



The 23rd International Asset
Facility and Maintenance
Management Conference



Artificial Intelligence in Facility Management: From Operations to Leadership Impact

Mohamed Saadeh
Darwish Interserve Facility Management

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Insights driven by 25+ years in FM....



- General Manager, **Darwish Interserve Facility Management**
- Recognized as one of the **region's leading figures in Facility Management, digital transformation, and AI integration**. He brings a unique blend of operational experience, technology leadership, and forward-thinking insight helping organizations transition from traditional operations to intelligent, data-driven facilities.
- Worked with over **4,500** engineers and professionals, managing some of the most complex facilities in Qatar – **airports, museums, smart districts, and critical infrastructure**.
- Holds a **Master of Engineering Management** degree (University of Hull, UK) and a **Master of Business Administration degree** (University of Northampton, UK).
- **Board Member** of **OMAINTEC** (2026-2030)
- Certified as **Financial Analyst - Investment Foundation** and **Certified as Expert in Facility Management** (Franklin University).
- **IMA Member** and **Consultant Member** of Qatar's National Campaign for Ideal Behavior.
- Associate Member of **IFMA** and Associate Member of **MEFMA**
- Recognized as **dual Visionary Leader of the Year 2025** by **MEFMA** and **CBNME**, and **FM Executive of the Year 2024**.
- Featured **FM expert and Keynote speaker** at regional conferences including **CSR Summit and QIFMCE - Qatar, SFMA Expo - Saudi, MEFMA and IFMA - Dubai**.
- Selected among the **Top 25 FM Leaders** in the Middle East from different platforms and one of **Qatar's 10 outstanding managers**.



After midnight... while most of us are asleep..



An airport is still active..



A hospital is still breathing..



And a city is still alive.

Behind the scenes everything works, even when no one is watching .. Operations in Facility Management, thousands of actions every day without notice.

Key Topics

FM Industry in the GCC

The Timeline of AI in FM

The Need of AI in FM

The Benefits and Impact of AI in FM

Challenges and Limitations in AI Adoption

AI Use Cases in the GCC

Roadmap of AI in FM

FM Industry in GCC

What is driving FM growth in the GCC

A decorative graphic at the bottom of the slide consists of several overlapping, wavy lines of light. The colors range from a bright cyan to a deep purple, creating a sense of motion and energy. The lines are most prominent in the lower third of the image.

The GCC

Market Size

70 Billion USD in 2025
as per Mordor Intelligence

Growth Rate

10% Expected growth rate until 2030
as per Mordor Intelligence

Future Market Value

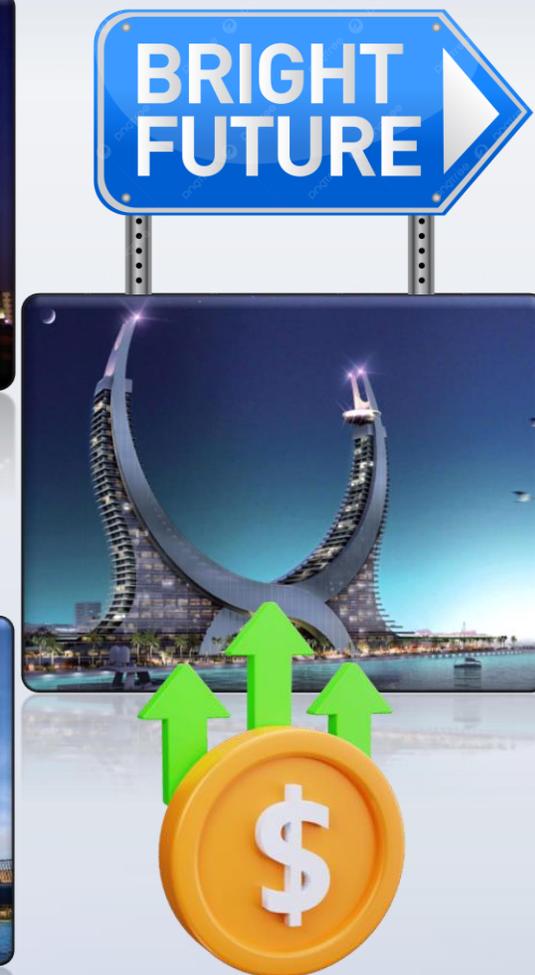
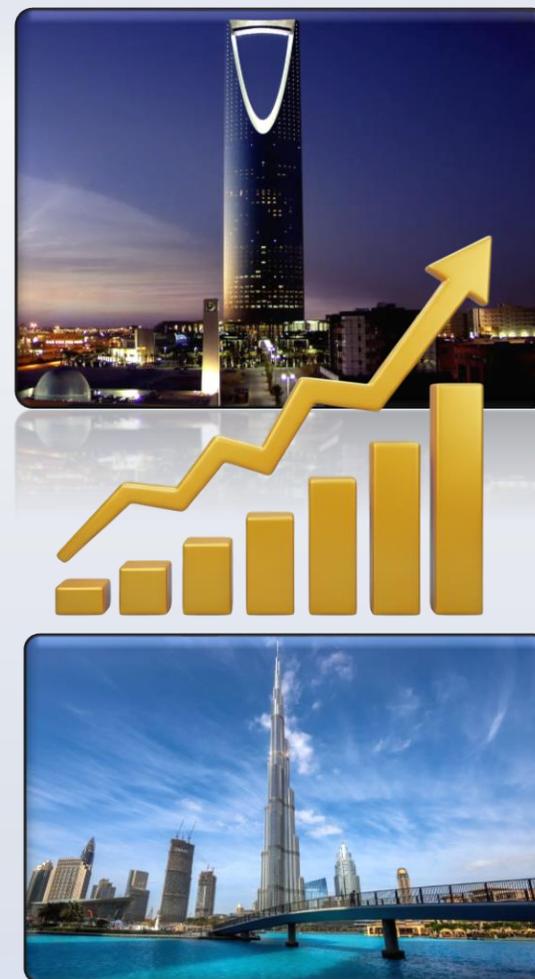
GCC market expected to reach 77 billion USD by 2030
MarkNtel Advisors

