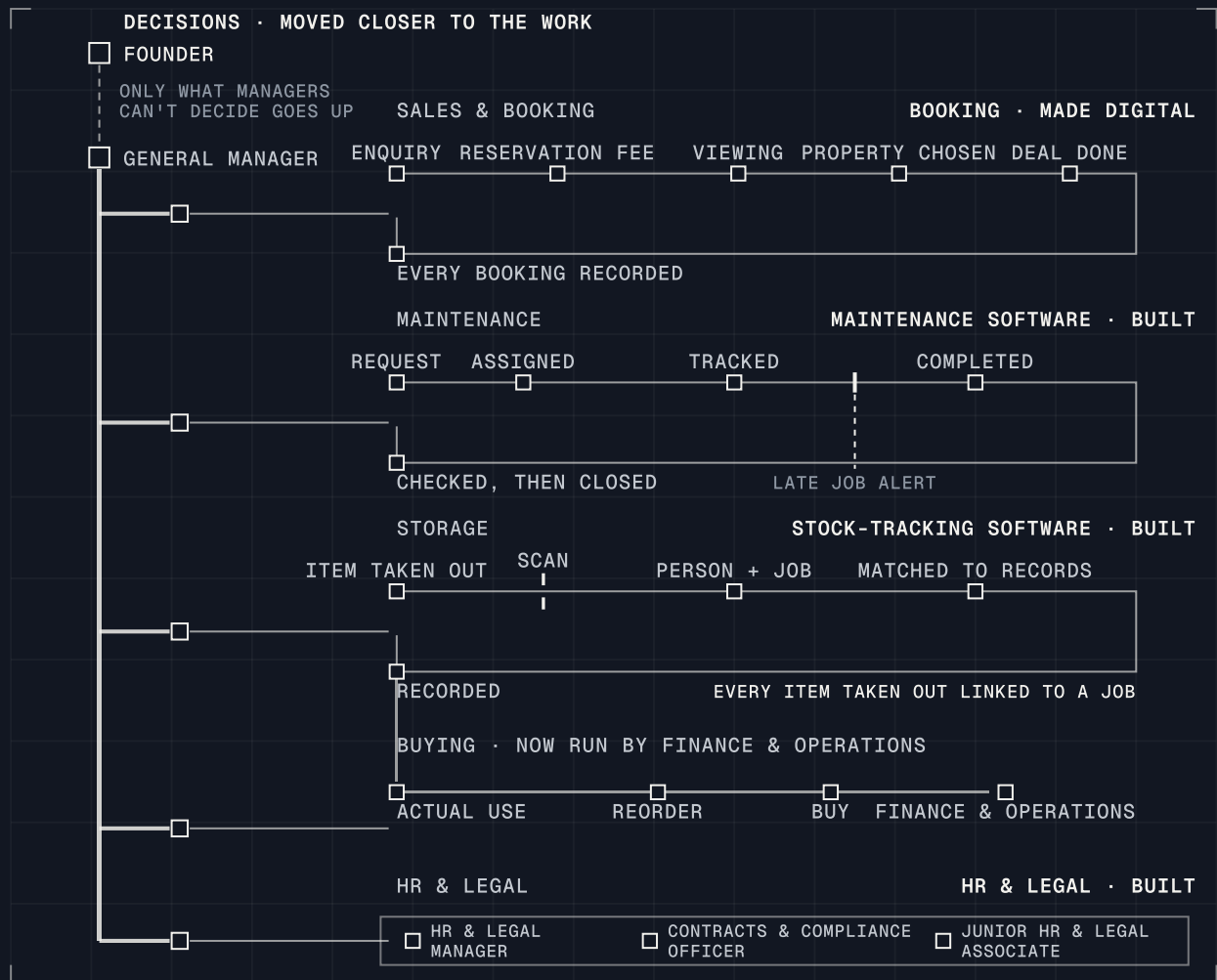
What did not exist yet

CONTINUED

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
05 HR & LEGAL · BUILT	One overloaded role handled all HR and legal work.	→	The one overloaded role became three clear jobs: HR & Legal Manager, Contracts & Compliance Officer, and Junior HR & Legal Associate.
06 35 PROCEDURES · WRITTEN	Nothing was written down. Important work depended on whoever remembered how to do it.	→	We wrote 35 step-by-step procedures (15 core procedures and 20 management procedures). Each one sets out what the work is for, the steps, what done properly looks like at each step, where to pass a problem up, and why each step is there.
07 TARGETS FOR EVERY ROLE · SET	Managers had not been told how their work would be measured.	→	Every role was given a clear minimum standard it can be measured against, with an automatic alert when it is missed. Daily reports show maintenance jobs, bookings, stock and buying. Weekly reports show how each role is doing.

The company after the changes

WHO DECIDES · AND HOW WORK IS TRACKED



After: managers decide, and every job is tracked to the end.

