An aerial photograph of a city skyline, likely Hong Kong, at sunset. The sun is low on the horizon, casting a warm, golden glow over the scene. The sky is filled with soft, orange-tinted clouds. In the foreground, several tall skyscrapers are visible, including the Bank of China Tower. The water in the harbor is dark, with many small boats and larger ships. A large, bright yellow diagonal shape cuts across the right side of the image, starting from the top right and extending towards the bottom left. The text is overlaid on the upper part of the image.

FSTL's Höstmöte 2016  
Trondheim  
2016-10-17

## TRENDER INOM FM

Magnus Kuchler



Building a better  
working world

# Good morning!

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**Magnus Kuchler**

Partner EY Advisory Services  
Stockholm Office

Management consultant over 20 years  
Head of REFM/Workplace Advisory Nordics

Advisor in 25 “inhouse” REFM transformation programs  
Advisor in +90 outsourcing deals over 20 years  
whereof ~65 within REFM outsourcing  
Been running FM Benchmarking programs since 2002

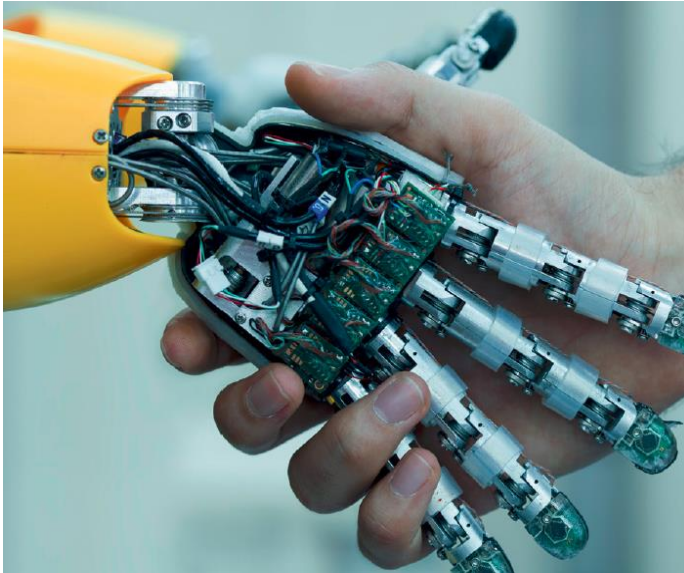
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# Two "mega trends" will radically change how we are working with FM

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## Digital Workplaces



## New Sourcing Business Models



# Global High-tech Megatrends that will change how we do FM *(and learn some cool words...)*

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**"Analytics"  
och  
"Big data"**

