
BLAIR CONSULTING



BLAIR consulting

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Chartered Surveyors

International Construction Consultants

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HOTELS – TOWERS – MEDICAL – MILITARY – INFRASTRUCTURES - OIL + GAS – EDUCATIONAL – COMMERCIAL - RESIDENTIAL

– UAE – SAUDI ARABIA – EGYPT – QATAR – GHANA – POLAND – NORWAY – SRILANKA – UK – ITALY – CYPRUS – LIBYA -

PROJECT MANAGEMENT - COST MANAGEMENT - DISPUTE MANAGEMENT - PROJECTS RECOVERY

CALL TO DISCUSS THE ISSUES

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BLAIR consulting (Bc) offers a combination of corporate, project, professional and crisis management experience built over an extended period of involvement in the international construction industry. We have successfully managed and navigated clients and their projects through severe economic and political crises. We now offer these services at both strategic and operational levels.



Stewart R Blair FRICS

Professional: Director Stewart R Blair is an elected Fellow (FRICS) of the Royal Institution of Chartered Surveyors and has given lectures to his peers and students on construction management and international corporate matters, including to the “Economist” conference on the Iraq Recovery, Dubai Men’s college (engineering department) and professional bodies such as ICES and RICS. Mr Blair has provided professional services involving strategic planning, viability, procurement, cost management, contract services and dispute management.

International: experience includes working in Europe, Middle East and Africa. Countries include United Arab Emirates, Saudi Arabia, Iraq, Egypt, Qatar, Norway, Poland, UK, Cyprus, Sri Lanka and Ghana. Worked amicably, successfully and respectfully with a multitude of nationalities and jurisdictions.



Rapid Recovery Action: Mixed use development in Warsaw. Achieved Euro 80 million delay and disruption cost recovery with extension of time. Presentations and analysis to international arbitration level contributed to early and rapid settlement and ultimate project recovery.

Core Services: Viability Studies, Cost Planning and Management; Change Control; Procurement; Contracts; Progress and Delay analysis; Dispute Management; Claims; Arbitration, Project Recovery.

Partnering: Trusting and reliable relations have been established over the years with specialists that can be assembled to form a team suitable for the technical requirements of a project.



Pullman Hotel, Doha. Claim defence service to project manager resulting in withdrawal of all claims and amicable settlement.

Crisis Management:

established corporate operations under the particularly difficult conditions of war, financial crises and internal unrest and yet ensured all employees were safely extracted and then the commercial risks properly managed to achieve safe and legal personnel and corporate exits from troubled locations.

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Project Experience: includes working with all stakeholders in construction projects and their support teams of lawyers, barristers, architects and engineers and construction teams. Worked in diverse sectors including hotels, high rise towers, commercial, military, medical, airports and seaports and Petrochem and subsea engineering.

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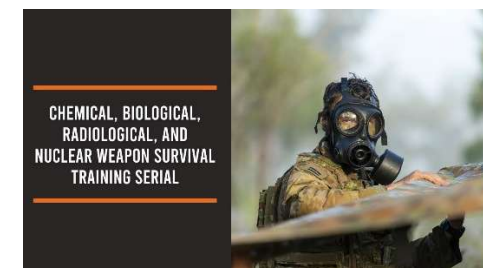
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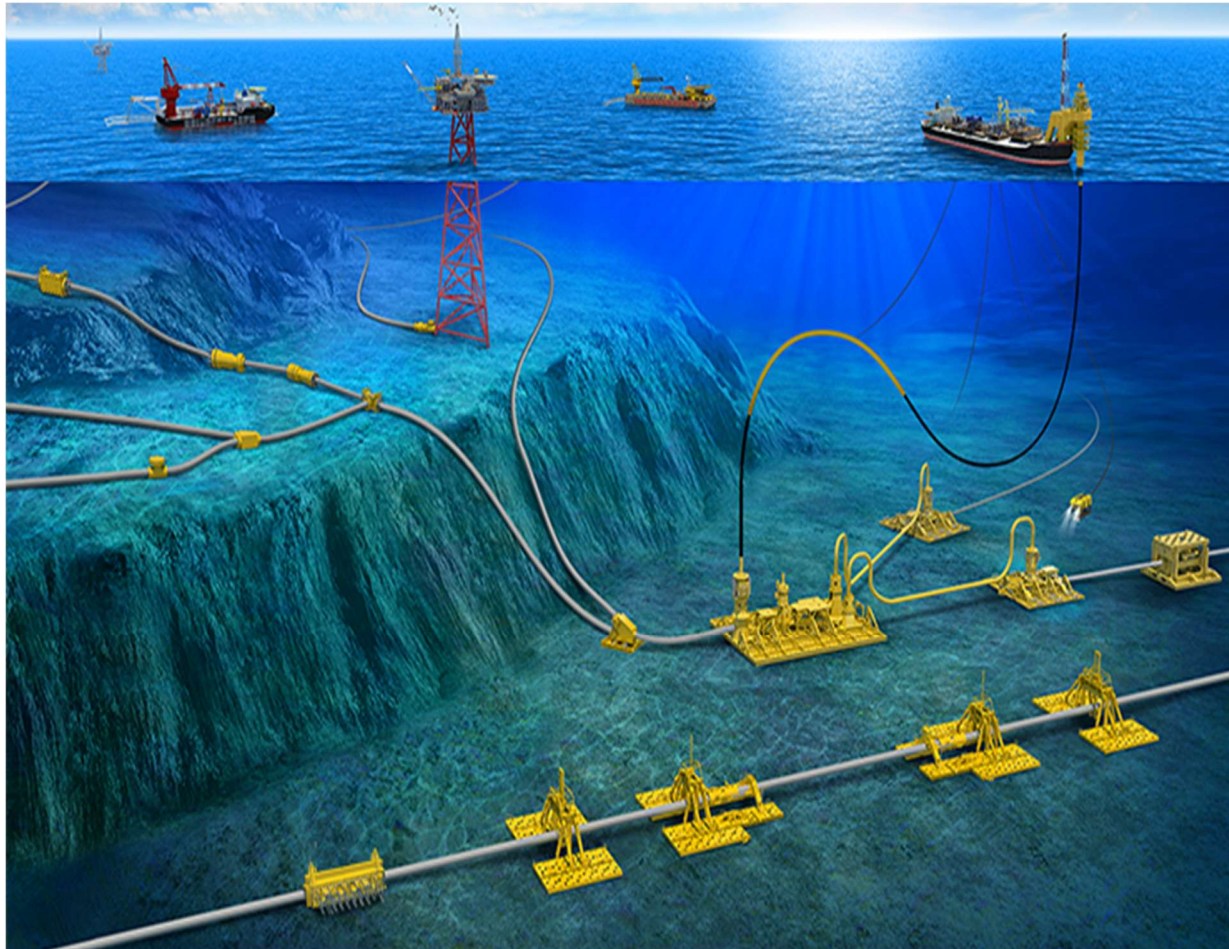
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**\$100 million + High
rise commercial
tower in Abu Dhabi,
claims strategy and
production, extension
of time and costs
recovered
successfully.**

