

Facilities Technology Projects 10 Keys to Success?

Ten Success Factors in a FM Technology Implementation

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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?**

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**

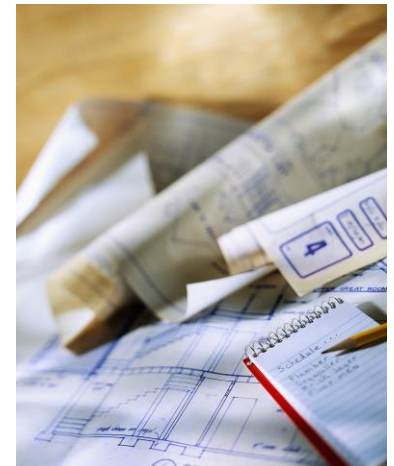
- Scope
- Budget
- Have the *Resources* and *Expertise* to complete the project on-time, on-schedule and within budget
- Working from a blue print

□ **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*

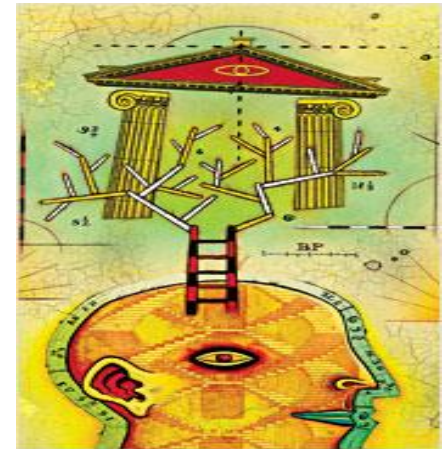
□ **Not Well-Defined**

- Disparate systems and data
- Do not have the internal resources within facilities department
- Have a plan, but not a blue print

□ **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

(2) <http://en.wikipedia.org/wiki/Gartner>

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

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 base 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

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7) Scope Management

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

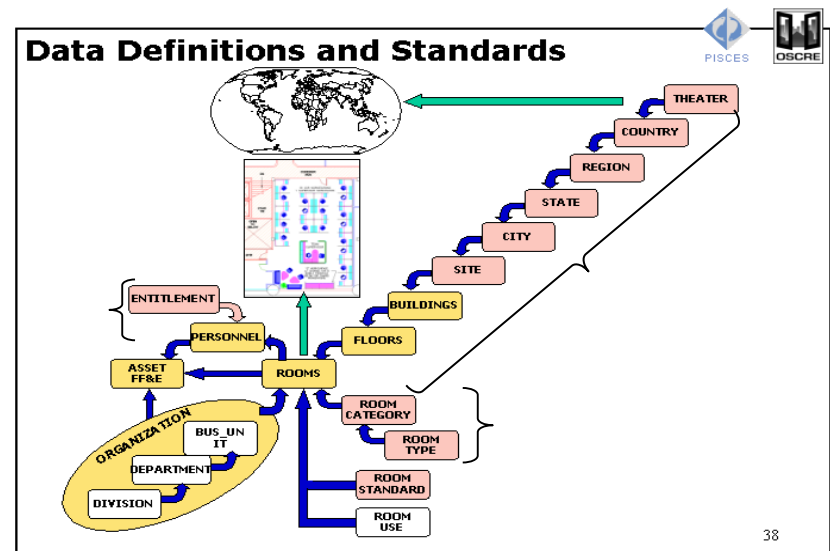


Driving Facilities Technology Success...

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

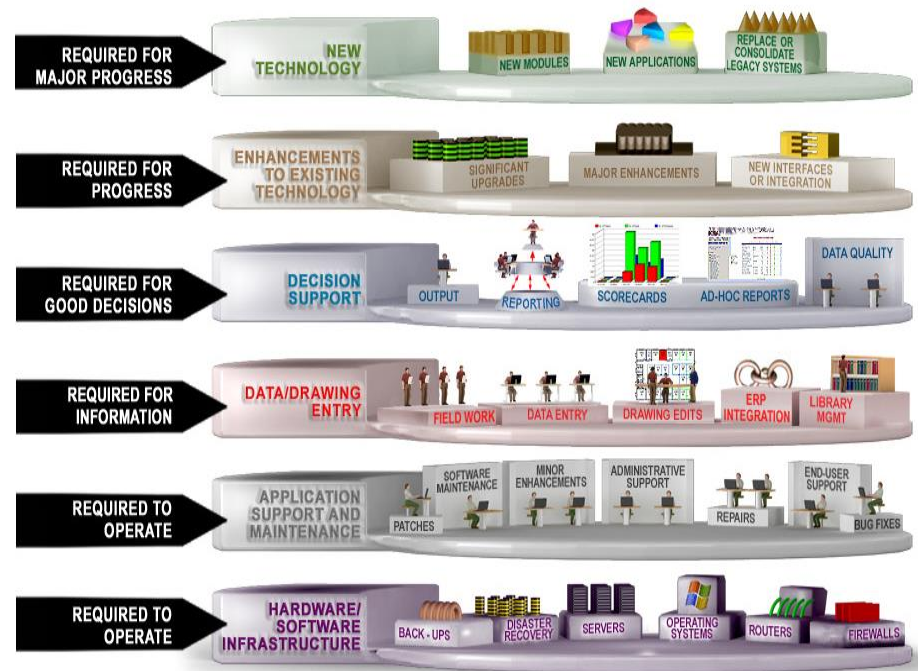


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9) Managing the System

Concern: Thinking that your done.

- On-Going System Administration
 - Infrastructure
 - Technical Support
 - Software Maintenance
 - Patches
 - Upgrades
 - Enhancements
 - New Functionality / Modules

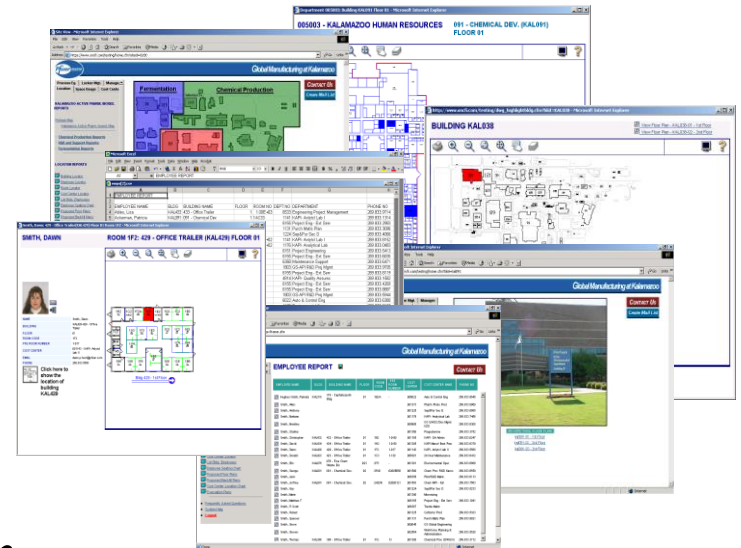


Driving Facilities Technology Success...

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!!



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