



BLACK BOOK:  
GUIDE TO WORLD CLASS PROPERTY  
MANAGEMENT





**“ Take Steps as a Beginner.  
Take Steps Beyond the  
Service Delivery. ”**

We believe in People, Process and Learning. Use Technology to make our customer's life simple.



# MESSAGE FROM CEO

Siddharth Bhatt

The service industry has emerged as a key driver of the Indian economy, contributing over 61% and surpassing manufacturing and agriculture. With the facility management industry estimated at USD 20 billion per year, there is immense opportunity for growth. However, finding the right partner to provide solutions and value-add models can be challenging.

At Crest, we focus on understanding our customers' businesses and needs. We ask basic questions such as why services need to be outsourced and how we can add value to their business. Can we save costs, enhance the customer experience, or do both? Our tailored services are designed to meet our customers' unique needs.

As a service organisation, we empower our front-line staff to create WOW moments for our customers. We examine every process, asking why it's done that way and how we can improve it. Our goal is to provide a uniform experience every day, despite external factors such as weather, traffic, or people's moods.

We approach each day with inquisitiveness, striving to delight more customers every day. This brochure tells how Crest creates a world-class property management experience. Let us take care of what you don't want to do, so you can focus on what you do best.

# ABOUT US

## CREST PROPERTY SOLUTIONS

Crest is a full service Property Management company that provides services post purchase of a residential and commercial asset. We are a subsidiary of Rustomjee Group, a leading real estate development company, based out of Mumbai. Crest was conceptualised and started in the year 2017 and is already managing a wide number of projects for property management services.

Crest is having primarily two arms Property Management and Leasing services both complimentary to each other.

Property Management vertical is already managing high end residential complex, commercial complex, offices, five star sales experience center, business lounges and retail mall. Property Management vertical is providing Integrated Property Management for residential and commercial spaces from 1 lac salt to 30 lac salt. In addition to Integrated Property Management, we also manage F&B and housekeeping services for large office spaces.

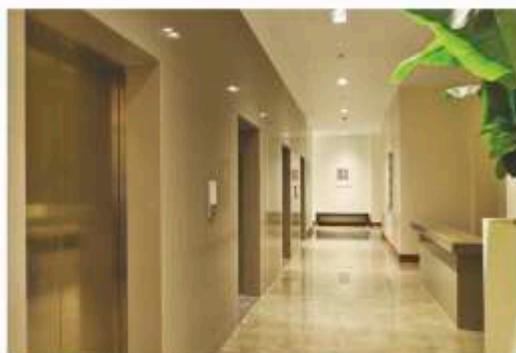
Our dedicated operation team works closely with site to continuously monitor client satisfaction and areas of improvement for team.

We continuously look at people who want to create those exceptional moment and duty beyond the call for excellent customer service delivery. Today we attract best talent from top property management company and top hospitality brands.

Our leasing experts can lease out individual units or entire asset and get best value for owner and tenant by reducing risk of vacancy and return on investment.

Our staffing solutions can help you reduce your risk, compliance, process and documentation with seamless services for your manpower needs.

Let us know how do we solve your problems.



# OUR PEOPLE

Ghanshaym Tiwari, Head of Operations

We at Crest believe that customer satisfaction is core to the Property Management. Our endeavour is not only to meet the customer needs but to walk an extra mile to deliver wow experience.

We understand that each customer's needs are unique. Further, each property has its own unique character including property life cycle stage, past maintenance standard, type of equipments & fitout commissioned, location, design features i.e. gates, doors, staircases, parking & parking system, utility areas, surrounding of the property etc. Hence, we at Crest look at a tailored solutions which includes assessment of property and occupier in detail to offer best solution keeping Total Cost of Ownership main driver for delivering long term value for your Property.

Process documentation and implementation is a continuous process for us. All process/ events well documented as an module helps us to tailor changes and provide unique solutions for offering an integrated solution for our customers. We have rigorous process for formulating, reviewing and implementing SOPs, check list, log sheets for technical equipments and non-technical services, end user guidelines, budgeting, cash flow monitoring and AMC management. This helps us to look at process review and its implementation to reduce breakdowns, disruption in services and take preventive steps for increasing life of equipments for a property.

