Certis CISCO Security Pte Ltd Recognized for

2021

Competitive Strategy Leadership

Singapore Facility Management Industry
Excellence in Best Practices

CERTIS

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Certis excels in many of the criteria in the facility management space.

AWARD CRITERIA

Strategy Innovation	Customer Impact
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

Post COVID-19 Facility Management is about Achieving Better Outcomes with Fewer Resources

Singapore currently faces workforce scarcity due to government policies that aim to reduce its heavy reliance on foreign workers. The country registered a more abrupt impact on human resource availability following international border closures at the beginning of the COVID-19 pandemic. Singapore's Progressive Wage Model (PWM) also puts tremendous pressure on the facility management (FM) industry to increase workforce pay, leading to price increases in FM services in 2020. Many FM players, property owners, and the government realize that FM business in Singapore is no longer as fluid as pre-pandemic, with a restrained labor market. Thus, stakeholders seek alternatives such as smart technologies and outcome-based contracts to achieve better outcomes with fewer resources. As the FM market in Singapore reaches the mature stage, FM providers must focus on enhancing service quality, productivity, and efficiency.

Competitive Differentiation

FM service providers actively invest in smart technologies that can increase productivity, resolve workforce scarcity, and provide value-added services to clients, disrupting conventional facility management. However, they realize these technologies [e.g., drones, robots, or augmented reality (AR)/virtual reality (VR) software] primarily work in siloes and have different configurations that make them difficult to integrate.

Certis foresaw the inseparable connection between FM and digitization in 2015, becoming an FM industry pioneer in digital transformation. The company rebranded from a physical security service provider to an operations technology (ops-tech) outsourcing partner that builds and operates bespoke solutions for complex operations. It stands out among competitors by seamlessly merging various FM solutions with advanced technologies, enabling workflow digitization and easy coordination of all services. Developed by Certis' in-house technology team, these technologies feature customizability and scalability across multiple facilities and sites to fit customer operations and needs. Cost pressures make advanced technologies crucial to scale up and manage numerous properties using the same resources, eventually allowing clients to optimize their resources. Moreover, Certis' expertise and knowledge in dealing with critical operations such as security services, its core competency, make the expansion of ops-tech solutions to other FM domains sensible and practical.

Certis engages in mega-FM projects that enable it to gain a foothold in various building segments (e.g., government, commercial, and healthcare) and orchestrate multiple services at different sites using Mozart, its innovative platform for integrated FM services. Mozart integrates data from smart devices, including video analytics, sensors, and CCTVs, making operations more efficient. The company applies Mozart at the Jewel Changi Airport, reducing Certis' workforce requirement by fifteen percent.

Strategy Execution and Effectiveness

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>
> *- Wen Hui Liu, Consulting Associate*

Deriving meaningful outcomes from the technology adopted is a common challenge among most organizations undergoing digital transformation. These organizations also see the need for a robust business process on top of the advanced solutions introduced. Certis' unique Business Process Re-engineering and Operations® (BPRO®) framework, based on the Operational-Design First principle, guides the company in viewing business operations through the client's lens and co-create desired outcomes.

Under the BPRO® framework, Certis organizes workshops and walks the clients through process re-engineering before proposing the advanced technologies. It assesses if clients' existing processes are optimally designed. The Operation and Technology teams will visit the site and work out the ops-tech solutions by simulating, testing, and verifying critical parameters. It only focuses on technology when the optimal processes are in place. Certis does not compromise on the BPRO® steps to ensure clients' operational sustainability.

Over the years, Certis has applied the BPRO® methodology among all major clients, from commercial malls to government buildings, obtaining measurable outcomes. Frost & Sullivan believes Certis is the current leader and champion of a robust framework like BPRO® in the FM industry.

Stakeholder Integration

In the modern FM market, a company's success depends on having the right collaborative framework with diverse stakeholders in the value chain. Each stakeholder uses its expertise to enable partners to deliver innovative, holistic offerings and create a best-in-class experience for target customers.

Committed to service excellence, Certis partners with its stakeholders and initiates numerous platforms and approaches as its competitive strategies, including the Certis Centre for Applied Intelligence (CCAI), Certis Service Delivery System (CSDS), and Certis Corporate University (CCU).

