



JLL India Recognized for

2021

Customer Value Leadership

Indian

Facilities Management Industry

Excellence in Best Practices

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. JLL India excels in many of the criteria in the facilities management space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Evolving Market Landscape Creating Ample Growth Opportunities

The Indian Facilities Management (FM) market is growing rapidly out of its nascency owing to the growing demand for enhanced functionality, improved safety, advanced efficiency, and increased comfort of built environments in the country’s flourishing real estate sector. The demand for professional FM services is *rising* as asset owners, especially in the country’s thriving commercial and industrial segments, increasingly outsource non-core operations to address stringent health, safety, and environmental standards through cost-effective, efficient, and sustainable solutions. As 75% of the Indian market still depends on in-house maintenance services¹, this ongoing shift towards outsourcing FM services indicates good growth prospects for organized market participants. Furthermore, government initiatives such as the ‘100 Smart Cities Mission,’ ‘Swachh Bharat Abhiyan,’ and ‘Swachh Swasth Sarvatra’ programs drive the growth of the Indian FM market in the medium- to long-term. Frost & Sullivan’s research anticipates the Indian FM market to reach a market size of \$8.5 billion (61,910 crore Indian Rupees) by 2024, growing at a compound annual growth rate of 23.4% between 2019 and 2024.² The Integrated Facility Management (IFM) sector, in particular, will witness robust growth due to the increasing customer preference for one-stop service providers that offer space optimization, efficient facility management, and cost-saving capabilities.

¹ *India Facilities Management Industry Outlook, 2020*, (Frost & Sullivan, June 2020).

² *Ibid.*

The advent of the COVID-19 pandemic has introduced new challenges as well as novel growth avenues for the country's FM market participants. As organizations prepare to re-enter their workplaces with the lifting of lockdowns, organized FM service providers that can facilitate their customers' safe and productive return to operations while effectively addressing the new health, safety, and security requirements will register strong growth in the post-pandemic market.

Serving Unique Customer Needs by Leveraging End-to-end Solutions Portfolio and One-window Approach

Chicago, United States-based Jones Lang LaSalle IP, Inc. (JLL) is a global leader in real estate services addressing the varying needs of real estate owners, occupiers, and investors with a full range of services on a local, regional, and global scale. JLL leverages its deep industry expertise, extensive

“Recognizing and reacting to the industry’s changing needs, JLL India employs a human-centric design approach to develop and deploy integrated solutions to facilitate the ongoing workplace evolution. This ability to cater to changing customer requirements proactively and rapidly enables JLL India to retain its position at the forefront of deploying future-ready solutions.”

- Rajkumar Elilarasu, Senior Consultant - Industrial Practice

market experience, and comprehensive solutions portfolio to support customers by offering end-to-end real estate services encompassing space location and leasing, project design and delivery, property and facilities management, and performance optimization. Entering the Indian FM market in 1998, JLL has established itself as a leading market participant serving diverse industries, including banking, healthcare, life sciences, hospitality, manufacturing, technology, business process outsourcing, and industrial. Currently, the company's Indian operations (JLL India) comprise an impressive geographic presence with corporate offices in 13 cities (Mumbai, Delhi

NCR, Bengaluru, Pune, Chennai, Hyderabad, Kolkata, Ahmedabad, Kochi, Coimbatore, Indore, Chandigarh, and Aurangabad) covering nearly 1,300 dispersed and concentrated customer sites across the country.

JLL India is unique in the Indian FM space in its approach of maintaining a completely separate business focus for its tenant and real estate owner clients. The needs of tenant clients (i.e., corporations and institutions that lease spaces) differ significantly from and usually compete with those of real estate owners. Therefore, JLL India tackles the respective needs and protects the specific interests of each customer segment by supporting them through different service lines. The company serves its tenant and real estate owner clients through its IFM and property management divisions. JLL India's IFM division alone manages over 145 million square feet of space with a workforce of 6,000+ full-time employees. While most of the company's contemporaries in the Indian market bulk the tenant and real estate owner clients under a single segment, JLL India's differentiated approach enables it to address each customer segment's distinctive needs more efficiently, leading to higher customer satisfaction.

JLL India's IFM solutions offering provides end-to-end services that assist corporations and institutions in achieving their desired financial, operational, and sustainability outcomes from their facilities while enabling service delivery improvement and end-user experience enhancement. The company's IFM service portfolio consists of infrastructure-related services (i.e., engineering maintenance, cleaning services, waste management services, energy management, etc.) and employee services (i.e., employee transportation, employee interface, food and beverage, security services, etc.).

