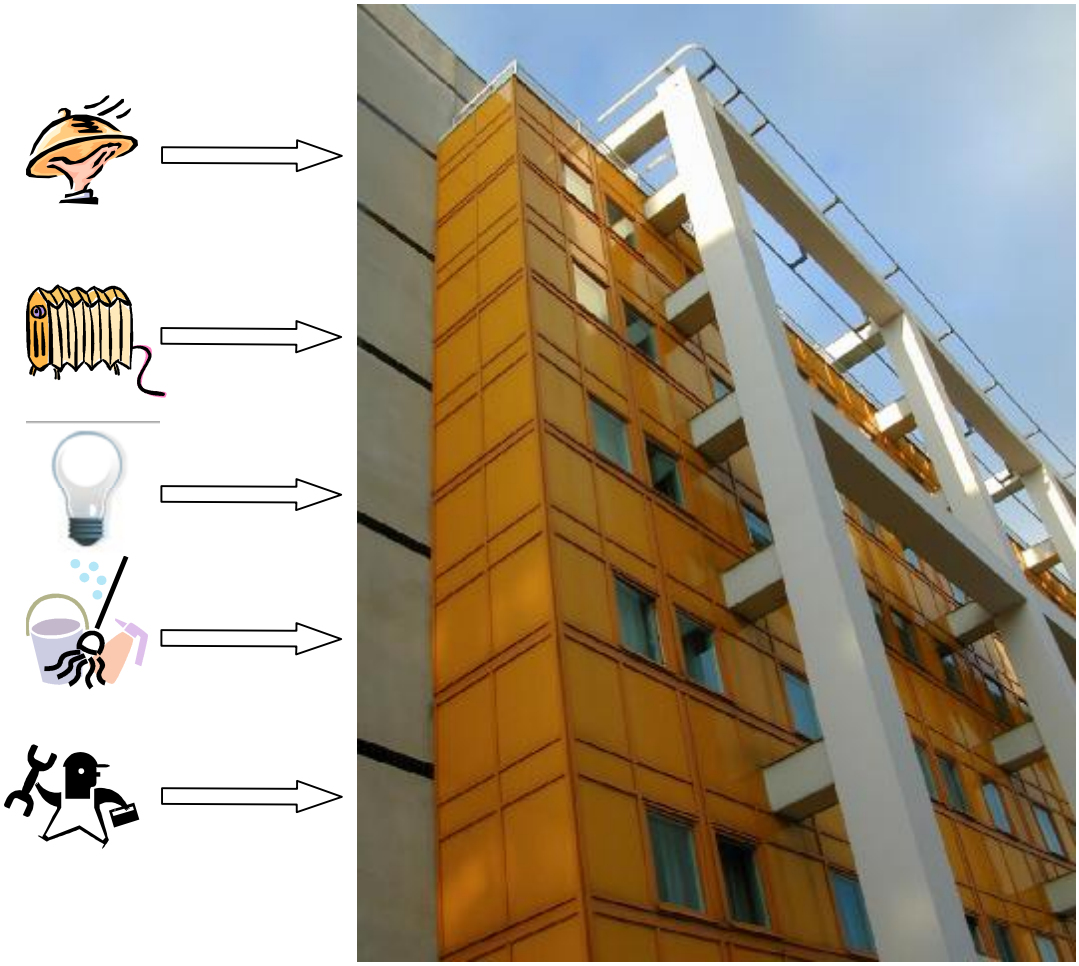
Master thesis CE&M

The reduction of life cycle costs by the application of service level agreements



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Preface

The Master thesis that lies in front of you is the end report of Yvonne Lenters to obtain the M.Sc. degree in Civil Engineering & Management at the University of Twente. The research project has partially been executed, from May 2007 to December 2007, at the University of Dortmund in Germany. This gave the opportunity not only to conclude my studies, but also the possibility to learn more about another culture at the same time.

The research project has been formulated by a collaboration of the University of Twente and the University of Dortmund. These two universities are working together in the field of building management. This thesis is the first that has been written within the framework of this collaboration. The assignment at the start of the project was to formulate a research topic which is of interest for both universities. Two themes - life cycle costing and service level agreements - were indicated by both universities as interesting for the current research carried out by them. Also interesting is that both themes are relatively new and that the integration of them has not been examined into much detail yet.

I also would like to use this opportunity to thank some people for their contribution to my project. Of course I would like to thank my lecturers from the University of Twente that assisted me during the execution: Mr. Entrop, Mr. Hartmann and Mr. Brouwers. I also would like to thank the lecturers from the University of Dortmund that have supported me during my stay in Germany, Mr. Schönfelder and Mr. Gralla. However the most important people to thank are the respondents that have made some time to support my research. Without their input, this research could not have been executed and their enthusiastic reactions have motivated me throughout the project.

Yvonne Lenters,
February 12th, 2008

Summary

This research has been developed in a cooperation between the universities of Twente and Dortmund. The cooperation has lead to the determination of two research themes: service level agreements and life cycle costs. An SLA is an agreement between a service provider and customer, which explains what the customer requires and what the provider guarantees to deliver. Characteristic for an SLA is that the service delivery process is formulated with performance objectives, which are preferably objectively measurable. Life cycle costs are the total cost commitment to a property. This cost commitment consists of the summation of all estimated cash flows, including: conceptual planning, design, construction, operation, maintenance and dismantling of the building.

The main research question is: w*hat can service level agreements contribute to the reduction of life cycle costs of a property?* Just the running costs (operation and maintenance) of life cycle costs are examined. In addition, only commercial real estate is examined. This results in the following research objective:
Specify the possibilities for the reduction of running costs of commercial real estate, which can be achieved by applying service level agreements.

To attain the research objective, three research questions have been determined.

1. *What is the current state of affairs in literature, regarding life cycle costing and service level agreements?*
2. *What is the acquaintance and usage of SLAs also in relation to LCC, at facility management related companies, during the period commercial real estate is in use?*
3. *By what means can service level agreements contribute to the reduction of running costs of commercial real estate?*

The research questions have been answered by a literature study (question one), a questionnaire and an interview (question two) and an analysis of the previous findings and authors opinions (question three). The interview respondents come from facility management (related) companies in the Netherlands and Germany and are mainly service providers or consultant. One SLA customer has been interviewed. For the accomplishment of the research objective it was necessary to do more profound research into both themes, especially service level agreements. Therefore the general results will be discussed first, resulting in the conclusions and recommendations. These include the possibilities to reduce running costs by SLA application.

Life cycle costing is a concept developed at the US Department of Defence, that is applied in construction industry for around twenty years already. This means that at the start of the project not only initial cost are examined, but also running costs. Reasons to apply LCC are that it provides more insight in the outline of costs. General problems in LCC analysis are mainly a lack of necessary data, forecasting problems and short ownership periods of buildings. The problems result in a limited application of LCC in construction practice, despite the well-known opportunities LCC offers, according to respondents. Because of the problems LCC is limitedly applied in construction industry, however the interest in it is obvious.

Service level agreements are a relative new concept originating from IT-industry, that has been adapted for facility management purposes. The research has indicated that SLAs can be used for FM purposes very well. Respondents have been selected on their SLA acquaintance. Although it has not been studied, the difficulty in finding respondents implies an overall restricted acquaintance with SLA.

SLAs are especially useful for larger organisations with more than 150 employees and/or more than 20.000 m^2 office space. Cleaning, climate control systems and general maintenance are the most popular services for SLAs. Other services, e.g. catering, heating, electricity usage, repairing or renewing fixtures and fabrics, are also recorded a lot. ICT systems and parking services are assigned in very few situations. In Germany the owner is the party to agree upon regarding SLAs. In the Netherlands the user of the building has a predominant role.
Customers are the largest party to initiate SLA application, which is almost ever started when a building has been built and transferred to the customer. Sometimes SLAs are initiated at the time when the contact between service provider and customer has been established. The activities certainly formulated in an SLA are: contract parties, subject/scope of agreement, duration of agreement, liability of parties, periodical reports and cost determination.

The activities not needed in SLAs for FM purposes are: future development of services, dealing with competition. The duration of SLA contracts is mostly more than five years. Indicating the obligations of the customer and way of reporting are seen as major improvements for the contents of an SLA.

In practice there are perceived many advantages of SLA application, of which greater insight in the service delivery process and improved service quality are the most important ones. The service provider perceives improved contact and insight in costs as the main advantages, both with 12.1%. The customer perceives as most important advantages improved service quality (13.6%) and improved controllability (13.6%). The service provider has additional advantages of improved continuity (11.3%) and streamlining of activities (11%). Other advantages include: conflict reduction, better insight in activities and cost reduction. Time reduction (8.9%) and cost reduction are the low perceived advantages.
The disadvantages are not experienced as being very large problems. However, lack of objectively measurable service levels (13.6%) and communication problems (12.5%) are large perceived problems in both countries. 'Effort' agreement in stead of 'result' agreement is the less perceived problem (9%). Other disadvantages include: unclearness of customer, managing SLAs takes a lot of time and cost & gains are unclear. In general it can be said that communication is the most important aspect overall: advantages can be increased and problems reduced when communication is improved.

Cost reduction is an improvement achieved by SLA application at both parties involved, however it is not an objective, which was assumed at the start of the research. The respondents do not know what causes the cost reduction and what the amount of reduction is. The companies are not interested in this information as long as good services are delivered at an acceptable price. Reasons that costs are reduced can be: an improved planning of activities (service provider), elimination of unwanted services and trade-off between quality and costs (customer).

For the future development of SLAs in general, it is important that they become more easily applicable. To improve SLA usage in the future, there are several options: apply partnerships, develop and/or stimulate a more proactive attitude at institutions like the (GEFMA) and increase periods of property ownership.

Conclusions and recommendations
The conclusions specify the possibilities for the reduction of running costs of commercial real estate, which can be achieved by applying service level agreements, which was the research objective. A main possibility to reduce running costs is incorporated within the formulation of SLA contracts. When an SLA is formulated the service delivery process is considered thoroughly. Because of this, the service provider and customer can reduce their costs. The service provider can make a more accurate resource planning, since he knows exactly what is expected from him. The customer can reduce his costs since he reflects on the services and its quality and he can make a direct trade-off between costs and service quality. In general the costs are reduced indirectly since the contact between the parties is improved and conflicts are reduced. Other possibilities to reduce running costs by SLA application are: working in a partnership relation for which SLAs can be an instrument and applying a life cycle perspective. The life cycle perspective includes early SLA formulation, to influence running costs and longer ownership periods of properties. Partnerships include and combine many other improvement possibilities found in this research.

This research has also resulted in some recommendations for further research. One of the recommendations is to improve SLA application. This can be attained by a study into the cost reduction opportunities and potential of SLAs. Also service level formulation has to be improved, for which the applicability of SMART can be investigated. Another possibility to improve SLA application is the development of a standard SLA procedure. Institutions like the GEFMA can take a leading role in this. Another recommendation is to study and promote SLAs as an instrument in partnership relations. A partnership relation is helpful in facility management SLAs, especially since communication can be improved. Communication is a key success factor in SLA contracts since it enhances advantages and reduces problems. The characteristics of innovative contracts (e.g. DBFMO) can also be studied to examine whether these can contribute to SLAs and partnering and also a life cycle perspective. The development of a life cycle perspective is the final recommendation of this research. Therefore the life cycle 'way of thinking' can be studied and promoted. Another aspect that can be studied is the influence of shortening ownership periods on life cycle costs. Also the division of costs can be studied to see how these influence the life cycle costs. Finally it is useful to do more profound research regarding the coherence between initial costs, running costs and SLAs.

1. Introduction

The introduction of this Master thesis will give more insight in the research that has been executed to conclude the Master Civil Engineering & Management.

1.1 Research field

The research has been developed in a cooperation between the universities of Twente and Dortmund. The cooperation has lead to the determination of two research themes: service level agreements and life cycle costing. The preliminary research showed that both themes have not been integrated in literature to a large extent. This resulted in the question what potential there is for the integration of the two themes. Because the project was executed for universities of two countries, also the possibility to examine differences between the two countries involved, could be incorporated.

The first topic that will be discussed shortly, is: *service level agreements* (SLAs). Service level agreements, furthermore called SLAs, have been developed in the IT-industry to support outsourcing projects. The usage of SLAs appeared because of a changing relationship between service provider and customer. Customers more and more wished or even demanded suppliers of IT-services to stay involved in the complete service delivery process [TU Delft, 1997]. End users were dissatisfied with so called 'ivory tower central IT-functions', when they realised that explicitly or implicitly, they had to pay for them. SLAs were a means to define the services they were paying for at the end [Hiles, 1994].

The development of SLAs has in the course of time been adjusted for other industries as well. Verma [1999] and Hiles [1994] explain that the principles of SLAs can be applied to any industry in which a customer-service provider relationship exists. One of the contexts in which SLAs are increasingly being used is facilities management (FM). Facility management is a relatively new activity in companies, that emerged after the extensive outsourcing of property related functions during the 1980s and 1990s [Cacciatori, 2003]. This meant that after the completion of a property, the aftercare or continued maintenance is more often contracted out to another company. For the property owner the responsibility of care taking staff is simplified tremendously by this [Osbourn, 2007]. The growth of outsourcing FM activities is still continuing. This is among other things due to the fact that besides maintenance, also other activities are becoming part of the FM responsibility, like: catering, cleaning, security etcetera. Also the role of FM in companies is changing from a decentralised to a more centralised function. SLAs can support the changing needs of FM and formalise the relationship between a service provider and a customer. However, it is a relatively new concept for which improvement and expansion are still possible.

The second research topic is *life cycle costs*, henceforth referred to as LCC. The concept of LCC has first been developed in the mid-1960s by the US Department of Defence [Gluch, 2004 & Kohler, 1997]. After the application of LCC in the Department of Defence, LCC was also applied for other government activities. In the mid-1980s attempts were made to apply LCC in building investment decisions [Gluch, 2004]. The objective of the first LCC application was to examine the total cost commitment over the entire lifetime of a property. This includes not only construction costs, but also running and dismantling costs. Running costs are those costs associated with the operation and conservation of a property, this includes for example light and maintenance. More detailed information about this is given in paragraph 2.1.2.
This is an important development for construction industry, since the costs after construction are also considerably high. Morton [1995, p. 166] argues: 'Yet as many studies have shown the running costs of buildings over their lifetimes – the costs to owners and users – are probably higher than their initial costs.' This is supported by several other authors, for example Singh [2005] states that maintenance and operation costs represent a major part of the life cycle costs of any structure. And Osbourn [2007] states that the current high prices of materials, labour and energy imply a greater importance of running costs relative to acquisition costs. So it can be useful to see whether it is possible to reduce these running costs. A lot of these running costs are incurred and managed by the facilities management department.

The two presented themes have been integrated for this research project. Life cycle costing is a financially focused concept. This resulted in the consideration to examine SLAs as an instrument to reduce LCC. SLAs are a relatively new tool used in FM and it has not been examined yet whether they can influence the life cycle costs of a property. SLAs are considered a proper instrument since they are applied during the period a building is in use, an important and lengthy period in life cycle cost analysis. More detailed information about the two separate topics and the integration of them, will be given in chapter two.

1.2 Research project

The problem which is examined in this study will be identified, as well as the research objective. The necessary delineations, will be explained into more detail at the end of this paragraph.

1.2.1 Problem identification

As explained in the previous paragraph both research themes, especially SLAs, are relatively new in construction industry. Because of this, there are many opportunities for research left. A main opportunity is the integration of both themes, since this has not been done to a large extent in literature yet. This resulted in the assumption that the integration of both themes in practice will be limited as well. Examining the integration of both themes, offers the opportunity to (partially) fill an open space in existing literature.

The basic life cycle costing purpose is to offer a way of examining all the costs related to a property. SLAs are applied to define the service levels between the service provider and the customer. Meaning that SLAs are applied when a property is in use. The usage of SLAs will cost money which are part of the life cycle costs of that property. The themes offer different possibilities for integration, nevertheless at the start of the project, costs were a recurring characteristic. This has resulted in the following main research question:

What can be the contribution of service level agreements in reducing the life cycle costs of a property?

The aim of the main research question is to learn more about the possibilities of SLAs in the reduction of life cycle costs. When we learn more about the costs and returns of SLAs it can be examined what they can contribute to the reduction of (part of the) life cycle costs.

1.2.2 Research objective

The main research question was determined at the start of the research project, that has developed itself throughout the execution. The research objective explains what has been the exact research area.

The presented main research question gives cause to study the contribution of SLAs in the reduction of life cycle costs. Since SLAs are only applied during the period a property is in use, it has been decided to only examine running costs. Running costs are a major cost in the total lifetime of a building, so a reduction in running costs can have great impact on the overall life cycle costs. SLAs are an instrument, applied by facility management, that is increasingly used during the period a property is in use. Since facility management is related to running costs and SLAs, this sector has been examined. Another delineation that has been made, is the research of commercial real estate only. Reason for this is, that commercial companies are assumed to be more cost focused. The choice for commercial real estate is argued into more detail at paragraph 1.3.4.

Service level agreements can be used by facility management to determine a certain service level for a fixed price This makes it possible to establish a good price-quality arrangement. A certainty in service delivery is that it has to be paid for. By using SLAs a company can try to get more services for the same price or pay less for a certain service. Only a complexity in SLAs is that the costs and returns of an SLA are difficult to differentiate and quantify: the service provider has little insight in his real costs and the client does not know what exactly he is paying for [TU Delft, 1997]. This resulted in the question: how SLAs can contribute to a reduction of running costs in commercial real estate? Answering this question is the objective of the research project, formulated as follows:

Specify the possibilities for the reduction of running costs of commercial real estate, which can be achieved by applying service level agreements.

The aim of this thesis is to present an answer to a practical problem: how can running costs be reduced by applying SLAs? The answer to this question is scientifically relevant since this has not been examined yet. An existing gap in literature can be filled by examining one of the possibilities of integrating SLAs and LCC, into more detail.

1.3 Research questions and strategy

This paragraph gives more information, not only about the research questions and strategy necessary to find an answer to these question, also the research framework, research model, as well as the interview considerations and end results are presented.

1.3.1 Research questions

The main point of research at the start of the project was to study the cost reductions achieved by using SLAs. This was restricted to the examination of SLAs as being an instrument to reduce running costs in commercial real estate. However, to examine this, more information is needed about the usage of SLAs in facility management related to costs. Since this was not studied yet, the research also examines this precondition. Besides, the literature that is available mainly originates from IT-industry. Because of these two aspects, a more thorough investigation of SLAs in relation to FM is executed. This results in information related to the applicability of (IT-industry) literature for FM purposes, as well as possibilities to examine cost reduction possibilities. A sequence of research questions, presented in the order of execution, will structure the study.

1. ***What is the current state of affairs in literature, regarding life cycle costing and service level agreements?***

The first research question is a general introduction to learn more about the current state of affairs regarding LCC and SLA. This question is answered by a desk research of investigating literature. The different aspects that become apparent from literature will be examined and discussed. For example which definitions can be seen in literature and which definition is used in this research, what are the characteristics and what is already known about LCC and SLA in practice? An important aspect, related to the research objective, is to examine the potential of cost reductions by applying SLAs.

2. ***What is the acquaintance and usage of SLAs also in relation to LCC, at facility management related companies, during the period commercial real estate is in use?***

The second research question is meant to get insight in the situation of SLAs in practice at this moment. This second question uses the theoretical framework, which is the result of the first research question, as a basis to formulate a questionnaire and interviews. With the questionnaire and interviews it will be possible to see the current state of affairs regarding SLAs in practice. This will give more information about the acquaintance as well as about the usage of SLAs in practice. Important hereby is that the literature findings are checked in practice. This will make it possible to see to what extent the literature is useful for facility management purposes.

The other part of this research question focuses on the integration of SLAs for the reduction of running costs. This sub question is meant to learn more about the possibilities companies have observed for integrating SLAs with LCC. So besides a focus on actual acquaintance and usage, there is also a focus on new possibilities companies observe for SLAs and LCC.

An important part of the second research question that needs to be discussed, are the differences between the two countries. It needs to be mentioned that the differences between the two countries are not an objective of its own. However it will be taken into account as a by-product after processing the interviews. This is done to evaluate the applicability of the final results in both countries.

3. ***By what means can service level agreements contribute to the reduction of running costs of commercial real estate?***

The third and also last research question, focuses on the integration of the information that has been found in the earlier questions. Hereby the information found in literature as well as the information from the questionnaires and interviews will be put together. This results in a complete analysis of the previously gathered information and a confrontation with the researchers judgements. At this stage it can be determined what the position of SLAs is in relation to FM, as well as the possibilities to apply SLAs for the reduction of running costs. For attaining this, the information retrieved earlier has been integrated by making use of the founded theory approach [Verschuren, 2005]. This means that the information from the theoretical framework and the information from the questionnaires and interviews have been combined. This combination and integration of all the information makes that it is possible to determine the application possibilities of SLAs in the reduction of LCC.

1.3.2 Research framework

The framework presented in figure 1, clarifies the roles of life cycle costing and service level agreements in the research project. As the figure indicates, the research will be a funnel that results in the position of SLAs in facility management and a application possibilities of SLAs for the reduction of life cycle costs. The research objective is the central point of attention during the complete study. This is represented by the grey circle surrounding the entire research question routing.

The research itself starts with an examination of LCC and SLA as separate topics. By studying the topics separately it is possible to learn more about what is currently known about them. This examination is represented by the separate circles that stand next to each other. The arrow between them indicates that despite the separate analysis, the integration is something that is incorporated yet. This step is mainly represented by the first research question, which is elaborated in chapter two.

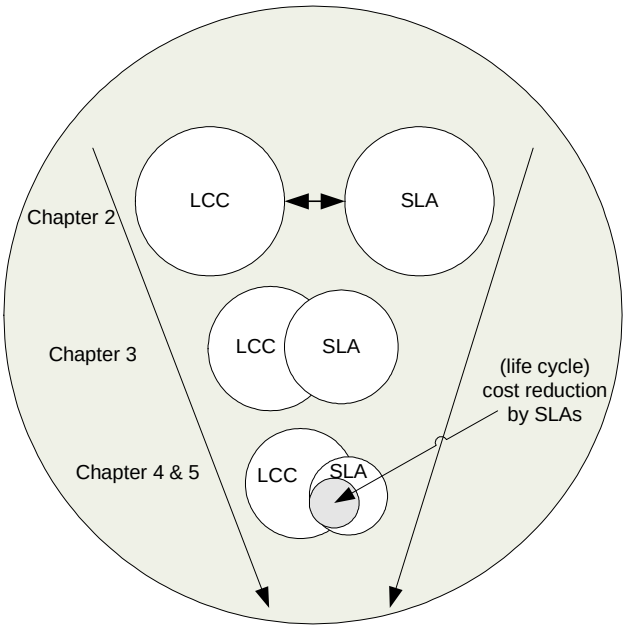

Figure 1: Research framework

After the general study of both topics, the acquaintance and usage of SLAs becomes the main research area. Also the possibility of reducing the life cycle costs by applying SLAs will be examined into more detail, represented by the overlapping SLA circle. LCC is shown as a circle on the background, since SLAs are applied as being an instrument for reducing LCC. Besides, SLAs are the main research topic of the questionnaire, which places it on the front. The two topics still have aspects that cannot be integrated, shown by the separate circles. The attention for the integration becomes more apparent at this stage and is visualised more clearly. The second research question focuses mainly on this, of which the outcomes are presented in chapter three.

At the final step, the findings of the previous questions can all be integrated. Reducing life cycle costs is still the overall goal (largest circle) for which SLAs are an instrument (smaller circle on the front). The striped circle within SLAs represents the answer to the research objective, meaning how can life cycle costs be reduced by applying SLAs. The last step in the research framework is presented in chapters four and five.

The research will develop from a wide research into two separate topics, towards the integration for usage in practice. The research objective circle represents that the overall objective of this research needs to be considered at all stages and covers every part of the study.

1.3.3 Research model

The research model helps to present a visualisation of what will be examined throughout this research, in which order this will be done, what will be the results and how all of this is related to the research questions. The schematic representation gives a quick, however complete overview of the activities that have to be executed.

The research model is somewhat more detailed as the research framework. Nevertheless, the research framework can be recognised in the research model. First the research model will be given in figure 2, after which the clarification of the model follows.

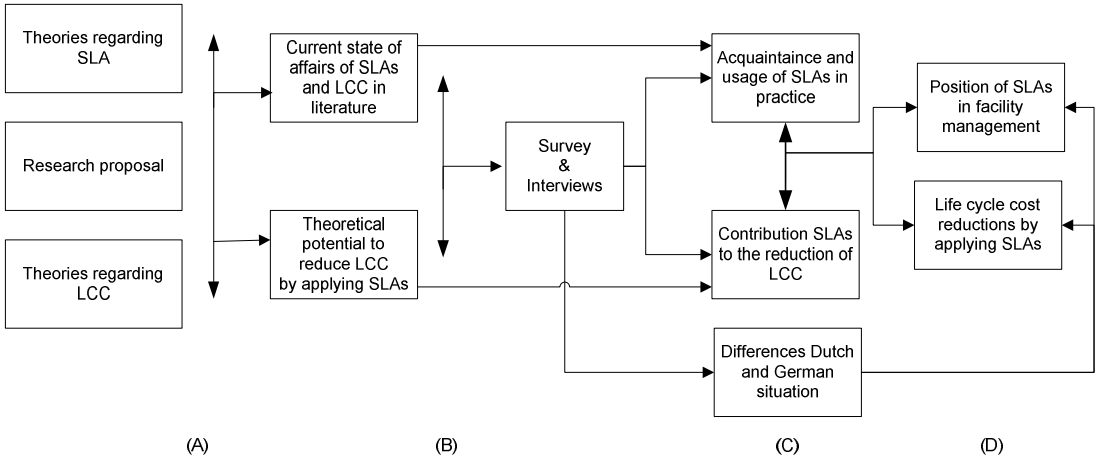

Figure 2: Research model, according to methodology of Verschuren [2005]

In the research model four sections can be distinguished, which can also been seen in the research questions and objective. The following analysis will explain the role of the four sections in the research model and in the research questions, as well as the relationships between the different sections.

The first research question complies with section A of the research model, the first two columns. This section is all about finding appropriate literature about life cycle costing and service level agreements. Also the research proposal is input for the start of the research project itself. The literature found can be used to learn more about the current state of affairs regarding the two themes of this research. Also possibilities for the reduction of life cycle costs by using SLAs, can be derived. The theories found are used to determine a theoretical framework for the remainder of the research project.

The theoretical framework that has been formulated in section A, has been used during the execution of section B. Section B corresponds with research question two, which is represented by column two and three. In the second section the theories found, can be applied to make a questionnaire and interview. These are used to get more information about the acquaintance and usage of SLAs and LCC in practice. The interviews are held to learn more about the background information that cannot be expressed in a questionnaire. There has been special attention for the possibilities respondents perceive for using SLAs to reduce costs. For the interviews different companies in the Netherlands and Germany will be contacted. This also results in a restricted comparison between the Dutch and German results.

The last research question, or section C in the research model, consists of two parts which can also be seen at the research model. In combination with the results from the literature study, an analysis of all the results can take place, as well as a confrontation with the authors judgements. The interviews can provide information about the acquaintance and usage of SLAs in practice. Also differences between the Dutch and German situation and results can be analysed. After the integration of all the results, it is possible to execute the last section of the research model.

The last section is not represented in the research questions since this is a logical outcome of the research questions presented earlier. Section D is the part that has to comply with the research objective. The integration and analysis of all the information found earlier has to take place at this point in time. This will make it possible to specify possibilities for running cost reductions achieved by the application of SLAs. There is also little attention for the differences in the Dutch and German situation, when this influences the research outcomes. Other outcomes of the research which are worth mentioning will also be presented here.

1.3.4 Interview considerations

As mentioned before, a major part of my research are the interviews which have been held with people in the Netherlands and Germany. Important is, which companies have been asked for cooperation in this research. This aspect and the considerations relating to this, will be discussed at this paragraph.
Respondent characteristics that can be recognised are public versus commercial companies, type of construction works executed, user of constructed property, type of contract, etcetera. The definition of a limited set of companies needs to be done precisely.

The following considerations have been made:

- The research will focus on ***commercial companies***. This is a very clear distinction, which does not need any explanation to persons active in the construction industry. The commercial or private and public sector have different ways of working. The research focuses on reducing costs, which is an issue in both sectors. However, in the public sector other procedures are necessary to implement changes. This is caused by the differences in interests of the public and commercial sector. To enhance the possibility that the findings will be implemented, the research will focus on the commercial sector only.
- Another distinction can be made by the type of object that is examined. This research will focus on ***office buildings*** only. Offices are a distinct group of construction projects in which many investment companies are active. A reason for this choice can be derived from the Dutch Central Bureau of Statistics (CBS). It needs to be stated that only the years 2002-2006 are examined in this comparison. In 2002 the building of offices contributed approximately 10% in value of building permits granted. This decreased to less than 5% in 2005, after which the percentage has increased slowly. The absolute number of permits granted shows the same results, first a decrease after which it increases again in 2006. When the value per square meter is examined, it can be seen that this was fluctuating around € 800 per m^2 from 2002-2005. In 2006 this has increased with about 20%, till more than € 960 per m^2. Why this increase has taken place is a completely different research question and will not be examined. However, it indicates that the value of office buildings is increasing. This can for example be related to higher investment costs, increasing land prices or improved service provision. For this research it is valuable to see whether the service provision has anything to do with the overall costs. In combination with the increasing number of permits granted, as well as the growing overall value of the permits, office building projects are on the rise in numbers and in financial terms. This makes that office buildings are an interesting sector to examine.
- Service level agreements can be drawn up for different aspects of a build object. In the period an office is in use, two main groups of SLAs can be seen: SLAs regarding the object itself and SLAs for supporting services. SLAs regarding the object itself can be maintenance agreements, energy supply services and elevator service contracts. By SLAs for supporting services can be thought of facility management services like catering and cleaning services. It was assumed that the costs of the last group of services is mostly incurred by the user of the property. The SLA costs related to the object itself are mostly related to the owner of the property. This assumption was made due to delineation reasons. However, the assumption about the division of tasks appeared to be wrong, so the research focuses on ***owners and users of buildings***. Meaning that both service categories - services related to the building ('hard') and supporting services ('soft') - have been examined, to see whether there are any differences between these categories.
- Interviews are held with the ***customers of SLAs*** (owners and users of the offices), for example insurance companies, as well as ***service providers***, for example maintenance/facility management companies. By interviewing the customers and the service providers, the interests of both parties can be observed. This provides a complete view on the situation at this moment and improvement possibilities for the future.

The size of the offices has not been one of the selection criteria for the companies to approach. This criteria has been excluded since it drastically limits the number of possibilities, which is already limited. Since the type of object, the application of an SLA and the type of stakeholder are more important criteria, these will have preference. The size of offices has however been taken in consideration during an interview, but not during the selection of respondents.

1.3.5 Research result

The main research result is the achievement of the research objective, which is indicating how SLAs can contribute to a running cost reduction. To attain the objective it was necessary to get more insight in the current state of affairs of SLAs in FM. This results in an impression of how SLAs are applied in FM at the moment. For both research parts - SLAs in FM and cost reduction - recommendations will be presented. These recommendations include both research themes separately, as well as the integration of the two. This research was not meant to give profound insight in the differences between the two countries, however, it needs to be considered. The reflection of the differences is necessary because they can be of influence on the conclusions and recommendations of this study. Only differences that can be of influence are discussed.

1.4 Structure of Master thesis

This report has started with an introduction of the research project. The objective for this research was: s*pecify the possibilities for the reduction of running costs of commercial real estate, which can be achieved by applying service level agreements.* Therefore three different research questions have been determined. The first research question is elaborated in chapter two. Chapter two is a theoretical framework that indicates the current state of affairs of both research themes in literature. This chapter was the basis for the remainder of the research. The second research question is dealt with in chapter three. A questionnaire and interviews have been the main sources of information for this research question. The information gathered in the questionnaire and interviews is presented in the third chapter. In chapter three the outline of the interview has been followed. The fourth chapter combines the information from chapters two and three, an analysis is executed to answer research question three. The analysis merges theoretical insights, interview findings and the judgements of the author. The three research questions have been discussed, so conclusions and recommendations (chapter five) can be determined. The annexes include among other things the interview format used, questionnaire findings and reports of each interview.

2. Theoretical framework

The theoretical framework forms the basis of the research project. The two themes will be explained separately in a general matter. Life cycle costing is mentioned first, since this is closest related to the overall objective. Service level agreements are the instrument that can be applied for LCC purposes. After that, a more thorough investigation of the coherence between the themes, will be given.

2.1 Life cycle costing

There are different theories about the beginning of the life cycle costing theory. Psonder [2000] explains that already in the 1930s the running costs have been examined for different trains in the USA. It is only unclear whether 'life cycle costing' has been mentioned by name at this time. The first report in which the concept 'life cycle costing' has been appointed, is a report of the US Department of Defence in the mid-1960s. The usage for construction industry has started approximately 20 years later: in the mid-1980s LCC has been adapted for the application in building investment decisions [Gluch, 2004].

The start of LCC as a concept in building investment decisions is relatively new. The remainder of this chapter will, among other things, discuss what LCC is, what experiences there have been with LCC and especially what the relation to this research is. For the feasibility of this research some delineations have been made. These choices will be explained, so that it is clear what is meant by LCC in this research.

2.1.1 Definitions for life cycle costing

In literature a lot of different definitions for life cycle costing or related concepts can be found. In this paragraph the different definitions are presented, as well as the definition used in this research. The explanation for examining only running costs is given at the end of the paragraph. The general characteristic of all definitions related to LCC is that there is a relation with financial aspects. An important distinction is the focus on overall costs, also known as whole life costs and applying LCC as a tool to compare different investment possibilities. For both aspects definitions will be given.

Life cycle costs definitions considering the whole life costs are:

- 'Life cycle cost is the summation of all estimated cash flows from concept, design, construction, operation, maintenance, and disposal of the system at the end of its useful life' [Ostwald, 2001, p.381].
- 'The life cycle cost of a building is the total cost commitment to that building and is the sum of the initial capital costs and future running costs' [Spain, 2000, p.205].
- 'Life cycle costing includes the costs associated with acquiring, using and caring for disposing physical assets, including the feasibility studies, research, design, development, production, maintenance, replacement and disposal as well as support, training and operating costs generated by the acquisition, use, maintenance and replacement of permanent physical assets' [Zehbold, 1996, p.3].
- 'Life cycle costing is an economic assessment of an item, area, system or facility considering all costs of ownership over an economic life, expressed in terms of equivalent dollars. It takes into account time value of money and reduces a flow of running costs over a period of time to a single current value or preset worth' [Singh, 2005].
- Several definitions of LCC exist. As useful as any, and shorter than most, is: 'the life cycle cost of an item is the sum of all funds expended in support of the item from its conception and fabrication through its operation to the end of its useful life' [Woodward, 1997].
- Summing up total costs of a product, process or activity discounted over its lifetime [Gluch, 2004].

LCC defined as a tool for comparison of alternative investments:

- One of the definitions related to LCC given by Gluch [2004] is: total cost assessment. This means: 'A long-term, comprehensive financial analysis of the full range of internal costs and savings of an investment.'
- Life cycle costing is a technique which enables comparative cost assessments to be made over a specified period of time; taking into account all relevant economic factors both in terms of initial costs and future operational costs [Gluch, 2004].
- 'Life cycle costing may be described as a forecasting tool used to compare or evaluate alternative planned capital expenditures with the aim of ensuring the optimum value from capital assets' [Zehbold, 1996, p.3].

The definitions related to whole life costs of a project, examine life cycle costing very literally. The main point in these cases is to combine the costs of the complete life cycle of a building. The definitions are using more or less extensive ways to explain this. Using LCC for comparison reasons is an extension of the whole life cost approach. Not just for one option or project is the whole life costs examined, but for different options or projects it is examined and also compared. The comparison purpose of LCC is mentioned very clearly in these definitions, but can also be used in whole life costs. When the whole life costs are examined, improved insight in the costs of a project is the result. The improved insight can be used for comparison reasons, but this is not necessary.

Also important to mention is that the given definitions are not a complete list of the definitions used in practice. It gives a restricted view on the diversity of the concept LCC. This diversity can also be seen by the expanding usage of LCC, for example in environmental issues. Gluch [2004] mentions that by changing and adding some variables in the LCC concept an environmental life cycle approach can be developed. The approach and structure remain the same, in comparison to the former LCC concepts, only an extra variable and decision factor is added. An explanation for the diversity of LCC definitions and the development of new applications can be that LCC is relatively new. This provides a lot of potential for improved and new applications. This is also relevant for this research that provides application possibilities in relation to service level agreements.

For this research the definitions regarding the whole life costs are most important. This research examines the relation between LCC and SLAs in different ways. An important aspect is the consideration of the cost reduction achieved by the usage of SLAs. Cost reduction possibilities are not examined at the start of an SLA project, it is mainly determined after it has been achieved. SLA could be used as a cost comparison tool when costs are studied at the implementation of SLAs. The comparison of alternatives can provide insight in the best options for the implementation. Since this is not the case in practice, the LCC in the whole life cost approach is used for this research.

The objective of LCC is to relate the short-term costs to the long-term costs. For construction projects this means that the capital costs are compared with the running costs for the useful life of the building [Morton, 1995]. This combination of capital costs and running costs is mentioned by several authors for example Ferry [1999] and Ostwald [2001]. Spain [2000] explains the concept into a little more detail by mentioning that LCC is a system for: ‘budgeting and controlling the costs of the design, development and property management of a building’. In brief this means that the one time costs (capital/initial costs) and recurring costs (running costs or property management costs) are compared over the years a building is in use. The dismantling of the building is included in the life cycle definition, since this is also part of the property’s life cycle.

By explaining this, the main difference between traditional investment calculus and LCC can be observed. Life cycle costing obviously has a life cycle perspective, which is not known in traditional investment calculus. In traditional investment decisions only the investment costs are examined, without taking the running costs in consideration. This is the advantage of LCC over traditional investment decision methods [Gluch, 2004]. For a correct and useful comparison, the costs need to be discounted. The advantage can be achieved because most of the project costs are appointed in the early project stages. Ishii [1997] and Schneider [2004] argue that around 80-85% of the life cycle costs are determined in the planning and design phases of a project. When LCC is used in these phases, the total cost commitment can be influenced to a large extent. So the usage of whole life costing or LCC is important for the reduction of the total cost commitment.

In this paragraph different terms have been presented and discussed. The two most used terms are whole life costs and life cycle costs, which are used at the same moment and indicating the same concept. For the remainder of the research the term life cycle costs or LCC will be used, also indicating the whole life cost concept.

The definition for life cycle costing used in this research will be:
Life cycle costing is the total cost commitment to a building, consisting of the summation of all (estimated) cash flows from conceptual planning, design, construction, operation, maintenance and dismantling of the building.

2.1.2 Life cycle cost variables and running costs

In the definition for LCC used in this research, different cost variables can be recognised. The cost categories are: conceptual planning, design, construction, operation, maintenance and dismantling. These costs are incurred in the given order during the lifetime of a building. This is not a complete list of variables that can be examined. Ostwald [2001] for example mentions the following cost categories necessary for an LCC analysis:

- Design, development, and engineering.
- Initial capital investment and financing
- Operation, maintenance, and functional use
- Replacement
- Alteration, refurbishing, and improvement
- Salvage and retirement

The given cost categories have been summarised in general concepts that contain the main phases of a building's life. These phases have been presented in figure 3 in the order in which they occur.

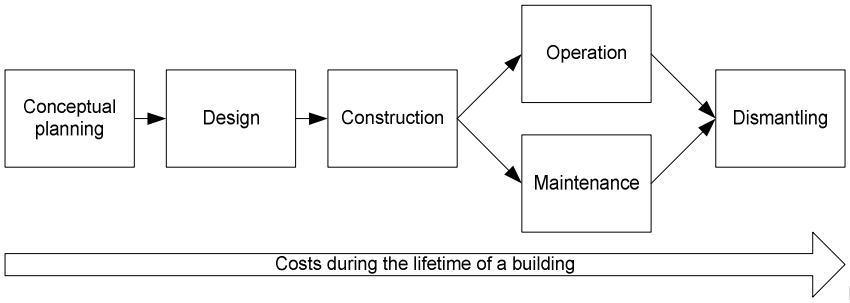

Figure 3: Building's life time

For each of these cost categories there is a different relation between the volume of the cost and the period in which the costs are incurred. The investment for the construction has relatively high costs in a short period of time. The planning and design phases have an average cost in a average length of time. For the operation and maintenance phases the costs are lower, but are incurred over a much longer period of time [Ostwald, 2001]. For this research only the costs incurred during the period a building is in use will be examined, this means the operational and maintenance costs or running costs.

The choice for this period of the building's lifetime will now be explained into more detail. There has been chosen for a reduction in running costs for different reasons. Life cycle costs include different costs which can be explained into different levels of detail. Four phases can be distinguished in this: the development of the building, the construction of the object, the period the object is in use and the dismantling of the building. This research focuses on the period a building is in use, the longest period in the lifetime of a building [Ostwald, 2001]. The costs which are incurred during this period are for the remainder of this research called: the running costs of a building.

Besides, the running costs are a very large part of the complete life cycle costs, which is also one of the reasons to examine these costs into more detail. Psonder [2000] states that construction costs are like an iceberg: you clearly see the tip of the iceberg, the building costs, but under the surface there are a many other costs involved, like operations and maintenance. LCC wants to include all these costs to indicate what the total costs over the lifetime of the building will be. Figure 4 clearly shows the 'iceberg' effect of Psonder [2000] and how this relates to life cycle costs. Acquisition is an apparent cost, above the surface. Running costs are lying under the surface and a life cycle perspective is necessary to get these above the surface at an early stage.

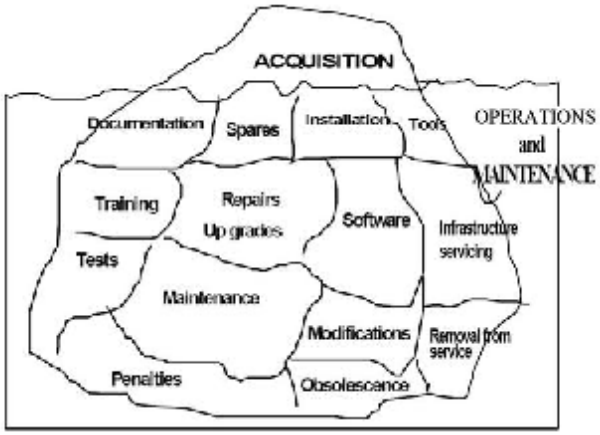

Figure 4: Iceberg of Psonder [2000]

The statement of Psonder [2000] that construction costs are just one part of life cycle costs is supported by Morton [1995]. He states that many studies have shown that the running costs of buildings over their lifetime are probably higher than the initial costs. Osbourn [2007] argues that clients and designers should be made more aware of life cycle costs so that they better understand the cost implications of a proposed building. His reason for this is that the high costs of materials, labour and energy imply that the running costs are of greater importance relative to acquisition costs. Despite the possible short-term reductions in prices, the long-term trend is likely to continue upwards, and running costs must be used more fully to buffer the effects of over costly capital investments. All these authors indicate that running costs are an important cost, probably even larger than construction costs, during the lifetime of a property. This makes clear that a reduction of the running costs can have significant effect on the life cycle costs. Figures, like the one presented in figure 5 are often presented in coherence with LCC and indicate the significance of operation/running costs in relation to planning, design and construction.

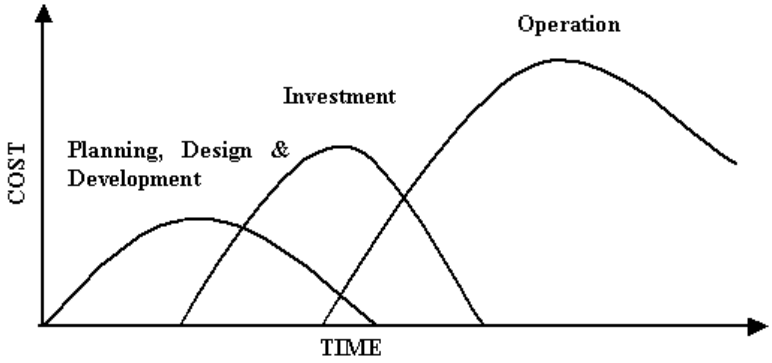

Figure 5: Life cycle cost development [Ostwald, 2001]

Another reason for the choice of running costs is that SLAs are mostly applied during the time a building is in use. This means, SLAs are used in the period in which the running costs are incurred. Since this research wants to integrate the topics LCC and SLA, the usage period is the best period in a building's life to examine the integration possibilities.

Running costs

Osbourn [2007] makes a distinction between running costs and operational costs that are incurred during the time a building is in use. The main difference between them is that running costs are incurred for every type of build object. Operational costs on the contrary, are generally (though, not exclusively) associated with non-domestic buildings.

Running costs consists of: general maintenance, cleaning, servicing of a building, renewing or repairing of fittings and fabrics, payments for heating, lighting, ventilation, insurances, services and allowances for taxation rates. Operational costs include the costs of: employee salaries, services provision for pleasant work conditions (e.g. catering, parking services) and the costs for machinery, power and materials used by the processes accommodated in the building. The adaptation costs for a building, which are necessary to meet changing user requirements, are also part of the operational costs.

This research focuses on the running costs mentioned by Osbourn [2007], as well as part of the mentioned operational costs. For this research, the running costs are the costs which directly relate to the building's operation or maintenance. This means that the insurances and allowances for taxation grants are not considered in this research, since SLAs are most likely not used for these costs. The operational costs mentioned by Osbourn [2007], which are dependent of the activity performed in a building, are also not examined. This includes the costs for machinery, power and materials used by the processes accommodated in the building.

The cost categories for running costs in this research are maintenance and/or building related, or service related. The maintenance/building related costs are: general maintenance, repairing or renewing fittings and fabrics, maintenance of installations, heating, electricity and climate control systems. The service related running costs are: cleaning, catering, parking services (incl. lease cars), landscape/environment of built object and IT services. These cost categories can be found in relation to service level agreements and have been used in the interview.

Morton [1995] mentions maintenance as one of the three major long-term costs. This makes that maintenance is perhaps a significant part of the running costs. This has been examined into more detail in the interviews to confirm the importance of maintenance costs. The integration of information found in the interviews and the theoretical framework will be given in chapter four.

Important is the integration of LCC and running costs, this is reflected by the second part of the objective, that wants to apply SLAs for the reduction of LCC. By this is meant that the life cycle costs are reduced by a reduction of the running costs.

Since running costs are a large portion of the overall building costs, a reduction of these costs will result in an overall reduced cost. The justification of life cycle cost reductions by reducing running costs is that higher initial costs are reflected in lower running costs [Aye, 2000]. So by using an life cycle cost approach in the early design phases, the cost implications of design decisions are examined very early. This means that initial costs can be somewhat larger, however, reductions are achieved for later phases like the running costs. This view is supported by Osbourn [2007] who states that: 'it is generally wisest to select more costly components, construction methods and servicing systems because they tend to require low maintenance'. The relation between design and higher initial costs with the usage of a building and its running costs is supported by this. This explains the strong relation between life cycle and running costs which are both studied in this report.

2.1.3 Experiences with life cycle costing

For this research it is useful to study the experiences with life cycle costing. This means that the advantages or opportunities have been examined, as well as the disadvantages or difficulties of LCC application.

Advantages and opportunities of LCC application

According to Ferry [1999, p.61] the advantages of LCC are self-evident and can be given by just one sentence: 'it enables us to consider the long-term implications of a decision, and to provide a way of showing the cost consequences of short-sighted economies.' Although this can be perceived as the main advantage, there are more aspects that can be considered.

There are a lot of different other advantages for life cycle costing, which can be related to construction industry also. These advantages are:

- LCC can be used as a *principle for the organisation of information*. It provides a logical and common time frame for comparing the product costs over the product's life time. All costs can be considered, rather than only initial costs [Hutton, 1980; Woodward, 1997 & Gluch, 2004].
- The *dependence and interactions among the components are defined*, which allows the trade-off between different components [Hutton, 1980 & Woodward, 1997]. This aspect has also been mentioned in the relation between life cycle and running costs. By using LCC it is possible to make a trade-off between (higher) initial costs and (lower) running costs.
- LCC gives *more information and cost insight*: the consumer can easier recognise the importance of individual cost components and the extra amount of information can help the consumer to shift its cost perceptions [Hutton, 1980 & Gluch, 2004].
- Life cycle costing uses a *familiar variable*, money [Gluch, 2004].
- It *improves the knowledge and awareness* of some parties involved, since they participate in the calculation process themselves and can learn by doing so [Gluch, 2004].

Opportunities for the successful usage of LCC can be:

- *Shorter life assets*, e.g. mechanical and electrical equipment. This is due to the fact that the future costs are clearer, because energy consumption, maintenance and renewal are to a great extent foreseeable [Ferry, 1999].
- Situations in which *present and future costs are equally real*, meaning: initial and running costs are paid by the same party. Policy making can in these situations be regulated by one party [Ferry, 1999].
- *Apply life cycle costing as a way of thinking*, not alone as a calculation method. Applying LCC as a way of thinking can provide new opportunities and resolve some problems mentioned in the subsequent paragraph. Morton [1995] therefore argues that the application of LCC can provide an opportunity when LCC is used as a way of thinking: 'for architects and surveyors it is more important to know the principle than the details of the calculation methods. By knowing the principles the quick and sometimes subconscious choices may be informed by an understanding of the life cycle costs'. That LCC is more a way of thinking than a calculation method is also mentioned by Psonder [2000] and Zehbold [1996]. Important in their arguments of LCC calculations is that the building is evaluated as a complete system. Costs, benefits, time and reliability are all aspects that need to be considered for a successful life cycle way of thinking.