The company established CCAI in 2019 as a research hub to propagate its AI, data analytics, and robotics capabilities, partnering with technology leaders such as Microsoft and local and overseas universities. CCAI is an open testbed for trials before live implementation and is home to the largest ASUS Graphics Processing Unit (GPU) Farm.

CSDS enables methodological thinking on how its staff can work systematically to break down complicated scenarios into simpler tasks. CSDS is a Certis proprietary tool used to rapidly train and deploy its staff to deliver consistent, high-quality services while inculcating a continuous improvement mindset.

Certis set up CCU in 2019 to equip its staff with knowledge and skillsets to be future-ready. The company envisions employing multi-skilled workers who can handle various adjacent jobs on-demand, indirectly enhancing productivity and efficiency. CCU's role becomes more apparent for upskilling employees' digital capabilities as digital transformation occurs.

From partner selection among technology and academia experts to intensive capability building of its talents, Frost & Sullivan believes Certis is heading toward realizing its vision of becoming a distinguished ops-tech solution provider in the regional FM industry.

Customer Purchase Experience

The Singapore FM market is concentrated and highly competitive, with many global and regional service providers providing value-add services and innovative technology-based solutions. However, these additional fringe benefits mean they charge clients a higher contract price.

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While price is one of the essential factors in selecting FM service providers, Certis urges customers to consider the quality of its integrated and digitized solutions based on outcomes as well as the short and long-term values that Certis provides. The company responds promptly to changing needs in the short term amid the pandemic. In the long term, Certis' integrated FM solutions, backed by cutting-edge technology and optimized operations, result in cost savings for customers. These efforts have begun to yield results, with several big contracts in Singapore, including the Jewel Changi Airport, JTC Corporation, Nanyang Technological University – Lee Kong Chian (LKC) School of Medicine, and the most recent, the Ministry of Home Affairs (MHA).

Cybersecurity is a rising concern, especially from government clients. Certis invested in a private cloud, a network protected and managed by its in-house cybersecurity experts, to assure clients of this critical issue. The cloud links to client premises with all the security protocols in place. Before launching the cloud, the team performed its own penetration tests to ensure the infrastructure is secure. Internally, Certis conducted its own intrusion tests and cybersecurity awareness training for its employees.

Customer Service Experience

Critical facilities such as airports, data centers, utilities, and manufacturing plants comprise complicated building systems. Early detection and immediate response are necessary to prevent huge losses resulting from machine or system breakdowns. Certis provides clear visibility to clients via a dashboard that displays all monitoring and surveillance data points collected from smart technologies installed to give building owners and facility managers peace of mind. Smart technologies such as IoT and data analytics consolidate and analyze the data in real time for Certis and clients to gain operational insights and make effective decisions. Certis also leverages the data for predictive and preventive maintenance.

The company constantly engages its stakeholders and gathers feedback to enhance services. One approach is through an annual Customer Satisfaction Survey. Based on the 2020 survey, Certis scored a high satisfaction rate of 4.55 points out of 6. Sixty-three percent of respondents reported performance improvements in service speed and consistency during the COVID-19 period. Clients acknowledged Certis' reliability, professionalism, responsiveness, and positive attitude despite the pandemic-caused disruption and uncertainties.

Conclusion

The year 2020 marked a significant period for Certis. With its exemplary and market-ready ops-tech solutions, the company responded quickly to customers' changing needs arising from the COVID-19 pandemic. Proprietary innovations such as Mozart, BPRO® framework implementation, diversified partnerships, and continuous talent-building programs are its collective strategies to excel in the competitive FM market in Singapore. Keeping sustainability in mind, Certis balanced the varying requirements of people, processes, and technologies while positioning itself as an ops-tech solutions provider. With its strong overall performance, Certis earns Frost & Sullivan's 2021 Competitive Strategy Leadership Award in the Singapore facility management industry.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Award recognizes the company with a stand-out approach to achieving top-line growth and a superior customer experience.

Best Practices Award Analysis

For the Competitive Strategy Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes Best Practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

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The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™. Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous flow of Growth opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*

The Innovation Generator™

Our six analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Mega Trend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)