

# MAN news

| JUNE 2018 | NEWSLETTER ISSUE 11 |



IN FOCUS

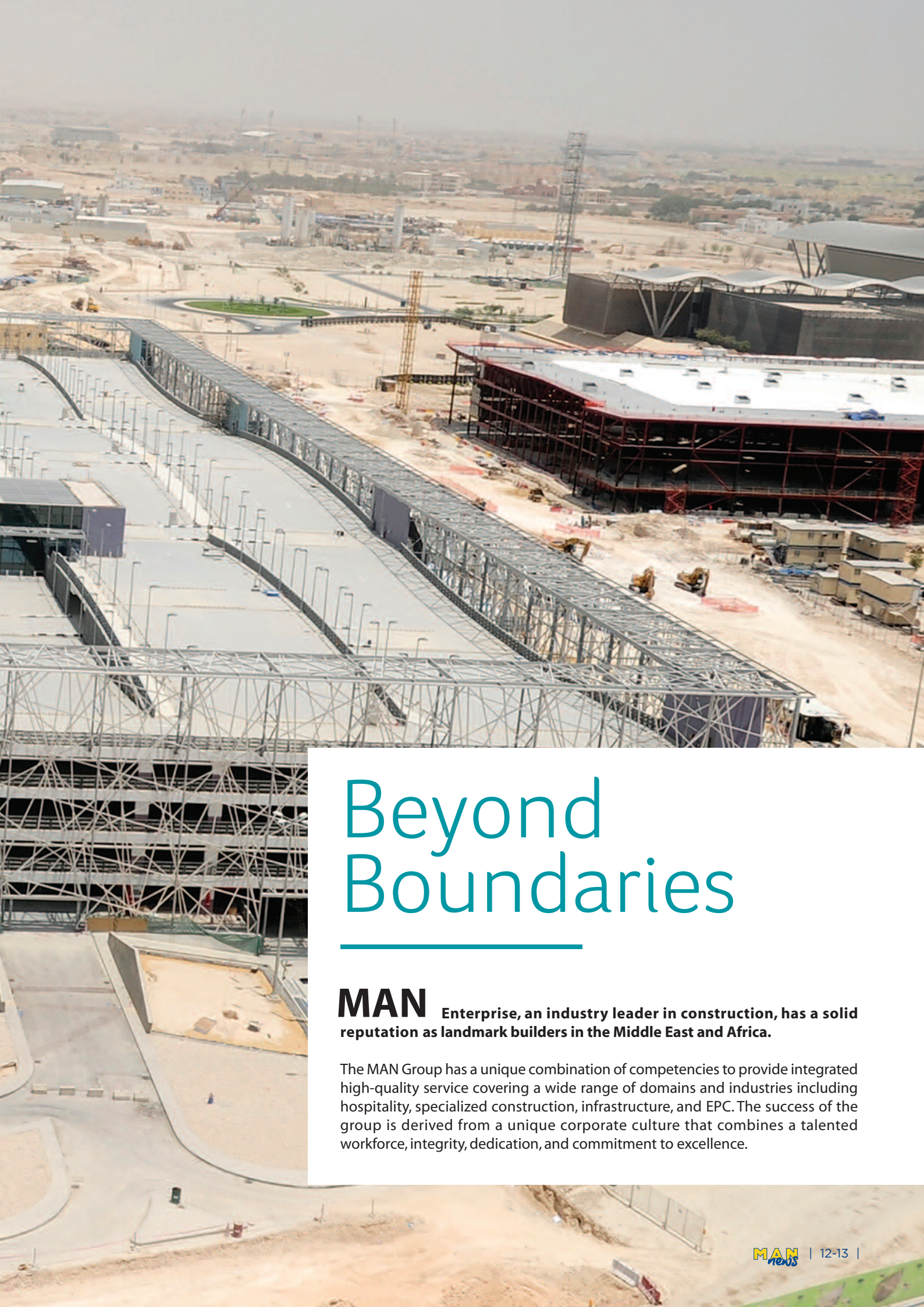
## Beyond Boundaries



IN FOCUS







# Beyond Boundaries

---

**MAN** Enterprise, an industry leader in construction, has a solid reputation as landmark builders in the Middle East and Africa.