Spain [2000] especially mentions LCC in relation to buildings. He argues that the benefits of a life cycle approach come from the recognition of buildings as a long-term investment. In the difficulties or disadvantages the long life of buildings is also mentioned in relation to some LCC problems.

The opportunities mentioned by Ferry [1999] especially indicate shorter life assets, in stead of long life assets. The benefits mentioned by Spain will probably come from the fact that there is the recognition that a building is a long-term investment. The long-term investment itself is not considered a benefit.

Especially for running costs it is mentioned that there is an increasing awareness of these costs. This increased awareness can be seen at business and government clients. Because of the growing awareness, there is an improved readiness to consider arguments based on the long-term, however, they need to be convincing enough [Morton, 1995] This makes that the persuasion of the customer is becoming less complicated in LCC issues, which improves the possibilities to apply LCC in practice.

Difficulties and problems with LCC application

Despite the self-evident advantages of LCC, the application of LCC in practice is still limited. This can probably be related to a typical characteristic of buildings: their long lifetime. Ferry [1999] states that LCC is at its least effective in evaluations with long-term static structures like buildings. The difficulties are the following, of which long lifetimes is a basic one:

- *Forecasting problems*: to apply life cycle costing you need information about future events, e.g. how long will a building last, how will a building be used, how will this building be maintained, what will happen to interest rates and inflation, etcetera. Some of these things can simply not be predicted since buildings have a long lifetime. Others factors are trends which can be analysed and estimated, however, they are still uncertain to a certain extent [Morton, 1995 & Gluch, 2004]. The assumption that costs can be predicted for many years into the future is somewhat fragile, not only because of the long life of buildings. The cost themselves are a complex interplay between several aspects like: performance, user behaviour and economic changes. The combination of the complex interplay and long lifetime of buildings make forecasting very complicated and fragile [Spain, 2000]. This view is supported by Ferry [1999] who states that initial costs can be forecasted quite accurately instead of maintenance costs which are a pure guess. Briefly: the future is uncertain which makes forecasting unreliable to some extent. This is an increased problem since construction industry has large and complex projects. A thorough risk management system can improve decision-making by making use of risk and uncertainty calculations [Singh, 2005].
- *Lack or unavailability of necessary data*: three sets of information are necessary for life cycle cost calculations: initial costs, client or user information, life expectancies. The initial costs are less difficult to obtain and can be asked for at suppliers. The client or user information needs to indicate what the priorities of the client or user are regarding initial and running costs, this can also be asked for to a certain extent. The life expectancies are more difficult to estimate and are linked to the assumptions about frequency and costs of maintenance, which are two uncertain factors [Morton, 1995]. The problem with life expectancies is that it is dependent of deterioration and obsolescence, which are difficult to forecast [Ostwald, 2001]. Gluch [2004], El-Haram [2002] and Nicolini [2000] summarise this problem as unreliability and poor availability of useful data.
- *Discount rate difficult to identify*: when costs are converted to present values the discount rate is very influential on the outcomes of the analysis. An incorrect discount rate can make a dramatic difference on the end results. One way to deal with this difficulty is to perform a sensitivity analysis with different discount rates [Morton, 1995].
- *Initial and running costs cannot really be equated*: the initial costs and running costs cannot be compared because of different reasons. For example: the costs are often incurred by different parties, high capital debt is unwanted instead of higher running costs, building or finishes are in good condition but out of fashion, etcetera. These aspects make it almost impossible to compare the initial and running costs, there is just too much uncertainty and change. Decisions during the long-term life of the building are made on other or additional information than was available for the LCC analysis at the start of the project [Ferry, 1999].
- *Persuading the client*: when LCC has been applied the problem is to convince the client to adopt what appears to be the best solution. The limited LCC adaptation of clients is a result of the clients short-term objectives or LCC is not a valid approach according to client [Morton, 1995]. An issue that is linked to the short-term interests of the client is the ownership of the property. Most clients do not have a long-term interest in the costs of ownership, which makes LCC less effective and applied [Nicolini, 2000].
- *Confusion about meaning LCC:* there is a conceptual confusion because of the large extent of similar LCC oriented tools and inconsistent life cycles [Gluch, 2004]. Diversity does not have to be a problem, there is just a lack of a well-established standard methodology for the usage of LCC [Nicolini, 2000].

Especially the first four difficulties are closely related to the long-term life of buildings. This complicates forecasting in general, which results in lack of proper data and uncertain discount rates. The long lifetime of buildings also complicate the incurring of costs by different parties. The different cost categories (initial and running costs) are mostly incurred by different persons and it is uncertain how ownership of a property develops in the future. Because of the importance of long lifetimes of buildings in literature, this needs to be considered in the interviews as well.

2.2 Service level agreements

This paragraph will present the current situation regarding service level agreements in literature. In particular the relation with facility management will be explained. For the determination of the current situation regarding SLAs, it is necessary to keep in mind that a lot of literature comes from the IT-industry. This is due to the fact that IT-industry has started the use of SLAs to record service delivery. By recording the service delivery process, dissatisfaction with costs and service provider relations, could be reduced [Hiles, 1994].

It is stated by Verma [1999] that SLAs can be used for construction industry as well, however a good explanation for this is not provided. Although the argues for his statement fail, IT literature has been used for this research. Therefore it is also aiming at giving insight in the relation between the available IT-literature and the situation in facility management. So it needs to be considered whether the assumption that IT literature can be used for facility management as well, was appropriate. By examining the different application areas for SLAs, it is possible to determine the current situation for facility management in particular. This will offer the possibility to focus subsequent research for FM on those aspects experienced by them. In this paragraph the differentiation between literature from IT-industry and other literature sources will be mentioned if necessary.

In paragraph 1.2.2 is mentioned that the focus will be on running costs only. This has even been limited to the running costs related to the building itself and supporting services. This means that SLAs related to the running period of the building will be examined, as well as agreements that consider aspects of the operation of the building (e.g. maintenance and catering).

2.2.1 Definitions service level agreements

As mentioned in the previous part, literature related to SLAs often comes from IT-industry. In determining the definition of a service level agreement in this research, different definitions will be presented. First the definitions related to the IT-industry will be given, after which other definitions will be presented. After analysing these definitions, the definition used for this research will be given.

In IT-industry the following definitions are used:

- ‘A service level agreement (SLA) is a formal definition of the relationship that exists between two organizations, usually between a supplier and its customer’ [Verma, 1999, p.1].
- SLAs are a set of clear definitions which describe the activities performed for a customer, which specify to a certain extent of detail when, how and where these activities will be carried out [Thiadens, 1999, p. 257].
- A service level agreement identifies the service commitments of both service supplier and service buyer to each other at the boundaries of their responsibilities [Larson, 1998].

The following definitions are in use which do not originate from IT-industry:

- SLAs are contracts between a service provider and his customers concerning a guaranteed service quality. These are characterized by objectively measurable service levels [Burr, 2006, p. 178].
- A service level agreement states an obligation to provide a certain service, with a formulated quality, at an appointed time [Ellis, 2004, p.9].
- A service level agreement (SLA) is an agreement between the provider of a service and its customers, which quantifies the minimum quality of service which meets the business needs of the customer [Hiles, 1994].

At the start of the project it was clear that a distinction could be made between literature originating from IT-industry and other sources of literature. The distinction has been made because it was unknown whether IT-industry observes SLAs the same way as for example facility management. The definitions have therefore been examined solitary.

Since the definitions do not differ to a large extent, it is assumed that literature originating from IT-industry can be applied to facility management without many problems. In chapter four it is analysed whether the assumption was correct.

The assumption is supported by several authors. Burr [2006] mentions that the usage of SLAs is still expanding to other industries like logistics, delivery services and construction industry. This is supported by Verma [1999], who originates from IT-industry, who states that SLAs can be defined and used in the context of any industry in which a provider-customer relationship exists. This is also something that is supported by the definitions given, since every definitions focuses on the relationship between customer and service provider. The SLA states which services are provided and especially the quality level of the services provided. This is the foundation of an SLA which can be used in many different ways and industries. For the remainder of the thesis there will be no distinction between literature from IT-industry and other industries if this does not include an extra perspective.

In the construction industry a service provider-customer relationship can exist in many different ways. Which can also lead to a lot of different ways of applying SLAs. For this research the focus will be on service provision during the period a building is in use and services provided directly related to the building itself or supporting services. There can be thought of general maintenance of the building, repairing and renewing of fittings and fabrics and payments for electricity, catering, etcetera. These activities are for many companies non-critical activities, that can be outsourced according to Verma [1999]. The agreement can be agreed upon at different stages: at the start of the construction of the building, after the completion or during the period the building is in use.

For the determination of the SLA definition for this research, the three aspects of an SLA will be discussed separately.
Service: a certain service (maintenance, catering) needs to be formulated with characteristics of that specific service (corrective/preventive maintenance, service delivery times).
Level: the formulation of a 'level' is very important for a service level agreement. Performance criteria are designed that represent the quality of the service to be delivered to or by each party involved.
Agreement: this indicates that it is (at least) a two-sided contract. At least a service provider and a customer need to be involved to formulate an SLA. The formulation is negotiated, which improves the understanding of each other's needs and constraints. Of course other parties can be involved in the agreement.

The definition for service level agreements used in this research will be:
A service level agreement is an agreement between a service provider and a customer, which explains what the customer requires and what the supplier is committing to provide. The service levels are presented as performance objectives, which are (preferably) objectively measurable.

2.2.2 Relation SLAs and facility management

In construction industry SLAs are mostly offered by facility management or related companies. This is the reason to explain something more about facility management (FM) and the relation of FM with this research and especially SLAs. For this research it is not useful to explain facility management into much detail. It is useful to explain what facility management is, that SLAs are a tool that can be used in facility management and that there is a link to costs and cost reductions.

Definitions for facility management are:

- 'The multi-disciplinary strategic framework for a coordinated programme to provide, maintain and continuously adapt buildings, their systems, services and contents to changing organizational needs in order to achieve full quality and value in use' [Kahlen, 2001, p.36].
- Facility management is the consideration, analysis and optimization of all relevant costing aspects of a building or a service realised in a company, which are not part of the core activities of the company [Schneider, 2004].

The relationship between service level agreements, construction industry and facility management is evident in these definitions. Some of the objectives of FM are: effectiveness, efficiency, flexibility, transparency, quality and customer orientation [Schneider, 2004].
SLAs can be a way of achieving some of these objectives, which makes that SLAs are a proper tool for FM. Facility management companies are companies that arrange for a lot of supporting services of buildings. These include the activities examined in this research, e.g. maintenance and catering.

For this research, only the following facility management aspects have been considered: aspects related to the building itself, deployed during the period the building is in use. The service level agreements are an instrument of for example the facility management companies and departments to agree upon the services they provide.

Facility management makes use of SLAs to achieve the given objectives of facility management. An important aspect of FM is the outsourcing of activities that do not belong to the core activities. FM is the department that arranges the outsourcing of these activities. Verma [1999] supports the definition of Schneider [2004] regarding the outsourcing of non critical functions to a facility management department. Verma states that SLAs have an increasing central role in situations where non critical functions of a company are contracted out to facility management companies. These non critical functions are outsourced because it simplifies the building owner's responsibility for engaging caretaking staff [Osbourn, 2007]. Other reasons for outsourcing activities are: increase of flexibility, limitation of capacity problems, reduction and visualisation of costs and obtaining knowledge and competence of external supplier [Van Wagenberg, 2003]. These reasons to outsource activities, possibly by using SLAs, will be checked for in the question list and interview.

The contracting out of non critical functions makes that the activities related to both SLAs and facility management can be delineated to a large extent. The activities relevant for this research have to be supporting services or activities related to the building itself, during the period it is in use and the activities have to be non core activities. These factors, along with the life cycle costing examination will lead to a list of services/activities that will be examined in this research. A distinction often made in FM is the so called 'hard' and 'soft' FM. Hard FM includes the maintenance of the building fabric and the mechanical and electrical systems. Soft FM includes items such as cleaning, catering and security [Cacciatori, 2003]. The studied services/activities will be given in the conclusion of this chapter and are divided between 'hard' and 'soft' services.

At last the relationship facility management and costs will be discussed. Since the research objective also focuses on the financial aspects of applying SLAs, the influence of facility management on cost will be discussed shortly. With facility management the following costs can be influenced strongly: administration costs, running costs and cost for emptiness of the building [Schneider, 2004]. He confirms that facility management can have an influence on costs, it is only not given how this influence can be accomplished. Whether SLAs are the proper facility management tool, is something that is investigated by this research. One of the weaknesses mentioned of facility management is the lack of clear information about costs. Costs are also a problem mentioned of SLAs, which will be discussed later on. This can possibly reduce the influence of facility management and SLAs on costs.

This paragraph was meant to explain something more about the relationship between facility management and service level agreements, because SLAs are usually part of facility management. The two concepts have been used together in literature and FM literature will be used for the rest of the thesis. In the remainder of the thesis the focus will be on SLAs, which is the used term.

2.2.3 Variables service level agreements

The variables of service level agreements can be divided in two parts: the objectives of service level agreements and the contents of the agreement.

Objectives of service level agreements

In paragraph 2.2.1. the definition for a service level agreement is given. Here will be explained what is achieved by making use of an SLA. The objective of an SLA has been described by several people, they state:

- An SLA creates an acceptable level of expectancies by both parties in the delivery process of a certain service, in which an atmosphere of joint responsibility, cooperation and confidence is created [Thiadens, 1999].
- The SLA serves as a guarantee and control mechanism for the service quality delivered to the customer [Burr, 2006].
- The purpose of an SLA is to provide the user of the service with the information necessary to understand and use the contracted services [Larson, 1998].
- The goal of an SLA is to bridge the gap between service provider and users or customers [Trienekens, 2004].

The objectives differ in their amount of detail, but the bottom-line in all objectives is that an SLA has to provide greater insight in the service delivery process for both parties involved. This will be the overall objective that is followed in this research as well. Of course there are additional objectives that can be attained by using SLAs. For these additional objectives it needs to be mentioned that the overall objective is the same for the customer and the service provider. However, the parties involved in an SLA also have interests of their own. The owner of a building making use of an SLA wants to achieve: e.g. lower costs and maximum returns. The service provider wants to achieve: e.g. a long-term relationship with the customer, market oriented building and quality, as well as a reduction of costs [Thiadens, 1999 & Moslener 2001]. Ellis [2004] states that the objectives for the service provider are: to keep customers, acquire new customers and make costs controllable. The additional objectives will be discussed into more detail at the opportunities and advantages of SLA appliance in paragraph 2.1.4

Objectives SLA & FM: the linkage between SLAs and FM can be seen in the objectives of both concepts. As mentioned, the objectives for FM or reasons for FM to outsource, are among other things: increase of flexibility, transparency, quality, customer orientation, limit capacity problems, reduce and visualise costs, acquire knowledge and use competence of external suppliers [Schneider, 2004 & Van Wagenberg, 2003]. The overall objective of SLAs is an increased transparency for both parties, which is also mentioned as an objective of FM. Also the other objectives aimed for at facility management, can be identified within the SLA objectives. For example quality control and assurance and customer orientation are aspects recognisable at FM, as well as SLAs. Once more this supports the assumption that facility management and SLAs can be integrated without many problems.

Contents of service level agreements

The content of an SLA is described into much detail by many different authors. For this reason the variables that possibly can be formulated in an SLA will be discussed in a list of attributes. When an attribute does not speak for itself, additional information is provided. After presenting the lists of possible attributes, table 2 is given that summarises the basic contents of an SLA for facility management purposes.

To start with, the role of an SLA in facility management contracts is explained. An SLA can be a contract of its own, however, mostly a service level agreement is part of a larger contract. This means that a contract is set up, of which SLAs are an official part or supplement [Verma, 1999; Van Wagenberg, 2003 & Tuomela, 2001]. For the list of contents there has not been made a distinction between these two types of contracts, since it is unknown what is the most applied contract form in facility management. This has been asked for in the interviews. The possible attributes/contents of an SLA are:

A. General information

1. Contract parties	Thiadens [1999], Burr [2006], Ellis [2004], Tuomela [2001]
2. Type of contract	Thiadens [1999], Verma [1999]
3. Subject/scope of agreement	Thiadens [1999], Ellis [2004], Tuomela [2001]
4. Objectives of agreement	Thiadens [1999], Burr [2006], Ellis [2004], Haller [2001], Hiles [1994]
5. Duration of agreement	Thiadens [1999], Ellis [2004], Tuomela [2001], Hiles [1994]

B. Explanation service(s)

1. Qualitative explanation of services	Thiadens [1999], Burr [2006, Haller [2001], Hiles [1994], Van Wagenberg [2003]
2. Future development services	Thiadens [1999]
3. Optional services	Ellis [2004]

C. Performance level services

1. Definitions	Thiadens [1999], Haller [2001]
2. Objectively measurable service level	Thiadens [1999], Verma [1999], Burr [2006], Ellis [2004], Tuomela [2001], Haller [2001], Hiles [1994], Van Wagenberg [2003]
3. Frequency of service(s) deliverance	Van Wagenberg [2003]
4. Response time problem and solution	Verma [1999], Tuomela [2001]
5. Priority of service(s)	Tuomela [2001], Haller [2004], Hiles [1994]
6. Obligations customer	Van Wagenberg [2003]

D. Dispute arrangements

1. Risk allocation parties	Thiadens [1999]
2. Responsibilities parties	Thiadens [1999], Burr [2006], Haller [2001], Van Wagenberg [2003]
3. Liability of parties	Thiadens [1999]
4. Procedure in case of dispute	Thiadens [1999], Burr [2006], Ellis [2004], Hiles [1994]
5. Consequences for not meeting obligations	Thiadens [1999], Verma [1999], Ellis [2004], Tuomela [2001]

E. Confidentiality

1. Confidentiality agreement	Thiadens [1999], Haller [2001], Van Wagenberg [2003]
2. Dealing with competition	Thiadens [1999]
3. Ownership of service necessities	Thiadens [1999], Haller [2001]

F. Communication

1. Periodic reports/consultations	Thiadens [1999], Haller [2001], Ellis [2004], Tuomela [2001], Hiles [1994], Van Wagenberg [2003]
2. Procedure for changing SLA	Thiadens [1999], Haller [2001], Ellis [2004], Tuomela [2001], Haller [2001], Hiles [1994]
3. Supervision/controlling of agreement	Thiadens [1999], Haller [2001], Burr [2006, Hiles [1994], Van Wagenberg [2003], Verma [1999], Tuomela [2001]
4. Problem reporting	Verma [1999], Tuomela [2001]

G. Finances

1. Determine costs	Thiadens [1999], Haller [2001], Ellis [2004], Tuomela [2001], Van Wagenberg [2003]
2. Payments	Thiadens [1999], Haller [2001], Tuomela [2001

H. Other

1. Process descriptions	Ellis [2004]
2. Signatures	Ellis [2004], Thiadens [1999]
3. Incentives	Tuomela [2001]
4. Service support	Thiadens [1999]
5. Type of maintenance (corrective, preventive, adaptive)	Thiadens [1999]
6. Escape clauses and constraints	Verma [1999]
7. Agreements about transfer of staff and goods	Van Wagenberg [2003]

Table 1: Attributes that can be assigned in SLAs

Table 1 makes clear that there are a lot of different attributes that can be stated in an SLA contract. This is also one of the reasons that SLAs are mostly part of an overall contract as mentioned before. Some of the details (signatures, contract parties, etcetera) will be the same for every service level. There are companies that decide to develop a service brochure for these details. Other companies assign these details in their standard 'terms and conditions' [Hiles, 1994]. The outline of an effective SLA should be the definition of the what, where and when of a contracted service [Larson, 1998]. For this content list there has been chosen to mention more aspects to have a complete list of potential content attributes. Since it is an extensive list then, there has been chosen to develop a table that summarises the contents of an SLA contract. Also different categories have been developed to structure the attributes. The explanation of the table and the chosen or eliminated attributes will follow after the table.

A. General information	**B. Explanation service(s)**	**C. Performance level services**	**D. Dispute arrangements**	**E. Secrecy**	**F. Communication**	**G. Finances**
Contract parties	Qualitative service description	Definitions	Risk allocation between parties	Confidentiality	Periodic reports or consultations	Determine costs
Subject & type of contract	Explicit exclusion of services	Objective measurable service level	Responsibilities parties	Dealing with competition	Procedure for changing SLA	Payments
Type of contract	Future service development	Frequency of service deliverance	Liability parties	Ownership of services	Supervision or controll of contract	
Objectives of contract	Optional services	Response time problem & solution	Procedure in case of disputes		Problem reporting	
Duration of contract		Priority of services	Consequence contract not met			
		Obligations customer				

Table 2: Content of SLA or SLA contract for FM purposes

First the attributes that have been eliminated, which are the attributes from the category 'other', will be discussed. These aspects have been eliminated since they obviously belong in a contract (signatures), are to a certain extent part of other attributes, have too much to do with IT-industry or are not part of the service deliverance. Of course other aspects are also obviously part of a contract, e.g. contract parties, duration of contract. These aspects have been included in the list since distinctions are possible. Duration of agreement can differ for each agreement and there can be more contract parties than just customer and service provider.

Secondly, it is useful for some services to give some extra information to clarify what is meant by them.
Type of contract: there are different ways to describe the type of contract. One distinction that has been made in this research is the input oriented or output oriented type of contract. An input oriented contract is prescriptive, which means that the services to be performed have been stated exactly. An output contract is a performance oriented contract that describes what needs to be provided in stead of how it needs to be provided. In an output contract the service provider has the freedom to execute the contract in his own manner, as long as it complies with the contract conditions [Tuomela, 2001]. An example is cleaning: needs there to be cleaned by two persons for five hours every day (input) or does it need to be clean to some defined standards, how that is achieved can be determined by the service provider (output).
Qualitative service description: by describing the service not only as a service level, but also in a qualitative way, it is possible to learn more about the considerations of both parties. This description gives more insight in the exact expectations regarding the service provision.
Explicit exclusion of services: in all content lists it is stated what needs to be examined, the opposite of this, deliberate exclusion, is however not mentioned as something to think of in an SLA. It is assumed that it can be useful to deliberately exclude some services. In the interviews this will be checked for.
Future service development: hereby it is meant that of some services it is known ahead that changes will appear. By naming and recording these services and their expected development there are less surprises for each party, which improves overall insight.
Optional services: with optional services is meant that it is possible to agree upon additional services that can be delivered on request. These are services which are not always wanted, but can be wished for in certain situations. There can be thought of cleaning services after maintenance activities. Of course the optional services will cost extra money [Ellis, 2004].
Measurable service levels: service levels are necessary to check the delivered quality. It is best to have objectively measurable service levels, since no discussion is possible then. Objective service levels are: e.g. availability of rooms or building installations, reaction times and room conditions like temperature. Unfortunately, it is not always possible to formulate objective service levels. Subjective service levels are less wanted since discussion and conflicts are more likely. Subjective service levels are: e.g. customer satisfaction, food quality and reputation of company or service provider [Schneider, 2004]. Also some requirements for service levels are given, they need to comply with the following: objectively measurable (if possible), realisable, understandable, known and accepted by employees and they need to be controlled regularly [Haller, 2001].
Ownership of services or service necessities: in service deliverance it is well possible that extra necessities are needed. It is wise to document the ownership of these necessities at the earliest point possible to avoid discussion or even conflict.
Problem reporting: this attribute is mentioned as a separate one, since normal reports can be communicated without a lot of trouble. For the reporting of problems it is useful to determine a special way of handling it. Since problems are disadvantageous for one of the contract parties a special procedure is needed so that the problem can be solved quick and to everyone's satisfaction. Verma [1999] especially mentions this as an important part of the SLA.

2.2.4 Experiences with service level agreements

To learn more about the current situation regarding SLAs it is helpful to mention the acknowledged experiences with them. Of course there are positive experiences (advantages and opportunities) and negative experiences (difficulties and problems).

Advantages and opportunities of service level agreements

In this part the advantages of SLAs will first be discussed. There is special attention for the different advantages for the service provider and the customer. After the advantages, the opportunities and other aspects will be presented. It needs to be mentioned that it is difficult to make an exact differentiation between all the advantages. Because of that it is possible that some advantages do show some overlap.

The advantages experienced by both parties will be discussed first, the general advantages are:

- *Improved insight in activities*: the service level agreement makes it possible to describe the service required by the customer and it also specifies what the service provider is guaranteeing to deliver [Verma, 1999]. For the service provider this improved insight in activities can facilitate him to prioritise the activities, focus better on the needs of the customer, which consequently enhances his professionalism. Also the predictability improves, since the customer agrees in advance to a certain service quality [Hiles, 1994]. For the customer the improved insight originates from the additional discussion and considerations about what services and service quality are really needed [Thiadens, 1999].
- *Enhanced service quality:* the quality of the service is fixed in an agreement, which makes the service quality controllable. By formulating the needed service level, the quality will be the same at all times. Mostly a best-effort approach is used which has a large fluctuation. SLAs have a continuous high service level quality [Ellis, 2004 & Elsener, 2005]. An additional associated advantage is the objective indication of the service quality that is offered. The formulated service levels can help to evaluate whether an acceptable service level is provided. When this is not the case it also supports the identification what needs to be done to change the service quality. Sometimes even the procedural and cost implications are recorded beforehand [Hiles, 1994]. The formulation and recording of service quality and objective control of this, implicitly enhances service deliverance.
- *Conflict avoidance:* by having a contract the service provider knows exactly what he needs to deliver at which times. The customer on the other hand knows exactly what he can expect. The communication improves since the agreements are fixed in a contract. Also the discussion about the services and their performance levels makes that a lot of potential conflict issues have been discussed yet. When a conflict appears, there is always the contract to revert to [Thiadens, 1999].
- *Improved relations:* by formulating an SLA it becomes clear what the customer wants. This makes that the customer gets all the services he wishes and the service provider does not provide too much services. The parties involved learn about each others interests, which improves their relation [Ellis, 2004].
- *Insight in costs*: by defining the services and the service levels, an improved insight in the costs for each service is achieved [Van Wagenberg, 2003]. The service level and the service quality are directly related, which offers trade-off opportunities.
- *Cost reductions*: both parties can as a result of the SLA, reduce their costs. The service provider can reduce his costs because of the improved predictability, which makes that he can make a more accurate resource planning [Hiles, 1994]. His costs can also be reduced since he has to execute fully defined activities. Additional services, to upkeep a proper relationship with the customer, are not necessary. The costs of the customer can be reduced because services that were not wished for can be eliminated [Thiadens, 1999]. There is more discussion and consideration about needed services and the quality of the needed services, which makes that a more appropriate service level to the companies needs will be established. This avoids unnecessary and costly over-provision of quality of services [Hiles, 1994]. The reduction of number of provided services and service quality, makes the overall service delivery process less costly. The customer costs can also be reduced because companies do not have to invest in non core activities. These costs are carried by the service provider, which means that the customer has money left that he can invest in core activities [Van Wagenberg, 2003 & Hui, 2004].

There are also some advantages that are mainly experienced by the service provider, these are:

- *Improved continuity*: because of the long-term contracts the service provider is assured of income over a longer period of time. Because of the long-term commitment and relationship the likelihood of future (new) contracts has also improved [Thiadens, 1999].
- *Time reduction*: when the services and more important the service quality have been formulated, the service provider knows exactly what is expected from him. It is assumed that this can lead to a reduction in time, and as a result of that, in a cost reduction. It is clear for both parties what is expected and additional services or quality are not needed to maintain or improve the good relationship, which reduces his time (and cost) commitment.
- *Better streamline of activities*: an advantage for the service provider is the better streamline possibilities of the activities that he needs to execute. A service provider has several contracts that need to be obliged to, which due to exact formulation, can be streamlined. This results in a rearrangement of tasks, which are more precisely specified [Thiadens, 1999].

Also the customer has advantages that are more experienced by him, these advantages are:

- *Less personnel*: one of the major advantages of outsourcing is the reduction of personnel, which simplifies the customer's task for employing caretaking staff [Osbourn, 2007]. This reduction of personnel also means that risks associated with personnel are transferred to the service provider, there can be thought of e.g. sickness, in competency, etcetera. This reduction of time and cost in personnel caretaking can be used for the core activities [Van Wagenberg, 2003].
- *Improved controllability of received services*: when a contract is formulated the service is defined more clearly and because of the contract there is an improved certainty that the services will be delivered as has been asked for. When the service unexpectedly is not delivered as appointed, the customer has a contract to refer to. So it works both ways: it is clearly appointed what will be delivered and how this can be controlled. Besides that the customer has a contract to refer to, which simplifies controlling the services or hold the service provider on to the contract [Thiadens, 1999].

The advantages are more and more recognised. This provides the opportunity for customers and service providers to expand the application of SLAs and benefit from the advantages. Schneider [2004] noticed a change in service provision and mentions that strategic customer relations are getting more important. This development is accompanied by a reduction in standard contracts and an increase of customer specific SLAs. The development of SLAs is therefore a still growing industry [Tuomela, 2001].

The overall perspective is that the application of SLAs has been growing and will continue to develop. As this growth is continuing more industries are going to use SLAs. One of the most important changes in the application is the perspective used for applying SLAs. SLAs were a financial and technical tool, but nowadays it is more an instrument for the management of customer's expectations [Trienekens, 2004]. An important aspect in this is the shift towards a 'stakeholder win-win' situation. This makes it possible to use an SLA for communication and conflict prevention purposes. Despite the advantages, there are some aspects that need to be considered to formulate a successful agreement. The opportunities to improve the likelihood of an applicable and useful SLA are:

- SLAs should be simple to formulate and simple to control and manage [Thiadens, 1999].
- They should be formulated from the perspective of the customer, to make the SLA understandable for all persons involved [Elsener, 2005].
- Keep the service description limited, less than two A4 papers, so that everyone involved knows quickly what is expected [Elsener, 2005].
- Review and adapt the SLA regularly to improve flexibility. By doing this the changing service needs of all parties can be accommodated [Elsener, 2005 & Larson, 1998].
- An almost permanent exchange of information can form the basis for continuous improvement of service delivery [Bröchner, 2001].

Difficulties and problems with service level agreements

When the current situation regarding SLAs is studied not only the positive experiences need to be looked for. It is maybe even more important to look for the constraints of SLA application. When the application of SLAs is growing, difficulties need to be examined to limit their influence or to resolve them if possible. In this part the disadvantages or problems will first be discussed. The disadvantages will not be discussed for the service provider and customer separately. If differences exist these will be indicated at the respective given disadvantages. After this the threats or attention points will be indicated.

The disadvantages or problems of SLAs can be:

- *Customer unclear about wishes and needs*: on of the most important aspects of SLAs is that the service provision is discussed between service provider and customer. By discussing the wishes and needs of the customer, it is exactly known what the expectations are. A problem in this is that the customer cannot make explicit what his wishes and needs are [TU Delft, 1997].
- *Agreement defines 'efforts' in stead of 'results':* mostly service providers commit to an effort they will carry out, not for an actual result. This makes that the customer does not have any grounds for keeping the service provider to his obligation [TU Delft, 1997]. An example is the obligation that a service provider will drop by 'as soon as possible' when a problem occurs. The service provider does not appoint exactly what he is providing: when is a reaction to the problem to be expected, in what timeframe will the problem be solved, etcetera. It sounds very 'certain' to know that the service provider comes as soon as possible, only in practice it does not concretely confirm anything [Trienekens, 2004].

- *Service level or result is unclear*: a lot of definitions, concepts and metrics used in SLAs are not experienced the same way by service provider and customer. It is hard then to determine the precise meaning of the definitions, concepts or metrics. For example what does 99% availability mean: can an elevator go down for the last days of the year, because it has worked the rest of the year? [Trienekens, 2004 & TU Delft, 1997] Formulating these type of arrangements needs a more detailed description. A study of Larson [1998] shows that a lot of companies have acknowledged this problem. More than half of the organisations he asked about outsourcing, explained that they wished they would have put more effort in better detailed service levels when looking back at the development process.
- *Not objectively measurable service levels*: the basic problem is that the service level is difficult to formulate in a way that it is objectively measurable [TU Delft, 1997 & Schneider, 2004]. Especially facility management services are hard to evaluate with objective service levels, since they are nearly always to some extent subjective [Burr, 2006 & Reid-Thomas, 2004]. Quality measurement is an important aspect of SLAs and needs to be considered very thoroughly. Good quality measures make that the customer knows what he can expect and how he can control it. The service provider knows what he has to deliver and when the service has been delivered according the agreement. Schneider [2004] goes even that far as to mention that an SLA is not useful in practice, when no measurable service levels have been formulated. This is obviously incorporated in the word 'service ***level*** agreement'. He does not argue whether the levels need to be objectively measurable, although this would logically improve controllability. Important to mention is, that the difficulty of measuring does not have anything to do with the importance of the service. Easily or difficult measured services can have the same significance for the overall service delivery [Tuomela, 2001].
- *Communication problems*: the basic problem is that the two parties that have to communicate do not have the same knowledge about the topics of discussion. The core activity of the service provider is to deliver services, in stead of the customer who wants to outsource his non critical functions. This difference in knowledge and interests makes that communication is difficult [Trienekens, 2004]. Schneider [2004] furthermore mentions that the possibilities for information and communication are too little used. This although the communication is very important since every product is specialised for each customer's situation [Moslener, 2001].
- *Conflicts about delivered services*: a service level agreement is all about clear arrangements. When the two parties do not have the same expectations of a certain service there can come up problems or even conflicts. Examples can be: is an elevator service available when one of three elevators is down, or is a computer system failing when one of thousand people cannot get immediate access? This problem cannot be avoided completely since the customer's view is based on tangible and intangible aspects [Tuomela, 2001].
- *(Conflicts about) incomplete agreement*: there is a lack of definitions and for some concepts it is hard to take everything in consideration. For example availability or urgency can be explained in different ways, which limits the completeness of the agreement [TU Delft, 1997 & Hiles, 1994]. The other problem is that some services cannot be foreseen, like development of cleaning standards [Trienekens, 2004]. These need to be discussed at the moment they become apparent, at that time they can be a cause of conflict.
- *Managing of SLAs takes a lot of time*: the determination and controlling of SLAs requests a lot of time, because the services and service quality need to be formulated, subsequently the consequences need to be determined and the organisation needs to be arranged properly for the service provision and controlling [Thiadens, 1999].
- *Costs & gains unclear*: it is difficult for SLAs to determine a price which reflects the price-quality relation. How are payments arranged for? Is a fixed yearly rate paid, but how does this reflect the real costs? Or are costs paid after the services have been provided? A tool for exact cost determination is not available yet [TU Delft, 1997 & Trienekens, 2004]. The basic cost and gains problem in every industry is that they cannot all be defined in monetary units [Ellis, 2004]. When the reputation is improved because of an SLA, the gains cannot be expressed exactly. Probably the new contract is owed to the improved reputation, on the other hand, maybe the customer had little time for the selection. This makes it unclear to really express the costs and gains.

The problems previously mentioned are threats of its own. In this part some additional threats will be mentioned that need to be kept in mind when formulating an SLA. When these aspects are considered, success is more likely.

- *'Living' document*: SLAs are long-term contracts that will need modifications in the course of time. All the customer's expectations and demands cannot be known at the start of the SLA project. There needs to be attention for early modifications and new requirements, otherwise the SLA will within time not comply to the customer's needs anymore [Bröchner, 2001 & Hiles, 1994].
- *Lack of commitment*: when the parties involved do not show enough commitment to the agreement, it is destined to fail. Every person involved needs to support the agreement and contribute to the success. Hiles [1994] mentions this as one of the biggest failure causes.
- *Taking time*: an SLA is a documents that can be used for a long period of time on an ongoing basis. Therefore it is necessary the remember that 'what you define is what you get' [Larson, 1998]. Therefore it is important to take enough time for the complete process of formulating and implementing the SLA. Two problems mentioned at the disadvantages list can be used as an example for this, namely costs and service levels. The requested service level represents the costs of that service. Because of that it is essential to take enough time to determine the appropriate service level; what service level is necessary and is it worth the costs? [Ellis, 2004] The complete SLA process needs be thought of very carefully.

2.3 Integration LCC and SLAs

The research themes have been discussed to give an overview of the current state of affairs in literature. This paragraph will start with the relation between LCC, or more specific running cost, and SLAs. After that, the possibilities for reducing running costs by applying SLAs will be given.

2.3.1 Situation for running costs in coherence with SLAs

This research focuses partially on the coherence between service level agreements and life cycle costing. Because of delineation reasons only the running costs of life cycle costs will be examined, as has been explained in paragraph 1.2.2. The starting-point is that running costs are a large portion of life cycle costs, so it is legitimate to only examine this part. For the cost reduction possibilities it is crucial to keep in mind that the running costs will be reduced. The train of thoughts is that the life cycle costs will also reduce when the running costs, part of the life cycle costs, are reduced.

Now we can take a look at both themes: LCC and SLAs both want to make costs transparent and controlled. Obviously a lot of other things can be achieved by both aspects. However, the similarity is important to keep in mind at all times. When costs need to be transparent for LCC purposes, SLAs can be one of the ways to make the costs transparent.

In literature several possibilities for the integration of SLAs and LCC have been mentioned. These possibilities will be explained here. The reasons to initiate SLAs in IT-industry reflect that cost issues were part of the commencement. Hiles [1994] mentions that the dissatisfaction of customers with IT-industry were the start of service level agreements. The disenchantment came up because IT-industry was like an 'ivory tower' providing central functions which were poorly defined. The awareness came up that the customer was explicitly or implicitly paying for services he was not aware of. SLAs were the instrument that had to resolve the existing dissatisfaction.

Since SLAs belong to facility management of a building, which is the running period, we are only focusing on the running costs of a property. The most obvious integration of the two themes is that the costs for service level agreements are part of the running costs of an object. In service level agreements a lot is mentioned about the costing aspect. It is mentioned that the costs can be reduced (see advantages of SLAs) and that the determination of costs is troublesome (see problems of SLAs). Furthermore, the service level is directly related to the costs of that service, mentioned by Ellis [2004]. By determining an SLA it is possible to consider each service and study whether the service is worth the cost. Clearly there are possibilities to reduce costs by the usage of SLAs. On the other hand there are difficulties that can be reduced to improve the costing aspects of SLAs. By improving the costing aspects of SLAs, the running costs can possibly also be influenced. Hiles [1994] has explained this very nicely: 'an SLA should result in delivery of services of a quality appropriate to the business need, it should prevent unnecessary and expensive over-provision of quality'. Once more, service levels determine service costs, service costs are part of the running costs and running costs are part of the life cycle costs, in brief: SLAs influences costs.

One of the practical possibilities presented, has to do with the innovative contract forms developed the last years. These innovative contracts integrate design and construction activities with maintenance, finance, etcetera.

The contract forms that can be thought of are: e.g. Design, Build, Finance, Maintenance and Operate (DBFMO) and Public Private Partnerships (PPP). The companies involved in these contracts have a long-term responsibility, that demands whole life cost analysis. Also SLAs can be used in these contracts since the operation of the property is part of the contract [El-Haram, 2002]. By examining the initial and running costs simultaneously, an overall cost reduction can possibly be achieved. Since higher initial investment results in lower running costs, these choices have to be considered and made in contracts like these. Innovative contracts like DBFMO are a possibility to integrate LCC and SLAs and to reduce costs.

It needs to be mentioned that an important integration possibility of LCC and SLAs cannot be incorporated in this research since only the running costs of the total life cycle costs are examined in cooperation with SLAs. Given that this research does not examine the relation between initial and running costs, the cost reductions possible by this cannot be examined. It is given that running costs are a major part of life cycle costs, but only the integration of initial and running costs is examined already. One opportunity that has not been dealt with in literature, is a reduction of running costs by making use of other instruments. In this research LCC is not the instrument for the cost reduction, on the other hand, SLAs are the instrument for achieving a cost reduction. If SLAs can reduce the running costs, the overall life cycle costs will be reduced as explained before. Running costs are an influential part of the total costs, which makes it still useful to examine only these costs. Osbourn [2007] states that the high current costs for materials, labour and energy imply that running costs are of greater importance in comparison to acquisition costs.

2.3.2 Potential to reduce running costs by applying SLAs

In the previous paragraph it has been mentioned shortly that running costs can be reduced by making use of SLAs. This paragraph gives more details about the possibilities there can be found in literature regarding running cost reductions and the relation to service level agreements.

A main advantage of SLAs is that the expectations of the customer are discussed into a lot of detail. This means that unnecessary services and/or too high service levels can me eliminated. The minimum service level is assigned, which means that excess services or quality can be avoided. By avoiding the surplus probably unnecessary cost can be avoided [Hiles, 1994]. So it can be said that the minimum services and quality are at the same time the maximum service level. By keeping this in mind no excess services or quality is paid for, meaning that the costs can be reduced.

A practical issue regarding cost reductions is that the present and future costs are paid for by the same party. Meaning that the initial or investment costs are carried by the same party as the running costs [Ferry, 1999]. This assures that the decision party has interest in higher investments when it results in lower running costs. This implies that when the decisions are made by the same party there is a possibility to reduce SLA costs, with a slightly higher investment cost.

Another possibility is to employ facility managers during the investment phase of a construction project. It is argued by Schneider [2004] that a cost oriented planning and design of property is only possible when it is executed in a team. This team needs to consist of the principal, facility manager, architect and constructor. Unfortunately, at the moment the influence of facility managers is reduced [Kahlen, 2001]. Most likely there will be other opportunities to achieve a cost oriented planning and design, than working in a team as argued by Schneider. However, it is still the case that when facility managers are earlier involved in the construction process, they have the opportunity to explain their interests at a time that adaptations are still possible. The extra information from FM can make clear that an additional investment can lead to a reduction of the SLA costs, which makes clear that teamwork is a suitable option for cost reductions.

Related to the previous part is a rule of thumb of Schneider [2004], that different projects have shown that the construction costs are only 5-15% of the life cycle costs. He argues that this percentage indicates another rule of thumb: the cumulative running cost approximate the investment costs after 7-9 years. An important aspect to keep in mind is that 70-90% of the running costs are determined at the planning and design of the project [Schneider, 2004]. A small reduction of the running costs can over fifty years result in a major advantage. This means that a higher construction cost is justifiable when it leads to lower running costs. When SLAs are determined at an early stage, adaptations are still possible, which can possibly lead to lower running costs. It needs to be checked in the interviews whether this opportunity is used in practice.

Morton [1995] refers to cleaning, maintenance and replacement as the three major long-term cost. Replacement is an aspect that is not studied in this research, so this will not be examined any further. Cleaning and maintenance costs are on the other hand mentioned as costs part of the running costs. When these costs can be reduced, a relatively large portion of the running costs can be reduced. Since these two services – maintenance and cleaning – can be assigned in an SLA, there might be opportunities for cost reductions.

SLAs are a way of outsourcing activities to an outside supplier. Schneider [2004] mentions that outsourcing provides a chance to reduce costs. However, there is a larger chance on increased costs than on the reduction of the cost. Despite this, there still is a chance to reduce the cost. Running costs are mentioned as a cost that can be influenced by facility management strongly [Schneider, 2004]. Besides running costs, also non-occupancy costs and management costs can be reduced. Especially the strong influence of FM on running costs in relation to the chance to reduce costs by outsourcing, provides possibilities.

Of course the linkage between SLAs and LCC does not have to focus on cost reductions only. It is also possible that SLAs create additional costs. There is, as mentioned before, more discussion and consideration about needed services and the quality of the needed services. This makes that a more appropriate service level to the companies needs will be established. This avoids unnecessary and costly over-provision of services or quality of services [Hiles, 1994]. When the discussion can lead to a reduction of services or quality, the discussion can also lead to additional services that were not thought of before the SLA considerations. This may have a cost increase as a consequence. Besides that, the negotiation and discussion takes a lot of time and money. The initial costs of an SLA are relatively high since the wishes and needs of the customer need to be determined and analysed into a lot of detail. Furthermore the agreement needs to be monitored and changed during the duration of the agreement. These aspects also take extra effort and costs [Hiles, 1994]. Fortunately, Hiles [1994] also mentions that the extra costs are significantly outweighed by the benefits SLAs have. So at the end it is still useful to see which benefits can be improved, which problems can be limited and which cost reductions there possibly can be achieved.

2.4 Conclusions literature study

Life cycle costing is a concept developed at the US Department of Defence, but is applied in construction industry for around 20 years already. The costs associated with life cycle costs are: planning, design, construction, operation, maintenance and dismantling, therefore also called whole life costs. This means that at the start of the project not only initial cost are examined, but also running costs. Running costs - operation and maintenance - are the part of life cycle costing that is studied in this research. A reason to apply LCC is that it provides more information regarding outline of costs to the principal. The principal can because of the additional information make trade-offs between different options. Problems in LCC analysis are mainly a lack of necessary data and forecasting problems. Since LCC needs information for many years ahead, it is difficult to estimate the right time periods, amounts or discount rates. Other problems include customers that do not want to use life cycle cost analysis and confusion about the LCC concept. The problems result in a limited application of LCC in construction practice. LCC is especially applicable to shorter life assets and assets of which the initial and running costs are paid by the same party. Since most properties are long life assets in stead of short life assets, LCC application is difficult. And besides that, the initial costs and running costs are not paid by the same party in many cases, which is an extra complication. Because LCC has many complications in construction industry, it can also be considered as a ‘way of thinking’. This means that the calculations are not examined into every detail, but that a life cycle perspective is kept in mind by all persons involved in the construction process.

Service level agreements are a relative new concept originating from IT-industry, that is still developing for other applications as well. One of the application possibilities that is still developing is facility management. The reason to apply SLAs is that they provide greater insight in the service delivery process for both parties involved. Associated with facility management, the customer- service provider relations can be as follows: FM company delivering FM department at customer company or FM department of company delivering other departments at company. FM services that can be assigned in SLAs are: general maintenance, maintenance of building installations, electricity usage, heating, climate control systems, catering, cleaning, parking services, environment/landscape of the building and IT systems. A typical characteristic of SLAs is the formulation of service levels or performance indicators.

Advantages that can be achieved by both parties are: improved insight in the activities to perform and the costs associated, the service quality and contact with each other improves, conflicts are reduced and a cost reduction. The service provider has the additional advantages of a possibility to streamline his activities in a better way, he can reduce time and has an improved continuity. The customer's additional advantages are less personnel and better controllability of services. Of course there are not only advantages, disadvantages include: lack of clearness of customer, imprecise service levels, not objectively measurable service levels, communication problems, conflicts, managing SLAs takes a lot of time and cost & gains are unclear.

SLAs and LCC can be integrated in several ways. The most apparent integration of SLAs and LCC is that SLAs improve the transparency of costs, which is also an objective of LCC. This means that SLAs can contribute to a life cycle analysis. One of the characteristics of SLAs in general is, that they can reduce costs. Since the costs of service level agreements are part of the running costs, these costs can be reduced by applying SLAs. The cost reduction possibilities of SLAs are partially attained because of the extended discussion about service provision. Since services are better thought of, the service quality level - which directly influences the costs - can be adjusted to the exact needs of the company involved and unwanted services can be eliminated. This avoids unnecessary and costly over-provision of quality of services. The improved insight makes that the service provider can reduce his costs because of a more accurate resource planning. In general costs can be reduced since communication is improved and the number of conflicts is reduced. One of the practical possibilities to integrate LCC and SLAs, is the usage of innovative contracts that integrate design, construction and operation of a building, for example Design, Build, Finance, Maintenance and Operation (DBFMO). SLAs are a potential instrument to reduce the running costs of these relatively new projects. Of course it would be an improvement for running costs when the facility manager is involved at an earlier stage, e.g. planning or design, since influence on the costs is very large at these stages. So, in theory, by applying SLAs the running cost can be reduced. One major aspect is not incorporated in this research, namely the influence of initial costs on project costs. Since this research focuses on the running costs, the initial costs in relation to running costs are not examined. However, it has been indicated that the influence on costs is the largest in these phases.

3. Company enquiry

In this chapter the findings of the interviews will be presented. A questionnaire (annex two) has been part of the interview to have easier comparable data. The actual interviews provide additional data and background information. The interview itself is presented in annex three, in annex five the respondents are discussed into more detail and annexes six – sixteen present the exact interview outcomes.

3.1 Introduction company enquiry

This paragraph will explain more about the preparation and considerations regarding the interview, since the interviews are very important for the outcome of this research. Part of the interview is drawn up as a questionnaire, this makes it possible to compare the given answers more easily.

There has been chosen for interviews for two reasons: it is a diverse and a relatively quick way of information retrieval. The diversity was helpful because different situations could be examined this way. It was possible to learn more about the two themes in different situations as well as examining the cost reductions at various projects. Interviews are a relatively quick way of information retrieval since the respondents give specific information for their situation. The interviews made sure that also the background information of the respondents was known. Besides that, the respondent can be stimulated to give only the necessary information, which makes that primarily the information necessary is obtained.

A problem in interviews is that people can show strategic behaviour. Research into themes which are socially unaccepted increases the use of strategic behaviour or non cooperation of respondents. For this research no socially unaccepted aspects are studied. Also unfamiliarity with the topics of research can cause strategic behaviour. To limit this influence, only people are interviewed who are working in the field of SLAs and the financial aspects related to this. However, there are still some points of attention to reduce the amount of strategic behaviour. Every stakeholder has his own interests and his own point of view on the themes of this research. This cannot be prevented, but has to be taken into account when the interviews are analysed. Also the way the questionnaire is formed can have an influence on the answers of the respondents. The main points of attention during the interview are, at all times:

- Critical attitude towards the information you receive;
- Be aware and avoid strategic behaviour from yourself or others;
- Keep research objectives and questions in mind.

For the remainder of this paragraph the interview and questionnaire will be discussed in more detail, as well as the arrangement of the interviews. The details of the respondents that have been cooperating are discussed in annex five.

