

I lead commercial real-estate and full building operations where people, services, assets, and business performance have to work as one system.

My work sits between the boardroom, the plant room, the service corridor, and the everyday experience of the people using the building.

I bring hard and soft services, teams and service partners, tenant experience, commercial accountability, readiness, fit-outs, handovers, compliance, CAPEX and OPEX, and practical digital tools into one operating picture.

The whole building is the unit of leadership.

The work joins service, commercial stewardship, people, readiness, and operating systems rather than treating them as separate portfolios.

FULL BUILDING OPERATIONS

Full building operations

Hard and soft services, engineering reliability, housekeeping, security, parking, fire and life safety, compliance, fit-outs, handovers, and daily service delivery.

COMMERCIAL ACCOUNTABILITY

Commercial accountability

P&L-led operations, operating budgets, CAPEX and OPEX, billing and collections, cost control, leasing and marketing support, and ancillary revenue.

PEOPLE AND OPERATING SYSTEMS

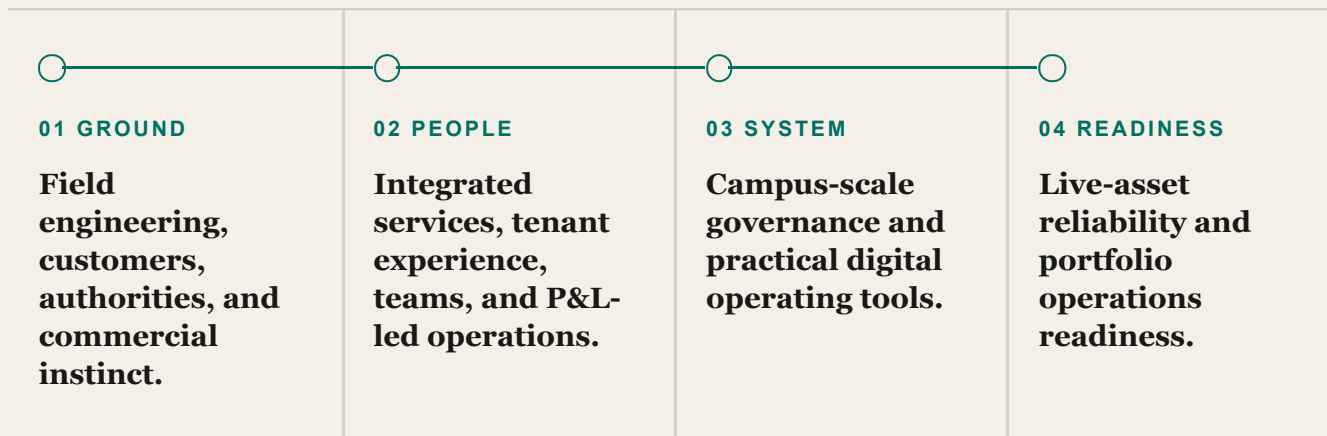
People and operating systems

Teams, service partners, training, SOPs, work permits, visitor management, feedback, action tracking, and useful digital assets and tools.

Good operations protects experience today, strengthens asset value over time, and makes accountability visible before pressure arrives.

From field ownership to portfolio readiness.

A qualitative journey map—not a scorecard, metric, ranking, or endorsement.



The progression widened from field engineering and customer-facing operations to integrated services, P&L-led stewardship, scaled governance, and portfolio operations readiness.

Responsibility grew by learning to hold technical reliability, service experience, commercial choices, and people leadership in the same operating picture.

Learning the asset from the field upward.

01 · GROUND

DLF

Field engineering, sold-property operations, and commercial instinct

I learned operations close to the ground, where technical reliability, customers, authorities, contractors, and commercial reality meet every day.

OPERATING CONTEXT

I worked across sold properties and automated parking operations, coordinated with public authorities, prepared service agreements, supported retail operations, and saw how common areas and event spaces could support both experience and revenue.

CONTRIBUTION

I developed a practical operating discipline around service delivery, customer issues, contractor accountability, CAM thinking, leasing and marketing support, and ancillary monetisation.

A building is a technical asset, a service environment, and a business at the same time.

02 · PEOPLE

Bharti Realty

Integrated services, tenant experience, and P&L-led operations

My scope expanded from technical delivery to the full rhythm of commercial assets: people, partners, customers, budgets, contracts, fit-outs, and daily experience.

OPERATING CONTEXT

Commercial and mixed-use assets needed hard services, soft services, housekeeping, security, parking, vendor governance, tenant coordination, fit-outs, billing, collections, compliance, and cross-functional closure to move together.

CONTRIBUTION

I led large teams and service partners, shaped OPEX and CAPEX plans, negotiated commercial terms and SLAs, supported leasing and marketing, improved customer experience, and kept cost, revenue, service, and risk in one review rhythm.

Operations becomes leadership when service quality and commercial accountability are carried together.

