



World Workplace Europe meets **Facility for Future**

Your Facility Conference
March 20-22 | Amsterdam, Netherlands



Vested certified... and what's next?



Agenda



Maurice Verwer
Director Facility Management
& Business Support

Maurice is committed to fully contribute to the strategic goals of an organisation



Kyrza de Bruine
Segment Directeur BS&IT

Kyrza is a game changer who truly builds relationships and unleashes power to create value



Kate Vitasek
Architect of the Vested Model

Kate is the World's Authority on How to create highly collaborative relationships that drive innovation



1 Awareness

2 Understanding

3 Creating

4 Living

Why...?



1

Awareness

Outsourcing FM 2014

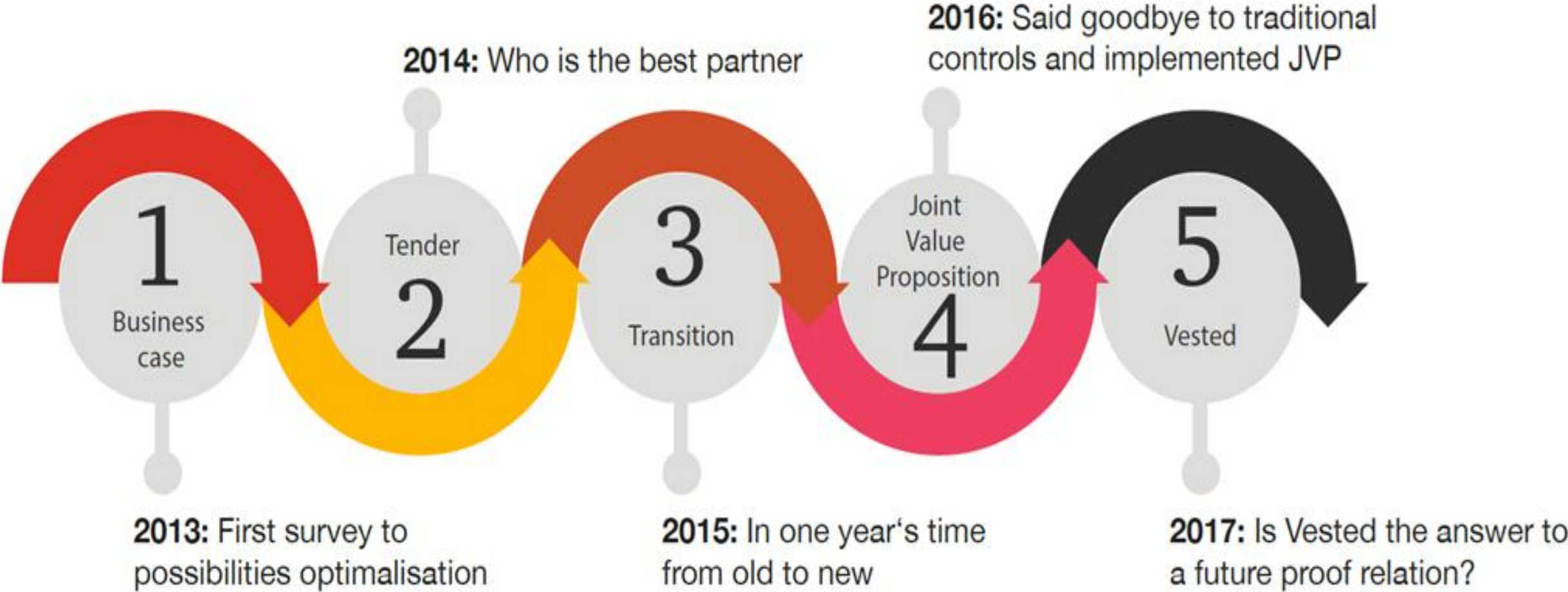
Solution

Integrated
Services Provider

Objectives

1. Process optimization & professionalization
2. Cost optimization and improved flexibility
3. Future career FM employees

Journey so far



Starting point

What we said

- Mutual trust
- Cultural fit
- Shared vision
- Service transformation



What we did

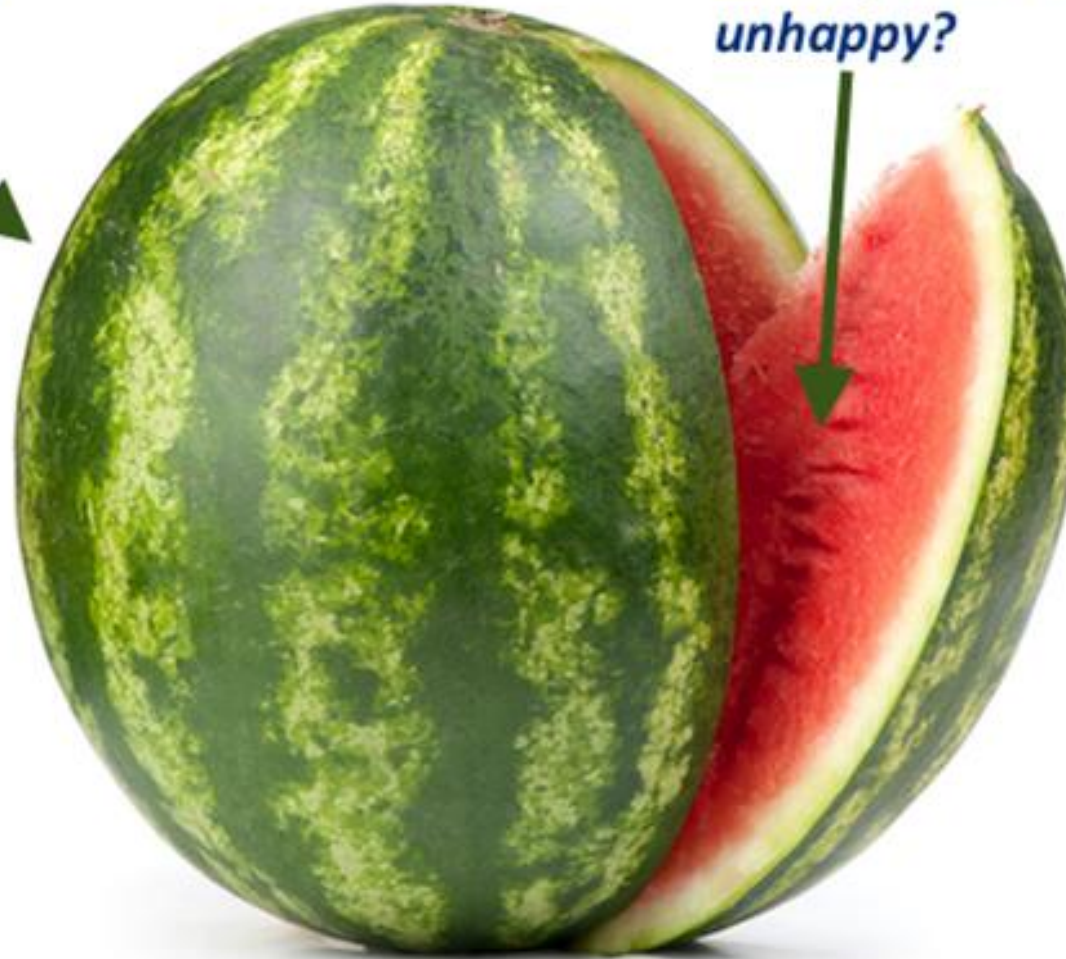
- Hidden agendas
- No financial transparency
- Unaware of each others 'pain'
- Focus on SLA's instead of guest journey
- Gap between contract and ambition

Watermelon effect

*SLAs are
Green!*



*So why is the customer
unhappy?*



2

Understanding

Sourcing Business Model Innovation

Essential differences to support long term strategy.