Challenges

- Shortage of skilled labor
- High competition
- A large part of the FM market is still inhouse managed

Growth Drivers

- Massive smart-city projects (Saudi Vision 2030, Qatar Vision 2030, UAE Centennial 2071).
- Adoption of new technologies (IoT, AI, and EMS)
- Focus on green buildings and ESG sustainability.

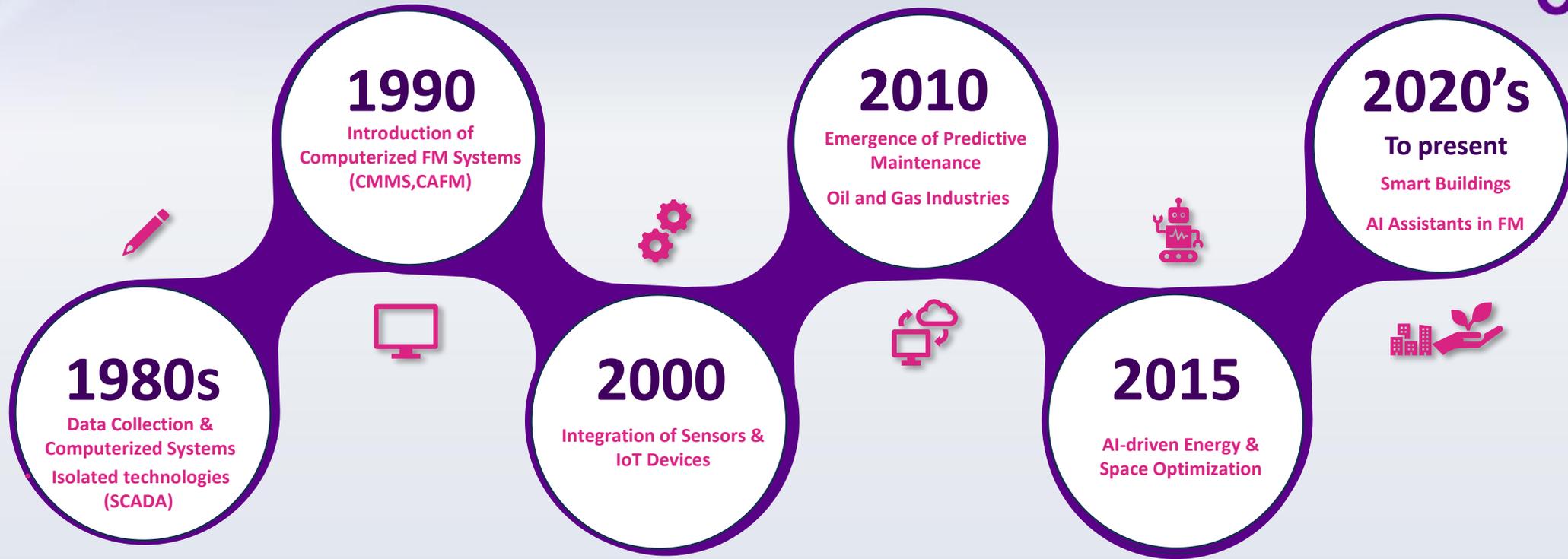


The Timeline of AI in FM

AI did not arrive overnight

Decorative wavy lines in shades of blue and purple are located at the bottom of the slide, creating a sense of motion and depth.

