

## Achieving Results with FAMIS Integrated CAFM

Nortel reduced costs, enhanced process timelines, ensured data integrity, and expanded space and facilities management capabilities.



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## Global Facilities Management Challenges: The Nortel Networks, HOK, and FAMIS Software Story

Nortel, a leading provider of global networking solutions, faced a variety of critical decisions in the late 1990s with respect to its management of real estate. Changes with evolving technologies, coupled with pressures for reducing in-house technical support, created new challenges in managing and accessing accurate data for Nortel's Corporate Real Estate (CRE) team.

The increasing demand for critical real estate data, further offset by a smaller core CRE team, made it essential for Nortel to determine whether or not to continue development of its internal, in-house occupancy management system or to consider existing facilities management software. Nortel turned to Herman Miller, its

outsourced provider of Workplace Planning and Provisioning services at the time, to help make this crucial decision. Herman Miller and Nortel created a project team to oversee and manage all aspects of this initiative, including value analysis, vendor selection and implementation.

### EVALUATION

Although the previous system had been successful, the project team was tasked with determining whether it truly optimized Nortel's existing office space and maximized resources. To accurately assess this system, they felt it was essential to compare it with existing facilities management software in the marketplace.

## FAMIS Integrated CAFM

Among the benefits of FAMIS were its configuration capabilities, ability to leverage automated workflow processes, ease of integration, Oracle platform, ability to operate within an externally hosted Application Service Provider environment, and use of AutoCAD, a standard at Nortel.

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Through a request for proposal, the project team set out to determine which software solution would best manage Nortel’s global facilities. They began the daunting task of reviewing, testing and evaluating a number of off-the-shelf facilities management software solution, including FAMIS. It was quickly determined that pre-existing software offered a number of advantages over the existing homegrown occupancy management system, allowing for expansion into real estate, project management, maintenance management and performance management, among other areas.

The FAMIS enterprise facilities management software solution from FAMIS Software, Inc. was chosen based on its ability to build, maintain and strengthen Nortel global facilities. Another key factor was its total cost of ownership, including software maintenance and upgrades, hardware requirements, feature enhancements, and

user productivity. Among the benefits of FAMIS were its configuration capabilities, ability to leverage automated workflow processes, ease of integration, Oracle platform, ability to operate within an externally hosted Application Service Provider environment, and use of AutoCAD, a standard at Nortel.

According to Cheryl Jefferies, Senior Associate at Hellmuth, Obata & Kassbaum, Inc. (HOK), a member of the selection committee and the project team’s implementation manager, “The ability to wrap everything together and provide the overlying structure for all aspects of facilities management was ultimately what led us to select FAMIS. The Oracle workflow together with FAMIS created huge power and potential.” The open web-architected power of FAMIS provided a solution that allowed Nortel to create, modify, extend and enhance workflow processes.

### GLOBAL IMPLEMENTATION

**With a global rollout covering 18 million sq. ft. (1.7 million sq. m.) and approximately 55,000 employees, it was critical that FAMIS and the project team work collaboratively to effectively implement the FAMIS system on a global platform. An external host model was selected for global deployment of FAMIS in an effort to maximize usability, unite all locations, and adhere to Nortel’s strict security guidelines.**

Logistically for Nortel, this was also an exercise in ‘true teaming,’ involving a number of internal and external resources. This included Computer Sciences Corporation, InCad Corporation, Source FM, Price Waterhouse Coopers, Herman Miller and Telus.

After selection of the Application Service Provider, implementation began in Ottawa, Ontario. Other implementations were completed at Nortel locations worldwide including China, which presented additional challenges including tightly-controlled Internet traffic, firewalls and security.

# Nortel Networks

With unique requirements in each territory, FAMIS was configured to create common ground between locations. With a portal configured to provide real-time access and data to each user, Nortel was able to create a global system to drive information consistency and organizational standards. Throughout the implementation, FAMIS worked closely with the project team and Nortel to document workflow process, determine the business process and study how people worked within the organization. The result was an adaptable software solution optimized to meet specific needs.

Subsequent to the full FAMIS implementation, Nortel selected HOK's Advance Strategies specialized team of strategists and advisors to deliver on-site planning services on a global basis. These Workplace Planning and Provisioning services now include management, maintenance and enhancement of the global CAFM system for Nortel.

