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**12th & 13th MAY 2026
KEMPINSKI HOTEL
NEW CAIRO**

Presentation Title Here: FM as a Value Creator, Not a Cost Center

Presenter Name: Emad Adel

Title: Regional Managing Director - MENA

Company: CBRE Excellerate

About CBRE

CBRE has the largest geographic footprint of any commercial real estate services firm with experience and knowledge of virtually every global market in the world.

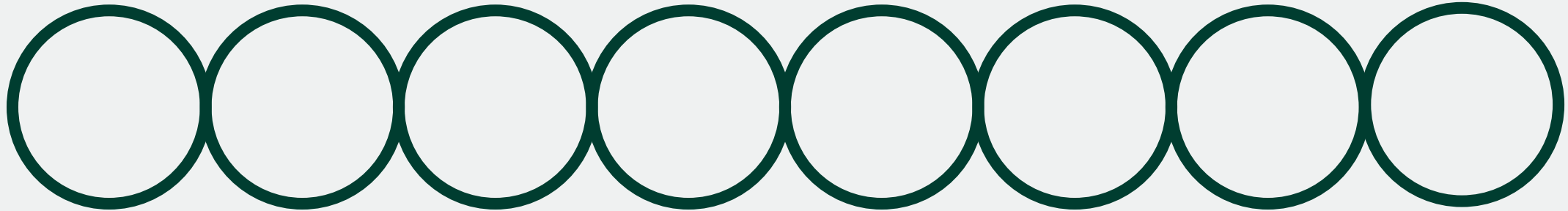
130,000+
Professionals
Worldwide

500+
Offices in 100+
Countries

2.3bn sqft
Real Estate Under
Management

\$35bn+
Annual Revenue
(2024)

SERVICES



Consulting

Valuation &
Advisory Services

Project
Management

Advisory &
Transaction
Services

Property and Asset
Management

Global Workplace
Solutions

Capital
Markets

Research

MARKET LEADING PROFESSIONALS

We are proud to have the best professionals in the industry.

SECOND TO NONE CLIENT BASE

We have built a large, diversified client base that other firms cannot match.

RECOGNIZED AND RESPECTED BRAND

We go to market with the most widely recognized and respected brand in our industry.

SERVICE LINE AND GEOGRAPHIC FOOTPRINT

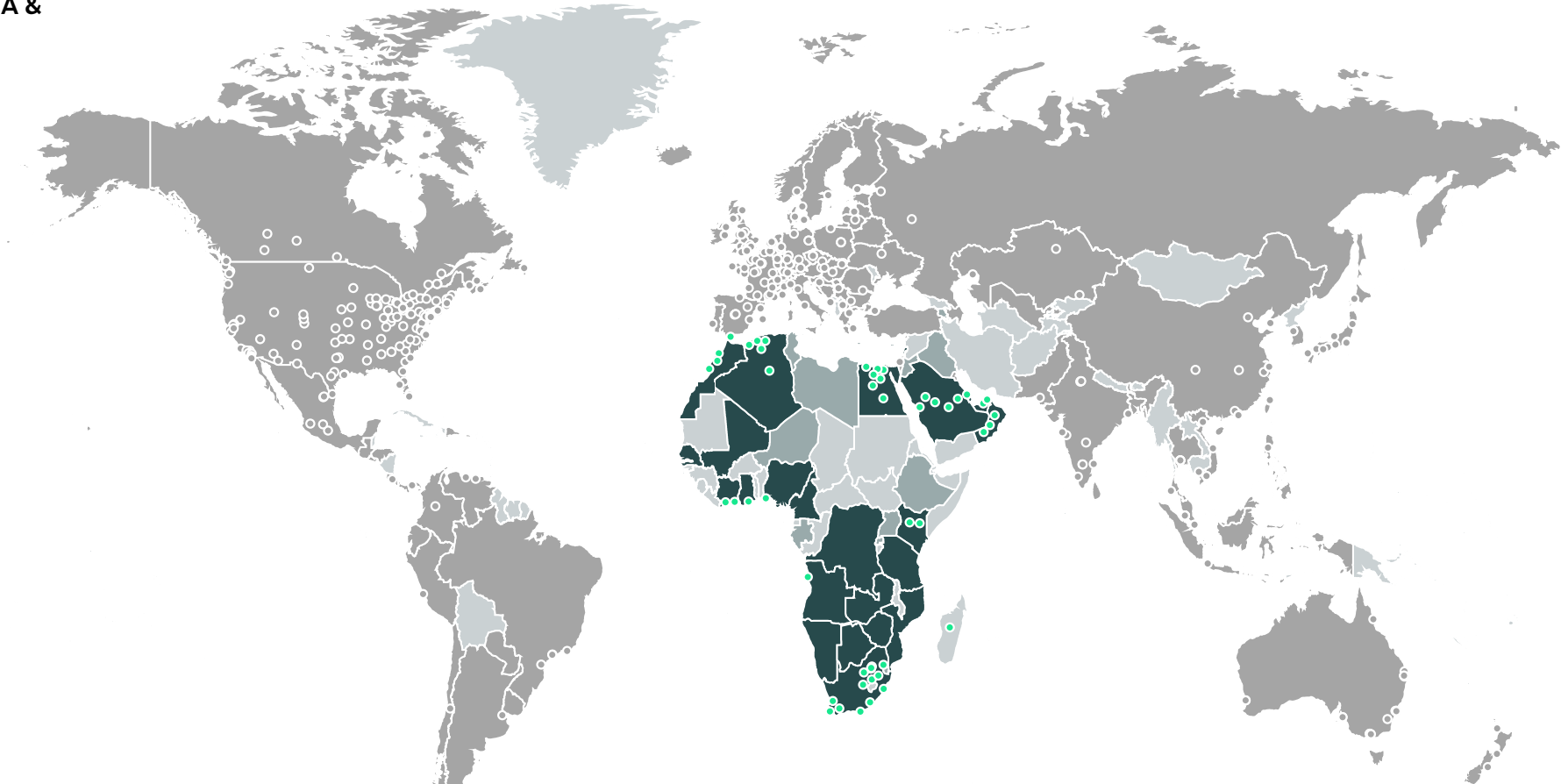
We have industry leading scale with an unparalleled breadth across services and geographies.