The MAN Group has a unique combination of competencies to provide integrated high-quality service covering a wide range of domains and industries including hospitality, specialized construction, infrastructure, and EPC. The success of the group is derived from a unique corporate culture that combines a talented workforce, integrity, dedication, and commitment to excellence.



## IN FOCUS

### GLOBALIZATION AND NEW TRENDS / ADOPTING A GLOBAL MINDSET

Globalization has vastly increased the complexity of the engineering and construction business environment. Changing customer demands and updated funding mechanisms are driving industry players to diversify and seek mergers and acquisitions in new markets around the world to gain access to expertise and project opportunities. To compete in today's uncertain, dynamic and interconnected business environment, design and construction firms will need to stay focused on key trends shaping their external environment.

A 2009 report published by Global Construction Perspectives and Oxford Economics estimates that construction in emerging markets, including Asia, Latin America, the Middle East and Africa, will double within the next decade and become a \$6.7 trillion business by 2020, accounting for some 55 percent of global construction output.

Today, with the aid of a globalized economy, technological advancements, free markets and cultural harmonization, more construction firms are shifting their strategies towards achieving global market share through joint ventures, acquisitions, FDI, technological advances associated with formidable construction technology, enhanced management systems for scheduling, material tracking, subcontractor's organization, and financial capability.

MAN Group is  
a pioneer in  
regional expansion  
and a landmark  
builder in the  
Middle East and  
Africa.

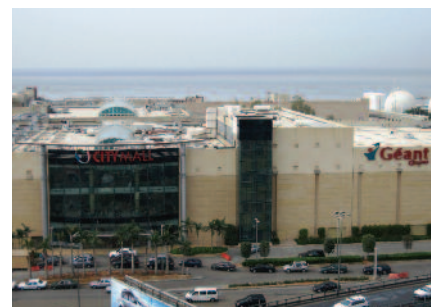
---



BEIRUT TERRACES, LEBANON



**METROPOLITAN HOTEL, LEBANON**  
EXECUTED IN 20 MONTHS.  
ENABLING WORKS UP TO TURNKEY.



**CITY MALL, LEBANON**  
EXECUTED IN 22 MONTHS WITH 17 TOWER CRANES  
AND 1,700 WORKERS.





## TRANSFER OF KNOWLEDGE

The changing business environment has made organizational knowledge a critical factor of sustainable competitive advantage. Knowledge transfer plays a critical role in the long-term existence of the organization - it has strategic importance. It is cross-generational, from long tenured to younger employees, and has an understanding of different learning styles.

Knowledge transfer methods include formal education and training, interviews, mentoring, apprenticeships, simulations, peer assists, communities of practice, job transfer, knowledge elicitation interviews, conferences and alignment of procedures and processes.

## CULTURAL DIVERSITY

Cultural diversity in the workplace has grown as a trend over the passage of time with the increase of globalization in the world. The long-term success of any business calls for a diverse body of talent that can bring fresh ideas, perspectives and views to their work. With employees from more than 17 nations and locations around the world, MAN Group achieves a strong presence both in mature and emerging markets.

One positive effect is that employees belonging to different cultures usually have different ways of thinking and can thus analyze a matter at hand from a variety of perspectives. Also, cultural diversity helps build a sound knowledge base with in-house talent, which can make for smoother integration of the organization into foreign cultures. A benefit of a diverse workforce is the ability to tap into the many talents which employees from different backgrounds, perspectives, and abilities bring to the workplace, all of them working towards a common goal using different sets of skills.

The MAN Group ensures a foundation of fair and equitable employment practices, an open work environment to which employees can bring their "whole

selves," and inclusive decision-making that seeks out and incorporates the ideas diverse talent suggest gaining the benefits that include:

### Increase in Productivity

Employees learning from each other's experiences and applying this new-found knowledge to their work are able to bring fresh ideas to the project by thinking out of their comfort zones.

### Increase in Employee Engagement

When sharing personal experiences, a relationship of trust is built among colleagues, increasing employee engagement and motivation.

### More Effective Execution

Encouraging diversity in the workplace inspires employees to perform to their highest abilities. Company-wide strategies can then be executed, resulting in higher productivity.

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges involve communication, the resistance to change, and the implementation of new workplace policies. Creating an environment where cultural competence is welcomed and rewarded is the overarching goal of managing cultural diversity at work. A diverse workforce reflects a changing world and marketplace, bringing high value to organizations.

