

Partnering with Key support functions

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Quote

By 2020, senior leaders will evolve from subject matter specialists focused on execution to integrators, change agents and **strategists** who are viewed internally as an **essential, equal** partner to and for the business.

- The CRE executive needs to be seen as a **business partner** and to be reporting at the senior level within the organization.

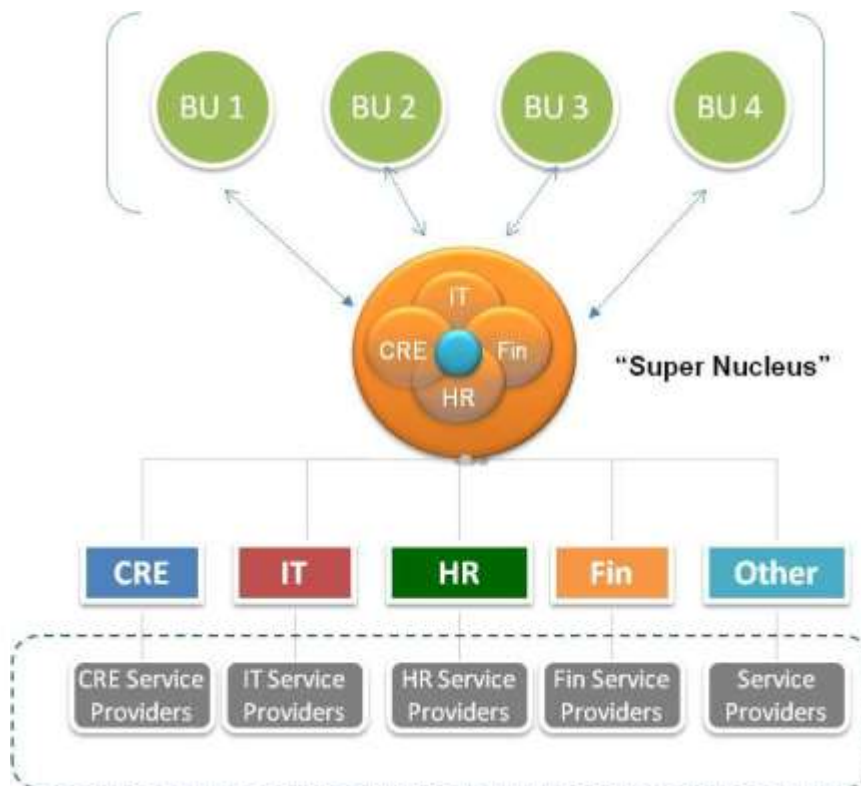


CoreNet CRE2020

Partnering with key support functions

Quote

By 2020, collaborating corporate support functions will form a new strategy-driven super nucleus entity to enhance overall enterprise performance.



The enterprise **business units** and internal customer.

The **super nucleus** is the integrated relationship management, planning, systems and strategy for support functions. It includes CRE, IT, Fin, HR and potentially other support functions.

Legacy service delivery **support functions** and infrastructure.

Practical Implementation

Partnering with key support functions; departments, areas, skills, examples



The headache of the CRE manager

REALITY CHECK



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Partnering with business functions at SAP

Line of Business owners

- Current and future business requirements
- Reporting and presenting
- Change Management
- Staff wellbeing

Executive management

- Reporting and presenting
- Alignment CRE to corporate strategy
- CSR implementation in CRE
- Educate execs on CRE matters



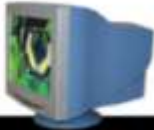


Skills:

- Business acumen
- Understand the company strategy
- Understand what a specific department is doing and what it's current priorities are
- Communication skills

revenue, margin, share price,
stockholders, competitive
landscape, quarter-end,
incentive, commission

- Speak the language:



1980s

1990s

2000s



TRADITIONAL

- Worker-focused
- Personalized
- Cubicles and offices
- Traditional offices areas (desks, conference, café)

