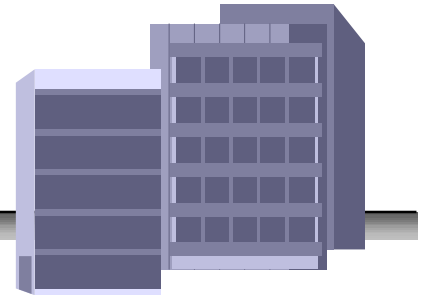


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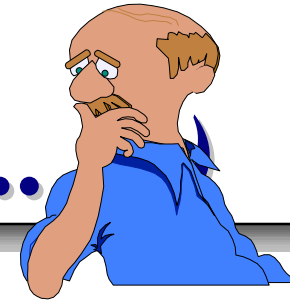
# Facility Management Information - A Corporate Approach

Presented by  
Meredith Thatcher and  
Guy Thatcher, CMC

Facility Technologies '96  
Anaheim, California  
20 June 1996

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# *A Day in the Life of ...*



## **A typical facility manager:**

- **Has a clearly defined role**
- **Has major responsibility coupled with appropriate authority**
- **Responds to pressures mostly within her/his control**
- **Is provided with positive recognition when things go well**
- **Almost always has time to think problems through and be proactive**

# *A Day in the Life of ...*



- **Has good access to the strategic direction of the organization**
- **Has clients who understand and allow for the various pressures on a facility manager**
- **Has sufficient financial resources to allow a response to opportunities to add value**
- **Has a facility management plan that defines standards or performance expectations**
- **Has a voice or advocate within corporate management**



# *Corporate Orientation*

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**Corporations are moving to a customer-driven process orientation rather than a hierarchical reporting orientation**



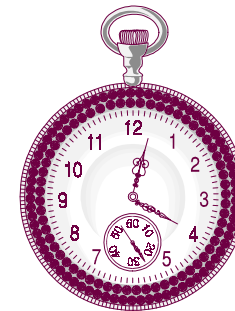
# *Corporate Objectives*

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**Corporations that do not  
have corporate objectives  
will eventually fail**

# *Corporate Resources*

**Corporations have limited resources and must set priorities for using them**





# *Corporate Revenues*

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**Reducing costs is at least  
ten times as effective in  
profit generation as  
increasing revenue**



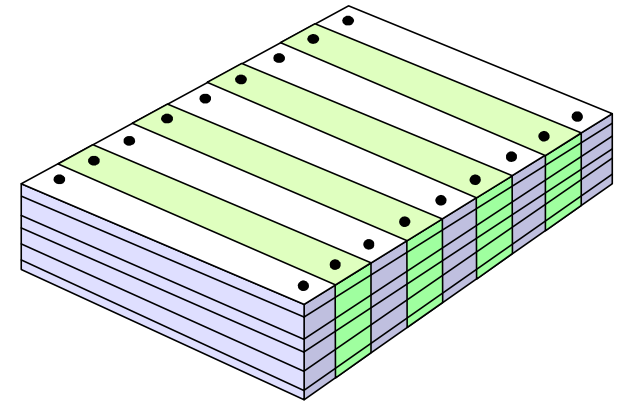
# *Why Have Facilities?*

---

**Corporations and government departments do not have facilities to hold real estate. They have facilities to further corporate objectives**

# *Access to Data*

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**As organizations automate,  
it is becoming easier to get  
access to data of all kinds**

# *Access to Good Data*

---

**As organizations downsize, retire people with the corporate memory and strip away levels of management, it is becoming more difficult to get valid summary data**



# *Corporate Management*

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**Corporate management is not a monolith. It is a group of people with widely differing agendas, both business and personal**