**"Diversity; the art  
of thinking  
independently  
together."**

Malcolm Forbes



## IN FOCUS

# MAN ENTERPRISE GROUP IN THE GLOBE

**At MAN Enterprise, we deliver high quality projects under the most challenging circumstances.**

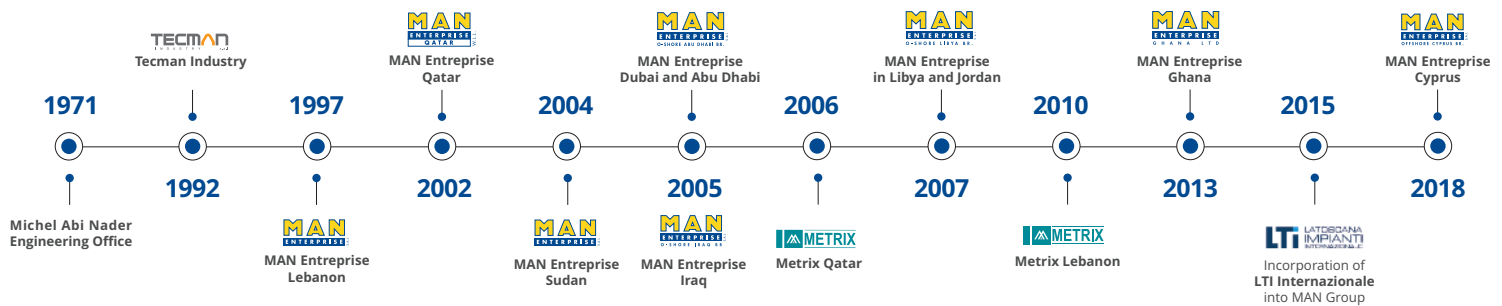
As a result of globalization, MAN Group has ventured into developing nations and built structures for multiple projects.

These projects have contributed to the growing wealth and stability of emerging markets. In particular, the MAN Group consistently carries out the mission while ensuring long-term growth.

The company's new global equilibrium is the result of geographical diversification and a progressive expansion strategy:

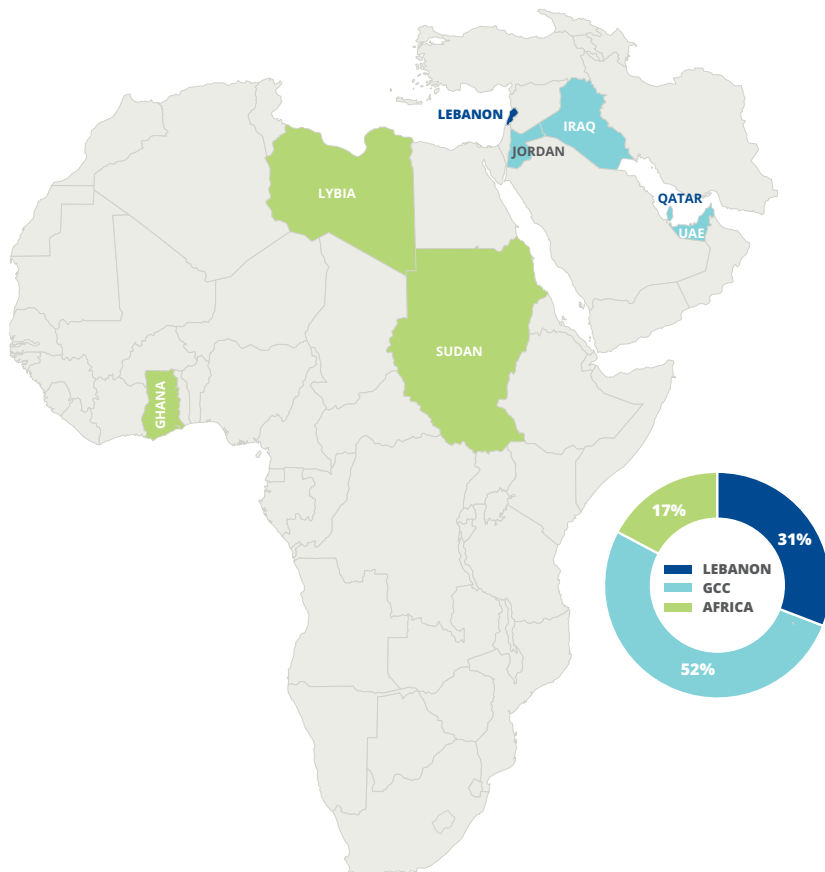
- The mission is to be a leader in the expansion of underdeveloped markets and contribute to their success and well-being.
- The motivation comes from the challenges faced and the impact made from overcoming them; hence, turning the mission into a calling.