Questionnaire & interview

The data of interviews are hard to compare when every respondent has open answer possibilities. To reduce this problem part of the interview has been asked for as multiple-choice questions. This makes the answers objectively comparable. The aim was to make the answer possibilities of the questionnaire as unambiguous as possible, so that no discussion was possible. An accompanying advantage is that the time for taking the interview is reduced significantly. The questionnaire can be emailed beforehand so that the respondent can fill this out in his own time. When the questionnaire is returned before the actual interview, it can be better prepared for since some information is already available to the researcher.

Disadvantage is that the respondents receives answer possibilities beforehand, which influences their own view on certain aspects. And because the interviewer is not present at the time of filling out, the hesitations of the respondents are unclear and they even may have understood the questions wrongly. These aspects have been reduced by asking whether all the questions were clear and re-asking some questions at the interview. During the formulation of the interview has been tried to make the answer possibilities of the questionnaire as unambiguous as possible.

There has been chosen to follow the questionnaire with an in-depth interview. This gave the possibility to discuss the research themes in more detail. By having an interview, the questions of the survey can be evaluated shortly, to know if they have been understood well. This reduces the chance that people have answered questions from the wrong perspective. One of the main advantages is that the questionnaire gave cause for certain in-depth questions, meaning that the interviews could be adapted for each respondent.

The biggest advantage is that more information is gathered when people are approached for an interview and not only a questionnaire. The interview means that questions can be re-asked, that open questions can be asked for and that questions or answers can be clarified. This means that much more information is gathered in an interview, than in a questionnaire. The information from the interviews is somewhat harder to compare, since every respondent gives his own view on things.

Arrangement of interviews
In arranging the interviews, the objective was to talk to service providers, customers and consultants of SLAs. This would give a complete overview of the parties involved in service level agreement formulation.

In the Netherlands the companies have been contacted by telephone or email to see which person could contribute to this research. After promising their assistance, the people have received the questionnaire by email. In 67% of the cases, this has been returned before the actual interview, so the interview could be adapted for the respondent's situation. In the other cases the questionnaire has been discussed shortly at the interviews themselves. In total, the arrangement and execution of interviews in the Netherlands has resulted in six interviews, with two service providers, one customer, two consultants and one consultant working at a company that was closely involved in SLAs at most of their customers. In Germany the arrangement of interviews was more difficult. It appeared to be much harder to get in touch with the right people. Half of the interviews have been arranged by a lot of calling and internet research for suitable companies. This were not enough respondents, so professor Gralla of the University of Dortmund has arranged contact data of some of his relations. This has resulted in the other half of the interviews, making a total of six again. A major problem in Germany was the language, German respondents are less familiar with English. For this reason the interview in Germany has been taken in German. Because the interviewer is not a native German speaker, less questions could be asked for and the understanding of the given answers was slightly harder. Contacting people was also more difficult because of language problems, resulting in longer response times. At the end, the arrangement of interviews in Germany has resulted in the following respondents: two service providers, two consultants and two companies that are consultants as well as service provider. Unfortunately it was not possible to get in touch with a German customer. The service providers do not provide contact data of their customers and large property owners (banks, insurance companies, etcetera) did not have the time to support this type of research.

3.2 Findings of questionnaire

For the structuring of this paragraph the course of the questionnaire will be followed. This means that each section of questions is discussed separately. The total number of questionnaire respondents was twelve. When the findings for the two countries give cause for a separate discussion this will be inidcated. The exact numbers are presented in annex four.

3.2.1 Acquaintance with life cycle costing and service level agreements

The aspects discussed regarding acquaintance are: to what extent are the respondents familiar with the themes, for which period of time and from which situations are the themes known.

Acquaintance LCC
The acquaintance with life cycle costing is diversified. A small majority, 58% of the respondents, can interpret life cycle calculations of which even 42% can calculate this themselves. (See figure 6) Only two respondents are not familiar with the concept in any way. Three of the respondents know the concept, however, they do not have experience with the concept in practice. Remarkable is that the acquaintance of LCC is larger in Germany than in the Netherlands. The two respondents that are unacquainted with LCC, come from the Netherlands.

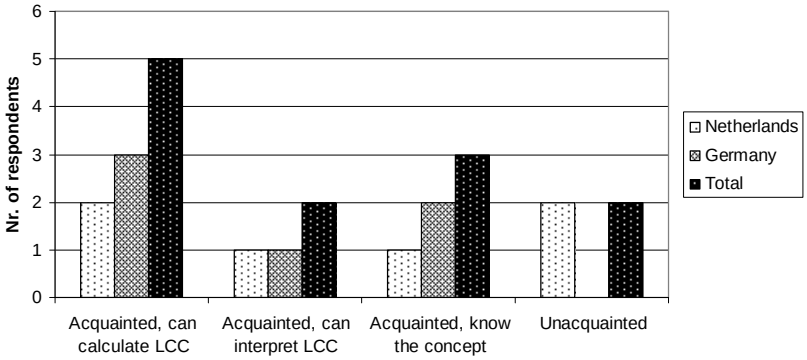

Figure 6: Acquaintance LCC

The period that people are familiar with the concept of LCC is at least two years, but in most cases (60%) even more than five years. The situation in which people first heard about LCC is mostly during studies. However, also usage at the company they work at are well known situations for the first meeting with LCC. The situations are for both countries diversified and cannot really be compared.

It was also asked from which situations they are familiar with life cycle costing. General studies, company they work at and usage at other companies in facility management, are the best known situations for LCC application. Remarkable is that the German respondents have mentioned many more situations (16) from which they know LCC than the Dutch respondents (7). Of course part of this difference can be explained because two Dutch respondents are not familiar with LCC. However, the difference is still relatively large. In Germany the integration of LCC and SLA is mentioned as a possibility as well as the application of LCC in other industries than FM. These options are not mentioned at all in the Netherlands.

Acquaintance SLAs

It has been checked whether everyone approached for this research can at least interpret SLAs, which was the case. (See figure 7) Most people, 10 of 12 respondents or 83%, can even formulate an SLA themselves. Also the period people are familiar with SLAs is relatively long. Except one respondent, everyone knows SLAs for more than five years. There are no large differences between the two countries in these findings.

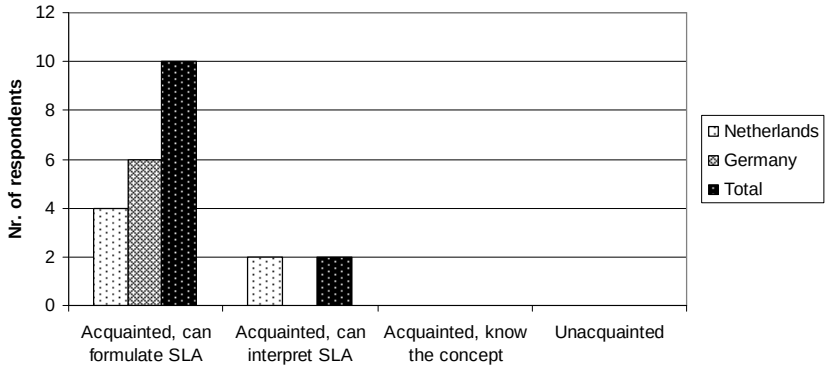

Figure 7: Acquaintance SLAs

Respondents have mostly first heard about SLAs during studies or when SLAs are used at the company they work at. Other situations are usage at other companies in FM or development or implementation of SLAs for practice. For the acquaintance with SLAs it was also asked from which situations SLAs are known. Of course every respondent knows SLAs from the company he works at. Other situations are very diversified, of which it is strange that only one person knows SLAs from another situation than FM. The familiarity of SLAs in coherence with IT-industry among the respondents is limited, which is remarkable since SLAs originate from this industry.

3.2.2 Usage of service level agreements

In the previous paragraph is stated from which period of time respondents are familiar with the two themes of this research. In this part is stated from which period of time companies make use of SLAs and from which period of time the respondents actually work with SLAs. Besides that the services for which SLAs are used will be given.

The period of usage is at least three years for all of the companies approached. One company does not work with SLAs themselves, they are involved in service level agreements by the relation with customers. For the respondents, in stead of companies, the findings are not very different, only two respondents work with SLAs for less than three years.

The two less mentioned service in SLAs are: ICT or computer systems and parking services. Remarkable is that catering is mentioned at half of the companies as being formulated and not assigned at the other half. The popular services to record in an SLA are: cleaning, maintenance of building installations, repairing/renewing of fittings/fixtures, repairing/renewing of materials/fabrics, climate controls systems, heating, electricity, environment/landscape of building and general maintenance. These services are predominantly often or always formulated for an SLA. Cleaning, climate control systems and general maintenance stand out because they score high on the ‘always appointed’ possibility. Differences between the Netherlands and Germany are that parking services and catering are very rarely mentioned in Germany. In the Netherlands on the contrary, parking services is recorded often at three companies and catering is even assigned at 83% of the approached Dutch companies. Heating and electricity usage are on the other hand less familiar in the Netherlands than in Germany.

It has also been checked whether the services have been formulated with the user or with the owner of the property. The following services have mainly been assigned with the owner: maintenance of building installations, climate control systems and general maintenance. For the other services there are no great differences between user or owner of property. Catering is the only activity that is predominantly agreed upon with the user of the property. The given answers are very different between the Netherlands and Germany. For the complete set of services there has been made a differentiation for the total group of services and hard services only. Regarding the total services, there is not a large difference between the complete group of respondents. When only the 'hard' services or building related services are examined it is clear that these are mostly recorded with the owner of the property. A major difference between the two countries can be seen in this, namely: for the complete group of services in Germany the owner is the party to agree with (50%) or the distribution owner-user is completely similar (50%). In the Netherlands on the contrary, the user is mentioned as the main party, by 83% of the respondents, when it comes to total services. When 'hard' services are examined the difference is somewhat less apparent. In Germany, 83% of the respondents state that 'hard' services are always recorded with the owner. In the Netherlands only 33% of the respondents state that, meaning that 67% has stated that the user is the party to agree with.

3.2.3 Start and contents of service level agreements

All the respondents indicate that the initiation of SLAs is in the period an office is in use. Only 25% of the respondents mention that there are also some initiatives that formulate SLAs at an earlier stage. However, this is done very limited, meaning that design or construction periods are hardly used to formulate SLAs. When SLAs are initiated, this is mostly done by the customer as can be seen in figure 8. The combination customer-service provider is also well possible. The time formulation takes is very different for each project. For the start of an SLA project there are no major differences between the Netherlands and Germany.

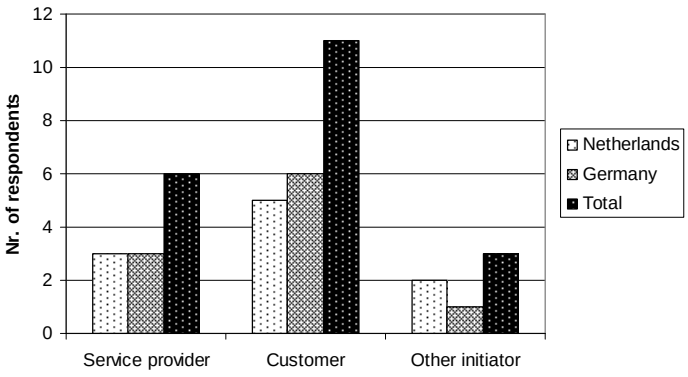

Figure 8: Initiator of SLAs

Only a few of the attributes have been mentioned by all or almost all respondents. These are the attributes that have been mentioned by more than 90% of the respondents:

Content attribute	Nr. of respondents	Percentage
Contract parties	12	100%
Determination of costs	12	100%
Subject/scope of agreement	11	92%
Duration of agreement	11	92%
Liability of parties	11	92%
Periodical reports	11	92%

Table 3: Most mentioned attributes

Attributes mentioned by more than ⅔ of the respondents and less than 11 respondents are:

Content attribute	Nr. of respondents	Percentage
Objectives of agreement	10	83%
Qualitative explanation	10	83%
Definitions	10	83%
Time scheme for reaction & solution of problem	9	75%
Sanctions when not complying with agreement	9	75%
Responsibilities of parties	9	75%
Type of agreement	8	67%
Explicitly exclude services	8	67%
Frequency of service deliverance	8	67%
Priority of services	8	67%
Objectively measurable service level	8	67%
Obligations customer	8	67%
Risk allocation	8	67%
Supervision of agreement	8	67%

Table 4: Attributes mentioned by more than two thirds of the respondents

Rarely mentioned attributes are those attributes mentioned by one third or less of the respondents.

Content attribute	Nr. of respondents	Percentage
Ownership of service (necessities)	4	33%
Future development of service	2	17%
Dealing with competition	1	8%

Table 5: Attributes mentioned by one third or less of the respondents

Two attributes have been mentioned less in the Netherlands than in Germany, namely: problem reporting two times and responsibilities of parties three times in the Netherlands, against for problem reporting five times in Germany and for responsibilities of parties six times in Germany. The other attributes do not show major differences.

3.2.4 Pros and cons of service level agreements

In this part the advantages will be discussed first. There will be a distinction between advantages for the service provider and advantages for the customer. Of course there are not only advantages, so the disadvantages will be discussed afterwards. For the answer possibilities a total score has been calculated. This has been done by giving the option 'not/very small' one point, 'small' two points, 'average' three points, 'large' four points and 'very large' five points. By adding the number of answers a total score for each option is found, giving another perspective to the comparison of the outcomes.

Advantages service provider

When the complete list of advantages (figure 9) is examined it is striking that the large majority of answers has been given for an average or larger experienced advantage. When the total scores are examined it is noticeable that time reduction and cost reduction are the less perceived advantages for the service provider. Improved contact with the customer and insight in costs are on the contrary the highest perceived advantages. The other studied advantages are not far behind the two best perceived ones.

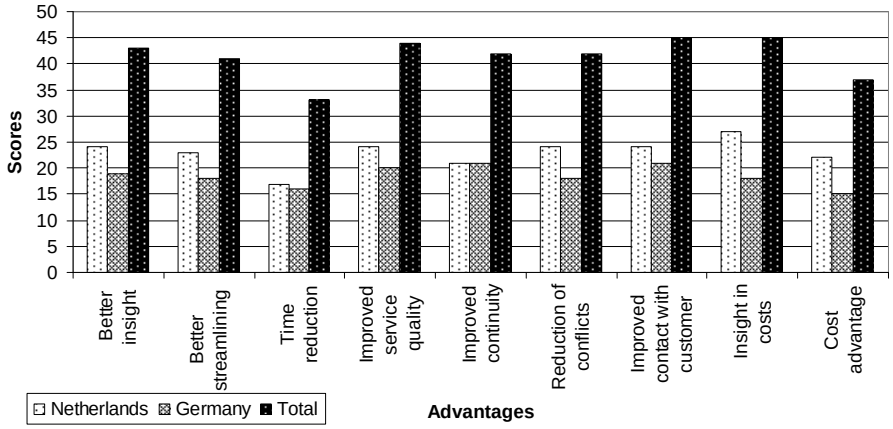

Figure 9: Scores for service provider advantages

In the Netherlands time reduction is clearly the lowest scoring advantage of the complete list, with 17 points or 8.3% in comparison to at least 21 points/10.2% given to advantages. Cost insight is the largest scoring advantage in the Netherlands, with 27 points or 13.1% of the total score. In Germany the situation is slightly different, time reduction (16 points/9.6%) and cost reduction (15 points/9%) are the two low scoring advantages. Improved continuity and improved contact with customer are the largest ones, both with 21 points or 12.7% of the total score. However, the differences with the other activities are small in Germany. The division of scores is smaller in Germany, as well as the scores themselves which are overall smaller perceived in Germany. The total score in the Netherlands is 206 points, against 166 points in Germany, meaning that the Netherlands have overall scored almost 25% higher than Germany. The Dutch respondents seem to be somewhat more positive about the advantages than the Germans.

Advantages customer

When the complete list of advantages for the customer is compared the same picture can be found as has been seen at the service provider. The large majority of people say that the advantage is average or larger perceived. Especially the option 'large advantage' has been mentioned very often. The scores of the advantages show that reduction in personnel is clearly a less perceived advantage, with an overall score of 32 points or 9.3%. In a quarter of the cases this has been mentioned as not being an advantage at all. The other advantages score at least above 42 points or 12%, of which improved service quality and controllability of services are the highest ones (47 points or 13.6%). The scores for each advantage can be found in figure 10.

Regarding reduction of personnel the same situation can be seen in both countries. In the Netherlands improved controllability (25 points/13.9%) and improved contact with service provider (25 points/ 13.9%) have been mentioned as the largest advantages. In Germany improved service quality (23 points/13.9%) is perceived the most important advantage. However, for the Netherlands and Germany the differences between the group of advantages are very small. Overall it can be observed again that the Dutch respondents evaluate the advantages with slightly higher scores as the German ones. The most popular answer in the Netherlands is 'large advantage' in contrast to 'average advantage' mentioned in Germany. This results in an overall score of 180 for the Netherlands, over 165 in Germany.

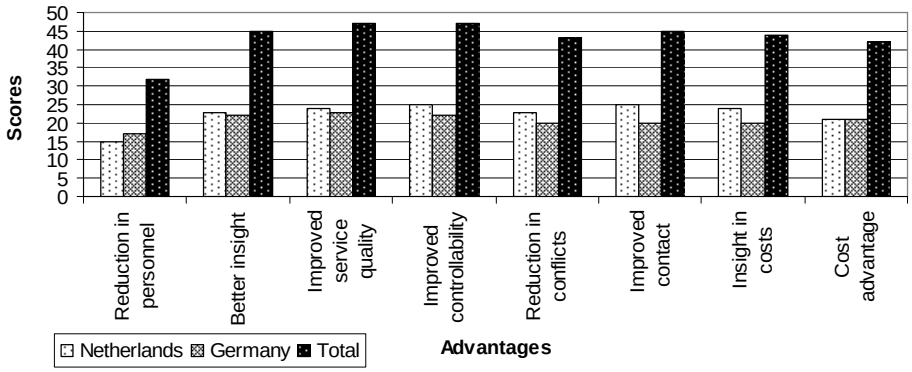

Figure 10: Scores for customer advantages

Disadvantages

The diversification between the disadvantages is much larger as with the advantages. Hardly any problems are perceived as being a 'very large' disadvantage. However, there are three disadvantages experienced as a 'large disadvantage' by five respondents, namely: customer is unclear about wishes & needs, not objectively measurable service levels and managing SLAs costs a lot of time. For the last disadvantage (managing SLA costs a lot of time) there is also a large group (4 respondents) that mentions this as a small disadvantage. When the total scores are examined it is clear that 'effort' agreement in stead of 'result' agreement is scoring the lowest, with 25 points or 9% of the total score. So this is less perceived as a disadvantage. Conflicts about delivered services (27 points/9.7%), costs & gains unclear (29 points/10.4%) and service level/result is unclear (29 points/10.4%) are also scoring less than 30 points. Not objectively measurable service levels is clearly the biggest problem in service level agreements with 38 points, that corresponds with 13.6%. Communication problems (35 points/12.5%) are also a major problem. The other disadvantages are positioned between these scores, which means they are a problem, however not a major one. The scores for each of the asked for disadvantages have been presented in figure 11.

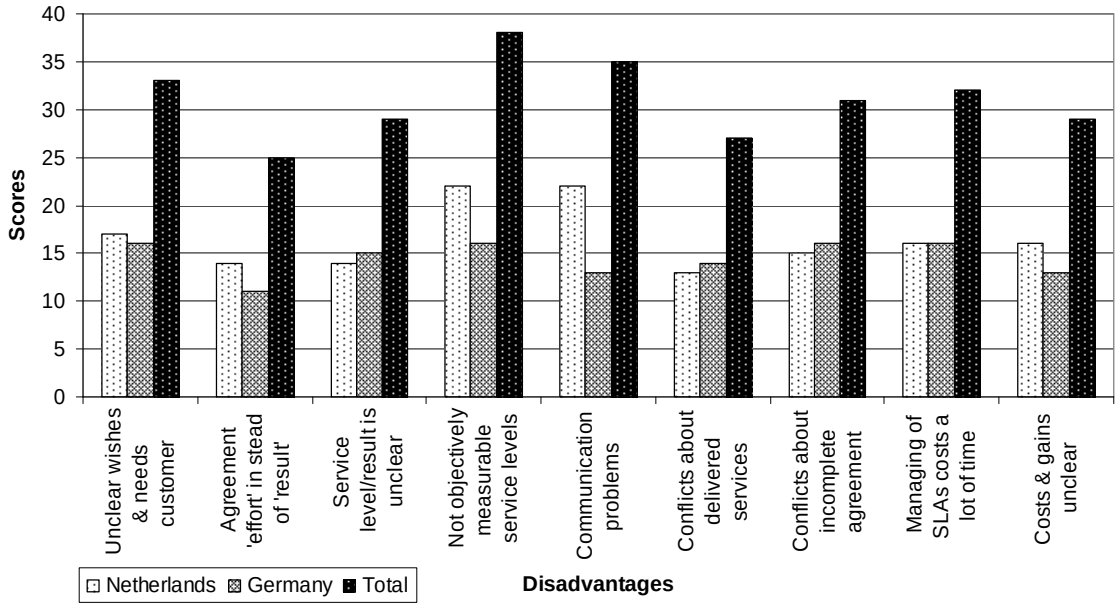

Figure 11: Scores for SLA disadvantages

For the Netherlands the smallest perceived problems are: conflicts about delivered services (13 points/8.7%), ‘effort' agreement in stead of 'result' agreement and service level/result is unclear, both with 14 points or 9.4%. The other disadvantages do not have much higher scores, except not objectively measurable service levels and communication problems. With 22 points or 14.8% these two are clearly the largest perceived problems in the Netherlands. In Germany the smallest problem is ‘effort' agreement in stead of 'result' agreement (11 points/8.5%). A major disadvantage with an apparent high score cannot be seen here. Again it is striking that the Dutch respondents give higher scores than the German ones.

For the disadvantages it has been asked whether it is a problem for the service provider, the customer or both. For most problems there is not a difference between the two parties. However, the problem ‘customer unclear about wishes & needs’ is seen as a particular problem for the service provider by 75% of the respondents. The other scores do not show major differences between the two countries.

3.2.5 Cost reduction and service level agreements

The research objective focuses on the cost reductions that can be achieved by applying SLAs. To study this, the respondents have been asked whether the customer and service provider have a cost advantage, where the service provider can achieve the cost advantage and when the customer receives the cost advantage. Also the services list to study which services are assigned in SLAs is given again, to examine which services have the largest possibility of cost reductions. Besides all this, it is also asked how the cost reduction is calculated or known.

Cost advantage service provider and customer

There is a cost advantage for service providers according to 75% of the respondents, only 17% of the respondents do not think this is the case and 8% of the respondents does not known whether this is the case. The cost advantage can mainly be achieved in the number of employees and the planning of activities. Remarkable is that the Dutch respondents mainly think that the number of employees are the reason of cost advantage and the German respondents say that the improved planning of activities is the reason of the cost advantage. The cost advantage of the customer is perceived in all cases, expect for one respondent that did not known whether the customer has a cost advantage. In all the cases the cost advantage is achieved in the period an office is in use.

Cost reduction possibilities for each service

First it needs to be mentioned that two Dutch respondents and one German respondent could not answer the question whether a cost advantage has been or can be achieved and how large this is or will be as a result of SLA application.

The overall scoring list given in figure 12. An average or large advantage are the most given answers. When the separate services are studied it can be found that climate control systems, heating and electricity usage are scoring relatively high. These services are experienced as having the largest cost reduction or the largest cost reduction potential by applying SLAs. ICT systems and parking services quite often score ‘not/very small’ cost advantage, which is also due to the fact that few companies assign these services. For this question the total scores have been calculated the same way as for the advantage and disadvantages. Parking services (16 points/5.2%), ICT systems (17 points/5.5%) and catering (18 points/5.8%) have the lowest overall scores. The highest scoring services for cost reduction are: climate control systems (33 points or 10.7%) closely followed by electricity usage (32 points/10.4%), maintenance of building installations, heating and general maintenance, which all have 31 points or 10% of the total score. For both countries the same results can be found. Striking is that the German respondents have averagely given higher scores for the cost reduction potential than the Dutch respondents. So it appears as if the German respondent see higher cost reduction potentials than the Dutch respondents. On the contrary for the advantages and disadvantages the Dutch were averagely giving higher scores.

When companies want to get insight in the cost reduction, experience and a comparison between the before and after situation are the most popular ways of estimating the cost reduction. An exact cost reduction, in for example percentages, cannot be indicated by one of the respondents. Even an estimate of the cost reduction that has been achieved, is unknown to the respondents.

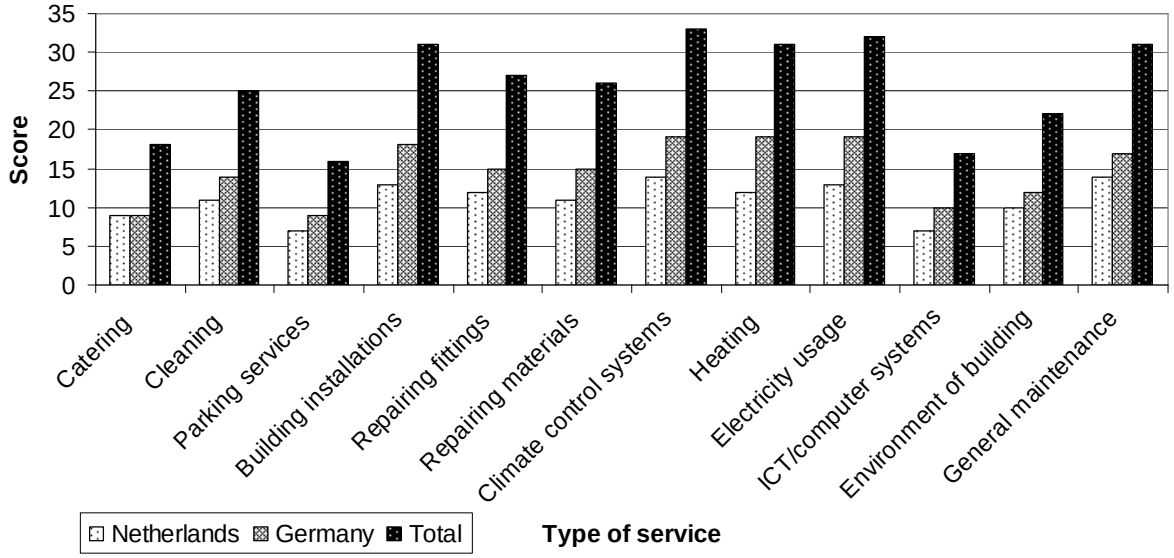

Figure 12: Extent of cost advantage (potential) for each service

3.2.6 Future development of service level agreements

In this part the future development is studied, meaning: what is expected regarding the development at the own company and what needs to change for service providers and customers to expand the application of SLAs.

Around 58% of the respondents expects to continue the usage of SLAs in the current way. One third of the respondents think that there are possibilities to expand the application. German companies are more positive about expanding the application than Dutch companies.

The main point that has to change for the service provider to use SLAs more, are an easier applicability. For the customer improved service quality and easier manageability are the most important obstacles of extended SLA usage. In Germany the improved service quality is much more often mentioned as an improvement possibility for the customer. Increase of cost reduction has not been mentioned very often, however when it is mentioned it is by German respondents. For the improvement of SLA application there are also mentioned many additional opportunities. These will be discussed in the next paragraph, that discusses the background information from the interviews.

3.3 Background information interviews

This paragraph shows the additional information gathered with the interviews. For the first questions, the interview has not given a lot of additional information. This is due to the structure of the interview. The first questions are to get an understanding for the respondent, his company and the themes of research. For the later questions it was more interesting to hear more about the backgrounds, resulting in more additional information. The same structure has been used as in the previous paragraph.

3.3.1 Acquaintance with life cycle costing and service level agreements

Regarding the acquaintance not much new information could be gathered by the questionnaire. This was expected, since this information is used to learn somewhat more about the themes of research in relation to the respondents and the companies they work at. Below a few remarkable points have been presented.

Related to the acquaintance of LCC it is conspicuous that relatively little respondents actually use life cycle costing in practice. This is partially supported by the interview outcomes. One of the German respondents (respondent 9) has stated that LCC analysis has been offered to the customers, only they did not want a long-term cost analysis. His explanation therefore was that customers want the freedom to change their activities and suppliers from time to time, life cycle costing does not fit in this perspective. In the Netherlands another opinion has been heard by respondent 5. He stated that life cycle costing is really important in the business he executes because of the complete guarantee that is offered.

For this long-term guarantee an LCC analysis is useful and necessary, since the buildings are bought by the service providing company and are leased back to the user. A life cycle cost analysis can give profound insight in the long-term cost development. It is clear that the concept of LCC is clear to most people or can be explained very easily. However, the application is not developed to a large extent, which results in few people that work with LCC in practice.

Respondent 4 has stated that the concept 'service level agreement' has become a popular name for something that has been around in facility management for a longer period of time. There has been a development in facility management to a more structured way of working. SLAs are an instrument for this structured way of working, however it is not a completely new concept. In Germany the same development has been seen by respondent 10. A lot of people talk about SLAs as being the new way of working in facility management, although they do not know exactly what SLAs are. Respondent 1 has seen the same development: customers hear a lot about SLAs and think it is important because it is so often heard. They want to participate in the SLA development, although they do not know the concept well enough. It seems to be that SLAs are a trend that needs to be followed, in stead of a well thought and adapted concept.

3.3.2 Usage of service level agreements

In this part the characteristics of companies that use SLAs are discussed, as well as the services that are formulated in SLAs.

Most of the companies are involved or offer SLAs to companies of different sizes [Respondents 1, 3, 4, 9 & 10]. The two companies or FM departments that offer SLAs to the respective departments, are large firms [respondents 2 & 7]. The customer involved in this research is also a large company with approximately 10.000 employees. Different respondents have indicated that an SLA is more useful for larger companies with many employees (>150 fte's) and/or large office locations (>20.000 m^2) [respondents 3, 4 & 10]. There are two clear reasons for this, the SLAs are formulated for the clarity of service delivery and the formulation of SLAs takes a lot of time. A small company has a better and more complete view on the service delivery process, which makes writing it down less necessary. And for a small company the amount of time that formulation takes, does not outweigh the advantages.

For the soft services - e.g. catering, cleaning - everyone in facility management is familiar with SLAs according to respondent 3. The companies that predominantly offer 'hard' services, are less familiar with SLAs in 'soft' services because this is simply not offered by these companies. The 'hard' service companies have less insight in the complete package of FM activities. Heating and electricity usage are two activities that are offered in one package sometimes, for example at the company of respondent 5. Additional mentioned services are: movement of departments [respondent 6], security, reception and bureau services (e.g. copy machines) [respondents 6 & 7] and management & budgeting [respondent 10].

An important aspect in the formulated services is the priority of activities. Energy supply is the most important service, since this is closely related to execution of core activities [respondents 8 & 9]. Other activities, like catering are dependent of the employer for the priority it receives [respondent 10]. The impression is that most companies value activities not directly related to the core activities, as very important as well. As explained by respondents 1, 2 and 6, proper work temperature, catering and cleaning are those activities that support and motivate employees in the proper execution of their jobs. Respondent 2 stated this very nicely as: 'as an employee you just want a clean toilet with toilet paper', although you can certainly do your job without that. The complete service delivery to employees is considered very important by most companies, which is also clear by examining the motivations for SLA usage. However, the point made by respondent 10 is true: the focus and amount of money spent on 'extra' services can differ a lot per company.

3.3.3 Start and contents of service level agreement

This paragraph shows the remarkable aspects of the start and contents of SLAs. First the start will be discussed after which the contents of SLAs are discussed.

Start of SLA project

The most mentioned party to initiate SLAs is the customer. This shows that an important condition for SLA usage, mentioned by some companies, is attained. The condition mentioned by respondent 4 is that companies need to be familiar with SLAs and that it needs to 'come up' within the company itself.

This is supported by respondent 5 who explains that some companies are prepared for SLAs and other companies are not at all prepared. The period at which customers initiate SLAs is partially contrary to the expectations [respondent 3]. Companies ask for SLAs when the economy is growing, although you expect them to ask for SLAs when you want to reduce costs in economic worse times. The explanation can be that companies do not focus on costs as mentioned by respondent 3, but on quality. When the economy is better, there is more money to spend on quality, which explains the growth in these periods. The focus on money or quality is explained into more detail in paragraph 3.3.4 at the advantages of SLA application.

The service providers also initiate SLA application because this offers them the possibility to apply their own expertise [respondent 5]. The most important reason for SLA application is the mutual agreement regarding services and SLAs can have a contribution to the relationship [respondents 1 & 8]. Other reasons for the initiation of SLAs are: financial department or analysis indicates necessary change [respondents 2 & 7] and consultancy agencies that advice to apply SLAs [respondent 5].

Contents of SLA

Most of the companies, mentioned by e.g. respondents 3, 5, 6, 10 & 11, work with SLAs as part of an overall contract. The contract states the general and mostly legal information, the service levels are part of the annexes of the contract. The annexes are the personalised part of the contract.

An important distinction that can be made between SLAs or contracts that contain SLAs is the input or output definition. At most companies it can be seen that output contracts are preferred [respondents 6, 8 & 11]. The company of respondent 10 prefers input contracts since there is less chance of discussion in these contracts. It has been explained by the respondent that this has to do with the German market and mentality that wants to control the service delivery process. There are also still customers that prefer the assurance and exact formulation of service deliverance and quality, which makes that input contracts are still used [respondent 11]. There is some tension between the wish of the customer to know exactly what he gets and defining a result or outcome. This makes it hard in practice to use output contracts [respondents 6, 8 & 10]. In practice almost every contract is a combination of the two types. Important to state is that almost every company uses SLAs as an instrument to control the service delivery process. So as explained before service levels are part of a larger contract. They have been agreed upon to apply them as an instrument of controlling the agreement.

Regarding the contents of SLAs, the following has been said:
The *explicit exclusion of services* is relatively often mentioned, by 67% of the respondents, as being part of an SLA. A reason to explicitly exclude services are the costs. When a service is not needed and it is too expensive, it is explicitly stated to make sure the customer does not have to pay for it [respondent 9].
Objectively measurable service levels are not formulated to the best extent possible at all times [respondent 1]. This gives problems with the correct measurement and reporting of services. Problem is that not all aspects related to the service delivery process are explained. For example: the SLA states that a service provider has to be at a problem within an hour for € 100,00. It is not stated what he needs to do when he arrives at the problem, is providing a sign 'defect' enough or needs the problem to be resolved. More of this is explained in paragraph 3.3.4, problems of SLAs.
Obligations of the customer can be indicated in a better way [respondents 1 & 5]. The service provider cannot oblige the customer to do certain things, since he is the customer. Only during the contract period certain problems can arise, since the customer does not have legal obligations. These cannot be included easily during the contract period anymore. The overall opinion of respondent 10 is that the relations in Germany are very traditional, meaning that customers do not want to have customer obligations in a contract. There is a service provider that provides and a customer that prescribes, the formulation of customer obligations does not match with this perspective. In the contracts of the company of respondent 8 there is a general note in the contract that the customer needs to enable the service provider to provide his services in a proper way. These are not specified to a larger extent since it is hard to define what he exact needs to oblige to or cannot do. The company of respondent 11 does not see this as a necessity, since the project report meetings give enough possibilities to discuss the obligations of the customer. It needs to be mentioned that respondent 11 sees service provision as a partnership, which offers more possibilities for discussion.
Reporting is mentioned as something that can be agreed upon more precisely. Problem reporting is not formulated in all the cases. This makes that problems can lead to the end of a contract [respondent 9]. Another aspect is that reports are provided regularly, however it is clearly appointed what will be discussed in these reports/meetings.

First, an annual meeting is a too small number of meetings and no extra attention points than the appointed ones, can be discussed [respondent 1]. This leads to problems which are not dealt with properly, which can lead to even more problems or contract cancellation.
Duration of service level agreements or the overall contracts are for longer periods of time. Some companies have contracts of three years with an option for again three years [respondent 3] and at many other companies it is at least more than three or even five years [respondents 5, 6, 8, 10 & 11].
Other attributes that have been recorded are: process cycles and key performance indicators [respondent 10].

3.3.4 Pros and cons of service level agreements

The advantages and disadvantages have previously been indicated separately, which again will be the case in this paragraph. For the advantages there is a clear distinction between service provider advantages and customer advantages.

Advantages of service level agreements
First the service provider advantages will be discussed. There is more information regarding the advantages for the service provider, which can be explained by the distribution of respondents. This also explains the larger amount of information about the motivations of customers to apply SLAs, explained afterwards.

Streamlining of activities does not necessary have to be achieved with SLAs, there are many other possibilities to achieve this [respondent 5]. An experienced improvement is that there are less disturbances in the process which makes the way of working less ad hoc [respondent 1]. Beforehand there is more known about the activities that can be expected, making streamlining possible to some extent. This is one of two a reasons for respondent 11 to offer SLAs.
Improved continuity is perceived the major advantage for the service provider. This is achieved by the long-term contracts, however respondent 9 states that a longer contract period (> 10 years) would be better. The overall opinion is that the long-term contracts are very important for the service providers. For the company of respondent 11 the long-term relation is even a motto: 'customer for life'. To achieve this, an additional value has to be given to the customer. The improved continuity is the second reason for respondent 11 to offer SLAs.
Cost reduction can be achieved by SLAs, although the opinions are not very positive. This has to do with a lack of cooperation between customer and service provider [respondent 10]. When the customer keeps the traditional role, a cost reduction is hard to achieve. When a partnership is attained more advantages in any sort, for both parties can be achieved. Reductions can be achieved since you know that a certain amount of money will be paid to you anyway. Besides that, you can do a risk analysis to see how many failures you probably will receive. This makes it possible to estimate the number of employees and equipment into a more precise way, knowing that the employees and equipment will be paid for [respondent 1]. This is also connected to an improved continuity and streamlining of activities. Another cost reduction can be achieved by the usage of the expertise of the service provider. When he has to deliver results, he can apply his own expertise to do this in the cheapest way possible.
An additional mentioned advantage is the *growing understanding* for the activities of the service provider. Most of the delivered activities are abstract ones not directly seen by the customer. By formulating this into an SLA, the understanding is better [respondent 1]. Other additional advantages for the service provider in general are: transparency [respondent 7] and independency & responsibility to primary process [respondent 10].

There have been mentioned many different reasons or advantages why a customer wants to use SLAs. The most mentioned reasons are that the service provision is better arranged for [respondents 1, 3, 10 & 11] and the quality is improved [respondent 1, 6 & 11] When the service provision has been assigned into more detail, the insight in the activities is improved as well as the controllability of the services. You still do not know exactly how many failures will arise, however, the insight improves since you know that someone will solve the failure within an assigned couple of hours time [respondent 1]. There is also one responsible party for the service deliverance that can be talked to and that needs to be controlled. The improved service quality is an important reason that has to do with the objectives of a facility manager: supplying good services to the employees for a reasonable price. At the end service quality is more important than costs [respondents 2 & 6].

Of course costs are an important aspect in any contract, so in SLAs as well. The overall view to costs is more that it needs to be in proportion to the service deliverance. The costs need to be optimal in relation to the service quality delivered. This is partially achieved by the evenly distributed costs and a higher overall and more up-to-date quality of service [respondent 11]. Reasons for outsourcing in general are the focus on the core activities, less personnel and the usage of the expertise of the service provider [respondents 6, 8 & 11]. Especially the last reason can result in cost reductions, according to respondents.

At the company of respondent 6 a cost reduction of 20% has been achieved, at the time the services have been contracted out in one large contract. This is however not due to the SLAs, but to the combination of different contracts into one large contract. What the exact contribution of SLAs is in the cost reduction is unclear. Perhaps the same reduction could have been achieved by just outsourcing the activities as one large contract, without applying SLAs.

In general it can be said that the most important reasons to apply service level agreements are improved communication, transparency, recording and controllability of services. In a way SLAs are part of some kind of perception management, the expectations of the people are discussed into more detail [respondent 5].

Disadvantages of service level agreements
The disadvantages will be discussed in the order at which they have been discussed in the questionnaire. Only the disadvantages for which additional information is gathered are discussed, meaning that some are missing in coherence with the questionnaire.

The problem with the *wishes and needs of the customer* is: 'the customer' does not exist [respondent 1]. A customer is a collection of departments and employees that all have own wishes, needs, ideas and opinions. This makes that it is difficult to formulate an SLA for everyone's needs. Respondent 2 formulated this nicely the following way: 'facility management is like football, everyone has something to say about it and thinks he/she is right'.

The largest and most discussed problem with SLAs is the *lack of objectively measurable service levels*. Every respondent has mentioned this as a problem and for most of them it is even one of the largest problems. The problem is that not all services are suitable for an objective service level, especially 'soft' services have this problem. When 'hard' services are concerned the objectivity is relatively easy to achieve since no personal opinions are involved. For 'soft' services a personal opinion is almost every time involved, e.g. how does lunch taste or is the desk clean. Everyone has a personal opinion and taste regarding these questions. Of an installation it is clear: it functions or it does not function. Only when specific services are assigned, like temperature, personal opinions are the case in 'hard' FM. The problem with personal opinions is that not everyone's taste and every possible example can be assigned. Respondent 1 suggested that for some services not a level but a bandwidth needs to be formulated. This gives extra freedom to adjust to people's taste and controllability is easier. Another problem in assigning service levels is formulating the agreements that have been verbally discussed [respondent 10].

Part of the problem with service levels is an example often used in literature, namely: what is 95% availability. The respondents have been asked whether they know this problem and what the solution is according to them. Again it was mentioned that 'hard' services are easier to control than 'soft' services. Of an installation it is clear whether it works. When the installation does not work the minutes can be counted easily until it is repaired. A problem that may arise is the length of disturbances, e.g. can an elevator for example not function for two days after functioning without problems the rest of the year. This can easily be intercepted by assigning that a system cannot have a failure for more than two hours at a time for example. This description has been given by several companies. Another aspect is that you can explain the service levels in a qualitative way, that explains to all parties what is meant by a certain number or service [respondent 5]. For 'soft' services this is harder to measure and no direct solutions have been given.

Another major problem in SLAs are *communication problems*. A lot of other problems originate from a communication problem and improved communication is seen as a solution to all respondents. A typical example given by respondent 1 is having a leak in one of the tyres of your car. You buy a new car and expect a certain quality of tyres, however this is not always discussed, which already is part of the problem.

When one of the tyres has a leak within short notice, because of bad tyre quality, you expect a new tyre within a couple of hours. On the other hand, when the tyres were perfect, but you hit a curb which makes a leak in your tyre, you are a little more flexible. When a new tyre can be placed within two days, it is okay with you. However, in all cases you want a tyre that fits your car and not a different size. But what do you do when they place a white tyre and the rest are black tyres. It is just an example given, however, it makes clear that in every discussion there are many unspoken arguments and wishes, that complicate discussion and agreement. People simply do not understand each other because not everything they think is discussed, what results in different expectations. Another aspect is that people can like or dislike each other, this is person dependent and should not influence a professional relationship, however, this is always the case in practice [respondent 4].

Regarding communication it is important to make a difference between the advantages and problems. Communication is a two-sided aspect: on the one hand communication is helpful and necessary to formulate an SLA (e.g. more clarity, less conflict), on the other hand communication can be troublesome. Because of the problems in communication - people do not understand each other, difference in knowledge or people do not like each other - the formulation of an SLA is much more difficult. Consequently, communication is necessary to formulate a proper SLA, however many communication problems hinder this.

One of the respondents stated that *conflicts about received services* are as common with or without SLAs. However, with SLAs you expect them to be less, which makes them more clear to the people involved [respondent 1]. Another problem is the balance between assigning every aspect of the SLA and keeping it workable. When too little is assigned conflicts can be the result, since there are more ways to interpret the service contract. However, when too much is assigned it is possible that the service provider cannot comply with the expected services, also resulting in conflicts. So the balance between assigning and workability is very important [respondent 3].

Because of extra communication it is clear that *SLA formulation and controlling takes a lot of time*. An important time consuming aspect that is reduced, is the discussion within the period a contract is executed. Beforehand, more discussion and time is needed which will be returned afterwards [respondent 5]. Most of the companies explain that it takes some extra effort to formulate SLAs, however, it is worth the effort.

In practice it became apparent that there is no exact need to know the exact *cost and gains*. Most companies make an estimate of the costs and gains to see if the contract is realisable. For the customers this means that he pays an annual fee to the service provider. The service provider makes a risk analysis to see how much the annual fee needs to be. Important in this is that the SLA is an instrument and not an objective of its own, it is a way of achieving other goals, therefore are costs not important.

Respondent 10 thinks that the major problem in Germany is the controllability of German companies. The German mentality is focused on having everything in control, which is not possible with output oriented SLAs. The trust to outsource activities to other companies is very low, which makes partnerships very difficult. In for example the USA this is done more easily which provides more opportunities for SLAs.

Respondents 2 and 11 experience little problems in the SLA application. Working as partners is the way of solving problems, which than even do not become an actual problem at all. When the different parties want to adapt the agreement by good communications and flexibility, problems do not have to exist. In general it can be said that SLAs are relatively new, which makes that some problems will be reduced naturally in the course of time [respondent 8].

3.3.5 Cost reduction and service level agreements

The cost reduction possibilities for the service provider and customer will be discussed, as well as the cost reduction possibilities for the various services studied in this research.

Most companies indicate that the service provider has a cost advantage. Respondent 1 wants to make the observance that a proper risk analysis is necessary for the service provider to achieve a cost reduction. The German respondents mainly point out that the planning of activities can be improved with SLAs, which results in a cost reduction. Respondent 1 explains that this does not have to be the case. When a contractor has nine broken elevators and number ten calls you say that you will be there within two days.

When you have an SLA you are for example obliged to repair the 10th elevator within 8 hours, as well as the nine other ones. Which makes that planning the repairs is very hard. On the other hand, you know how many contracts you have, which gives possibilities for risk analysis. The chance that 10 elevators break down at the same time is very rare. Besides that, you know that you have to check the 10 elevators every year at least once, this can be planned easier, since you know that you have to do it. Respondent 9 does not think there is a cost advantage for the service provider, since the customer is focusing on ever decreasing costs. Which results in lower margins and profits for the service provider.

The customer does have a cost advantage at all times. Reasons for this are that risks are transferred [respondent 3] and coordination is reduced [respondent 6]. The customer also receives the possibility to penalise the service provider when he does not provide the proper service. On the other hand, the customer does not receive the proper quality at those times, which is again a problem [respondent 10]. So costs can be reduced or lowered, however service quality needs to be examined as well.

All the respondents agree that the largest cost advantage can be achieved when design and construction are integrated with the operation of the building, the life cycle cost approach Problem is that investment and exploitation are separated at most companies [respondent 3]. This makes that the investment cost is lowered as much as possible, and that exploitation cost are higher than necessary. The interests are different for the two parties. Another problem is the unfamiliarity with LCC and lack of long-term thinking [respondent 1]. The familiarity of LCC shows that it relatively well known, however it is not applied in practice. This coheres with the short periods that managers are at companies. Managers shift relatively easy to another company and their objectives are given for each year. Meaning that a cost reduction for this year is a better objective achievement for that manager. This makes investing in long-term solutions less interesting [respondent 9].

It is remarkable that three companies could not fill out the cost reduction list for each service. It was familiar to these companies that a cost reduction is achieved, only for which services is unclear. This is something that can be heard at almost all of the companies. There is a cost reduction since SLAs have been applied, it is just unknown to what extent this is due to the SLAs. And it is unknown what reduction has been achieved for which services.

Something that coheres with this is the valuation of improvements. A service improvement is certainly the result when SLAs are applied, how much income this yields cannot be valuated in euros. There are more aspects that have to deal with the valuation problem, since a lot of pros and cons cannot be expressed in euros.

Of two services is stated that no cost reduction is possible anymore, namely: catering and cleaning. These services are assigned in SLAs for such a long period of time, that negotiations cannot lead to real cost reductions, only cents or slices of cheese can be changed [respondent 3]. Other respondents did not agree on this.

3.3.6 Future development of service level agreements

For the future development the multiple choice options of the question *'What needs to change for service provider/customer for an improved application of SLAs?'* will be discussed first, including the new options mentioned. Secondly completely new insights regarding SLAs, LCC and the integration of the two themes will be presented.

Answers multiple choice question

The first aspect often mentioned is an *easier applicability*. To achieve cooperation and discussion between the two contract parties easier applicability is important [respondent 3]. An important aspect in this, regarding respondent 5, is the reduction of time necessary for fine tuning and discussion. Respondent 6 states that SLAs become easier applicable when they are thought of as an instrument and not an objective. This improves cooperation and leaves space for flexibility. Another solution is the development of standard service quality levels for certain services. Organisations like the GEFMA can have a role in this. There are many guidelines, they are only not clearly organised which makes application complicated [respondent 8].

The advantages that can be improved are: communication between the two parties [respondents 1, 4, 6 & 10] and better cost insight [respondent 4]. Disadvantages that have to be reduced are: performance level difficulties [respondent 6 & 8] and the time fine-tuning takes can be reduced [respondent 5].

Specific customer improvements are that he needs to be more transparent [respondent 5] and that he needs to be prepared to pay for quality [respondent 9]. In general the customer has to be familiar with the possibilities SLAs offer [respondent 7 & 8]. And when SLAs are applied, the company and its employees need to accept them completely [respondent 7].

Something else mentioned is that the ***expertise*** of each other can be used in a better way [respondent 6]. Service providers have contracts with other companies which makes that they have more insight in problems to expect etcetera. Service providers have experiences from which they have been able to learn. Customers on the contrary should benchmark more often, to see what is 'normal' in facility management. This gives more information and possibilities for contract negotiations. This aspect coheres with having a partnering relationship, discussed in the subsequent part.