Building repeatability at scale—and earlier in the asset lifecycle.

03 · SYSTEM

Brookfield Properties

Scaled campuses, operating governance, and practical digital tools

At campus scale, dependable operations could not rely on memory or individual heroics. The work needed visible ownership and repeatable systems.

OPERATING CONTEXT

Large office environments brought more teams, tenants, contractors, assets, approvals, service requests, and operating data into the same day.

CONTRIBUTION

I strengthened SOPs, audits, planned maintenance, action dashboards, complaint workflows, service reviews, ERP migration, and a practical One App roadmap for training, work permits, visitor management, feedback, and action tracking.

Digital tools earn their place when they help operating teams see, decide, and follow through.

04 · READINESS

Max Estates Limited

Portfolio engineering excellence and operations readiness

As Deputy General Manager, Building Operations (Engineering Excellence), I now connect live-asset reliability with the decisions that shape future operations.

OPERATING CONTEXT

Since June 2025, my mandate covers Max Towers, Max House, Max Square, residential operations-readiness, and direct operational requirements for 222 Rajpur.

CONTRIBUTION

I lead technical operations, review design from an operating lens, shape maintainability and service routes, prepare pre-opening and common-area budgets, develop handover and usage manuals, define team capability, and coordinate digital-infrastructure inputs.

The best time to improve operations is before the operating team inherits the building.

VERIFIED SCALE AND SCOPE

Experience across commercial, retail, mixed-use, infrastructure, residential-readiness, and sold-property environments.

18+ years

Across asset, facility, workplace, and building operations.

~7.0M sq ft

Total area managed across major operating environments.

3.7M sq ft

Largest single campus: Candor Techspace, Gurugram Sector 21.

1,500+

Colleagues and service partners led across hard and soft services.

1.5M sq ft

Retail area operationalised.

10,000+

Parking slots managed across operating contexts.

SELECTED VERIFIED RECOGNITION

- Platinum Award — CII Kaizen Circle Competition 2023 for a 100% scrap-material reuse initiative.
- Game Changer Award and Hall of Fame recognition at Bharti Realty for technology and automation initiatives.
- Digital operating improvements spanning ERP migration, action dashboards, online training, work permits, access, and customer-feedback workflows.

Three simple examples of connecting service, business, and operating discipline.

These are operating patterns, not inflated case-study claims. They show how responsibility is approached.

OPERATING STORY 01

Full-building service rhythm

Situation. Hard services, soft services, housekeeping, security, parking, customer requests, vendors, and compliance can easily become separate conversations.

Contribution. I bring them into one review rhythm with clear owners, service levels, escalation, training, and action closure, while keeping the occupant experience visible.

Result. Teams and partners can coordinate around the whole building instead of optimising one service in isolation.

OPERATING STORY 02

Commercial stewardship in daily operations

Situation. Service quality, cost, collections, occupancy support, fit-outs, and ancillary opportunities all affect the commercial performance of an asset.

Contribution. I connect budgets, CAPEX and OPEX, vendor commercials, billing and collections, tenant needs, leasing and marketing support, and monetisation opportunities with operating decisions.

Result. Commercial accountability stays inside the operating conversation rather than arriving only after service decisions are made.

OPERATING STORY 03

A practical digital operating stack

Situation. Training, permits, visitors, feedback, complaints, documents, and action items become fragile when they live in disconnected files and informal channels.

Contribution. I use ERP workflows, dashboards, digital assets, online training, work permits, visitor management, feedback, and action tracking to make work easier to see and govern.

Result. Teams gain a clearer record of ownership, status, and the next action without replacing field judgement.

Dependable service. Clear ownership. Commercial discipline. Fewer avoidable surprises.

Run the whole building

Hard services, soft services, people, partners, experience, compliance, cost, and revenue belong in one operating picture.

Commercial accountability stays close

P&L, budgets, CAPEX, OPEX, collections, leasing support, and ancillary revenue should inform daily operating choices.

Readiness begins in design

Maintainability, access, safety, service routes, operating manuals, teams, and budgets must be considered before handover.

Tools must help the field

Training, permits, visitor systems, feedback, dashboards, and action tracking are useful only when teams can adopt and sustain them.

Where this experience is useful

- Multi-asset commercial and mixed-use building operations
- Hard and soft services, people, partners, and tenant experience
- CAPEX, OPEX, compliance, leasing support, and ancillary monetisation
- P&L and full commercial accountability for operating assets
- Design reviews, fit-outs, handovers, mobilisation, and operations readiness
- Practical digital tools and operating systems for commercial assets

www.shashanksaxena.io/professional-journey/

linkedin.com/in/shashankrsaxena

hi@shashanksaxena.io

[FSAI Journal article · Healthy buildings](#)

Download Portfolio: [Shashank_Saxena_Executive_Portfolio_2026-10.pdf](#)