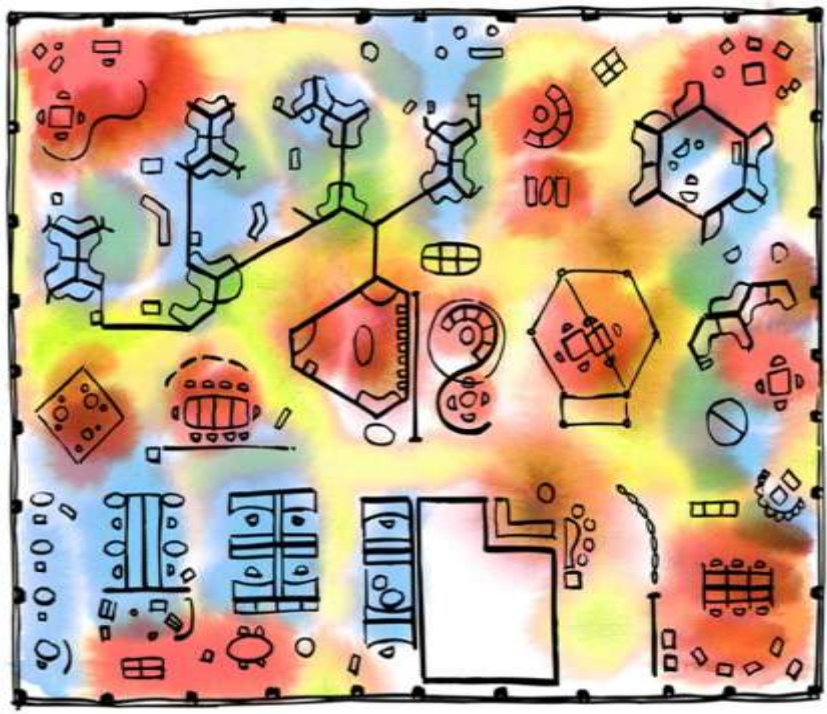
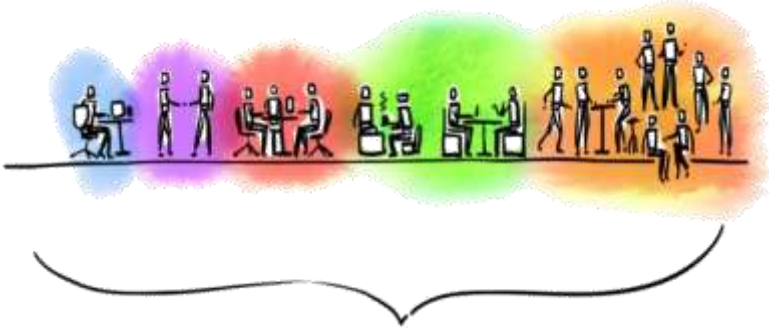
OPEN PLAN

- Individual Team Focus
- Assigned seating
- Space allocated based on hierarchy
- Closed offices for managers

AGILE

- Work is an activity, not a place
- Free address
- Virtual Team focus
- Distinct activity zones
- Focus on efficiency & space utilisation

Source: Unilever



- Individual
- Group - open meeting
- Group - enclosed meeting
- Community
- Circulation

Partnering with key support functions at SAP

IT

IT infrastructure

Datacenters

Mobile devices in the office

Energy saving

Security

Access control

ID Badges

Emergency Stewards

Calamity planning





Skills

- Privy to technological developments
- Insight in IT infrastructure and software
- Aware of main vendors
- Informed about access systems and technologies
- Up-to-date on social engineering techniques

bits & bytes, Cat-6, router,
server, HD-card, firewall,
frecon, UPS

- Speak the language:

The Real Estate & Facilities and the IT teams are dedicated to continue creating a comfortable and safe working environment for you in Frankfurt.



Source: <http://enriquepascal.com/>



Sybase is pleased to welcome you to your new Frankfurt office.

The Real Estate & Facilities and the IT teams are dedicated to continue creating a comfortable and safe working environment for you in Frankfurt.

