

# US DEVELOPERS JOURNAL

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# Orchestrated for Optimal Performance

## Mechanical Operations & Consulting Inc.

*Produced by Neal Russo & Written by Tiffany Nichols*

In the heart of steel country, Mechanical Operations & Consulting Inc. (MOC Inc.) provides commercial office real estate operations and data center maintenance. With four offices primarily in the Pittsburgh area, the company manages about 10 million square feet of commercial office space. Although President John Greenwald and his team of skilled professionals are not responsible for the installation of data systems, they have the difficult and important task of operating and maintaining those systems. The task that MOC performs is critical to its customers maintaining their livelihoods successfully.

### Learning a new song

Greenwald entered construction as the most unlikely of participants. Greenwald graduated college in 1976 with the hopes of securing a job as a music educator. The market for teachers in Pittsburgh was not ideal, however, and as a result Greenwald sought immediate work in a completely unrelated field. On his first construction job, Greenwald showed so much promise orchestrating a project that he was promoted quickly from laborer to manager.

With successful construction experience under his belt, Greenwald joined Mechanical Operations & Consulting (MOC) in 1984 as one of the company's first managers. Greenwald's idea was that he would bring all facets of his experience to the forefront, approaching company job performance with the same awareness a conductor brings to a musical performance. Now, as president of MOC,

Greenwald continues to exhibit how practice, methods and measurement are essential to success.

### Practice Makes Perfect

In addition, Greenwald has gotten into the consulting business. With the success of MOC, he has received increased requests from organizations across the country needing assistance in solving management efficiency problems and structuring business. The consulting portion of MOC operates nationally, and Greenwald has learned a great deal from observing the different ways that business management and operation systems vary. He works with large corporations as well as small businesses. "In consulting, MOC's aim is to help our clients in cultivating an organization that utilizes their facilities in a way that provides the maximum benefit to their core business," says Greenwald.

Part of MOC's stellar performance in its industry is linked to its dedication to using environmentally friendly practices and promoting green buildings. The company has sponsored over 3 million square feet of Energy Star buildings. MOC operates the buildings, and partners with the owners in earning Energy Star designations for their properties.

It helps that Greenwald has been in the business of running energy efficient services since he first joined MOC. As he reflects, "It's great; what we've been doing for over 20 years finally has a name." In the future, Greenwald hopes to bring the energy efficient processes that he uses for corporations and large companies to



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smaller businesses. "These processes reduce energy costs, improve the environment, and make it affordable, or even profitable, for building owners to engage MOC," says Greenwald. "All three things make an all-around win situation for those involved."

Safety is of the utmost importance to Greenwald, who dedicates a great deal of time to keeping staff on top of procedure and practice. Since MOC is in the business of maintaining systems, the company's services are a team effort and often require around-the-clock attention.

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Greenwald is particularly focused on healthy workers for many reasons, not the least of which are insurance premiums (one of MOC's highest expenses).

"We pass safety onto our clients," declares Greenwald. "Clients recognize that a safe job done is a carryover into safe properties, which makes clients become active partners in the safety program. When employees see folks on all levels working together, it creates a good atmosphere for them to work in."

### On with the Show

In fact, the environment that Greenwald has created for his employees has been so positive that MOC has had a 90-percent retention rate for its customers since its inception. Most of the company's new business comes from former clients that have recommended or repeated services. Greenwald is confident in the business he has helped build and the potential for its continued success, commenting, "Our philosophy for growth is to keep doing what we do. Clients engage us for future projects and recommend us to other people."

Greenwald has a saying, "If you can't measure it, you can't manage it." It is critical to him that the company's

performance be immaculate, every time. And in order to achieve this goal, employees must practice their craft. "There's a lot that we do that is backstage, like training and simulations and high-profile data centers, much like a show has rehearsals," reflects Greenwald. "At show time, you can always tell what group has been well-rehearsed." MOC is dedicated to always providing an outstanding performance, offering solutions that are music to clients' ears. ■

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## Mechanical Operations Company

on their recognition and wish them continued success.

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