From data to decisions



AI in FM did not arrive suddenly.

It evolved quietly.... from data collection...to systems...to sensors...to prediction.

The difference today is not data. The difference is analyzing data and smart decisions

Most organizations don't have a technology problem. They have a decision-making problem

The Need of AI in FM

Why FM Companies Require AI to Contribute to Modern Facilities

Why we need AI in FM Companies?



Increasing Complexity of
Modern Facilities



Rising Operational Costs



Need for Sustainability



Data Overload



AI manages **uncertainty**.

It helps leaders see patterns before
problems become incidents

The Benefits and Impact of AI in FM

How AI Brings Benefits in FM

A decorative graphic at the bottom of the slide consisting of several overlapping, wavy lines of light. The colors transition from a bright cyan in the center to a deep purple on the sides, creating a glowing, ethereal effect.

How AI brings Benefits in FM

AI creates value in five areas:



In Facility Management, this is not just an efficiency, it's a risk reduction as well.

Traditional Elevator



Smart Elevator



This difference is **not technology, it's foresight.**

Challenges and Limitations in AI Adoption

What Makes AI Adoption Difficult

Why AI Adoption is Hard?



High Initial Investment

Cost of tech infrastructure and training



Cyber Security

IoT weakness and gaps



Data Integration

Legacy systems limit real-time data



Work force Adaptability

Resistance to change, skill gaps



**Technology is never the biggest challenge,
the real challenge is how we think about change.**

Most AI projects fail not because algorithms are wrong, but because FM realities were ignored.

The role of the FM leaders is to translate operational pain into intelligent systems that actually work on the ground.

“Progress is impossible without change, and those who cannot change their minds cannot change anything.”