WILLINGNESS AND ABILITY TO INVEST

Due to our size, scale and profitability we have both the ability and the willingness to invest in our business.

CBRE EXCELLERATE (AFRICA & MIDDLE EAST)

**Trusted Excellence
in Real Estate
Services** across
Africa and Middle
East countries



1800+
Employees

across various regions,
showcasing diverse
talents and local
expertise.

45
Countries

including key regions
across Africa &
Middle East

18
Offices

with major hubs in
South Africa, Cote
D'Ivoire, UAE, Egypt,
Kenya, Morocco and
Nigeria.

250+
Clients

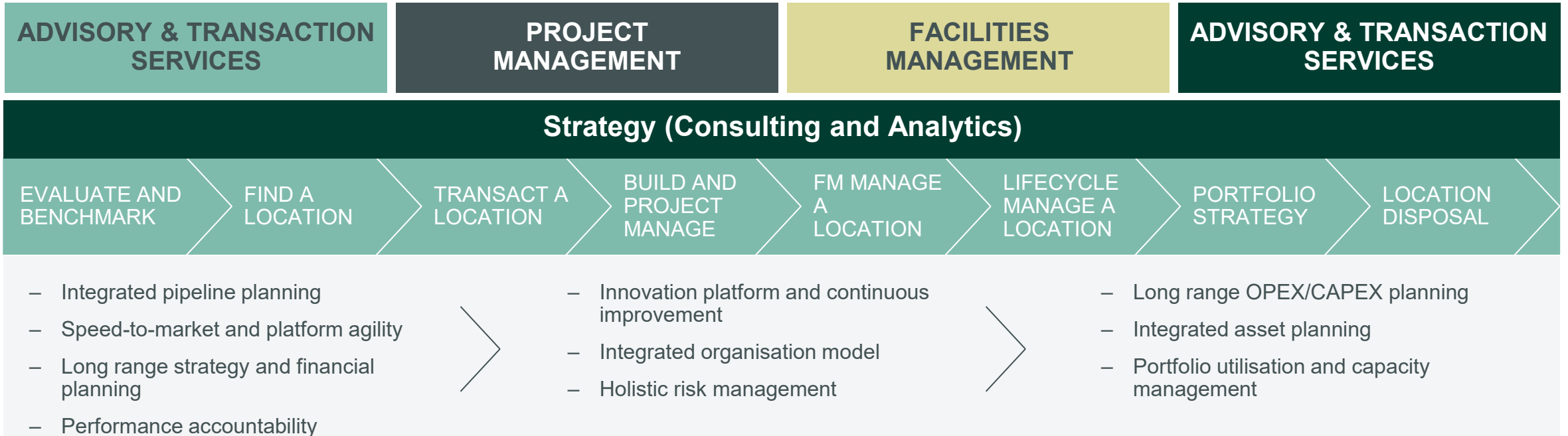
Across all MEA
countries

4800+
Sites

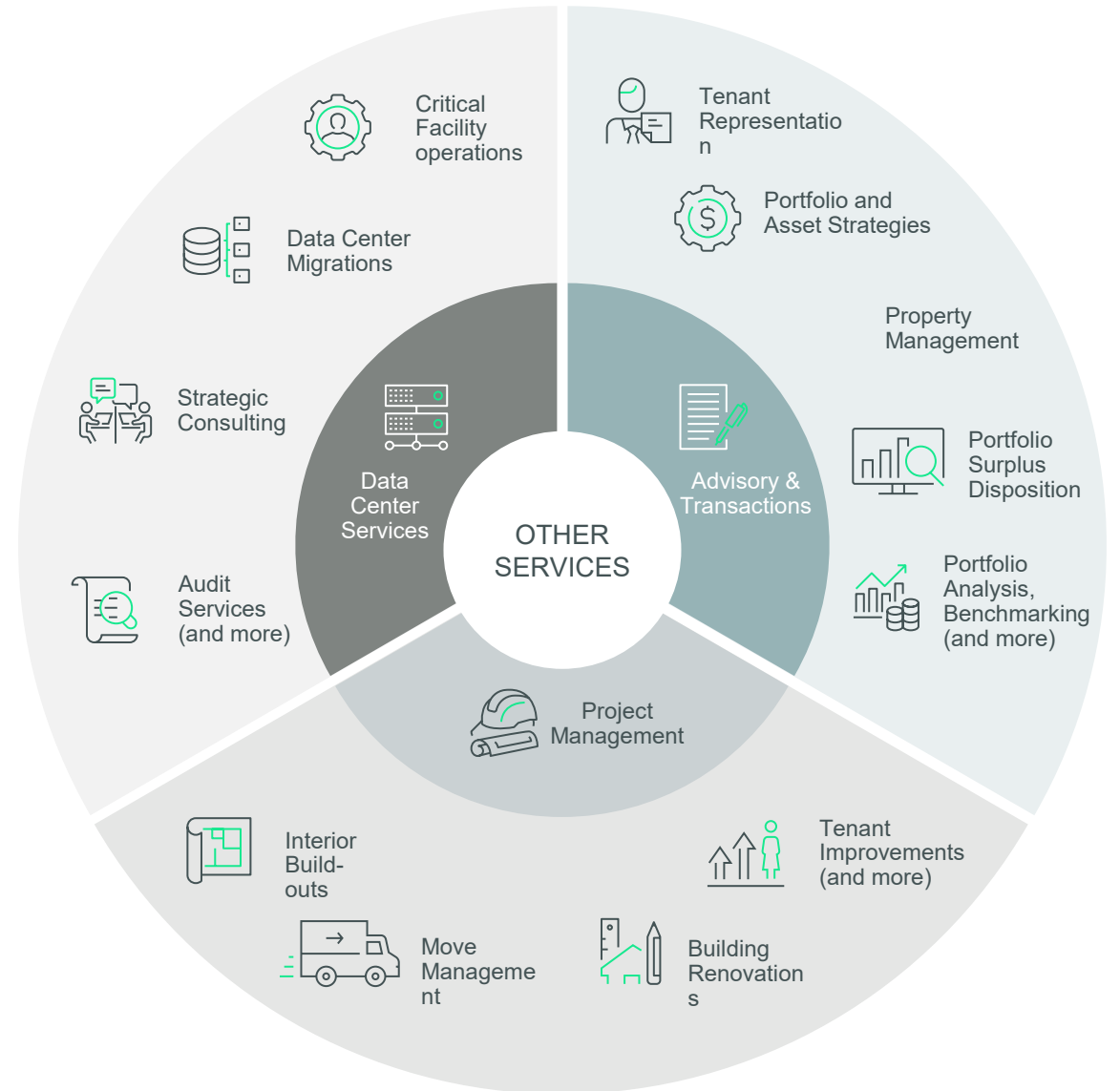
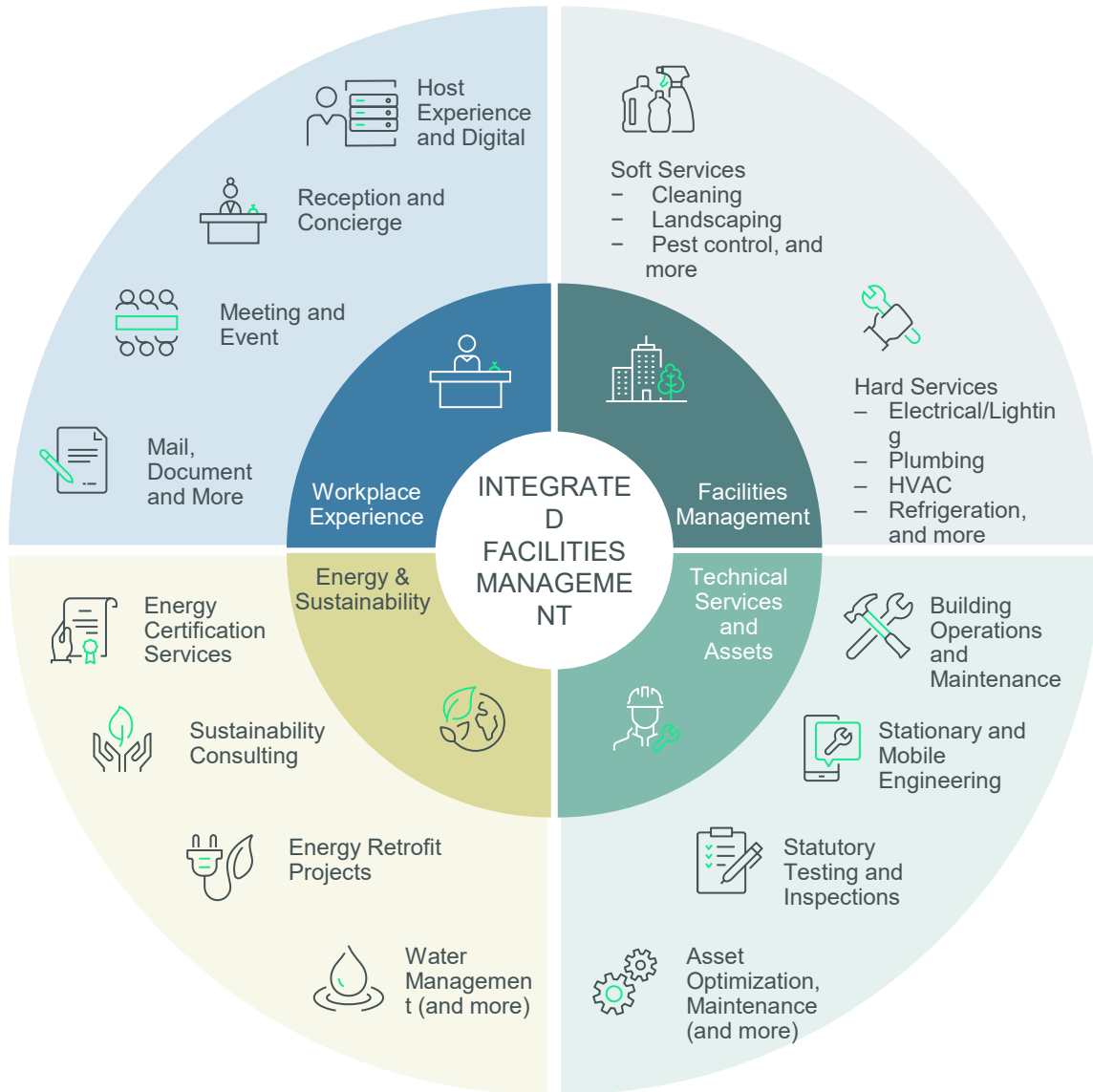
Across all MEA
countries