## DATA INTEGRITY

Any system is only as good as its data, and HOK has helped Nortel develop clear, concise data with more than 98 percent accuracy, providing a deeper understanding of Nortel's current facilities management status and future potential. Integrated data metrics, including floor plans, graphs, and

"This system is the backbone of our services to Nortel," says Paul McKenzie, HOK Advance Strategies Vice President and Operations Manager for the Nortel services. HOK is set up so that a team of planners located in one part of the world is capable of providing services in any other part of the world.

"We focus on providing good consistent planning everywhere, part of our Work Around the World initiative" say Mr. McKenzie, "and this system allows us to do that."

Nortel and HOK have expanded the capabilities of FAMIS into areas not normally considered with CAFM systems: tracking real-time churn statistics and expenditures against budgets, tracking studies and planning efforts on every single property in the portfolio, and tracking statistics on telework employees – all live in real time and available to every member of the planning team.

validation reports produced from FAMIS have decreased Nortel's data mining timeframe from two weeks to one day. As Jefferies explained, "Anyone can automate, but not everyone can increase data integrity."

## HIGHLIGHTS

### COMPANY PROFILE

- > Leading provider of global networking solutions, headquartered in Ottawa, Canada
- > 18 MSF (1.7 MSM) real estate, 55,000 employees
- > Locations in more than 150 countries and territories around the world.
- > CAFM/CRE processes supported on two major CAD platforms

### FAMIS SOLUTION

- > Secure, shared database with enterprise level visibility
- > Comprehensive move management and planning functionality to optimize office space and resource use
- > Individual configuration capability for each unique site, with common data in a global system
- > Global deployment through an externally hosted solution

### RESULTS

- > Faster access to consistently accurate data for strategic real estate and business decisions
- > Improved move planning timeline from "a couple of days" to an average of 39 minutes
- > Reduced time and costs for comprehensive portfolio analysis from approximately three weeks and more than US\$20,000 to less than four hours and US\$ 250
- > Real-time availability of worldwide churn and employee statistics, planning efforts, and budget expenditures

**ROI**

With renewed emphasis on data integrity, FAMIS provides a foundation for Nortel to streamline its process. It provides accurate data that can help Nortel significantly reduce operating costs. With this system, HOK has helped Nortel trim its move management planning timeline from “a couple of days” to only 39 minutes. “This is a statistic that people understand. HOK can receive a churn request, analyze it, plan what needs to be done, determine a cost to do the work, assess the cost against the local budget for churn, create the work order and approve it for implementation in an average of 39 minutes,” says McKenzie, “and that is for a churn request occurring anywhere in the world.” Within the first year of operation, the system was used to process more than 24,000 work orders and move more than 11,000 people.

Nortel’s mandate for an accurate, secure, consistent and shared repository of information has been realized through the use of FAMIS. HOK has created a global reporting system that can still be focused on individual territory reporting as required, generating global monthly snapshots, developing report scheduling and providing data, all visible at the enterprise level.

To this day, through a wealth of elements such as automated workflow, automated move approval processes, and dynamic web drawings, Nortel continues to improve its workflow process with the help of FAMIS and HOK, changing building process planning, and distributing data more accurately and efficiently. “The additional features provided by the FAMIS solution have allowed us to move beyond our previous homegrown CAFM system, and have provided faster access to consistent and accurate data for strategic real estate and business decisions,” say Nortel’s Dave Dunn, global director of Workplace Innovation in CRE. “A few years ago, a comprehensive occupancy analysis

of the real estate portfolio took a minimum of three weeks with an associated cost in excess of US\$20,000. With a little luck, the accuracy was around 95 percent. Today, the FAMIS CAFM system provides the same information in less than four hours at a cost of less than US\$250, with data integrity approaching 100 percent. In addition, the information contained within the current reports is real-time data. Reports can be run at any time for a snapshot analysis whenever it is needed.”

The FAMIS solution and its advance system architecture will also permit further integration with other CRE tools and databases in the future.

**ABOUT ACCRUENT**

Founded in 1995, Accruent is leading the industry with a new generation of enterprise solutions designed to fully leverage real estate and facilities as a corporate advantage. Accruent solutions optimize the impact that locations have on organizational performance by driving portfolio optimization, reducing costs, and achieving financial compliance. Accruent’s solutions are used by over 400 leading organizations including 20 percent of the Fortune 500, more than 40 percent of the Top 100 Retailers, leading universities, and public sector entities. Another Accruent customer goes live every 10 days.

**For more information, visit [www.accruent.com](http://www.accruent.com)**

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