-George Bernard Shaw



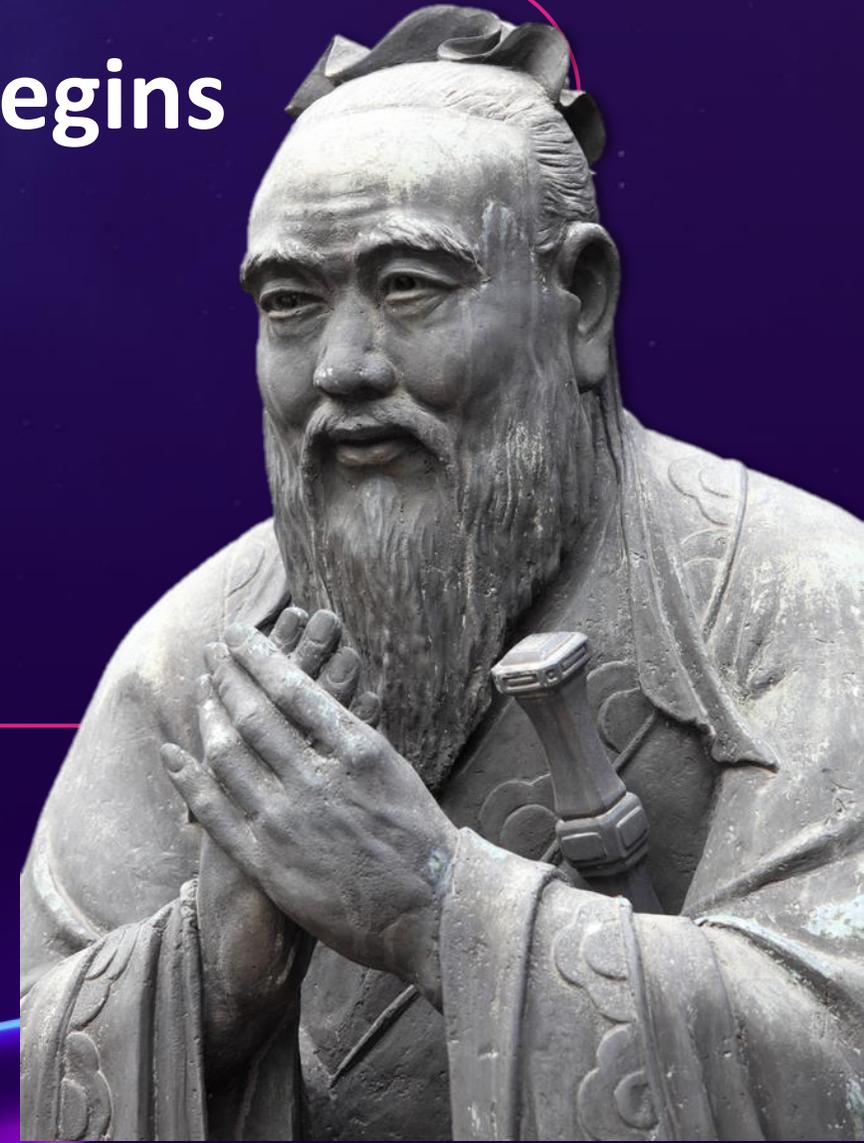
AI Use Cases in the GCC

Case Studies

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**“A man who moves a mountain begins
by carrying away small stones.”**

