

TEMC 2016 – From Rhetoric to Reality

Achieving Strategic Alignment in an Outsourced Relationship

Presenters:

- Patrick Homan
- Cliff Henderson

Introduction to Victoria University of Wellington

- 16,900 EFTS
- 1,990 FTE Staff
- 5 Campuses plus 3 “satellites” – approx. 150 buildings²
- 215,000m² GFA (20,000m² leased)
- 3,000 “controlled” student accommodation beds
- 130,000 + asset components
- Property book value \$800m; reinstatement value >NZ\$1.5bn



Introduction to Cushman & Wakefield

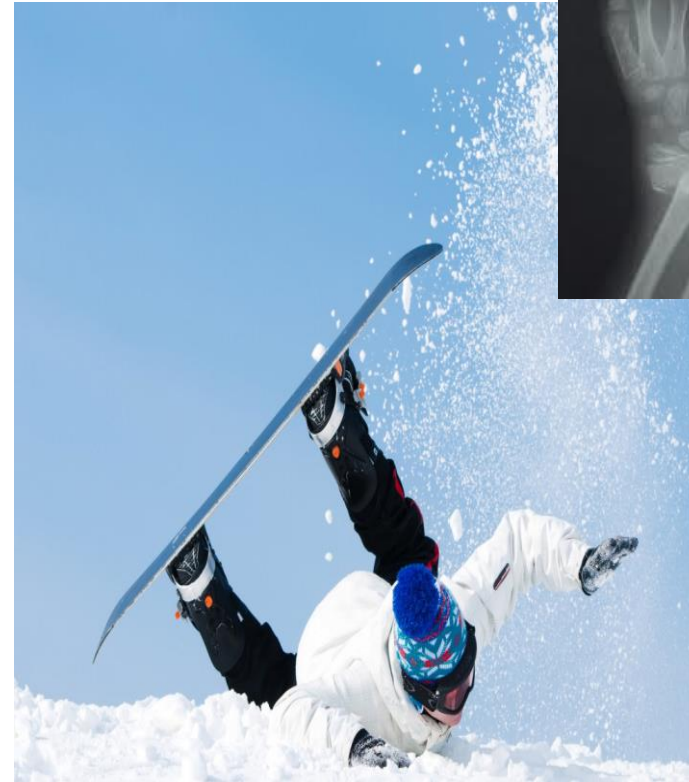


But before we begin.....

Rhetoric



Reality



Rhetoric – Reality

Rhetoric is a technique of using language effectively and persuasively in **spoken or written form**. It is an art of discourse, which studies and employs various methods to **convince, influence or please** an audience.

Reality is the state of things **as they actually exist**, rather than as they may appear or might be imagined.

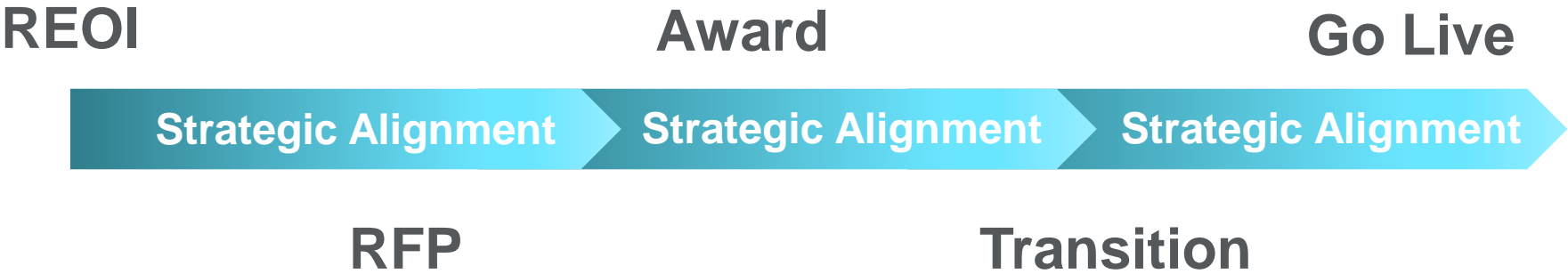
msgarritano / wikipedia

Strategic Alignment

Strategic alignment is the process and the result of **linking an organization's structure and resources** with its strategy and business environment (regulatory, physical, etc.) Strategic alignment enables higher performance by **optimizing the contributions** of people, processes, and inputs to the realization of **measurable objectives** and, thus, **minimizing waste and misdirection of effort** and resources to unintended or unspecified purposes.

wikipedia

Preliminary Journey



From the RFP

2. Background

2.1 By selecting a Respondent the University wishes to **optimise value and quality through taking a University-wide perspective** Securing agreements for facilities maintenance type services as outlined in the REOI dated 25 January 2013.