JLL India's IFM solutions include;

- Full-service IFM outsourcing: Facilitates day-to-day operations management of client facilities through a globally integrated platform and standardized processes.
- Technology-enabled IFM solutions: Leverage advanced technologies such as automation and analytics to enhance the end-user experience enable faster and more informed decision making, manage compliance, and improve process efficiencies.
- Mobile engineering solutions: Targeted towards clients with an extensive portfolio of sites or at locations where multiple customers are within close proximity. These solutions reduce operating costs by establishing a single point of contact for services, bundling on-site services, leveraging resources across multiple accounts, and reducing travel time between sites.

Moreover, JLL India employs a robust account management model to ensure each customer has ready and seamless access to its comprehensive solutions portfolio and extensive market expertise. The company assigns a dedicated and highly skilled account director, who is fully empowered to draw from the entirety of JLL's extensive range of solutions, to each client account. This designated account manager, his core team, and the company's pool of third-party vendors (25,000+ third-party vendors) serve as a one-stop solution or a single point of contact to address customer needs. Furthermore, this one-window approach, which mitigates the need for customers to work with several verticals within the company, significantly enhances their service experience and optimizes their operational efficiencies.

Frost & Sullivan commends JLL India for its delivery of comprehensive FM services, deep market expertise, and innovative solutions to its Indian customers through an integrated one-window approach to successfully address the unique needs of its customer base.

Leading Digital Transformation and Facilitating Post-pandemic Return to Operations with Technology-enabled and Future-focused Solutions

JLL India is in the vanguard of digital transformation within the Indian FM space. The company leverages advanced technologies such as the Internet of Things, automation, robotics, analytics, artificial intelligence (AI), and cloud computing to enhance operational proficiencies, increase cost-efficiencies, and improve customer experiences. For instance, the company imbibes remote monitoring and predictive analytics capabilities into its solutions to enable the optimized maintenance of client sites. JLL India's computerized maintenance management system employs vast amounts of sensor-generated, real-time equipment data from customer sites to predict maintenance needs accurately and issue prompt alerts to geo-tagged technicians, thus guaranteeing expeditious issue resolution. As a result, the

company effectively reduces the need for dedicated technicians at each customer site as a single technician team can service several locations simultaneously. These capabilities add customer value by extending equipment lifespans, preventing system failures, and reducing staffing requirements.

Use Case 1: JLL India leveraged its technology-driven solutions to help Capgemini Technology Services, the French professional services and business consultancy, drive its operational excellence and unite its workforce across its centers in nine Indian cities. The company utilized its innovative FM solutions such as the Fit Facility Helpdesk Application and deployed a dedicated centralized helpdesk for the customer's India-based team to ensure efficient operations and drive optimal end-user experience across all of the company's managed sites.

The transformative events of 2020 have brought about a paradigm shift in the industry's traditional and restrictive perception regarding workplaces. Employers and employees everywhere realize that they do not need to be at a physical office space to work. This ongoing shift has given rise to the need for a hybrid FM model that can support organizations as they transition to the new normal. Recognizing and reacting to the industry's changing needs, JLL India employs a human-centric design approach to develop and deploy integrated solutions to facilitate the ongoing workplace evolution. This ability to cater to changing customer requirements proactively and rapidly enables the company to retain its position at the forefront of deploying future-ready solutions.

Some examples of JLL India's offerings to facilitate the hybrid workplace are:

- **Dynamic occupancy planning (OP):** This offering leverages AI, powered by GoSpace, to improve space optimization and enhance human performance within the hybrid workplace through features such as automated space reservations and employee attendance and utilization tracking.
- **Experience/Anywhere:** This solution builds comprehensive customer strategies to activate and manage hybrid workplaces to support seamless transition and maintain employee productivity while facilitating human connection and collaboration. JLL India directly leverages its novel offerings such as dynamic OP, Strategic Consulting Advisory Services, Flex OnDemand, and Healthy Return, along with its innovative technologies such as JLL Jet, Corrigo, Saltmine, and VergeSense to create integrated solutions to deploy and manage the hybrid workplace program.

JLL India developed and released a (re)entry Guidebook outlining best practices to support the market's post-pandemic safe return to operations. This resource guides customers on how and when to initiate their return to workplaces and how to structure and use these spaces while balancing the health, safety, and financial implications. The guidebook's adoption as a standard document across several international markets evidences the value added by JLL India's extensive expertise and experience in the FM space. Furthermore, JLL India works closely with its customers to formulate strategies customized to support their safe and productive re-entry into their workplaces, in compliance with new business and social distancing protocols, as well as government guidelines and requirements.