**Nuclear Biological Chemical
Defence Training centre,
UAE, project recovery
support to Direction.**





Change identification, subsea
oil valve installation in
Norwegian North Sea.

Recovery planning of 6 Stalled hotels, Iraq

Mr Blair advised owners of 6 strategically significant hotels that stalled because of the impact of war in the region. Several multi-national contractors demobilised all resources and closed the worksites. The minister of culture called for his project directors to create a plan to re-start. Mr Blair was asked to give his opinion at the high-level meeting and his proposed recovery plan was endorsed by the minister and the project teams instructed to proceed on the basis suggested.



**Ishtar and Babylon
Hotels, Baghdad,
Iraq.**

Viability Analyses.

The first stage was to identify which of the hotels could realistically be considered able to complete in time for the internationally imposed non-aligned nations deadline. Mr Blair was charged to establish a study team and provide an independent assessment of the likelihood of success. He assembled a team of architects, planners and project managers to rapidly engage with each of the 6 projects and deliver conclusions to the supervisory boards of the government. 3 projects were deemed viable and did in fact proceed until stopped by an ever worsening war climate.

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Master Plan Cost planning on \$400 million coastguard landside facility to tender stage.

War claims defence

Direction and management of 4 nations' contractors

An integral part of the re-start plan was to engage with the contractors and show credible progress in the settlement of their claims arising out of the war impacts. Mr Blair was nominated to liaise between the government war claim committees and the relevant contractors. Mr Blair drafted entitlement and progress guidelines that were adopted by both parties. A consequence of this was that the contractors gained confidence and re-mobilised in planned stages.



**\$100 million hotel renewal
in Ghana, cost planning,
cost management.**

**Project Management
and delivery off major
logistics centre in UAE.**

Crisis Management - War evacuation

1980. Iranian jets swooped of Baghdad, banked hard left around the Ishtar Sheraton tower which had reached around level 8 or 9. Dropped its bombs and hit the Al Dorah refinery a bit further down the River Tigris. The 2 metre diameter main basement columns became a popular place for a cup of coffee!. Anyway, the various embassies called for nationals to leave and we geared up to do so. Mr Blair orchestrated the safe evacuation of 20 personnel and their dependents, all left legally with exit and re-entry visas, and enjoyed the independence of doing so with their own vehicles. Concurrently, he undertook negotiations with the clients to ensure work continuity was maintained by agreeing the team would work in the Cyprus head office. (It is called remote working nowadays). Employment and corporate fees were protected, the clients' work progressed, and the knowledge of their teams preserved. An early, safe and controlled return was achieved after prudent reconnaissance.

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\$150 million 90
storey high rise
residential in UAE,
cost planning and
control team of 5.

Military: Underground
Command and Control
station, somewhere in
Saudi Arabia. Dispute
management services and
claim production including
time analysis, entitlement
and cost recovery with
extension of time for
South Korean contractor.



Project Management: Master Plan stage and consultant selection. Mixed use development, Cairo.



Labour camp: strategic, skills and logistics planning

Green or sandy brown sites are an opportunity to design freely to suit the objectives, but the lack of any constraints does give rise to challenges. With no parameters imposed strict control of layout and methods was recognised as important efficiency, viability and to the projects success. The traditional method was the lump sum, all-in full scope to one lead contractor but issues arose in that the builder with an innovative solution giving a rapid completion was not too interested in the less challenging infrastructure works part of the project. The procurement solution was to bid separately for the buildings and infrastructure but with clear criteria and work allocations. In essence the builder focussed on his methodology whilst a support contractor provided all the infrastructure to the various blocks.



Hotel refurbishment; strategic, procurement and logistics planning

The labour camp solution was similarly applied to a refurbishment of a 5 star existing hotel, with the objective to keep it running during the works. The split here was between the intense management required for the public and working operational areas and the tower room and corridor works. Demarcations were defined and whilst the tower contractor was selected for their high quality production line approach to repetitive working, the main lobby and public areas contractor was selected for his ability to respond to ad-hoc changes, phased and half-open and half-closed working and the high levels of public safety requirements.

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