



INTERNATIONAL OPERATIONS & MAINTENANCE CONFERENCE
IN THE ARAB COUNTRIES

UNDER THE THEME

"MANAGING MAINTENANCE WITHIN INDUSTRY 4.0"

CONICIDE WITH THE 16TH ARAB MAINTENANCE EXHIBITION

The Value of Consultancy in Facilities Management

Simon D Long

A large, stylized graphic of the number "4.0" in white, set against a dark teal background. The background also features a faint image of a person in a white lab coat working on a piece of machinery.



Content



- What is consultancy?
- Why do we need consultancy?
- What does consultancy bring to Facilities Management?
- How do I chose a consultant?
- Summary?

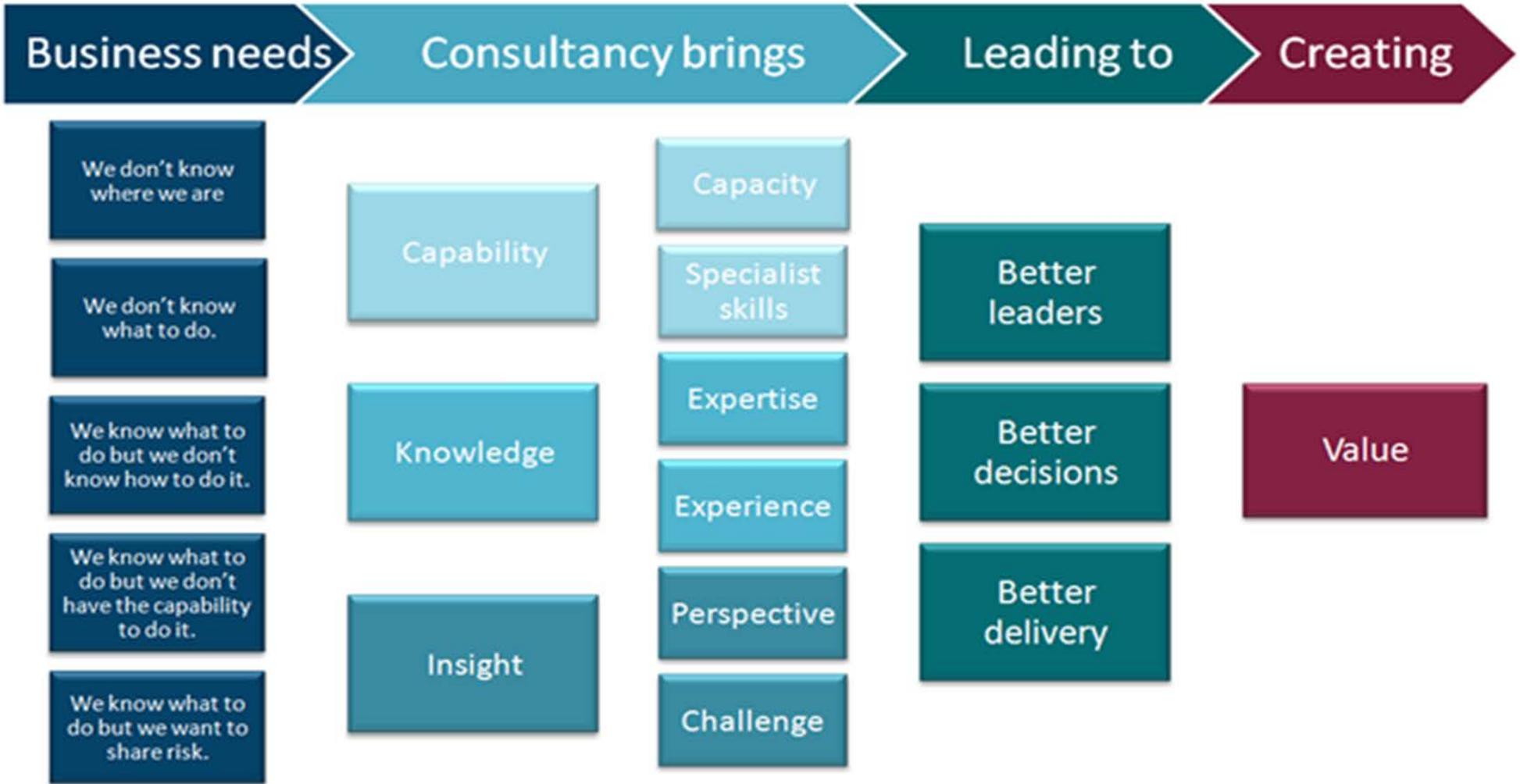
What is Consultancy?