To that end we herewith want to inform you about some changes compared to the previous office space:

- We now have two meeting rooms. A big one for 12 persons called "New York" and a smaller one for 10 persons called "London". There is a folding wall in between the two rooms so it is possible to combine both rooms into a large seminar room that can easily hold approx. 25 people.
- There is also a room called "Lounge" that can be used by guests for relaxing or eating.
- Since this office is labeled a high-rise (Hochhaus) all doors are fire-doors and need always be closed.
- If you want to hang something in your office like whiteboards, paintings etc. do not do this yourself but instead please notify Simone or Astrid. They will collect all requests and will then engage a handy-man to hang all at the same instance.
- As you undoubtedly will notice, having a nice clean and tidy work environment increases your wellbeing. We therefore urge you to keep your working area clean and tidy.
- New in this office is the fact that we will have our own Sybase card access and alarm system. You will be given an access badge at the beginning of the week or shortly thereafter. If you already have a card from a US office, from Maidenhead, Herenberg, Raunheim or Zürich you can have this card activated for the Frankfurt office. Every employee can have access 24x7. First one to enter the office will have to open the front door and de-activate the alarm. Obviously, the last one leaving the office will have to close the front door and activate the alarm. Instructions will follow. The Server room will have separate access rights.
- Next to the card each employee will also receive a key to the front door (gives access to the door at street level as well as 4th floor and the door from parking garage to elevator) and when applicable, a key to the parking garage (here or Nidasstraße/Wesetstraße). You will have to sign for receipt of the new card and key.
- The office is divided in a customer-area (Lobby, Reception, Lounge, "London" and "New York") and a Sybase staff area. The staff area is separated from the customer-area by a card-operated door. That way, customers need not be and cannot be in the staff area.
- For anything not covered in this message, any questions, remarks or requests do not hesitate to contact:
 - o Reception: Simone Schulz or Astrid Schleiffer
 - o Facilities: Iris Einhaus, Facility Manager Germany (ieinhaus@sybase.com) or Jos Teunissen, Director EMEA Real Estate & Facilities (jost@sybase.com).
 - o IT: Steffen Finkgräfe, System Admin (sfinkgra@sybase.com)

Everyone who participated in the preparations of the move and the move itself wish you a pleasant stay in your new home-from-home. After everything is unpacked and small start-up inconveniences have been settled, we are convinced you will find this a good place to work.

Best Regards,
Jos Teunissen

Partnering with key support functions at SAP

M&A

Due Dilligence

Post-merger integration

Corporate space standards

Procurement

Tendering and 3-party bids

Project related cooperation: pre, during
and post

Green procurement





Skills

- Able to create or assess an RFA/RFP
- Aware of main vendors and high level terms & conditions
- Financial analyses
- Interview techniques
- Decision maker
- Judge of character
- Confidentiality

RFP, T's&C's, TCO, vendor assessment, SLA, merger, assets, earn-out period, transition

- Speak the language:

Partnering with key support functions at SAP

HR

Space Standards

Employee health & safety

Attract & Retain talent

CRE staff development

Legal

Contract & Agreements

M&A

Local building and employment
legislation





Skills

- Understand organization structure
- Know high-level local labour laws or be aware there are differences per country
- Confidentiality
- Know who is responsible for what group
- Understand legal documents and what to look for
- Appreciate the difference between commercial terms and legal terms

Longevity, Seniority, paygrade, temp, contractor, legal entity, expiration, small print, assignment, Inc, Ltd, BV, AG

- Speak the language:

READER

Training "Cross-cultural Collaboration"



Sybase – Group B

26 October 2009 – 2 November 2009

Trainer: Marcel van der Poel

Kontakt der Kontinenten, Amersfoortsestraat, 20, 3769 AS SOESTERBERG
Telefoon: 0340-351753 Website: www.kontaktderkontinenten.nl



Partnering with key support functions at SAP

Finance

Housing financials (NPV/Cash flow/TCO /ARO)

Budgeting

Taxes and Rates

Lease type (finance / operating)

Marketing

Corporate branding & Signage

Customer communication

Give aways





Skills

- Financial analyses
- Budgeting
- Forecasting
- Marketing techniques
- Branding guidelines
- Know the signage rights as per the contract

NPV, Cashflow, interest,
bottom-line, TCO, marketing
mix, visual, logo, branding

- Speak the language:



Trends that indicate importance of partnering with key support functions

Core2020 Becoming the “Super Nucleus”

Fact: Almost 75% of survey respondents believe new integrated workplace leadership will emerge by 2020.