The company after the changes · HOW THE COMPANY WORKED, BEFORE AND AFTER · DRAWN FROM OUR RECORDS OF THE WORK

The new state, checked

Every figure with where it started, where it ended, how it was measured, and what limits it.

Time to fix a maintenance request

About 2 months |-----| 48 hours

SOURCE

DATED REQUESTS + EXCEL RECORDS,
CONFIRMED BY MANAGEMENT

→ MAINTENANCE SOFTWARE RECORDS

HOW IT WAS MEASURED

Before the changes, maintenance requests were sitting open for roughly two months. After the new software and way of working went live, the normal time from request to fix came down to 48 hours.

WHAT IT CAN AND CANNOT PROVE

There was no tracking system before, so this rests on dated requests and spreadsheets.

Material cost, over 5 months

Estimated starting level |-----| 32% lower

At that rate, a year About \$230K saved STOCK SOFTWARE + PURCHASE RECORDS

SOURCE

ESTIMATE · NOTHING WAS TRACKED BEFORE

→ STOCK SOFTWARE + PURCHASE RECORDS

HOW IT WAS MEASURED

Material costs fell 32% over the five months we measured. The company bought the same amount as before, so the saving did not come simply from buying less.

WHAT IT CAN AND CANNOT PROVE

The saving came from three things together: tighter control of stock, stopping items being used without a record, and lower prices from suppliers. The evidence we have does not show that the software alone produced the full \$230K saving.

Revenue, 3 months before and after

3 months before |-----| 38% higher

SOURCE

BEFORE AND AFTER

FINANCIAL STATEMENTS

HOW IT WAS MEASURED

Revenue in the 3 months after the new booking process went live was 38% higher than in the 3 months before. The number of properties stayed the same, and there was no paid marketing.

WHAT IT CAN AND CANNOT PROVE

This is a before and after observation, not FEC's result alone. Rents in the market also went up during those months, and some properties came back into use. The share that came from the new booking process cannot be separated out.

More results from our work with this company

Stock theft	Items taken with no record → Zero items taken without matching records
	BARCODE CHECK RECORDS
Booking speed	37% faster
	MANAGEMENT'S MEMORY → SALES SOFTWARE RECORDS
Customer satisfaction	48% higher
	TENANT SURVEYS, BEFORE AND AFTER
Staff job satisfaction	73% higher over 6 months
	SURVEY OF ALL STAFF
Founder micromanagement (stepping into small, everyday details)	58% less
	SEEN ON SITE BY FEC + STAFF INTERVIEWS

How does the company become stronger through it?

WHAT REMAINS INSIDE THE COMPANY

DECISIONS · MOVED CLOSER TO THE WORK

Each level, from Chief Executive to the teams, decides within its written limits.

MAINTENANCE SOFTWARE · BUILT

The maintenance team: every job is given out through the software, and each technician's work is measured by it.

STOCK-TRACKING SOFTWARE · BUILT

Finance & Operations runs buying, based on what the records show was used.

HR & LEGAL · BUILT

The three new roles, each with its own part of the work.

35 PROCEDURES · WRITTEN

Whoever does the job, because the steps no longer live in one person's head.

TARGETS FOR EVERY ROLE · SET

The managers, from the daily and weekly reports.

STRONGER AFTERWARD

Decisions no longer wait for the founder: each level decides within written limits.

Important work no longer depends on memory: 35 written procedures cover it.

Every maintenance job and every item taken from the storeroom now leaves a record.

Managers can see each day and each week how every role is doing.

Founder micromanagement fell 58%, and staff job satisfaction rose 73% over 6 months.

The intervention ends. The operating state remains.

How we know

Every number in this record, where it comes from, and what it cannot prove.

	SOURCE	WHAT IT SHOWS	WHAT IT CANNOT PROVE
01	MAINTENANCE SOFTWARE RECORDS	The 48-hour time to fix a request.	
02	DATED REQUESTS + EXCEL RECORDS, CONFIRMED BY MANAGEMENT	The starting point of about 2 months.	There was no tracking system before, so this rests on dated requests and spreadsheets.
03	STOCK SOFTWARE + PURCHASE RECORDS	Material cost 32% lower over 5 months, about \$230K a year.	The starting level was estimated, because nothing was tracked before. Lower supplier prices also helped.
04	FINANCIAL STATEMENTS	Revenue 38% higher over 3 months.	Market rents and properties coming back into use also added to it.
05	TENANT SURVEYS	Customer satisfaction 48% higher, before and after.	
06	SURVEY OF ALL STAFF	Staff job satisfaction 73% higher over 6 months.	
07	SEEN ON SITE BY FEC + STAFF INTERVIEWS	Founder micromanagement 58% less, measured the same way at the start and the end.	
08	SALES SOFTWARE RECORDS	Booking 37% faster.	The old booking speed comes from management's memory.

What does this company need to become to
execute its next stage, grow stronger, and create
more value through it?

Bring us the plan.

Tell us what the company is trying to do next. Every review is handled in confidence.

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