**3D printing**

**Internet of  
things**

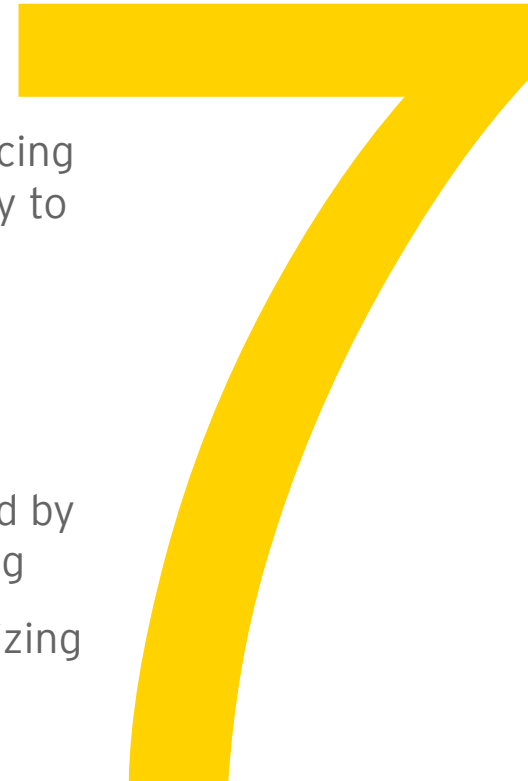
**Robots &  
Robotics**

**Virtual reality**

# EY REFM Point of View 2016

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1. **Globalization and centralization** of RE & FM operating models with CxO ownership
2. **Strategic value and transformation** through total cost of ownership focus
3. **Mindset shift and competence development** for "best fit" sourcing business model, tendering process and governance, which apply to Buyers, Suppliers and Procurement
4. **Competitive and attractive workplace concepts such as ABW (Activity Based Workplaces)**, strengthening "the brand", increasing productivity and assuring talent influx,
5. **Analytics and digital transformation of the Workplace**, enabled by affordable technology and a need for fact based decision making
6. **New value pools**, creating value beyond savings through optimizing building square meters by site consolidation, proactive space planning and technical maintenance excellence
7. **Moving from buying activities to buying competitive advantage** through true **strategic partnerships** that create "win-win" solutions



# Summary from a Deal review (live case) show that buyer and supplier have opposing interests

The **economic model** has created opposing interests between the parties



## BUYER

Want cost reduction

Want innovative solutions

Reduce volumes

Gain share mechanism is not used and is not strong enough to compensate for lost margins due to efficiency improvements

Mismatch

Mismatch

Mismatch

## SUPPLIER

Not incentivised to do so

Buyer attitude and tendency to micromanage prevents this

5% management fees on costs does not incentivise this



*“Current setup does not push supplier to be strategic and innovative, rather it allows it to stay the way it is. There is no penalty for negative behaviour”* **BUYER**

*“The contract typically does not incentivise both parties equally. Supplier has no real incentive to cut costs”* **SUPPLIER**



# Overall Ailment traffic light assessment show that the deal suffers most of the outsourcing ailments



Penny wise & pound foolish



Outsourcing paradox



Activity trap



Junk yard dog



Honey moon effect



Sandbagging



Zero sum game



Driving bling disease



Measurement minutiae



Power of not doing



*The water melon scorecard...*

# Two key decisions that must be made before outsourcing

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	Relationship Model	Economic Model
What is It?	A relationship model determines how you will formally control or influence your supply source	An economic model determines how you will manage the economics of the relationship
What are your alternatives?	<p>Three relationship models:</p> <ul style="list-style-type: none"><li>• <b>Transactional Contract</b><ul style="list-style-type: none"><li>• <i>Power based</i></li></ul></li><li>• <b>Relational Contract</b><ul style="list-style-type: none"><li>• <i>Trust based</i></li></ul></li><li>• <b>Investment</b> / Vertical Integration</li></ul>	<p>Three economic models:</p> <ul style="list-style-type: none"><li>• <b>Transaction-Based</b><ul style="list-style-type: none"><li>• <i>Activities drive behavior, e.g pay per Unit, per Hour, per Activity)</i></li></ul></li><li>• <b>Output-Based</b><ul style="list-style-type: none"><li>• <i>Pay for supplier output such as SLAs or Guaranteed savings glidepath</i></li></ul></li><li>• <b>Outcome-Based</b><ul style="list-style-type: none"><li>• <i>Boundary Spanning/Business Outcomes with shared risk/shared reward</i></li></ul></li></ul>



# Sourcing Business Model Matrix

## - choose the best fit model!

		Economic Model		
		Transaction-Based	Output-Based (Performance-Based / Managed Services)	Outcome-Based
Relationship Model	Investment/ Vertical Integration	<ul style="list-style-type: none"> <li>Investment/Equitable Partner (e.g. Joint Venture, Subsidiary, Co-Op)</li> <li>Shared Services</li> </ul>	<ul style="list-style-type: none"> <li>Investment/Equitable Partner (e.g. Joint Venture, Subsidiary, Co-Op)</li> <li>Shared Services</li> </ul>	<ul style="list-style-type: none"> <li>Investment/Equity Partner (e.g. Joint Venture, Subsidiary)</li> <li>Vested Shared Services</li> </ul>
	Relational Contract <i>Trust based</i>	<ul style="list-style-type: none"> <li>Preferred supplier</li> </ul>	<ul style="list-style-type: none"> <li>Performance-Based (Managed services)</li> </ul>	<ul style="list-style-type: none"> <li>Vested</li> </ul>
	Transactional Contract Power based	<ul style="list-style-type: none"> <li>Simple transaction supplier</li> <li>Approved supplier</li> </ul>	Mis-Match – Not a Viable Strategy	Mis-Match – Not a Viable Strategy

