



# Selling the Value of Facility Management

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The Road to Better  
**Facility Management**

# Introduction

John Rimer, CFM

- 19 Years Facility Management
- Numerous Industries & Various Roles
- Owner, FM360 Consulting
- Certified Facility Manager (IFMA)
- IFMA & BOC Qualified Instructor
- B.S. Mechanical Engineering
- Education Chair, IFMA Charlotte



# Agenda

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- State of State
- Recognize Value
- Sell Up, Out, & Down
- Measure, Manage, & Market
- Resources
- Q&A



# State of Facilities...

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- Deferred Maintenance
  - Equipment End-Of-Life
- Lack of Resources
  - "Do More with Less"
- Reactive Maintenance
  - Firefighting
- Skilled Labor Shortage
  - "Silver Tsunami"



# More than Glorified Janitors...



- “Perception is 9/10ths Reality”
  - Stigma
  - Blue Collar Heritage
  - Firefighting
- “I’m Not a Role Model”
  - Lead
  - Put down tools
  - Play Politics



# Recognize the Value of FM



- The Rule of 100/10/1

- 100 – People Productivity
- 10 – Facilities
- 1 - Utilities

*Costs - Overhead*



# Increasing Productivity...



## Thermal Comfort

- 4% per 1 degree
- Warm = 56% more errors
- Cold = 28% more errors
- Low RH (below 25% = 7% slower

## Indoor Air Quality

- Change Air Filter = 9%
- +1 CFM/SF = 4%

# No More Firefighting

## Cost of Reactive Maintenance

- RM Costs 3X to 5X more than PM (MT-Online)
- DOT Study found 8X higher costs

## Value of a robust program

- Reduce O&M costs by 50% (IFMA)
- Double productivity of staff (IFMA)





# Green Equals Green...

- Understand Green Goals
  - "Green for Skeptics"
- Maintenance Saves Energy
  - Filters – 15% to 20%
  - Cleaning Coils – 30%
  - Aligning Equipment – 15+%
- RCx and Cx365 – 15% to 25+%
- Measure & Market Savings!



# Selling Up...



## C-SUITE

- Collect Data
- Study Players
- Understand Climate
- Interpret Facilities
- Tout Value
- Execute



# Selling Up...

## Triple Bottom Line\*

- Financial
- Social
  - Workplace
  - Marketplace
  - Community
- Environmental

\*Elkington 1994



# Business Cases - Where We Fall Short...



## Current Approach

- Verbose
- Cost Centric
- Technical

## New Approach

- "In-Your-Face"  
Business Case

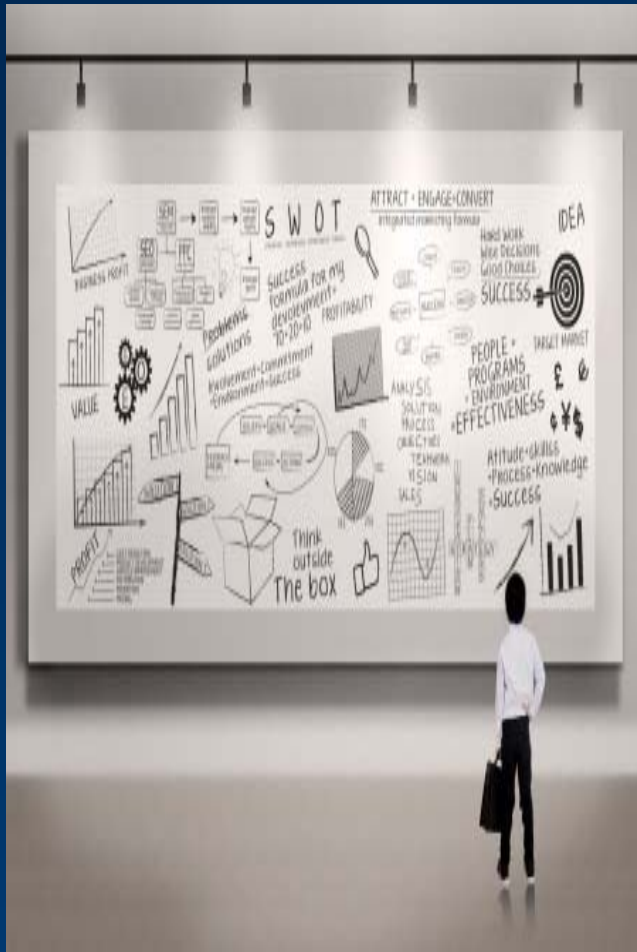


# Selling Out...

- Know your stakeholders
  - Department heads
  - Internal/External customers
  - Occupants/visitors/public
- Don't be Afraid to Ask...
  - Surveys (variety)
  - Customer satisfaction scores
- Manage by Walking Around (MBWA)
  - Manage relationships
  - No HIDING in basement...



# Marketing Plan



- Touchpoints
  - Webpage / Bulletin Board
  - Newsletter / E-mail
  - Service Desk
    - CMMS
  - Face-To-Face



# Selling Down...



- Shared Vision & Goals
  - Top-down & Bottom-up
- Get Team On-Board
  - Work With, Not Against
- Selling from the Grounds Up
  - Elevator Speech
  - Soft Skills Training
- Diplomats...



# Measure

- CMMS/CAFM/IWMS
- Benchmarking Cost Data
  - O&M \$/SF
  - Maintenance Staff/SF
  - Janitorial Staff/SF
  - Industry/Geography/Size
- Resources
  - IFMA's BEX/Store
  - Industry Specific (APPA, ASHE)





# Measure

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- Key Performance Indicators (KPIs)
  - PM/CM Ratio
  - % Complete
    - By priority/criticality
    - On-Time vs. Late
  - Staff Utilization
  - "Discovery Mode"
    - Actual Hours vs. Budgeted
- Analyze – How Improve?
  - Training, tools, etc.



# Market

- Share Successes
  - Post Goals
  - Website/Board
  - Newsletter
- *Always Selling!*



# Free Resources

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