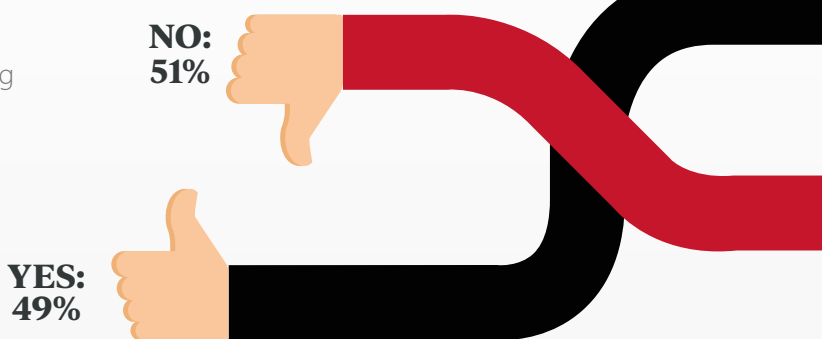




# OUTSOURCING to RIGHTSOURCING

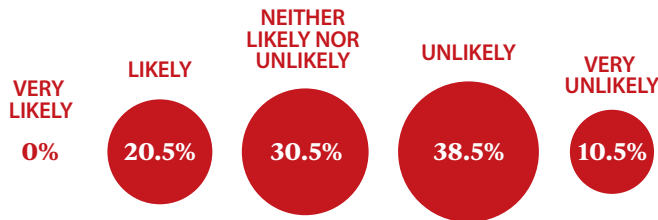
Is reducing the cost of CRE services a key driver for your organisation?

“Over half of respondents are looking for something other than cost reductions when procuring”



How likely are you to consider in-sourcing any CRE services that are currently outsourced?

“Outsourcing is well established in the sector, although 1 in 5 are going to bring some functions back in house”



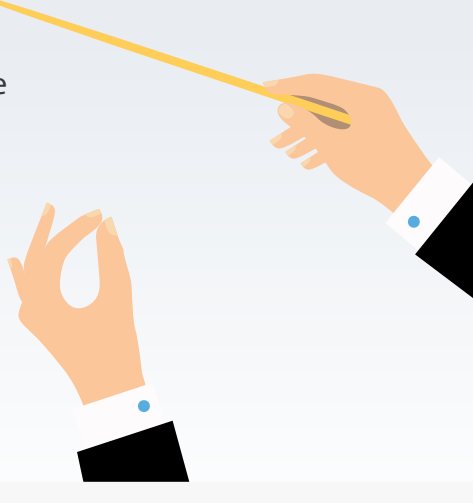
Which works best for your organisation?

“Strong support for working with subject experts rather than single source provider”



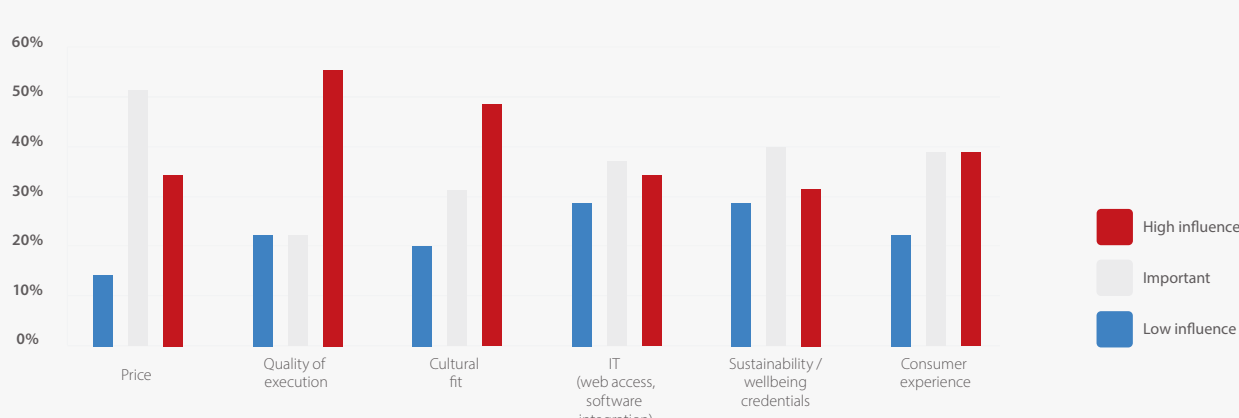
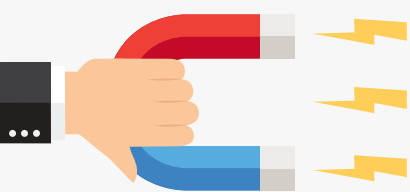
How well equipped do you think your internal CRE function is to manage an outsourced CRE supply chain? What do you need to improve?