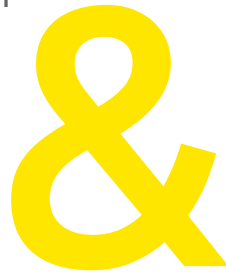
# In order to create value beyond savings companies need to pursue new business models



## Classic sourcing business models

- Competitive sourcing
- Transactional business model
- Transactional contracts (instruction/function based)

→ Buy commoditized services  
→ Generate cost savings  
→ Often no incentives to innovate  
→ The “zero sum” game



## New sourcing business models

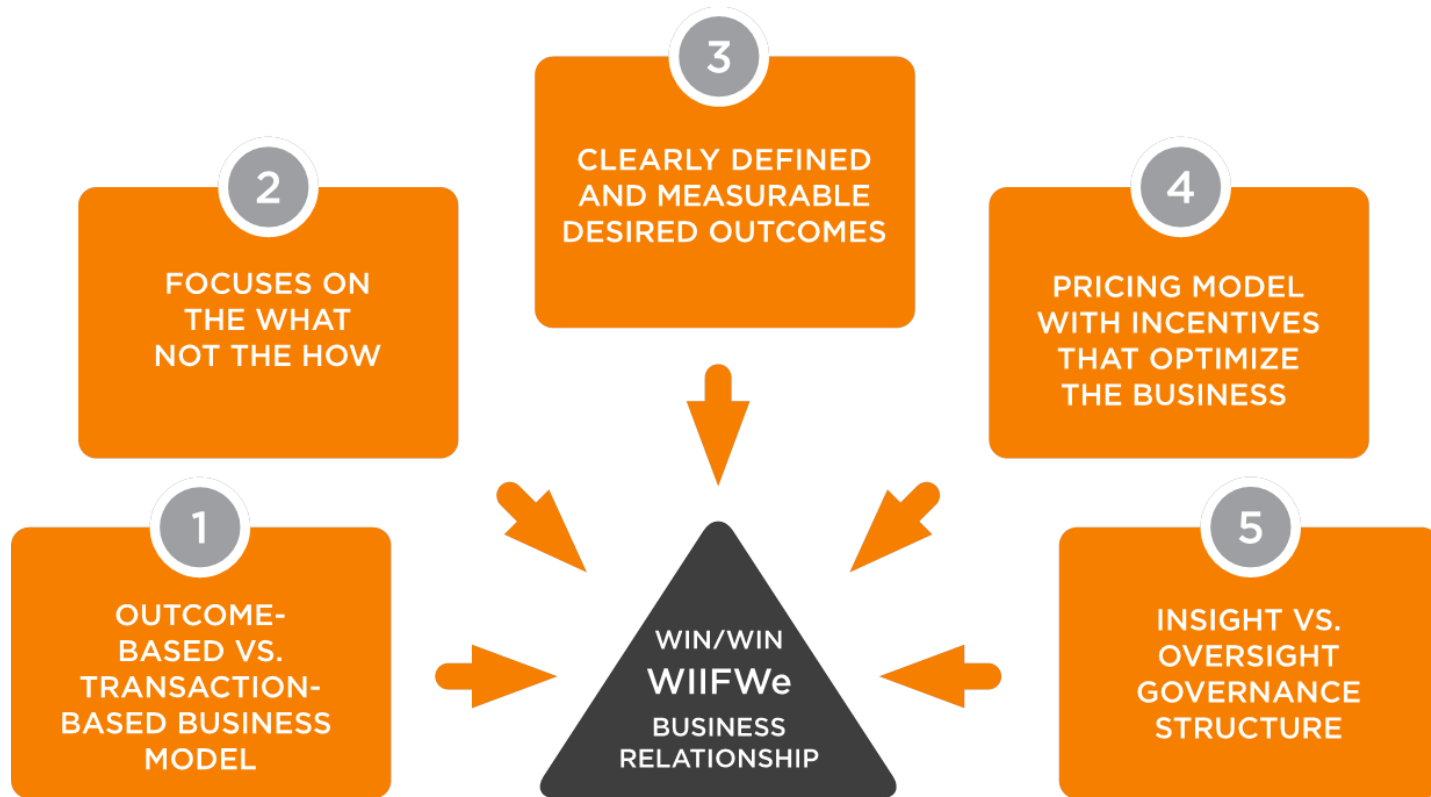
- Collaboration and true partnership
- Outcome-based business model
- Relational contract