To create a 'win-win' situation by applying SLAs, it is important to have a ***partnership*** between the two parties involved. This offers opportunities to make SLAs to a success. Many companies see partnering as the opportunity to improve the possibilities SLAs offer: at the same time advantages can be expanded and disadvantages reduced [respondents 3, 5, 6, 7, 9, 10 & 11]. An important aspect in partnership contracts is confidence in each others way of working and working together towards the same objectives. In a partnership there are possibilities that the service provider executes part of the control functions as well, examples can be found at the company of respondent 6. Important is that a company has to agree upon the necessity of SLAs, so that everyone will look for the best possibilities [respondent 7]. The company of respondent 9 has tried to work in a partnership with their customers, however, the focus on costs makes this unfortunately impossible. Another limitation is the growing collective distrust, that leads to large contracts with many legal obligations [respondent 1]. SLAs can be a good instrument to reduce the distrust, especially when the parties try to understand each other's motives in a partnership.

New options for LCC & SLAs

There is the awareness in companies that ***LCC can be integrated with SLAs when it is done at an early stage***. Therefore a thorough cooperation during the construction process is necessary. This can be achieved by involving the facility manager as early as possible in the design process [respondent 6]. Respondent 6 indicated that more knowledge regarding operation and maintenance is integrated in the design process when facility managers are earlier and more extensively involved. If they are involved it would not happen that walls are painted white, instead of covered with washable wallpaper that asks for little maintenance. The problem in the integration is that most companies experience the two themes as completely separate ones. SLAs are only used during the running period of a property and LCC is only a cost related concept for the complete property lifetime [respondent 8]. When these perspectives are maintained, integration of SLAs and LCC remains difficult.

Environmental issues are also cohering with SLAs and LCC. When a building is designed it is possible to adapt the building for environmental friendly aspects, like insulation. This will in most cases cost a little extra, but it results in lower running costs. The acknowledgement that buildings are long lasting objects, with great influence on the environment, is growing [respondents 1 & 3]. Not the durability and environmental issues are important in this, but mostly the growing prices for energy.
The government needs to undertake action so that environmental improvements are applied [respondents 1 & 3]. It can already been seen at governments that the acknowledgement of SLAs and LCC in coherence with environmental issues is growing [respondent 9]. Especially for companies, in stead of regular households, this needs to be introduced since much more can be achieved than.

In large companies there is a ***shift from decentralised to centralised functions***, facility management is one of these functions. This results in facility managers that are responsible for many buildings at the same time. The professionalism of the facility manager needs to grow in these situations to achieve proper results. SLAs are a good instrument to use in these situations since everything is assigned [respondents 1 & 6]. A development related to this is corporate real estate management (CREM). This results in the construction of company specific buildings. These buildings are built with a long-term perspective, at which costs are not the main objective. The building needs to be suitable for the company for a long period of time, quality is therefore very important. The long-term perspective makes LCC analysis possible. Another shift is the acknowledgement of FM as an important department. The last years FM has been growing tremendously, because the influence on other (core) activities is acknowledged more and more [respondent 4].

The most appreciated integration of SLA and LCC is the use of ***innovative contracts***. These are for example a Design, Build, Finance, Maintain and Operate contract (DBFMO), as well as the Public Private Partnerships (PPP). Respondents 1, 3, 6, 8 & 10 all originate from companies that are familiar with the PPP concept. These contracts are very suitable for LCC and SLAs since the contract period is very long (> 20 years) and integrates design, construction and operation. The integration with the running period gives possibilities to optimise the running costs already at the start of the project. Besides that, innovative projects mostly focus on the usage of provider expertise, which gives extra opportunities to the service provider. The development of innovative contracts is relatively new, but the perspectives for the integration of LCC and SLA are very good in these contracts. A problem in these contracts can be the dependency. Maybe therefore the innovative contracts are better suited for governments than companies, since changes are more frequently and larger at companies [respondent 6].

3.4 Comparison Dutch and German findings

The differences between the Dutch and German findings are determined since they can be of influence on the overall outcomes of this research. At the discussion of conclusions and recommendations the differences are examined again, to determine whether they are of influence. Because of the relatively small group of respondents, differences can be influenced easily and can be caused by the type of respondents. Therefore it is important to realise that the differences have been experienced by the researcher and do not have to be consistent with the actual situation in both countries.

The major difference experienced by the researcher is that German companies seem to be more oriented towards controlling the complete service delivery process. The overall experience was that German companies have a large tendency for fixing service delivery into a lot of detail, that can be controlled by checklists. The controlling of service delivery is more extensive and receives more attention. Also the legal registration of the service delivery process was more clearly present. This is supported by two of the German respondents that have actually stated this as problem [respondents 9 & 10]. Respondent 10 mentioned that the German companies have a lack of trust to outsource activities, which reduces the opportunities for cooperation. This is perceived as the main problem with SLAs in Germany by this respondent. In the Netherlands the control focus was also present, however less apparent. The overall impression was that Dutch companies can outsource activities more easily to other companies. Even the controlling of the service provider has been outsourced to the service provider itself by one of the Dutch companies [respondent 6].

Another aspect, connected to the previous mentioned difference, is that the German companies have a more traditional way of working. The overall impression is that the division of roles is the traditional service provider – customer relation. Respondent 9 mentioned that the problem is that customers only focus on costs and do not value service delivery appropriately. The customer tells the supplier what he needs to do and the customer does not have obligations towards the service provider other than paying the bill [respondents 9 & 10]. In the Netherlands cost focus and valuation of service delivery have not been mentioned as being a problem. The Dutch respondents on the contrary do work more often in partnership type of relations. The typical service provider-customer relation is still apparent, however, communication is on the same level and ‘win-win’ situations are looked for [respondents 5 & 6].

Overall the impression is that Dutch respondents are somewhat more positive towards SLAs. The scores to some of the questions are higher, which supports this opinion. The German respondents see a lot of potential, but also see that more changes in the way of thinking of service provider and customer are necessary, for a good application. The German respondents seem to be more positive towards LCC. The acquaintance is slightly better and the overall opinion regarding LCC is somewhat more optimistic.

3.5 Conclusions company enquiry

The company enquiry indicates that the acquaintance with LCC seems to be somewhat better and widespread in Germany, than in the Netherlands. Of course the acquaintance with SLAs can be indicated good, since the respondents have been selected on this. This does not specify the overall acquaintance with SLAs, since the people unacquainted with SLAs have not been approached. The difficulties with finding respondents can indicate that the familiarity is not that good as assumed, however, this has not been studied.

Cleaning, climate control systems and general maintenance are the most popular services for SLAs. IT systems and parking services are very little appointed in SLA contracts. In the Netherlands the user of a building has a predominant role, in Germany that is the property owner. The customer is the largest party to initiate SLA application, which is almost ever started when a building is in use. The duration of SLA contracts is relatively long, mostly more than five years. SLAs are especially useful for larger organisations with more than 150 employees and/or more than 20.000 m^2 office space. For each company it is important to deliver or receive a complete package of appropriate services. The amount of time and money spent on this can differ for each company. The activities certainly formulated in an SLA are: contract parties, subject/scope of agreement, duration of agreement, liability of parties, periodical reports and cost determination. The activities hardly recorded are: future development services, dealing with competition. Indicating the obligations of the customer is seen as a major improvement for the contents of SLAs. And reporting needs to be discussed and formulated in a better way. Reporting is assigned, however there are a lot of missing details, that for example complicates communication.

Overall it can be said that time reduction and cost reduction are the low perceived advantages. The main advantages indicated in the interviews are: improved insight in service delivery process and an improved service quality. Costs are also important, although not the main objective. The differences are very small in the high scoring advantages, they all score above 40 points. Overall it can be said that the advantages are mostly perceived as being good. The overall impression is that the majority of advantages, for service provider or customer, are experienced as ‘average or large’ in both countries. The disadvantages are mostly not experienced as being very large problems. The lack of objectively measurable service levels and communication problems are the two large perceived problems in both countries. ‘Effort' agreement in stead of 'result' agreement is a less perceived problem. It appears that the Dutch respondents are somewhat more positive (advantages) and negative (disadvantages) in their judgement than the German ones.

Each party involved in an SLA project can achieve a cost reduction. The cost reduction opportunities presented in chapter two are confirmed by the respondents. These reductions included: e.g. better thought over service process, trade-off between costs and service quality, more accurate resource planning for service provider, improved contact and reduction of conflicts. The current problem is the lack of long-term orientation, that reduces possibilities for cost reductions. Parking services, ICT systems and catering are services of which the costs can be reduced little by applying SLAs. Climate control systems, maintenance of building installations, heating, electricity usage and general maintenance offer on the contrary opportunities to reduce costs. Remarkable is that three companies could not give an answer to the question: were has a cost reduction been achieved and how much was it. It turned out that cost reduction is not the focus of companies, service quality is the focus point. The ways of valuating the cost reduction are experience and comparison of before and after SLA situation. It is conspicuous that the German respondents see more potential to reduce costs by applying SLAs, than the Dutch.

In general it can be said that communication, flexibility, understanding and partnership are the most important aspects and instruments in SLA application. When the applicability can be made easier, SLAs can be applied even more than already the case. Important to realise is that most FM activities are centralised more and more. New possibilities for the integration of SLAs and LCC can be found in environmental issues and especially innovative contracts like PPP & DBFMO. These projects combine most of the positive SLA and LCC aspects, which offers tremendous possibilities.

The most remarkable aspects of the questionnaire and interview are, in a nutshell: the characteristic of SLAs – service levels or performance indicators - is also the main complexity in SL formulation, cost reduction is not an objective in SLA application, the large possibilities perceived from innovative contracts and the key role of communication to accomplish success.

4. Analysis of enquiry and theory

The fourth chapter gives insight in the combination of the theory and company enquiry, as well as a reflection regarding the research findings.

4.1 Acquaintance with life cycle costing and service level agreements

Acquaintance life cycle costing

The most remarkable aspect related to the acquaintance with life cycle costing is that the concept is well-known in practice, however, it is not used. This does partially cohere with the literature findings. On the one hand, there is a lot of literature available that gives the impression that this is used in practice. On the other hand, a lot of new literature is written, in which the practical application is often an issue. When the respondents have been asked to explain the definition of LCC and the application possibilities, all the respondents can explain this to a large extent. Even the respondents that have not heard about LCC before, can picture the meaning and applicability of the concept. The advantage of insight in costs is eminent to all respondents. The respondents even admit that a more extended usage of LCC is an improvement for cost calculations.

The LCC problems regarding e.g. forecasting, lack of data and initial and running costs that cannot be equated, are still reasons why LCC is applied in practice very limited. The forecasting of important data is still a complication since it remain estimates for long periods of time. Also the lack of data is an important problem because few companies apply LCC in practice, which also do not share their data. The major problem given in the interviews is that the principal or owner and user of the property are not the same. This makes that the initial costs are paid by another party than the running costs. The result is that reducing running costs is less interesting to the principal or owner. The persuasion of the customer and confusion about the concept LCC are not major problems anymore. All respondents acknowledge the advantages of LCC and wished it could be applied to a larger extent. Also the concept of LCC is familiar to the respondents or can be determined easily. New applications, e.g. environmental issues, are well-known, and can also be distinguished from the original LCC concept.

Morton [1995] argued that it is more important for LCC to understand the principle, than applying the concept in every detail and making a complete calculation. By applying LCC this way, the choices of the persons involved can be thought over in another perspective. The calculation is not necessary, which saves a lot of effort, however, choices are considered with a long-term perspective.

The author believes this could be a good way of thinking and applying LCC, since advantages can be attained and problems can partially be get around. Practice is not ready and prepared for a completely implemented LCC perspective, also mentioned by a respondent. When persons involved examine their projects more on a long-term basis - an LCC way of thinking - the running costs can be reduced. This is also wanted by the clients who are more and more aware of the significance of the running costs [Morton, 1995]. When developers start to think in a long-term perspective, the clients can be convinced of this way of thinking as well, which reduces the running costs of the client. The problems around LCC, e.g. lack of data and forecasting problems, cannot be reduced easily. Using LCC as a way of thinking is a good approach to achieve some of the advantages, e.g. more cost insight and trade-off between design choices, without a lot of extra effort.

It is mentioned by Nielsen [2002] that cost is the ‘single most important factor’ in building design. During the interviews this image has not been confirmed by the respondents. They consider other aspects (e.g. service quality) also as very important. Since no other parties involved in the construction process, than facility management related ones, have been talked to, it is unclear whether cost are their main focus point. The literature related to LCC supports however the cost focus view, since the only objective is to reduce the life cycle costs. Nielsen [2002] argues that only the investment costs are examined, without taking running costs into account. When running costs are examined it often leads to a higher investment cost, because of e.g. more durable components or extra insulation [Nielsen, 2002]. In practice it can be heard that there is a growing environmental focus, for which LCC can be applied as well. This is also mentioned in chapter two, were energy costs are stated as one of the large running cost components. Because of environmental issues, the energy usage needs to be reduced, which can be achieved partially with LCC. This indicates to the author that the combination of developing a life cycle way of thinking, with possibly a growing environmental focus, can lead to a growing application and acquaintance of LCC.

Acquaintance service level agreements
Service level agreements are not very well-known in practice. It was difficult to get in touch with companies that do apply SLAs. This was not expected beforehand, since SLAs are considered a new tool with a lot of potential. That the application in general is lagging behind can be caused by the confusion about the real meaning of SLAs. As was explained at the definitions from literature, also the interviews showed that SLAs can be defined and applied in many different ways. By improving the acquaintance of SLAs it can therefore be useful to develop a standard service level agreement framework. There can also be more attention for SLAs in FM and especially the advantages that can be reached. Success stories of various companies will improve the acquaintance and extent of application spontaneously. However, when a company applies SLAs, it is largely in the same way as they are applied in IT-industry. It is peculiar that non of the respondents knew SLAs from the IT-industry, let alone the origination of SLAs in this industry.

4.2 Usage of service level agreements

In general SLAs are used in FM for a longer period of time than expected beforehand. The concept is relatively new and needed to be adapted for facility management purposes, which was expected to lengthen the adaptation process. Since SLAs are primarily applied the same way in FM as in IT-industry, the adaptation has probably not taken a lot of time. The questionnaire showed already that SLAs are primarily known for more than five years. The question is whether they are only known or are they really applied at the companies. The outcomes of this research do not give a conclusive explanation for this. Two thirds of the respondents have indicated that SLAs have been used for more than five years at their company. However, also 33% of the companies apply SLAs for only a couple of years. Though the respondent were already familiar with the SLA concept, it was not yet applied at all the companies. These outcomes give an indication that SLAs are really applied for a couple of years already, the exact period of time that SLAs are applied is still unknown.

Additional services that can be formulated in SLAs given at the interviews are: security, reception work, movement of departments and bureau services (copy and coffee machine). The mentioned services are coming from the ‘soft services’ FM. This type of service is less described in SLA literature, which makes that it has not been studied into a lot of detail in this research. An explanation can be that SLAs come from the IT-industry, which has service levels that are more precisely definable. IT service levels are more related to ‘hard’ FM, which has easier definable service levels, according to respondents. It has been mentioned by many respondents that the assignment of ‘soft’ services is somewhat more difficult since personal opinions are involved. Subsequent research in the possibilities of SLAs in ‘soft’ services FM can be useful, especially the definition of service levels related to personal opinions.

4.3 Start and contents of service level agreements

In literature it is pointed out that the customers have asked for SLAs in IT-industry to record the services for quality and cost purposes. The respondents support that the customers mainly ask for the application of SLAs, although service providers can also indicate it. Since the customers are the ones to ask for SLAs, service providers need to react to this. When a service provider can distinguish himself as being a service provider that makes use of SLAs, more customers can be attracted.

The start of SLA projects is experienced as being difficult by some respondents. Literature does not give an explanation how the start of an SLA project is supposed to go. Muller [1999] gives some suggestions for managers to get started with SLAs in IT-industry. The tips that can be of value for facility management include: set priorities, set measurable goals for the SLA project, keep everyone informed and mention costs at each service level. When customers clearly see what they need to pay for certain services, the expectation level is changed. The changed expectations make that customers critically observe whether services are needed, what quality is needed and what can be expected for a certain amount of money.

For the content of SLAs it is important to examine SLAs as being an instrument for service quality and control. This function of SLAs implies that an SLA is part of the contract, though not the contract itself. There is a general contract, that includes many legal obligations. And the SLAs are used, in for example appendices to define the service levels into more detail. Verma [1999] and Hiles [1994] also mention that SLAs can be part of a larger contract. Most companies apply SLAs already in this way, for companies that do not apply SLAs this way, it can be an improvement.

Some of the content attributes will be discussed to explain why they exactly should be included or not.
The *future development of services* does not necessarily have to be appointed in facility management SLAs. This attribute is stated in IT-industry SLAs [Thiadens, 1999] since the IT-industry is a fast changing environment with many new developments. In FM this type and speed of changes is not the case, so formulating future development does not add a contribution to the contract.
The three *confidentiality or secrecy* attributes that have been mentioned do not have to be recorded in SLAs for FM purposes. Half of the companies indicate that the contract is confidential, simply because it is part of regular contract conditions. The necessity for this attribute is not discussed at all. There are very few companies that assign the other two attributes. Since the services are personalised for each company the confidentiality is not important. The general confidentiality is mostly part of the standard terms and conditions, which makes that other secrecy aspects do not have to be discussed for a facility management SLA.
Frequency of service deliverance is only mentioned once, in an article by Van Wagenberg [2003], that is related to IT-industry. In IT-industry the service levels can be formulated easily with aspects like e.g. availability, reliability, responsiveness. Because of this, frequency of service deliverance does not have to be assigned in SLAs for IT services. In facility management frequency is somewhat more important since the services are experienced more directly by personnel of the company. Especially the delivery and quality of 'soft' services are influenced by the opinions of people. This makes it necessary to indicate the frequency of some services. When FM makes use of output defined contracts, frequency does not have to be recorded since you assign a certain result. Since output definition is not possible for all FM services, frequency needs to be formulated in input defined services.
Response time to problem and the solution of the problem are considered important by most respondents. This is not supported by literature, only two authors have mentioned this. This attribute does contribute additional value to an SLA since it is very important to define clearly within which time frame will be reacted and what will be done in that time frame. It is considered a contribution to every SLA in each industry that applies them.
Assigning the *obligations of the customer* are only mentioned by Van Wagenberg [2003] and Haller [2001]. For IT-industry this attribute is of less value, since the customer does not have a lot of influence on the service delivery. However, in FM the customer does have a lot of influence on the service delivery and the service quality is dependent of a persons opinions. Although respondents indicate that customers do not want to have obligations, it can be very useful to formulate them. Since customers can be of great influence to the service quality, disputes can easily become apparent. One respondent said that only the general term: 'customers are obliged to support the service delivery process' can be assigned. The author thinks that more detailed aspects can be recorded when the customer is open for this, which is a great improvement. Also a lot of respondents mention this as an improvement. However, most respondents are service providers, which directly take advantage of this. Unfortunately very little customers have been interviewed to explain their perspective.
Because most content lists only record what needs to be examined, *explicit exclusion of services* was assumed to be a good additional attribute of SLAs. It is correct that SLAs exactly state what needs to be done. Though 67% of the companies also assign what is not included in the SLA. By recording this, the expectations of both parties are discussed and recorded into more detail. Although literature does not mention this attribute, the assumption about usefulness shows to be right.

4.4 Pros and cons of service level agreements

Advantages service level agreements

In chapter three it was mentioned that the Dutch respondents seem to be somewhat more positive regarding the advantages of SLAs than the German respondents. It is interesting to know what is the reason for this difference. Of course it can be that the Dutch respondents are just more positive, though there are indications from the interviews that other factors may influence the answers. Applying SLAs as a partnership is more usual in the Netherlands than in Germany, it seems. Partnerships are a way of reducing problems and increasing advantages, as will be explained later on. In Germany the focus appears to be more on legal bindings. Most German respondents have explained that this limits the application of SLAs, which can explain the less positive answers. Besides that, the group of respondents in the Netherlands is slightly different than the German group of respondents. In the Netherlands one customer has been interviewed, as well as someone who has examined the interview from the service provider perspective, although he also is a customer. And in the Netherlands there was someone who worked with SLAs because his customers worked with it. In Germany the respondents were all service providers, consultant and service provider at the same time or only consultant. This makes that the perspective at which they look at SLAs is different, this can explain (part of) the difference.

What causes the difference cannot be said exactly, probably all aspects have something to do with it. In general it can be said that the Dutch respondents appeared to be more positive about SLAs during the interviews.

Most of the given advantages are experienced by FM to a large extent, although they come from IT-industry. This indicates that the advantages for IT or FM do not differ very much. It needs to be mentioned that the current situation experienced by IT-industry, has not been examined. For FM, service quality has been mentioned as the key advantage, especially for the customer. Quality assurance and improvement were also the most frequently mentioned reasons to start with SLAs. The assumed advantage for the service provider of time reduction has not been experienced in practice. This was overall the lowest scoring service provider advantage.

SLAs are an instrument that can greatly support the communication process regarding service delivery. The opportunities for misunderstanding can be reduced drastically by applying SLAs, given that the wishes, needs and expectations of the customer can be communicated with the service provider. This is the experience of most respondents concerning SLAs, which is mentioned by Trienekens [2004] as well. The service provider can indicate what he can contribute to the services at a customer's company and knows exactly what he needs to deliver. Other advantages indicated by literature, are also experienced by the respondents to a large extent. For example clarity and controllability is improved for all parties, according to the respondents. Especially the increase in service quality is important for both parties involved. That the service delivery process is improved can be caused by enhanced communication. Most respondents mention communication as the key factor in SLAs, most advantages can be attained by this as well as most problems can be reduced or solved by better communication. Therefore communication has a dual role in service level agreements. Maybe partnerships, explained into more detail in a subsequent part, are therefore considered a good tool in SLAs.

An advantage not thoroughly explained in literature is the application of the expertise of the service provider. Indirectly it is mentioned sometimes, which implied it is not significant. For IT-industry this can possibly be the case, however, the situation for FM seems to be different. A lot of respondents explain that applying the know-how of the service provider is very important for the customer. The group of respondents, mainly service providers or persons closely related to them, can give a distorted image of this. However, also the interviewed customer has mentioned this as being very important. The customer however commented that it is very important, but still difficult in practice. So overall it can be said that the acknowledgement of using service provider know-how is available in practice, only the practical application shows some difficulties. For the service provider also an advantage can be seen by the researcher, especially when an output contract has been defined. When he can apply his own expertise, which is possible in output contracts, it can be possible for him to deliver quicker or cheaper for example.

Disadvantages service level agreements

The largest score for the presented disadvantages has been given for the lack of objectively measurable service levels. When respondents were asked about this, it was clearly affirmed that this is the largest SLA problem. In literature this has been confirmed by for example Larson [1998]. He explains that the most basic requirement of managing outsourced IT services is defining expectations of both parties in explicit terms, though this requirement is still underdeveloped. This can be seen in FM as well, however, action is undertaken to change this.

A difference that can be found in literature as well as the interviews, is the distinction between 'hard' and 'soft' services and difficulties in service levels. 'Soft' services have more to do with personal opinions which are hard to formulate and control. 'Hard' services are therefore somewhat easier to formulate, even though, still troublesome. A few companies have found good possibilities to particularly define 'hard' services. An example presented in literature many times and explained before, is availability: what is 95% availability? Some of the service providers interviewed, formulate availability as being the time an installation works. When an installation not works, the minutes can be counted for until the problem is fixed. This is easy since an installation works or does not work. At the end of the year the complete periods can be calculated. Service level formulation problems, like long periods of failure, are avoided with the addition that an installation can only be broken for a maximum of eight hours. To make sure that an installation is fixed within reasonable times it is also formulated when the service provider needs to react (e.g. within how many hours), how he needs to react (e.g. telephone call that he knows the problem, be on site and put on a note 'defect' or immediate repair) and when the failure needs to be repaired (e.g. within 24 hours). All the different aspects need to be assigned into enough detail.

Trienekens [2004] mentions part of this solution also, he explains that not only 95% can be recorded, but for example: 95% is repaired within one hour and 99,9% is repaired within five hours after reporting the problem at the service provider.

The author considers it necessary that each aspect is not recorded into every detail, since an SLA is not useful anymore then. Core activities need to be determined, for which this amount of detail is recommended. Tuomela [2001] mentions that the critical success factors are important to know, since these need to be performed well for the objective achievement of the entire company. It is not indicated by her that usefulness has anything to do with it, which is in the author's opinion very important. Activities which are less important can be recorded somewhat less detailed, due to time reasons and because discussion about the possibilities is feasible when a different interpretation comes out. Of course the extra amount of effort can be an indication that the additional discussion and recording is not worth the effort. However, Larson [1998] states, upon which the author agrees, that people are willing to put more effort in service level details. A partnership would really support this way of working, which is explained later on.

One respondent indicated an important aspect which makes that part of the discussed service level problem, will remain. Details can be talked over until correspondence is reached, however it needs to be written down exactly in the way it has been discussed, which is much harder. Many aspects discussed, cannot be written down. Unspoken arguments are experienced in the discussion, however, writing these down is impossible.

For 'soft' services the controllability can be improved by making use of customer inquiries. Part of the employees of the customer can be asked to evaluate the service provision like catering and cleaning. The average of a group of people will give an indication about the opinion regarding service delivery. It is still not an instrument that can objectively control service delivery. However, it gives more precise and better distributed information than interviewing one separate customer.

For some problems, resolutions have been given in the interviews, which are partially supported by literature. Communication is a key component to success, so respondents indicated that it is necessary to talk to each other and try to understand each other, as much as possible. Service providers can do this by applying a customer perspective [Elsener, 2005]. Continued reporting and discussion is important for some of the respondents. When the two parties stay in touch it is known whether the expectations are still the same or need to be changed. It has actually been said that an SLA is a 'living' document, that needs constant attention. This way of examining SLA seems to be very appropriate for partnerships.

4.5 Cost reduction and service level agreements

In this paragraph an important distinction has to be made to make sure that the structure and clarity of the report is maintained. This paragraph explains the cost reduction possibilities of service level agreements which have been discussed at the strengths and opportunities of SLAs in paragraph 2.1.3. This means that only aspects directly related to SLAs are discussed. The integration of SLAs and LCC for cost reduction purposes, for example innovative contract forms, are discussed in the next paragraph.

At the start of this research project, cost reduction was assumed to be one of the main reasons to apply SLAs. However, already during the literature examination it became apparent that many other reasons or advantages could be given for SLA application. Striking was already that the SLA objectives (paragraph 2.1.3) did not mention cost issues at all. Only Van Wagenberg [2003] mentions, in relation to municipalities, that the objectives of SLA application are cost reduction and improved service quality. Since this was an objective in the context of municipalities, the objective has not been taken along in chapter two. In the interviews it has been confirmed that there are many reasons to apply SLAs. Service quality or related aspects are the main reasons for applying SLAs. Every respondent has even mentioned that cost reductions have not been the reason to start with service level agreements. The assumption in chapter one, that costs are one of the main reasons to apply SLAs, appears to be incorrect. Of course a cost reduction achieved by the application of SLAs is considered a welcome additional result. The score for cost reduction in the advantages list shows that it is an acknowledged advantage, however, it is not the main reason for SLA application.

Another very interesting question is the amount of cost reduction achieved by applying SLAs. This can increase the number of SLAs in FM drastically, since other companies can be convinced to offer or ask for SLAs. In literature very limited information is available about the cost reduction possibilities of SLAs. Only Van Wagenberg [2003] argues that outsourcing in municipalities can lead to a saving of 10%.

The outsourcing approach is not specified in his research, so it remains unclear whether SLAs are an instrument in outsourcing projects he examined. Whether SLAs are used to achieve the 10% cost reduction, is therefore unfortunately unknown. In practice it turned out that non of the respondents could answer this question in any way. That a cost reduction is achieved is clear to all persons involved. Despite one respondent all the other ones state that there is a cost advantage for service providers and every respondent claims that customers have a cost advantage. It was also asked, for which services the cost reduction has been achieved and what the extent of cost reduction is. Three companies could not answer this question at all, and the other companies had difficulties to indicate the possibilities for cost reduction of certain services. The major problem was, that it could not be indicated which part of the cost reduction is due to the application of SLAs. Improved communication that partially involves cost reduction, can also be achieved by other means than SLAs. The SLA initiation results in many changes, which are not all directly related or due to SLAs. This creates the problem that it cannot be determined exactly what part of the cost reduction is solely due to service level agreements. So it can be concluded that a cost reduction most probably can be achieved by SLAs. The amount or services that are related to cost reductions are unfortunately unknown.

A suggestion to study cost reduction amounts is given by one respondent. The suggestion was to study the implementation of an SLA and compare the situation before and after the SLA at that company. This is a good suggestion to learn more about SLAs and the cost reduction possibilities. On the other hand, one major problem will remain, some cost and gains cannot be valuated. The cost consequences of SLAs will to a certain extent remain unidentified. Therefore, in coherence with the reduced interest in SLA costing aspects, other subsequent research can provide better valued information and needs more attention.

Of course there are some possibilities known that indicate how costs can be reduced when SLAs are applied. The first possibility is a cost reduction for the service provider: improved predictability. When all services and quality levels of services are formulated, the service provider has exact insight in the activities that need to be performed. Partially he can plan activities that beforehand were asked for at unknown times, e.g. yearly obliged elevator check ups. This improved planning can save money for a service provider, however, the amount cannot be valued. In the Netherlands this cost reduction has not been experienced. On the contrary in Germany this was a major cost advantage for the service provider. The difference can be explained by the diversity of respondents, because the German respondents are more service provider oriented. The second cost reduction possibility is that services that were not wished for can be eliminated, resulting in lower cost for the service provider and customer. The service provider does not give services that are not needed by the customer. The customer gets insight in the activities he asks for and can determine whether he needs the services. The last possibility is related to the second one, namely the better evaluation of costs and service quality. An SLA indicates which service level is delivered at which costs. When a customer notices the costs of a certain service, he can decide to cancel that service. A trade-off between different services or service levels is possible.

4.6 Future development of life cycle costing and service level agreements

This paragraph presents the future development possibilities and remarks for LCC and SLAs. Also the integration of the two themes will be given, related to the cost reduction possibilities when LCC and SLA are combined. The previous paragraph has specified a few cost reduction possibilities, though these were only related to service level agreements.

4.6.1 Future development life cycle costing

The future of life cycle costing in construction industry has not been examined into a lot of detail. However, two important aspects have been found: life cycle costing is little used in practice and life cycle costing can be applied as a way of thinking.

Literature related to LCC and construction industry is available a lot. However, many problems, especially forecasting and lack of data, come apparent a lot of times. Nielsen [2002] mentions that a building has to be good performing for low costs, LCC can be an instrument for this. However LCC is too time consuming and a proper result may not be reached. The respondents confirm that forecasting and lack of data are major problems in LCC application. They also mentioned the mentality and common matters in construction industry as problems for the application of a life cycle perspective. In literature it was already mentioned a few times, and the interview confirms it: life cycle costing is little used in practice.

Because LCC is very little used in practice, a shift in LCC awareness has to be arranged for. A possibility for this would be to apply LCC not as a calculation method, but as a 'way of thinking'. Morton [1995] has proposed this, which is explained in paragraph 4.1. After taking the interviews it is believed by the researcher that this is a good way of implementing LCC to some extent. The respondents mention that it is disappointing that LCC is not applied to a larger extent, since environmental and/or cost issues can partially be dealt with. Nielsen [2002] proposes that an automatic parameter variation procedure can improve the current manual procedures. Since very little information has been found about automated LCC instruments, this proposition is not considered feasible at the moment, by the researcher.

4.6.2 Future development service level agreements

One of the most important changes that will increase SLA usage in FM, mentioned by the respondents is easier applicability. This is mentioned directly or indirectly by many respondents and authors. Thiadens [1999, p.264] explains it very shortly: 'an SLA needs to be easy to formulate and control.' The impression is that communication problems and lack of standards are due to the difficult application. A suggestion given by a German respondent was that institutions like the GEFMA need to put more effort in the development of SLAs standards. According to him this could lead to improved service levels, quicker and easier SLA processes and overall an improved communication. It has been noticed during the research that there are very little organisations or institutions that contribute to SLAs for general purposes. So the researcher considers a more active approach of institutions like the GEFMA regarding SLAs, as a major improvement possibility for SLA application.

Another improvement that can be made for future SLA appliance can be the use of partnerships. Tuomela [2001] mentions that a well performing system needs a kind of partnership between service provider and customer. This is due to the objectives attained by SLAs, which can be achieved easier when cooperation exists. Thiadens [1999] mentions cooperation even as part of the SLA objective. This seems logic, since both parties have influence on the service delivery process and the delivered services. The personal influence on SLAs is clearly explained by Vandenberg [1999]. He places the service provider-customer relationship concerning SLAs, in a comprehensible partnership perspective by separately explaining the role of the SLA and the role of the partnership. The SLAs are considered the 'hard' boundaries of the contractual relationship and the informal of 'soft' boundaries – e.g. communication, trust, understanding and culture – are considered the glue that binds a successful team together. Even the costs could be reduced by partnerships according to Iyer [2004]. He argues that coordination among participants is the most significant factor that has a positive influence on cost performance.

Almost every respondent has mentioned partnership and cooperation as being major aspects in SLAs. In the Netherlands it seems as if partnerships are applied to a somewhat larger extent. Most Dutch respondents indicate that partnering is used to some extent, but can be improved. In Germany partnerships are mostly mentioned as something that needs to be recognised by all parties as being an improvement. A difference in the respondents partially explains this, in the Netherlands more customer oriented respondents have been interviewed. And in Germany the customers are often mentioned as a problem in partnering, since partnering is not wanted by them. On the contrary, in the Netherlands it appears that customers are open to partnerships, which does not explain why the situation in Germany is different. Perhaps the Germany customers are in fact not prepared to work in partnerships, on the other hand it can be that service providers assume customers are not willing to work in a partnerships. This implies that regarding partnerships, a larger improvement possibility exists in Germany. Though the Dutch respondents also indicate that improvements are still possible and necessary.

4.6.3 Future for integration LCC and SLAs

As indicated in the theoretical framework, there are not many possibilities for the integration of LCC and SLAs to reduce the running costs. In practice this is confirmed, since non of the respondents is familiar with the integration of both concepts, except for the later explained innovative contracts. One respondent stated that both themes are too different to be integrated. A couple of the respondents think that there are possibilities when SLAs are initiated at an earlier stage. This will make it possible to include some sort of life cycle analysis for service delivery.

As stated in the theoretical framework, this research focuses on SLA application during the running period of a building. A majority of the respondents mention that there may be a possibility to reduce running costs, when SLAs are initiated during planning and design. Because of the running cost focus, the integration with initial costs has not been studied.

However, it is known from the respondents that they perceive there are possibilities to reduce SLA costs with LCC, only very few companies are undertaking this in practice. It has been found that SLAs are applied at the moment a building is completed, though other moments have not been examined thoroughly in this research. It can be useful to examine these possibilities into more detail, because of Psonder's [2000] statement: when a life cycle perspective is applied at the start of a project the influence on the running cost is the highest. Also the respondents recognise this advantage and they are open for new suggestions related to this. It even seems that there is a development to involve facility managers in design of buildings. Two respondents actually mentioned examples were the facility manager was involved in the planning and design phases of a building. These companies understand what already has been stated by Schneider [2004], that a facility manager needs to be involved in design, to influence the important running costs. The respondents could not indicate how these projects have developed and which (cost) advantages have been achieved.

In literature it is stated by Schneider [2004] that the principal cannot be convinced by higher initial costs. Since they imagine that the extra cost cannot be compensated with lower running costs. The impression from the interviews is that companies recognise the opportunities, only practical possibilities fail. When these possibilities are given, if possible with a case study that indicates the cost reduction, it appears as if companies are certainly willing to evaluate whether it is useful for them as well.

There is one well-known example in practice of the complete integration of LCC and SLAs: public private partnerships (PPP). This is a relatively new contract form, that is more and more used in practice. Since this research focuses on commercial real estate only, public private partnerships are not examined into more detail. Therefore the innovative contract of Design, Build, Finance, Maintain and Operate (DBFMO) is studied, which is better applicable for commercial real estate purposes. When respondents mentioned PPP contracts, it is assumed that this can be exchanged for DBFMO contracts. Both are new contract forms with similarities like long contract periods and partnering potential.
In chapter two El-Haram [2002] has been cited to indicate the potential of innovative contracts. One of the main differences in these contracts is that a life cycle perspective is wished for, since the contract periods are longer. Not only planning and design is contracted out, also the running period and even financing can be outsourced. Another major difference is that DBFMO can be a partnership contract, in which the parties involved do what they can do best, which creates a 'win-win' situation for everyone. That SLAs can be part of these innovative contract forms, like DBFMO and PPP, is mentioned by Cacciatori [2003] who argues the output attributes of the tender process. The output will consist of: an overall price for the financing, design, construction, operation, maintenance and disposal of the facility, a schematic design of the facility and a service level agreement detailing the conditions for the operation and management of the property. The application of new contract forms and the recognition that LCC and SLAs can be integrated to a large extent, seemed to be somewhat limited when examining literature. Very little information was given about the opportunities. Many of the respondents however, explained that PPP is the best and probably only way to really integrate LCC and SLA. As mentioned by one respondent 'the ultimate integration of LCC and SLA' is the application of innovative contracts. This made clear that innovative contracts are something that can be and needs to be examined to a larger extent. Although there is very little literature related to these contracts, they appear to be an enormous success that is familiar to most respondents. This makes that more research can support the growing interest of the market. Some respondents made the remark that the perceived success needs to be confirmed the coming years, when these contracts are used for a longer period of time. This again indicates that extended research can be helpful to improve the application and to share the knowledge and advantages of SLAs and innovative contracts. When new construction projects are executed within the framework of innovative contracts (e.g. DBFMO), many benefits can be attained. The life cycle perspective can be implemented to a large extent and service provision can be discussed at an early stage. The formulation of SLAs for the operational period of the property can be of additional value. As explained before, the key success factor is the partnership relation between the parties involved, whether they are private or public.

The objective of this research is to examine what (running) cost reduction can be achieved by applying SLAs. For SLAs in general non of the respondents could give an indication of this. And also in literature no information about this, was available. As indicated before, DBFMO and PPP are experienced as being relatively new, which makes that the respondents could not specify whether the prospects are attained. In literature there is an indication of the cost reduction opportunities within a PPP or innovative contract. Van Herk [2006] explains that a 10% cost reduction can be realised in these situations and that there is further potential to reduce costs. In railway projects an efficiency advantage of 9-19% (depending on the project size) can be reached [Tegner, 2007].

Both authors indicate conditions to attain this cost reduction that are related to SLAs. Van Herk [2006] mentions that it is necessary to have an output oriented approach, which has been explained in paragraph 4.4. Tegner [2007] indicates that the typical PPP characteristics need to be followed: e.g. life cycle project, output specified performance, performance payments by using SLAs. Although Tegner [2007] mentions PPP, it is assumed that DBFMO can also comply with the characteristics mentioned by him. These indications clearly express that innovative contracts forms are the integration possibility of LCC and SLAs, which even reduces costs greatly. It needs to be mentioned that the percentages given are not related to office buildings in particular. However, it indicates that in other sectors, related to construction industry a remarkable cost reduction can be achieved with innovative contract forms. This confirms the impression of respondents, that a cost reduction can be reached within these projects.

One respondent had doubts about the opportunities PPP or DBFMO offer and the number of companies that will apply it in practice. The largest objection was that these contracts are long-term contracts for 20 years or longer. This was not considered a problem for public parties, who are more stable according to the respondent. Though for private companies the long-term relation could be a problem since private parties have changing market conditions to which they need to adapt. Hiles [1994] affirms the problem of changing conditions in a long-term contract, only he argues that public parties also need to change, for example because of political change. The author thinks that the doubts are not applicable to the current situation. These long term contracts are of course not suitable for every SLA application. Especially when the customer and service provider are both private, the application of long-term (>20 years) contracts needs to be considered very well. However, partnering offers many opportunities as explained before. Therefore it is worth to consider the contribution of innovative contracts or at least partnering possibilities explained in these new contracts.

4.7 Conclusions analysis

Life cycle costing is applied very limitedly in practice, due to several reasons. The main reasons that LCC is applied limitedly are: forecasting problems, lack of necessary data and lack of life cycle perspective. Short ownership periods and division of costs in construction projects, cause a lack of life cycle perspective. The respondents are familiar with the opportunities LCC offers and are interested in improvements. Therefore it is more important to consider LCC as a ‘way of thinking’, than a calculation method. Life cycle analysis is still developing for new application purposes of which the environmental focus the most apparent one is. This is due to the increasing prices of energy and more awareness of environmental implications of buildings.

Regarding service level agreements it needs to be mentioned first that they can be applied for facility management purposes very well. The acquaintance with service level agreements can be improved in general. The respondents were selected on their acquaintance with SLAs, however the difficulty in finding appropriate respondents indicates that the acquaintance can be enhanced. Remarkable is that customers initiate SLA application, which offers possibilities to the service providers. They can more actively approach customers, in which SLA advantages can be promoted. When an SLA is agreed upon, it is an instrument and not a contract of its own. ‘Soft’ services (e.g. security, reception works) are less discussed in SLA literature, though often assigned in practice. Content attributes like future service development and secrecy aspects do not have to be formulated in facility management SLAs. For facility management purposes it is necessary to indicate response times, reporting and obligations of customers into more detail.

The SLA advantages are the same for IT-industry and facility management. The main reasons to formulate SLAs are: improved insight and service quality. A customer advantage not mentioned in IT-literature, is the utilisation of service provider know-how. Overall the Dutch respondent seem to give slightly higher scores, which implies a more positive attitude towards SLAs. The assigning of service levels is experienced as being the hardest problem. Solutions from respondents include: record more details or thorough consumer inquiries. Communication is in general experienced as a very important condition for SLA success. Partnerships are a way of improving communication, since this aims at understanding each other, it creates a ‘win-win’ situation and continued reporting and discussion are promoted.

Cost reduction is not one of the main reasons to apply SLAs, however, it is a welcome additional advantage. The earlier mentioned advantages (e.g. improved insight and service quality) are the reasons to apply SLAs and are therefore considered more important.

The amount of cost reduction is unknown, because it cannot clearly be stated for which services a cost reduction can be attained, what the amount of cost reduction is and which part of the cost reduction has to do with SLAs or side-effects of the adaptation process. Options to reduce costs by SLAs are improved planning, elimination of unwanted services and trade-off between service quality and costs. Overall communication and reduction of conflicts contribute to lower costs.

The most important change in SLAs needs to be easier applicability. Part of the solution can be that institutions like the GEFMA develop SLA standards. Another major improvement is considering the SLA relationship between service provider and customer as a partnership. Many problems can be reduced or avoided and the advantages can be increased then. The situation regarding partnerships appears to be somewhat better in the Netherlands than in Germany. Innovative contract forms (e.g. DBFMO and PPP) are the best-known form of SLA and LCC integration and they are experienced as offering major possibilities for the future. The exact applicability of innovative contract forms has not been examined. Further research can provide more information regarding this. In some researches it has been demonstrated that innovative contracts reduce costs. Only these researches were not especially focusing on office projects, which means that the cost reduction opportunities for offices are still uncertain. Since the linkage between the phases planning & design and operation are not examined in this research, a major opportunity to integrate LCC and SLA has not been studied. It has been indicated by some of the respondents that prospects are good for this integration. Therefore it is advisable to examine the life cycle perspective into more detail, especially since it can reduce costs.

5. Conclusions and recommendations

The conclusions of this research give insight in the possibilities to reduce running costs when service level agreements are applied, the research objective. The differences between the Netherlands and Germany are observed briefly, to see whether they are of influence.

5.1 Conclusions

This paragraph gives insight in the findings of this research. Therefore it is necessary to present the research objective, of which is determined whether it has been achieved. The research objective was:
Specify the possibilities for the reduction of running costs of commercial real estate, which can be achieved by applying service level agreements.
The possibilities that have been found, will be specified in this chapter. Each possibilities is presented and explained in a separate paragraph. The conclusions are summarised at the end of this chapter to have a complete overview.

5.1.1 Cost reduction opportunities within SLA contract

When SLAs are applied there is a possibility to reduce the costs associated with facility management service provision. Although this reduction is not directly linked to running costs or life cycle costs, it can be argued that these costs are reduced as well. When service provision costs are reduced because of SLA application, also running costs - part of the life cycle costs – are reduced for a property. The findings related to cost reduction within SLA contracts, as well as the specific opportunities to reduce costs within an SLA contract, are discussed.

Remarkable is that 75% of the respondents consider SLAs as a cost reducing instrument for service providers. For customers even 92% of the respondents think there is a cost reduction possibility within SLA contracts. For the service provider and customer there are several aspects that contribute to this cost reduction.

The service provider can reduce his costs because of an *improved insight*. When an SLA is formulated all aspects related to the service delivery process are assigned, this provides additional insight in the activities that need to be performed by the service provider. The service provider knows exactly what services, with which quality level need to be delivered. Since he knows beforehand which services he needs to deliver, possibly from more contracts at different companies, he can streamline his activities more profoundly. The improved insight results in a more accurate resource planning, which reduces the service provider costs.

The customer also has a cost advantage when SLAs are assigned. One of the aspects resulting to a cost reduction is the *better thought of service delivery process*. When an SLA is formulated the customer needs to consider the service delivery process very thoroughly: what services are needed, what service level is wanted, who delivers the services, etcetera. This results in a service delivery process, assigned in an SLA, that is more appropriate to the companies needs. Services or service quality that have not been considered previously, can be thought over and adapted which may result in the elimination of unwanted services. This avoids unnecessary and costly over-provision of quality of services.

Another related reason that customer costs are reduced is the *trade-off between costs and service quality*. An SLA assigns a service quality level and the cost associated with this service quality. The quality level of a service is directly related to the costs for that specific service. Since this is clearly assigned, a trade-off between service quality and costs is encouraged. The customer can observe the costs of a certain service quality. This offers the opportunity to determine whether a certain service quality is worth the cost. This improves the insight in the outline of costs, which results in a possible trade-off and a better thought of service quality.

There are also some other aspects of SLA that indirectly influence the costs of the service provider and customer. A major improvement when SLAs are applied, is the *improved contact* between service provider and customer. Another related aspect is the *reduction of conflicts*. Nevertheless, improved contact can result in a reduction of conflicts or a reduction ins conflicts can result in an improved contact. How these aspects exactly contribute to a cost reduction is unknown. It is however plausible that conflicts cost money. When these conflicts can be reduced by SLA application, a cost reduction can be achieved. A same line of reasoning can be presented for improved contact between service provider and customer.

It is plausible that improved contact encourages communication and flexibility between the two parties, that results in cost reductions. Although both aspects are not directly related to costs, it is plausible that a cost reduction can be attained indirectly.

A few services have been indicated as having the largest cost reduction potential. These are mainly the 'hard' service related facility management activities. The services with the largest cost reduction (potential) are: climate control systems, electricity usage, heating, maintenance of building installations and general maintenance.

5.1.2 Partnership relation

When an SLA is formulated a service provider and a customer agree upon a service delivery process, with assigned service levels. These two parties have to cooperate to a certain extent, to enable the services to be delivered the appropriate way. Communication is a key aspect in a good cooperation, to improve communication, SLAs can be an instrument. A partnership relation between service provider and customer is something that can contribute to this cooperation. When both partners want to develop a partnering relationship, many improvements can be attained that eventually will result in cost reductions. Improvements achieved by partnering enhance many of the cost reduction possibilities mentioned in the previous paragraph. These were for example better thought of service delivery process, better streamlining of activities, improved communication, reduction of conflicts and an improved flexibility. In partnering both parties point out that they are willing to invest in the interests of the other party as well, to create a 'win-win' situation. Especially the communication aspect is very important in partnering. Communication is enhanced when a service provider and customer are willing to cooperate. The improved communication results in many advantages like: e.g. better discussion of SLA conditions, better streamlining of activities and an improved insight in the outline of costs. Also the disadvantages are influenced by an improved communication. Conflicts can be reduced since the parties make an effort to understand each others interests and unclear aspects are more profoundly discussed. It is important to mention that communication is a two-sided aspect, that coheres with many aspects of SLA formulation. On the hand communication is an advantage, is eases the formulation process (e.g. better understanding, less conflicts). On the other hand communication can be troublesome, which frustrates the formulation (e.g. more conflicts, unclarity). Possibly the application of incentives can promote a better partnering relationship and enhance communication. When both parties observe that their cooperation results in incentives, the willingness to cooperate will increase. The increase of advantages and a decrease of disadvantages, together result in lower costs. The objective to create a 'win-win' situation for everyone involved, increases the understanding for each other, improves the service delivery process and reduces costs. Therefore service providers and customers have to build up a partnership relation when it comes to SLA formulation and execution.

A difference between the Netherlands and Germany experienced during this research, can influence this outcome. It has been mentioned before that the German market works more traditionally, meaning that the service provider supplies services and a customer receives them and pays for it. Another difference is the larger orientation towards control in Germany. SLAs are on the one hand a suitable instrument to assign services and the control of these services. On the other hand, a strong tendency to control the service delivery process, complicates SLA usage. These differences can cause difficulty when working in partnership relations in Germany. In literature and during the interviews, partnerships have been mentioned often as the possibility for creating a 'win-win' situation in SLAs. Despite the difference in way of working, respondents of both countries have mentioned partnerships as something positive.

5.1.3 Life cycle perspective in SLA formulation

Literature and respondents indicate that SLAs are mainly formulated when a property has been built. It is indicated that a life cycle perspective can improve the possibilities to reduce running costs when SLAs are applied. The life cycle perspective means that SLAs are not determined after a property has been built, but at an earlier time in the construction process. This means that SLAs are discussed and formulated during the planning and design phases of a property. When SLAs are discussed and formulated at an earlier time, more influence can be practised to reduce costs associated with SLAs. To achieve an early formulation of SLAs it is for example necessary to involve facility managers in the design process already. When facility managers are involved at this point in time, their knowledge regarding operation and maintenance can be applied in the design process. This can for example result in better insulation, resulting in decreased heating costs or different materials (washable wallpaper) that ask for little maintenance. Another aspect related to early SLA determination is that the service process is better thought of at the start of a construction process.