End-to-end expertise

Occupier lifecycle



OUR SERVICES



We partner with Clients in every sector

Industries we Serve

Automotive



Aviation



Data Centres



Education



Oil & gas



Healthcare



Financial Services



Life Sciences



Mining & materials



Industrial



Logistics



Heritage



Retail



Stadia and Arenas



Technology



Communication

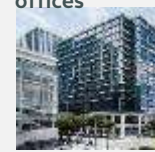


Asset Owners



Asset Types we Service

Corporate offices



Shopping Centres



Plants



Warehouses



High Rise buildings



Refineries



Hospitals



Clinics



Stadiums



Museums



Residential



Fuel Stations



We partner with Clients in every sector

CBRE Excellerate MENA by numbers

100+

Clients across MENA

137M

Total square feet managed

1,800

Dedicated FM professionals

7

Countries served

12,600

Sites managed

0

workforce serious injuries or fatality (SIF) events



Representative Clients – Excluding Confidential Clients

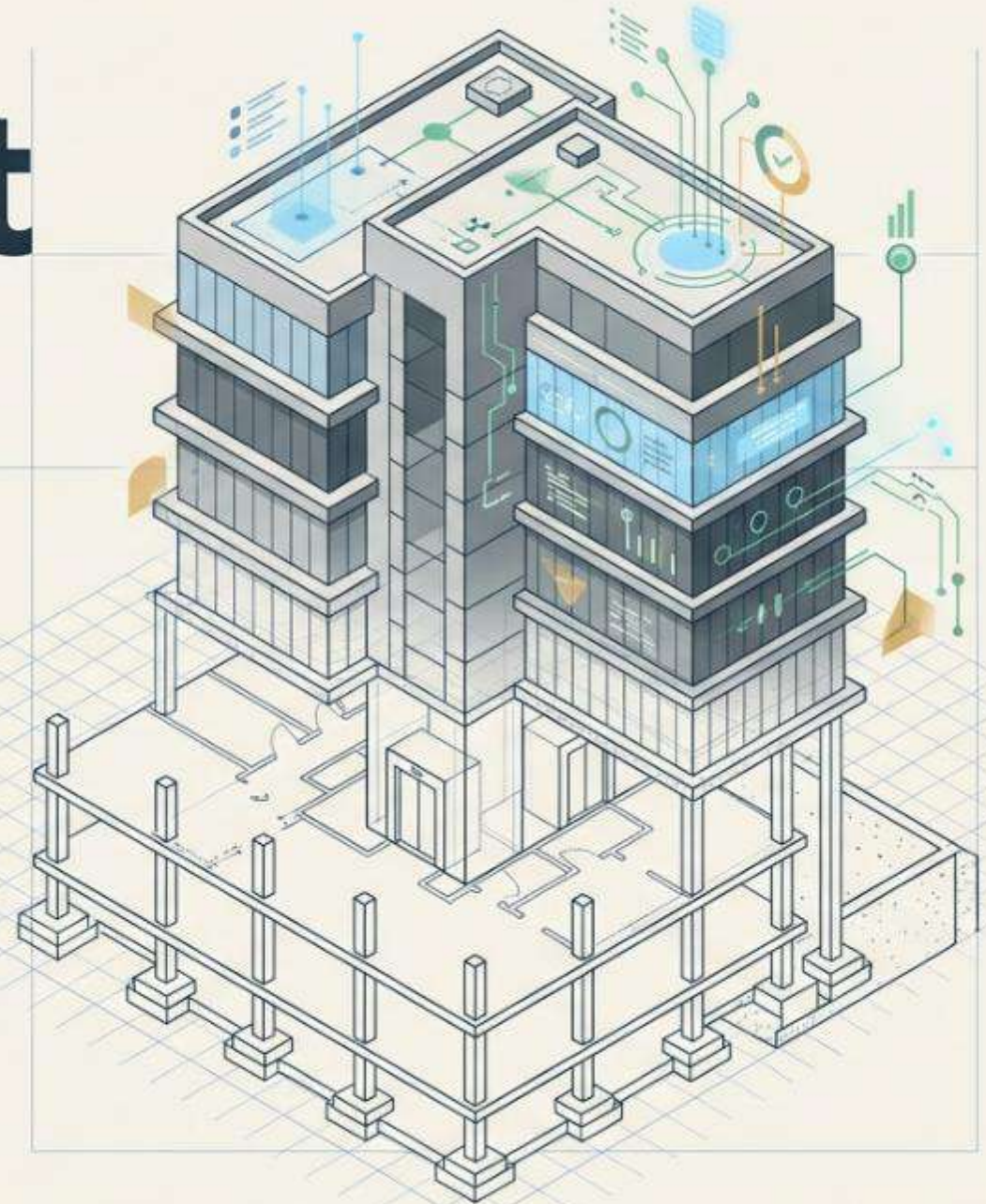
The Blueprint to Value

Repositioning Facility Management
from Operational Cost to Strategic
Business Driver

Emad Adel

Regional Managing Director, CBRE Excellerate MENA

Egypt Facility Management Forum 2026



The role of Facility Management has fundamentally shifted from a reactive cost center to a strategic value driver.