Our focus on Building Operations & Optimisation Model allows us to review property energy consumption and trends. This helps us to formulate Energy Optimisation and Scheduling plan for each site to reduce energy wastage at the property and enable us to reduce the energy bill by using various strategies. Driving value through clearly articulated objective has helped achieve our customers large savings. This gives us immense satisfaction.



## OUR PEOPLE

Deepak Agarwal, Assistant General Manager, Operations & Customer Experience

Crest is dedicated to meeting the fast-changing expectations of our customers. We value the feedback we receive and take it seriously, implementing customer suggestions to continuously improve our operations. We understand that expert guidance is as crucial as listening to customers, which is why our operations team follows the Crest Way of Working (CREST WOW) to provide the best possible service.

We recognise that investing in our team is essential to our success, which is why we offer the highly interactive Crest University training program on a weekly basis. This program enables our team to solve issues and learn from industry experts, ensuring they are always up-to-date with the latest knowledge and practices.

As a property management company with properties across the spectrum, we have developed internal benchmarks for cost and service levels. We use these benchmarks to tailor services and service levels to each property's unique characteristics, ensuring the customer experience meets their expectations.

Our operations team is committed to engaging with our customers and employees, and we value their daily feedback as an opportunity to continually improve our services. At Crest, we pride ourselves on delivering unparalleled customer experiences.



# OUR PEOPLE

Kiran Karnik, HR Manager

At Crest, we place high importance on our employees, as they are the frontline of our service delivery. As the Human Resources Department, we make it our priority to listen, explain, and provide guidance to our team members. Additionally, we focus on identifying potential employees who can become future experts in their respective fields. Our recruitment process is comprehensive, taking into account the specific skill sets and characteristics required for each role. We carefully screen candidates based on their alignment with our values, customer service skills, and functional expertise.

Our team-oriented culture is critical to our success. We look for employees who can relate to our ethos and values, as we understand that it takes the entire team to deliver exceptional service. Our KRA system and appraisal process provides a framework for employees to receive feedback, focus on business needs, and deliver services to customers at the highest standards. We provide opportunities for our employees to learn, grow, and take on more significant responsibilities within the company.

We actively engage with our employees through our award and recognition program, where we acknowledge exemplary team members for their outstanding contributions to customer service. We believe in the importance of recognising and motivating our employees to maintain their exceptional performance.



# VISION

We are going to be the preferred name for managing world class property.

# MISSION

Simplifying life of the end user using technology and simplifying process.

# VALUES

Our value system is based as follow and the same is what we look for in our team

- + Team Work
- + Customer Centricity
- + Long Term Partnership
- + Accountability
- + Trust
- + Respect for all



# CREST WAY OF WORKING

## **Understanding Your Needs First**

At Crest, we look at our services as extension of your business need. We tailor our services after understanding your business and your needs. Each business within an industry has unique business processes and we understand that. We use our standard practices based on proven best practices for Property Management and adopt your processes which is core for your business.

## **Flexibility and Cost Management**

We look at opportunity to turn your fixed cost in to flexible cost as core objective for our engagement. Once we understand your business, people and cost basis, we look at opportunity to identify varying needs. As you move into different product/service life cycle your needs change, we study this to include as part of our contract to build flexibility for you to increase or decrease resources or service levels.

## **Dedicated Relationship**

To enable us to revert with faster response, we dedicate an Account Manager for you, right from proposal stage to contract finalisation to day to day operations and reviews.



# OUR BUSINESS

## **People**

Having the right people for your services is critical for us at the same time. We look at screening of new employee, does this person bring Crest value system on board, does this person fits into our high quality service culture.

Developing sense of purpose and accountability is something we look at continuously to make people motivated for delivering that last mile of services which makes difference. Engaging with our team to identify areas of improvement for the next role is critical so that we push a person's skill set and help transform careers. Our Human Resources team has mandate to look at individuals and help them become star performer, this way we are keeping our people motivated and empowered to learn and keep doing more.

## **Process**

Having a Process for everything what we do is core principle of our business. Secondly, we look at process periodically and evaluate changes required as "what has work yesterday will not necessarily work today". This helps us to engage with our team, with our customers and with industry experts to bring out new ideas and better and efficient way of doing things. To deliver high level of standards for you, we go at great depth to master processes and give that consistent high quality services. Our Process Framework is based on following principles

- Adoptive
- Clear
- Flexible
- Comprehensive
- Encompassing greater experience

# OUR BUSINESS

We strongly believe our process and its framework not only help us to deliver greater services but exceptional experience. Our documented and audited process helps us to keep us on our objective to deliver high class services.