Case study 2: JLL India supported the United Kingdom-based firm CDC Investment Pvt. Ltd. in developing a re-entry strategy for their Indian operations. The company conducted a risk assessment of the customer's facilities to identify the gaps in their infrastructure and administration and formulated a strategy to reopen their offices according to health, safety, and security best practices.

Moreover, the introduction of stringent health, safety, and security guidelines due to the COVID-19 pandemic has increased digital solutions' exigency in the Indian FM market. To meet this need, among other solutions, JLL India is deploying automated and touchless technologies across every aspect of FM.

"JLL India's success in uplifting employee morale, measured and monitored through regular employee engagement surveys, directly translates into better service experiences for customers and results in higher customer satisfaction."

- Sama Suwal, Best Practices Research Analyst

For instance, the company utilizes face recognition, temperature detection, and automated security turnstile software at building entrances to detect if visitors are wearing masks, scan their temperatures, and confirm if they are allowed in the facility before automatically admitting them inside. JLL India supports touch-less commute within buildings by adding voice activation, holographic projections, or pre-programming features to elevators. Moreover, the company extends the touch-less experience to cafeterias and washrooms by retrofitting them with

foot pedal-enabled doors and sensor-operated water dispensers, faucets, toiletries, and flush systems. Furthermore, JLL India helps customers decongest workplaces and enforce stipulated social-distancing norms through innovative solutions such as automatic space occupancy monitoring and Bluetooth devices with vibration alarms to track the physical distance between employees.

Frost & Sullivan applauds JLL India for leading the digital transformation of the Indian FM market. Moreover, the company's ability to proactively and rapidly perceive, develop, and deploy innovative solutions to cater to changing industry needs is particularly noteworthy. These capabilities empower JLL India to deliver outstanding customer value.

Delivering Exceptional Customer Value through Customer-centric and Outcome-based Approach

The customer is at the core of JLL India's business model. As the company shifts from a process-driven to an outcome-based approach, it works closely with each customer to understand and successfully attain their desired outcomes. Moreover, the company proactively seeks and acts on regular customer feedback to guarantee an in-depth understanding of unique customer needs and facilitate the achievement of each customer's specific definition of excellence. Over the last few years, JLL India has employed Medallia, the American customer experience management company, to conduct semi-annual customer surveys, analyze findings, and derive actionable insights to improve customer satisfaction with its services. The company utilizes this customer feedback mechanism and its Net Promoter Scores (NPS) as integral parts of its strategy to ensure a sustained focus on delivering exceptional customer value. Moreover, JLL India consistently invests in its people, processes, and tools to support improved client relationship management (CRM) and enable superior service delivery. For instance, the company uses CapForce, its sophisticated CRM tool, to drive customized client experiences and ensure accountability for all client operations.

As a participant in the service industry, JLL actively focuses on its employees to ensure optimal customer experiences. The company invests in its human capital by recruiting the country's best talent and building capacity through training. Moreover, JLL India addresses the market challenge of high attrition rates by emphasizing employee satisfaction and facilitating their professional growth within the organization. For instance, the company utilizes an employee compensation and evaluation system designed to reward quality performance, teamwork, and client relationship building. Furthermore, JLL India stands out in the Indian market by prioritizing diversity and inclusion within its workforce. The company achieves its goal of a diverse and inclusive workforce by employing more women in leadership roles and hiring specially-abled people. Furthermore, during the COVID-19 pandemic, the company supported its employees by maintaining engagement touch-points, a central communications command center, and support systems to enable easy access to telemedicine services, simplify query resolution, optimize insurance processing, and sponsor employee vaccinations. JLL India's success in uplifting employee morale, measured and monitored through regular employee engagement surveys, directly translates into better customer service experiences and results in higher customer satisfaction.

JLL Indian excels at offering excellent value to customers for the price compared to similar offerings in the market. The company boasts one of the industry's highest success rates in securing client contracts due to its ability to maximize its solutions' price/performance value. JLL India achieves these high rates by employing a total cost of ownership approach wherein it encourages customers to look at the bigger picture in terms of the value they receive from its services rather than focus on contract costs. For instance, if a customer wants to reduce maintenance frequency to save on their maintenance charges, the company will direct them to consider their lifecycle equipment replacement costs. The customer then compares the losses incurred from replacing equipment due to inadequate maintenance against the money they save from cutting maintenance costs. In doing this, JLL India helps customers realize that they can significantly lower their total costs of ownership through comparatively negligible investments in FM services. Moreover, JLL India offers more value to its customers in terms of its deep industry expertise, technology leadership, operational best practices, and remarkable talent instead of the mere delivery of FM services.