	Traditional FM	Strategic FM
Focus	Reactive maintenance & manpower-driven operations	Integrated workplace management & lifecycle performance
Metrics	Headcount, attendance, and number of technicians	Uptime, user satisfaction, and energy efficiency
Technology	Fragmented services and paper-based tracking	Data-driven operations, IoT sensors, and predictive AI
Procurement	Lowest-bid selection and short-term cost reduction	Performance-based delivery and ESG integration
Ultimate Outcome	Decreased operational expenses	Measurable business value and asset protection

Global markets are redefining operational standards across four core dimensions



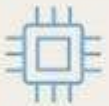
Core Business Strategy

FM directly supports employee productivity, brand reputation, and business continuity. It is now a fixture in executive-level discussions.



Outcome-Based Metrics

The standard is no longer "How many people are on site?" but "What business outcome is FM delivering?" (Uptime, experience, asset lifecycle).



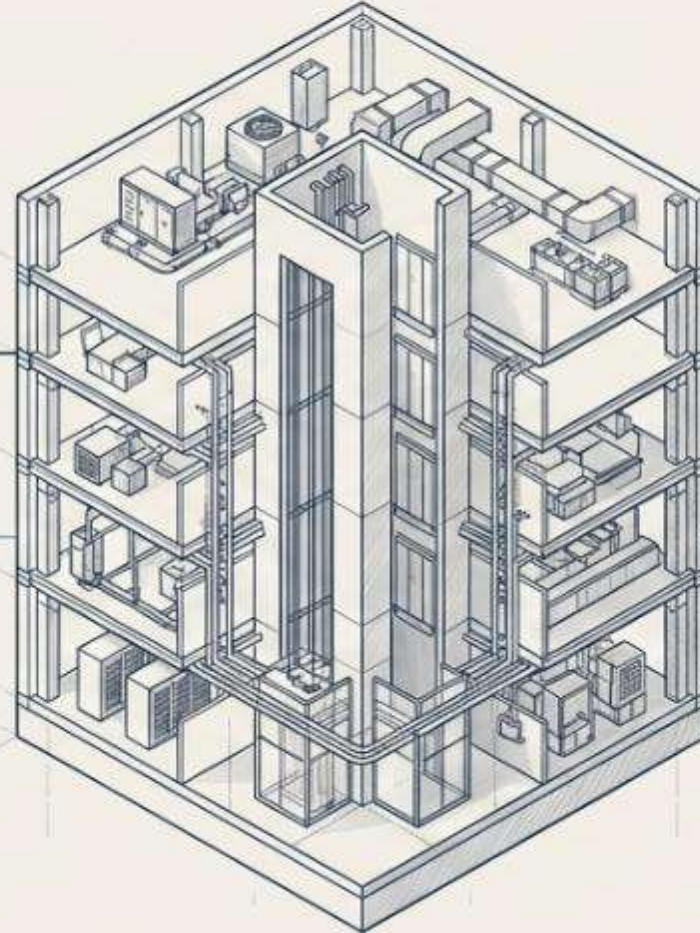
Data & Technology

Heavy investment in CAFM, CMMS, IoT, and AI-driven analytics. The goal is smarter operational decisions, not just marketing technology.