## **Learning**

People are centre and central to everything we do at Crest. Human potential is unlimited but people need to harness the power within. Learning gives a great tool to individual to harness the unlimited potential within. We understand this, as we look at day one of joining as opportunity to start with training and development to enable individual to confidently deliver the services on the job. Training and development is continuous process structured through the year with various development programs. We have also adopted best practice "Train the Trainer" as on job training by team member to others not only becomes rewarding experience but also engrains the skills and learnings.

# TECHNOLOGY

We look at Technology as a great “enabler” that can help make things simpler, faster and efficient. We never hesitate to experiment with technology for service delivery and continuously look out for better technology platforms that helps us to deliver better services for you. At Crest, we believe that today in the world there are many technology and platforms available at “Pay as you Use” which gives flexibility and keeps cost low.

## **Machinery**

We look at equipments and machinery and its use to maximise efficiency and reduce human touch wherever possible. For our Property Management vertical we use one of the world class and high quality equipments to deliver services.

## **Applications**

We look at simple applications to keep our operations nimble and quick to response for our client needs. Example, we adopt technology to process petty cash and reimbursements for faster turn around for operations.

We evaluate and adopt applications that helps us provide services for better and consistent experience. Also, we negotiate best rate for our customers based on our large number of contracts and scale.



# REVIEW & MONITORING

## **Structured Reviews**

Our strong focus on review and monitoring our team is an asset for us as we are always looking for solutions and innovative ways to solve problems. Our systematic review process comprises weekly with direct team, monthly with operations team and Monthly Service Review (MSR) for collaborative learning and knowledge sharing.

Weekly review focuses on core service delivery and solving day to day issues. Monthly review focuses mapping progress for customer satisfaction. MSR focuses on inter team collaboration and learnings for solving problems within teams.

## **Auditing**

We do not look at our processes in isolation but look at how it is helping to deliver superior service and greater customer experience. Our internal audit process help us to review ourselves and identify specific areas of improvement and risks for service delivery. We set dynamic criteria periodically to have team prepared for overall service delivery. Results are published internally and operations team mentors on site team to focus and motivate to improve.



# EMPLOYEE WELFARE

## **Recognitions & Rewards**

Recognising one's strength or contribution to goal plays significant role for encouraging people and team to walk that extra mile. These days monitoring recognition plays lesser weightage compared to rewarding person by recognising professionally. We balance both in alignment with Crest goals and your business objectives. It is to be made sure by Business HR team to make sure rewards are based on clearly defined criteria and fair.

## **Townhall**

Our Townhall events are to have team heard about their issues, challenges and make them understand about customer business objective and Crest Vision. It is a great tool for us to communicate not only to employees but also from employees.

It is opportunity for Crest to continuously emphasise on Service through helping refresh quick notes on Crest Practice, Procedures and Process, and often found employees likely to change behaviours to reflect service orientation more and more.



# SAFETY & SECURITY

## **Night Inspection**

Conducting ad-hoc or unplanned visit to customer site is for us to reaffirm that Crest ethos and processes are being followed when no one is monitoring. Example, we conduct surprise night visit by senior member of team and prepare detailed report on status of the site including work and protocol progress with detail section on areas of improvement.

## **Fire Awareness & Training**

Safety is number one priority for all properties. We look at Fire incident as major incident that can be avoided through continuous awareness program, training and drills for a site to be prepared and its occupiers to follow process in case of eventuality.

## **Safety Week**

We have annual Safety Week for us to refresh and up our standards of safety not only Fire safety but all encompassing safety covering accidents, working in confined space, importance of safety gear usage, use of signages, keeping emergency numbers handy, keeping equipments up to date for use. This is a holistic and concentrated exercise with specific criteria set and evaluated post Safety Week. Data is published amongst Property Managers to reflect and learn from other outstanding performers.



# OUR SERVICES

## **Property Management Service**

We look at our core services as Property Management and not as Facility Management. We put ourselves as Owner of the Property and look at everything from budget, cash flow, deployment, services and customer feedback to deliver superior customer experience. Our Property Management Services includes

- Housekeeping
- Security
- Technical
- Landscape Management

## **Club House Management**

We managed one of the best and top quality Club House. Our range of Club services includes managing swimming pools, heated pool, games room, tennis court, squash court, business lounge, sky gardens, mini theatres, ballrooms. We assist our customers book these services and provide seamless services for high quality customer experience.