→ Buy strategic outcomes  
→ Generate value beyond savings  
→ Foster innovation  
→ Win-win

*The classic way and new business models will co-exist, but new business models will become more frequent*

# Vested is a true partnership sourcing model fit for transformation, innovation and value creation for both buyer and supplier

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Source: Vested®

Thank you!

Questions





# Benchmarking av FM i Sjukhus 2011-2016

FSTL's höstmöte i Trondheim

17 oktober, 2016



Building a better  
working world

# Deltagare i Sjukhusbenchmarkingen 2016



**17 svenska landsting och 44 svenska sjukhus  
4 norska helseforetak och 9 norska sjukhus**



# Programmets omfattning

Totalt 21 Landsting / HF & 53 Sjukhus

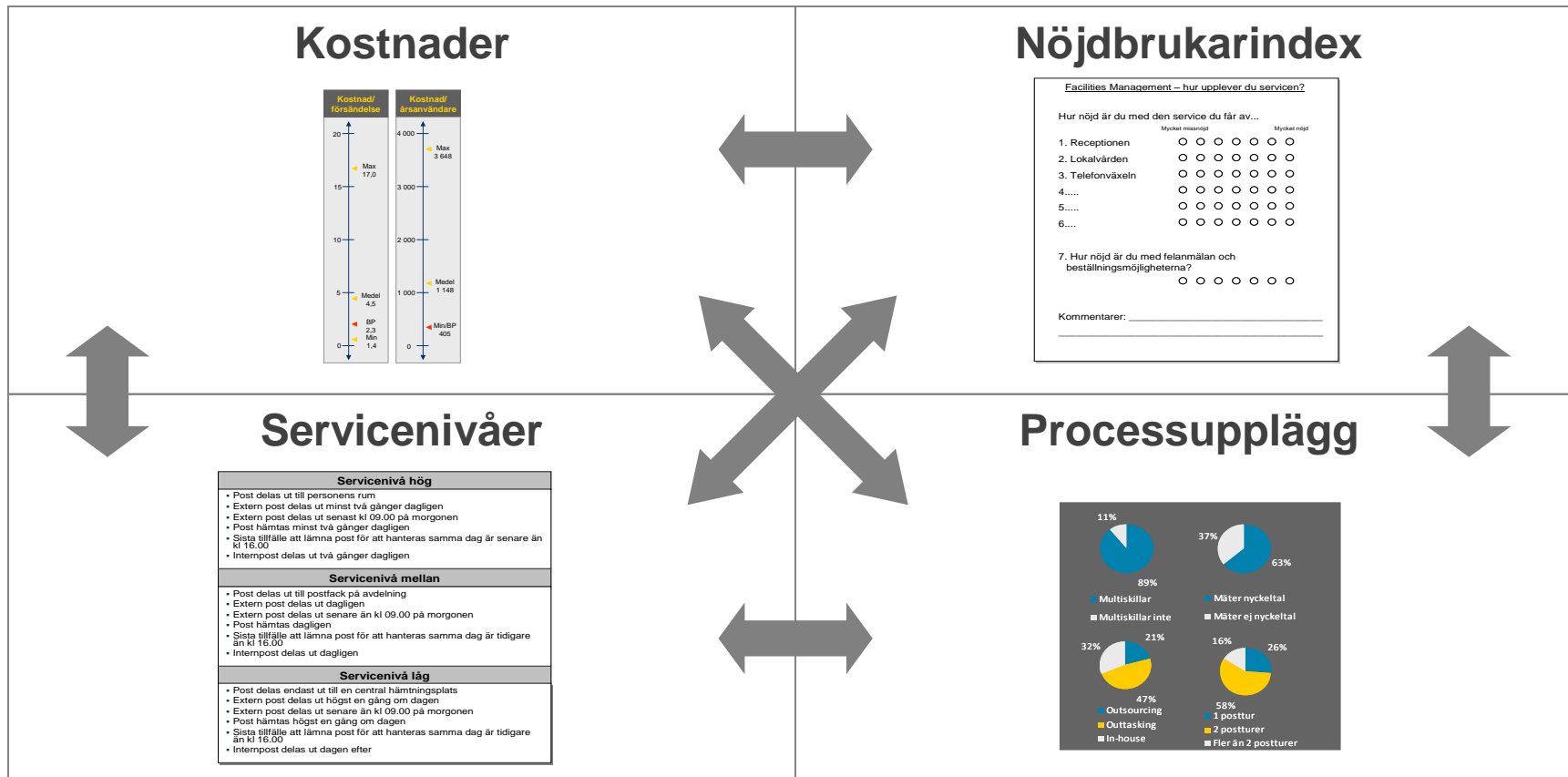


Åtta processer\*

1. Avfallshantering
2. Bevakning
3. Lokalvård
4. Materielförsörjning
5. Patientkost
6. Patienttransporter (ny för i år)
7. Personalmåltider
8. Textilhantering

\*Processerna **Fastighetsdrift** och **Posthantering** har pausats under 2016 efter beslut från Best Service

