



JENSEN HUGHES

Advancing the Science of Safety

*Your Partner in Safety,  
Security and Risk-Based  
Engineering + Consulting*

**THE BUSINESS OF FIRE PROTECTION ENGINEERING**

February 17, 2021

Raj Arora, PE

*jensenhughes.com*



# *Since 1939*

We have protected what matters most to our global clients with innovative, compliant and reliable solutions.

## What sets us apart?

- + Commitment to Our Clients
- + Unparalleled Expertise
- + Global Reach, Local Focus
- + Innovation
- + Purpose Driven





# Our Company



Combining innovative solutions with deep functional expertise and technology know-how to address the complexities of safety and security challenges across the spectrum of risk management.





OUR TEAM HAS  
SERVED ON OVER

*150*  
*committees*

FOR ORGANIZATIONS  
THAT DESIGN CODES  
AND STANDARDS,  
INCLUDING:

- + National Fire Protection Association (NFPA)
- + Society of Fire Protection Engineers (SFPE)
- + International Code Council (ICC)
- + Institute of Electrical and Electronics Engineers (IEEE)
- + Underwriters Laboratory (UL)
- + Fire Protection Research Foundation (FPRF)
- + American Society for Testing and Materials (ASTM)
- + Automatic Fire Alarm Association (AFAA)
- + American Society of Mechanical Engineers (ASME)
- + American Nuclear Society (ANS)
- + American Institute of Steel Construction (AISC)
- + American Iron and Steel Institute (AISI)
- + American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
- + ASIS International (ASIS)
- + Council on Tall Buildings and Urban Habitat (CTBUH)
- + National Association of Fire Investigators (NAFI)
- + Joint Army-Navy-NASA-Air Force Safety and Environmental Protection (JANNAF)
- + World Organization of Building Officials (WOBO)
- + Various Fire Inspector and Fire Chiefs Associations Nationwide

# A little bit about me



***Raj Arora, PE***  
Jensen Hughes  
Chief Executive Officer

## *Career Highlights:*

### **1995 - 2000**

- + B.S. Fire Protection Engineering
- + Frat guy + Engineering Student

### **2000 - 2002**

- + Tyco (ADT Security Services) – Baltimore, MD
- + Sales Engineer

### **2002 - 2012**

- + Arora Engineers – Philadelphia, PA and New York, NY
- + Project Engineer, Construction Manager, Project Manager, Business Development, Executive

### **2012 - 2017**

- + Tyco (Fire Protection Products) – Zurich, Switzerland
- + Business Development, General Manager (P&L Leader)

### **2017 - Present**

- + Jensen Hughes – Fulton, MD
- + President, CEO

# Our Purpose + Principles



## PEOPLE



We are committed to a culture of trust, inclusion, integrity and professional growth.

## CLIENTS



We serve as trusted advisors to our clients, value our relationships with them, strive to exceed their expectations and deliver world-class technical solutions.

## INDUSTRY



We lead by championing best practices, advancing innovation and shaping the standards that keep our world safe, secure and resilient.

## PERFORMANCE



We reinvest in our people, clients and industry by delivering profitable growth.



# PEOPLE

**FACT:** Life is a people game (personally and professionally).

**TIPS:**

Communicate, Communicate, Communicate

- + Present to your clients and your bosses simply, clearly and with the right amount of detail. Know your audience. Engineers often need to get into an excruciating amount of detail without reading the room and articulating the BLUF (Bottom Line Up Front).
- + Share information with you team, your peers and supervisors. Always keep the lines of communication flowing. When leading teams, being “in the know” is inspiring and the reverse is true. When people feel in the dark, it is demotivating. Share information as appropriate. Engineering professionals need to continue to remind themselves of this.

When leading and working with people, adapt your style to fit theirs. Use tools to analyze their temperament and know their thinking style. Ask them “how do you like to communicate?” and know if they are thick skinned vs thin skinned, right brained vs left brained, etc.

**Best Advice I Received:**

*The folks in the trenches  
make or break you. Be  
consistent with everyone  
you work with.*





# CLIENTS

**FACT:** People who bring in business for their companies, get more upward career opportunities.

## TIPS:

Remember, life is a “people game” – Relationships Rule

Make sure you learn about what is actually keeping your client “up at night”. They may not care about Fire Protection at all...but they often care about cost savings.

Listen, Acknowledge, Explore, Respond (LAER)

- + People love to talk about themselves, leverage that. We are sometimes bad at listening and sometimes over-prepare. 90% of the conversation should be from the client’s mouth. Allow awkward pauses to happen.
- + Clarify what you heard and then probe a bit more....find out what is really needed. ALWAYS leave with a next step.

“You miss 100% of the shots you never take” – Wayne Gretzky. No one is expecting perfection. DO NOT TAKE REJECTION PERSONALLY.

### **Best Advice I Received:**

*You are not selling the shocks; you are selling the smoothest ride.*





# INDUSTRY

**FACT:** Technology is changing the Fire Protection game. NOW.

**TIPS:**

Focus on how technology is changing the Fire Protection game. IOT / AI / Digital Twins are changing the level of intelligence we have about the built environment. In addition to increasing or maintaining the level of safety, these technologies are streamlining processes and save labor. Reduced labor translates into hard savings or cost avoidance for our clients, which is top of mind.

When diving into the technology space, ensure the following:

- + There is a real client problem to be solved. Determine that by speaking to your clients and the market. Innovation normally fails when it is developed “inside out”.
- + Make sure there are not too many points of influence required to drive adoption.
- + The payback for a client is generally within 12 months.

When creating a strategy and then a commercialization plan, focus on the 4 P's of marketing:

- + Product
- + Price
- + Place
- + Promotion

**Best Advice I Received:**

*Be agile – build, measure and learn. Make sure your clients will actually buy the product before you spend too much time and money.*



# PERFORMANCE

**FACT:** As you grow to more senior levels in your career, results matter the most.

**TIPS:**

Always create whitespace to think strategically and to connect with clients.

Be vigilant about your costs. Ask yourself questions like “do I actually need to send people to that conference?” or “how many layers do I need to run the business”. Keep yourself honest.

Let the data do the talking. Key performance indicators for a consulting engineering firm are:

- + Pipeline of opportunities and proposals
- + New project bookings (sales)
- + Revenue
- + Project Margin
- + Overhead Expenses (Headcount, Real Estate, Sales + Marketing, etc).
- + Profit
- + Days Sales Outstanding (Aged Receivables)

Understand that your team may not be as financially savvy as you and that the most effective way to drive performance is the focus on Purpose and the key Principles: PEOPLE, CLIENTS and INDUSTRY.

**Best Advice I Received:**

*It's all about the top line (revenue). Increased volume solves for most of the problems up and down the P&L (income statement).*



# One more thing...

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**FACT:** The best part of being an FPE from UMD is the opportunity the alumni network give you to give back and to move the industry forward.

**TIP:**

Get involved and stay in touch. There are so many different avenues to do so and the more you contribute the stronger your relationships will become with the entire network of FPE's globally. Aside from the opportunity to give back, your network will open up career and business development opportunities for you. Remember, "life is a people game and relationships rule".







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**QUESTIONS AND ANSWERS  
(Q&A)**

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