## **Office Management**

We manage offices that are run 24 x 7 operations in three shifts. Our range of services including F&B, Housekeeping, Technical services that allows our customers to focus on its core strength.

## **Mall Management**

We offer our services for complete mall management including leasing, fitout monitoring, security, housekeeping, technical, landscape, parking management, billing and collection.



# OUR SERVICES

## **Fitout Monitoring**

We assist our customers during the fit out phase to implement best EHS (Environment, Health and Safety) services and monitor approved modifications in the property. This Fitout Monitoring services includes documentation with end user, helping with awareness of the best practices for safe fit out process and intimating deviations or regularising deviations.

## **Leasing Services**

We help our customer lease out inventories looking at strategic balance of giving best ROI (Return on Investment) to its investors and keeping Capital Prices strong. We look at Owner's interest and help find licensees who understands value of well managed and premium property.

## **Handymen Services**

We assist our Customers with handyman services such as Painting, Carpentry or Civil minor work or maintenance scope. These services helps customer relaxed as they do not have to find other vendors while small issues come up.

## **Administration Management**

We take care of entire Administration outsourcing for our customers. We understand your requirement for keeping Admin Team lean. This means you need external support for keep tab of weekly, monthly order fulfilment, keep inventory optimum, negotiate best rates for supplies, make timely payments to vendors etc. We are there to assist you with your requirements.



# OUR SERVICES

## **Staffing Services**

We look at providing front line staffing as opportunity to enhance your customer's experience for your business. We provide trained professionals who adopt your business process and documentation. This gives you aflexibility for scaling up or down operations at several locations. Our full time and temporary staffing services is backed by rigorous background check and police verification so that you may be rest assured about getting quality staffing.

## **Snagging Services**

A new property requires a through handover of services to the client. We help our Customer, review common area finishes and technical services readiness. We help get all required documentation ready including Work Orders, Guarantees/Warranties certificates, as-built drawings from your project department to handover to your client after detailed review and exhaustive indexing & fillings.



# VALUE ADD SERVICES

## **Common Area Maintenance (CAM) Estimation**

We understand the importance of budgeting and we drill down minutely for each of the maintenance scope and its underlying cost drivers. It is important to evaluate fixed, variable and total cost of ownership for Common Area Maintenance so that you are aware about implications of the same. We undertake special assignment to help you with budgeting and cash flow planning for CAM. Our CAM analysis also help identify use of machinery versus manpower analysis to help you plan your properties better at drawings stage.

Please contact our operations team for estimating fees for these services.

## **Local Liaison**

We help our customers to renew license for equipments or liaise with local authority for getting issues resolved. We offer this as part of our Property Management Services as value add extending beyond our scope.

## **Property Tax Allocation & Collection**

We assist our customers estimating Property Tax. Further we help them allocate and distribute the bills to occupiers. We help follow up on collection and keeping records updated.

## **Accounting & Auditing**

Timely doing accounting is critical for any business operations and for maintenance scope it is critical to have timely expense report and accounting done. We work with best experts who help you with accounting and auditing requirements for your maintenance expenses.

## **Brand Tie ups**

We work with several vendors who provide services for hospitality and wellness. This helps us identify suitable vendor for your requirements and help you get best negotiated rates from vendors.

CREST 2018

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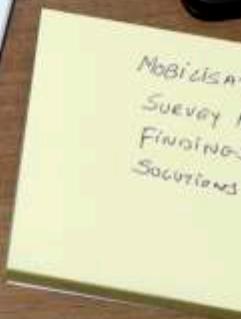
Private Owner:	Issuing of Access Cards	
Monitored By:	BMI/Security Operations	
Created By:	MMB	Facilitated By:
Date Created:	28/11/18	Approved By:
		Approval Date:
		Property Manager:
		Signature: Blain
		15/03/18

**Introduction**  
Access Cards in Buildings, serve a central role in customer experience and security to the managed environment. This document provides how to build, manage access cards in Buildings.