Summary Points

- Managing and leading an integrated workplace
 - Bridge functionals
 - Leverage collaboration
- Leadership needed to inspire collaboration
 - No “one size fits all”
- CRE as leader of the Super Nucleus
 - Precedent?
 - Tactical to Strategic
 - CRE across the enterprise



New Strategic Function Ensuring an Enabled Employee and a Productive Workforce

Two quotes:

- The next wave of collaboration will be crucial to CRE success and is leading to structural change
- Increased and potentially formally structured collaboration between support services could represent a new elevation opportunity for CRE

COLLABORATION BETWEEN CORPORATE REAL ESTATE
TEAMS, HR, IT AND FINANCE IS NECESSARY TO UNLOCK
PRODUCTIVITY THROUGH WORKPLACE TRANSFORMATION



JLL: 5 Trends

1 Expectations and pressures build, heightening the risk of underperformance

Leadership pressure demands action at both tactical and strategic levels. CRE teams are being challenged to impact and add value to a wider range of agenda items.

2 Increased demand is leading to faster-paced evolution of CRE outsourcing

Extended and complex demands on in-house CRE teams are driving rapid growth in CRE outsourcing across more geographies, functions and corporations.

3 Workplace transformation is the key to unlocking worker productivity and optimizing portfolios

Embracing new work styles and implementing supportive new workplaces has been a strategic vision, if not immediate intention, for years. This is changing rapidly.

4 CRE must become a collaborative change agent

A greater focus on workplace transformation calls for a cultural shift within the CRE team. CRE teams need to become adept at working across the organization and positioning themselves as agents and managers of change across shared services.

5 Failure to deliver in emerging markets will become one of CRE's greatest reputational risks

The CRE function remains tasked to deliver operational platforms in select growth markets. These markets will be central to driving corporate competitiveness.


Figure 8: The key requirements of CRE teams

Forward thinking/Challenging status quo	22%
Presenting real estate options and scenarios	20%
Business acumen/Understanding of broader business	17%
Providing data and insights	12%
Focused on innovation	8%
Efficient stakeholder management outside CRE	8%
Improving the internal reputation of CRE	5%
Adding new skills (e.g. change management, financial acumen, etc.)	4%
Improving CRE team communication/Relationship skills	3%

QUESTION: Rank the importance of the following CRE attributes to your organization.

Base: 545 respondents

Note: In this table, responses include the top-ranked attribute only. Totals may not equal 100% due to rounding.



4 CRE must become a collaborative change agent

Integration as THE Solution, two quotes:

- It is the responsibility of CRE&FM executives to identify and deliver solutions that convey real organizational value, aligned with corporate issues like talent cliffs, financial uncertainty, image value and the ability to make quick and decisive moves in their own markets. **Enter integration 2.0**
- The needs of today’s working generation are more complex and dynamic than ever, and creating efficient, effective and flexible work environments that take into account total well-being have become critical.



Quote

- "Corporate Real Estate is a means to facilitate business-processes of its end-users. Therefore CRE-management is not about bricks and square meters but it's about improving business."

Shifts in CRE management



Subject

- Optimizing facilities



Optimally facilitate business-processes

Management focus

- Optimizing CRE-costs and return



Optimal contribution to business-result

Knowhow

- Knowledge about CRE



Integrated business and CRE knowledge

CRE as the future nucleus of business services or ..????

Agressive? Illusion? Ambitious?



- Extrapolate current support model and skills CRE manager
- Add holistic view where CRE is an integral part of the corporate strategy
- Compare with evolution of IT department, CIO -> CREO
- **Take the lead otherwise this opportunity will go to another function !!**



Thank you

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