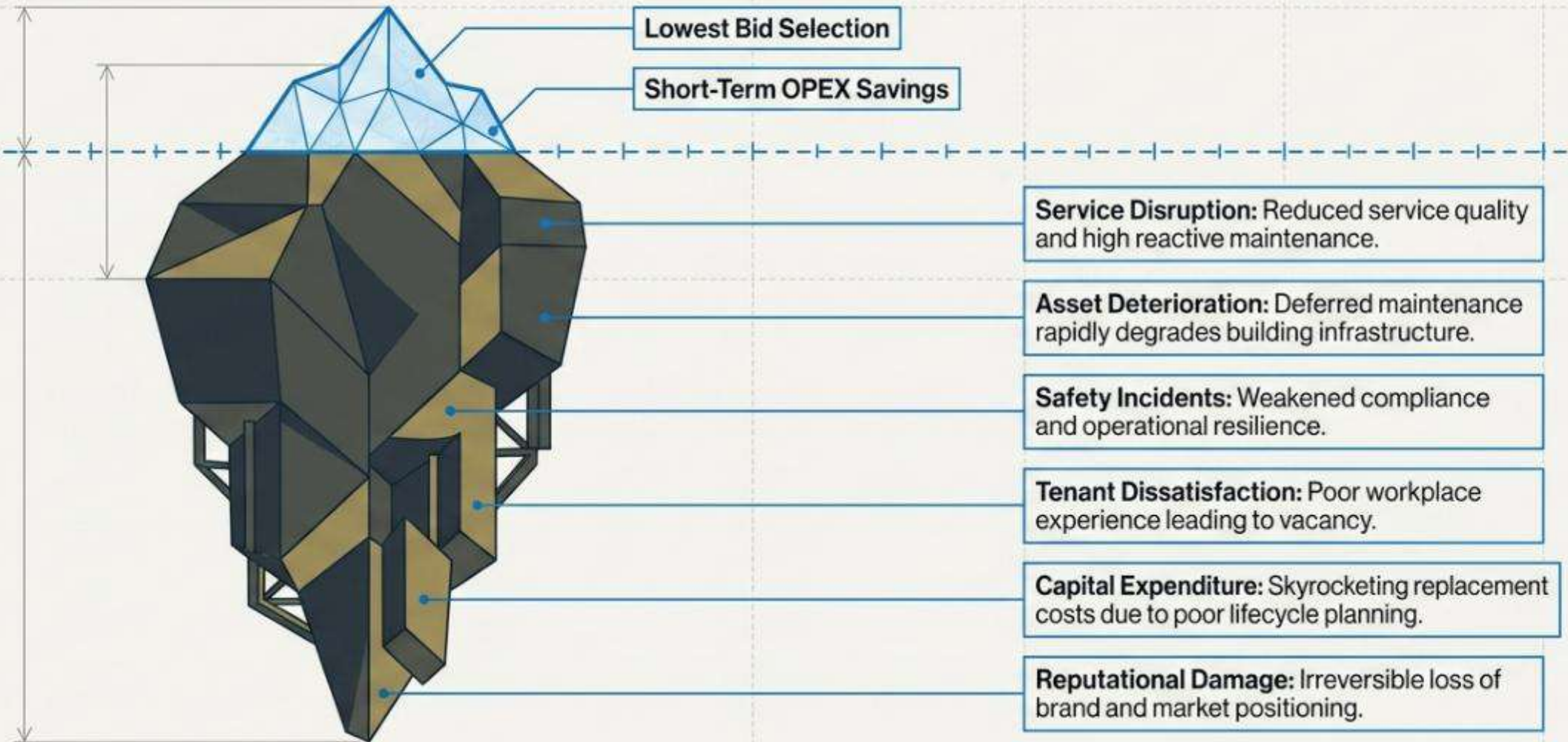


ESG Integration

Buildings are major contributors to carbon emissions. FM is the critical driver of sustainability via energy optimization, waste reduction, and green procurement.



Lowest-cost procurement creates a dangerous illusion of savings while concealing massive operational risks.



The MENA region is experiencing rapid infrastructure expansion but struggles with persistent operational bottlenecks

Growth Drivers

UAE, KSA accelerating maturity

Mega Developments & Smart Cities



Infrastructure & Tourism Investments



Government Transformation Programs



Shift toward PPPs and Integrated FM Models



Market Challenges

Persistent Bottlenecks

Cost Fixation



Procurement heavily focused on manpower pricing competition over long-term value.

Inconsistent Standards



Severe gaps in handover quality and asset data management.

Talent Deficit



Shortages in technical skills, leadership, and specialized FM education.

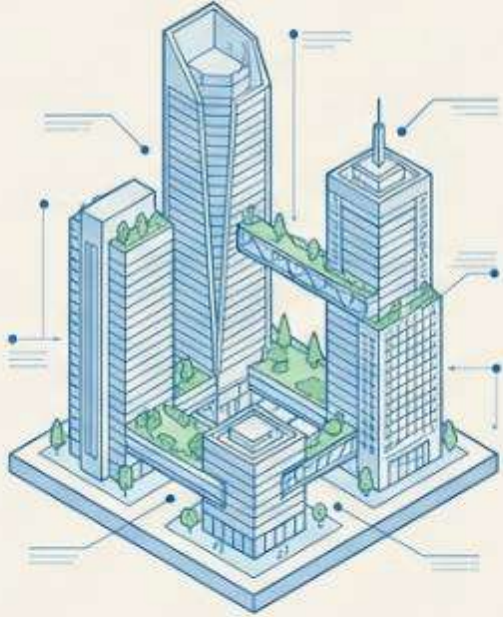
The Digital Gap



Heavy investment in technology without the necessary operational discipline or data governance.

Egypt's rapid real estate development exposes a critical gap between smart infrastructure and operational capability

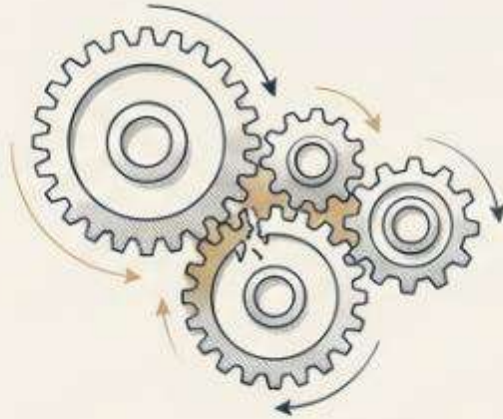
[Smart Architecture]



New administrative capitals, massive mixed-use projects, and logistics expansions are raising structural standards.



[Dumb Operations]



Procurement driven by lowest cost, limited lifecycle thinking, and severe gaps in preventive maintenance discipline.



[Value Depreciation]



A smart building without smart FM operations will never achieve its performance potential. Technology alone fails; operational discipline executes.