**Objective**  
SAME PROCESS TO FOLLOW FOR BUILDING CONFIGURATION

**Process**  
This is a critical control point for security and safety.

- A. Issuing Access Cards to Owners/Residents using Access Cards**
1. Owner/Residents only Check up Access Cards Name.
  2. Owner Name
  3. Flat Details (ie No and Wing)
  4. Mobile No.
  5. Email
  6. Emergency Contact Name
  7. Emergency Contact No. (Should be other than Mobile No.)
  8. Residents Details including Name, Relationship and Age
  9. Household Staff (including Name, Relationship and Age)
  10. Name, Age, Card Photo, ID No.
  11. Services Details (air conditioning allocation done by the owner/occupier)
  12. Owner Name and Sign is what
- B. Issued what Volume BMS to use Access Control based on that filed on form**
- C. If there are more than 5 Issuance Access Cards are to be provided, then Issuance Card to be followed by Issuance about additional changes for Cards to be issued in addition to 5 cards including for Resident/MAA or Drivers.**
- D. Issuance Card verify that primary records in the Property Management are as per the form received. Update Name, Card, BMS and Issuance records.**
- E. BMS includes issuance records of Access Cards and also details of issue including Flat, Wing, Name etc.**
- F. BMS along with Issuance records sends the configured cards to**



# VALUE ADD SERVICES

## **Procurement Outsourcing Services**

Several of our contracts are having us look for best possible cost and quality supplies for Housekeeping, Mechanical Electrical or Plumbing supplies and Stationary. We provide these value add services at fixed fee with transparent rates. We further help procure specialised materials such as signages and safety products/equipments.

Please contact our operations team to add this feature in your contract.

## **Energy Optimisation**

We help our customers continuously monitor energy consumptions and optimise. Energy is big cost today and contributor to deteriorating environment. We take energy audits assignment and help provide structured solution for saving energy costs after studying your needs and daily process.

## **Specialised Cleaning**

We assist our customers deep clean their common areas including marble buffing or polishing, stone deep cleaning, wooden flooring cleaning etc.



# CASE STUDY:

## **Energy Optimisation**

We help our customers continuously monitor energy consumptions and help optimise. Energy is a big cost today and one of the largest contributor to deteriorating environment. We take energy audits assignment and help provide structured solution for saving energy costs after studying your needs and daily process.

## **Background:**

Residential high end building managed by Crest that has a heated swimming pool. The residents preferred that pool temperature to be maintained at 30 degrees consistently (Typical norm is 26 – 28 degrees).

## **Issue:**

The budget was planned with heat pump being on in use only for 4 months in winter. With new requirements, cost will go up by Rs 17 lac.

## **Methodology:**

Crest team needed to identify areas of savings that can result in reducing electricity bill equal to increased in electricity bills for heated pool requirements of the residents.

We had already optimised electricity usage by managing strict schedule without compromising property experience. There was a major challenge for further optimisation as all benefits were already locked in.

Crest team looked at various options and strategies. Finally motion sensors for lobby and staircase was implemented.

## **Outcome:**

Net savings after adjusting capital investment of Rs 5,50,000 over five years was offsetting 95% cost of increased electricity cost for heated pump.

# CASE STUDY:

## **Procurement Savings**

Our procurement team is continuously evaluating new products and materials because we want to pass the value add advantages to our customers. Our scale and our ability to look at solution helps save customer large value per year.

## **Background:**

One of the Offices of our customer were having their direct purchase contract for housekeeping consumables.

Customer was looking at value add and cost savings for consumables.

## **Issue:**

Customer was undertaking 3 quote practice to award contract for housekeeping consumables. Customer wanted to evaluate if Crest procurement cost was effective.

## **Methodology:**

Crest procurement team received requisition form for monthly housekeeping consumables from client. Crest team based on existing lowest negotiated rates provided rates for each item in all categories.

## **Outcome:**

Customer evaluated rate analysis for the given quantity i.e. rate comparison of Crest rates versus existing vendor rates. Categories such as chemicals and cleaning agents were having more than 12% potential savings for customer if purchased through Crest. Overall Crest rates were lower by 8.6% net savings. Average monthly housekeeping consumables spent by the Customer was Rs 45,000 per month i.e. Rs 5,40,000 annual purchase order. Crest procurement delivered Rs 46,000 average savings for customer per year only in housekeeping consumables categories. Plus value add alternative products suggestion and further savings on account of future negotiations were later on introduce to customer.





**Dhiraj**

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Butler



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