## 1. Regional Expansion



## 2. Geographical Reach

in more than 13 different geographies



## 3. Services



**27%**  
Residential



**20%**  
Commercial



**16%**  
Educational



**19%**  
Hotels & Resorts



**18%**  
Infrastructural  
& Industrial

## 4. Achievements in the Middle East and Africa

SERVICE	ACHIEVEMENT
Shopping Centers	More than 2 million sqm
Hotel Rooms	More than 5,000 rooms
Skyscrapers	More than 30
Educational Complexes	More than 20
Water Desalination Plants	130 MIGD
Roads and Related Infrastructure	11 km
Bridges	6 lanes, 500 m long 430 m long, 70 m height



**AL WOSAIL, QATAR**  
CONCRETE WORKS COMPLETED IN 10 MONTHS.  
BUILT-UP AREA: 38,500 M².

## 5. Challenges Met

In more than 13 different geographies, MAN has faced numerous challenges and managed to overcome them.

### Building in the heart of Sudan

- **Potential Floods:** Annual Nile River floods taking place between May and September and affecting the site.
- **Weak Soil:** Catered for by elevating the slab on grade by 40 cm from floor level since the quality of soil (silt) would expand if in contact with water, on the Presidential Villas Compound project on the Nile River bank.
- **Top to Bottom Construction:** Excavation was performed below the clubhouse to add basements from top to bottom to serve as laundry, storage, and kitchen space since the available spaces could not serve the 40 villas.
- **Fluctuation in Cement Prices:** MAN Enterprise was responsible for the cement supply for the concrete



**PRESIDENTIAL VILLAS COMPOUND, SUDAN**  
40 PRESIDENTIAL VILLAS EXECUTED IN 8 MONTHS, FULLY FURNISHED

batching plants due to the fact that local companies did not take the risk of pricing the ready mix concrete.

- **Lack of Supply of Gravel:** MAN Enterprise replaced the crushed aggregate in the ready-mix concrete by river gravel due to the insufficient supply in the market even though it would decrease the compressive strength of the concrete. For this purpose MAN Enterprise revised the structural design to cater for the need.





## IN FOCUS



AL BASRA SPORTS CITY, IRAQ

### Building in the heart of Iraq

MAN Enterprise has been operating in Iraq since 2003. The company has been involved in several landmark projects in Erbil, and in tendering many additional projects that were interrupted by the war which ravaged the country.

In 2012, the company signed a design-build contract for a 5-star hotel in Basra Sports City with the Ministry of Youth and Sports in Iraq.

At that time, many of the requirements for starting the work needed to be addressed such as:

- **Project Security:** Mainly related to personnel travelling to Basra, Iraq, for the first time as there were uncertainties over the security in the south governorate.

- **Accommodations:** With a lack of proper accommodations in the region, the company opted to establish a camp which could host over 400 laborers and 100 staff members, with perspective for future contracts.

- **Material Limitations:** In order to control the quality and the availability of materials, the site was equipped with a mini batching and cement block production plant in order to deliver the pre-stressed structure of the building and the proper partitions for insulation and fire rating.

- **Experienced Manpower:** Most of the skilled laborers (for all trades) had to be hired from abroad in order to ensure high-quality work.



IRAQI LABOR CAMP



**THE GATE, QATAR**  
CONCRETE WORKS COMPLETED  
IN 12 MONTHS. BUILT-UP AREA: 144,000 M<sup>2</sup>.



## Building in the heart of Libya

MAN Enterprise has been operating in Libya since 2007. The company has been involved in several landmark projects in Tripoli among which the prestigious Alghazala Intercontinental Hotel project, 400 keys/110,000 m<sup>2</sup> BUA, was interrupted by the upheaval in the country.

Further to the liberation of Libya, many key institutions required time to rebuild and adapt to the new environment. All projects were paralyzed by the revolution which made any progress practically impossible.