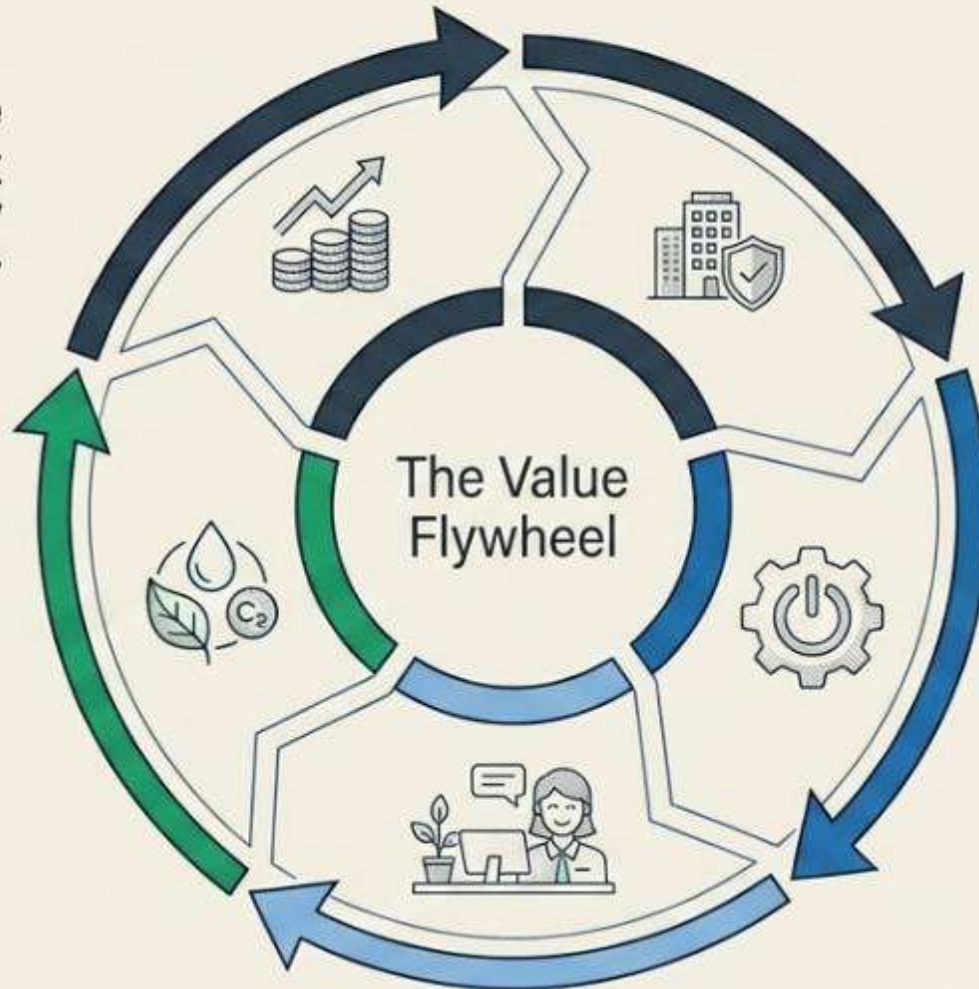
Strategic facility management systematically manufactures business value across the asset lifecycle

Financial Performance

Improves long-term OPEX efficiency and optimizes energy cost management.

Sustainability & ESG

Drives energy optimization, water conservation, and carbon reduction strategies.



Asset Value Protection

Extends asset life, reduces capital replacement costs, and protects underlying investment value.

Business Continuity

Minimizes operational downtime, equipment failure, and service disruption to guarantee resilience.

Workplace Experience

Directly impacts employee satisfaction, productivity, and retention through comfort, safety, and reliability.

Premium global assets sustain their market positioning through relentless operational excellence

Burj Khalifa (Dubai)

FM Focus: High-availability operations, vertical transportation reliability, district cooling

Value Created: Preserves premium market positioning and protects commercial rental value



Key Insight

Iconic assets remain iconic because of operational excellence, not architecture alone.

Masdar City (Abu Dhabi)

FM Focus: Smart building integration, energy/water optimization

Value Created: Monitors energy performance to actively achieve sustainability targets



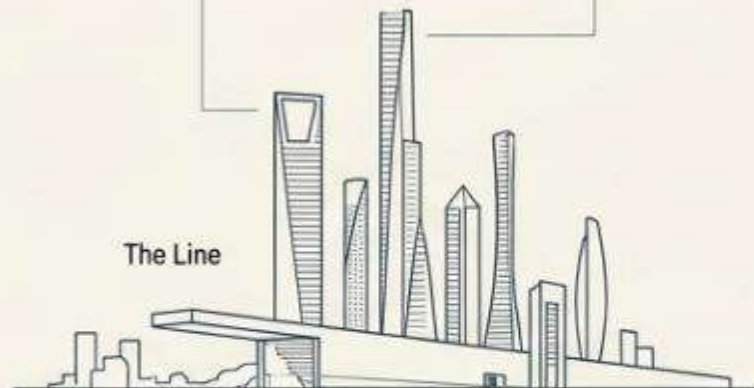
Key Insight

Sustainability goals succeed operationally—not only architecturally.

NEOM (Saudi Arabia)

FM Focus: Predictive maintenance, digital twins, AI-driven operations integrated at design

Value Created: FM acts as a strategic lifecycle value driver, not post-handover maintenance

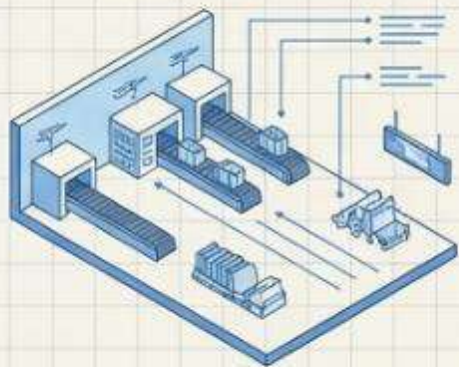


Key Insight

The future of FM starts before construction begins.

In critical environments, facility management is not a support service—it is a mandate for operational survival.

Guaranteeing Continuity (High-Stakes Operations)



Dubai International Airport (DXB)

HVAC resilience, baggage system uptime, and 24/7 maintenance coordination directly support national economic activity and passenger experience.

Expo City

Integrated crowd management, public safety, and smart infrastructure operations ensured mega-event continuity and successful legacy transition.



Rescuing Relevance (Asset Repositioning)



Empire State Retrofit

Systems modernization and energy optimization reduced OPEX, improved ESG, and preserved commercial competitiveness. "Old buildings lose value when operations remain old."

Hudson Yards

Predictive operations and digital infrastructure dictate premium tenant retention.