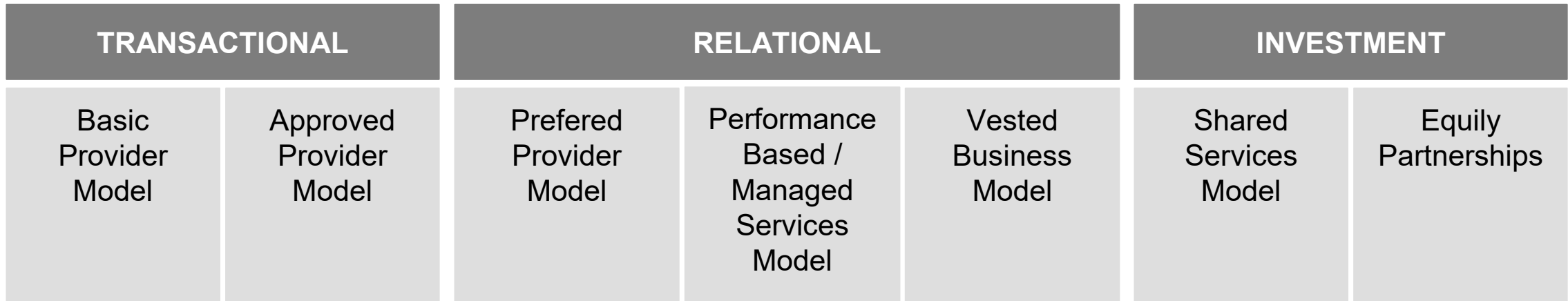


	Transactional contract	Relational contract
Focus	The commercial transactions	The commercial relationship
Relationship	Arms-length relationship	Partnership
Social norms	Disconnected from social norms	Mutually discovered and agreed social norms are explicitly included as contractual obligations
Primary risk mitigation mechanisms	Risk mitigation by use of market power and state power	Risk mitigation and avoidance by creation of continuous alignment of interest
Planning	Aims for completeness, i.e. tries to have contract clauses covering all future events of the relationship	Accepts that complete planning is not possible and aims to create a fair and flexible framework for managing change and uncertainty

Sourcing Business Model

The chosen Sourcing Business Model determines the degree of exchanging ideas and innovations between customer and supplier.

