

## Nelson Bakewell and The Asset Factor (NB Entrust) Case Study

In late 2006, Nelson Bakewell, a leading managing agent in the UK property arena and The Asset Factor formed a joint venture for Nelson Bakewell's facilities management company known as Sackville Resource Management ("SRM").

The GRE assignment initially commenced on a 4-6 month engagement to assist the JV in developing standardised tender documentation with which it could invite tenders for the provision of facilities services across a UK-wide property portfolio covering in excess of 650 facilities ranging from prestige London multi-tenanted office locations to retail parks and industrial estates. The facilities services spend was £55m per annum across over 3,5000 suppliers; historically procurement of facilities services was undertaken on a piecemeal approach with no cognisance of a procurement or FM strategy.



GRE were required to deliver output specifications, key performance indicators and a performance measurement system that would meet the requirements of a diverse property portfolio with a view to re-procuring services to:

- compliment a strategy relating to aggregated purchasing and introduce standardised contracts;
- rationalise the supplier management overhead and reduce the invoicing procedure; and
- using procurement as the facilitator for change, improve the quality of management time by the Facility Managers responsible for the property portfolio.

The services to be procured were technical maintenance, fabric maintenance, manned guarding, cleaning and landscaping services. Further, GRE compiled the tender documentation to support an approach to the FM market and worked with The Asset Factor team in running the tender process through to appointment of the successful tenderers. Once the re-procurement was completed, GRE assumed the interim Commercial Director role on behalf of NB Entrust for a further two years that included:

- acting as the commercial point of contact for NB Entrust for any commercial and contractual specific issues arising from within the existing portfolio and new facilities that required a resolution;
- supporting and training the Regional Facilities Managers and their respective teams;
- liaison with Regional Facilities Managers and their respective teams relating to service partner performance and facilitating the continuous improvement process;
- supporting the FM team in preparation of annual service charge budgets; and
- running any supporting tender exercise as required.

Towards the end of the assignment, GRE undertook the interim management of the NB Entrust mobilisation team comprising nine full-time personnel.

### Our customers said:

"Global Real Estate 's input through Anne Simmons in support of The Asset Factor's turnaround management programme with NB Entrust was highly valuable. We were managing a significant FM annual spend of c.£50m in the UK and a large proportion of this was subject to re-procurement and post-award consolidation management. Anne worked as the senior member of the management team focused on the procurement and new contract management protocols and supported a highly successful business performance improvement plan which delivered in excess of investor expectations. Importantly, the NB Entrust team and its new supply chain also became industry leaders in customer service and winners of the BIFM Award for Excellence in Property Investor Management in 2009".

### Oliver Jones, CEO of The Asset Factor & Chairman of NB Entrust Limited.

"Global Real Estate were instrumental in supporting The Asset Factor with a major re-procurement of £50m of facilities management services to over 800 buildings across the country. Their role involved identifying the list of current services provided as well as establishing a list of over 2,000 existing service providers. They managed the procurement process and subsequent implementation of the significant change in delivery approach to 7 core suppliers which included a huge managed TUPE process. The re-procurement reduced costs by over 10% and was a critical aspect of the turnaround of the NB Entrust business."

### Matthew Punshon, Director of The Asset Factor