# *Corporate Perspective*

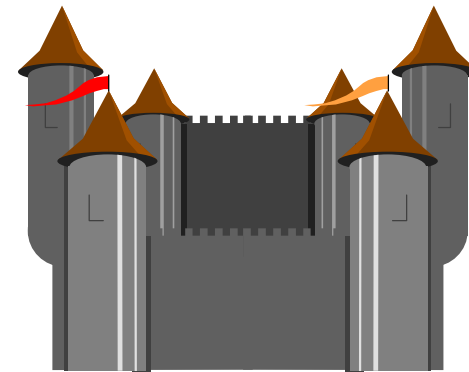
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**Corporate managers are not basically different from you and me. They do operate, usually, with a longer perspective. The resource that they are personally shortest of is time**

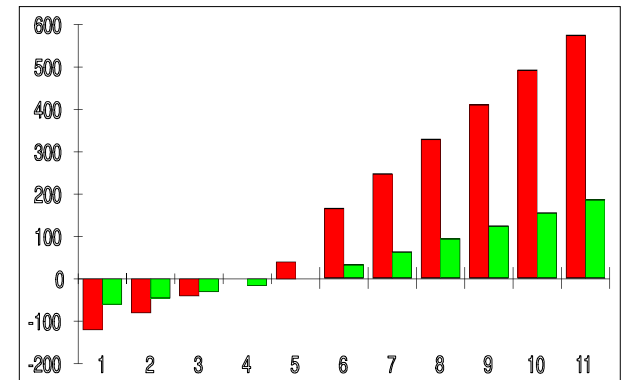
# *Corporate Concerns*

---

**Corporate management  
does not care about the  
things that occupy most of  
a facility manager's time**



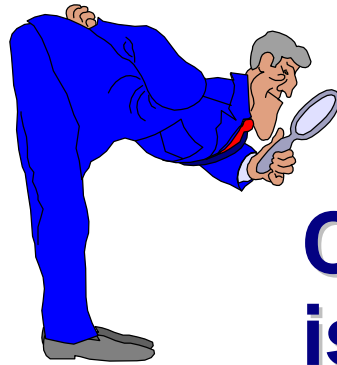
# *Cumulative Effect*



**Corporate management  
is often not aware of the  
cumulative effect of their  
decisions over time**

# *Corporate Decisions*

---



**Corporate management  
is willing to make  
decisions ... but they  
need to be comfortable  
with their facts**

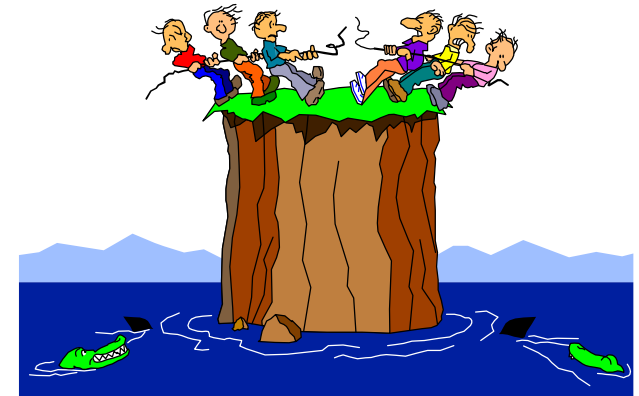
# *Service Function*

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**Facility management is a  
service function**

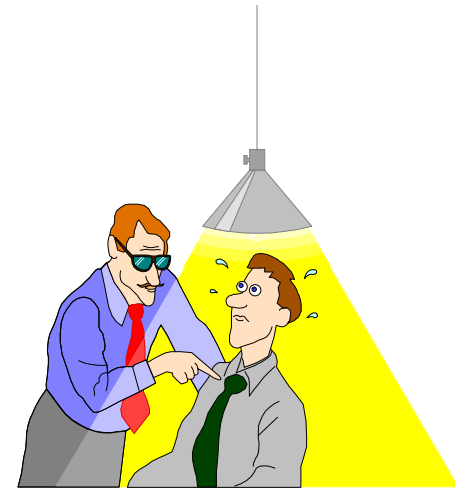
# *Perspective*



**Facility managers often have  
a broader perspective than  
other functional groups  
within the organization**

# *Getting Management Attention*

**Facility managers are notoriously poor at attracting senior management attention, except during crises**



# *Not Only That ...*

**Optionality on where people work and how they share the workload or the workspace makes the facility manager's job more challenging**