When SLA are determined earlier, the advantages of SLAs become apparent at an earlier stage and can have a larger influence on the overall construction project. Especially the increased insight in wanted services and service quality make that a building can be adapted to the wishes and needs of the customer as early as possible. This can for example result in eliminated services or cheaper installations, due to lower service quality needs. Also the number of future adaptations can be decreased since the building is developed according to customers needs immediately. Although SLAs are mostly not determined during planning and design yet, respondents and literature indicate good opportunities to reduce costs when this is done more extensively. So, if possibilities to apply a life cycle perspective are presented, it is likely that companies are willing to consider the opportunities.

It also can be concluded that offices are transferred to other parties very quickly, which limits cost reduction possibilities when SLAs are applied. When a property is owned for longer periods of time, there is a greater interest to decrease the long-term costs. These costs can be reduced when SLAs are appointed. It is even better when SLAs are determined at an earlier time, as argued in the previous paragraph. Running costs are at the moment mostly incurred by different parties. When SLAs are determined at an earlier time and the ownership periods increase, it is more likely that initial and running costs are incurred by the same party. Although initial costs may increase somewhat, because of changes that decrease running costs, the parties are more willing to accept this initial cost increase. They will earn this cost increase within a couple of years. Since the interests in costs remains at the same party for a long period of time, reductions in running costs are becoming more interesting. The periods to earn the extra initial cost is longer and the costs are incurred by the same party.

Another aspect related to a life cycle perspective is the evaluation of projects. Mostly life cycle costs are mentioned as an aspect that is determined beforehand. However, it is also possible to evaluate the project and see what improvements have been attained because of the life cycle perspective and/or SLA application. This evaluation can indicate the cost reduction achieved with the life cycle perspective. Besides, the evaluation can also be applied to the application of SLAs. With an evaluation it is possible to determine the cost reduction attained because of SLAs. Also other advantages can be indicated and problems can be specified. Schneider [2004] has been mentioned in paragraph 4.3.6, where he argues that principals cannot be convinced of lower running costs because of higher initial costs. Evaluation can indicate the reduction possibilities to the principal and convince him of applying a life cycle perspective. So not only the ‘before’ life cycle examination is helpful, also the evaluation can offer a lot of new information that can be used to improve the construction process and costs.

One of the contract forms mentioned in relation with partnering, early SLA formulation and longer ownership periods, is the application of public private partnerships (PPP). Since this research focuses on running cost reductions in commercial real estate office projects, PPP projects are not relevant. However, the characteristics of a PPP project can be seen in other innovative contract forms (e.g. DBFMO) which are better applicable for private relations. First, DBFMO contracts are long-term contracts that include: planning, design, construction and operation. Meaning that a life cycle perspective is followed more thoroughly, which increases the possibilities for an early formulation of SLAs. Secondly, the partnering aspect can be assigned clearly in these contracts. Also the last mentioned possibility to reduce cost by SLA application is included in DBFMO projects. The initial and running cost are namely incurred by the same parties for a long period of time. This encourages trade-offs between initial construction costs and long-term running costs. The characteristics of innovative contracts, e.g. long contract periods, division of costs, partnering, are independently included in the conclusions of this research. Therefore it is likely that many respondents mentioned PPP, another innovative contract form, as being a good possibility to reduce running costs.

5.1.4 Limitations running cost reduction by applying SLAs

This research has not only resulted in possibilities to reduce running costs when SLAs are applied. Also some restrictions have been found that hinder the application of SLAs for running cost reductions.

A life cycle perspective has been mentioned as offering a good opportunity to reduce running costs with SLAs. Unfortunately, the indicated life cycle perspective is limitedly used in practice. Most of the respondents have mentioned a life cycle perspective as being an improvement for SLAs and related costs. However, it is not the standard way of working in construction industry. Therefore the opportunity to reduce running costs with the application of SLAs can be hindered.

Another limitation is the indistinctness of cost and gains in SLA projects. Some of the costs and gains of SLAs, e.g. improved or deteriorated reputation, (un)satisfied employees, cannot be valued. Therefore the possibilities to reduce running costs with SLA application cannot be recognised at all times. Also the exact amount of cost reduction cannot be determined. A linked aspect is the lack of interest of companies to know the running cost reduction possibilities, offered by SLAs. Running cost reduction is not an objective of facility management departments, which makes that it is not examined into a lot of detail.

On the other hand, SLAs not only reduce costs, it can also partially increase running costs. To begin with, managing SLAs takes a lot of time and effort which results in high contract administration costs. Secondly, the more thorough consideration of services and service levels does not have to result in the avoidance of unnecessary and costly over-provision of quality of services. On the contrary, more services or higher service quality levels can be assigned that increase part of the running costs. However, it needs to be mentioned that the cost decreases outweigh the cost increases. So overall, a cost reduction is still achieved when the previous mentioned possibilities are considered.

Possibilities to reduce running costs of commercial real estate, that can be achieved by SLA application, include:

- Cost reduction possibilities within SLA contract
  - Service provider: more accurate resource planning, because of better insight in activities
  - Customer: better thought of service process and trade-off between costs and service quality
  - All parties involved: improved contact and reduction of conflicts
- Work in a partnership relation, to create 'win-win' situation
- Use a life cycle perspective: early determination of SLAs and longer periods of property ownership

Limitations to reduce running costs with SLA application:

- Lack of life cycle perspective in practice, which may hinder costs reduction possibilities
- Indistinctness of costs and gains in SLA projects
- Lack of interest in cost reduction achieved by SLA projects
- SLAs can partially increase costs: managing takes a lot of time and effort and additional services can be formulated

5.2 Recommendations

The recommendations mainly include suggestions for further research. However, some of the suggestions can be explored in practice already. Meaning that further research does not have to be waited for, examination of applicability in practice can immediately take place at the respective companies. Some of the recommendations are directly related to the research objective, others are more related to one of the two research themes. The applicability of the recommendation will be indicated when it is discussed.

5.2.1 Improve SLA application

In general it can be said that SLA application can be improved on several aspects. Some of these have to do with running cost reduction possibilities, others are recommended in general. The main thing is that respondents and literature indicate many opportunities, which are not attained to the maximum possible. Therefore it is recommended that the following aspects are improved, of which the cost related ones will be discussed first.

It can be useful to study the cost reduction opportunities by SLA application into more detail. It is known in practice that SLAs result in lower costs, only it is relatively unknown what causes the reduction. In the conclusions a few causes of cost reduction have been mentioned, for example improved insight, better thought of service delivery process and less conflicts. It is unknown whether these are the only reasons that costs are reduced within SLA contracts and what their contribution to the cost reduction is. Profound research can indicate more details regarding the causes for cost reduction. Also the amount of cost reduction potential of each cause can be studied, to examine what the overall cost reduction potential in SLA contracts is. It needs to be commented that cost reductions are not the main reason to apply SLAs, other aspects are mentioned as being more important. Though, it is still very interesting to learn more about the cost reduction potential to increase SLA application. However, the subsequent recommendations also need special attention.

A more general recommendation regarding the improvement of SLA application, is the formulation of objectively measurable service levels. This study clearly showed that service levels are the main problem in the SLA process, though they are the main characteristic of SLAs. Haller [2001] hands an instrument that can support the formulation of (objective) service levels, namely: SMART. SMART is all about: Simple, Measurable, Achievable, Relevant and Time bound/Targeted service levels. This instrument has not been examined in this study. However, it can be useful to investigate the opportunities SMART can offer in practice. Aspects that need to be considered are: does SMART result in better service levels and what is the best way of applying SMART. Profound research towards this instrument can perhaps result in a framework that support service level formulation. The characteristics of SMART seem to be at least a partial solution of the current SLA problems. Especially the communication during SLA formulation can be improved, which besides other benefits, can possibly result in a cost reduction.

The interviews have shown that there are many differences in the way companies apply SLAs. Some of the companies have made more progress, which is not communicated with other companies. It is indicated that there is a need of a standard procedure regarding SLAs in facility management. One respondent mentioned that institutions like the GEFMA can assist in founding such an SLA procedure. Therefore it is recommended that national and international institutions, related to FM, join their operations for the founding of a platform. This platform can result in a standardised SLA format, guidelines for service level formulation and databases with SLA information. The foundation of a platform provides a possibility to enlarge the applicability of service level agreements, by learning from each other. Of course competition interests can be an obstacle for this platform, that have to be considered thoroughly.

5.2.2 Study and promote SLAs as an instrument for partnership relations

One of the conclusions of this research is that partnership relations can contribute to a running cost reduction. In literature partnering is mentioned as being an advantage of SLA application and many of the respondents mention partnering as an opportunity as well. Service level agreements are an instrument in the establishment of a partnership relation. The key factor in partnering and SLAs is better communication between customer and service provider. Unfortunately there is little known about the exact relation between SLAs, cost reduction and partnering. Therefore it is useful to study SLAs as an instrument for partnering. The cost reduction potential of partnering can also be examined within this research. When the contribution of partnering can be indicated or valuated to a larger extent, companies can be motivated to adopt this way of working. When the conditions for successful partnering and the role of SLAs in this can be determined, it is possible to support companies that want to adopt partnerships. The overall experience from this research is that there is a willingness to work in partnerships, since it is perceived as a major improvement. Therefore it is recommended to expand research into partnering potential and implementation, to eradicate the current hesitation.

Innovative contracts are often mentioned as being a good possibility for partnership relations, that can also be integrated with life cycle costs. These contracts are used for a couple of years now and FM practice is very excited about the opportunities. For this research the opportunities of innovative contracts have not been examined into much detail. Because of the enthusiasm of respondents it is recommended to study these contracts into more detail, especially in relation with LCC and SLAs. Again it can be mentioned that innovative contracts integrate many of the autonomous conclusions given for running costs reduction. The conclusions include long contract periods, altered division of costs and partnering opportunities, which all can be recognised in DBFMO contracts. The characteristics, advantages and problems related to innovative contracts like DBFMO and PPP need to be studied into more detail, since this is considered the main opportunity to integrate SLAs or service provision with a life cycle perspective.

5.2.3 Study and promote a life cycle perspective in construction industry

In the conclusions a life cycle perspective has been mentioned as being helpful in cost reduction possibilities achieved by SLA application. However, the application of a life cycle perspective is limited in practice, which leaves room for improvement. The recommendation to integrate SLAs and life cycle costs by applying innovative contracts, has been mentioned previously. The reason to recommend more research into the application of a life cycle perspective is, that the largest benefits of LCC application can be achieved when it is applied at the earliest possible moment. This means that planning and design should incorporate a life cycle analysis. The striking thing is, that all respondents acknowledge the necessity and opportunities of early LCC application, however, hardly any company does this in practice. Therefore it is helpful to start a research that supports companies in an early adoption of life cycle analysis. As a result of this, two recommendations can be given.

First, increase the research into the life cycle 'way of thinking'. Most literature is focusing on LCC as a calculation method, however, a few authors argue that LCC is more a 'way of thinking'. Since LCC is limitedly applied in construction industry, it can be useful to expand the research in this area. Research can indicate whether it is correct that LCC as a 'way of thinking' also attains some of the overall LCC advantages. Some of the problems in life cycle cost calculation can be avoided this way. A life cycle 'way of thinking' is all about the long-term focus that needs to be clear to all persons involved and to make sure that quick and subconscious choices are observed from a life cycle perspective. This also completes the life cycle perspective with attributes like costs, benefits, time and reliability.

Secondly, study the influence of the division of costs in construction industry. At many property development projects the initial costs and running costs are incurred by different parties. Also the period companies own a building is shortening. These two aspects complicate a life cycle perspective. In practice this is experienced as a major complication for LCC. When the influence of these aspects can be indicated, it can be determined whether the perceived problems are actual problems. When this is the case, in-depth study can quantify the problem. This can promote a change in construction industry for long-term ownership of property. Also the interests of the initial cost payer and running cost payer can be examined, which can promote a complete life cycle perspective. It appears that a life cycle perspective is limitedly applied, because of the division of costs in construction industry.

A possibility that has not been examined in this research is the integration between initial costs, running costs and SLAs. This research has focused on running costs only. However, literature and interviews show that initial costs are closely linked with running costs. Since running costs can be influenced by service level agreements, it is useful to examine the integration possibilities of these three aspects. It is stated by several respondents, and in literature, that LCC only makes sense when it is applied as early as possible. Therefore a thorough investigation of the relation between initial cost and running costs, to which SLAs belong, has to be executed.

Recommendations derived from this research, are:

- Improve SLA application
  - Study the cost reduction opportunities by SLA application into more detail
  - Service level formulation has to be improved, studies to SMART application are an option
  - A standard SLA procedure has to be developed, institutions like the GEFMA can support this
- Study and promote SLAs as an instrument for partnership relations
  - Study SLAs as an instrument to improve communication and enhance partnering
  - Study innovative contracts regarding their applicability for SLAs, LCC and cost reductions
- Study and promote a life cycle perspective in construction industry
  - Study and promote the life cycle 'way of thinking'
  - Study the influence that short property ownership and division of costs have on life cycle costs
  - Study coherence between initial costs, running costs and SLAs

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Annex 1 – List of abbreviations

DBFMO - Design, Build, Finance, Maintain and Operate
This is a relatively new contract form in which the different phases of a construction project are executed by the same parties. Mostly these contracts are for longer periods of time. Characteristic is that design, construction and also the running period of a building are carried out by the same parties.

FM – facility management
Facility management is the department that applies, among many other things, SLAs in office building environments. Because of this, many facility management or related companies have been approached to cooperate in this study.

GEFMA – German facility management association
GEFMA is non-profit organisation that creates a German network for executives in facilities management. This platform, open for foreigners as well, is meant to gather and spread information related to facility management. FMN – Facility management Nederland, is a similar organisation in the Netherlands and IFMA – International Facility Management Association is an international FM institution.

IT – information technology
The information technology market has started with the application of SLAs. The IT market includes: e.g. internet facilities, computer networks, telephone services. The first SLAs applied to this industry were oriented towards the technical aspects of hard and software delivery. In the course of time the application has expanded to other aspects than technical IT service delivery.

LCC – life cycle costing
Life cycle costing is the total cost commitment to a building, consisting of the summation of all (estimated) cash flows from conceptual planning, design, construction, operation, maintenance and dismantling of the building.

PPP – public private partnership
A public private partnership is an innovative contract form. PPP assigns a (legal) cooperation between public and private organisations that collaborate for the achievement of a mutual project objective, that is characterised by contribution and sharing of resources and risks by all parties involved.

Running cost: the running cost of a building are the costs associated with the operation and maintenance of a property. Other terms used for running cost include: e.g. operational cost, maintenance cost, administration costs.

SLA – service level agreement
A service level agreement is an agreement between a service provider and a customer, which explains what the customer requires and what the supplier is committing to provide. The service levels are presented as performance objectives, which are (preferably) objectively measurable.

Annex 2 – Questionnaire

This document is used for the preparation of the interview regarding service level agreements (SLAs) or 'Dienstleistungsverträge'. The questions in this document are all multiple choice questions. The answers can be given by placing an **X** before the correct answer possibilities or by placing an **X** in the right situation given in the table. When you want to add an option that is not given, it can be placed at 'other, namely:'.
When something in this preparation is not clear, you can of course email or call me about this. It is also possible to discuss this during the interview.
During the interview I want to talk about the given answers in the preparation, as well as some additional questions. Hereby it is important for me to hear more about the background of the given answers.

Acquaintance with life cycle costing ('lebenszykluskosten')

1. To what extent are you familiar with the concept: life cycle costing (LCC)? *(1 answer possible)*
   - ☐ Familiar, can calculate LCC myself;
   - ☐ Familiar, can interpret LCC calculation;
   - ☐ Familiar, know the concept;
   - ☐ Unfamiliar with concept.

2. How long ago have you first heard about life cycle costing? *(1 answer possible)*
   - ☐ Not before this research;
   - ☐ 0-1 years;
   - ☐ 2-5 years;
   - ☐ More than 5 years.

3. When did you first hear about life cycle costing? *(1 answer possible)*
   - ☐ Unknown;
   - ☐ During studies;
   - ☐ Specific course/training about LCC;
   - ☐ Usage in own company and/or work practice;
   - ☐ Usage at other companies in same field;
   - ☐ Implementation/development LCC for usage in practice;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely;

4. In which situations, after first hearing about LCC, have you heard about LCC or the usage of LCC? *(multiple answers possible)*
   - ☐ Studies:
     - ☐ Hearing about the concept of LCC;
     - ☐ More specific information about LCC;
   - ☐ At the company you work at the moment:
     - ☐ Usage in practice;
     - ☐ Specific training for usage in practice;
     - ☐ Involved in development/implementation of LCC at this company;
   - ☐ Usage at other companies in same field;
   - ☐ Integration LCC and service level agreements;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely:

Acquaintance with service level agreements

1. To what extent are you familiar with the concept: service level agreements (SLAs)? *(1 answer possible)*
   - ☐ Familiar, can formulate SLAs;
   - ☐ Familiar, can interpret SLAs;
   - ☐ Familiar, know the concept;
   - ☐ Unfamiliar with concept.

2. How long ago have you first heard about SLAs? *(1 answer possible)*
   - ☐ Not before this research;
   - ☐ 0-1 years;
   - ☐ 2-5 years;
   - ☐ More than 5 years.

3. When did you <u>first</u> hear about service level agreements? *(1 answer possible)*
   - ☐ Unknown;
   - ☐ During studies;
   - ☐ Specific course/training about SLA;
   - ☐ Usage in own company and/or work practice;
   - ☐ Usage at other companies in same field;
   - ☐ Implementation/development SLA for usage in practice;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely;

4. In which situations, after first hearing about SLAs, have you heard about SLAs or the usage of SLAs? *(multiple answers possible)*
   - ☐ Studies:
     - ☐ Hearing about the concept of SLAs;
     - ☐ More specific information about SLAs;
   - ☐ At the company you work at the moment:
     - ☐ Usage in practice;
     - ☐ Specific training for usage in practice;
     - ☐ Involved in development/implementation of SLAs at this company;
   - ☐ Usage at other companies in same field;
   - ☐ Integration SLAs and life cycle costing;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely:

5. When did this company start with the usage of SLAs? *(1 answer possible)*
   - ☐ 0-1 year ago;
   - ☐ 1-3 years ago;
   - ☐ 3-5 years ago;
   - ☐ More than 5 years ago.

6. How many years ago did you get actively involved in the usage/formulation of SLAs? *(1 answer possible)*
   - ☐ 0-1 year;
   - ☐ 1-3 years;
   - ☐ 3-5 years;
   - ☐ More than 5 years.

Contents and realisation of SLAs

This question is about the different services that can be formulated in a SLA. In the table below you can indicate how often the different services are formulated in a SLA. When a service is missing, this can be indicated at the end of the table.
You can also indicate with which party the service is recorded, is this the owner or the user of the office building, or possibly both parties?

	Which service and how often?					With whom?	
	Not	**Rarely**	**Sometimes**	**Often**	**(almost) Always**	**User**	**Owner**
Catering							
Cleaning							
Parking services							
(Maintenance) of building installations							
Repairing/renewing fittings/fixtures (e.g. sanitary, wiring)							
Repairing/renewing fabrics/materials (e.g. floors, walls)							
Climate control systems (e.g. air-conditioning)							
Heating							
Electricity usage (lighting)							
ICT/computer systems							
Landscape/ environment of building							
General maintenance							
Other service, namely:							
Other service, namely:							

1. Who initiates the usage of SLAs?
   - ☐ Service provider (facility manager/maintenance company/cleaning company)
   - ☐ Customer (facility manager/departments of companies)
   - ☐ Other, namely:

2. During which building phase is the usage of SLAs initiated?
   - ☐ During design;
   - ☐ During construction;
   - ☐ Immediately after construction;
   - ☐ During the period an office is in use.

3. How much time does formulation of a SLA averagely take?
   - ☐ 0-1 month;
   - ☐ 1-3 months;
   - ☐ 3-6 months;
   - ☐ More than 6 months.

4. This list mentions what can be recorded in a SLA. The question is: which attributes are recorded in an average SLA your company uses/formulates?

General information

- ☐ Contract parties
- ☐ Type of contract
- ☐ Subject/scope of agreement
- ☐ Objectives of agreement
- ☐ Duration of agreement

Explanation service(s)

- ☐ Qualitative explanation service(s)
- ☐ Future development of service(s)
- ☐ Explicit exclusion of service(s)
- ☐ Optional service(s)

Performance level services

- ☐ Definitions
- ☐ Objectively measurable service level
- ☐ Frequency of service(s) deliverance
- ☐ Response time problem and solution
- ☐ Priority of service(s)
- ☐ Obligations customer

Dispute arrangements

- ☐ Risk allocation between parties
- ☐ Responsibilities parties
- ☐ Liability of parties
- ☐ Procedure in case of dispute
- ☐ Penalties by not complying with agreement

Confidentiality

- ☐ Confidentiality agreement
- ☐ Dealing with competition
- ☐ Ownership of service (necessities)

Communication

- ☐ Periodic reports/consultations
- ☐ Procedure for changing SLA
- ☐ Supervision/controlling of agreement
- ☐ Problem reporting

Finances

- ☐ Determine costs
- ☐ Payments

Other

- ☐ Namely:
- ☐ Namely:
- ☐ Namely:
- ☐ Namely:

Advantages for service provider and customer

With this table the objective is to determine the advantages for the service provider and the customer when a SLA is used. In this it is important to make a distinction between service provider and customer since the advantages do not have to be the same. Probably you have better insight in the advantages of one party; however, I would like to ask you to still answer the question for the other party as well.

1. What are the advantages for the service provider? And to what extent?

	Not/very small	Small	Average advantage	Large	Very large
Better insight in activities that need to be delivered					
Better streamlining of activities that need to be delivered					
Time reduction					
Improved service quality					
Improved continuity					
Reduction of conflicts					
Improved contact with customer					
Insight in costs					
Cost advantage					
Other, namely:					
Other, namely:					

2. What are the advantages for the customer? And to what extent?

	Not/very small	Small	Average advantage	Large	Very large
Reduction in personnel					
Better insight in received services					
Improved service quality of received services					
Improved controllability of received services					
Reduction in conflicts					
Improved contact with service provider					
Insight in costs					
Cost advantage					
Other, namely:					
Other, namely:					

Problems/complications during usage of SLAs

When SLAs are being used not only advantages become apparent. As in most situations, also problems/complications do occur. The follow question is: which problems/complications do occur when using SLAs and to what extent is this a problem. It is also possible to indicate if this is a problem for the service provider and/or customer.

	Not/very small	Small	Average	Large	Very large		Service provider	Cus-tomer
Customer is unclear about wishes & needs								
'effort' agreement in stead of 'result' agreement								
Service level/result is unclear								
Not objectively measurable service levels								
Communication problems Service provider/customer								
Conflicts about delivered services								
(conflicts about) incomplete agreement								
Managing of SLAs takes a lot of time								
Costs & gains unclear								
Other, namely:								
Other, namely:								

Financial advantages of SLAs

The financial advantage will be discussed separately, since little is known about this. Again there will be a distinction between service provider and customer. There is again the option to give your own advantages at the option 'other, namely'.

1. Is there a financial advantage for the service provider when using SLAs?
   ☐ Yes ☐ No ☐ Unknown
2. For which costs has there been achieved an advantage?
   ☐ Number and/or type of personnel;
   ☐ Equipment;
   ☐ Improved planning of activities;
   ☐ Other, namely:
3. Is there a financial advantage for the customer when using SLAs?
   ☐ Yes ☐ No ☐ Unknown
4. In which cost period is the cost advantage achieved?
   ☐ Design
   ☐ Construction
   ☐ Usage

5. In which period has been achieved the largest advantage?
   - ☐ Design
   - ☐ Construction
   - ☐ Usage

Once more the list of possible services formulated in a SLA is given. Now the question is: for which of the services is there a cost advantage when SLAs are being used and to what extent is this an advantage?

What is the extent of cost advantage for each of the given services?

	Not/very small	**Small**	**Average**	**Large**	**Very large**
Catering					
Cleaning					
Parking services					
(Maintenance) of building installations					
Repairing/renewing fittings/fixtures (e.g. sanitary, wiring)					
Repairing/renewing fabrics/materials (e.g. floors, walls)					
Climate control systems (e.g. air-conditioning)					
Heating					
Electricity usage (lighting)					
ICT/computer systems					
Landscape/ environment of building					
General maintenance					
Other service, namely:					
Other service, namely:					

Extended usage of SLAs

1. What has to change to prepare service providers for an extended usage of SLAs?
   - ☐ Easier applicable
   - ☐ Increase of current advantages, like:
   - ☐ Increase of cost reduction
   - ☐ Other/new advantage(s), like:
   - ☐ Reduction of problems, like:
   - ☐ Other, namely:
2. What needs to change to prepare customers for a more extended usage of SLAs?
   - ☐ Easier manageability
   - ☐ Improved cost reduction
   - ☐ Improved service quality
   - ☐ Increase of other advantages, like:
   - ☐ Other/new advantage(s), like:
   - ☐ Reduction of problems, like:
   - ☐ Other, namely:

Annex 3 – Interview

General information			
Company			
Department			
Function			
Name			
Initials			
Title(s)			
Experience			
Date interview			
Location interview			
Start time interview		End time interview	
Feedback processed & send		Feedback received	

Introduction

- Introduction of interviewer and respondent
- General explanation of research project
  - Motives for research project
  - Research questions
- Involvement of respondent (and company) with the research project
  - Control the connection of the respondent with the research topics
  - Explain what the contribution of the respondent/company can be

General questions

These questions are meant to get a more profound insight in the respondent and his background. The information given here should be sufficient to complete the general information table. Also a correct reference to the respondent needs to be possible after this part. Example questions are:

1. How much time have you planned for this interview?
2. What are your initials? What are your titles?
3. How much experience do you have in this function?
4. What have you been doing before this function?

After recording this information, the general information table should be checked for completeness and correctness.

Explaining the course of the remainder of the interview: what will be discussed and in which order.

General information company

More information about the company that is approached

1. How many employees has this company?
2. How many m^2 per year are controlled in office projects?
3. How often are SLAs determined/reviewed?

Acquaintance with life cycle costing

1. To what extent are you familiar with the concept: life cycle costing (LCC)? *(1 answer possible)*
   - ☐ Familiar, can calculate LCC myself;
   - ☐ Familiar, can interpret LCC calculation;
   - ☐ Familiar, know the concept;
   - ☐ Unfamiliar with concept.
2. How would you define life cycle costing:
3. How long ago have you first heard about life cycle costing? *(1 answer possible)*
   - ☐ Not before this research;
   - ☐ 0-1 years;
   - ☐ 2-5 years;
   - ☐ More than 5 years.
4. When did you first hear about life cycle costing? *(1 answer possible)*
   - ☐ Unknown;
   - ☐ During studies;
   - ☐ Specific course/training about LCC;
   - ☐ Usage in own company and/or work practice;
   - ☐ Usage at other companies in same field;
   - ☐ Implementation/development LCC for usage in practice;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely;
5. In which situations, after first hearing about LCC, have you heard about LCC or the usage of LCC? *(multiple answers possible)*
   - ☐ Studies:
     - ☐ Hearing about the concept of LCC;
     - ☐ More specific information about LCC;
   - ☐ At the company you work at the moment:
     - ☐ Usage in practice;
     - ☐ Specific training for usage in practice;
     - ☐ Involved in development/implementation of LCC at this company;
   - ☐ Usage at other companies in same field;
   - ☐ Integration LCC and service level agreements;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely:

Acquaintance with service level agreements

1. To what extent are you familiar with service level agreements (SLAs)? *(1 answer possible)*
   - ☐ Familiar, can formulate SLAs;
   - ☐ Familiar, can interpret SLAs;
   - ☐ Familiar, know the concept;
   - ☐ Unfamiliar with concept.
2. How would you define a service level agreement:
3. How long ago have you first heard about SLAs? *(1 answer possible)*
   - ☐ Not before this research;
   - ☐ 0-1 years;
   - ☐ 2-5 years;
   - ☐ More than 5 years.
4. When did you first hear about service level agreements? *(1 answer possible)*
   - ☐ Unknown;
   - ☐ During studies;
   - ☐ Specific course/training about SLA;
   - ☐ Usage in own company and/or work practice;
   - ☐ Usage at other companies in same field;
   - ☐ Implementation/development SLA for usage in practice;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely;
5. In which situations, after first hearing about SLAs, have you heard about SLAs or the usage of SLAs? *(multiple answers possible)*
   - ☐ Studies:
     - ☐ Hearing about the concept of SLAs;
     - ☐ More specific information about SLAs;
   - ☐ At the company you work at the moment:
     - ☐ Usage in practice;
     - ☐ Specific training for usage in practice;
     - ☐ Involved in development/implementation of SLAs at this company;
   - ☐ Usage at other companies in same field;
   - ☐ Integration SLAs and life cycle costing;
   - ☐ Usage in other context than facility management;
   - ☐ Other, namely:

Usage of service level agreements in practice

Extent of usage

1. When did this company start with the usage of SLAs? *(1 answer possible)*
   - ☐ 0-1 year ago;
   - ☐ 1-3 years ago;
   - ☐ 3-5 years ago;
   - ☐ More than 5 years ago.

2. How many SLAs have been formulated in total? *(1 answer possible)*
   - ☐ 0-10 SLAs;
   - ☐ 10-25 SLAs;
   - ☐ 25-50 SLAs;
   - ☐ More than 50 SLAs.

3. How many SLAs have been formulated in the past year? *(1 answer possible)*
   - ☐ 0-5 SLAs;
   - ☐ 5-10 SLAs;
   - ☐ 10-25 SLAs;
   - ☐ More than 25 SLAs.

4. How many years ago did you get actively involved in the usage/formulation of SLAs? *(1 answer possible)*
   - ☐ 0-1 year;
   - ☐ 1-3 years;
   - ☐ 3-5 years;
   - ☐ More than 5 years.

5. In how many SLA projects have you been involved? *(1 answer possible)*
   - ☐ 0-5 projects;
   - ☐ 5-10 projects;
   - ☐ 10-20 projects;
   - ☐ More than 20 projects.

Type of projects in which SLAs are being used

6. What are the general characteristics of companies that use SLAs? (Size, type of project/building)

7. Which services are recorded in a SLA?
   In the table below you can indicate how often the different services are formulated in a SLA. When a service is missing this can be indicated at the end of the table. You can also indicate with which party the service is recorded, is this the owner or the user of the office building, or possibly both parties?

	Which service and how often?						With whom?	
	Not	**Rarely**	**Sometimes**	**Often**	**(almost) Always**		**User**	**Owner**
Catering								
Cleaning								
Parking services								
(Maintenance) of building installations								
Repairing/renewing fittings/fixtures (e.g. sanitary, wiring)								
Repairing/renewing fabrics/materials (e.g. floors, walls)								
Climate control systems (e.g. air-conditioning)								
Heating								
Electricity usage (lighting)								
ICT/computer systems								
Landscape/ environment of building								
General maintenance								
Other service, namely:								
Other service, namely:								

8. Who is the most important customer/user of SLAs? (Check table)
   - ☐ Owner of office
   - ☐ User of office
   - ☐ Other, namely:

Start of SLA projects

9. Which position does your company have in the determination of SLAs?
   - ☐ Service provider;
   - ☐ Customer;
   - ☐ Advisor;
   - ☐ Other, namely:

10. Who initiates the usage of SLAs?
    - ☐ Service provider (facility manager/maintenance company/cleaning company)
    - ☐ Customer (facility manager/departments of companies)
    - ☐ Other, namely:

11. During which building phase is the usage of SLAs initiated?
    - ☐ During design;
    - ☐ During construction;
    - ☐ Immediately after construction;
    - ☐ During the period an office is in use.

12. How much time does formulation of a SLA averagely take?
    - ☐ 0-1 month;
    - ☐ 1-3 months;
    - ☐ 3-6 months;
    - ☐ More than 6 months, approximately:

Contents of a SLA
This list mentions what can be recorded in a SLA. The question is: which parts are recorded in an average SLA your company uses/formulates?

General information

☐ Contract parties
☐ Type of contract
☐ Subject/scope of agreement
☐ Objectives of agreement
☐ Duration of agreement

Explanation service(s)

☐ Qualitative explanation service(s)
☐ Future development of service(s)
☐ Explicit exclusion of service(s)
☐ Optional service(s)

Performance level services

☐ Definitions
☐ Objectively measurable service level
☐ Frequency of service(s) deliverance
☐ Response time problem and solution
☐ Priority of service(s)
☐ Obligations customer

Dispute arrangements

☐ Risk allocation between parties
☐ Responsibilities parties
☐ Liability of parties
☐ Procedure in case of dispute
☐ Penalties by not complying to agreement

Confidentiality

☐ Confidentiality agreement
☐ Dealing with competition
☐ Ownership of service (necessities)

Communication

☐ Periodic reports/consultations
☐ Procedure for changing SLA
☐ Supervision/controlling of agreement
☐ Problem reporting

Finances

☐ Determine costs
☐ Payments

Other

☐ Namely:
☐ Namely:

13. Is there a standard format in the usage of SLAs?

Reasons to make use of SLAs, the advantages

14. What are the advantages for the service provider? And to what extent?

	Not/very small	Small	Average advantage	Large	Very large
Better insight in activities that need to be delivered					
Better streamlining of activities that need to be delivered					
Time reduction					
Improved service quality					
Improved continuity					
Reduction of conflicts					
Improved contact with customer					
Insight in costs					
Cost advantage					
Other, namely:					
Other, namely:					

15. What are the advantages for the customer? And to what extent?

	Not/very small	Small	Average advantage	Large	Very large
Reduction in personnel					
Better insight in received services					
Improved service quality of received services					
Improved controllability of received services					
Reduction of conflicts					
Improved contact with service provider					
Insight in costs					
Cost advantage					
Other, namely:					
Other, namely:					

16. Have the outcomes of SLA usage complied with the reasons to start with the usage of SLAs?
    a. Which have/Which have not?
    b. To what extent?

Problems with SLAs
When SLAs are being used not only advantages become apparent. As in most situations, also problems/complications do occur. The follow question is: which problems/complications do occur when using SLAs and to what extent is this a problem. It is also possible to indicate if this is a problem for the service provider and/or customer.

	Not/very small	Small	Average	Large	Very large		Service provider	Cus-tomer
Customer is unclear about wishes & needs								
'effort' agreement in stead of 'result' agreement								
Service level/result is unclear								
Not objectively measurable service levels								
Communication problems Service provider/customer								
Conflicts about delivered services								
(conflicts about) incomplete agreement								
Managing of SLAs takes a lot of time								
Costs & gains unclear								
Other, namely:								
Other, namely:								

17. Are these problems you have seen in practice or are these expected problems?

18. How is dealt with the (most important) problems?

Future perspective of SLAs

19. What is the development of SLA usage at this company?
    - ☐ Stop usage
    - ☐ Continue usage in current way
    - ☐ Adapt usage, but no extension
    - ☐ Expand usage
20. What perspectives do you see for the usage of SLAs in this company?

Integration SLA and LCC, or financial advantages of SLAs

6. Is there a financial advantage for the service provider when using SLAs?
   ☐ Yes ☐ No ☐ Unknown

7. For which costs has there been achieved an advantage?
   - ☐ Number and/or type of personnel;
   - ☐ Equipment;
   - ☐ Improved planning of activities;
   - ☐ Other, namely:

8. How large is the financial advantage? (numbers/percentages)

9. Is there a financial advantage for the customer when using SLAs?
   ☐ Yes ☐ No ☐ Unknown

10. In which cost period is the cost advantage achieved?
    ☐ Design
    ☐ Construction
    ☐ Usage

11. In which period has been achieved the largest advantage?
    ☐ Design
    ☐ Construction
    ☐ Usage

Once more the list of possible services formulated in a SLA is given. Now the question is: for which of the services is there a cost advantage when SLAs are being used and to what extent is this an advantage?
What is the extent of cost advantage for each of the given services?

	Not/very small	**Small**	**Average**	**Large**	**Very large**
Catering					
Cleaning					
Parking services					
(Maintenance) of building installations					
Repairing/renewing fittings/fixtures (e.g. sanitary, wiring)					
Repairing/renewing fabrics/materials (e.g. floors, walls)					
Climate control systems (e.g. air-conditioning)					
Heating					
Electricity usage (lighting)					
ICT/computer systems					
Landscape/ environment of building					
General maintenance					
Other service, namely:					
Other service, namely:					

12. Is it possible to quantify the cost reduction of some of the costs? How much has been reduced by the usage of SLAs?

13. How has the cost reduction been calculated?
    - ☐ Estimation
    - ☐ Experience
    - ☐ Life cycle costing
    - ☐ Cost comparison of situation with and without SLA
    - ☐ Other, namely:

Other possibilities

After hearing more about what is really going on regarding LCC and SLAs and their combination, I would like to learn more in general about the two themes.

1. Which other possibilities do you see for the integration of SLAs in the reduction of running costs?
2. Which other advantages can be achieved in life cycle costing/running costs when SLAs are being used?
    a. Which problems do you expect in this?

Extended usage of SLAs

The current situation has been examined, but I would like to know more about our personal vision about the usage of SLA in the reduction of costs. The respondent has a better insight in the current market and the developments that are going one, what does he think needs to change and what are applicable solutions?

1. What has to change to prepare service providers for an extended usage of SLAs?
    - ☐ Easier applicable
    - ☐ Increase of current advantages
    - ☐ Increase of cost reduction
    - ☐ Other/new advantage(s), like:
    - ☐ Reduction of problems, like:
    - ☐ Other, namely:
2. What has to change in the SLA usage at the service provider to achieve a higher cost reduction?

3. What needs to change to prepare customers for a more extended usage of SLAs?
    - ☐ Easier manageability
    - ☐ Improved cost reduction
    - ☐ Improved service quality
    - ☐ Increase of other advantages, like:
    - ☐ Other/new advantage(s), like:
    - ☐ Reduction of problems, like:
    - ☐ Other, namely:
4. What needs to change in the SLA usage at customers to achieve a higher cost reduction?

5. What makes it difficult/impossible to apply SLAs in the reduction of LCC?

End of interview: Thank the respondent for his time and cooperation. Explain that the interview will be worked out in a report, that will be emailed for comments. After finishing my thesis the report will be forwarded.

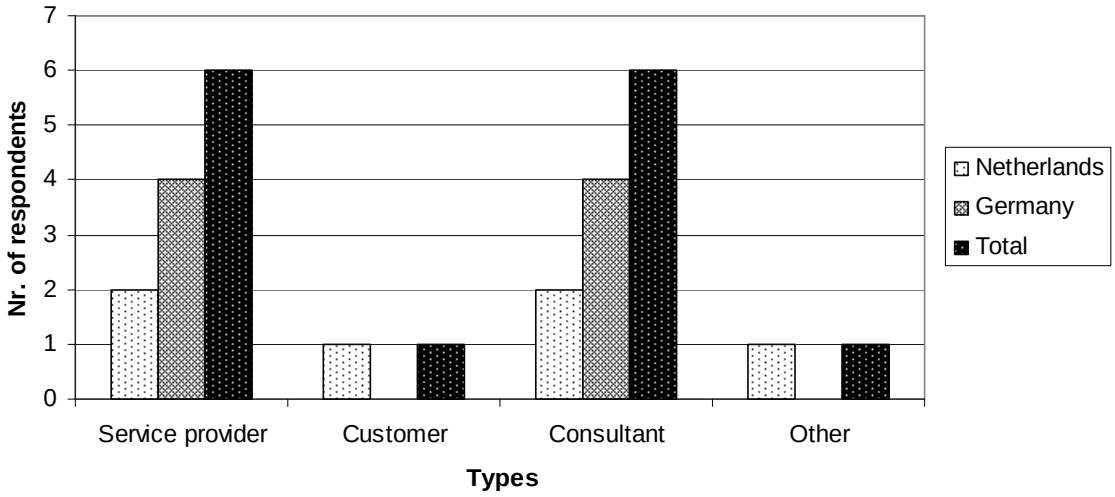
Annex 4 – Exact findings questionnaire

This appendix shows the exact findings of the questionnaire. For some findings the total scores and/or percentages have been calculated. A few of the outcomes have been given in figures as well.

Type of respondents

Which position does your company have in the determination of SLAs?

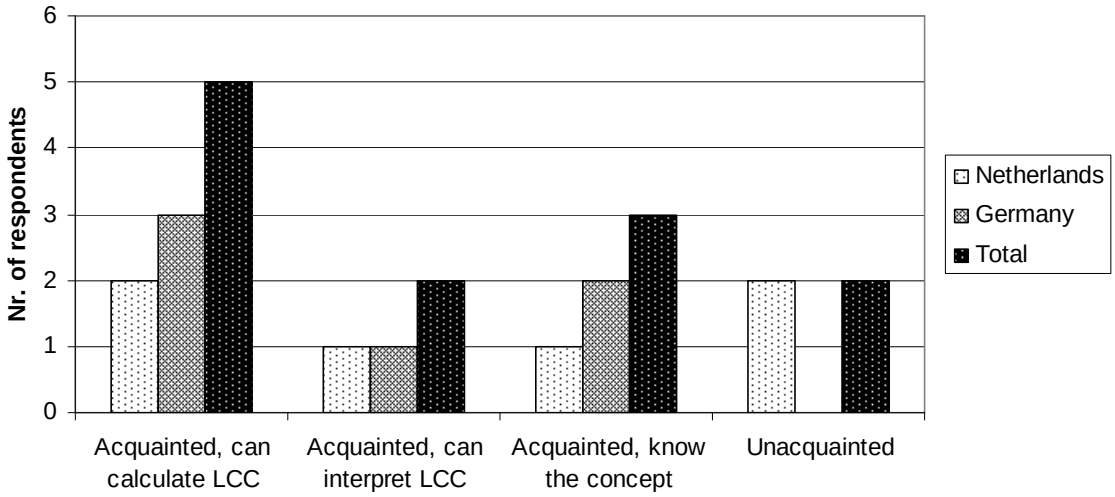
	Netherlands	Germany	Total
Service provider	2	4	6
Customer	1		1
Consultant	2	4	6
Other	1		1



Acquaintance life cycle costing

To what extent are you familiar with the concept: life cycle costing (LCC)?

	Netherlands	Germany	Total
Acquainted, can calculate LCC	2	3	5
Acquainted, can interpret LCC	1	1	2
Acquainted, know the concept	1	2	3
Unacquainted	2		2



How long ago have you first heard about life cycle costing?

	Netherlands	Germany	Total
Not before this research	2		2
0-1 year			
2-5 years	2	2	4
More than 5 years	2	4	6

When did you first hear about life cycle costing?

	Netherlands	Germany	Total
Unknown		1	1
In general during studies	2	1	3
Specific training/study about LCC			
Usage in own company/in practice		2	2
Usage at other companies	1		1
Implementation/development LCC for practice	1	1	2
Usage in other context than facility management			
Other situation		1	1

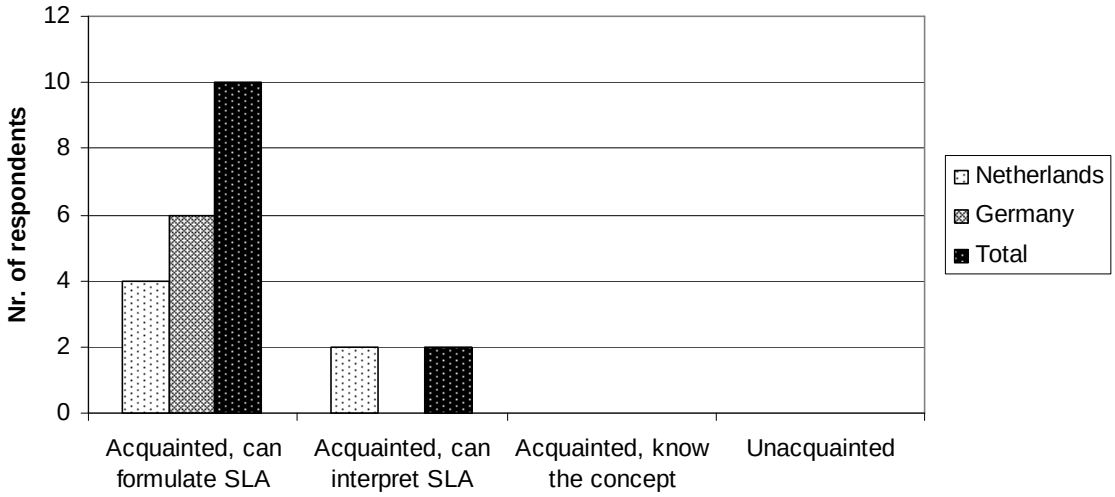
In which situations, after first hearing about LCC, have you heard about LCC or the usage of LCC?

	Netherlands	Germany	Total
Study	**1**	**3**	**4**
* Heard about LCC	1	1	2
* More specific information about LCC		2	2
In company	**1**	**3**	**4**
* Usage in practice		3	3
* Training for usage in practice	1		1
* Involved in development/implementation			
Usage at other companies in same sector	3	1	4
Integration SLA & LCC		1	1
Usage in other context than facility management		2	2

Acquaintance service level agreements

To what extent are you familiar with service level agreements (SLAs)?

	Netherlands	Germany	Total
Acquainted, can formulate SLA	4	6	10
Acquainted, can interpret SLA	2		2
Acquainted, know the concept			
Unacquainted			



How long ago have you first heard about SLAs?

	Netherlands	Germany	Total
Not before this research			
0-1 year			
2-5 years		1	1
More than 5 years	6	5	11

When did you first hear about service level agreements?

	Netherlands	Germany	Total
Unknown			
In general during studies	3	1	4
Specific training/study about SLA			
Usage in own company/in practice	2	3	5
Usage at other companies	1		1
Implementation/development SLA for practice		2	2
Usage in other context than facility management			

In which situations, after first hearing about SLAs, have you heard about SLAs or the usage of SLAs?

	Netherlands	Germany	Total
Study	**3**	**2**	**5**
* Heard about SLA	1	1	2
* More specific information about SLA	2	1	3
In company	**6**	**6**	**12**
* Usage in practice	6	6	12
* Training for usage in practice		4	4
* Involved in development/implementation	1	1	2
Usage at other companies in same sector	1	1	2
Integration SLA & LCC		2	2
Usage in other context than facility management	1		1
Other situation	1		1

Usage of service level agreements in practice

When did this company start with the usage of SLAs?

	Netherlands	Germany	Total
0-1 year	1		1
1-3 years			
3-5 years	2	1	3
More than 5 years	3	5	8

How many years ago did you get actively involved in the usage/formulation of SLAs?

	Netherlands	Germany	Total
0-1 year	1		1
1-3 year	1		1
3-5 year	2	2	4
More than 5 year	2	4	6

Which services are recorded in an SLA and how often? And with which party is the service recorded?
Both countries have a separate table that presents the outcomes, at the next page the total scores of the two countries are presented.

Netherlands

	Not	Rarely	Sometimes	Often	Always		User	Owner
Catering	1			2	3		5	
Cleaning			1	1	4		4	1
Parking services (incl. lease cars)	1	2		1	2		4	2
(Maintenance) building installations			1	2	3		4	4
Repairing/renewing fittings/fixtures			2	2	2		5	2
Repairing/renewing materials/fabrics			2	2	2		5	3
Climate control systems			1	1	4		4	4
Heating	3		1	1	1		2	1
Electricity usage	3		1	1	1		2	1
ICT/computer systems	3			2	1		3	
Landscape/environment of building	1	1	2	1	1		3	2
General maintenance	1	1	1		3		3	4

Germany

	Not	Rarely	Sometimes	Often	Always		User	Owner
Catering	3	2			1		2	3
Cleaning	1		1	2	2		2	5
Parking services (incl. lease cars)	4	1		1			1	3
(Maintenance) building installations			2	2	2		1	6
Repairing/renewing fittings/fixtures			1	3	2		2	6
Repairing/renewing materials/fabrics	1	1	2	1	1		2	4
Climate control systems		1		2	3		2	6
Heating		1		2	3		1	6
Electricity usage		1		2	3		1	6
ICT/computer systems	4		1	1			1	2
Landscape/environment of building	1		2	1	2		1	5
General maintenance			2	1	3		2	6

Total

	Not	Rarely	Sometimes	Often	Always		User	Owner
Catering	4	2		2	4		7	3
Cleaning	1		2	3	6		6	6
Parking services (incl. lease cars)	5	3		2	2		5	5
(Maintenance) building installations			3	4	5		5	10
Repairing/renewing fittings/fixtures			3	5	4		7	8
Repairing/renewing materials/fabrics	1	1	4	3	3		7	7
Climate control systems		1	1	3	7		6	10
Heating	3	1	1	3	4		3	7
Electricity usage	3	1	1	3	4		3	7
ICT/computer systems	7		1	3	1		4	2
Landscape/environment of building	2	1	4	2	3		4	7
General maintenance	1	1	3	1	6		5	10

Who is the most important party to appoint an SLA with: customer or user?
A distinction has been made between the complete set of services and the building related ('hard') services.