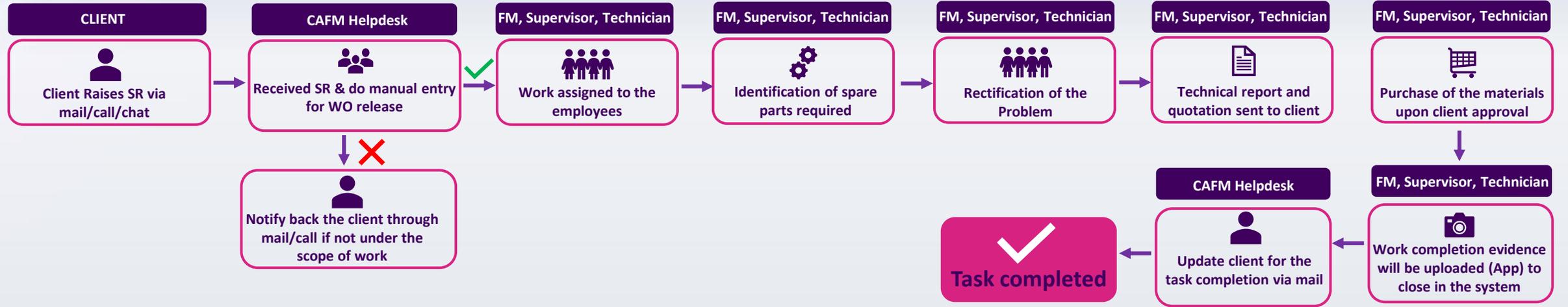
-Confucius



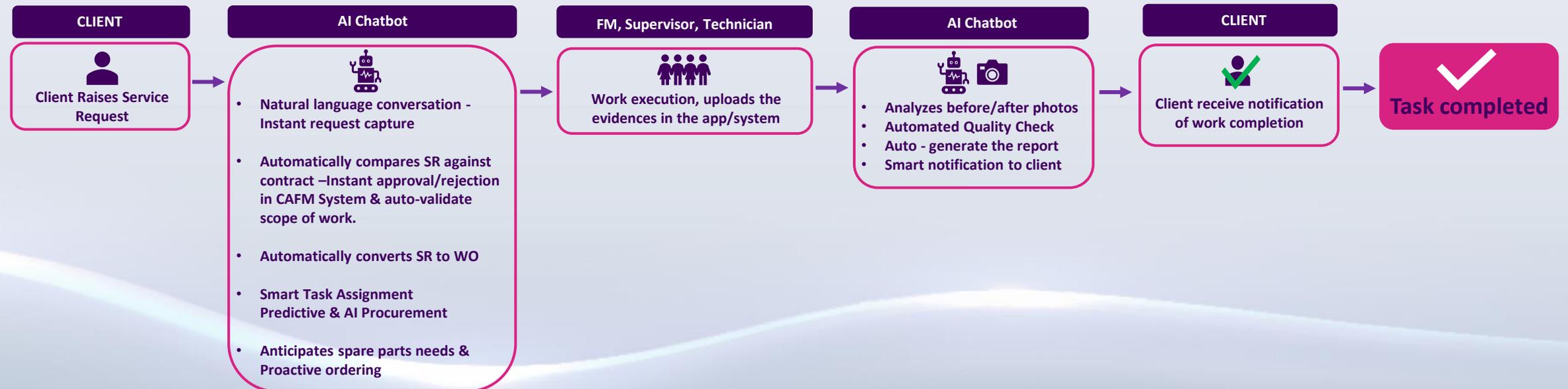
AI Powered CAFM System



Traditional Workflow



Proposed Workflow



Facts between Traditional and AI Proposed Workflow

Factors	Traditional Workflow	Proposed Work
SR Processing Time	40 minutes per SR	12 minutes per SR
Accuracy / Correct Categorization	70–85%	90–98%
Technician Dispatch Time	30 minutes	15–20 minutes
SLA Adherence	Traditional: 70–85%	90–98%
Count of Steps/Procedure	9 steps/procedure	3-4 steps/procedure

Roadmap of AI in FM

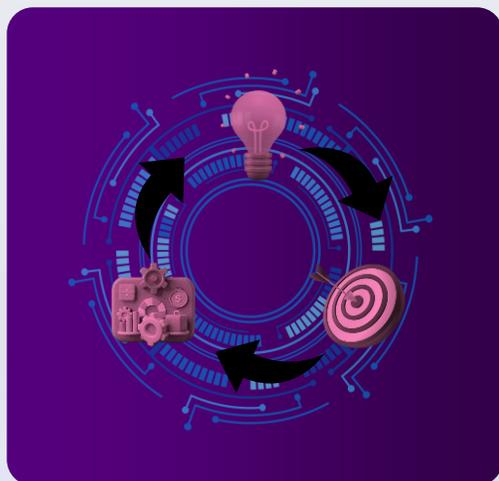
The path of AI to Efficiency and Innovation

AI Leadership Roadmap

1

Define Vision & Objectives

Define the FM problem, not the technology.



2

Build the Business Case

Fix data before buying AI



3

Stakeholder Alignment

Align people to unlock transformation



4

Access Current State

Know where you stand

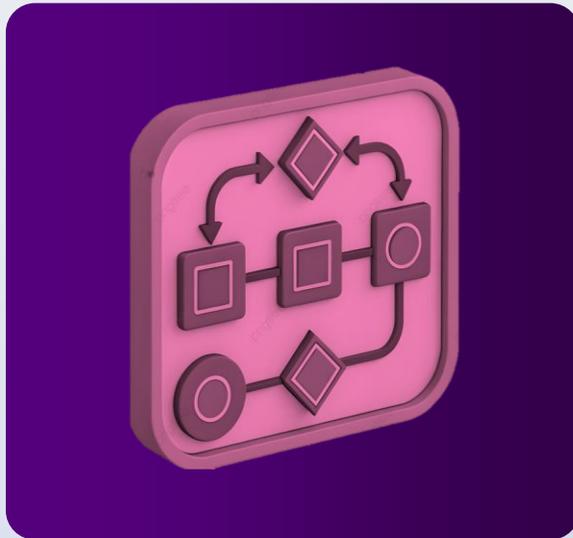


AI Leadership Roadmap

5

Identify Automation Opportunities

Remove the repetitive to focus on the strategic



6

Introduce AI Developers to FM

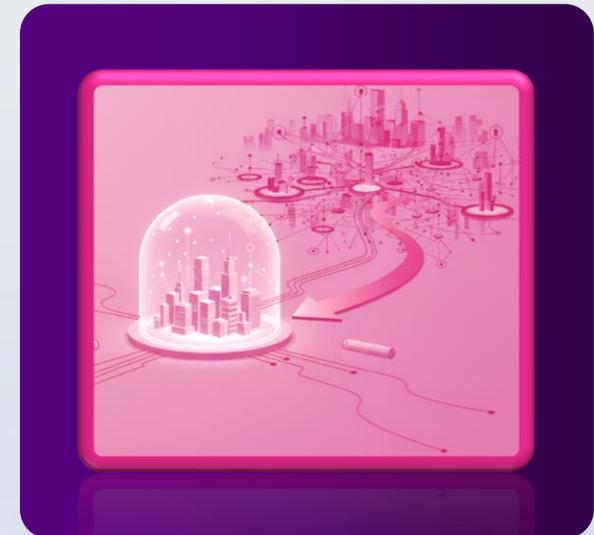
Hire and train AI developers, but replacing them



7

Pilot before you scale

Tests small, learn fast, then expand





A Roadmap only works if we choose to **move forward.**

The Xerox Story

Xerox is a global technology company best known for pioneering modern office solutions, from photocopying to document management systems. Its research center, **Xerox Research Center** developed groundbreaking technologies that shaped the future.