2.2 The University wishes to appoint a supplier for Services who will provide high quality service in a consistent manner to all areas of the University **whilst recognising and catering for our unique requirements.**

2.3 The University has extensive planned maintenance systems in place, but encourages contractors to develop and promote new ideas or approaches that are compatible with the University's operations and requirements, and commitment to **achieving efficiency and cost savings** where possible.

From the Executive Summary

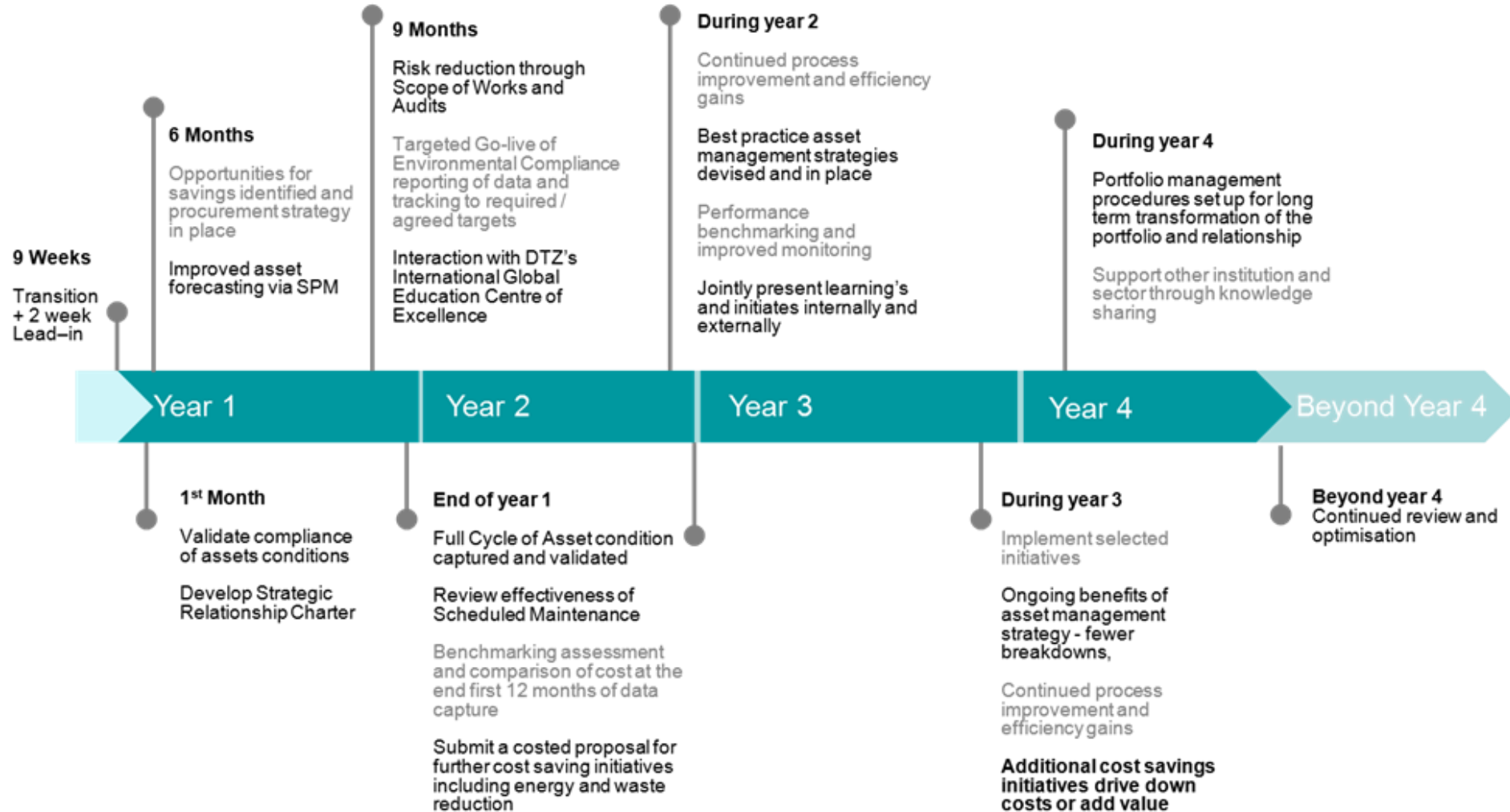
Cushman & Wakefield is **excited to be considered** as your service provider and is eager to become a long term partner with the University on a journey that will be measured by the value we deliver in partnership with the University FM Team, jointly playing a key role in **enabling the University to be seen as the most vibrant and inviting venue for tertiary education and research in New Zealand.** We are aware that the University provides facilities used by 25,000 students and staff and is already the number one institution in New Zealand for overall research quality.