SOURCING CONTINUUM



Market Driven Core Improvements

Productivity Driven Improvements

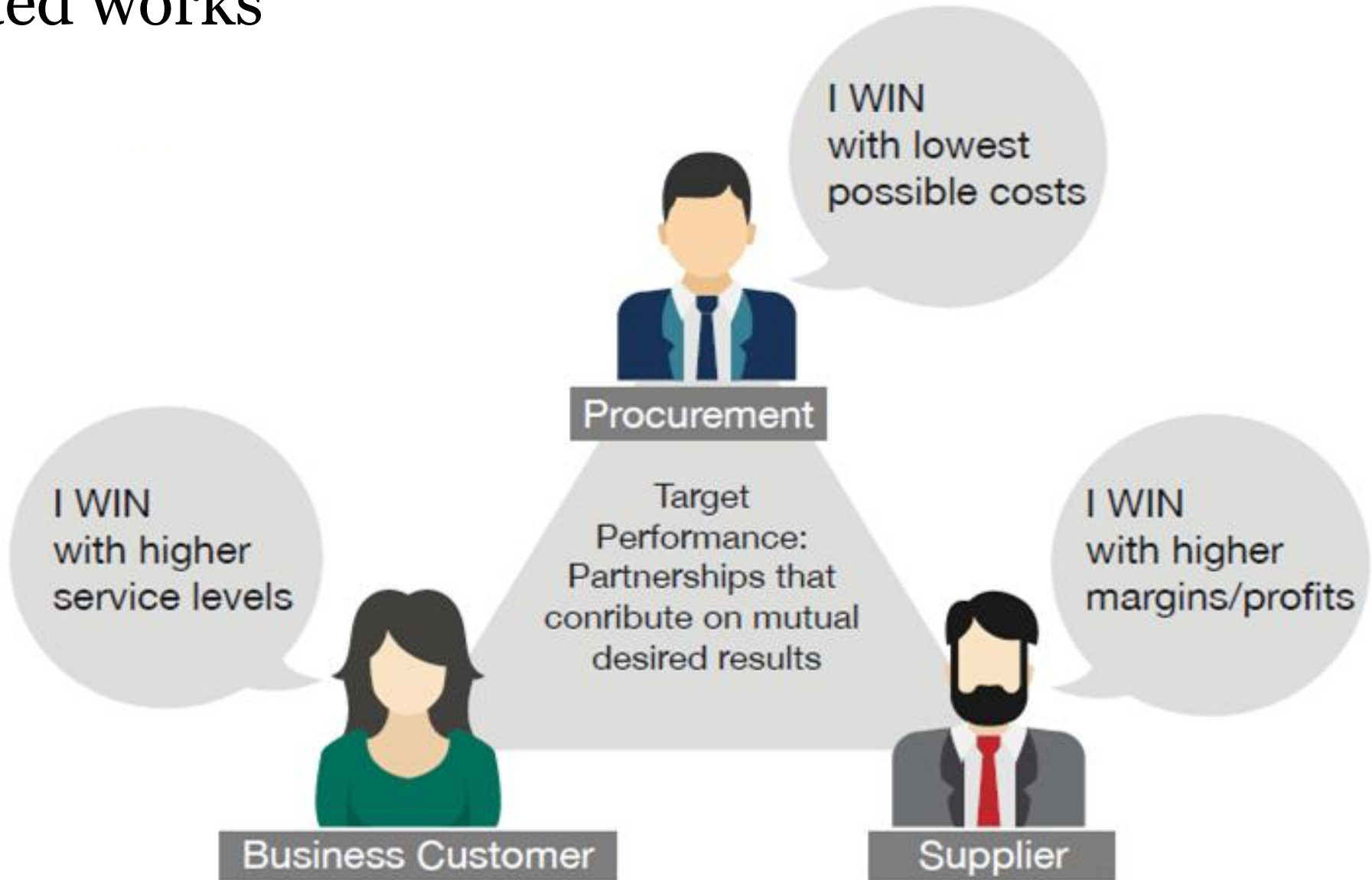
Innovation

What is Vested

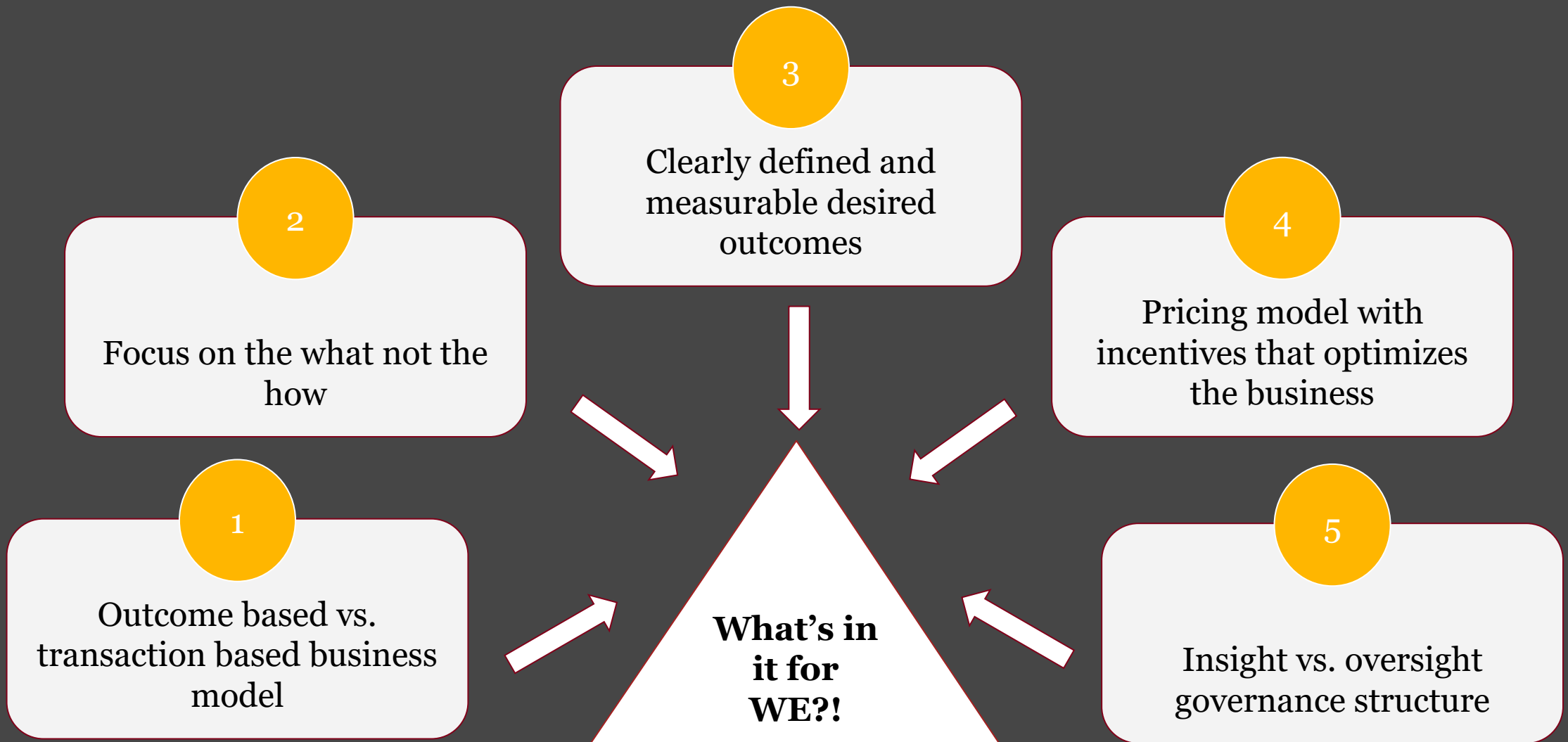


- A business model, methodology, mentality
- Extreme cooperation-oriented business relationship
- Real win-win economics
- Equally committed to each others succes
- Shared values & Goals