Total number of services

	Netherlands	Germany	Total
Owner of office	1	3	4
User of office	5		5
Same for owner & user		3	3

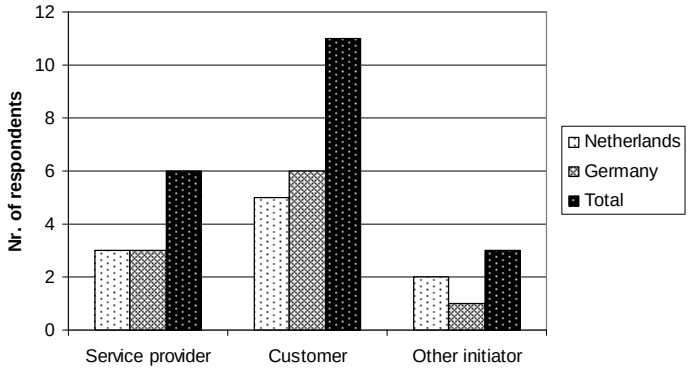
Building related services

	Netherlands	Germany	Total
Owner of office	2	5	7
User of office	4		4
Same for owner & user		1	1

Start and contents of service level agreements

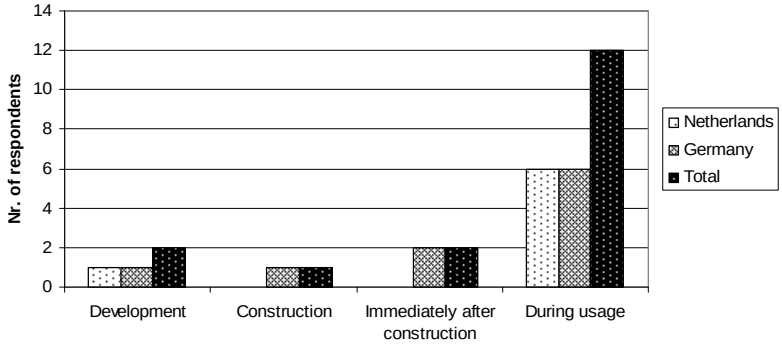
Who initiates the usage of SLAs?

	Netherlands	Germany	Total
Service provider	3	3	6
Customer	5	6	11
Other initiator	2	1	3



During which building phase is the usage of SLAs initiated?

	Netherlands	Germany	Total
During development	1	1	2
During construction		1	1
Immediately after construction		2	2
During usage of office	6	6	12



How much time does formulation of an SLA averagely take?

	Netherlands	Germany	Total
0-1 month	1	1	2
1-3 months	1	2	3
3-6 months	1	2	3
More than 6 months	2	1	3

Which attributes are recorded in an average SLA that your company uses/formulates?
The absolute numbers of respondents have been given. As well as a percentage of the total number of respondents that have appointed an attribute. The two separate countries each have six respondents, which is a total of twelve respondents.

	Netherlands		Germany		Total	
	Nr.	Perc.	Nr.	Perc.	Nr.	Perc.
General information						
Contract parties	6	100	6	100	12	100
Subject/size of agreement	5	83	6	100	11	92
Duration of agreement	6	100	5	83	11	92
Type of agreement	3	50	5	83	8	67
Objectives of agreement	6	100	4	67	10	83
Explanation of services						
Qualitative explanation	4	67	6	100	10	83
Explicitly exclude services	3	50	5	83	8	67
Future development of service	0	0	2	33	2	17
Optional services	3	50	2	33	5	42
Performance level services						
Definitions	5	83	5	83	10	83
Frequency of service deliverance	3	50	5	83	8	67
Priority of services	4	67	4	67	8	67
Objectively measurable service level	3	50	5	83	8	67
Time scheme for reaction & solution of problem	4	67	5	83	9	75
Obligations customer	3	50	5	83	8	67
Dispute arrangements						
Risk allocation	4	67	4	67	8	67
Liability of parties	5	83	6	100	11	92
Sanctions when not complying with agreement	5	83	4	67	9	75
Responsibilties of parties	3	50	6	100	9	75
Procedure at disputes	5	83	2	33	7	58
Confidence/safety						
Confidentiality of agreement	2	33	4	67	6	50
Ownership of service (necessities)	2	33	2	33	4	33
Dealing with competition	0	0	1	17	1	8
Communication						
Periodical reports	5	83	6	100	11	92
Supervision of agreement	3	50	5	83	8	67
Procedure for changes	3	50	2	33	5	42
Problem reporting	2	33	5	83	7	58
Financial aspects						
Determination of costs	6	100	6	100	12	100
Payments	3	50	4	67	7	58

Pros and cons of service level agreements

The absolute numbers of respondents have been given. As well as a total score and a percentage of the total number of respondents that have appointed an advantage. The total score has been determined by adding the given answers in which not/very small is 1 point, small is 2 points, average is 3 points, etcetera. The percentage has been calculated as the percentage of the overall score given to all advantages. After the tables two figures are given, the first one with the total scores for each advantage and the second one with the percentages for each advantage.

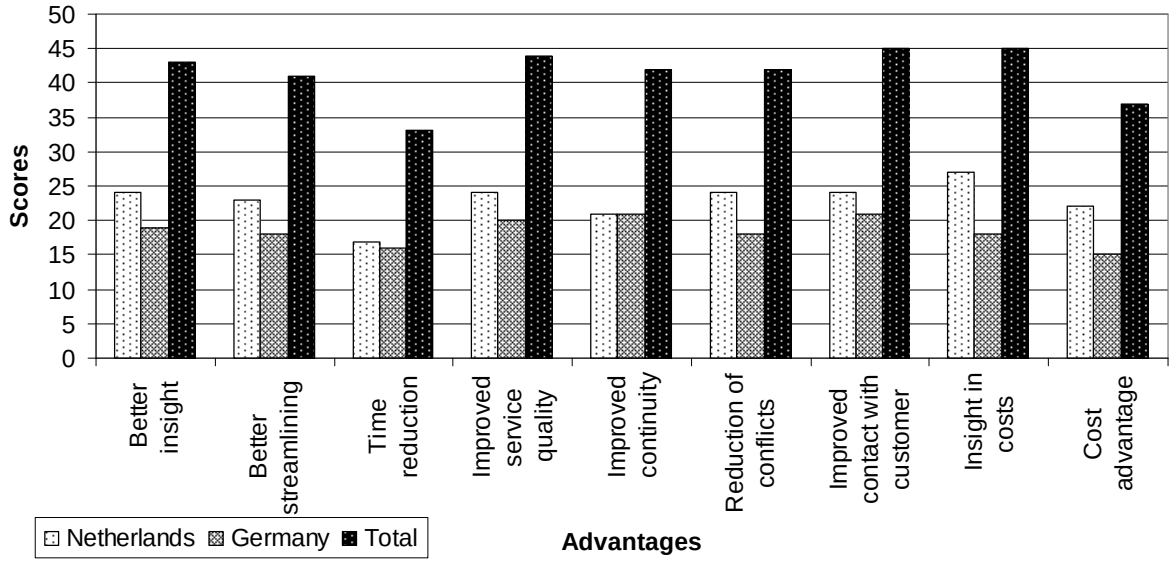
What are the advantages for the service provider? And to what extent is it an advantage?

Netherlands	**Not/very small**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Better insight in activities that need to be delivered			1	4	1	24	11,7
Better streamlining of activities that need to be delivered		1		4	1	23	11,2
Time reduction	1		4	1		17	8,3
Improved service quality			1	4	1	24	11,7
Improved continuity			4	1	1	21	10,2
Reduction of conflicts		1		3	2	24	11,7
Improved contact with customer		1	1	1	3	24	11,7
Insight in costs				3	3	27	13,1
Cost advantage		1	1	3	1	22	10,7
					Overall score	**206**	

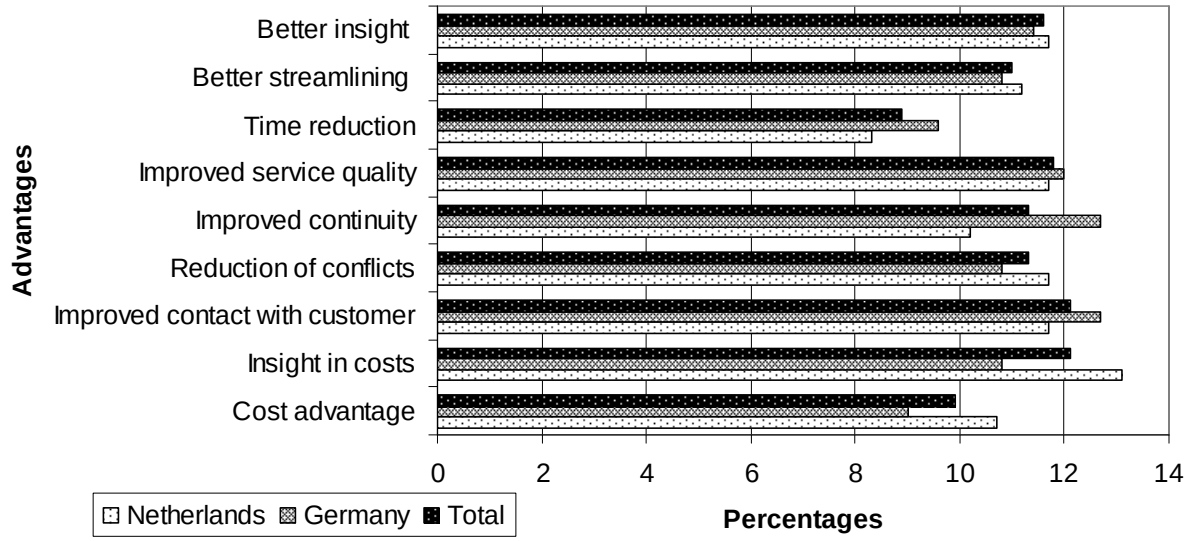
Germany	**Not/very small**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Better insight in activities that need to be delivered		2	1	3		19	11,4
Better streamlining of activities that need to be delivered		2	2	2		18	10,8
Time reduction		2	4			16	9,6
Improved service quality	1		2	2	1	20	12,0
Improved continuity			3	3		21	12,7
Reduction of conflicts	1	1	2	1	1	18	10,8
Improved contact with customer			4	1	1	21	12,7
Insight in costs	1		3	2		18	10,8
Cost advantage	2		3	1		15	9,0
					Overall score	**166**	

Total	**Not/very small**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Better insight in activities that need to be delivered		2	2	7	1	43	11,6
Better streamlining of activities that need to be delivered		3	2	6	1	41	11,0
Time reduction	1	2	8	1		33	8,9
Improved service quality	1		3	6	2	44	11,8
Improved continuity			7	4	1	42	11,3
Reduction of conflicts	1	2	2	4	3	42	11,3
Improved contact with customer		1	5	2	4	45	12,1
Insight in costs	1		3	5	3	45	12,1
Cost advantage	2	1	4	4	1	37	9,9
					Overall score	**372**	

Total scores for service provider advantages



Percentages of total scores for service provider advantages



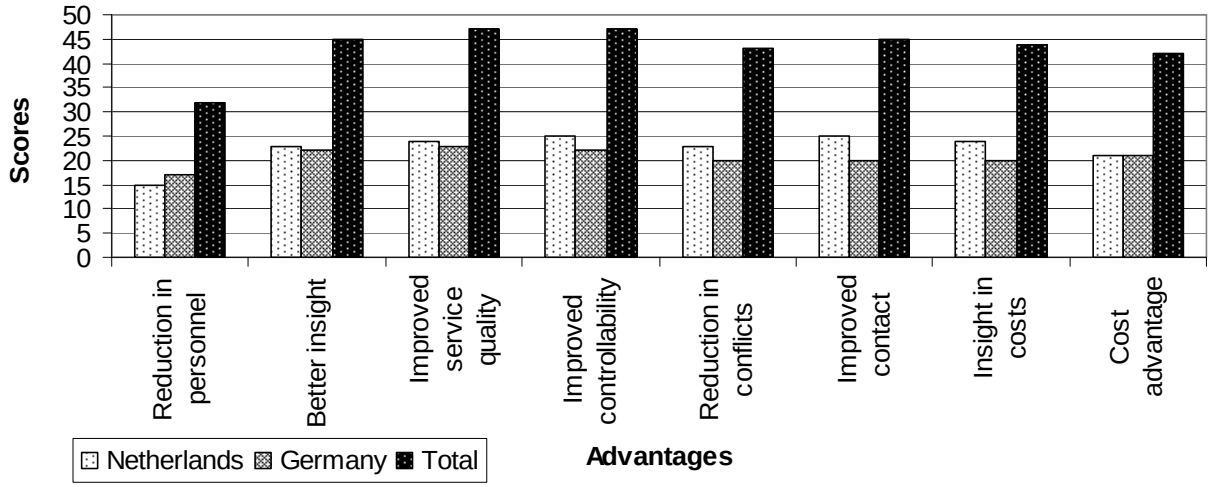
What are the advantages for the <u>customer</u>? And to what extent is it an advantage?

Netherlands	**Not/very small**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Reduction in personnel	3			3		15	8,3
Better insight in received services			1	5		23	12,8
Improved service quality of received services			1	4	1	24	13,3
Improved controllability of received services				5	1	25	13,9
Reduction in conflicts		1	1	2	2	23	12,8
Improved contact with service provider				5	1	25	13,9
Insight in costs			1	4	1	24	13,3
Cost advantage			3	3		21	11,7
					Overall score	**180**	

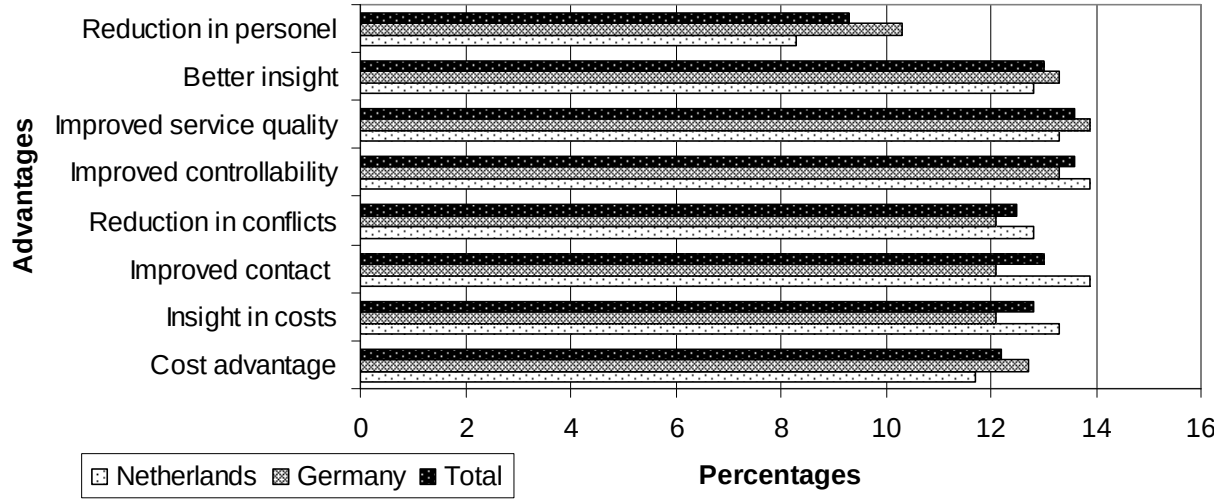
Germany	**Not/very small**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Reduction in personnel	1	2	1	1	1	17	10,3
Better insight in received services		1	1	3	1	22	13,3
Improved service quality of received services			2	3	1	23	13,9
Improved controllability of received services			3	2	1	22	13,3
Reduction in conflicts		1	3	1	1	20	12,1
Improved contact with service provider			5		1	20	12,1
Insight in costs		1	2	3		20	12,1
Cost advantage		1	2	2	1	21	12,7
					Overall score	**165**	

Total	**Not/very small**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Reduction in personnel	3	2	1	4	1	31	9,3
Better insight in received services		1	2	8	1	45	13,0
Improved service quality of received services			3	7	2	47	13,6
Improved controllability of received services			3	7	2	47	13,6
Reduction in conflicts		2	4	3	3	43	12,5
Improved contact with service provider			5	5	2	45	13,0
Insight in costs		1	3	7	1	44	12,8
Cost advantage		1	5	5	1	42	12,2
					Overall score	**345**	

Total scores for customer advantages



Percentages of total scores for customer advantages



What are disadvantages/problems with SLA application and to what extent? And for whom?
The tables represent the absolute numbers given by respondents, as well as total scores and advantages. It could be indicated whether a disadvantage was mostly experienced by a service provider or a customer. After the three tables again two figures are presented, the first one with total scores and the second one with the percentages.

Netherlands

	Not/very small	Small	Average	Large	Very large	Total score	Percen-tage	Service provider	Customer
Customer is unclear about wishes & needs	1	2		3		17	11,4	4	2
'Effort' agreement in stead of 'result' agreement	2	1	2	1		14	9,4	2	2
Service level/result is unclear	2	1	2	1		14	9,4	4	4
Not objectively measurable service levels		1	1	3	1	22	14,8	5	4
Communication problems		1	2	1	2	22	14,8	5	5
Conflicts about delivered services		3	1	1		13	8,7	4	4
(Conflicts) incomplete agreement	1	2	2	1		15	10,1	4	4
Managing of SLAs costs a lot of time	1	2	1	2		16	10,7	4	5
Costs & gains unclear	2	1	1	1	1	16	10,7	4	4
					Overall score	**149**			

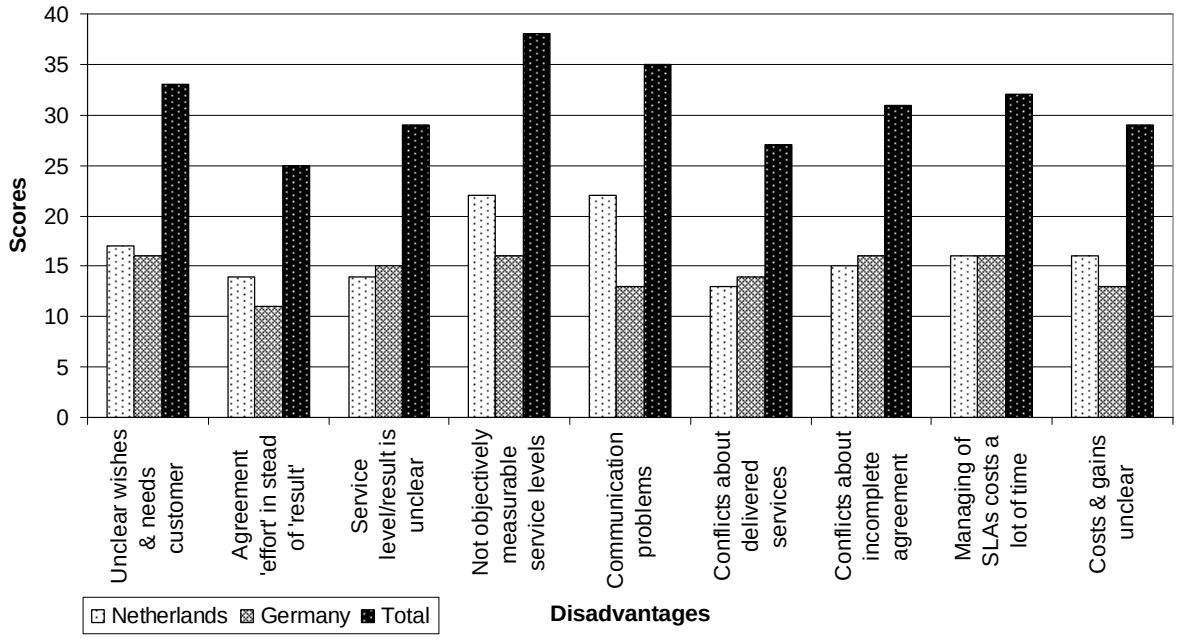
Germany

	Not/very small	Small	Average	Large	Very large	Total score	Percen-tage	Service provider	Customer
Customer is unclear about wishes & needs		1	2	2		16	12,3	5	2
'Effort' agreement in stead of 'result' agreement	1	2	2			11	8,5	3	5
Service level/result is unclear		1	3	1		15	11,5	5	4
Not objectively measureable service levels		1	2	2		16	12,3	5	4
Communication problems		2	3			13	10,0	5	4
Conflicts about delivered services		2	2	1		14	10,8	5	4
(Conflicts) incomplete agreement		1	2	2		16	12,3	4	5
Managing of SLAs costs a lot of time		2		3		16	12,3	4	4
Costs & gains unclear	1	1	2	1		13	10,0	5	4
					Overall score	**130**			

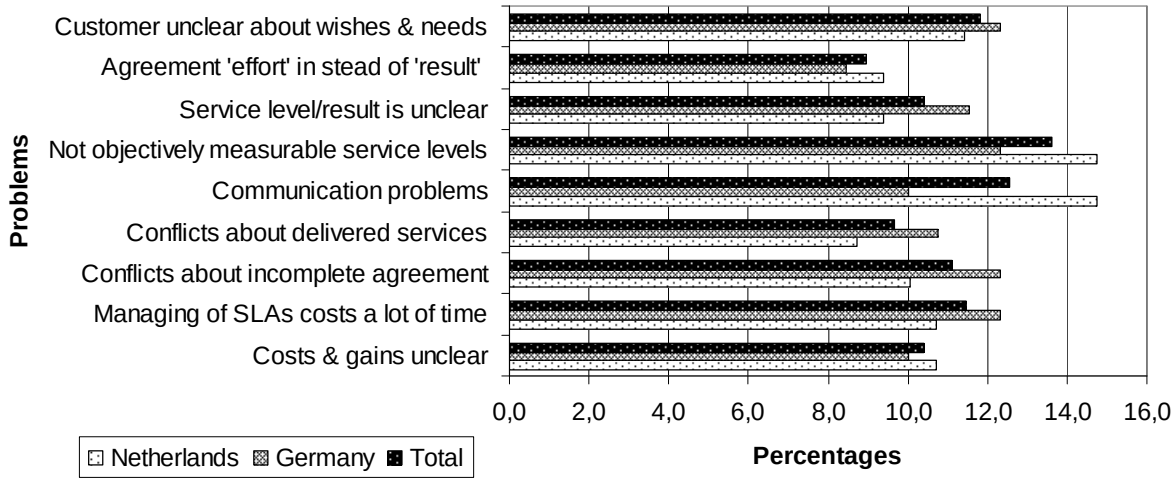
Total

	Not/very small	Small	Average	Large	Very large	Total score	Percen-tage	Service provider	Customer
Customer is unclear about wishes & needs	1	3	2	5		33	11,8	9	4
'Effort' agreement in stead of 'result' agreement	3	3	4	1		25	9,0	5	7
Service level/result is unclear	2	2	5	2		29	10,4	9	8
Not objectively measureable service levels		2	3	5	1	38	13,6	10	8
Communication problems		3	5	1	2	35	12,5	10	9
Conflicts about delivered services		5	3	2		27	9,7	9	8
(Conflicts) incomplete agreement	1	3	4	3		31	11,1	8	9
Managing of SLAs costs a lot of time	1	4	1	5		32	11,5	8	9
Costs & gains unclear	3	2	3	2	1	29	10,4	9	8
					Overall score	**279**			

Total scores for disadvantages



Percentages of total scores for disadvantages



Cost reduction and service level agreements

Is there a financial advantage for the service provider when using SLAs?

	Netherlands	Germany	Total
Yes	5	4	9
No	1	1	2
Unknown		1	1

For which costs has there been achieved an advantage for the service provider?

	Netherlands	Germany	Total
Number of employees	3	1	4
Equipment			
Planning of activities	1	4	5
Unknown	1		1
Other, namely:	1		1

Is there a financial advantage for the customer when using SLAs?

	Netherlands	Germany	Total
Yes	6	5	11
No			
Unknown		1	1

In which cost period is the cost advantage achieved?

	Netherlands	Germany	Total
Design			
Construction		1	1
Usage	6	5	11

In which period has the largest advantage been achieved?

Largest advantage	Netherlands	Germany	Total
Design			
Construction			
Usage	6	5	11

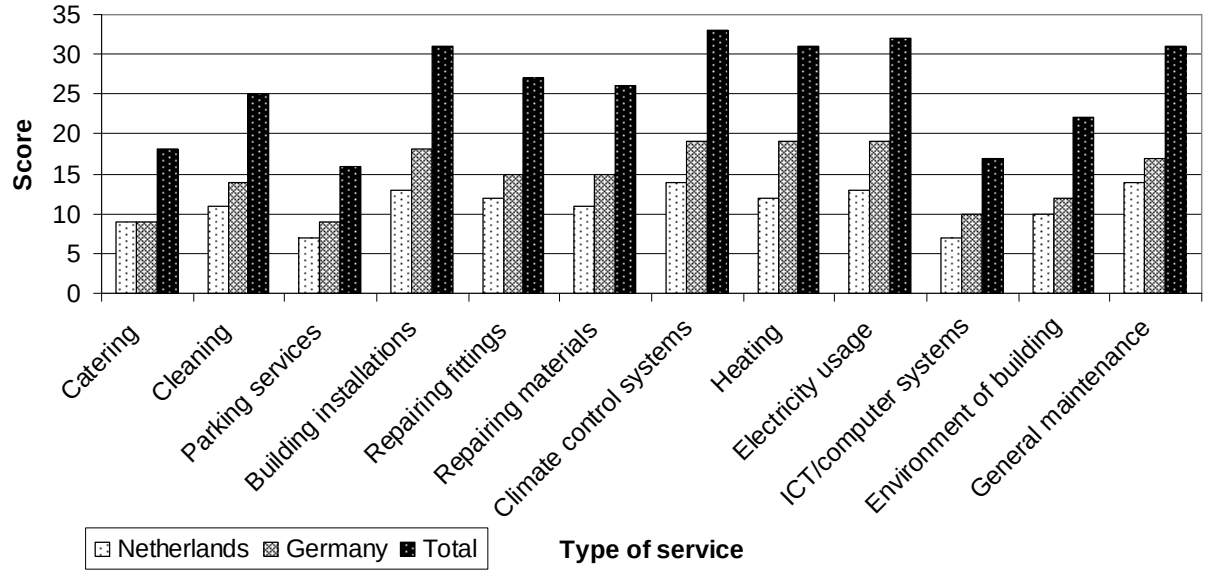
What is the extent of cost advantage for each of the given services?

Netherlands	**Not/very smal**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Catering	1	1	2			9	6,8
Cleaning	1		2	1		11	8,3
Parking services (incl. lease cars)	2	1	1			7	5,3
(Maintenance) building installations		1	1	2		13	9,8
Repairing/renewing fittings/fixtures		1	2	1		12	9,1
Repairing/renewing materials/fabrics		2	1	1		11	8,3
Climate control systems		1	1	1	1	14	10,6
Heating	2				2	12	9,1
Electricity usage	1		1	1	1	13	9,8
ICT/computer systems	3			1		7	5,3
Landscape/environment of building		2	2			10	7,6
General maintenance			2	2		14	10,6
					Overall score	**133**	

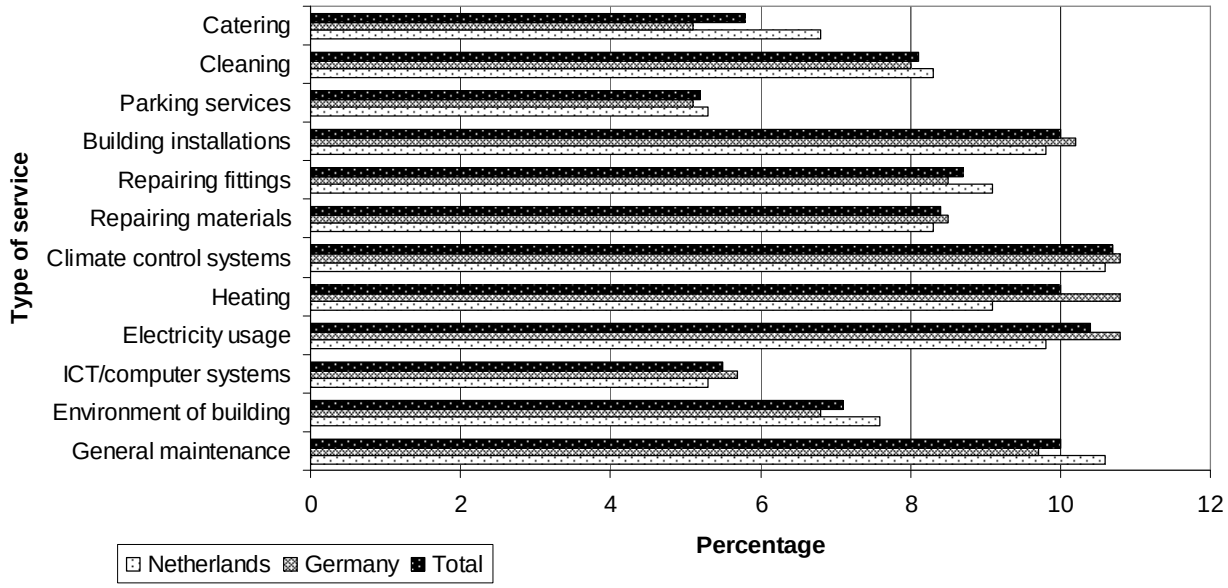
Germany	**Not/very smal**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Catering	1	1	2			9	5,1
Cleaning			2	2		14	8,0
Parking services (incl. lease cars) services	2		1	1		9	5,1
(Maintenance) building installations			2	3		18	10,2
Repairing/renewing fittings/fixtures			1	3		15	8,5
Repairing/renewing materials/fabrics			1	3		15	8,5
Climate control systems			2	2	1	19	10,8
Heating		1	1	1	2	19	10,8
Electricity usage		1	1	1	2	19	10,8
ICT/computer systems	2		1		1	10	5,7
Landscape/environment of building		1	2	1		12	6,8
General maintenance			3	2		17	9,7
					Overall score	**176**	

Total	**Not/very smal**	**Small**	**Average**	**Large**	**Very large**	**Total score**	**Percentage**
Catering	2	2	4			18	5,8
Cleaning	1		4	3		25	8,1
Parking services (incl. lease cars) services	4	1	2	1		16	5,2
(Maintenance) building installations		1	3	5		31	10,0
Repairing/renewing fittings/fixtures		1	3	4		27	8,7
Repairing/renewing materials/fabrics		2	2	4		26	8,4
Climate control systems		1	3	3	2	33	10,7
Heating	2	1	1	1	4	31	10,0
Electricity usage	1	1	2	2	3	32	10,4
ICT/computer systems	4		1	1	1	16	5,5
Landscape/environment of building		3	4	1		22	7,1
General maintenance			5	4		31	10,0
					Overall score	**309**	

Total scores for cost reduction (potential)



Percentages of total scores for cost reduction (potential)



How has the cost reduction been calculated?

Determination of cost advantage	Netherlands	Germany	Total
Estimation	2	1	3
Experience		1	1
LCC			
Cost comparison before/after	3	2	5
Cost reduction unknown	2	2	4
Other	1		1

Future development of service level agreements

What is the development of SLA usage at this company?

	Netherlands	Germany	Total
Stop usage			
Continue usage in current way	4	3	7
Change usage, no expansion	1		1
Expand usage	1	3	4

What has to change to prepare service providers for an extended usage of SLAs?

	Netherlands	Germany	Total
Easier applicable	3	4	7
Increase of current advantages	1	3	4
Increase of cost reduction		3	3
Other/new advantage(s)	1		1
Reduction of problems	3	2	5
Other options	4	2	6

What needs to change to prepare customers for a more extended usage of SLAs?

Changes for customer	Netherlands	Germany	Total
Easier manageability	3	3	6
Improved cost reduction		2	2
Improved service quality	2	5	7
Increase of other advantages	3	1	4
Other/new advantage(s)		1	1
Reduction of problems	2		2
Other options	3	3	6

Annex 5 - Information of respondents

Each of the respondents will be discussed into some more detail to learn about their backgrounds. The backgrounds of the respondents can have an influence on their answers. The discussion of the respondents will start with the Dutch ones. The respondents are discussed in alphabetical order:

- Mr. Bouwman is a facility services manager at Siemens Hengelo. He can have the dual role of service provider to the departments of Siemens, or the customer of external suppliers. The interview has been examined for the role of service provider. However, he stated that the advantages and disadvantages are not really different for the customer or service provider role.
- Mr. Hopman is a consultant at AtOsborne. AtOsborne is a property management consultancy agency at which he works for around five years. In his function he has been involved in several performance contracts that include SLAs. These contracts can be appointed for profit and non-profit companies.
- Mr. van der Horst is working at a Axima Services Suez, a service providing company, as manager facility management. Axima Services is a company that is active in especially hard FM, soft FM is also contracted, however not a core activity. Mr. van der Horst is the manager of the FM department, which means he is involved in many SLA contracts.
- Mrs. Jansen is working at Delta Lloyd, a large Dutch insurance company. She works at the contract management department and is responsible for the 'hard' services contract. Delta Lloyd is the customer of three service providing companies ('hard' & 'soft' services and lease cars), who together provide facility management services.
- Mr. Krykofski is director and consultant of GMA facility services. This company advises facility management departments about the service delivery process to the different departments. GMA FS works for private and public companies.
- Mr. Stillebroer is business consultant real estate at Planon. Planon is not actively involved in SLAs, meaning it is not a customer or service provider. However, many of the customers that are consulted by Planon are working with SLAs. This means that SLAs are an important aspect to keep in mind. Planon itself is a software development agency for integrated workplace management (FM, corporate real estate and services of IT). Therefore are SLAs something that can be discussed properly with Mr. Stillebroer.

The German respondents are:

- Mrs. Beining is manager contract management of facility services at RWE Systems AG. Facility management offers services to the departments of RWE, meaning that it is a service provider. The services are provided to different RWE locations.
- Mr.Blijham and Mrs. Sitzlach. Mr. Blijham is international business development manager, which means that he is working at the growth possibilities of HSG in Europe. Mrs. Sitzlach works at central project management, for tender and start of projects. HSG is a service provider and consultant for its customers.
- Mr. Flüthmann and Mr. Fischer are consultants at G.E.B.B. (Gesellschaft für Entwicklung, Beschaffung und Betrieb mbH). G.E.B.B. works for private and public organisations, for example the 'Bundesministerium der Verteidigung' examined mostly in the interview.
- Mr. Melon-Martinez works at the service providing company Honeywell as a 'sales' engineer. Honeywell provides services in the 'hard' facility management services. The companies can be public or private ones with different sizes. Honeywell also advises customers, meaning they can also be a consultant.
- Mr. Nister works as a consultant at Hirsch Holding GmbH. Hirsch Holding is a 'Beteiligungsgesellschaft' (participation company) that carries out management activities of holding companies. Facility management is part of these management activities. Mr. Nister has only answered the question list, since the scheduling of an interview was impossible due to his amount of workload.
- Mr. Schepers is 'security expert' and project manager at Hochtief facility management. He has over 20 years experience in maintenance. His position in the process is hat of a service provider. At the moment he provides service at the Siemens Technopark in Mülheim.

Annex 6 – Interview respondent 1

Welke positie heeft uw bedrijf met betrekking tot service level agreements?
Dit bedrijf komt in aanraking met SLAs omdat klanten deze veel gebruiken. Doordat het bedrijf Klanten adviseert zijn SLAs een veelvuldig terugkerend aspect.

1. Bekendheid met life cycle costing & service level agreements

Welke definitie van LCC hanteert dit bedrijf?
In principe als je kijkt naar de vastgoedwereld, dan is het wat de investeerder doet als hij zijn *netto intern rendement* berekend. Dat is een *investering* en *alle kosten die daarna komen* en een belegger zal ook kijken naar de kosten van de volgende 25 jaar. Dat maakt hij contant en netto en dan kun je bekijken wat zijn in de doorlooptijd van het gebouw de gemiddelde kosten. En de redenering die daarachter zit is dat als ik nu wat meer investeer, dan zijn mijn onderhoudskosten lager. En dus zijn de totale life cycle costs lager. Op het moment dat je een goede vastgoedmanager hebt zal deze er wat mee kunnen. Als je een minder goede vastgoedmanager hebt zal hij kiezen voor de laagste investering. Dat dit niet altijd gebeurd is jammer.
Bij mijn vorige werkgever werd LCC gebruikt, daar was ik betrokken bij ontwikkeling en implementatie. Hier zie ik het terugkomen in literatuur.

In welke mate bent u bekend met SLAs?
Wij zitten bij de klant tussen twee SLAs in. De SLA met de leverancier en de SLA met de facilitaire klanten/afdelingen. Dat is een dubbele rol. Wij zijn niet een klant dan wel aanbieder, maar hebben er wel veel mee te maken omdat de meeste klanten van ons SLAs gebruiken. Ik kan SLAs dan ook zelf opstellen.

Hoe zou u een service level agreement definiëren?
Over het algemeen is dat wat je definieert, wat je op komt lossen, de gradaties daarin (noodmaatregelen en definitieve oplossingen) en alles wat om de oplossing samenhangt. Dus de manier waarop het verrekend wordt, de manier waarop de klant en opdrachtgever geïnformeerd worden. Dat is je dienst. Maar de service die je levert is meer dan het oplossen van een probleem of het neerzetten van een gebouw of wat dan ook. De dienstverlening er om heen is net zo'n goed onderdeel van de SLA als het product dat je levert. Mensen kopen ons product niet omdat wij een cd'tje kunnen opsturen. Nee mensen kopen het omdat we een totaalproduct en jaren ervaring leveren. En dat is net zo goed onderdeel van het product.

Hoe zou dit bedrijf zelf een SLA opstellen, wanneer daar mee begonnen zou worden. Wat zijn de kernpunten?
Ik denk sowieso met de software mogelijkheden die wij hebben, dat wij een hoeveelheid diensten benoemen, tussen de 50 en 100 diensten die de facilitaire dienst uitvoeren kan. Die beschrijven we dan met de andere partijen om de tafel, dit verwacht ik qua inhoud, dit verwacht ik qua kosten, dit verwacht ik qua doorlooptijd en dat verwacht ik qua rapportage en vooral ook wat verwacht ik niet. Dat is dus een stukje dienstverlening wat je levert en heel duidelijk vastlegt.

2. Gebruik van service level agreements

Aanvullende informatie met betrekking tot de services die in SLAs voor kantoorprojecten worden vastgelegd?
Catering: vaak, als het gaat om assortiment en versheid bijvoorbeeld.
Onderhoud gebouwinstallaties: zie ik het de laatste jaren steeds meer. Dat is met name gegaan van een inspanningsverplichting, naar een resultaatsverplichting. Dan wordt een SLA erg interessant.
Bij repareren en vernieuwen (beide situaties) zie ik het ook steeds meer, maar nog niet zo heel veel in de praktijk. Want dat bouwkundige service element dat begint nu langzaam pas een beetje op te komen.
Landschap en omgeving is één bedrijf die dat heeft, voor het maaien van het gras, dat gaat echt over centimeters.
Is er een bepaalde reden te ontdekken waarom er nu meer bewustzijn voor is?
Ik denk wat ik hier in mijn omgeving zie is dat het gebouwbeheer, gaat van decentraal veel meer naar centraal. Maar gaandeweg zie je nu dat men de operationele diensten samentrekt en centraal gaat aansturen, met raamcontracten.

Als een partij op afstand zit, zijn afgesproken afspraken belangrijker, dus SLAs. De gebruikers worden professioneler, waardoor men betere dienstverlening eist, waardoor je meer SLAs krijgt. Plus de toeleverende partijen worden ook steeds een stuk professioneler. Die zeggen wij zijn een bedrijf met 20 vestigingen en je kunt met ons een SLA afsluiten. Dus aan alle kanten wordt het professioneler. Het ontkoppelpunt gaat steeds naar een hoger niveau. Je ziet ook steeds meer dat de operationele mensen verdwijnen bij de organisatie zelf en bij een externe partij worden ondergebracht. Dan denk ik aan een GTI, die gaan heel veel van dat werk overnemen en dan moet je dat contractueel vastleggen.

3. Start en inhoud van service level agreements

Wie initieert het gebruik van SLA projecten?

Klant en service aanbieder hebben hierin een rol: de aanbieder adverteert er mee en zegt kijk eens wat wij kunnen. En de klant denkt dan dat is blijkbaar belangrijk dat moet ik maar meenemen in mijn bestek. Het is op een gegeven moment een ontwikkeling die ontstaat. Je hebt een steeds meer bedrijfskundige ontwikkeling om dingen meetbaar, controleerbaar, met een soort balanced scorecard principe te krijgen. Het is zou ik zeggen het collectieve wantrouwen dat steeds meer opkomt. Waardoor we dingen maar steeds meer gaan vastleggen.

Wanneer wordt het gebruik van een SLA geïnitieerd?

Tijdens de gebruiksfase, dat is eigenlijk heel fout naar mijn idee. Er gaan nu heel veel constructies via het facility services concept en de PPS contracten van de overheid. Dat je al tijdens de ontwerpfase daarover moet gaan nadenken is dan heel positief. Want je kan natuurlijk best een SLA hebben op je klimaatinstallatie. Maar als deze er al staat dan kun er heel weinig mee. Of je moet er heel veel geld in gaan steken om de installatie te gaan upgraden. Die ontwikkeling van eerder nadenken over het onderhoud en de SLAs is heel positief.

Je hebt echter ook een andere trend: dat beleggers niet meer beleggen in een gebouw, die beleggen in een project. Op het moment dat het gebouwd is, verkopen ze het door. En die volgende verkoopt het weer door en die verkoopt ook weer door. De huurder wil ook steeds kortere contracten. Eerst was het 2 keer 5 jaar, nu wordt het 2 keer 3 jaar. Dus zowel de eigenaar als de gebruiker van het pand wil vooral korte contracten en snel geld verdienen. Dus dat betekent dat het draagvlak voor life cycle gericht denken wordt beperkt in deze groep.

Bij Corporate Real Estate Management (CREM) zie je het wat meer. Omdat die vaak bedrijfsspecifieke panden bouwen, waar ze zich voor langere tijd aan binden. Omdat het dan niet rendabel is om dat gelijk weer te verkopen, gaan ze voor een meer lange termijn ontwikkeling.

Dit pand is bijvoorbeeld van ons. Het is wel gefinancierd met sale&leaseback, maar het is specifiek voor ons gebouwd. Dus toen wij dit bouwden hebben we bewust een aantal keuzes gemaakt voor kwaliteit, duurzaamheid en een stukje comfort. Op deze manier kunnen we bepaalde waarden halen waardoor dit gebouw een fijn gebouw is. Maar dat kost in het begin héél veel geld. Maar gaandeweg verdien je dat wel terug. Je gaat dan in eerste instantie voor het kwalitatieve. CREM bekijkt het niet primair vanuit de financiële afwegingen.

Wat zijn opmerkelijkheden in verband met de SLA inhoud?

Uitleg service(s)

Kwalitatieve beschrijving en expliciet uitsluiten vaak niet, wat erg jammer is. Toekomstige ontwikkeling vaak oppervlakkig. Optionele services wel altijd, want dat is extra omzet.

Prestatieniveau services

Definities vaak heel goed. Frequentie niet altijd, als je een SLA hebt op basis van prestatiegericht onderhoud dan hoef je geen frequentie vast te leggen. Prioriteit, vaak urgenties, dat als er een liftstoring is dat je er binnen een half uur bent. Objectief meetbare service levels vaak half. Dit geeft problemen, want je moet wel op een gebalanceerde manier meten en rapporteren. En wat er vaak vastgelegd is: je komt binnen het uur en het mag €100 kosten. Dat is prima, je komt netjes binnen het uur en plakt een bordje erbij, *defect*. Het probleem is als het ware opgelost, maar dat is niet wat je wil. Verplichtingen van de klant worden bijna nooit vastgelegd. Daarom gaat het vaak ook mis. Je kan als service aanbieder met een kluitje in het riet worden gestuurd.

Communicatie

De ad hoc rapportage wordt vaak niet vastgelegd, dat vind ik heel slecht. We hebben bijvoorbeeld maar één keer per jaar overleg en dan is vastgelegd wat je dan bespreekt. Dit geeft geen mogelijkheden tot gestructureerde inbreng van extra informatie.

4. Voor- en nadelen van service level agreements

Aanvullende informatie over wat de voordelen voor de service aanbieder zijn? En in welke mate het een voordeel is?

Inzicht activiteiten gemiddeld, want als je een SLA hebt waarin staat dat je binnen een uur moet reageren op een storing, dan weet je nog steeds niet hoeveel storingen je hebt. Stroomlijning activiteiten een groot voordeel, omdat je veel minder verstoringen in je proces hebt en veel minder ad hoc werkt. Verbeterd contact met de klant zou ik ook zien als gemiddeld. Ik merk heel vaak dat een SLA meer vragen oproept dan antwoorden. Kostenvoordeel voor de leverancier zie ik als klein. Vaak moeten hij diensten aanbieden tegen een tarief dat gebaseerd is op het aanbieden van heel veel diensten, terwijl allerlei ad hoc opdrachten sowieso meer opleveren. Ik denk wel een grotere voorspelbaarheid. Want je weet dat wanneer je een contract hebt met 10 bedrijven, je sowieso wel 1 busje neer kan zetten voor storingsonderhoud. En omdat je die contracten hebt weet je ook dat het busje wel betaald wordt.
Een extra voordeel: Ik denk dat je veel meer begrip krijgt bij de klant voor wat je allemaal doet. Want je schrijft nu eindelijk eens op wat je doet en zeker abstracte zaken voor klanten als het klimaat worden duidelijker wat dat voor moeite kost. Ik denk dat je veel meer begrip kweekt voor dingen die 'vanzelf' goed gaan.

Aanvullende informatie met betrekking tot de voordelen van de klant.

Er is niet minder personeel. Ik denk ook niet dat het een uitgangspunt moet zijn. Ik denk dat het uitgangspunt moet zijn dat je de dingen beter regelt en kwalitatief beter voor elkaar hebt.
Conflicten ontstaan door een verschil in verwachtingen. Maar je kan het wel beter controleren omdat je hierover voor het controleren nadenkt.

Aanvullende informatie over wat de nadelen van SLAs zijn, hoe groot het nadeel is en welke partij het nadeel ondervindt.

Onduidelijkheid wensen klant is moeilijk. De klant bestaat niet, de klant bestaat uit heel veel mensen en afdelingen met eigen wensen, ideeën en meningen. De 'klant' komt er dan ook achter dat hij zelf niet precies weet wat hij wil. Dat gebeurd heel vaak. Conflicten geleverde services, ik denk gemiddeld, want ik denk dat het net zo vaak voorkomt als dat je geen SLA afspreekt, maar men verwacht dat het minder voorkomt. En daadoor valt het veel harder op. Kosten en opbrengsten onduidelijk zou ik kleiner zien, want ik denk dat je er toch wel meer inzicht in zou krijgen dan als je hem niet opstelt.

Maar is er dan ook een probleem, komend uit de literatuur, je legt wel wat vast, maar hoe bereken je dat door. Ik kom 4 keer per jaar, dat kan je zeggen. Hoe zit dat als je zegt wij komen als er storing is, je weet niet hoe vaak dat is. Hoe gaat dat?

Dat gebeurd dus wel, ik heb net een aanbesteding gedaan bij een hele grote organisatie van scholen, waar we op basis van prestatiegericht onderhoud en correctief onderhoud hebben aanbesteed. Alle 5 leveranciers hebben een inschatting gemaakt, we denken dat er zo vaak storing is en dat kost dit. Het is een CV ketel uit 1980, met een onderhoudsconditie van 3, dan is het risico op storing 4 keer per jaar. Dat kost € 50 per melding, dus dan vraag ik € 200.

Dus het zijn niet de daadwerkelijke kosten, maar er kan wel een goede schatting gemaakt worden?

Of die goed is weet ik niet, maar de markt maakt nu een raming. En over het algemeen hoe groter de aanbesteding des te nauwkeuriger in te schatten.

Dus de klant betaald niet voor de daadwerkelijk gemaakte kosten?

Dat kan ook maar dan heb je een ander type SLAs. Dan heb je een SLA waarin staat dat wanneer er storing is de monteur komt voor € 10. Dat is in feite geen SLA, maar een tariefafspraak. Je zou het een dingetje verder kunnen trekken, meer als SLA: ik kom binnen een dag voor € 10.

Er is dus wel een verbeterslag door het gebruik van SLA?

Ik denk het wel ja. Ik denk dat je klant het anders gaat bekijken. Het eerste is regieonderhoud, dat wil zeggen ik heb een probleem en jij komt binnen een dag, wanneer jij binnen die dag komt kost het € 10. Het tweede is veel meer prestatiegericht onderhouden, namelijk: dat ding moet het altijd doen, behalve drie keer per jaar dan mag het in storing gaan. Meer dan 3 keer storing is een boete. Je kan SLAs op vele verschillende manieren bekijken.

Objectief meetbare service levels is ook heel moeilijk: op het moment dat je een auto koopt en je wilt hierbij een SLA. Dan zeg je tegen de garage ik wel een auto, die moet hieraan voldoen en die moet gewoon rijden, punt. Wanneer je dan een lekke band krijgt, als de band slecht is, wil ik een nieuwe binnen een dag. Maar op het moment dat ik tegen een stoeprand ben opgereden, dan mag er wel wat levertijd op zitten.

Maar dan wil ik wel een band binnen twee dagen waarmee ik echt kan rijden en niet dat de auto scheef hangt. Dus dan lever ik je een band en die is wit, en de rest is zwart. Dus kortom, je kan daar heel ver in gaan in wat je vast wilt leggen als service level. Het is voor mij een SLA wanneer een performance is vastgelegd. Je zou er eigenlijk een service bandbreedte agreement van moeten maken. In plaats van *level*, want dat suggereert een lijn. Een bandbreedte geeft een gebied aan waarbinnen je moet opereren.

5. Kosten reductie en service level agreements

Is er een financieel voordeel voor de service aanbieder bij het gebruik van SLAs?
Ja, vanuit de continuïteit, maar nee als hij het huiswerk slecht doet en de risico's slecht inschat. Want dan kan het ook heel hard naar beneden gaan. Maar in eerste instantie: ja.

Voor welke kosten is een voordeel behaald?
Ik denk dat de planbaarheid niet goed toeneemt. Ik denk zelfs dat deze afneemt, want als jij aannemer bent en jij hebt 10 liften en er staat eentje stil en jij hebt het druk, dan zeg je sorry ik kom vrijdag. Als je een contract hebt moet je dan er iets aan doen. 24 uur in de SLA is 24 uur en heb je vandaag eigenlijk geen tijd: afspraak is afspraak, ook al heb je morgen 12 liften te doen. Je fluctuatie kan toenemen. Je kan wel beter inschatten wat je kan verwachten.