A consultant is a person or organisation that provides professional or expert advice in a particular field of science or business to either an organisation or individual. As there is no legal protection given to the job title 'consultant', in theory, anyone can on a day wake up and decide to adopt the consultant title. Despite the broad definition that can be provided under the term consultant, there are in essence three characteristics that distinguish a consultant from other professions.

- Consultants provide expertise that a client lacks or provides support that a client is unable to fulfill. In return for their professional services, the consultant charges a fee
- Consultants operate independently from the client, implying that, from the respective consultant, there is no conflict of interests between the client's issue and the services
- Consultant operate in a professional manner, which ranges from having the right qualifications to ensuring high quality service delivery and a solid internal operation

Why do we need Consultancy?



Business Needs



- We don't know where we are – Our current situation
- We don't know what to do – We know something needs to change, but we don't know what
- We don't know how to do it – We know something needs to change, but we can't do it
- We know what to do – We simply don't have the time or resources
- We want to share risk – A subject matter expert will reduce any risk we may be exposed to

Facilities Management Consultancy Provides

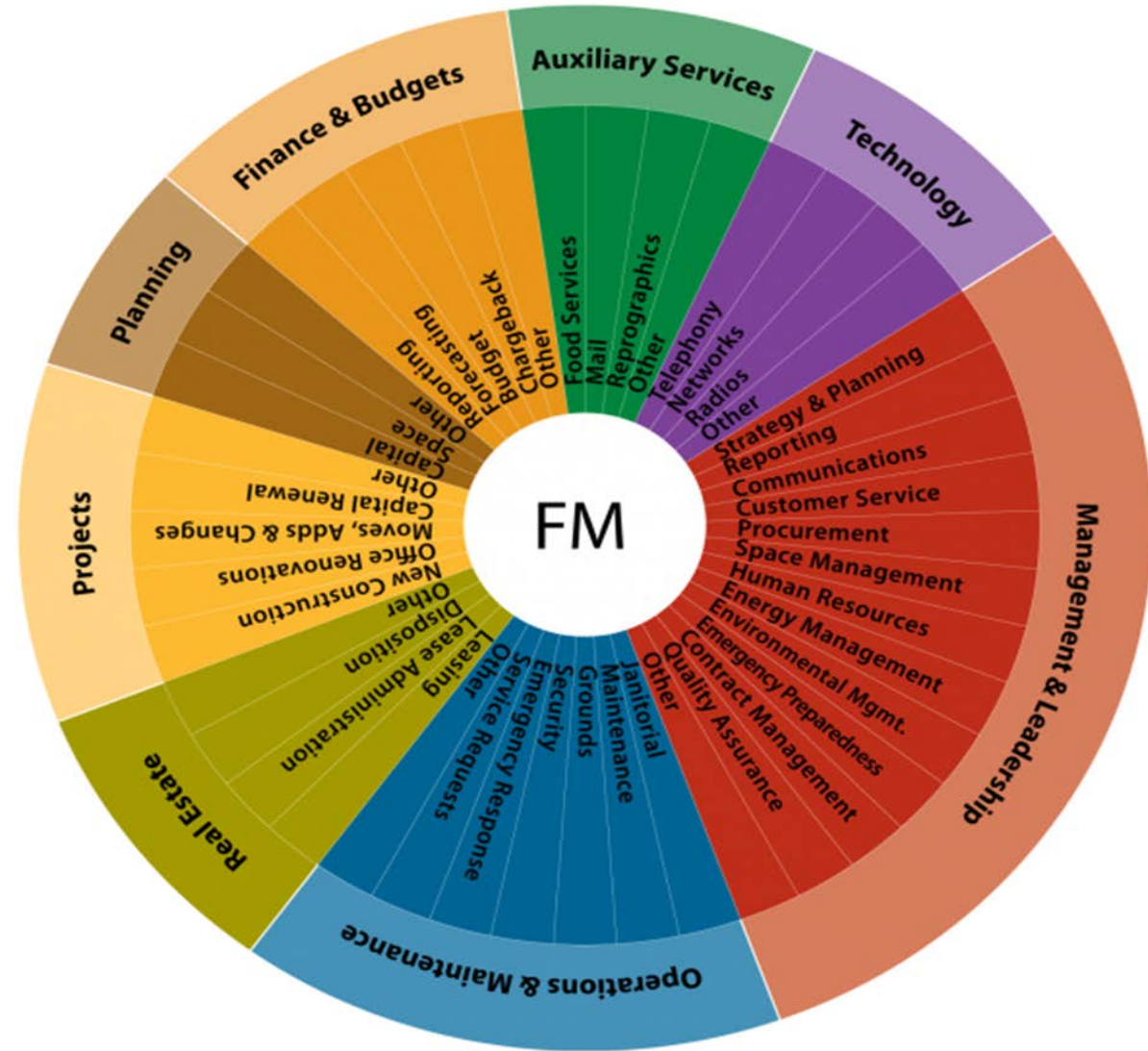


- **Capability**
 - Capacity – The necessary resources to provide the correct level of support
 - Specialist skills – This may include items such as sustainability, life cycle costs etc.
- **Knowledge**
 - Subject matter experts across a wide range of topics
 - Your requirements are unlikely to have never been addressed before
- **Insight**
 - The ability to provide a third person perspective – outside looking in
 - Challenge the design of a building – is it optimum for operating?
 - Ability to ask questions and challenge assumptions as a third party, which may be difficult as an employee

Results

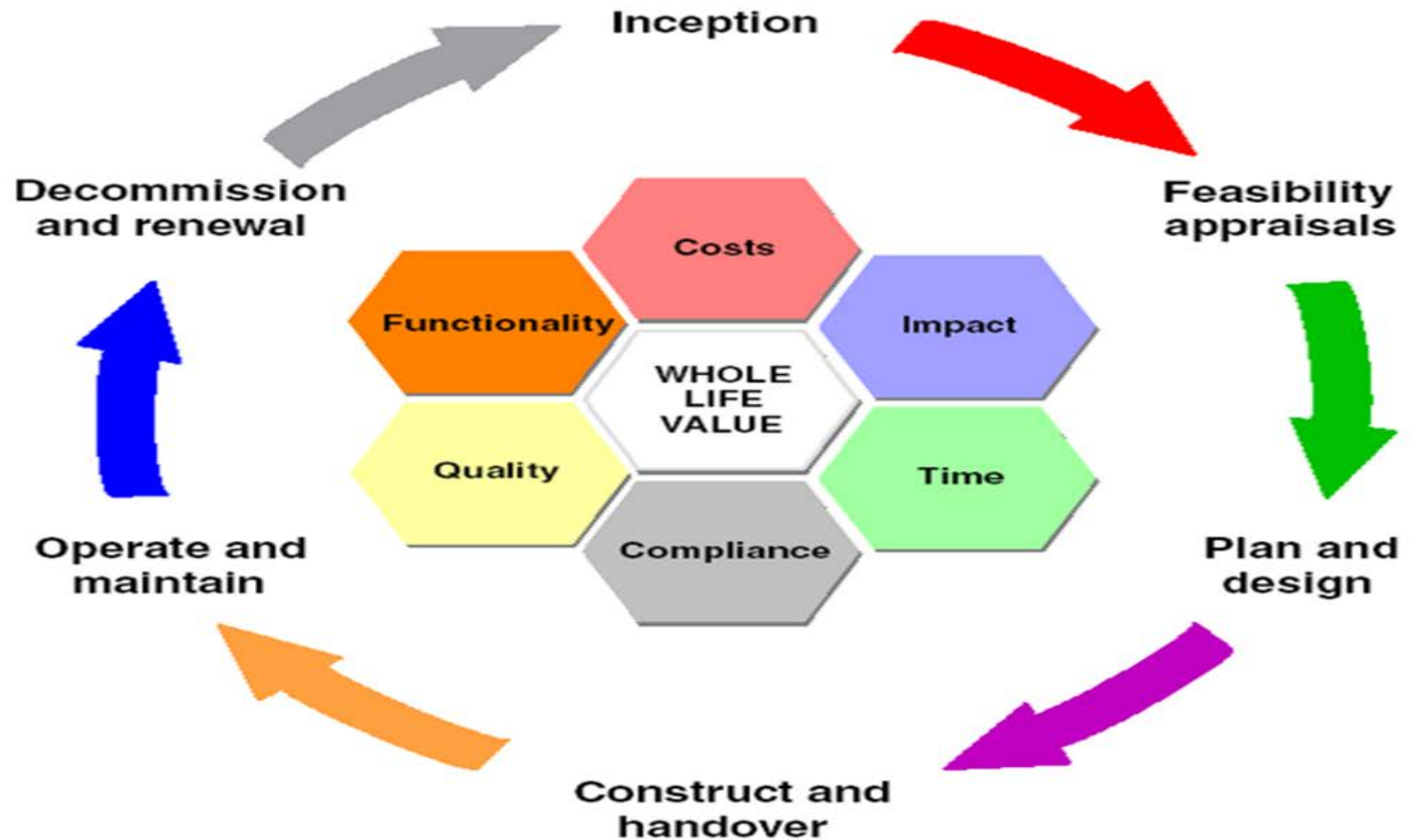


- Better Leadership
- Better & More Informed Decisions
- Better Delivery
- Better Value



