Facilities Technology Projects
10 Keys to Success?

Ten Success Factors in a FM Technology Implementation

Guest Speaker: Paul Drotar, PMP, FMA, Manager, WFG-FM is a regional engineering manager for the FM division of General Motors’ Worldwide Facilities Group and head of the CAFM implementation team. In this position he oversees projects, provides technical engineering support, and maintains facility related assets involving about 20 million sf of office and engineering facilities. Drotar started at GM in 1982 as a senior plant engineer. He was subsequently given increasingly larger assignments, maintenance & engineering operations for at GM’s Fisher Body Marion Plant. He has been with the WFG since 1998.

Jason Wells / Paul Drotar
Overview

- A typical facilities related project focuses around three main criteria - Budget, Schedule and Quality Performance.
- Is this the same for Facilities Technology Implementation Projects? Yes, but there are also other factors.
- These factors must be recognized and addressed for a successful technology project outcome.
- Ten success factors in a FM technology implementation.
Why do Facilities Technology Projects Fail? What are the facts?

- Only 34% of IT projects are deemed to be successful\(^{(1)}\)
- In 2006 IT investments were over $55B
  - $38B in lost value???
- What is going on? What so hard?

(1) Standish Group, Chaos Report
Let’s have some definitions…

- **Facilities Project** – A project implementation with a defined facilities Work Breakdown Structure (WBS) – What, who, how much and how long?

- **Facilities Technology Project** – A project directly related to your Facilities organization. This is usually classified as:
  - Computer Aided Facilities Management (CAFM)
  - Computer Maintenance Management System (CMMS)
  - Integrated Workplace Management System (IWMS)
  - *Not an ERP* – For example, SAP or PeopleSoft Application

- **Integration vs. Data Transfer**

- **Customization vs. Configuration**
Facilities Projects...*usually*

- **Well-Defined**
  - Scope
  - Budget
  - Have the *Resources* and *Expertise* to complete the project on-time, on-schedule and within budget
  - Working from a blue print

- **Been There...Done That**
  - Have history and experience
  - Team is comfortable with the project
  - No significant “change management” required

- **Outcome is known**
  - Tangible results
Technology Project… *almost always*

- **Not Well-Defined**
  - Disparate systems and data
  - Do not have the internal resources within facilities department
  - Have a plan, but not a blueprint

- **No Previous Experience**
  - No history
  - Team is not comfortable
  - Requires “Change Management”

- **Outcome “Goals”, but not tangible**
Driving Facilities Technology Success…
1) Management Support

Concern: Management leadership and commitment to FM technology.

- Overall vision
- Realistic expectations
- Accountability
- Workgroup (tactical) vs. organizational (strategic)
- Establish appropriate budget
Driving Facilities Technology Success…
2) Return on Investment (ROI)

ROI: Gartner\(^{(2)}\) Annual Cost Savings from Facilities (IWMS) Technology Implementation

- **Occupancy Cost Reduction**
  - Lease Administration: 5 - 8%
  - Space Management: 10 - 15%
  - Project Management: 3 - 5%
  - Process Improvement: 5 - 8%

- Your Technology partner should be able to assist with process improvement and relate this to cost avoidance/savings

Driving Facilities Technology Success...

3) Building the team

Concern: Must identify and assemble the right team. Don’t try to do it alone.

- **Internal**
  - Corporate Real Estate
  - Facilities Management
  - Information technology
  - Human Resources
  - Security

- **External**
  - Service providers
  - Software vendors
  - Consultants
  - System Implementation / Integrator
Driving Facilities Technology Success…

4) “Best-in-class” processes

Concern: Poor requirements account for 56% of technology project failures(3)

Process Requirements:

- “Tool is cool, but the process rules!”
- Need to focus on the value of each step.
- How does this tie to strategy?
- Include both Functional and Technical Requirements
- Out-of-the-box vs. process focus implementation

(3) James Martin, an Information System Manifesto, Prentice Hall
Driving Facilities Technology Success…
5) Selecting a Solution

Concern: Making a purchase based on a demo.

- Don’t begin with the software vendors / service providers
- Don’t think it is just software
- Have a clear understanding of what your requirements are
- Prioritize requirements
- Criteria for selection
  - Strong financials
  - Functionality meets business requirements
  - Proven implementations
  - Industry standard technology platform
- Make selection based on scoring not emotion
Driving Facilities Technology Success…
6) Crawl, Walk, Run

Concern: Implementing too much, too fast without the basics in place.

- Small successes will equal BIG ROI (s+s+s+s = ROI)
- Prioritize business requirements / needs
- Purchase right amount of software
- Manageable scope, resources and timeline
  - Limited functionality across the enterprise
  - Detail functionality in one area
- It is not an one time event, continuous improvement component
Concern: Intangible nature of technology projects.

- Organizational understanding of problem statement
- Accountability / Ownership
- Strong Project Management
- Proven project methodology (check points, approvals and sign offs)
- Expected outcomes
- Reasonable timelines
- Clear deliverables
- Specific assumptions
- Financial control
Driving Facilities Technology Success…
8) Ownership of Data

Concern: Decision Quality Data – Is it accurate and timely?

- “Start with the End in Mind”
- Accountability – make it personal
- Standards
- Gold / Single source
- Process driven
- Regardless of internal or external
- Make it easy to comply
Driving Facilities Technology Success…

9) Managing the System

Concern: Thinking that your done.

- On-Going System Administration
  - Infrastructure
  - Technical Support
  - Software Maintenance
  - Patches
  - Upgrades
  - Enhancements
  - New Functionality / Modules
Driving Facilities Technology Success…
10) On-going Data Maintenance

Concern: Loss of data integrity.

- Establish Strategy for Data Maintenance
  - Ownership
  - Culture
  - Incentives
  - Make it easy for everyone
- Centralize Specialized Tasks
- Don’t try to manage too much information
- Data Governance
  - Review and Creation of Standards
Driving Facilities Technology Success…
Conclusion

- Organizational spend millions on ERP to run the business. 35% of the assets are managed by facilities. Need tools to insure that you can run / manage those assets effectively.
- Embrace technology
- Leverage internal / external resources
- Don’t be intimidated
- Plan, Plan, Plan
- Get ‘er done!!
Computerized Facility Integration, L.L.C. (CFI)
18000 W. 9 Mile Rd., Suite 550
Southfield, Michigan 48075
www.gocfi.com

Other Office Locations:
Chicago, Illinois
Los Angeles, California

Jason Wells  jwells@gocfi.com  248-557-4234 ext.272
Paul Drotar  paul.drotar@gm.com  248-874-4390