# Benchmarkingen tar flera faktorer i beaktning



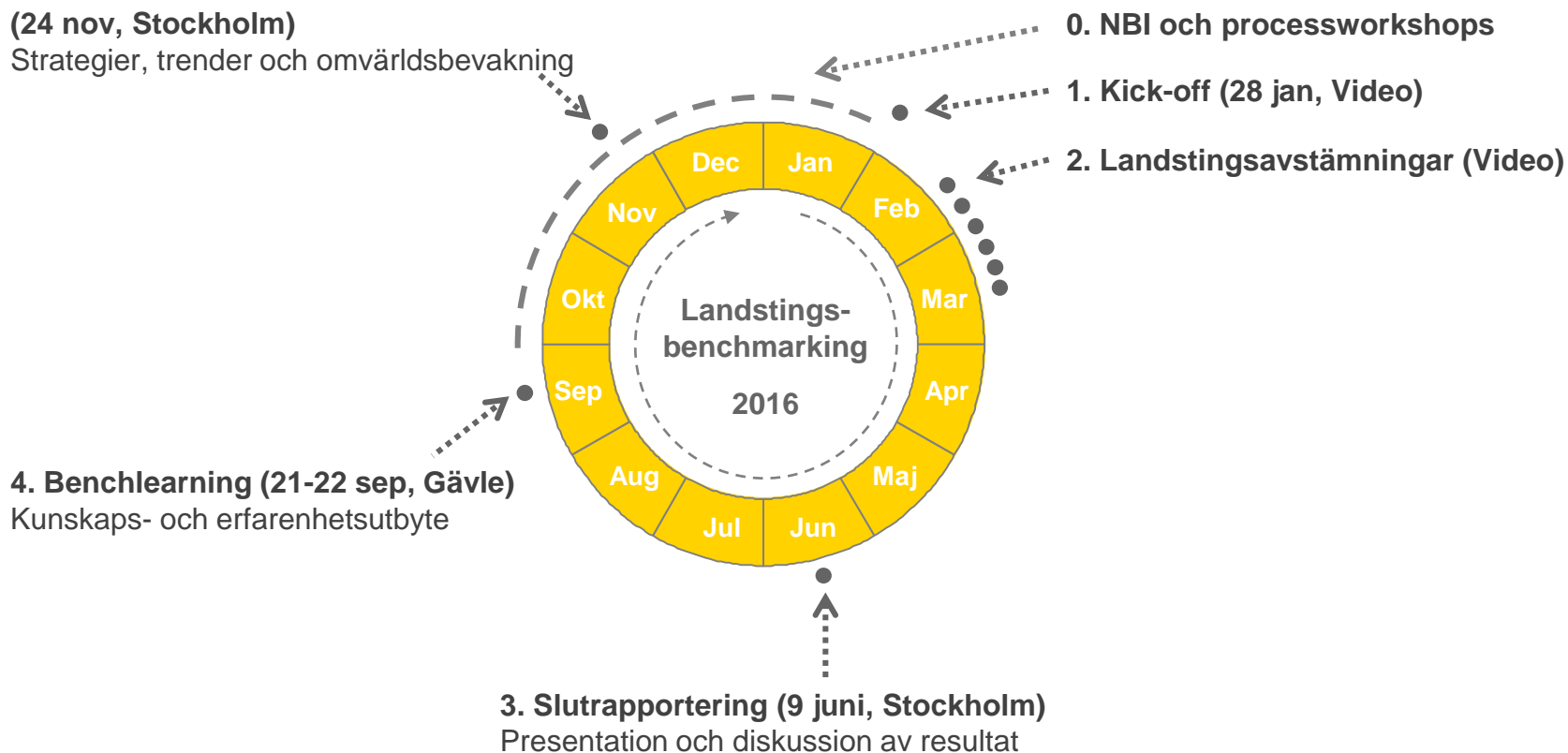
All data som samlas in gäller 2015