# *Critical Success Factors*

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- ✓ **Satisfied customers**
- ✓ **Positive recognition by senior management**

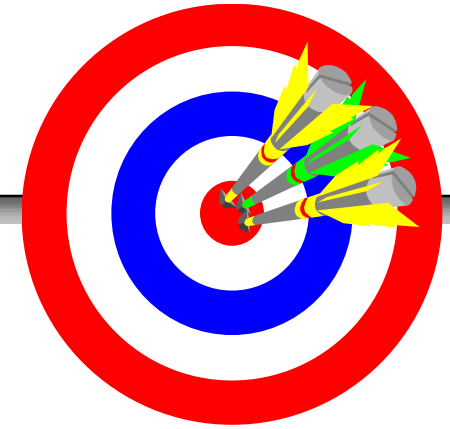
# *So What?*

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**So what can the  
facility manager  
do with all this  
data?**



# *Corporate Mission*



**First of all, know the  
corporate mission and  
support it totally**



# *Define Your Goals*

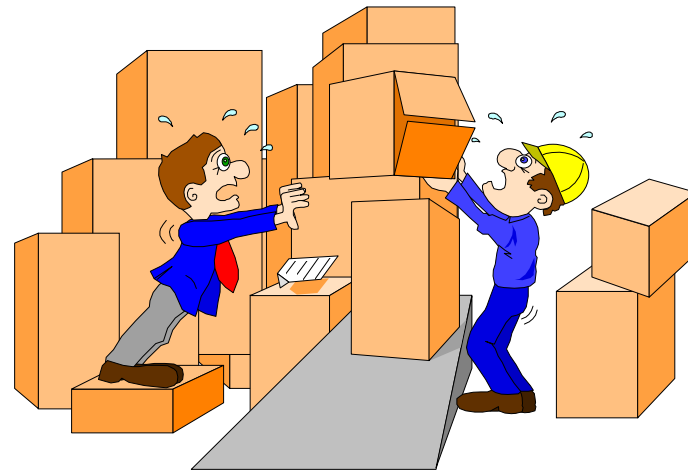
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**Make sure that all facility  
management goals are  
clearly defined**

**... and aligned to support the  
corporate mission**

# *Support Your Peers*

**Support your peers in other parts of the organization, especially the operational units**

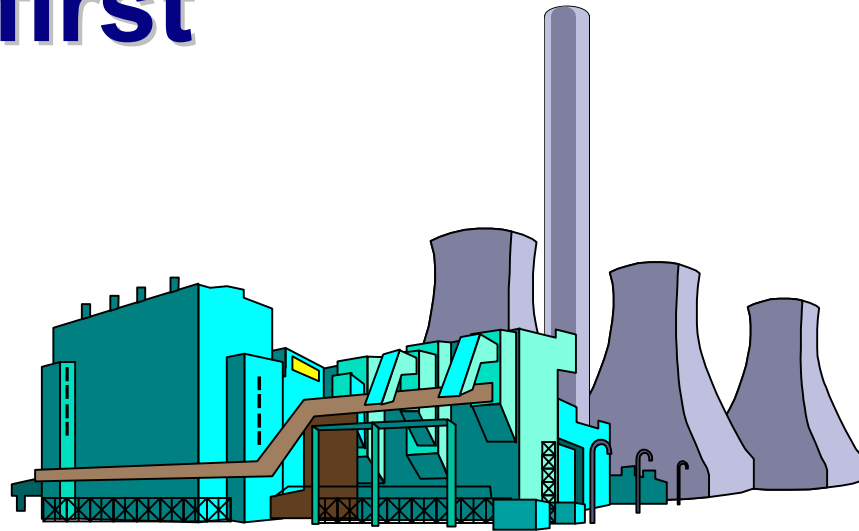


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# *Clean Up*

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**Clean up your act at home first**



