

CASE STUDY

Going from Good to Great A Financial Institution insight

AN INNOVATIVE, FLEXIBLE SERVICE MODEL APPROACH

Since 2003, MASS has collaborated with one of the leading global financial institutions towards the delivery of an Internet-enabled solution for the management of their property, space, assets and building services.

The solution that MASS developed and tailored to the client's needs was 'Facilitator'. This solution provided an innovative, flexible service model approach to the delivery of the facilities services. This enabled cost reduction, increased efficiency and improved customer service by providing users with a 'self-service' approach to their Facilities Management (FM). The solution needed to be accessible to over 100,000 UK-based Bank staff via the company Intranet as well as to external suppliers via the Internet. Group Property would maintain and manage data produced from this solution.

Providing world-class facilities services

The relationship developed beyond that of the traditional customer/supplier model, with both organisations achieving considerable benefits as their relationship developed into a partnership that forged wide-ranging changes within their respective businesses. As a result, MASS built on its substantial industry expertise, and the institution's Group Property department found a solution that met its aspirations to go from 'good to great' and to provide world-class facilities services.

AT A GLANCE

Challenges

- Drive for a technology drive, internet enabled solution for the management of property, space and buildings

Benefits

- Increased efficiencies
- Improved customer services levels, providing a self-service approach
- Lower costs



The partnership with MASS resulted in the Bank achieving its goals of improving efficiency and effectiveness of its facilities services by around 30%, whilst reducing annual running costs by about £5 million overall.

- Financial client

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INTEGRATION

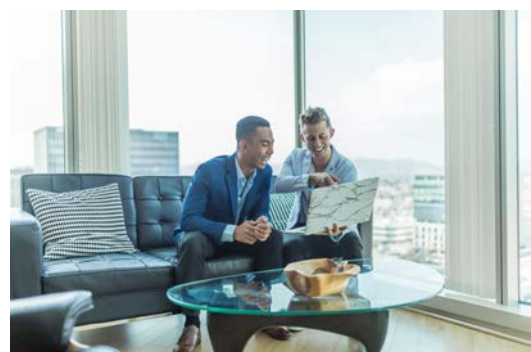
Group Property was responsible for the operational property assets globally, valued in excess of £2.5bn. The aim of this £2m investment was to implement a Web-based FM system to enable substantial improvements in the management of space, staff moves, helpdesk, cleaning, security, asset maintenance, room bookings and FM service provision; in order to generate maximum efficiency and benefit from this project.

Under the leadership of the Group Property Director, the project established new channels of innovative customer service and provided timely and accurate management information for improved cost and value management. It replaced the Bank's existing array of disparate facilities-based systems and integrated with the Bank's Computer Aided Design (CAD), Human Resources (HR), Financial and other management systems.

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Traditionally, security levels required of FM systems had never been a crucial factor in the development of a solution, but due to compliance with the Bank's existing systems, the security on this project had to meet the same high standards so as to prevent potential access risks; this required complex testing and modifications to guarantee the safety of the data. This required client support of MASS towards re-engineering its project and change management process for large-scale enterprise solutions to enable it to cope with the scale of the implementation.

Such has been the success of the system that it has received international recognition from the ARCHIBUS and FM communities. Software Authors, ARCHIBUS, Inc. presented the Group Property Director with their 'Visionary of the Year' award for 2005 which is given to 'the individual whose vision and ideas exemplify the most innovative, farseeing technical possibilities and strategies for FM automation'.





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RESULTS

A further achievement was the launch of a Special Interest Group for the Banking and Finance industry in 2006 with the client hosting the inaugural meeting in London. This group continues to meet regularly to share and compare industry knowledge and information, and to discuss new developments that will benefit all users of the core technology in this sector.

As a result of the partnership, the Bank's management now have:

- An overview of performance and supplier targets
- Prioritised reactive and PPM activities, optimising resource and cutting costs
- Effective management of over 2million m2 worth of space
- Real-time access, reporting and viewing of tasks uploaded by any one of their 100,000 staff
- An overview of space utilisation where an average of 17,000 reservations is placed each month.

MASS continues to provide ongoing advice on further system developments, technological advances and new applications and the two organisations continue to work together to achieve mutual benefit from the relationship.

