

Engaging the Enterprise

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Goals for this morning

- » What do we mean by engaging the enterprise?
- » Your value - \$\$
- » Relationships with your clients – people
- » How does this affect what you do – IWMS

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Will you marry me?

- » Engaging a fiance
or
- » Engaging the enemy


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Know the business

- » Understand the questions that make sense to the business
- » Need to know the departments - to know the organization – to get time with senior management - to know what they want and need from you
- » Do you have a mental model of your organization?
- » Do you understand the system of value creation of your organization?

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These are all Telecommunication companies, but each has a different business model

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Determining your value to your enterprise

- » Depends on your awareness of your organization
 - Its strategic goals
 - How good the business is
 - Status of the product life cycle (new, maintaining, declining)
- » Depends on their awareness of you
- » Leverage this knowledge into a conversation with the right senior manager

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▶ **Truism – senior management questions will be:**

1. How are you going to make me money?
2. How are you going to save me money?

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▶ **1:10 ratio**

» For every \$1 a business spends:

- 85 cents is spent on the people
- 10 cents is spent on the work environment
- 5 cents is spent on everything else

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▶ **Revenue Generation**

» The past - FMer's have focused on how to shave pennies or invest in capital projects

» The future – FMer's must show their value in support of revenue generation

- From facilities activities – rent, parking, conference centre services, food services, etc.
- From their relevant and valuable FM data
- How does what you do contribute to the other profit centres' efforts at revenue generation?

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▶ **Lack of Integration Costs Construction Industry Billions**

“More closely compatible software systems could have saved the U.S. building and construction industry as much as US\$15.8 billion in 2002, according to a new study released by the National Institute of Standards and Technology (NIST)”.

Source: CIO Today, Sept 8, 2004

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▶ **But...**

» Generally, IT has siloed Facilities

Why?

» IT has focused on the core business revenue generation departments as priority clients

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▶ **The Challenge**

» Every dollar spent on technology at a Fortune 500 company supports about \$38 of revenue and \$1.15 of income.

» The most efficient companies show \$1000 revenue and \$40 in income for every IT dollar spent.

» What are your metrics?

- IT gets it, do you?

Source: Meta Group, 2003

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What if....

- » your organization decided that what you have in your databases is of value to achieving strategic objectives?
- » they decided to transition your CAFM/IWMS system to enterprise wide software?
- » How would you respond?

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Relationship Management - definition

- » **Behaviour**
 - Vision
 - Values
 - Vocabulary
- » **Integrated corporate services**
- » **Everyone is a relationship manager**

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Generic model of relationship management

Organization Strategy

People and Processes

Technology/
Knowledge Management

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There are many relationships

- » Facilities and client
- » Facilities and staff, consultants
- » Client and occupants
- » Service providers – internal and external

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Why should you care?

- » Client satisfaction
- » Protect the reputation of your organization and that of your client
- » Be able to anticipate customers' needs and behaviours
- » Be able to understand the value of the customer to the organization

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Future of relationship management

- » **Models – Dynamic**
- » **Strategy**
 - Staying connected to corporate strategy
 - Shifting strategic relationships
- » **Need to be based on current and changing cultures**

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Engaging the Enterprise - Case Study

- » 4 different models in 10 years
- » Lessons learned
 - Collaboration and integration
 - Communication
 - Clients keep changing
 - Content knowledge is critical
 - Consistency with corporate strategic objectives

The distant past...

The past...

The present...

The future...?

HP Model – Anonymous to evangelist

- » Engaging in a long-term value-based dialog
- » Knowledge + action =
 - Engagement with relevance
 - loyalty

Source: HP website

Risks of Engaging

- » Every assumption you make is a risk!
- » You will be asked for something different
- » What you have doesn't meet their needs
- » You cannot keep up with demand

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Rewards of Engaging

- » You will be trusted by your clients
- » You will be valued by your executive
- » Your clients will know what you do
- » You will be asked for your opinion
- » You will be supported in saying 'no'
- » You will be known as a 'go-to' person
- » You will know how you contribute to the revenue generation of your organization
- » IT will support you!

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Remember ...know what motivates people

- » Determine the 'profit' motive held most important by each person and work hard to help them achieve that 'profit'
 - Social
 - Self-actualization
 - Value system
 - Financial
 - Technical
 - Enjoyment
 - Educational

From: Project Partnerships in the Construction Industry

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If....

- » FM is a service function, and we typically base our success on a high level of customer satisfaction, how does that contribute to revenue generation?
- » What are you going to do differently?

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