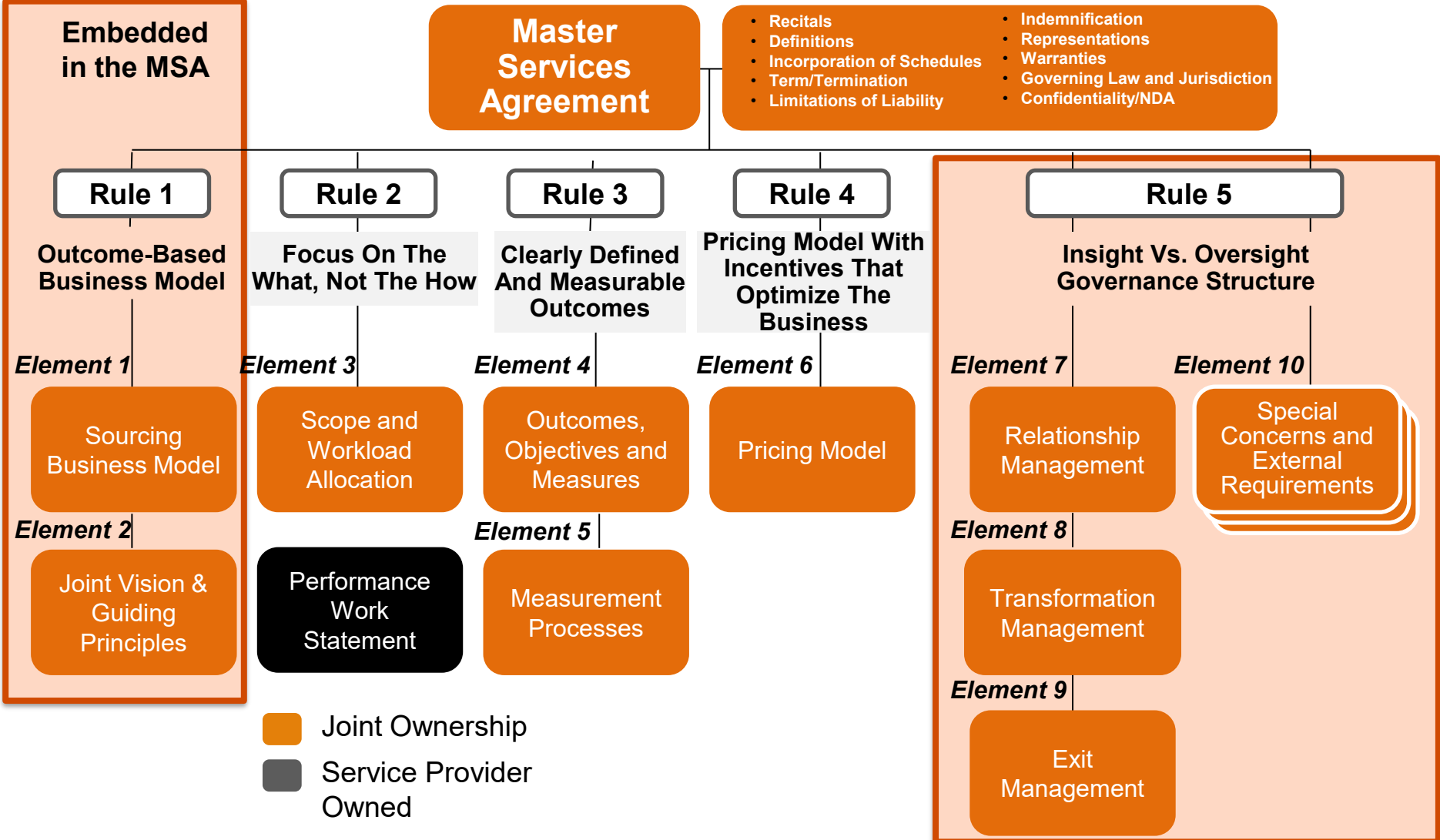
Why Vested works



Five key elements of Vested



A Vested Contract Structure



3

Creating

Vision & Desired Outcomes

Vision

PwC will be the *pre-eminent* professionals services Network Guided by our Purpose:

to build trust in society and solve important problems.

Vision & Desired Outcomes

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Is supported through our
Shared Vision

We partner to provide **world class services** and business performance to offer a work environment for both employees and guests that continuously delivers **memorable experiences**, aiming to beat expectations in every detail. Doing so will **strengthen our brands**, and contribute positively to **attracting, satisfying and retaining employees**. Creating the best place to be!

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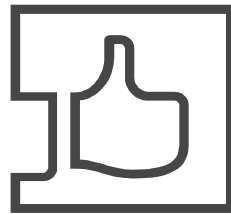
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Reflected in our Desired Outcomes



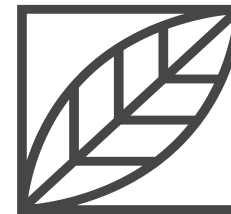
First-class Integrated Facility Services



Best Facility Management (FM) company for PwC



Attract, satisfy and retain business and FM talent



Industry leader in Corporate Responsibility



Innovative and transparent financial reporting

Desired Outcome & Statement of Objectives

1 Desired Outcome



**First-class
integrated
facility services**



**Best FM
company for
PwC**



**Attract, satisfy
and retain
business and FM**



**Industry leader
in Corporate
Responsibility**



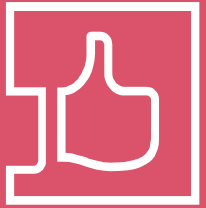
**Innovative and
transparent
financial**

Desired Outcome & Statement of Objectives


1 Desired Outcome



First-class integrated facility services



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Attract, satisfy and retain business and FM



Industry leader in Corporate Responsibility



Innovative and transparent financial

2 Statement of Objectives

High user satisfaction

Brand protection

Quality

Proactive communication

Innovation

High satisfaction among decision makers

Work-life balance

Vitality

Inspiring working environment

Zero waste

Inclusion

Fully circular

Optimal price-quality

Budgetary framework

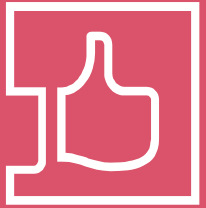
Profitability and payment terms

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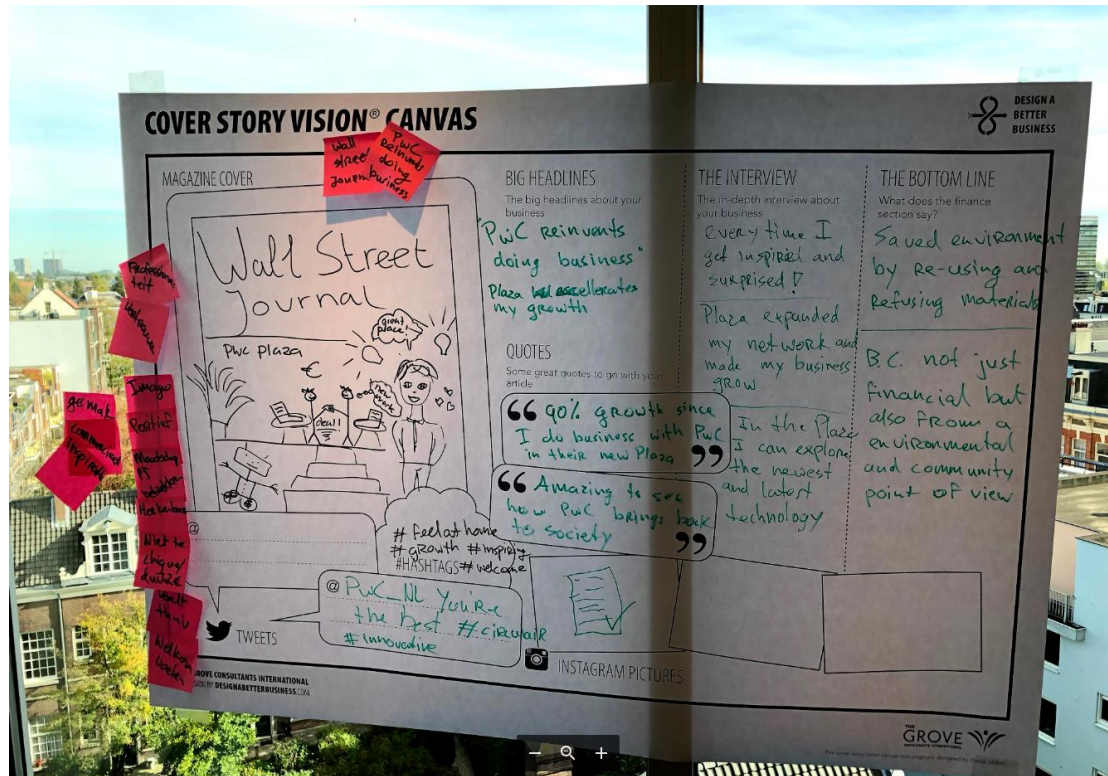
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Innovation – Design Thinking Workshop Plaza Amsterdam