BACKGROUND

The original brief the client produced was for an Internet-enabled solution to cope with the following challenges:

- Over 25,000 reactive logged calls per month
- Around 40,000 PPM activities per month
- 440 employees from 43 supplier organisations to have access to the system, with scope to add more over time
- Over 100,000 employees to have 'self-service' access via the Intranet.
- Immediate access to job status information and performance against agreed Service Level Agreements
- Close monitoring of failures and remedial actions
- Access to status and other information by requestors
- The ability for the Facilities Centre to distinguish urgent work from non-urgent in a timely manner.



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- 750 move projects per year and the relocation of over 13,500 staff
- Management of 3,300 buildings (2million m2) space
- To maximise space utilisation using CAD by poly lining properties (areas outlined and measured on the CAD system and linked to the database) allowing building areas (divisions and departments) as well as occupancy details to be identified and linked to the ARCHIBUS database.
- A project to map 'functions' to specific desks for about 500 properties and linking these to the database.

Following a global tender exercise, the client chose MASS to deliver what would become a **powerful and multi-functional solution utilising ARCHIBUS**; the world's number one solution for Total Infrastructure and Facilities Management. The size and complexity of the project meant that a close working relationship between the two organisations was essential at the strategic, management and operational levels. The project team at Mass worked with the client in order to define detailed functional specifications that identified the key performance indicators and essential benefits that the end product would offer. The complexity and scale of the requirements, the tight timeframes and the high transactional volumes brought about major system security challenges that were overcome through this close collaboration.

SOLUTION

The project evolved organically to include a 'Function to- Desk' system, which offered a means of identifying the use of each desk, for example; Fully Occupied, Hot Desk or Vacant and a 'Single View of Property' system. The latter provided a single property data source with reporting tools to provide timely and accurate management information. The reports drawn from this information offered details relating to Rents and Rates, management disposals and acquisitions and management of vacant space.

In order to succeed, the project was divided into several phases, with several 'go live' dates. This meant that a multi-level training programme was required, in which a large number of staff, and contractors were trained. The project spanned from the beginning of 2003 and was completed in 2005. In all, a total of 312 in-house staff and 213 service supplier staff were trained during this period, to a standard where many of them were subsequently able to train other users.

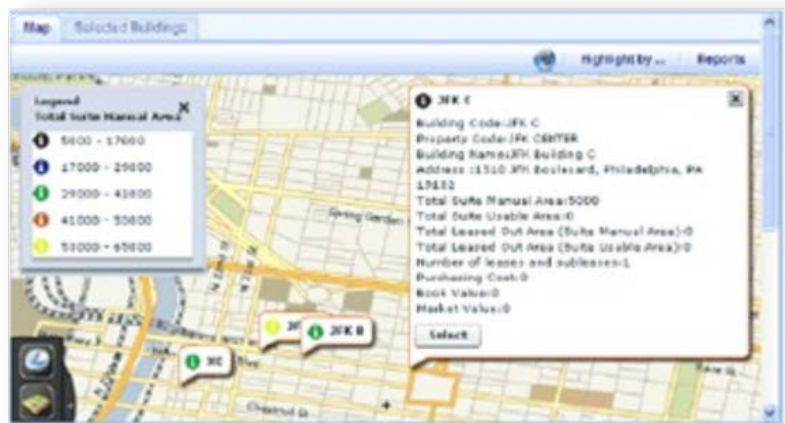
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COMMENT

Providing immediate Internet-access to users and contractors alike represented a major change in the way that facilities services were delivered at the Bank. Forty-three Facilities Service Centre (FSC) Operatives and Managers based in London and Edinburgh were responsible for receiving, allocating and managing helpdesk calls from any of the 100,000 plus UK staff, many of which were reported via the Intranet. All helpdesk calls were logged in the Facilitator system.



Staff and suppliers alike have continued to be very impressed with the system, with the partnership evolving over time. Suppliers now have access to work requests in which they are involved, ensuring close monitoring of job progress and adherence to SLA's.

We are interested in finding more case studies to write about and so if you, or your organisation, have a success story to tell then simply contact us on 0118 977 8560 or email us at news@mass-plc.com

Alternatively, if you wish to discuss or have any questions regarding this case study, please reach out to us.