Despite the issues, in December of 2013 the client signed a new addendum with a revised commencement date of January 20, 2014.

At that time, most of the requirements for restarting the work needed to be addressed:

- **Project Security:** Mainly related to personnel returning to Libya, MAN Enterprise had to implement a strict plan for accommodation and transport.
- **Financial Institutions and Foreign Currency Limitations:** Completely disconnected from the international financial world, there was no process in place for transferring foreign currency funds.
- **Shortage in Material and Manpower:** Despite the shortage in the country, MAN managed to acquire the necessary materials (sand, cement, concrete block, gypsum panels, etc.) to start work onsite. In addition, they were able to secure 150 laborers / civil trade workers within the first month. This led the Libyan Herald to write, "The cranes are moving again in Tripoli."



AL WADDAN HOTEL, LYBIA



INTERCONTINENTAL AL GHAZALA , LYBIA



## IN FOCUS

### Building in the heart of Ghana

**Geographical and Cultural:** Ghana is a large country with over 26 million people.

Ghanaian people are a combination of over fifty tribes speaking fifty different dialects. The official language is English, and the most commonly spoken dialects are Ga and Twi.

**Transfer of Knowledge:** Through the eyes of an international worker: Launching in Ghana has provided MAN Enterprise with the expertise to work in a West African nation.

When it came to executing construction activities with a high caliber performance, there were tremendous efforts exerted on the learning curve on how to transfer the knowledge of workmanship to an African workforce and to Ghanaians in particular.

When expatriate engineers or other staff were employed as part of the area team, reluctance to adapt and understand

cultural differences was faced. Some of it was due to the fear of health issues, and for others it was the inability to cope with societal norms. Normally it takes two to three weeks to adjust. In rare instances, the expatriate staff would not be able to continue living and working in Africa as the stress of the situation was too great.

Ghana remains one of the most attractive emerging markets in West Africa due to its consistent political and social situation, as well as its stability.

**Construction Industry Related Challenges:** MAN Enterprise has faced several challenges during the procurement stages for clearing materials with the port and airport due to continuous issues raised by Customs.

The tax and financial laws are frequently modified, generating major challenges with financial institutions for processing overseas payments or transfers.



**AMWAL TOWER, QATAR**  
CONCRETE WORKS COMPLETED IN 11 MONTHS.  
SLAB CYCLE REACHED 4 DAYS IN THE TYPICAL FLOORS.



**MÖVENPICK AMBASSADOR HEIGHTS DEVELOPMENT, GHANA**



## Building on the shores of Fujairah

**Geographical and Cultural:** The Emirate of Fujairah covers approximately 1,166 km<sup>2</sup>, and its population is around 152,000 inhabitants. It is almost completely mountainous. Fujairah is one of the seven emirates that make up the United Arab Emirates, and the only one of the seven that has a coastline solely on the Gulf of Oman, with none on the Persian Gulf.

Temperatures climb over 45 °C in summer, whereas during the winter period it is around 25°C. During this period, rainfall is higher than in the rest of the UAE, partly because of the effect of the mountains that encircle the emirate.

Working in such an environment with high temperatures, surrounding by large mountains, and dealing for the first time with more than 1,000 workers, affected the performance and the productivity of the expatriate engineers and staff.

**Transfer of Knowledge:** The team at the Fujairah site (UAE) consisted of more than 20 engineers and 1,100 workers who came from different countries and had great cultural diversity. This diversity led to many different ideas and suggestions in the workplace and it became a very difficult process to manage.



FUJEIRAH POWER AND WATER PLANT, UAE



**Social:** The main task was to interact with people at professional and personal levels and to develop cordial relationships.

The management team had to listen to each employee to try to understand their logic so that they were capable of making the right decisions.

Furthermore, there were limited social activities at that time in Fujairah outside of work hours. There were no malls, no coffee shops, and no restaurants. Therefore, in order to keep the team

motivated, we had no other choice but to organize local gatherings during the weekend.

**Shortage in Supplies and Subcontractors:** Difficulties in finding local suppliers and expert contractors, and most of the construction materials were unavailable in the local market. Therefore, help from nearby emirates such as Dubai and Ras al-Khaimah were needed over and above MAN Enterprise had to build its own teams and self perform most of the activities.