# *Database*

---

**Use CAFM to respond to urgent queries from senior management and to build an accessible corporate memory**



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# *STM*

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**Use time-saving tools like STM (Serviceability Tools and Methods) that allow you to produce user requirements and building ratings in advance of need**

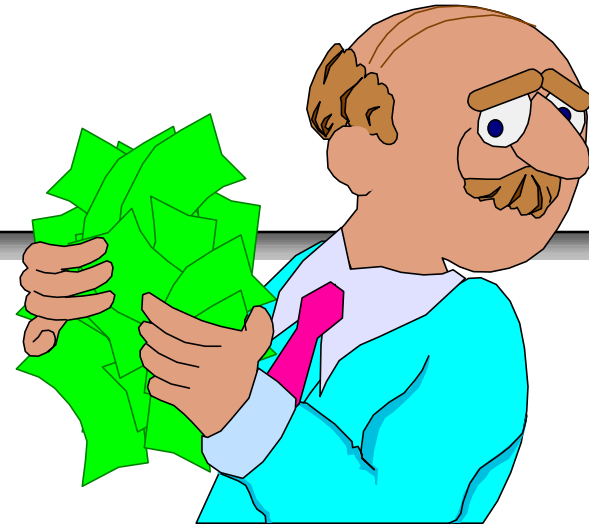


# *Generic Template*

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**Use generic template  
planning ... a tool which  
reduces the dollar and time  
cost of churn by  
encouraging the move of  
people, not walls or furniture**

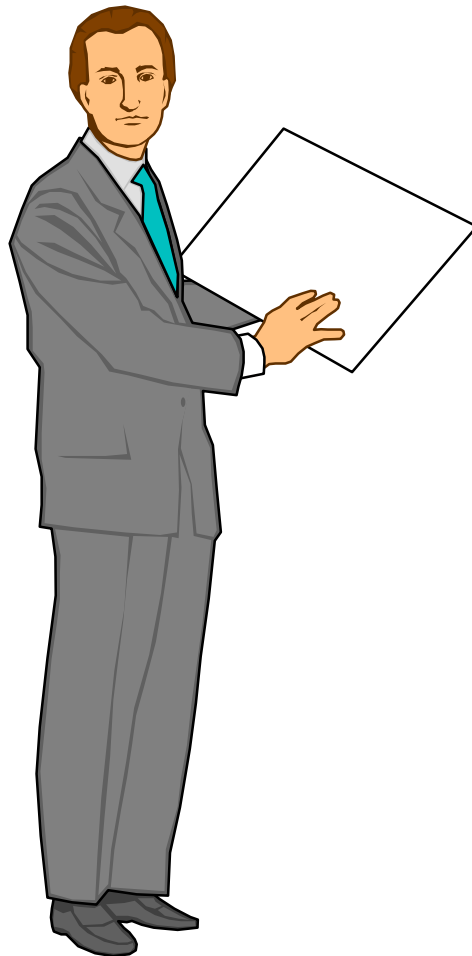
# *Outsourcing*



**Find out whether outsourcing  
is an option for some (or all)  
of what you do**

# *Chargeback*

---



**Consider the pros  
and cons of  
implementing a full  
chargeback system**



# *Level of Service*

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**Find out what services  
and level of service  
your customers expect**