Is er een financieel voordeel voor de klant bij het gebruik van SLAs?
Ja, want hij kan kortingen bedingen en een vaste prijs afspreken, twee nee want hij gaat veel meer geld in preventieve zaken steken die hij misschien niet nodig heeft, maar die misschien wel afgesproken heeft. Dat is natuurlijk de aloude discussie, waar ligt het optimum tussen preventief onderhoud en correctief onderhoud.

In welke fase is het voordeel het grootst?
Ik denk tot nu toe in de gebruiksfase, maar ik ben het roerend met je eens dat je in de andere fasen moet beginnen met het inbouwen van het kostenvoordeel. In de ontwerp fase is het grootste voordeel te behalen.
Waarom gebeurd dat nu nog niet?
Onbekendheid, de bouw is een keten van mensen, veel organisaties bouwen steeds minder voor zichzelf, maar steeds vaker voor een onbekende huurder. En de belegger zegt, het belangrijkste is dat de kleur van de bakstenen zo mooi is, dat de potentiële huurders het vanzelf willen huren. Andere aspecten worden niet meegenomen, daar is niet snel geld te verdienen.
Dus het lange termijn denken is niet echt van de grond gekomen?
In ieder geval veel te weinig. Als je kijkt naar de essentie van duurzaam bouwen dan is dat volgens mij niet dat je zozeer de muren met leem insmeert ipv met behangplaksel, het is dat mensen bedenken 'we gaan dit pand voor 30 jaar goed laten functioneren'. Dan ga je er ineens heel ander glas inzetten, omdat je de gaskosten wil verlagen. Dan ga je ineens een installatie bouwen dat je de toiletten met hemelwater kan doorspoelen. Dan ga je goed nadenken over hoe je kosten over de hele 30 jaar kan besparen. Er wordt nu te veel financieel gedacht: een kantoorgebouw van 1000 vierkante meter, dat levert me 1,8 miljoen op. Een kantoorgebouw van 1000 vierkante meter dat 2 miljoen kost levert niet 2 miljoen op, maar 1,8 miljoen. Daar zit het verschil in denken.

In welke kosten is een kostenreductie bereikt door het gebruik van SLAs?
Op welke onderdelen geld te verdienen is, vind ik lastig aan te geven. Veel van onze klanten hebben wel aan mij aangeven ik heb een SLA en zo ziet deze er uit, maar nooit wat ze er mee verdient hebben. Om twee redenen: ten eerste omdat we niet altijd betrokken zijn bij de totstandkoming. Ten tweede omdat ze het zelf ook vaak niet weten. Want ik heb klanten die geen idee hebben van wat ze kwijt zijn aan onderhoud van het gebouw. En dus ook niet weten dat ze meer/minder kwijt zijn wanneer ze een SLA hebben. De tabel uit de vragenlijst is dan ook niet ingevuld.
Zijn ze in jouw optiek gemiddeld meer kwijt met een SLA?
Ik denk minder, omdat ze goed gaan nadenken over wat ze werkelijk nodig hebben. Maar ik sluit niet uit dat ze op onderdelen meer kwijt zijn, omdat ze nu ook dingen gaan doen waar ze daarvoor nog nooit over nagedacht hebben. Dus aan de ene kant komt er wat bij, maar andere kant gaat er ook van alles weg. Maar ik denk overall minder, puur omdat ze meer naar preventief en minder naar correctief onderhoud gaan. Of omdat ze, maar dat zijn kosten die je helemaal niet kan vastleggen, een kortere verstoring van het primaire proces hebben.

Maar is dat verkomen van omzetverlies, wel een belangrijke reden waarom bedrijven SLAs gaan gebruiken?
Volgens mij zijn er drie zaken. Ten eerste voor de manager die kan zeggen bij een storing: mensen ik heb een SLA en over een uur staan ze er, dan is hij van het probleem af. Ten tweede is het inderdaad een kostenvoordeel, al die voordelen ga je samen in één contract vastleggen, schaalvoordeel. Ten derde is het een opbrengstenvoordeel, want je budget wordt minder omdat je beter kan aangeven wat je doet en hoeveel je nodig hebt. De continuïteit van je primaire proces moet denk ik leidend zijn en niet de kostenvoordelen.

6. Toekomstige ontwikkeling van service level agreements

Wat is de ontwikkeling van SLAs voor dit bedrijf?
SLAs zouden in de toekomst wel gebruikt kunnen gaan worden door onszelf. Het is dus tweeledig, we gebruiken het (nog) niet, maar er is een mogelijke toekomstige ontwikkeling.

Van LCC valt in de praktijk op dat het weinig wordt toegepast, wat zou er moet veranderen in het bewustzijn en in de praktijk om het in de praktijk toe te kunnen passen? Wat voor tools?
Ja, beperkt wordt het wel gedaan. Ik denk dat het belangrijk is dat je een energielabel krijgt voor woningen. De ontwikkeling die je nu heel voorzichtig signaleert in commercieel vastgoed is dat men zegt, oké als het kantoorpand straks een label A heeft, dan mag het meer kosten, want de gebruikskosten zijn minder. Ik denk dat energie echt een issue gaat worden, nog niet eens vanwege milieu, maar puur vanwege de kosten. Op het moment dat je de gemiddelde onderhoudskosten, via een standaardnormering inzichtelijk kan maken voor een gebouw, dan kan je de netto contante waarde van je investering beter berekenen. Op het moment dat je een life cycle kosten berekening kan uitvoeren, kan je een hogere investering rechtvaardigen. Probleem nu alleen is: er zijn korte ketens, de waarde wordt niet bepaald door de gebouwkosten, maar puur door de gekheid van de markt of de beschikbaarheid van kapitaal omdat er geen andere investeringsmogelijkheden zijn.

Zijn er mogelijkheden om die kosten inzichtelijk te maken?
Ik denk dat je wanneer je een label/standaard of een Facana kerngetal hebt, dan kan je dat loslaten op jouw vastgoed, dan kan je inzichtelijk maken dat dit gebouw bijvoorbeeld perfect presteert, want het heeft een vierkante meter onderhoudsprijs die lager is dan gemiddeld. Probleem is dat het enorm kan fluctueren, wanneer je bijvoorbeeld een lift hebt die je nooit gebruikt, keuren moet je hem toch en onderhoud plegen ook. Dus wat zegt een getal, dat is gewoon niet inzichtelijk. Je moet of naar een heel ingrijpende benchmarking toe of je moet inderdaad naar een rigoureus label, waarbij je een A/B/C/D label kan krijgen. Dat kan iets zeggen over de kosten obv ouderdom/renovatie/ verstoringen. En dan kan je het inzichtelijk maken en dan kan je het prijzen en meenemen in je financiële afwegingsmodel en dan kan in gebruikskosten investeren ineens een stuk interessanter worden.

En voor de rest is er geen branche zo conservatief als de bouw. En er is geen partij zo angstig als vastgoedbeleggers. En probeer die maar eens samen te bewegen om iets te doen dat innovatief is en lef vraagt. Dan heb je een hele taak. Je moet een aantal cases hebben waarin je kan aantonen dat er een kostenvoordeel is en dan nog zullen ze zeggen dat is bij hen zo, niet bij mij. Als het transparanter wordt, en ik denk dat een energielabel daar een hele goede aanjager voor kan zijn, dan zie ik mogelijkheden voor energiezuinige installaties, deze zijn ook vaak kwalitatief beter en energiezuinige gebouwen zijn ook vaak kwalitatief beter. Je moet meer op dingen letten, meer dingen in de gaten houden. Dus dat zou wel eens een ontwikkeling kunnen zijn die men op een gegeven moment in gang gaat zetten. Maar dat is iets dat vanuit de overheid moet komen en niet vanuit de bouw.

Wat zijn jouw verwachtingen voor de combinatie LCC en SLA, zal dat toenemen, minder worden of veranderen?
Ik denk dat het gebruik van SLAs zal toenemen, maar meer om de eerder aangegeven ontwikkelingen: één bedrijven leggen steeds meer vast en twee de afspraken worden steeds groter. Omdat de accountafdeling praat met de facility manager en de corporate real estate directeur, die 30 filialen onder zich heeft. Die weten niet wat er speelt dus die gaan alles vastleggen zodat ze alles geautomatiseerd kunnen toetsen. Dus die ontwikkeling zal het SLA gebruik versterken. Het komt vanuit de besturingskant, dus je moet je organisatie beter bestuurbaar maken en niet zozeer wat kan je er mee opschieten. Ik denk dat LCC veel meer gaat samenhangen met het idee van het milieu en duurzaamheid en dat we op een gegeven moment gewend zijn om gebouwen zo in te richten dat ze ook echt 20-25 jaar mee kunnen.

Annex 7 – Interview respondent 2

Welke positie heeft uw bedrijf met betrekking tot service level agreements?
Deze respondent heeft het interview bekeken vanuit zijn positie als service aanbieder. De rol van klant is echter ook aanwezig binnen dit bedrijf, dus met name de klantvoordelen zijn ook vanuit dit perspectief bekeken.

1. Bekendheid met life cycle costing & service level agreements

In welke mate bent u bekend met het begrip life cycle costing (LCC)?
Deze respondent is geheel onbekend met LCC. In het gesprek wordt duidelijk dat het begrip redelijk voor zichzelf sprekend is en dat de respondent een goed beeld heeft wat hieronder verstaan kan worden.

Hoe zou u een service level agreement definiëren?
Een SLA bestaat uit twee aspecten: een kwaliteitsniveau en een financieel niveau. Het financieel niveau wordt in overleg met de financiële afdeling vastgesteld, zodat aangegeven kan worden waaraan wat besteedt mag worden. Het zou meer moeten gebeuren dat het bedrijf in een vroeger stadium aangeeft wat ze ieder jaar gedaan willen hebben. Echter momenteel gebeurt het 'hapsnap'. Veel projecten die bij het facilitair bedrijf komen zijn niet meegenomen in de budgetbepaling. Dit maakt het werk moeilijker, maar ook interessanter. Nu wordt er nog te strak gekeken naar de verstrekte budgetten. Hierdoor is het moeilijk te schuiven met budgetten. De respondent zou graag zien dat het belangrijker is onder de streep uit te komen met de budgetten, zonder exact vast te willen houden waaraan dit is uitgegeven.

2. Gebruik van service level agreements

Hoeveel SLAs zijn in totaal opgesteld?
Dit bedrijf maakt gebruik van één enkele SLA. De SLA die is opgesteld is een document van twee A4'tjes. Hierin staat algemeen beschreven dat het facilitair bedrijf services levert aan de diverse afdelingen en dat die afdelingen kunnen aangeven wat ze gedaan willen hebben. De respondent kijkt dan of dat past binnen de budgetten. Deze SLA is van toepassing op alle afdelingen. Naar rato van het aantal fte's krijgen de afdelingen bepaalde services doorberekend.

3. Start en inhoud van service level agreements

Wie initieert het gebruik van SLA projecten?
Hier was het de financiële afdeling die het gebruik geïnitieerd heeft. De afdelingen geven aan dat ze niet weten waar ze enorme bedragen voor afdragen aan het facilitair bedrijf. Er ontstond geïrriteerdheid omdat er ontevredenheid was over de helderheid van de facilitaire kosten voor de verschillende afdelingen. De SLA is bedoeld om meer inzicht te geven in hetgeen betaald wordt en wat ze voor dit geld krijgen. Er is beter inzicht in de 'prijs-kwaliteit' verhouding.

De looptijd van de overeenkomst is in principe oneindig. Daarnaast staat er bijna niets in de overeenkomst, om deze heel flexibel te houden. De respondent vindt dit zelf heel prettig werken, omdat er vaak veranderingen zijn in de oorspronkelijke planning.
De inhoud van de SLA is er op gericht om communicatie te bevorderen, het belangrijkste instrument in facility management om te zien of dat wat gaande is goed is of verbeterd kan worden. Flexibiliteit is het andere belangrijke aspect. Deze twee aspecten maken dat de complete SLA zeer weinig beschrijft.

4. Voor- en nadelen van service level agreements

Wat zijn redenen om SLAs te gebruiken?
De klanten hebben vaak een afwijkende mening over verbetering van de service kwaliteit. 'Het is een beetje zoals voetbal, het facilitair bedrijf, iedereen heeft er verstand van'.

Met externe leveranciers zijn er eigenlijk geen conflicten. De bedrijven worden ingehuurd omdat ze meer expertise hebben. Hierover ontstaan dan ook geen conflicten.
Intern ontstaan nog wel eens conflicten over het kwaliteitsniveau van het werk dat uitgevoerd moet worden. Ik sta voor kwaliteit van het werk en de afdelingen laten beslissingen toch vaak enkel afhangen van budgetten.

Wat zijn de nadelen van SLAs, hoe groot is het nadeel en is dat nadeel vooral ervaren bij één van de twee partijen?
Wij ervaren geen enkel probleem met een SLA. Dat komt omdat wij het zo algemeen hebben gehouden. En ik me er van bewust ben om mensen de kwaliteit te leveren die je zelf graag zou willen hebben. De SLA is een basisformulier, maar het komt vooral aan op communicatie. En je moet zoveel mogelijk leveren voor zo weinig mogelijk kosten, dat is de kern: waar voor je geld leveren.

5. Kosten reductie en service level agreements

Is er een financieel voordeel voor de service aanbieder bij het gebruik van SLAs?
Nee, er is geen financieel voordeel doordat er een SLA gebruikt wordt. Het voordeel zit in het schaalvoordeel. Je kan samen inkopen als het facilitair bedrijf bepaalde zaken regelt. Het voordeel zit niet in de SLA op zich, die is bij ons daarvoor te algemeen.

Is er een financieel voordeel voor de klant bij het gebruik van SLAs?
Het voordeel voor de klant is dat bepaalde aspecten die gedaan moeten worden, schoonmaak, catering, etc., nu geregeld worden door het facilitair bedrijf. Bij de andere afdelingen zitten daarvoor te duur betaalde jongens. Het is een financieel voordeel dat deze activiteiten bij deze 'dure' mensen worden weggehaald. Er wordt alleen gekeken naar de gebruiksperiode van het pand. Ontwerp en bouw worden niet meegenomen in de bepaling van de SLA.

In welke kosten is een kostenreductie bereikt door het gebruik van SLAs?
De gegeven lijst met services en mate van kostenreductie is moeilijk in te vullen, daar er niet een daadwerkelijk financieel voordeel behaalt wordt met het gebruik van SLAs, in mijn optiek. De lijst is dan ook niet ingevuld.

Het voordeel zit enkel in de schaalvoordelen, het groot inkopen. Daarnaast is er een voordeel dat alles nu centraal verzameld kan worden: ik ben degen die de klachten verzameld en daarmee aan de slag gaat. Er is een duidelijk aanspreekpunt en mensen kunnen zich verder op de eigen taken richten.

Het kostenaspect is niet een heel belangrijk punt, ook omdat er vertrouwen is. Mensen vertrouwen er inmiddels op dat als ik aangeef dat iets moet gebeuren op een bepaalde manier, dat dit dan de juiste manier is. Mijn oordeel wordt niet altijd meer in twijfel getrokken.
De kwaliteit is belangrijker dan de kosten, mensen willen gewoon altijd toiletpapier voorhanden hebben en een kopieerapparaat wat het doet. Voor veel medewerkers is de continuïteit van de koffieautomaat belangrijker dan de aanwezigheid van de directeur.

6. Toekomstige ontwikkeling van service level agreements

Zijn jullie van mening dat er andere manieren zijn om SLAs in te zetten, bijvoorbeeld om de kosten beter te verdelen of de kosten te reduceren?
Je kan een SLA meer inzetten om concreet het niveau of de kwaliteit van een service vast te leggen. We doen dat hier niet, vooral omdat er flexibiliteit nodig is. Hier gaat het om communicatie en samenwerken met alle afdelingen.

Wat denkt u dat in de praktijk moet veranderen om meer SLAs toe te passen?
Om de toepasbaarheid te vergroten moet er gekeken worden naar het soort bedrijf. Flexibele bedrijven hebben flexibele SLAs nodig. Wanneer er goed van tevoren gepland kan worden welke activiteiten uitgevoerd moeten worden, is een strakkere SLA praktischer. Dit is het belangrijkste: stem de SLA af op het soort bedrijf en de manier van werken.

7. Algemene informatie

Bij ons zijn flexibiliteit en communicatie de belangrijkste aspecten uit een SLA. Kostenvoordeel is niet een van de belangrijkste aspecten. Betere communicatie over kosten is belangrijk. Dat is dan ook naar de mening van de respondent het belangrijkste in een SLA: kijk naar het soort bedrijf, en houd communicatie en flexibiliteit in de gaten. Daarnaast is er bij communicatie een persoonlijk aspect, dit is iets waar bedachtzaam mee omgegaan moet worden. Niet alle personen 'liggen' elkaar even goed.

Het facilitair bedrijf is sinds jaren ’80 in opkomst. Daarvoor was dit niet echt geregeld zoals dat nu gedaan wordt. Het is dan ook nog zo dat er mensen rondlopen binnen het facilitair bedrijf die uit de praktijk in deze functies gegroeid zijn en dat er een nieuwe generatie is, die hierin opleiding heeft gehad. De mensen van het HBO of de universiteit zullen het werk dan ook veel theoretischer benaderen dan personen uit de praktijk, zoals de respondent.

Het uitvoeren van een functie betreffende facilitaire aspecten zal zeker nodig blijven en uitbreiden. Helemaal omdat iedereen er verstand van heeft, iedereen weet hoe er schoongemaakt moet worden etcetera. Een centrale afdeling die dit correct regelt op de schaal waarover een facilitair bedrijf gaat, is zeer belangrijk. Hierin kunnen SLAs een rol spelen, ze specificeren waar de grote sommen geld die nodig zijn voor facilitair bedrijf heen gaan.

Annex 8 – Interview respondent 3

Welke positie heeft uw bedrijf met betrekking tot service level agreements?
Het is een adviesbureau. Wij adviseren onze klanten op velerlei gebieden waaronder ook prestatie of service level contracten met betrekking tot gebouwbeheer en facility management.

1. Bekendheid met life cycle costing & service level agreements

Welke definitie van LCC hanteert dit bedrijf?
De hele ontwikkeling naar het gebouw toe en daarna het afbreken ervan. En de exploitatiekosten die daar in de tussenliggende jaren mee gemoeid zijn.

Hoe zou u een service level agreement definiëren?
Je legt een prestatie vast met wat je verwacht van de andere persoon, meestal is dat de leverancier. Die prestatie beschrijf je en dan hou je nog een bepaalde opening om de expertise te gebruiken van degene die het contract moet uitvoeren. Je rekent de leverancier op een bepaalde manier af.

2. Gebruik van service level agreements

Als de markt slecht gaat dan doet niemand een prestatiecontract en zodra het goed gaat, willen ze toch allemaal weer een prestatiecontract. Dat is tegengesteld aan wat je zou verwachten.
Dus nu de economie weer wat aangetrokken is de laatste paar jaar, zijn er meer prestatie-contracten?
Ja dat is juist het vreemde, je zou denken je wilt juist gaan besparen als het slecht gaat, maar zo werkt het niet, op het moment dat het goed gaat willen ze naar prestatiecontracten toe om geld te besparen. Dat is heel raar, ik weet niet hoe dat in elkaar zit.

Dus de kosten is al gelijk een uitgangspunt?
Ja, dat kosten drukken is gelijk een uitgangspunt.

Wat zijn de kenmerken van projecten waarbij SLAs worden gebruikt binnen uw onderneming?
Het zijn de grotere organisaties. Het is ook wel heel verschillend, wat ik de laatste paar jaar heb gezien is eigenlijk dat toch meer de instanties/bedrijven/overheden die grote kantoorlocaties hebben dit gaan doen. Geen 10.000 vierkante meter, maar toch wel minstens 20.000 vierkante meter, waarbij het vaak gaat om verschillende locaties.

Welke services worden in SLAs voor kantoorprojecten vastgelegd en met welke partij?
Je ziet dat de 'ouderwetse' facility managementtak, schoonmaak, catering en dat soort dingen, daarvoor is iedereen het wel gewend dat er een SLA wordt gebruikt.

Hoeveel jaar is het gebruik van SLAs al gangbaar voor soft services?
Ik ken het al van mijn vorige werkgever en dat is 10 jaar geleden dat ik daar begon. En die waren er toen al druk mee bezig. Ik denk al wel zo'n 13-14 jaar. Begin jaren '90 of misschien iets later.
Je ziet ook wel dat er bedrijven zijn die hierin heel vooraanstaand zijn, het zijn de grote bedrijven met heel veel vastgoed die er als eerste bij zijn.

3. Start en inhoud van service level agreements

Wij zijn natuurlijk een adviesbureau die werken voor de klanten. Wat we zien als het tot ontwikkeling komt, is dat een verzekeraar bijvoorbeeld per afdeling wil professionaliseren.
Hele grote bedrijven die verhuren hun kantoren/vierkante meters en daar moeten de afdelingen geld voor betalen. Dan kunnen ze bepalen hoeveel ze willen en welk serviceniveau het heeft. Het is naar mijn idee heel vreemd, maar die verhuren intern de vierkante meters van het kantoor. Dus de facility manager heeft een duale rol, hij is klant van en externe partij en leverancier voor de afdelingen.

U heeft aangegeven dat het initiëren van SLAs tijdens de gebruiksfase gebeurd. Is er een ontwikkeling gaande om dat eerder te doen? Eerder naar SLAs/onderhoud etcetera te kijken, bijvoorbeeld bij ontwerp?
Wat je veel ziet op dit moment is de vraag: als we dit kantoorpand bouwen wat kost dat dan? Wat kost het per jaar zodra het gebouwd is, mensen weten dan meestal niet exact wat de stookkosten zijn, maar wel wat de totale gebruikskosten zijn.

En waar we nog wel eens rekening mee houden is zodra we naar de afwerking kijken van een pand, hoe je dat dan het beste kan doen qua schoonmaken en dat soort zaken. Dus bijvoorbeeld plinten die niet afgestoft hoeven te worden, daar wordt nog wel eens naar gekeken maar dan moet er een expliciete vraag zijn in het programma van eisen en vanuit de opdrachtgever. Maar wat je ziet is dat mensen die een nieuw gebouw neerzetten, zijn niet dezelfde mensen die er daarna lang gebruik van maken.
Je ziet deze SLA/kosten ontwikkeling nu steeds meer. Of het gaat stagneren weet ik niet, maar iedereen is op dit moment wel met kosten bezig. Je ziet de energie gaat gigantisch omhoog. Iedereen wil ook bewust ondernemen en duurzaam ondernemen. Daar wordt wel overal rekening mee gehouden, dus ik denk dat op die manier die vraag zich wel steeds meer doorontwikkeld. Ze willen eigenlijk nu al weten wat het over 10 jaar gaat kosten. (Als ze het pand dan nog in beheer hebben)

Hoeveel tijd kost het gemiddeld om een SLA op te stellen?
Een prestatiecontract dat wij opstellen naar de wensen van de klant duurt ongeveer 4 weken. Het implementeren is een aparte stap. Daarna wordt de prestatie die de klant wil, op de markt gezet en dan kunnen aannemers daarop inschrijven. Implementatie begint op dat moment.

Is er een standaard format voor SLAs?
Bij ons is er een standaarddeel voor een prestatiecontract. Het begint altijd eerst met allemaal juridische bepalingen. En in bijlage 1 begint pas echt de beschrijving van welke prestatie er nou eigenlijk geleverd moet worden. Dat begint met werkzaamheden, dat is ook meer de beoordeling, storingsdienst, tekortkomingen enzovoorts.
Het juridische deel is voor alle onderdelen hetzelfde, het ‘e’ & ‘w’ deel enzovoort. Dat zijn altijd dezelfde voorkant en bijna dezelfde inhoudsopgave. Bijvoorbeeld dingen als materieel kunnen wat verschillen maar de basis is gelijk. De hoofdstukindeling is eigenlijk steeds hetzelfde, dus ja er is min of meer een standaard format.

Extra informatie: contract van een hogeschool met meerdere vestigingen ingekeken
Het is prestatiecontract voor het onderhoud van de ‘e’-installaties. En dat is dan preventief storingsonderhoud en vervangingsonderhoud en verbouwingen. Waarom het twee documenten zijn is, omdat het Europees aanbestedingsplichtig was, dus hebben we het als twee documenten op de markt gezet.
Dit contract gaat nu in, dat loopt drie jaar. Je ziet wel dat ze het binnen het eerste jaar kunnen opzeggen zonder een reden te geven. Dus ze willen dit proberen om te kijken of het werkt zoals ze denken.
Is 3 jaar een gemiddelde looptijd? Een gemiddelde looptijd voor een degelijk contract is 3 jaar, met een verlenging van nogmaals 3 jaar.

We hebben daarnaast een bonus en malus regeling in het bekeken contract. Volgens mij krijgt hij een bonus als hij aan alles in het contract heeft voldaan. Maar dat wil ook nog wel eens verschillen. Volgens mij is het heel simpel: doen ze het goed dan mogen ze alles in rekening brengen, maar doen ze het heel slecht dan moeten ze kortingen geven. Maximaal 10% geloof ik, dus dat valt nog wel mee.

4. Voor- en nadelen van service level agreements

Wat zijn de voordelen voor de <u>service aanbieder</u>? En in welke mate?
Kostenvoordeel is er zeker, want alles wat de leverancier extra doet krijgt hij extra betaald, want dat staat niet in het contract.
En bij kosten, is het dan alleen het voordeel of ook een beter inzicht? Ik denk wel dat het een voordeel en vooral veel extra inzicht is. Je ziet namelijk organisaties die willen iedere twee maanden weten wat er uitgegeven wordt of wat er aan zit te komen. Ik denk dat SLAs daarvoor nuttig zijn en het gebruiken van SLAs in deze situaties wordt ingezet.
Minder conflicten: alles is omschreven qua communicatie, je weet precies waar je aan toe bent. Je weet welke services je moet gaan aanbeiden, dus je kan er ook scherper op inschrijven. Je hebt daardoor ook minder risico’s, alles ligt vast.

Wat zijn de voordelen voor de <u>klant</u>? En in welke mate?
Minder personeel: op een gegeven moment zal hij minder personeel hebben. Dat is ook wel vaak de reden waardoor je die SLAs ziet terugkomen. Het uitbesteden van dit soort zaken gebeurd meer.
Verbeterde service kwaliteit: je begeleid de klant wel meer met het vaststellen van het gewenste service niveau. Daar zie ik dan wel voordelen in.
Kostenvoordeel: dat hoeft niet persé. Het is wel vaak zo dat bedrijven een SLA opstellen om kosten te besparen.

Maar als de klant niet weet wat hij wil en hij stelt een SLA op en hij weet het dan wel, dan heeft hij uiteindelijk misschien meer services. Is het dan nog goedkoper? Vaak wordt het voor de kostenreductie opgesteld, dus er zal zeker een kostenvoordeel mogelijk zijn.

Wat is dan de primaire reden van een klant om dat te willen?
Ik denk beter inzicht en betere controleerbaarheid. Omdat je beschreven hebt wat voor een service je graag verwacht. Je ziet dat bedrijven zich niet meer bezig willen houden met dat soort zaken. Ze willen dat uitbesteden zodat ze daar geen omkijken naar hebben en het personeel ook niet meer op de eigen loonlijst staat. Dus outsourcen en focus op 'core business'.

Extra informatie nadelen:

U gaf net aan in combinatie met geen objectief meetbare service levels: bijvoorbeeld 95% beschikbaarheid, hoe wordt dat bepaald, mag het na 51 weken werken dan de laatste week stilliggen?
Daarmee hebben wij ook wel eens te maken. Dat we een prestatiecontract geschreven hadden en dan zei een bedrijf, je hebt preventief onderhoud en je hebt storingsonderhoud. En bij storingsonderhoud worden de uren boven 4 uur en materiaalkosten boven de € 300 vergoed. Dus iemand die zegt, ja maar als ik preventief onderhoud moet doen en ik heb het niet in het contract meegenomen, dan is dat voor die installatie als ik iets moet vervangen al snel € 2000. Dan kan ik beter vier keer een storing hebben waarmee ik langer dan 4 uur bezig ben. Dan hoeft dat preventief onderhoud niet in het contract te zitten voor mij. Maar dan krijg je rare situaties omdat niet alle belangen behartigd worden.

We doen alles met conditiemetingen, dus volgens een NEN-norm. Die conditiemetingen zijn moeilijk, wij zeggen dus, als je een installatie hebt en je hebt een bepaalde conditie bijvoorbeeld drie, dan gaat deze met verloop van tijd naar conditie vier. Je kan tegen die aannemer zeggen dat deze hem op conditie drie moet houden, op een gegeven moment kan die man dat alleen niet meer. Want die installatie gaat vanwege veroudering gewoon naar conditie vier. Die aannemer heeft z'n best gedaan, maar hoe reken je hem daarop af? Daar kan je hem bijna niet op afrekenen, dat is heel moeilijk.

Er is een communicatieverschil of probleem tussen bepaalde specifieke aspecten, bijvoorbeeld temperatuur in een computerruimte. Een service aanbieder ziet niet het nut van een constante temperatuur van 19 graden, voor de klant is dat echter zeer belangrijk. Op dit soort aspecten begrijpen klant en leverancier elkaar wel eens niet, wat een groot probleem is. Met het reguliere overleg is dat geen probleem, dat is compleet vastgelegd en is één keer per week of twee weken. Bij het opstellen kunnen echter wel problemen ontstaan.

Conflicten over geleverde service: je hebt afgesproken wat je wil en dat volledig omschreven dus alles wat ze anders doen, zou je wel eens een conflict over kunnen hebben. Je kan SLAs te omschrijvend maken, maar ook te globaal. En als je alles te veel omschrijft, dan zie je dat terug in het kostenplaatje. Maar als je te weinig doet, kan je conflicten krijgen, het is dan immers voor meerdere mogelijkheden interpreteerbaar.
Conflicten over onvolledige afspraken: ik denk dat die vrijwel niet voorkomen. Ik denk juist dat een SLA heel veel voordelen heeft hierin. Omdat je de afspraken zo duidelijk maakt en ook schriftelijk vastlegt.

Kosten en opbrengsten onduidelijk: dat denk ik niet. Ik denk dat juist heel goed mogelijk is om inzichtelijk te maken wat je kwijt bent en wat het opbrengt. ***Door welke partij wordt dit inzichtelijk gemaakt?*** Dat kan of de service verlener zijn of de klant zelf.

De daadwerkelijke kosten voor de service aanbieder zijn heel moeilijk, hij heeft het hele jaar een busje staan, maar wat bereken je dan door bij die ene storing? Voor de klant is het ik betaal per jaar een X bedrag voor onderhoud, maar wat als ik geen storing heb gehad.
Dat is dus het afkopen van risico's. De service aanbieders spelen er heel goed op in: wat die gedaan hebben is dat ze kerngetallen per vierkante meter opstellen. Daar gaan ze vanuit en wanneer het toch meer kost dan ga je een keer praten: het kost toch meer dat onderhouden, we moeten het aanpassen. Wat ze doen is dat ze veel benchmarken voor alles services. Daar baseren ze dan ook de offertes op. Ze kijken heel goed naar de andere onderhoudscontracten en natuurlijk de risico's die er zijn in een contract. Ik denk dat het voor de klant betekend dat die kijkt wat kost het en wat krijg ik ervoor en is dit in verhouding.

Er is niet een behoefte om de daadwerkelijk kosten te weten? Zolang het voor alle partijen maar binnen een bepaald kader blijft, dan nemen ze het risico obv een eigen risicoanalyse?
We vragen het wel exact en bijvoorbeeld voor dit contract vragen we echt wat kost het per jaar per vierkante meter. Maar ik denk dat als een service aanbieder inschrijft op iets, hij heel goed weet wat hij kan verwachten. Ze voeren het soort pand in en de vierkante meters etcetera en dan met één druk op de knop komt er een analyse uit. Ervaringscijfers van de laatste jaren geeft precies aan wat ze moeten aanbieden.

Dus het is vooral een zaak van de gegevens op orde houden en daar met de ervaring die je hebt op inspelen?
Dat zijn de analyses die gemaakt worden en ik denk dat die momenteel wel goed zijn.

5. Kosten reductie en service level agreements

Is er een financieel voordeel voor de klant bij het gebruik van SLAs?
Er is wel een financieel voordeel voor de klant bij een SLA. Dat heeft met de risico's te maken, deze verspreid je meer over andere partijen.

In de gebruiksfase is het kostenvoordeel vooral bereikt, waardoor wordt dit veroorzaakt?
Omdat je vaak ziet dat bij de investeringsuitgave, dat is een eenmalige uitgave. Bij de exploitatie komt het geld uit een heel ander potje. Je ziet dat die twee toch gescheiden zijn. Dus vaak zie je dat bedrijven die vragen naar de exploitatiekosten ook bedrijven zijn waar investering en exploitatie door dezelfde partij/persoon gedragen worden. Degene die over de investering beslist is ook verantwoordelijk voor de exploitatie En die persoon is dan dus wel bereid om een extra invetsering te doen zodat de exploitatie lager wordt. Vaak zie je dat dit gescheiden is, dus degene die de investering moet goedkeuren is iemand anders dan degene die de exploitatie regelt. Deze partijen willen dan niets met elkaar te maken hebben. Als de investering binnen budget is, is het voor die persoon prima. Of het dan duurder in de exploitatie is of niet.

Dus om dit meer samen te bekijken en gelijk mee te nemen moet er één potje zijn waaruit het geld komt voor én investering én exploitatie.
Ja, je moet eigenlijk zeggen exploitatiekosten is onderdeel van de investering. Een investering schrijf je natuurlijk ook gewoon af in een aantal jaren, dus dat moet je eigenlijk gewoon optellen bij de exploitatie. Als je panden hebt die door een investeerder worden beheerd, die is er niet bij gebaat dat er een goedkopere exploitatie is. De exploitatie wordt toch door de huurder betaald. Maar er zijn heel veel huurders die zeggen wij willen wel iets te zeggen hebben over de inrichting en de exploitatiekosten. De overheid zegt er natuurlijk iets over, maar je kan daarin nog veel verder gaan.

Dus de investeerders moeten daar actiever mee aan de slag gaan: zelf eerder huurders betrekken?
Ik denk dat qua exploitatiekosten heb je natuurlijk het bouwbesluit met allerlei normen. Maar ook de andere partijen kunnen actiever hierin zijn.

Moet je dan in het ontwerp rekening houden met de exploitatie?
Stel dat je in de ontwerpfase mag beslissen wat je exploitatie wordt, dan heb je het grootste voordeel. Als je de exploitatie kan verminderen dan moet het in deze fase. En liever niet daarna.

In welke kosten is een kostenreductie bereikt door het gebruik van SLAs?
Catering en schoonmaak dat is al zo standaard daar kan je niks meer uithalen. Dat is helemaal uitonderhandeld. Daar gaat het over centen en plakjes kaas. Onderhoud installaties: ik denk dat daar nog wel een voordeel te behalen is.
En op welke manier?
Bedrijven laten nu heel veel zelf doen, wij hebben bijvoorbeeld geen prestatiecontract op dit gebouw. Er lopen hier mensen rond die kijken wat er gedaan moet worden. Laat je het dan door één bedrijf doen, dan koop je de risico's af. Je huurt iemand in op basis van een prestatieniveau, dan ligt vast wat er gedaan wordt en heb je zelf minder risico's.
Klimaatinstallaties: ik denk dat als je daar een SLA zou maken tijdens het begin, al in het ontwerp, waardoor je als projectontwikkelaar al ingaat op de toekomstige behoeftes van de huurder en dus ook de exploitatiekosten al meeneemt. Dan kan je kijken waar je besparingen kan behalen. Ik investeer nu iets meer, maar in de exploitatie kan dat terugverdient worden. Dat is net zo voor gasverbruik en elektra.

6. Toekomstige ontwikkeling van service level agreements

Wat moet er veranderen om het voor klanten en service aanbieders aantrekkelijker te maken?

Als ik een contract als deze zie dan is zo'n SLA of prestatiecontract heel omslachtig. Dit wordt geschreven en beland in de kast. De leverancier zal voor hij het contract aanneemt kijken waar de valkuilen zijn en veder er niet naar kijken. Ik denk toch dat het eenvoudiger moet zijn voor alle partijen. Iets meer terug naar de basis en minder het juridische. Zaken doen is leuk en als je tevreden bent moet je dat laten blijken, maar de klanten willen te veel vastleggen. Ze geven precies aan wat ze willen en wat ze uitsluiten, maar dan zeg ik ze wel eens 'het is een samenwerkingsverband'. Je bepaald het niet één keer en dan is het klaar. Je moet het wel met elkaar doen en niet eenzijdig. Sommige zien dit niet zo. Om die samenwerking te bevorderen moet je het ook simpeler maken.

Hoe zit het dan met het verschil in partijen die de kosten dragen?

We hebben nu een contractonderhandeling gehad, dat was voor een bank en die verhuurden een kantoor. En in dat kantoor moesten nog energiebesparende maatregelen worden gedaan van ongeveer 2 miljoen euro. Dat wilden ze wel doen, maar de energiebesparing, daarmee kon je over 15-20 jaar de investering terugverdienen, die besparing over 20 jaar willen ze terugkrijgen van de huurder. Dus die wordt bij de huursom opgeteld, maar dan wordt het kwalitatief een beter pand. Dus de één krijgt een beter pand en de ander doet de investering. Dat zie je wel, maar dat zijn de banken die er mee bezig zijn.

Dus er is een ontwikkeling dat mensen bewuster omgaan met milieuaspecten. Wat denk je dat er nodig is om mensen dat meer te laten doen?

Ik denk dat je gewoon toch al gelijk moet weten wie er gaat huren. Van sommige kantoorpanden is het onbekend wie er gaat huren, dus ga je dan daarin investeren. Of moet je dat als overheid niet promoten: bijvoorbeeld energiezuinige gebouwen. Waar ik me soms wel over verbaas is dat de overheid iedereen spaarlampen wil verplichten, maar dat is maar een heel klein deel. Terwijl de bedrijven met de computervloeren veel meer verbruiken en geen regels krijgen.

Mensen moeten dus zelf bewuster worden, maar de overheid kan het voortouw nemen.

Er is een scheidslijn tussen wie investeert en wie huurt, maar ik denk zeker dat er een rol voor de overheid is. En ontwikkelaars ook promoten om dat soort voorzieningen toe te passen, dat je bijvoorbeeld een belastingvoordeel geeft.

Annex 9 – Interview respondent 4

Welke positie heeft uw bedrijf met betrekking tot service level agreements?
Ons bedrijf is een adviesbureau. Ik zeg altijd om het heel basaal uit te drukken: “we slaan geen spijker in de muur, maar we geven aan welke spijker, in welke muur, onder welke hoek, door wie erin geslagen moet worden. En wij regelen en communiceren het.”

1. Bekendheid met life cycle costing & service level agreements

In welke mate bent u bekend met het begrip life cycle costing (LCC)?
Wij maken meerjaren exploitatie en meerjaren onderhoudsplannen, voor gebouwen en ook inhoud van de gebouwen. Dit kan voor de komende 10 jaar, komende 40 jaar, maar ook de gehele bestaansperiode van een pand. Wij gebruiken daarvoor een geautomatiseerd systeem, dat onlangs weer geüpdate is. Het is nu voor onze klanten via de website (web-based) te organiseren. Onze klanten kunnen met een eigen code via de website naar het eigen bestand. Dat is een manier waarop wij omgaan met en gebruik maken van een life cycle benadering.

Welke definitie van LCC hanteert dit bedrijf?
Verzameling van alle kosten: zowel investering als exploitatie over de totale levensduur van het gebouw.

Hoe lang geleden heeft u voor het eerst over LCC gehoord?
Begin jaren ’80. Ik ben financieel directeur bij het ministerie van onderwijs geweest. Ik had daar de verantwoordelijkheid over het kleuter, lager en speciaal onderwijs. Ik heb daar destijds meegewerkt aan een verandering/aanpassing van de financieringsstructuur van de gebouwen. Dit is gedaan aan de hand van de LONGO systematiek, waarbij sprake was van life cycle costing.

U heeft aangegeven LCC ook bij andere facility management gerelateerde bedrijven te zien, wat bedoelt u hiermee?
Begin jaren ’80 ben ik een aantal keer in Amerika geweest bij het MIT. Het MIT was op dat moment al in een vergevorderd theoretisch stadium om LCC in de praktijk te kunnen berekenen. Ze hadden een denkmodel, maar zij hadden het denkmodel ook uitgezet in een praktische situatie, namelijk de gebouwen van het MIT zelf. Dat heeft ongeveer 1 miljoen m^2 bebouwd oppervlak. Dit was erg omvangrijk en praktisch aangepakt.

In welke mate bent u bekend met SLAs?
Algemene toelichting: SLA is naar verloop van tijd een naam geworden. Het beschrijven van services in de facilitaire wereld is er eigenlijk altijd al wel geweest, alleen niet zo gestructureerd. En naar verloop van tijd is daar toch wat meer structuur in aangebracht en ook wat meer duidelijkheid. Alleen de wijze van vastlegging van datgene je als service aanbieder aan service verleent en datgene dat er wordt gevraagd door de klant, dat is de laatste jaren gestructureerder vast komen te staan. Daar hangt uiteraard een kostenplaatje aan. “Ik zeg altijd: je kunt alles herleiden tot geld. Als je maar ver genoeg doorredeneert dan kom je vanzelf weer bij de euro uit.”
SLAs bestaan inmiddels 20 jaar. In al die jaren is er op de een of andere manier altijd sprake geweest van het beschrijven van services, zowel kwalitatief dan wel kwantitatief.

Hoe zou u een service level agreement definiëren?
Het is een overeenkomst tussen de service aanbieder en de vrager, waarin zowel kwalitatieve als kwantitatieve aspecten van het dienstverleningsproduct worden beschreven. Met daarbij eventueel een prioritering van de services.
Wij hebben SLAs met twee onderdelen: een vast onderdeel, dat is algemeen en wat de doorsnee vrager krijgt. En daarnaast afhankelijk van de vragende partij een bepaalde bovenlaag die heel specifiek voor die groep wordt uitgewerkt en geleverd.

U kent SLAs vanuit werken vooroverheidsinstanties, hoe hebben die zich ontwikkelt?
De overheid trok ontzettend aan allerlei facilitaire begrippen en wilde dat ook in uitvoering brengen in begin jaren ’90. Eind jaren ’90 had je een stabilisatie en vanaf 2000 gaat het eigenlijk een beetje naar beneden. En naar beneden betekent dat de voortrekkersrol van de overheid op facilitair gebied, eigenlijk is overgenomen door de grote, particuliere bedrijven. “Althans dat is onze ervaring. Niet alleen de mijne, maar ook die van onze adviseurs. Het is net of de aandacht een beetje verslapt is.”

2. Gebruik van service level agreements

Wat zijn de kenmerken van projecten waarbij SLAs worden gebruikt binnen uw onderneming?
Kenmerken zijn organisaties met meer dan 150 fte's. Daarnaast bedrijven die bezig zijn met de interne organisatie. Wat we vaak meemaken is dat er bij een herpositionering van de facilitaire dienst gekeken wordt naar de taken, bevoegdheden en verantwoordelijkheden. In dat kader wordt er dan gezegd wat biedt je als facilitaire afdeling eigenlijk aan en hoe doe je dat eigenlijk, hoe wordt je vervolgens afgerekend en wat is je toegevoegde waarde. Dan stuit je automatisch op een nadere omschrijvingen van de taken en wanneer dat gepreciseerd wordt, kom je al snel op het maken van een goede productomschrijving. Dan zit je al snel in de sfeer van een SLA.

3. Start en inhoud van service level agreements

Wie initieert het gebruik van SLA projecten?
Het gebruik van SLAs moet wel een beetje 'opborrelen' uit de organisatie zelf. Wanneer wij daar zelf mee komen is dit onbekend terrein. Aan de andere kant komt ook vaak de vraag voor een facility scan. Hieruit komen verbeteringspunten naar voren en de vraag hoe heb je de dienstverlening georganiseerd. Maar deze ontwikkeling van bedrijven die daar actief mee bezig zijn is iets van de laatste jaren. In de begin jaren '90 hadden bedrijven eigenlijk helemaal geen oog voor facilitaire kosten. Het was gewoon een sluitpost, als facilitaire manager moest je al blij zijn dat je een budget kreeg. Dat is nu wel anders, dat komt ook mede door de gestructureerdheid van de NEN norm 2748. Waarin de facilitaire kosten op een systematisch manier zijn vastgelegd.

Wanneer wordt het gebruik van een SLA geïnitieerd?
Wij kunnen door onze methodiek voor het opstellen van een meerjaren exploitatieplan al in de fase van het voorlopig ontwerp een raming maken van de exploitatiekosten voor de komende 15-20 jaar. Op dat moment kan de opdrachtgever nog mogelijke veranderingen aanbrengen in het ontwerp dan wel de keuze voor afwerkmateriaal. We hebben er prima voorbeelden van dat daar echt geld is bespaart. Want doe je dat in een later stadium, bijvoorbeeld in de definitief ontwerpfase of bestekfase, dan kan je wel wijzigingen aanbrengen, maar degene die wijzigingen wil aanbrengen, meestal de opdrachtgever, moet dan de portemonnee opentrekken.
Tweede is dat wij kunnen inschieten op het moment dat het gebouw er al staat en dat men aangeeft dat ze het anders willen qua facilitair bedrijf. Ook die cycli kunnen wij dan oppakken Merendeels van onze klanten en onze dienstverlening is in bestaande kantoorgebouwen.

Is daarin ook een verschuiving?
De afgelopen jaren zijn de opdrachtgevers er wel achter gekomen dat het niet alleen om het investeringsbedrag gaat. Het gaat ook om het in stand houden van het geheel. En dan niet alleen van het gebouw maar ook van de services die in dat gebouw plaatsvinden en de voorzieningen die je daarvoor nodig hebt.

Hoeveel tijd kost het gemiddeld om een SLA op te stellen?
Ongeveer 1-2 jaar voor opstellen en implementeren. Wil je het hele service pakket op de juiste manier beschrijven en ook implementeren. Het schrijven is één, maar het implementeren is twee. Het implementeren heeft langere tijd nodig. In 6-8 maanden zijn SLAs voor de gehele organisatie op te stellen, die ook gedragen worden. Voor de implementatie moet veel gecommuniceerd worden, wat meer tijd kost. Mensen moeten soms hun werkzaamheden/handelingen op een andere manier uitvoeren. Voor deze aanpassing is gewoon tijd nodig. Maar het komt bijna niet voor dat we alles in één keer aanpassen. Dat kan een organisatie niet oppakken. We doen dat dus vooral gesegmenteerd en per groep van services. Een SLA loopt daarna voor meerdere jaren en is in deze periode flexibel. Aanpassingen zijn dus mogelijk.

Wat zijn opmerkelijkheden in verband met de SLA inhoud?
Voor sommige aspecten in de SLA maakt het uit of het wordt vastgelegd met een private of publieke organisatie. Private organisaties leggen meer vast, waaronder: expliciet uitsluiten van services, procedure bij geschil en sancties bij niet nakomen overeenkomst.

4. Voor- en nadelen van service level agreements

Worden de voordelen uit de tabel ook daadwerkelijk bereikt?
Ja, in de praktijk is het zo dat er bijvoorbeeld vaak conflicten ontstaan omdat mensen elkaar niet begrijpen. Het verwachtingspatroon van de klant is soms heel anders dan het leveringspatroon van degene die de service levert of laat leveren. Dat afstemmen, daar gaat veel tijd inzitten.

Maar een SLA is iets dat leeft, als je het vastlegt is het niet zo dat het voor de komende 100 jaar gaat gelden. Het wijzigt en de discussie over het wijzigen van bepaalde aspecten van de SLA wordt daardoor veel makkelijker. Uiteindelijk is er dus veel profijt van SLAs.

Hoe wordt er met de belangrijkste problemen, communicatie en kosten, omgegaan?
Enerzijds door de kosten te ramen. Het hoeven geen precieze bedragen te zijn, maar wel begrijpbaar en een idee geven van wat je moet betalen voor een service.
Wat in onze praktijk voorkomt is dat wij merken is dat de klant onvoldoende met de service aanbieder praat. En dat de klant zegt ik verwacht dat de aanbieder aan tafel komt om mij uit te vragen, terwijl de aanbieder zegt, we hebben al een paar keer gezegd, kom maar eens op met dat wat je wil. De service aanbieders verwachten dat de klanten zelf komen. Dan krijg je een padstelling en als één van beide partijen niet beweegt dan krijg je rare situaties.
Het is ook een beetje persoon gebonden, de mensen die moeten communiceren moeten ook maar klikken qua persoonlijkheden. Je moet dat eigenlijk een beetje naar de zijkant schuiven, maar het subjectieve deel in de communicatie speelt toch altijd behoorlijk mee.

5. Kosten reductie en service level agreements

Is er een financieel voordeel voor de service aanbieder bij het gebruik van SLAs?
Het hangt een beetje af van de doorberekeningsmethode van het bedrijf. Als ik als aanbieder (facilitair bedrijf) een budget moet vaststellen voor de komende jaren, dan moet ik wel weten hoe ik dat budget ga opstellen. Dat doe ik bijvoorbeeld door het kwantificeren van de SLAs. Want dan kan ik op een redelijke manier de menscapaciteit en voorzieningencapaciteit in geld uitdrukken en zodoende in een meerjaren begroting opstellen.
Van de andere kant, kan ik duidelijk maken als facilitair bedrijf aan de klant hoe ik gecalculeerd heb en op welke wijze de dienstverlening in rekening wordt gebracht. Sommige bedrijven verdelen de facilitaire kosten aan het einde van het jaar over iedere afdeling aan de hand van vierkante meters kantoor. Andere bekijken het aantal fte's of het aantal werkplekken. Of andere gaan zelfs zo ver dat specificaties worden aangebracht: ze bekijken wat de intensiteit van het gebruik van vergaderruimtes is geweest. Vergaderruimtes doorberekenen aan de hand van bijvoorbeeld een uurtarief. Je kunt dus zover gaan als je zelf wilt.
Daarnaast zijn er organisaties die zeggen, nee we willen dat gedoe niet. Het facilitair bedrijf heeft eigen budget, maar genereert ook eigen geld. Er zijn dan wel interne verrekeningen (soort broekzak/vestzak), maar dat heeft meestal tot voordeel dat je de toegevoegde waarde van het facilitair bedrijf zichtbaar kan maken.