- **Delegation** – getting the inhouse team to act as managers not co-workers
- **Training** – linked to the above, but also how to manage contractual delivery across a series of service providers
- **Feedback** – ability to receive and act on external feedback



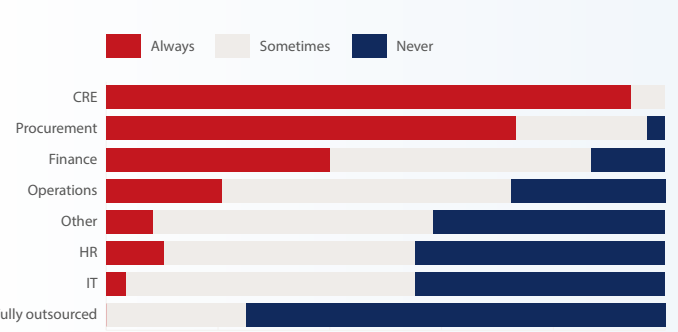
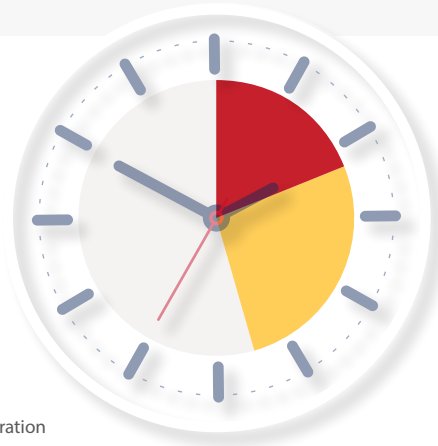
To what extent are the following influencing your outsourcing strategy?

- **Quality of execution** and **cultural fit** are the two strongest influencers on the selection decisions
- **Price** still remains a key feature
- **Sustainability/wellness** and **IT** (web access/software integration) are likely to become increasingly important criteria



CRE services – at next renewal, how likely are you to re-procure or renegotiate the supply contract?

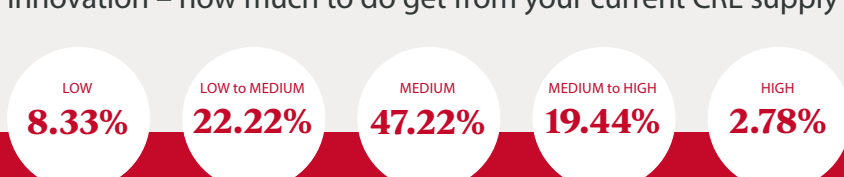
Having spent time securing the “right” provider at the outset, tested them during contract, the preference is to negotiate an extension with the service provider rather than re-tender



CRE procurement – inhouse specialist involvement

- CRE is always represented
- Finance and procurement in support
- Low involvement from HR and IT
- 3rd party specialists rarely make the recommendation directly to the Board, but are used to support inhouse team’s recommendation

Innovation – how much to do get from your current CRE supply chain



- Innovation does happen, but needs to be brought to the fore by the service provider as a point of difference



CRE in the Future – sources of innovation

- **Data & IT** – environmental control of space, how space is being used, transfer of information
- **Hospitality** – new approaches to supporting staff
- **Sustainability/wellness** – implementing solutions and new approaches to existing space

3 THINGS to investigate further

- **Re-tender v renegotiation** – why do we always need to re-tender?
- **Client: service provider relationship** – arrange more joint feedback sessions – service successes, service failures & innovation
- **RFI/RFP** – being clear about the desired outcome, getting the “right” providers to tender