Facilities Management Consultants Bring

- An holistic understanding of the whole process



Facilities Management Consultants Deliver



- **Development of FM strategies – analysis and recommendation of service delivery models**
- **Design Reviews**
 - From concept to shop drawings. The early identification of operational issues; the easier they are to solve
- **Market Analysis**
 - What is the most suitable operational FM solution for your needs – MA, Partnership, In-house, Outsourced etc.
- **RFPs**
 - Production of comprehensive document suite, inline with local and international standards
 - Technical review of submitted documents, clarifications, RFIs etc.
 - Interviewing potential service providers following RFP evaluations
 - Pre –qualification production and evaluation

Facilities Management Consultants Deliver



- **Financial (inline with RICS)**
 - Life cycle costing
 - Sinking fund
 - Service charge modelling (area specific – what can the local market afford?)
- **Audits**
 - ISO 9001, 14001, 18001, 27000, and the recently introduced for FM: ISO 41001
 - Due diligence audits on documents and records
 - Health and safety
- **Operational Metrics**
 - Standard operating procedures
 - Key performance indicators
 - Service level agreements

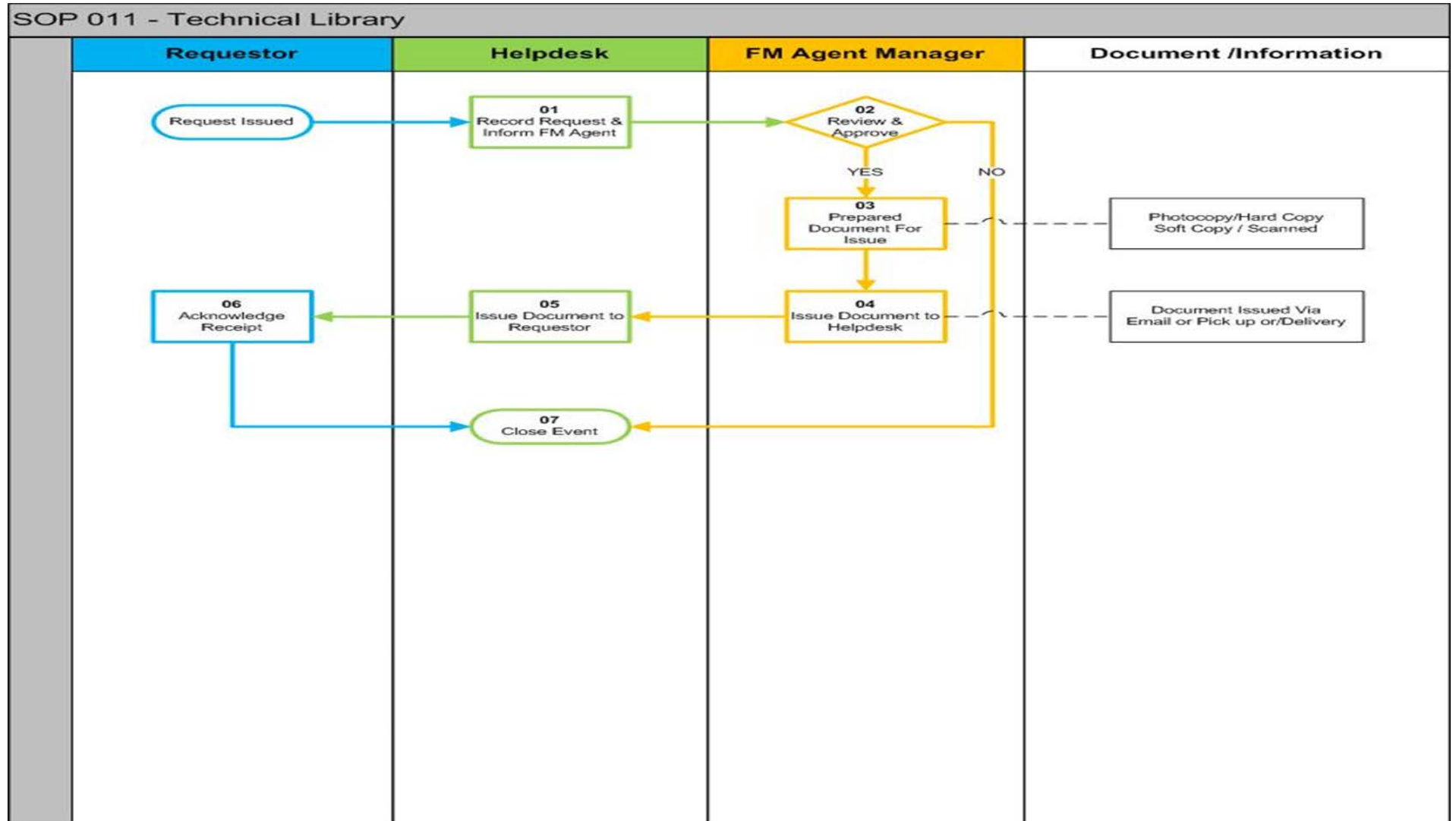
KPI Example



KPI Matrix Summary - TFM Services to INSERT PROJECT NAME			
Service	Target score	Actual score	% score
Contract Management	75	0	0
Health & Safety	87	0	0
Maintenance	184	0	0
Cleaning	135	0	0
Waste Management	42	0	0
Pest Control	111	0	0
CAFM	99	0	
Environment & Sustainability	57	0	0
Total Possible Pons	790		
Total Actual Points		0	
Aggregate Average			0

Score (%)	Calendar Months in Penalty Zone				
	1 st Month	2 nd Month	3 rd Month	4 th Month	5 th Month
85 - 100	No Penalty	No Penalty	No Penalty	No Penalty	No Penalty
75 - 84	No Penalty	Warning Letter	1% of Claimed Invoice Value	5% of Claimed Invoice Value	Termination of Contract
65 - 74	Warning Letter	1% of Claimed Invoice Value	5% of Claimed Invoice Value	Termination of Contract	
Less than 65	1% of Claimed Invoice Value	5% of Claimed Invoice Value	Termination of Contract		

SOP Example



Additional FM Consultancy Skills



- **Sustainability**
 - LEED qualified staff
 - Energy and utility usage
 - Compliance to local regulations (for example Dubai Green Building regulations)
- **Planning**
 - Space planning
 - Move management
 - Risk management
- **Operational**
 - Witnessing of commissioning