The Rhetoric In Hard Format



The Journey (Rhetoric)

The journey



Victoria University – Campus Services

Primary Strategies	Enabling Strategies	Pressures/Drivers	Issues	Existing Projects	Potential Opportunities
Relating to all campuses					
<ul style="list-style-type: none"> • Adopt a distinctive academic emphasis • Enhance research quality, quantity and impact • Provide a holistic learning, teaching and student experience that is second to none • Secure the intellectual potential put at risk through experience of disadvantage • Deepen engagement with alumni, benefactors and communities • Deepen Victoria University's intellectual influence in the Asia-Pacific region 	<ul style="list-style-type: none"> • Double the community of world class scholars choosing Victoria • Attain the scale, quality and academic profile of leading public universities • Optimise the University's organisation, processes, facilities and use of resources • Increase and diversify sustainable revenue • Communicate the quality, values and distinctiveness that define Victoria 	<ul style="list-style-type: none"> • Planning for growth – academic, student services • Distinctiveness themes • Quality of facilities • Student accommodation - more and different • Maori/Pasifika facilities • Changing pedagogy • Student experience improvement opportunities 	<ul style="list-style-type: none"> • Best plan for Kirk • Need space for growth, decant • Type/qty of future teaching space • Creative Hub in CBD • Limited funding – defer renewals, seismic • Flexible and re-assignable • Seismically resilient • New investment vs refurb 	<ul style="list-style-type: none"> • Kirk - retrofit, new build or defer • New leases • Refurbishment - Laby, Cotton, Easterfield • Music - Civic Square vs Kelburn 	<ul style="list-style-type: none"> • Creative Hub • Gateway stage 2 for science • Fale • Marae upgrade • Rec Centre Upgrade • Other new buildings

Cushman & Wakefield - Strategies

Our Beliefs

Deep local and global knowledge
creates significant value for our clients

Relentless curiosity
delivers unseen opportunities

Every touch point is an opportunity
to deliver an exceptional experience for
clients

Diverse backgrounds, cultures and
expertise
Inspire breakthrough innovation

Our brand and our people
Will be the envy of the industry

Alone we are good
Together we are great

Our Values

A strong bias for action

A rigorous focus on results

Value created through insight

The right people powered
by the right platform

Relationships at all levels



Getting Our Teams Together



Strategic Workshop – Shared Objectives / Values / Declaration

Providing a **safe environment**
Innovative and **technology** lead d
Professionalism, demonstrated

Relationship Charter

Declaration

Providing a *safe environment* along with exceptional customer satisfaction underpins our highly *innovative* and *technology* lead delivery team. We pride ourselves as being *trusted advisors* with the professionalism, demonstrated ability and conviction to deliver our shared vision as *one team*.



Shared Objectives

Quality
Timely
Best Practice
Right First Time
Risk Mitigation
Excellence in Service
Delivery
Optimise Asset Life
Get the Basics Right
Robust Information to enable Informed Decisions

Customer Focus

Consistency
Limited Disruption
Culturally Aware
Situational Awareness
Shared Opportunities
Professionalism
Continuous Improvement

Key Values

Honest & Trust
Respectful
Collaborative
Safe
Committed
Ethical
Excellence

Team Player
Fun
Leading
Conscientious
Ownership
Responsible
Supportive
Listener
Engaging
Efficient