Markets eventually punish poor operations through asset deterioration and rapid valuation declines

Value Destruction Cascades

Cairo Residential Compounds

Minimizing service charges and utilizing poor maintenance standards.



Landscape deterioration -> Security standard drops -> Resident dissatisfaction



Plunging resale values and loss of community reputation. "Buyers purchase operational quality, not only apartments."

Aging Commercial Towers & Post-COVID Hospitality

Deferring maintenance to reduce short-term operational expenditure



Chiller inefficiency -> Air quality drops -> Online reputation deterioration -> Massive maintenance backlogs



Total loss of tenant competitiveness and massive future refurbishment costs

When operational risk is ignored to reduce short-term costs, the consequences become irreversible.

Case 1: Grenfell Tower & UK Cladding Crisis

- **The Failure:**

Broad failure in governance, compliance oversight, and lifecycle risk management.

- **The Market Impact:**

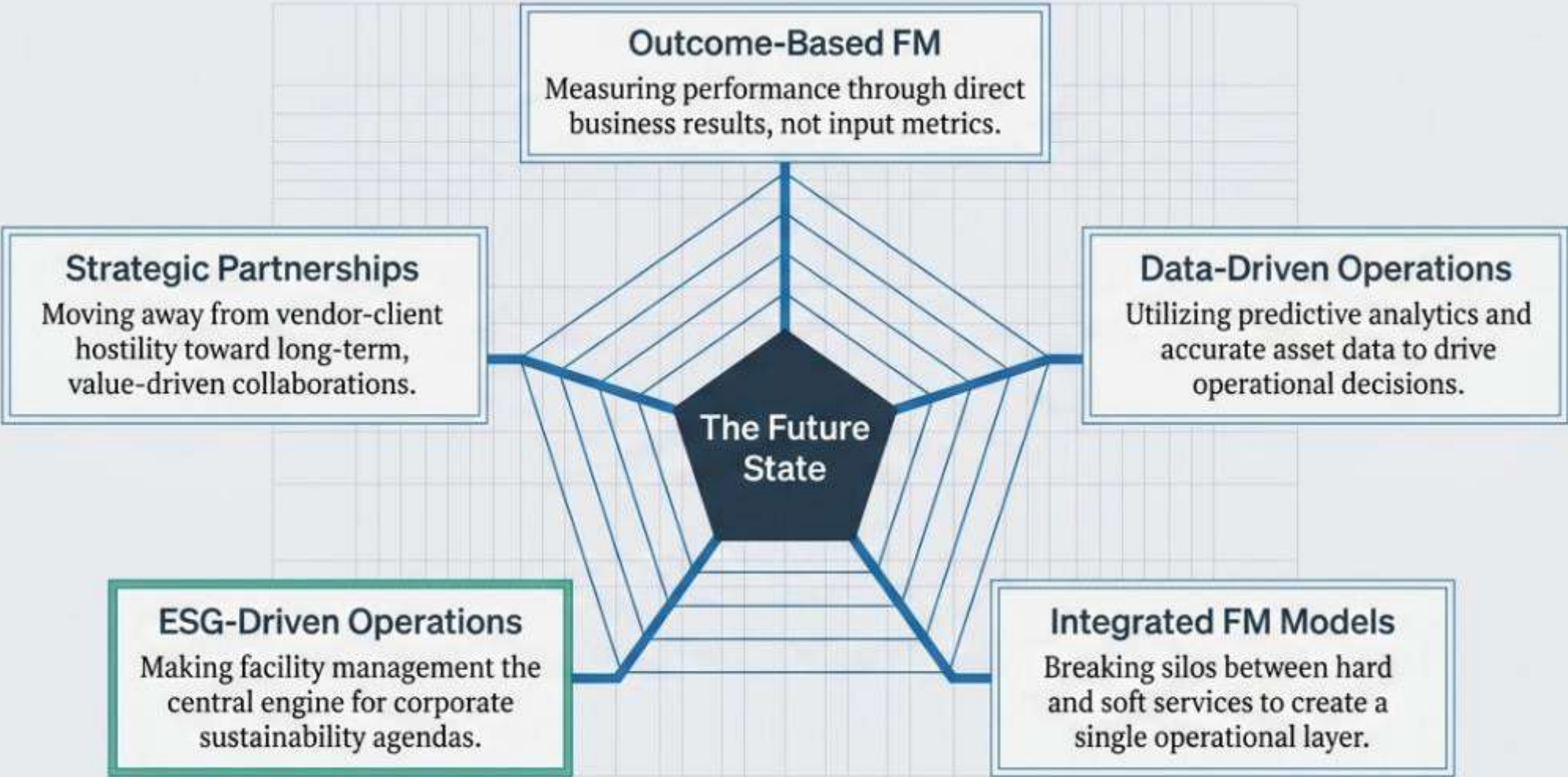
Valuation decline, insurance escalation, and massive remediation programs across the country.

- **The Lesson:** Treating safety and operations as targets for cost reduction creates catastrophic, irreversible liability.

Case 2: Jeddah Flooding

- **The Failure:** Weak infrastructure maintenance, insufficient drainage readiness, and poor operational coordination.
- **The Market Impact:** Major operational disruption, widespread financial losses, and deep reputational damage.
- **The Lesson:** "Resilience is created before crises happen—not during them."

The future of the industry relies on data-driven, outcome-focused operational ecosystems.






Great Facility Management doesn't just reduce cost — it creates value.

Emad Adel

Regional Managing Director, CBRE Excellerate MENA



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THANK YOU

