

Facilities Management Transformation - Lessons Learnt

Wednesday 17th February 2016, Unilever, Victoria Embankment, London EC4

Moderator: Adam Hoy, Global Head of FM, Unilever
Speakers: Sophie Hutt, Senior Finance Manager, Unilever
Keith Gould, Global Contract Manager, Unilever

We gathered together on a damp February evening in Unilever's splendidly renovated 1930's 100VE Skyline building on the corner of Victoria Embankment, overlooking Blackfriars Bridge, for a workshop jointly set up by CoreNet UK's Strategic FM and Workplace Communities.

Adam Hoy, Sophie Hutt and Keith Gould (standing in for Kem Boerrigter), of Unilever's FM team were to talk to us about the huge global facilities management transformation programme they have been running for the last five years, before looking at areas of potential improvement to some of their most commonly faced issues in an interactive session that would involve plenty of audience participation and mutual learning.

Adam Hoy spoke first to introduce the session and speakers, and do the housekeeping bits. The floor was then taken by **Sophie Hutt**, who described herself as the financial and business partner of the FM team in Unilever, and **Keith Gould**, who is in charge of managing contracts globally.



With 254 sites within the programme and a mixed portfolio of offices and manufacturing, the decision had been taken to outsource facilities management to not one but two suppliers - Sodexo and CBRE. Using Europe as the test-bed, a programme was constructed and has been rolled out across the world on a country by country basis. It is now 65% live.

So what's next? Having gone through the period of fact finding and set-up, phase two (FM 2.0:) is proving to be a process of unpicking, of simplifying some of the specifications, of focussing more on a site specific basis. Does a single programme for offices and manufacturing sites (supply chain) work, or are two separate programmes required? Four main areas of challenge have been identified: measuring performance, human capital, data storage, and supply chain. On measuring performance FM 2:0 is less about finance and more about ensuring Unilever delivers the right services at the right quality and standard within the portfolio. On human capital there are issues with supplier and in-house capability within some regions - it is more about working together with partners to build

maturity in the market place . On data storage the key is cost and commercial relevance, and on the supply chain the challenge is to ensure that the contract is robust enough to drive value.

After a brief Q&A session (what are your successes? What about the differences between two suppliers? What would you have done differently?) came the audience participation. Each of the five tables was set an 'exam question' based on the four challenges and the discussion on each table was led by a member of the Unilever team. At the close of 15 minutes, discussion was halted and a rep from each table summarised the results.

Adam wound up the whole session with a brief run-down of the key lessons learned by his team in their FM transformation among which are the need to build in contract flexibility and to be aware that there will always be delays, alongside the need to spend a lot of time ensuring the value proposition is understood and the business case made clearly to all concerned.

An excellent workshop - testified to by the fact that almost everyone stayed on afterwards for a drink and to talk, once again, over the subject.

ENDS