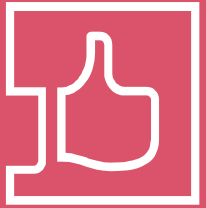


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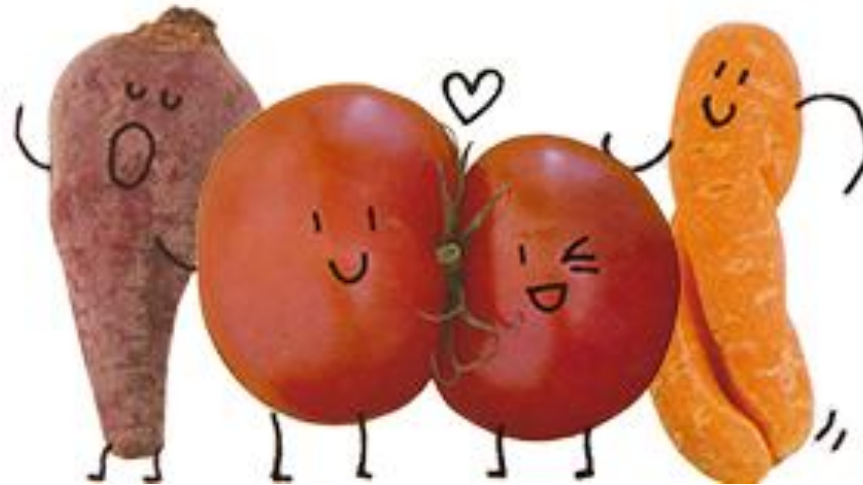
Profitability and payment terms

Fully Circular - Catering

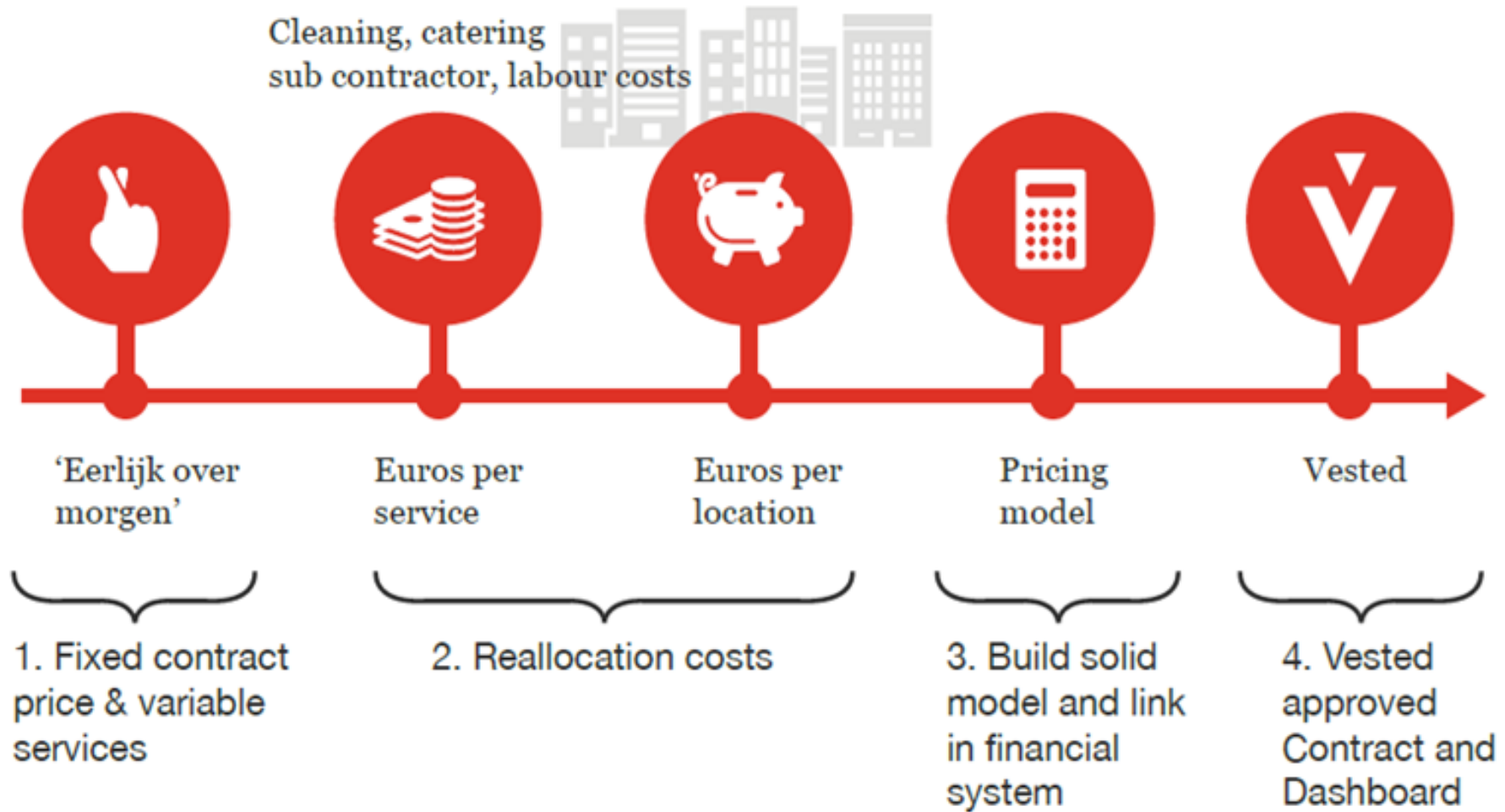
LEARN HOW TO ORDER YOUR
COFFEE IN SIGN LANGUAGE