# Programmets tidsplan

## 5. Servicechef Roundtable

(24 nov, Stockholm)

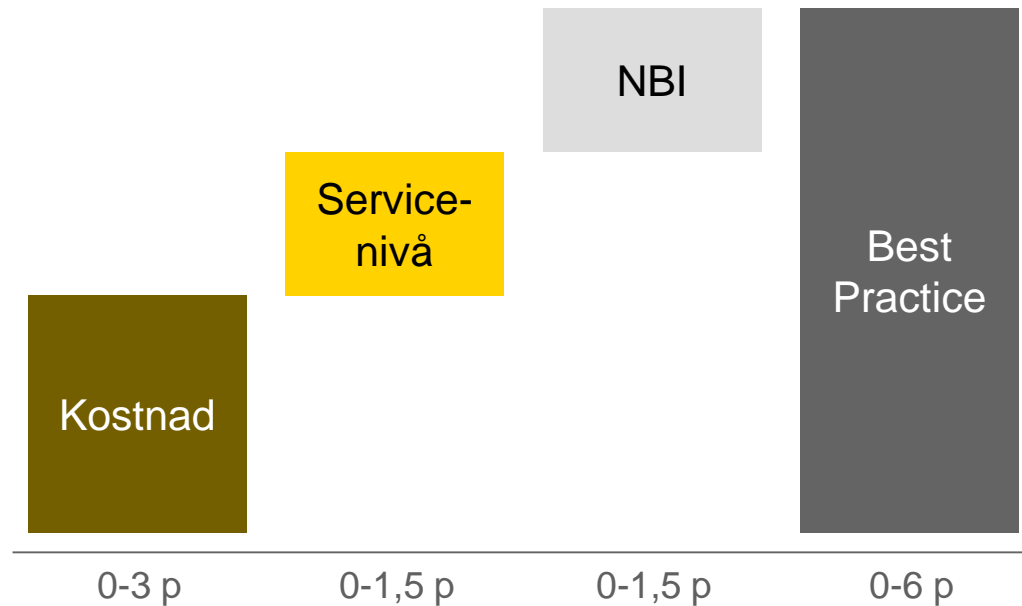
Strategier, trender och omvärldsbevakning