 - Production of suites of handover documents and the review of contractors supplied documents
 - Acting as client representative for factory approvals etc.
 - Help Desk function – 24 hour fully staffed international call centre
 - Training

How to choose an FM Consultant



- **Established**
 - How long have they been operating in the region?
 - Are they financially secure?
 - Are staff regionally experienced?
- **Portfolio**
 - Have they worked on a wide range of engagements?
 - Do they have experience of your requirements?
 - Can they evidence their experience?
- **Client Base**
 - Do they have repeat engagements with clients (suggests competence and customer satisfaction)
 - Type of customers (private, public, government, international etc.)
 - Able and willing to provide references?

How to choose an FM Consultant



- Interview the consultant (senior members of the consultancy should be made available to you)
 - I. Professional memberships (BFIM, IFMA, MEFMA, RICS, CIBSE, IOH, NEBOSH etc.)
 - II. Academic qualifications (FM, Electrical, Civil, Mechanical, LEED, HSE etc.)
 - III. Look at the team structure – is the consultant providing staff of a suitable level for your needs?
- Do you feel you could form a close working relationship with them? You will be spending a good deal of time dealing with them
- Do they communicate clearly with you at this stage? Poor early communication would not be a strong indication of future communications during an engagement
- Confirm your expectations in terms of deliverables – can they deliver? Be specific; vagueness at this stage leads to confusion later
- Value – is the cost of consultancy fair and reasonable? Do you believe you are receiving value for money?

Summary



- FM consultancy services work with clients to exploit the value of the property and asset portfolio. Asset management - Improving service with efficiencies in FM and asset management strategies, inputs to building design, life cycle cost modeling, handover and completion
- Using a Consultant is a well-accepted business practice, within most organisations; clients should also take advantage of external resources that can help them be more successful
- With real practical experience in FM and a network of other specialists, consultants can assist a client to deliver or help the client team succeed
- Selection process is no different to interviewing a candidate for a position
- Single point of contact for a multiple of deliverables
- Reduction of workload and time constraints of your own team
- Delivery of professional services