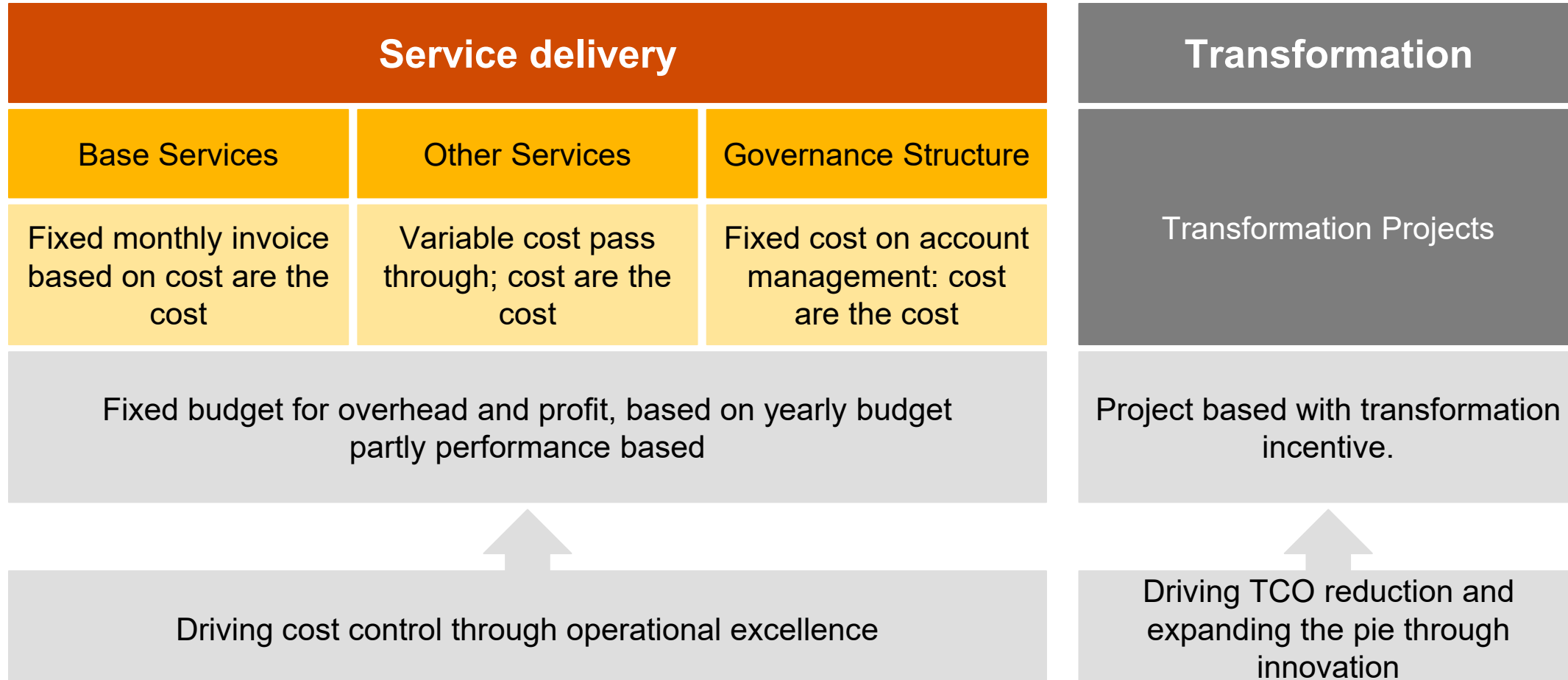
wastewatchers



Contract flip



Financial transparent pricing model supporting the desired outcomes, based on 'cost are the cost are the cost'