Effective
Integrity
Adaptable
Communicative
Polite
Resilient
Open
Reliable

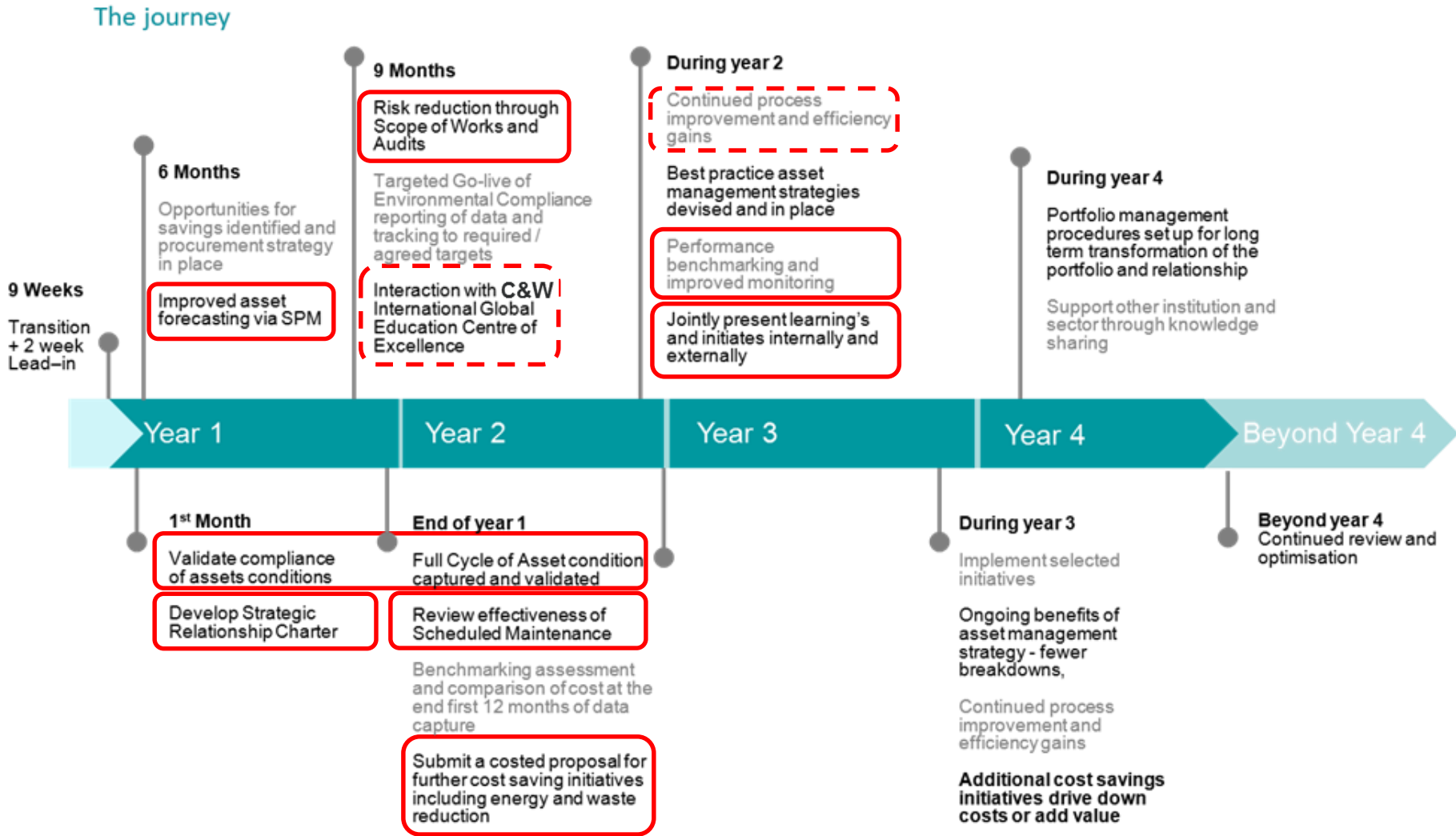


Mark Leonard Paul Amato
Jimmy Bentley Steph Forrest
Rebekah Procter Cliff Henderson
Tom Ludlow Anne Daniel
Patrick Horan Jimmy Chalmers Anne Kavan Sean Lincoln
Koenig Couley Sam Trotter Tony Ode Luke Martin



action underpins our highly
s being **trusted advisors** with the
r shared vision as **one team**.

The Journey (Reality)



Challenges

1. IT Systems

- Interface
- Development “Manage my Expectations”
- Uptake by older workforce

2. Step Change – Into Alignment

- Cultural shift
- Location – Close proximity / Effective Communication
- Appearance – Vehicles / Uniforms

3. Independent Audits

- Selecting an auditor
- Share of cost (Governance)

Opportunities

1. Engagement with FM / Tertiary Sector / Private

2. System development – ROI / RFP

VUW – Wanted an industry leading platform

C&W – Need a progressive client

3. Advanced level of engagement at all levels

4. Quickly tap into the combined knowledge, expertise

5. inventiveness of experienced staff and dedicated resources

Question Time

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