# Best Practice beräknas utifrån kostnader, servicenivåer och resultat från brukarundersökning

## Beskrivning av Best Practice-beräkning

- ▶ Tre viktade delar ligger till grund för beräkningen av vilken deltagande site som är Best Practice för respektive process
  - ▶ **Kostnadsnyckeltal**, 0-3 poäng
  - ▶ **Servicenivå**, 0-1,5 poäng
  - ▶ **NöjdBrukarIndex (NBI)**, 0-1,5 poäng
- ▶ Maxpoäng för varje process är 6 poäng, vilket förutsätter:
  - ▶ Lägst kostnadsnyckeltal
  - ▶ Högsta möjliga servicenivå
  - ▶ Högsta möjliga NBI
- ▶ **Högst totalsumma ger Best Practice**



# Det har varit en härlig utvecklingsresa från 2011 till 2016

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## 2011

Ingen kunskap om benchmarking mellan sjukhus och landsting

Ingen aning om vilken kostnadseffektivitet sitt eget sjukhus hade

Olika "språk" och definitioner

Endast ett fåtal sjukhus mätte patientnöjdhet och kundnöjdhet

Olika lösningar av patientkost i hela Sverige

Årets tema "Övertagande av aktiviteter från vården"

Mycket begränsat utbyte av information och smarta lösningar mellan Landstingen

## 2016

Benchmarking – det är vi bra på!

Bra kontroll på kostnad per process och även i jämförelse med andra sjukhus!

Gemensamt språk och definitioner som underlättar diskussioner mellan sjukhus!

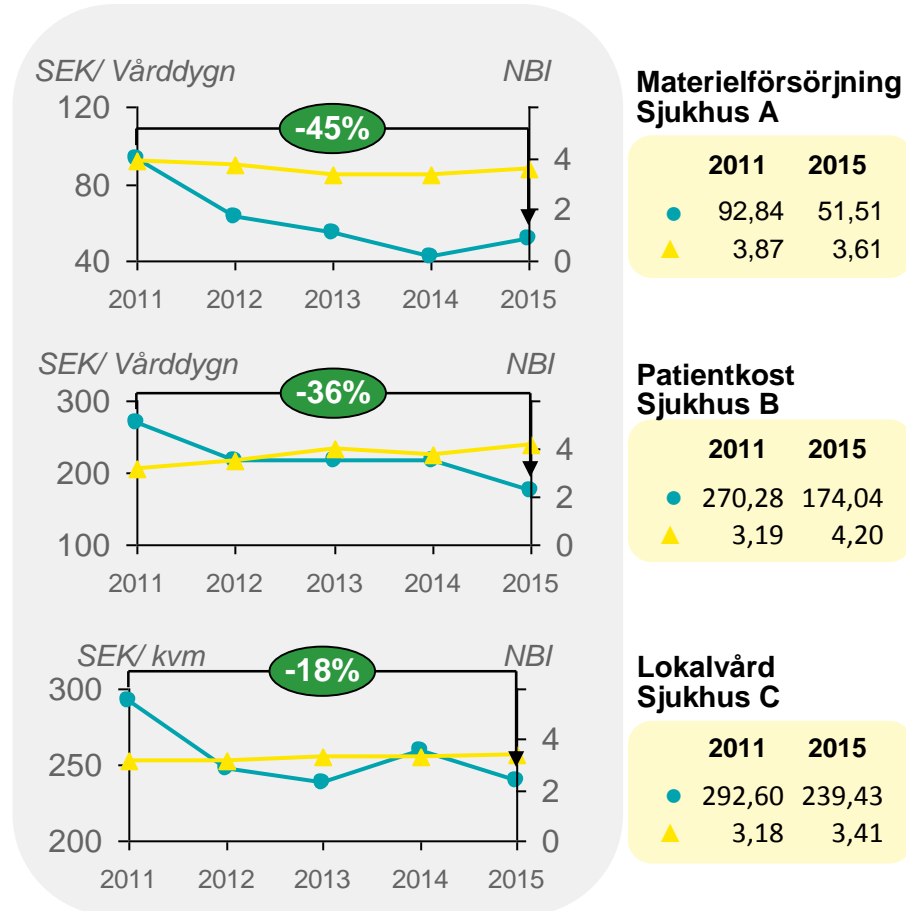
Alla deltagare mäter nöjdhet!