Saving initiative



Saving initiative



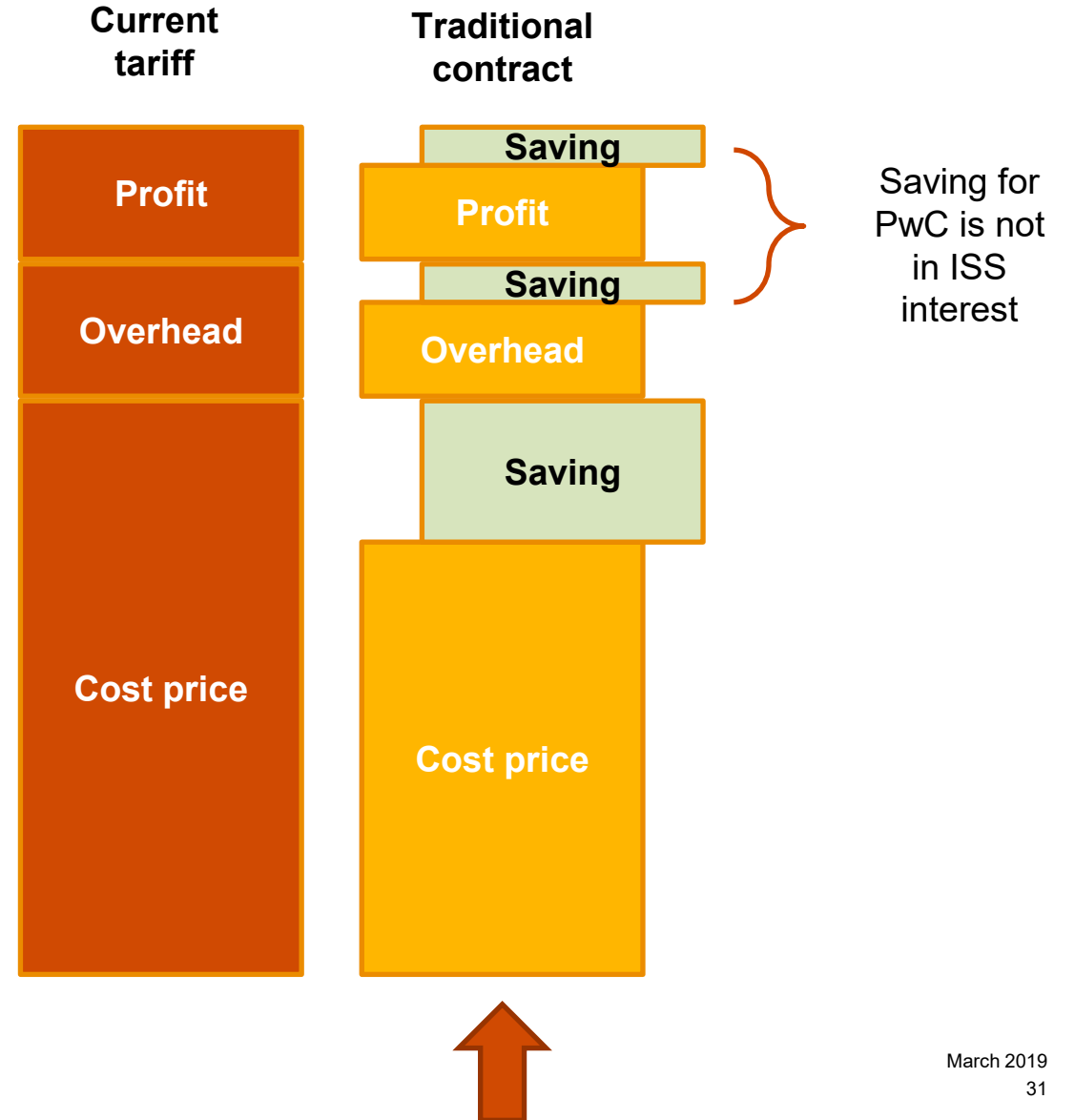
Effect of saving



**Current
tariff**



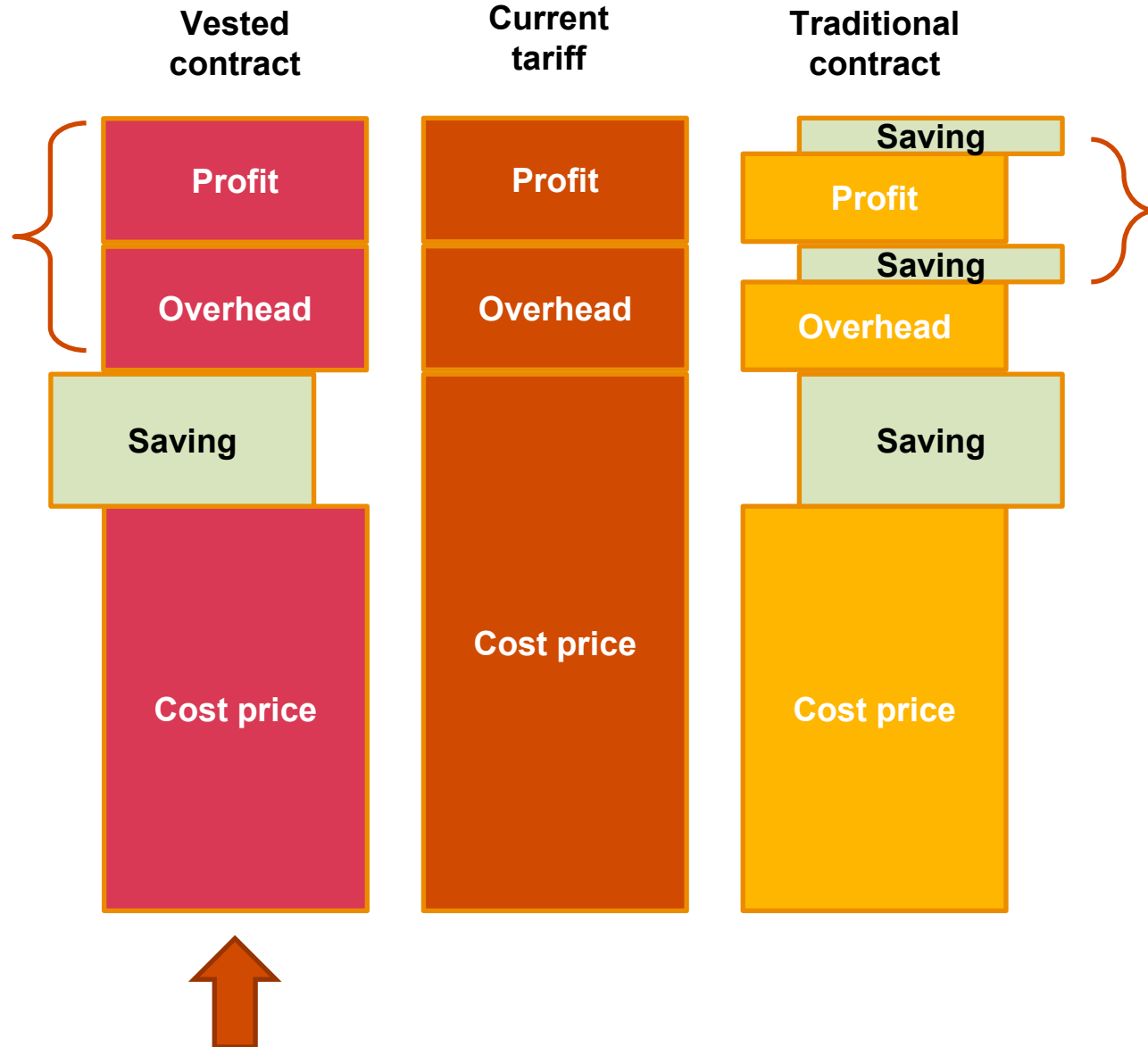
Effect of saving to support short term win



Effect of saving to support long term strategic outcome



Saving for PwC creates an *incentive* for ISS



Governance - “two in the box”

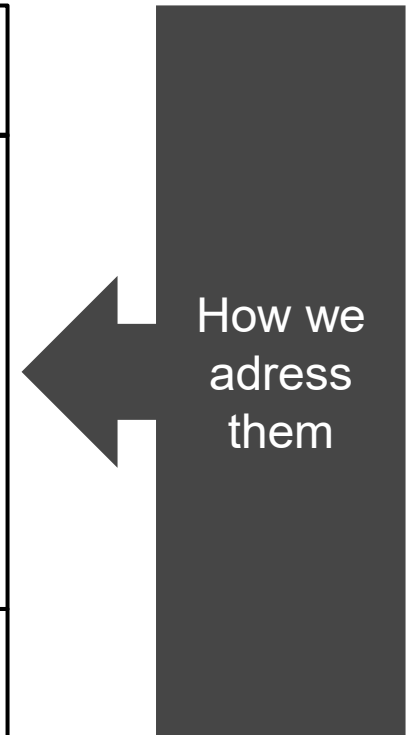
Managing for today - Operations	Site managers ISS		How	Level 3
Managing for tomorrow - Projects, Innovations & Improvements	Sr. Portfolio Manager PwC	Innovation Lead ISS	What	Level 2
Managing today - Tactical / Strategy	Sr. Portfolio Manager PwC Demand Manager PwC	Key Account Manager ISS		
Contractual / Commercial	Demand Manager PwC Category Manager PwC	Key Account Manager ISS		
Financial	Business Controller PwC	Business Controller ISS		
Strategical	Director FM & BS PwC Demand Manager PwC	Segment Director ISS	Why	Level 1
Sponsors	Board Member PwC	CEO ISS		

Governance - "two in the box"

Key focus points



Managing for today - Operations	Site managers ISS		How	Level 3
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4