Frost & Sullivan acknowledges JLL India's focus on delivering exceptional customer experiences through its meticulous emphasis on enhancing its human capital and its diligent attention to understanding each customer's desired outcomes. The company's prioritization of its customers' needs during challenging times is especially notable.

Optimal Customer Satisfaction Leading to Robust Financial Performance and Strong Growth Prospects

JLL India's ability to consistently deliver exceptional customer value in the Indian FM space has enabled it to acquire and maintain an extensive client base ranging from tech startups and prominent Indian conglomerates to global firms. The company's client portfolio consists of major organizations such as Amazon, Accenture, Facebook, Google, Procter and Gamble, HSBC bank, Wipro, Infosys, Cognizant, and VMware. JLL India's client-driven focus enables it to drive customer acquisition and support the retention of its existing client base. The company actively strives to build long-term client relationships to generate repeat business opportunities and create recurring revenue streams. JLL India's efforts in upholding customer value during the COVID-19 pandemic are particularly praiseworthy. In addition to helping its customers navigate the uncertain market conditions, the company adjusted the contract costs for its gross accounts, considering its customers' dampened profitability and reduced service utilization, despite incurring some financial losses. As a result of this customer focus, JLL India managed to retain 98% of its customer base during the extremely lean market conditions in 2020 while most other companies lost clients. Furthermore, the company's NPS score reached a record high of 43, indicating high customer satisfaction and loyalty.

JLL's success in retaining its client base by continually delivering exceptional customer value enabled it to record a robust financial performance in 2020. Moreover, the company worked closely with its customers to identify ways to reduce their operating expenses, securing a portion of the savings generated to retain its accounts with them. As a result, JLL India registered annual revenue of \$527 million for its Indian real estate service segment in 2020³, successfully retaining and even enhancing its profitability during the demanding year.

Moving forward, JLL India intends to build on its considerable brand equity and strengthen its brand awareness through its strategic partnership with the World Economic Forum and regular participation in events such as the annual Davos meetings. Moreover, the company's many accolades and recognitions, including its inclusion in Fortune magazine's 2021 'World's Most Admirable Companies' and Ethisphere's 2021 'World's Most Ethical Companies' (for the fourteenth consecutive year), continue to enhance its brand visibility. This strong brand presence and its purpose-driven approach to customer service have enabled JLL India to maintain a healthy pipeline for 2021.

Frost & Sullivan is impressed by JLL India's ability to maintain outstanding customer retention rates, deliver a robust financial performance, and preserve strong project pipelines despite unprecedented market conditions in a challenging year. We anticipate the company to lead the Indian FM industry in years to come

³ 2020 Annual Report, (Jones Lang LaSalle Incorporated, 2020). Accessed from: https://s22.q4cdn.com/446208711/files/doc_financials/2020/ar/JLL_Annual_Report_2020.pdf

Conclusion

The Indian facilities management (FM) market continues to evolve with novel growth opportunities, introduced by the onset of the COVID-19 pandemic, for the organized sector arising from the increasingly stringent health, safety, and security requirements and the need for safe return to operation.

Chicago, United States-based Jones Lang LaSalle IP, Inc. (JLL) initiated its Indian operations (JLL India) in 1998 to serve the diverse FM needs across the country's wide range of industries by leveraging its deep industry expertise, extensive market experience, comprehensive solutions portfolio, and expansive geographical presence. JLL India maintains its position at the forefront of the digital transformation of the Indian FM market by proactively developing and deploying innovative and future-ready solutions to cater to changing industry needs. The company's dedicated efforts, robust investments, and ongoing focus on enhancing its human capital and feedback mechanisms to better respond to its customer demands while offering outstanding price/performance value enable it to deliver exceptional customer value. Moreover, JLL India's focus on supporting its customers through the challenging market conditions in 2020 by employing its innovative strategies, tools, and resources resulted in its excellent customer retention rates and robust financial performance. The company's success in maintaining project pipelines and its continued investments in industry-leading technology will sustain its market leadership into the foreseeable future. With its strong overall performance, JLL India earns Frost & Sullivan's 2021 Customer Value Leadership Award in the facilities management industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

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