They Invented it....



Mouse



GUI screen



Ethernet

Xerox invented the technologies that changed the world...

But they missed it...



Photocopier

They stayed focused on what they always did.

Others built the future!



Others saw what Xerox couldn't... and changed the world.

Innovation means nothing if we fail to act..

AI will not replace Facility Managers. But Facility Managers who understand AI will replace those who don't.

The buildings are getting smarter.
The risks are increasing.
And expectations are getting higher.

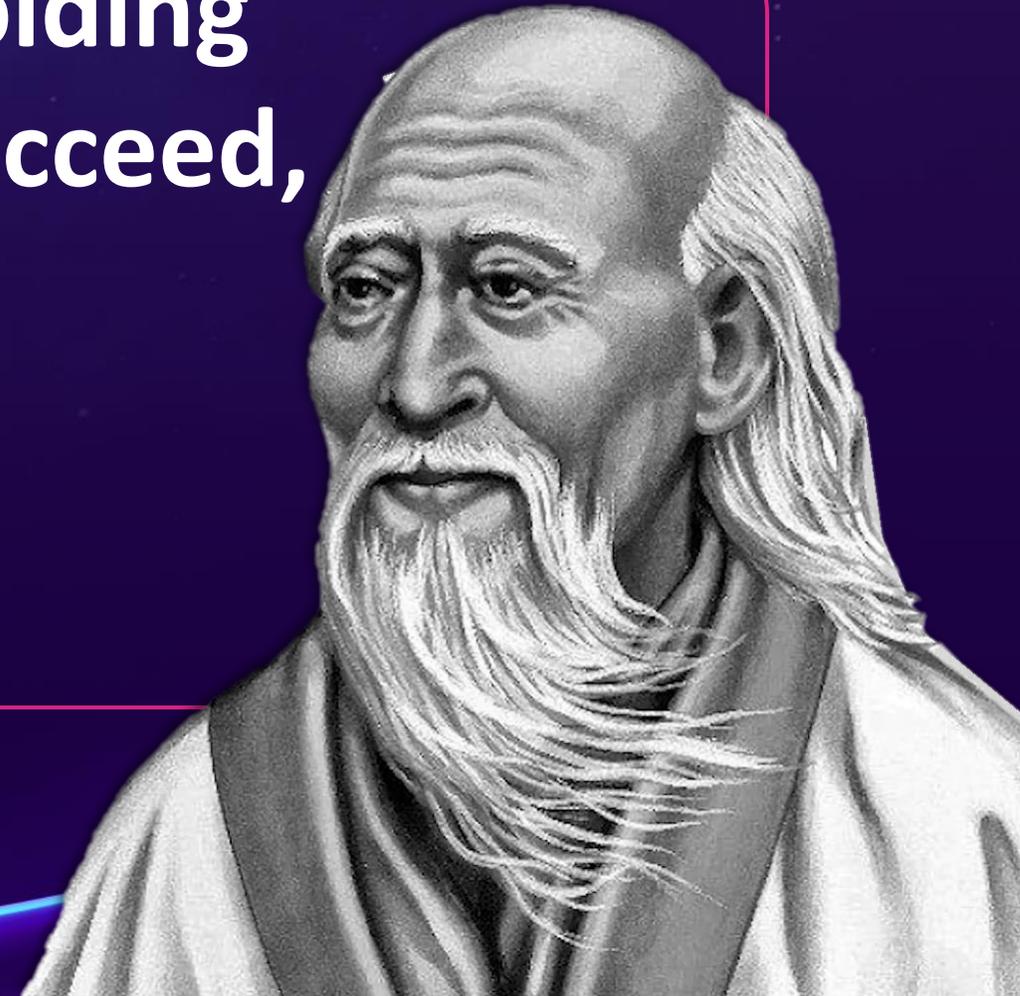
Artificial Intelligence will definitely shape the future of Facility Management in the GCC, but it takes

STRONG LEADERSHIP to turn its potential into real impact.

Standing still is the most expensive decision..
Doing nothing is no longer a safe option.

**“Resisting change is like holding
your breath. Even if you succeed,
it won’t last long.”**

-Lao Tzu





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THANK YOU!



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