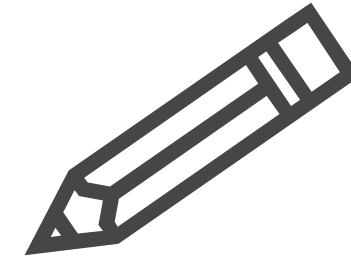
Living

The start of a new age

 ISS FacilityServices
@ISS_Netherlands

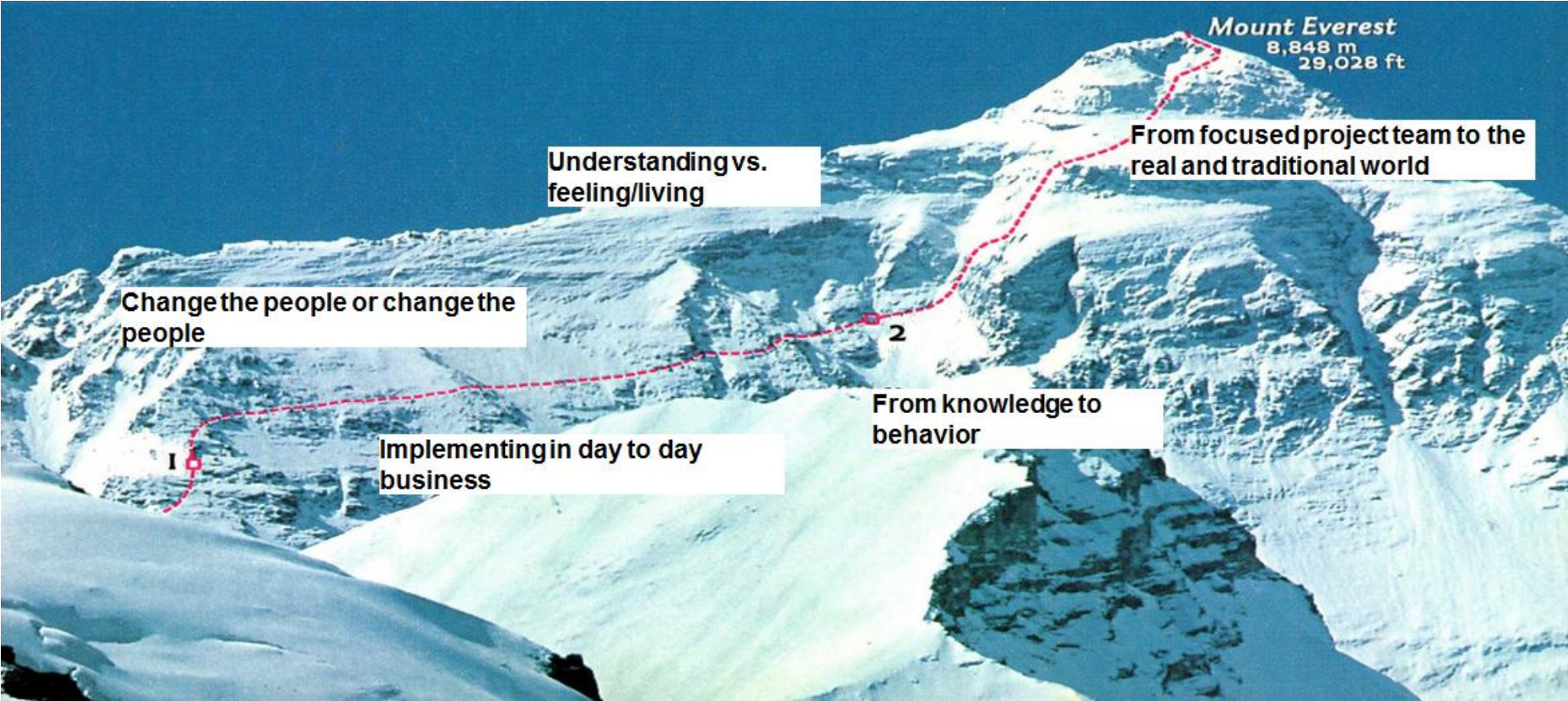
Following

Graduation ceremony of the certified @VestedWay -partnership between @PwC_Nederland and @ISS_Netherlands in Rotterdam. Proud new certified deal architects were awarded for their contribution to this strategic outsourcing relationship. #Vested



**Certified deal signed on July 1st
of 2018**

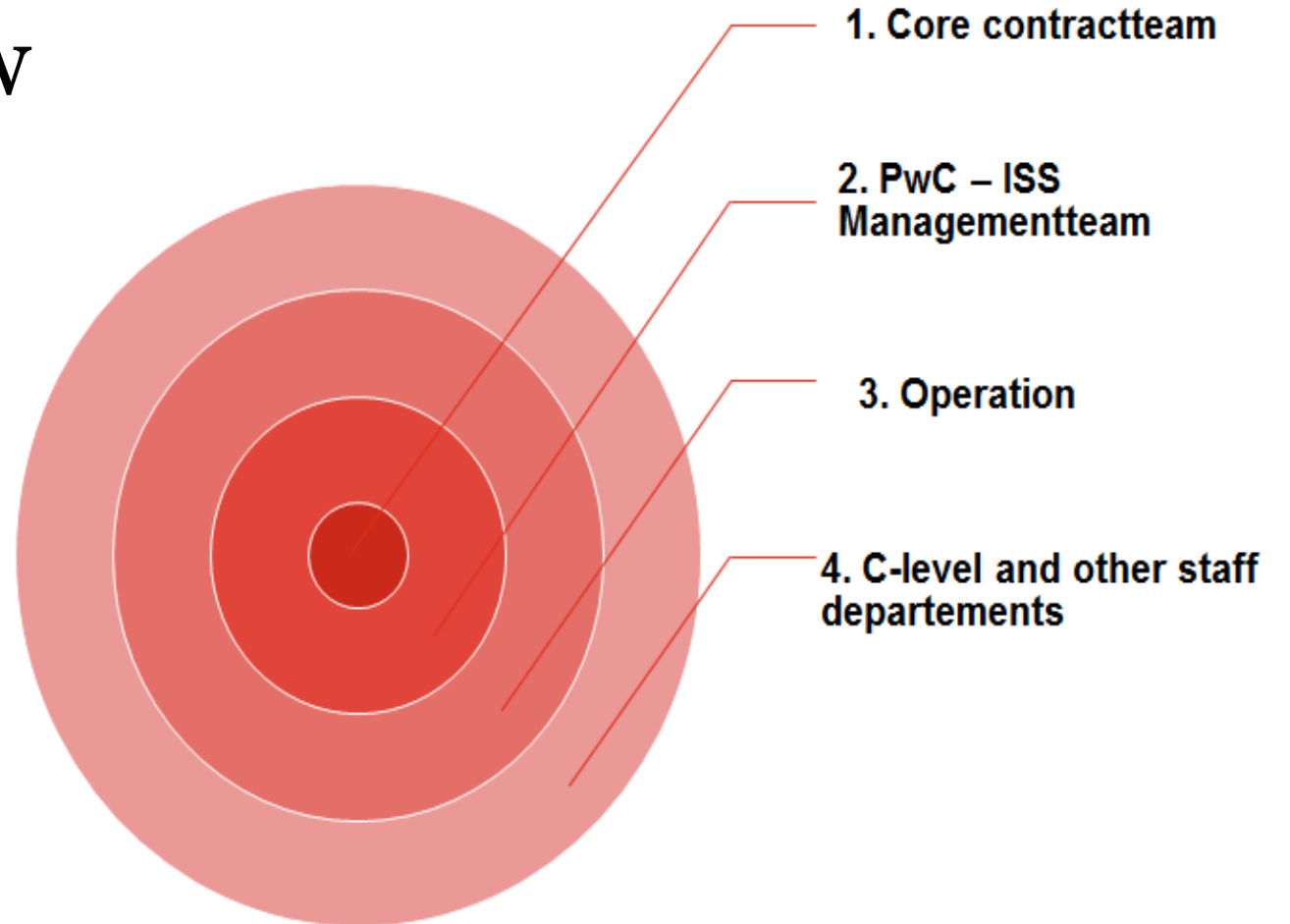
And then... the real challenge starts!



“

The difficulty lies not so much in developing new ideas as in escaping from old ones

John Maynard Keynes




Evidence

1 Desired Outcome



First-class integrated facility services



Best FM company for PwC



Attract, satisfy and retain business and FM talent



Industry leader in Corporate Responsibility



Innovative and transparent financial reporting

2 Evidence

No incidents

Releezme & Mapiq

Multiple catering outlets

ResQ-zone

Real time dashboard

Customer satisfaction **above** target

Integrated operational services

30% healthy products in restaurants

27 staff members with a distance to labor market

Mobile phone dashboard app

All technical audits passed

One team!

Apps to order and pay coffee

15 Social Enterprises as subcontractors

Several realized savings

Activity Based Working

Waste reduction with 35%


Plaza Area

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Thank you!
Any questions?