# *Feedback*

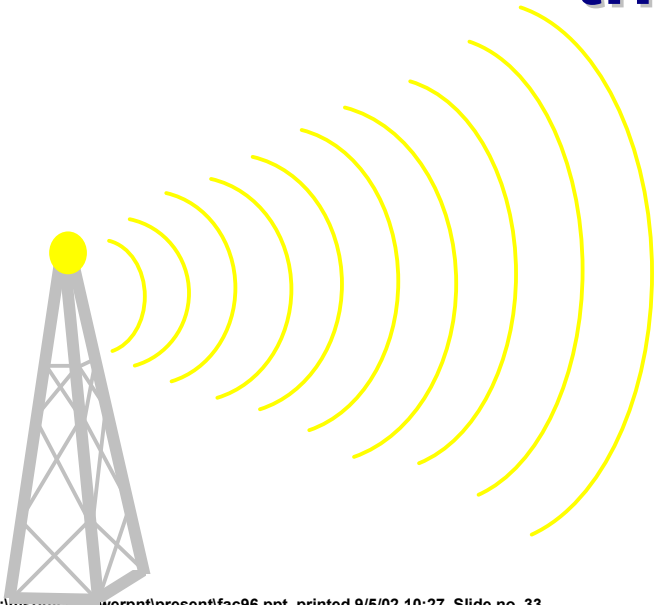
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**Be very active in finding  
out how well you are doing**

# *Communicate!*

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**Use some form of regular communication to highlight what facility management is doing for the corporation**





# *Life Cycle Costing*

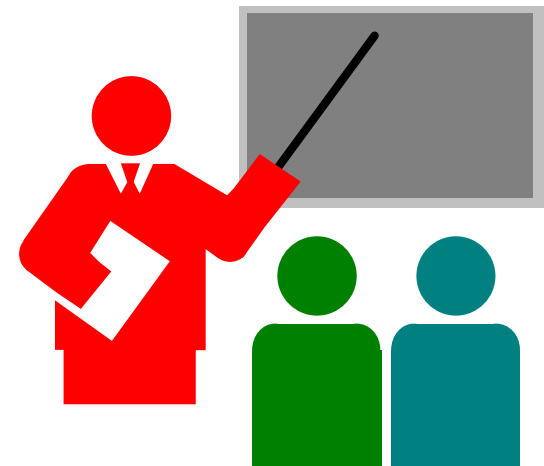
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**Learn how to use Life Cycle Costing evaluation techniques using present values**

# *Talk the Talk*

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**If you want to be heard in the boardroom, speak their language**





# *The Name is the Game*

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**Change the name of  
“Facility Management”**

# *Be Prepared*

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**Be prepared for when you  
have an opportunity to  
present to corporate  
management**



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## *Well in Advance ...*

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- **Understand the political climate**
- **Know who the decision makers are and how decisions are made**
- **Know who the decision influencers are**
- **Find out how they like their information presented**
- **Make sure you have all the facts to support your presentation**



## *Just Before the Presentation ...*

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- **Let your own key people read the draft**
- **Do not surprise your boss in front of corporate management**
- **Make sure your graphics are clean, clear and accurately convey your intent**
- **Find out who will be in the audience and their agendas**
- **Find out how much time you will have**



# *At the Presentation*

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- **Create the case for the need to be met**
- **Show how your proposal supports the strategic vision**
- **If you need the support of an outside expert, bring him/her to the presentation**
- **Provide options. An all-or-nothing proposal usually gets nothing**



# *Some More Pointers*

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- **Make sure that the concerns of everyone at the table are addressed**
- **Be prepared**
- **Be brief**
- **Be bold**
- **Be willing to ask for a decision**
- **Be prepared to lose**



# *In Summary*

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- **Know and support the corporate mission**
- **Become customer-oriented**
- **Improve your ability to respond**
- **Market your services and capabilities**
- **Widen your perspective**
- **Be prepared when the boardroom calls**

**And enjoy yourself ... life is short**





# *Thank You*

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**To all of you for attending to-day  
and to IFMA for providing this  
forum for discussion**

**For questions or comments**

**Telephone: (613) 729-2646**

**Fax: (613) 761-1609**

**Internet: [76753.103@compuserve.com](mailto:76753.103@compuserve.com)**

**Compuserve: 76753,103**

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