Lärt av varandra och utvecklat processen!

Full fart med Vårdnära Service – VNS!

Flera träffar per år och många "spontana" kontakter mellan Landsting!

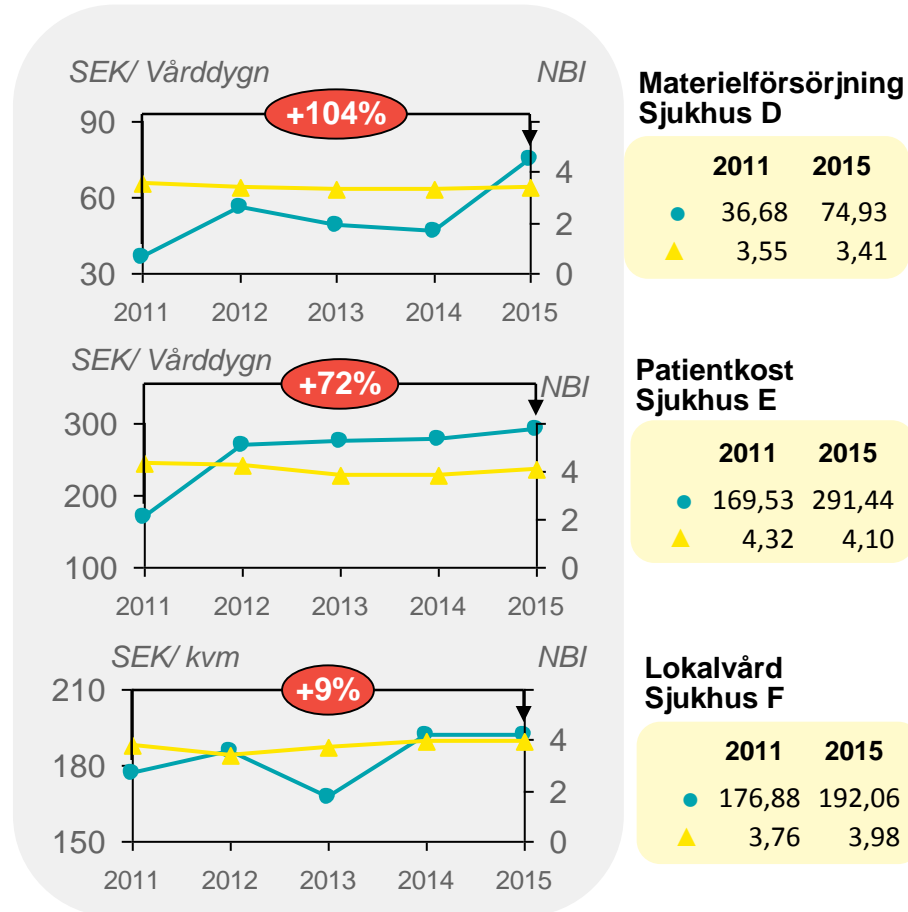
# Benchmarking som används på rätt sätt har potential att leda till stora förbättringar



- Processkostnad
- ▲ Nöjd Brukar Index



# ...det räcker dock inte att bara mäta, förbättringsprojekt måste också genomföras



- Processkostnad
- ▲ Nöjd Brukar Index

# EY har utmanat sjukhusen inom ett antal andra utvecklingsområden

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**Kontaktcenter**

**Vårdnära Service  
(VNS)**

**Mätning &  
uppföljning**

**Aktivitetsbaserade  
arbetsplatser**

**Ny teknologi**

**Vad och hur ska  
man upphandla**

# Känslan 2011...

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# ...och känslan 2016!

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Takk!

Spørsmål