Voor welke kosten is een voordeel behaald?
Dat is onbekend.

Hoe is de kostenreductie berekend?
We starten altijd vanaf een nulsituatie/ijkpunt: wat is de huidige situatie, wat wordt er gedaan en wat kost dit. Je moet een ijkpunt hebben om tijdens het verloop van de procedure te zien wat er veranderd aan de kosten. En vanaf dat ijkpunt wordt er dan gekeken wat er veranderd is. Deze verandering wordt bekeken aan de hand van een schatting, maar kan niet berekend worden.

6. Toekomstige ontwikkeling van service level agreements

Wat is de ontwikkeling van SLAs voor dit bedrijf?
De wijze waarop SLAs worden ingezet, hangt af van het karakter en de cultuur van het bedrijf waarvoor wij werken. Dit zal niets veranderen aan de wijze waarop wij met SLAs omgaan. De manier van opstellen en implementeren zal niet inhoudelijk veranderen of uitbreiden.

Wat moet er veranderen om serviceaanbieders klaar te maken voor een uitgebreidere implementatie van SLAs?
Andere/nieuwe voordelen, zoals: beter kosteninzicht – kostenopbouw product
Beperking van de nadelen, welke: communicatiestoornissen
Anders, namelijk: bepaling van de juiste menscapaciteit
Wat moet er veranderen voor de klanten om op grotere schaal gebruik te maken van SLAs?
Andere voordelen vergroten, zoals: beter kosteninzicht
Beperken van de nadelen, zoals: communicatiestoornissen

7. Algemene informatie

Ziet u nog iets dat helemaal niet aan de orde is geweest om die SLAs in te zetten om de kosten/LCC kosten te reduceren?

Huisvesting is meestal een situatie die voor meerdere jaren wordt gekozen en is afhankelijk geweest van de visie die men op het moment dat het gebouw werd gehuurd of gekocht had. Die visie veranderd. We maken bij grote multinationals mee dat beleid soms in ad hoc-achtige omgevingen worden gecreëerd, dat is jammer. Op zit moment zijn er bijvoorbeeld bedrijven die hun productie capaciteit overhevelen naar Oost-Europa of Azië en die blijven zitten met de huisvesting. Die hebben in de overweging wel meegenomen dat ze dan met te veel huisvesting blijven zitten, maar doen daar vervolgens weinig mee. Sommige bedrijven zitten dan met een zeer grote overcapaciteit aan huisvesting, waar ze de komende periode niet vanaf kunnen. Dat zou in de beleidsvisie die is ontwikkelt wat duidelijker naar voren kunnen komen. We stoken daar de organisaties voor op.

Annex 10 – Interview respondent 5

Welke positie heeft uw bedrijf met betrekking tot service level agreements?
Wij zijn een service aanbieder voor met name de gebouw gerelateerde services zoals: airco, elektriciteit, liften etc. Ook wel de 'hard' services genoemd.

1. Bekendheid met life cycle costing & service level agreements

In welke mate bent u bekend met het begrip life cycle costing (LCC)?
Dat ik bekend ben met LCC komt door de totale waarborg die wij aanbieden. Dat betekent dat wij panden overnemen en het bedrijf deze via een leaseconstructie gebruikt. Hierbij moet je absoluut rekening houden met LCC.

Welke definitie van LCC hanteert dit bedrijf?
De totale kosten bij een project van de investering en ook het gebruik. Het gaat om de gehele periode, tot aan de end-of-lifetime.

Hoe zou u een service level agreement definiëren?
Er wordt binnen ons bedrijf gesproken over SLAs, maar wij gebruiken ook vaak KPIs (Key Performance Indicators). Een SLA bestaat uit aspecten die worden vastgelegd met KPIs. Deze KPIs zijn zaken die door de klant/gebruiker worden aangegeven aan de service provider.

2. Gebruik van service level agreements

Catering & ICT worden door ons niet aangeboden. Gasverbruik en elektriciteit zijn vaak een compleet pakket energiekosten.

3. Start en inhoud van service level agreements

Wie initieert het gebruik van SLA projecten?
Met SLAs werken is toch meer op de output sturen of een meer resultaatgericht contract aangaan. Dat is een beetje afhankelijk van de klant, sommige klanten zijn daar helemaal aan toe, andere klanten nog niet. Ze ruiken er aan, ze zeggen klinkt goed, maar men kan dat 'input-gericht' dan nog niet helemaal loslaten. Dat is denk ik een beetje de kern van dit verhaal, van SLAs en hoe ga je er mee om en kan je er ook daadwerkelijk kostenbesparingen mee bereiken. Dus ja een klant komt daar ook mee, maar dat is afhankelijk van de klant. Uiteraard proberen wij dat ook als contractant of service aanbieder dat zelf aan te dragen. Want het werkt prettiger, want je kan veel beter je expertise gebruiken en dat aanbieden.
Een ander 'begin' wat heel veel voorkomt in de praktijk is dat de eigenaar of klant een adviesbureau inhuurt dat aangeeft dat SLAs een goede actie zijn. Dus alle drie kunnen in mijn optiek vrij frequent voorkomen.

Wanneer wordt het gebruik van een SLA geïnitieerd?
Ja, dat is moeilijk te beantwoorden, want dan ga je er vanuit dat wij als service aanbieder betrokken zijn bij nieuwbouw, maar dat is niet altijd zo. Vaak worden wij als contractpartij betrokken op het moment dat de eigenaar een concrete vraag heeft: ik heb hier een gebouw en dat moet onderhouden worden, doe een aanbieding. Dan zijn we dus niet in dat bouwfase traject betrokken. Dat is lastig te zeggen vanuit ons bedrijf.
Ik heb daar wel een idee over, maar dat is mijn persoonlijke mening. PPS constructies ken je, dat is ontzettend interessant, dat is toch een beetje het ultieme van SLA en LCC. En daar wordt er al in de ontwerpfase nagedacht over SLAs.

Hoeveel tijd kost het gemiddeld om een SLA op te stellen?
De basis van de contracten is meestal ongeveer gelijk, maar er wordt steeds een 'personal touch' aan gegeven. Iedereen contract wordt per klant opgesteld. De daadwerkelijke SLAs, daar zit het meeste werk in. Iedere klant heeft daarbij zijn eigen visie. Vaak is het voortraject, voordat er een getekend contract is, al snel tussen de 3 en 6 maanden.

Wat zijn opmerkelijkheden in verband met de SLA inhoud?
Uitleg service(s)
Een kwalitatieve beschrijving van je services, dat zou ik dus doen met een SLA. Een SLA is een bepaald serviceniveau waar service provider en klant beide mee instemmen.

Maar hoe wordt 98% beschikbaarheid beoordeeld?
Dit is een voorbeeld uit de techniek en in de techniek is het heel simpel eigenlijk, het werkt of het werkt niet. Dus de beschikbaarheid is redelijk makkelijk te meten. Als er bijvoorbeeld een storing is aan de stoomketel en die storing is gemeld, dan gaat de klok tikken en als de storing wordt afgemeld stopt de tijd. De tijd ertussen is de tijd dat de ketel niet beschikbaar was. Dat wordt dan periodiek opgeteld, per kwartaal/per jaar, hoeveel uren/dagen er geen beschikbaarheid is geweest ten opzichte van het totaal. Beschikbaarheid van soft services is misschien wat lastiger. Maar dat is wel echt een SLA of KPI, die zijn vaak wat globaler, terwijl SLAs echt ingaan op het niveau dat er geleverd wordt. Als ik dit zo lees dan zeg ik kwalitatieve beschrijvingen zijn je SLAs.

Prestatieniveau services
Objectief meten is bij veel dingen wel mogelijk, het wordt in ieder geval wel getracht. Soms is het niet eens echt objectief, maar gaat het om een stukje perceptiemanagement. Dat is wat je eigenlijk veel aan het doen bent in facility management.
Verplichtingen klant: Ja, ik vind dat we dat meer moeten doen. Dat wordt wel gedaan, maar kan zeker beter. Dat is vaak lastig, want de klant is koning wordt vaak geroepen. En zeker in het begin van het contract, bij het opstellen, en gaandeweg kom je natuurlijk dat soort praktische zaken tegen. De klant moet er ook in acteren. En dat is vaak gaandeweg tijdens het proces ontstaan. Dus wordt dat in een SLA geformaliseerd, vaak niet, dus vandaar dat kan beter.

Communicatie
Periodieke rapporten overleggen staat er altijd in. En dat is aan de hand van die KPIs.
Ook de eigenaar wil verifiëren of de service aanbieder, wij dus, dat goed doen. Leveren ze de contractuele verplichtingen. Dat is dus ook de manier van toezicht houden, 1 keer per jaar komt er dan een servicebureau/consultancy bureau die ons werk controleren. En dan vooral op technisch vlak, wat is nou de staat van het pand.
Procedure voor aanpassingen hebben we ook. Wij werken met een AFA, een application for approval. Dat is een formulier dat je inlevert dat wordt geaccordeerd en dan kan dat uitgevoed worden.
Een storing of melding hoeft geen probleem te zijn. Wanneer er een soort klacht is, daar is geen van tevoren afgesproken procedure voor. Wat er natuurlijk weer wel is, dat de gebruikers een algemeen service nummer hebben met een meldkamer die alle telefoontjes aannemen en alle meldingen registreren. Dat komt dan in ons management systeem. De hele stroom van meldingen en afhandeling is geformaliseerd. Maar ik vind dat geen probleemrapportage. Een probleem ontstaat pas als bijvoorbeeld de melding of storing niet op tijd afgehandeld is of de gebruiker geen tijdige terugkoppeling heeft ontvangen., die situaties zijn niet formeel vastgelegd.

4. Voor- en nadelen van service level agreements

Wat zijn de voordelen voor de service aanbieder? En in welke mate?
Beter inzicht in activiteiten: uiteindelijk is een SLA contract met goede SLAs, iets dat je terugverdient. Wanneer je de SLAs goed omschrijft is dat makkelijker in het implementatietraject. Aanpassingen zijn ook nodig hierin: de SLA op zich klopt, maar de klant het anders had verwacht, of wij hebben het anders begrepen. Het moet even zinken en synchroniseren voor er beter inzicht is. Dus je kan in de contracten en SLAs heel veel beschrijven, maar die 'finetuning' moet nog plaatsvinden in de implementatie en dat kan zomaar een jaar zijn. Dus als je uiteindelijk kijkt wat zo'n SLA bereikt, dan is het heel fijn om mee te werken, omdat je exact weet wat de meetpunten zijn, waarop gemeten wordt. Betere stroomlijning kan ook zonder SLAs. Tijdsreductie: je moet nog steeds hetzelfde doen, maar is wel groter in discussies. Continuïteit is ook zonder SLAs te bereiken, maar nu misschien iets beter. Minder conflicten door de verheldering van wat er gedaan gaat worden is zeker een voordeel.

Wat zijn de voordelen voor de klant? En in welke mate?
Minder personeel door outsourcen. Beter inzicht doordat zaken zijn besproken en vastgelegd. Minder conflicten en verbeterd contact om dezelfde redenen. Betere controleerbaarheid door het gebruik van KPIs.

Wat zijn de nadelen van SLAs, hoe groot is het nadeel en is dat nadeel vooral ervaren bij één van de twee partijen?
Inspanning ipv resultaatsverplichting: de eigenaar geeft aan dat het service level wat hij wil inputgericht is, zoveel uren of iets dergelijks, dan is het een inspanningsverplichting. Dat is toch wel een groot nadeel voor de service aanbieder. Want dan heeft die service aanbieder minder vrijheid om de expertise toe te passen. Voor de klant uiteindelijk ook weer. De klant gebruikt dan namelijk niet de expertise.

Onduidelijkheid service level/resultaat: Dat is geheel afhankelijk van de houding/attitude van de beide partijen. Het hoeft helemaal geen probleem te zijn, zolang beide zijdes er voor open staan om er over te praten om dat aan te passen/concreter te maken/frequenties te veranderen.
Beheer kost veel tijd: Ja het kost tijd dat je die rapportages moet opstellen. Maar je krijgt er, vind ik, dus veel voor terug. Je hebt transparantie, helderheid en houvast, dus uiteindelijk vinden wij het als bedrijf heel prettig werken. De contacten die wij hebben, zijn minimaal voor 5 jaar, maar vaak voor 10 of wel 15 jaar. En dat kan je alleen maar doen als je een goede relatie hebt met je opdrachtgever. Als je open communiceert en daar hoort periodiek ook gewoon duidelijke rapportage bij. Een SLA helpt daarbij, dat kost tijd, maar je verdient het terug.

5. Kosten reductie en service level agreements

Hoe is de kostenreductie berekend?

Kostenvergelijking tijdens gebruiksfase van situatie met/zonder SLA; historische gegevens zijn vaak beschikbaar bij de klant. Het aangaan en 'fine-tuning' van nieuwe contracten is meestal in de vorm van partnership waarbij de globale kosten historie bekend is bij beide partijen.

6. Toekomstige ontwikkeling van service level agreements

Wat moet er veranderen om serviceaanbieders klaar te maken voor een uitgebreidere implementatie van SLAs?

Beperking van de nadelen, welke: wij kunnen kan reeds "tailor-made" contracten aanbieden, echter beperken van investeringen, qua tijd door overleg & fine-tuning, is bevorderlijk.

Wat moet er veranderen voor de klanten om op grotere schaal gebruik te maken van SLAs?

Andere voordelen vergroten, zoals: Transparantie in de operatie, bijvoorbeeld door concrete / objectieve meetpunten en dito rapportages.

7. Algemene informatie

Afstemmen van kwaliteit en belang van communicatie

Je kan op een gegeven moment, als je het implementatieproject en de synchronisatie voorbij bent, zien dat bepaalde meldingen altijd binnen drie dagen worden afgehandeld. Dat is misschien helemaal niet nodig, je kan de gebruiker ook verwennen. Als die storing altijd binnen 5 minuten is opgelost is het een probleem wanneer het een keer 10 minuten duurt. Dus dat niveau moet je redelijk maken, heel reëel neerzetten en zeker niet overdone. Op een gegeven moment kan je daar ook met je klant over praten. Als er een storing is, moet dat prioriteit 1 zijn, kan dat ook best prioriteit twee zijn? Daar zit een bepaalde reactietijd aanvast, daar kan de klant het mee eens zijn. Dan kan je dat gaan fine tunen en dan is daar voor beide partijen een voordeel, dat je samen bereikt. Jij hoeft minder snel te reageren en de klant betaald minder.

Annex 11 – Interview respondent 6

Welke positie heeft uw bedrijf met betrekking tot service level agreements?
Dit bedrijf is een klant in meerdere omvangrijke SLA contracten. De respondent is vooral bekend met het 'hard' services contract. De andere contracten zijn echter daar waar mogelijk ook beoordeeld voor dit onderzoek.

1. Bekendheid met life cycle costing & service level agreements
In welke mate bent u bekend met het begrip life cycle costing (LCC)?
Het begrip als zodanig is mij onbekend, maar het zal ongetwijfeld te maken hebben met total cost of ownership. Een aspect waarop beslissingen genomen worden tot aankoop van diensten/ middelen/producten.

In welke mate bent u bekend met SLAs?
Bij ons is een SLA onderdeel van een contract. We hebben contracten en daarnaast heb je de SLAs. Daarin zet je eigenlijk de meetpunten. In het contract staan de afspraken en in de opdrachtboeken die daar bij horen staan de aparte SLAs met de meetpunten. Ik kan je een voorbeeld laten zien van een opdrachtenboek. Om het contractueel uit te leggen: we hebben een contract, dat heet een mantelovereenkomst. Daarin zijn alle algemene dingen vastgelegd, juridische aspecten, werktijden, personeel, facturatie. De specifiekere zaken, die worden vastgelegd in een opdrachtenboek. In de opdrachtboeken bewegwijzering, verhuizingen staan weer heel andere dingen dan in gebouwbeheer/ gebouwaanpassingen/terreinonderhoud/energiebeheer. Langs de opdrachtboeken liggen de SLAs, dat zijn de meetpunten van de omschreven opdrachten. De opdrachtboeken geven aan wat gedaan moet worden en de SLAs geven per taak aan hoe dat gemeten kan worden. Je hebt een meetpunt en dan bijvoorbeeld je hebt zoveel afwijkingen dan krijg je vijf punten, zoveel afwijkingen dat zijn 10 punten.

Het is ook mogelijk om contracten met subcontractors op te stellen, maar die moeten eerst bij ons worden goedgekeurd omdat er in het verleden negatieve ervaringen geweest kunnen zijn met een potentiële subcontractor. We hebben onze partijen wel gezegd dat we daar de regie over willen houden, het zijn wel partijen die je in huis haalt. Als een bedrijf zich niet aan veiligheidsvoorschriften houdt, dan zijn wij het uiteindelijk die in de media komen, niet de (sub)contractor. Zo zij er meer zaken die we willen weten: welke veiligheidsvoorschriften, processchema's, bereikbaarheid, dat is allemaal belangrijk voor locatiemanagement. Voor de mantelovereenkomst hebben we een algemene SLA, daarvan controleren we of ze het allemaal doen. En dan pakken we daarnaast 1 van de opdrachtboeken en daarvan lopen we de meetpunten door, daarna calculeren we het aan de hand van de wegingen. Dat tellen we bij elkaar op en maximaal is dat 100 punten. Dat gebeurt bijna niet, maar wel 80 punten. Dat geeft dan aan wat het resultaat is, dat wordt gedaan met een heel berekeningsschema.

We hebben eigenlijk 5 kwadranten: dienstverlening, kwaliteit, processen, HRM, klant. Sommige dingen daarin zijn wel belangrijker dan andere zaken. Sommige zijn ook standaard te regelen. Daar reken je niet heel zwaar op af, veiligheidsvoorschriften daarentegen wegen zwaarder. Het is een levend document, dat af en toe aanpassing nodig heeft.

2. Gebruik van service level agreements
Hoeveel SLAs zijn in totaal opgesteld?
Er zijn hier drie SLAs, één voor 'hard' services, één voor 'soft' services en één voor de leaseauto's. Natuurlijk zijn deze grenzen niet helemaal straks te trekken, maar dat is wel de belangrijkste verdeling.

3. Start en inhoud van service level agreements
Wie initieert het gebruik van SLA projecten?
'Soft' services was het eerste grote outsourcing contract, daar hebben ze veel advies over ingewonnen. Het opstellen is destijds denk ik een beetje in samenspraak gegaan. Je krijgt al die request for proposals binnen en dan ga je een heleboel vragen stellen, dan heb je heel veel input. Daarnaast hebben we hier ook een afdeling procurement zitten. Die hebben heel veel kennis en ervaring, dus dat is ook samen met hen en locatiemanagement opgesteld. Maar ook met input van leveranciers en ik denk ook nog met input van externe partijen qua advies.

Dus de dienstverlener 'soft' services kon ook de eigen expertise nog inbrengen?
Ja, maar ik kan niet zeggen tot hoever, maar het was in ieder geval in samenspraak. Toen eenmaal bekend was welk bedrijf het contract zou krijgen is er samengewerkt om tot een goed contract te komen.
En bij 'hard' services is het eigenlijk net zo gegaan. Als je de contracten vergelijkt dan zie je dat daar veel overeenkomsten in zitten. Het eerste contract heeft wel als basis voor het latere contract gediend. Bepaalde onderdelen blijven hetzelfde, die zijn overgezet. De SLAs zijn wel heel anders. Voor 'soft' services zijn de SLAs heel makkelijk objectief te meten, bijvoorbeeld de keuringsdienst van waren voor de keuken, de VSR voor het schoonmaak werk, de GGD die de keukens checkt. Die meten objectief en zij geven onafhankelijke resultaten.

Hoeveel tijd kost het gemiddeld om een SLA op te stellen? Was het veel voorwerk, met een contract dat compleet werd aanbesteedt of waren er nog zaken die konden worden ingevuld?
Volgens mij was er bij de tender al wel het een en ander duidelijk, maar was er ook nog ruimte voor op het moment dat de partij duidelijk was. Er is nog veel in overleg opgesteld.

Wat zijn opmerkelijkheden in verband met de SLA inhoud?
De SLA's zijn binnen onze afdeling beschreven om de performance van de leveranciers te meten. Onderdelen van het contract zijn als volgt; mantelovereenkomst, deelovereenkomsten, opdrachtboeken, SLA's.

De SLA's zijn beschreven in de vorm van een meting, zoals deze elke vier maanden gemeten wordt. Bijvoorbeeld:

Indicator	Kwaliteit, kwaliteit preventief onderhoud
Weging	9 punten
Score	U, V, O of S

In totaal moet de leverancier een aantal punten behalen om voldoende te presteren. Wanneer men te weinig punten behaald is de malusclausule van toepassing.

4. Voor- en nadelen van service level agreements

Was bij de aanbesteding al heel duidelijk wat er moest gebeuren of was het meer wij willen dit, en hoe dat wordt geleverd is eigen invulling voor de aanbieder? Dus hoe verliep de communicatie over de wensen van uw bedrijf als klant?
In principe was het al redelijk vastgelegd wat er precies moest gaan gebeuren. We hadden kleinere contracten en die vormden een goede basis. Al die contracten zijn min of meer samengevoegd. Je kan je voorstellen dat daar heel veel besparing mee is gerealiseerd, dat is meer dan 20% geweest. Dat is een forse besparing in een groot bedrijf als het onze. Hetzelfde geldt voor 'hard' services, het scheelt een heleboel tijd qua coördinatie. Je koopt de coördinatie nu ook extern in.

Er is aangegeven dat het zowel voor de klant als aanbieder een voordeel is dat de kwaliteit verbeterd. Maar de beleving is anders, was dat ook bij de service aanbieder duidelijk of kwam dat alleen bij u als klant naar voren?
De output is een stuk beter dan toen we allemaal verschillende partijen hadden. Dus de dienstverlening is een stuk verbeterd door met één partij in zee te gaan. De SLA metingen geven aan dat de performance heel erg goed is. Het locatiemanagement ervaart dat echter anders, het is niet zo enorm goed als de getallen uitwijzen.
Maar aan de andere kant is de vraag: het is nu een stuk beter dan toen we het zelf deden, in hoeverre vragen we nu meer dan dat we eigenlijk zouden moeten willen. Zijn de eisen nu niet te hoog en onrealistisch. De mensen van de dienstverleners zitten hier in huis, dat zijn partnerships. De gedachte dat je meer wilt voor je geld, is een beetje de oude traditionele rol van opdrachtgever - opdrachtnemer. Je koopt iets in, dat kan je zelf niet en wil een maximale kwaliteit daar betaal je tenslotte voor. Met een partnership is dat nog steeds zo, maar daar zitten ook weer grenzen aan. Daar zit voor een gedeelte wel een stukje ontevredenheid. Dus de dienstverlening is een stuk beter geworden met de invoering van de SLAs.

Dat is ook de winst van de SLAs?
Door de contracten en SLAs is de dienstverlening beter geworden. Hoeveel beter is lastiger, het is beter dan eerder. Maar de verwachting van het locatiemanagement is soms misschien iets te hoog, dat is goed mogelijk. Dat is een mogelijke oorzaak.

Was het ook een reden om dienstverlening/SLA nu bij een grote partij neer te zetten om al het personeel bij een externe partij neer te zetten? Of was dat al?
Volgens mij waren het allemaal kleine partijen, daarvoor had je meer coördinatie nodig. Locatiemanagement was toen groter, dat is nu gereduceerd. De operationele mensen waren al wel uitbesteedt.

Als ik het goed begrepen heb wist de klant goed wat er gewenst werd, kon dit bij de tender ook goed op papier gezet worden?
Ik kan niet met volle 100% zekerheid zeggen dat ze de constructie zoals we die nu hebben ook al voor ogen hadden bij de aanbesteding. Ik denk dat ze het behoorlijk goed wisten, zoals bijvoorbeeld we willen alle coördinatie uitbesteden, de laag daarboven op nog. Alleen de laatste laag willen we zelf houden.

Zit een stuk van het probleem met de 'hard' services in het ontbreken van externe partijen, dat daar niet onafhankelijke organen zijn die objectief meten?
Er is heel veel tijd en moeite in de SLA gestoken om deze zo objectief mogelijk te krijgen. Je hebt daar natuurlijk altijd wat kennis bij nodig. Wat is normaal voor een verwarming/airco etc. Je hebt daar kennis voor nodig en er is een SLA opgesteld, maar die heeft misschien niet genoeg kennis. In de SLA meetpunten had misschien meer specifieke, technische kennis verwerkt moeten worden.

Op een dag dat de SLA gemeten gaat worden, hebben wij een externe specialist aanwezig. Die meting wordt door hen verricht, zij zijn dan de onafhankelijke partij. Er zijn dan twee personen: persoon één gaat het geheel doorlopen met de mensen van de dienstverlener en persoon twee gaat echt de boeken in. Controleren of dat wat op papier staat ook gedaan is.
De mening van locatiemanagement wordt op deze dagen ook nog gevraagd. We merken nu dat de SLA nu heel erg gericht is op de processen. Hebben de mensen wel fatsoenlijke kleren aan, worden rapporten ingevuld, worden onderhoudsplanningen bijgehouden dat soort zaken, de globale proces dingen. De ontevredenheid bij locatiemanagement zit er in dat ze niet tevreden zijn met de output van het werk. Het kan netter, beter, met beter advies. Die output wordt nu te weinig gecontroleerd en daar moeten we nu meer naar toe.

Is het dan ook meer een input gerichte overeenkomst? Bijvoorbeeld 10.000 uur schoonmaak en niet het moet schoon zijn en hoe je dat doet is de zorg van de dienstverlener?
Het is met name output, maar we kunnen het nu nog niet genoeg meten.
Wat staat er dan bijvoorbeeld in voor liften: het aantal storingen of als er een storing is dan moeten jullie binnen een half uur hier zijn, de normale storingsaantallen.
Het is een beetje uit elkaar getrokken: je hebt de bereikbaarheid en actiegerichtheid, is deze dienstverlener de partij die gelijk actie onderneemt en bereikbaar is bij een probleem. En daarnaast hoe vaak mag die lift in storing staan. Maar dat wordt te weinig gecheckt. Daar is kennis voor nodig en dat is momenteel nog moeilijk.
Er is geen externe partij gewees die deze kennis inbrengt?
Dat is meer conditierapportage. Daar doen we nu te weinig mee, daar moeten we wel naar toe. Daar hebben we vorige week een bijeenkomst over gehad en daar kwam dat ook naar voren. Dat zit er nu te weinig in, er zijn wel wat van die aspecten, maar het kan zeker meer en beter. Bijvoorbeeld: worden activiteiten gerealiseerd binnen afgesproken planning. Dat is meer proces dan output, is ook belangrijk, maar op papier staat dat iets gebeurd, maar in de praktijk is het nog niet te meten.
Was dat ook iets waarvan in het begin niet duidelijk was dat gaat een probleem worden?
Die SLA is natuurlijk opgesteld omdat je een meetmoment moet hebben. Als ik voldoende me kan inleven hoe dat destijds is gegaan, was het heel moeilijk om echt op de output te meten. Puur omdat ze niet wisten wat er zou komen. En met die conditierapportages, zover zijn we nog niet met die NEN. Als die NEN beschikbaar is kan je deze vermelden in de SLA en kan je degene die de conditiemetingen doet laten controleren op die normen. Zover zijn we nu nog niet. Wat konden ze aan het begin van het contract wel meten: procedures. Dat je kan je gelijk heel helder stellen en dat blijft ook belangrijk. Maar die output die konden ze nog niet helemaal meten. Dat veroorzaakt het huidige probleem.
Bij de aanbestedingen was het de output die werd aanbesteedt of toch de input?
In feite zijn het output contracten. Maar soms zit daar wel een spanningsveld in. Het zijn allemaal facilitaire mensen die wel willen weten wat er speelt en de mentaliteit hebben: 'hands on'. Verantwoordelijkheidsgevoel hebben voor de locaties is belangrijk, je hebt nu de SLA metingen, maar het is nog steeds wel prettig om te weten wat er gebeurd.

Er is nu binnen dit bedrijf geconstateerd mbv de locatiemanagers dat de performance beter neergezet moet worden. Hoe is dat eigenlijk gecommuniceerd met de dienstverlener?
Eigenlijk hadden zij zelf al iets van dit is wel extreem. We doen ons werk wel goed, maar dat het negens zijn, dat wilden ze zelf ook niet persé zeggen. Het is een gezamenlijke conclusie geweest.

Lag dit ook aan de werkbaarheid die voor beide partijen moeilijk werd?
Als de SLA uitkomsten extreem zijn, dan ga je kijken hoe dat komt. Zijn ze echt zo extreem goed of is die SLA niet goed. Daar hebben we naar gekeken en je wilt eigenlijk niet dat die extremiteiten er in zitten. Ook wanneer ze slecht presteren, dan moet je hard aan de slag om dat naar niveau te krijgen. Als ze heel goed presteren dan kan je je afvragen of je teveel vraagt, of juist te weinig, moeten zij minder doen, besteden we niet veel te veel geld aan deze partij, terwijl ze het ook voor minder kunnen. Dan ga je praten over kwaliteit.
Er is dus wel mee begonnen, maar de finetuning moet nu nog plaatsvinden?
Ja, die extremiteiten moeten er uit. En een ander voorbeeld: je ziet vierpunt-schalen. Maar of we daar wat mee doen, ik denk niet dat het goed is. Werken volgens deze normering is een uitstekend, voldoende, onvoldoende, slecht krijgen. Als ze een 'u' score, krijgen ze 100% van die score. Bij een voldoende krijgen ze 50%. Dat is een heel groot verschil. Als ze volgens die norm werken, dan is het eigenlijk ja of nee. Dan is het eigenlijk gewoon bij gebruik 100%. Dus dan wordt het wel een negen als je dat bij veel dingen hebt. Dat is het probleem van op die processen meten, dan krijg je hele hoge scores, dat is hier gebeurd.
Zit er ook een spanningsveld tussen uitstekend en voldoende? Ik kan me voorstellen dat bepaalde zaken voldoende moeten zijn, niet uitstekend, maar voldoende.
Eigenlijk is dat nu wel duidelijk, er moeten gewoon voldoende gescoord worden. Maar soms kunnen ze met een 'u' een onvoldoende compenseren. Het is een complex geheel.

Zit er ook een bonus/malus systeem in? Dat als er onder een bepaalde score gescoord is dan wordt er bijvoorbeeld geld achtergehouden of als het juist beter is, dan krijg ze extra's?
In principe geldt dat bij innovatieve voorstellen, bijvoorbeeld LED-verlichting. Wanneer ze daarvoor een goed voorstel neerleggen en het bespaart ons geld, dan krijgen zij daar een deel van. Er zit wel zeker een malusregeling aan. Je kan niet aan de gang blijven met een partij die slecht presteert. Dan moet dat financieel duidelijk worden gemaakt. Dan voelt de partij dat in de portemonnee en wordt er vanzelf iets aan gedaan. En we hebben een gele en rode kaart systeem hiervoor en twee keer geel is rood. En rood is een reden om te kunnen ontbinden.

En hoe gaat het met de balans opmaken?
In feite doen we dit drie keer per jaar. Die vinger willen we wel goed aan de pols houden. Momenteel hebben we een time-out, totdat de SLA goed is. Daarna wordt dat weer opgepakt.

Zijn er ook problemen die heel erg voor de klant een probleem zijn of die juist voor de service provider een probleem zijn?
Op het gebied van de SLA eigenlijk niet. Waar je natuurlijk voor moet waken is dat het voor de aanbieder een nadeel kan worden dat je al die processen van hen verlangd, terwijl die in de praktijk helemaal niet werken. Maar om aan de SLA te voldoen doen ze het toch. Je verlangt dan extra werk en dat is niet iets dat je moet willen. Je gaat dan betalen voor iets dat een façade is. Het moet wel een nuttig werkproces zijn. Verder spelen er niet echt issues. Maar er zijn een paar zaken waarop je moet letten. Bijvoorbeeld geen extra werk veroorzaken.

5. Kosten reductie en service level agreements

Hoe zit het met het contract, er is een A en B factuur. Wordt er dan ook daadwerkelijk betaald voor dat wat ze doen of is het een bepaald bedrag per jaar. We betalen voor schoonmaak een bedrag X en hoe je dat doet is de zorg van de dienstverlener of is het meer van jullie hebben zoveel uur schoonmaak staan en nu is er zoveel uitgevoerd dan krijg je dat uitbetaald?
Wij gaan niet checken of ze wel 5 keer per week de bureaubladen afnemen, maar we krijgen wel de klachten binnen van onze pandbewoners. Er vind ook wekelijks overleg plaats tussen de locatiemanagers en de controlerende organen van de aanbieders. Dus in feite heb je de jaarafspraken waar een bedrag X aan is gekoppeld, dat staat voor het hele jaar eigenlijk vast. Je hebt daarop eigenlijk pas wijzigingen als de basisdienstverlening verandert. Dus die basisdienstverlening controleren we niet constant, daar is ook die SLA voor.

Dus je betaald voor een bepaalde service en gaat dat niet per onderdeel controleren. Wanneer het level voldoende is wordt het dus niet meer verder gecontroleerd?
Daarvoor zijn die eigen organen van de aanbieders, zij controleren wat de partijen doen en of dat volgens het contract is. Dat is hetgeen wat we hebben uitbesteedt. Je hebt geen partnership om dat dan alsnog te controleren. Dat leggen we bij hen neer en de SLAs en de klachten van de bewoners gebruiken we als middelen om te controleren of het goed verloopt. Daarnaast heb je nog een ander middel: benchmarken. Als de aanbieder bijvoorbeeld zegt we moeten echt tien keer per week stofzuigen. Dan ga je daar over praten en je kan dan ook kijken hoe andere bedrijven dat doen. Controle vindt plaats voor zover nodig op noodzakelijke momenten in het jaar.

Was de reden om te beginnen met SLAs de kostenvoordelen of andere redenen, bijvoorbeeld betere kwaliteit.
De reden is eigenlijk kwaliteit verbeteren. En ook voldoen aan de strategie van ons bedrijf, zoveel mogelijk focussen op de core business. En toen speelde het ook in de markt dat heel veel andere partijen ook op deze manier gingen outsourcen. Dus dat is een trend waarin je meegaat. Al met al heeft het dus meerdere aspecten/motieven gehad.

Kosten was dus niet het belangrijkste, misschien indirect via het focussen op core business, maar niet de primaire insteek?
Nee het was niet de hoofdmoot, het was niet puur en alleen kosten, maar het speelt wel mee, want het is natuurlijk een commercieel bedrijf. Het was toch mooi dat die 20% gerealiseerd is.
Is dat puur door de SLA of dat overall contract?
Ja het ontstaat vooral door het bundelen van activiteiten, het schaalvoordeel.
Niet doordat het nu objectief meetbaar is?
Dat is heel moeilijk in kosten uit te drukken. In een gesprek met de leidinggevende kwam de vraag naar voren kan je op een bepaald kostengebied aangeven dat er een direct voordeel is omdat je met een SLA werkt en dat was niet aan te geven. Je maakt afspraken, met meetpunten en je kijkt voldoen ze aan die afspraken. Of je dan van tevoren meer kosten had en dan minder kosten, dat is heel moeilijk.

Wordt de voor en na situatie nog vergeleken? Of is dat geweest en niet interessant?
Daar wordt niet echt naar gekeken, niet wat ik weet tenminste. Er is uiteraard wel gekeken naar de situatie zoals die was en de huidige situatie, maar niet per kostenpost.
De SLA is voor ons eigenlijk een middel en niet zozeer een doel. Het is een middel om te controleren of de prestatie naar behoren is. Het is niet gericht op kostenbesparing. Dat is misschien ook door de contractopbouw. Het contract hangt ook niet alleen op de SLA. Ik zou willen zeggen: door de contracten hebben we die kostenvoordelen gehaald. Puur door dat bundelen en de SLA is daarbinnen echt een middel voor de regiefunctie. Het facilitair service bedrijf (FSB) heeft daar een middel, een mogelijkheid om een vinger in de pap te houden. Het is een hele belangrijke controle maatregel, die zeker financiële gevolgen heeft, want als de aanbieder het werk niet goed doet dan heeft dat financiële consequenties en misschien zelfs wel ontbinding van het contract. De SLA biedt daarvoor goede mogelijkheden.
Het is een soort rapport dat je invult, niet een financieel plaatje, als ik het goed begrijp?
Het is echt controleren wat er gebeurd, op welke schaal is de dienstverlening. Volgens mij kan ik daar geen beter antwoord op geven. Ik heb het mijn leidinggevende ook gevraagd, die is bij alle contracten betrokken geweest en ook hij kon daarop geen antwoord geven. Hij zei ook dat het met name om de kwaliteit gaat, en de kosten waren ook een goede verbetering. Meer dan 20% voordeel is een forse verbetering. Bij het leaseauto contract was het ook nog meer dan 10%.

Komt dat ook omdat er beter centraal over nagedacht wordt, dat niet iedere locatiemanager z'n eigen visie nastreeft. Zit daar voordeel in omdat je beter vastlegt wat je nodig hebt?
Daar zit natuurlijk wel een beetje kostenvoordeel in. Nu wordt er hier over nagedacht in plaats van dat ze dat op die drie locaties apart doen, daar zit dus weer wat schaalvoordeel in. We vinden het wiel uit voor anderen, ipv dat ze dat allemaal zelf doen, daar zit zeker voordeel in. Je hebt een voordeel omdat je met een partij aan tafel zit die weet waarover ze praten. Onze service aanbieders zijn beide in dit wereldje niet de minste. Hier was ook nooit een partij gekozen waarvan we zouden zeggen leuk dat ze het proberen maar ze moeten zich nog bewijzen. We hebben hier gekozen voor partijen die zich al reeds bewezen hebben en die zich nog sterk aan het verder ontwikkelen zijn. Daar zit wel wat voordeel in, maar qua kosten heel indirect. Je weet niet de voordelen doordat je ervaring en kennis in huis haalt.

Je kan niet zeggen dat er nu minder schoongemaakt wordt omdat ze extra expertise in huis hebben, met nieuwe methoden?
Dat is iets waarover je kan overleggen, wanneer de omstandigheden bijvoorbeeld veranderen. Maar verder is dat vrij moeilijk. Je hebt heel veel indirecte kostenvoordelen. Schaalvoordeel, concentratie van arbeid die verricht moet worden, expertise, je hebt alles bij één bedrijf. Schoonmaak en catering kunnen snel schakelen, als dat 2 bedrijven zijn die in elkaars vaarwater zitten, kan je problemen krijgen. Nu gaat die samenwerking beter want ze hebben hetzelfde embleem op het shirt. De pot die gespekt wordt is uiteindelijk dezelfde, dezelfde baas. Daar zitten zeker indirecte kostenvoordelen in, maar die concreet maken is heel moeilijk. Bij 'soft' services zie je nu wel verdiepingslagen: bijvoorbeeld iemand die drie uur komt schoonmaken en eigenlijk meer wil werken. Die laten ze dan rond lunchtijd een paar uur in de keuken werken, omdat schoonmaak vol is. Die verdiepingsslagen hebben zeker een voordeel en ook voor de aanbieder. Daarom wil je ook een partnership: een bedrijf moet er ook zelf over nadenken. Die expertise kan je dan gebruiken.

6. Toekomstige ontwikkeling van service level agreements

Je ziet de verschuiving van decentraal naar centraler bij veel bedrijven. Hier is dat naar mijn idee al ver doorgevoerd, klopt dit?
Hier is echt een hele grote slag gemaakt. Dat was 5 jaar geleden toen ze begonnen zijn met de soft services, dat is een hele zichtbare dienstverlening. Daardoor is dat makkelijker aan te pakken. Al die decentrale, kleinere contracten zijn afgestoten. Er is een tender geweest om te zien welke partijen dit zo groot kunnen leveren, daarbij was ook de controle binnen de eigen bedrijven belangrijken. Onze huidige aanbieder is hier uitgekomen als beste partij. Dat is één van de grootste facilitaire dienstverleners. Dat contract is net weer uitgebreid met een stukje beveiliging. Dus het blijft in ontwikkeling.

Niet alleen binnen ons bedrijf is wat veranderd. Nu is de verdeling ook anders tussen leverancier en klant. Het is een verschil tussen een leverancier en een partnership: een leverancier heeft de oude relatie van jij levert naar onze wensen en dat voor een goede prijs. Bij een partnership gaat het er om dat ook de leverende partij er wat aan verdient. Ze zij tenslotte ook een commerciële partij. De prijzen moeten goed zijn en marktconform, maar niet de ouderwetse inkoper die een leverancier uitknijpt. Dat is totaal niet aan de orde in een partnership. Dan ga je met elkaar rond de tafel om te zien hoe je samen de komende 5 jaar iets goeds kan leveren tegen een correcte prijs voor alle partijen. Je probeert ze scherp te houden, maar wel in een goede relatie.

De oude rol van locatiemanagement is om zelf alle dingen te kunnen regelen. Daar is dus ook een grote omslag nodig. Nu is dat centraal in grote contracten, dus de bandbreedte hiervan is teruggebracht. Ze kunnen veel minder zelf invullen.

Er zit nog wel een stukje escape: we hebben de basisdienstverlening zoals elke dag de bureaus afnemen, voor 'hard' services is dat de verhuizingen onder de 5 werkplekken. Dat is basis dienstverlening waarvoor ze betaald krijgen. Het onderhoud van installaties is ook allemaal vastgelegd. Maar je hebt ook nog veel gebouwaanpassingen of bijeenkomsten waarbij veel catering nodig is. Er is voor gekozen om dat niet standaard bij de 'normale' service aanbieders neer te leggen. Daar heeft locatiemanagement een escape: het heet dan maatwerk en dat kunnen ze andere partijen inschakelen. Dan ga je het offerte traject in en zoek je degene met de beste prijs.

Hoe zie je de combinatie LCC en SLA voor de lange termijn?
Ik was vorige week op een symposium en dat heette 'De facilitect". Onderwerp was precies het spanningsveld tussen de facilitair manager en de architect. De architect wil mooi bouwen, onderhoud komt dan wel. Een beetje moderne architect denkt daar al anders over want die probeert de belangen te bundelen. Je hebt nu het DBFMO (Design, Build, Finance, Maintenance, Operate). Vanuit dat principe zouden we wel gaan werken denk ik als we een nieuw pand gaan bouwen. Als dat pand ons eigendom is, dan wordt er zeker naar gekeken.
Zie je daar ook een link met servicecontacten/SLAs?
Ja, maar niet zozeer met een SLA, dat is echt een middel. Op het moment dat we iets bouwen zal het wel zo zijn dat we bijvoorbeeld de 'hard' service dienstverlener betrekken. Ik kan me niet voorstellen dat die niet worden ingeschakeld.

Is het dan ook zo dat de partij waar nu een goede relatie mee bestaat voor dat voortraject wordt benaderd?
Niet per definitie voor de uitvoering, maar wel om ze vroegtijdig te laten meedenken. Er zal dan naar mijn idee een werkgroep installaties nieuw pand wordt opgezet. Daar kan de aanbieder een rol in krijgen zodat ze kunnen meedenken. Dat soort constructies, waarbij je gebruik maakt van de kennis die je eigenlijk al ingekocht hebt, zijn goed denkbaar. Of zij ook de uitvoerende partij zijn voor de uitvoering dat gaat via een tender project. Daar moeten meerdere partijen bij betrokken worden, ook ivm aanbestedingsregels.

Wat moet er in het gebruik van SLAs veranderen bij de aanbieders?
Die partijen kunnen de kennis heel goed inzetten, zij weten wat normaal is en wat niet. Ook omdat ze contracten met andere bedrijven hebben lopen. Dus ik kan me voorstellen dat daar een verbeterslag in gemaakt kan worden.
Ik kan me voorstellen dat het heel goed is om te leren uit je ervaringen. De problemen uit eerdere contracten alvast slechten in nieuwe contracten. Al gelijk aangeven wat bottlenecks kunnen zijn. Het probleem dat we nu hebben, had misschien voorzien kunnen worden. Het had duidelijk kunnen zijn dat dit te veel procesgericht is en meer output moet hebben. Dat is natuurlijk moeilijk, want elk gebouw is anders. Daar lopen we hier ook tegen aan, we hebben 10 panden en onderdelen van de SLAs lopen in sommige panden beter dan in andere. Leren van ervaringen is wel een punt. Het moet een middel zijn en geen doel, daar moet je echt voor waken. Je moet er voor waken niet door te slaan.

Wat moet er in het gebruik van SLAs veranderen bij de klant?
Misschien meer benchmarken, ik heb dat zelf nog nauwelijks moeten doen. Ik kan me echter voorstellen dat wanneer je meer gegevens uitwisselt, daar heb je al wel bronnen voor daar niet van, maar ik denk dat het geld kan schelen. Maar wederom, ik denk dat het best al veel gedaan is in het tendertraject.

7. Algemene informatie

Partnerships
De grotere contacten bij ons zijn partnerships, coördinatie is hierbij een belangrijk aspect. Om een beeld te hebben hoe dit werkt volgt hierover extra informatie.

Doen de bedrijven dan zelf ook de coördinatie of zitten daar andere bedrijven tussen die de contracten/bedrijven controleren?
Het mooie van de grote contracten is: de service aanbieders hebben zelf een management tussenlaag. Dat is hun eigen orgaan die aangeeft deze controlerende diensten voor ons te kunnen doen. Zij bekijken het contract en gaan dat managen/controleren. Het is dus een partnership: je geeft heel veel uit handen, maar dat doe je op basis van vertrouwen, maar natuurlijk ook op basis van controlemiddelen, zoals een SLA bijvoorbeeld.

Het zijn dus meerdere lagen, die zoveel mogelijk bij een externe partij zitten. Behalve dan het strategische deel en de uiteindelijke eindcontrole?
Als het kan is alles bij een externe partij ondergebracht. Alleen de eindverantwoordelijkheid en controle ligt bij FSB, maar wel heel erg in samenspraak.
Het FSB zelf bestaat uit contractmanagement en dan hebben we locatiemanagement. In totaal hebben we tien panden, en die zijn opgedeeld in drie regio's. We hebben de locatie Amsterdam met vier gebouwen. We hebben Arnhem, met één pand en dan hebben we nog een pand in Den Haag en het locatiemanagement daar beheerd ook Helmond, Waalwijk en Zwolle.
Die locaties hebben een locatiemanager en die heeft de accountfunctie: deze heeft contact met de klant, geeft aan wat de behoeftes zijn en wat geregeld moet worden. Zij zijn dan ook vaak operationeel in gesprek met de aanbieders om dat dan ook te regelen. Zij zijn de tussenpartij tussen de afdelingen en de serviceverleners, de accountfunctie. Soms wel de 'oren en ogen in het veld' genoemd. Daar komt heel veel informatie vandaan en zij schakelen contractmanagement in wanneer ze denken dat er een contractuele verandering in het verschiet zit. Ze kunnen ook zelf zaken aangeven die anders moeten en dat wordt dan met contractmanagement gecheckt en dan kan het veranderd worden.

De contracten worden dus allemaal hier beheerd en de locatiemanagers kunnen dan bij contractmanagement de input brengen?
Ja, het is heel centraal op één plek, maar de oren en ogen zit decentraal in het veld. Hier is dus alleen het contractuele deel gevestigd, maar dan wel voor alle vestigingen.

Hoe verloopt de toetsing?
Je hebt partnerships, je hebt dus het hele jaar door overleg over het contract. Maar dat wil je natuurlijk ook gaan toetsen en het liefst zo objectief mogelijk. Het zijn namelijk grote contracten, met grote belangen en dat moet getoetst worden. Daar hebben we drie methoden voor:

- De **klanten** zelf, onze medewerkers. (heel belangrijk!) Maandelijks sturen we een email enquête naar 200 mensen. Dit wordt gedaan door een onderzoeksbureau, die ook zorgt dat mensen maximaal eens per jaar benaderd worden. Daar komt ontzettend veel informatie vandaan en deze controle willen we dan ook uitbreiden. Voor bijvoorbeeld 'soft' services is dit heel makkelijk te meten: iemand komt binnen en ziet de receptie, hierover kan hij/zij gelijk een mening vormen. Soft services is een makkelijk te meten dienstverlening met enquêtes. Maar voor 'hard' services, de technische aspecten is dat veel moeilijker te meten. De toiletten moeten het bijvoorbeeld gewoon altijd doen, wanneer ze het niet doen is dat een probleem. Dat is constante diensverlening en dat is moeilijk na te vragen. Je kan dan alleen peilen of het aantal storingen niet te veel is. De services worden dus uitgebreid gevraagd bij de klanten, maar de technische aspecten zitten hierin nog niet verwerkt. Voor de technische aspecten is nog verbetering nodig.
- (Klant) **Tevredenheidsonderzoek van de locatiemanagers**. Want die werken natuurlijk heel veel met de uitvoerende partijen en de coördinerende rol daartussen. Deze mensen zitten in het veld en het is belangrijk hun meningen te horen en daar mee aan de slag te gaan.
- Daarnaast hebben we de **SLA metingen**, die we zo objectief mogelijk proberen te houden. Dit staat op papier, bijvoorbeeld aantal storingen.

Wat is de verdeling eigenaar/gebruiker? Wordt het onderhoud in alle gevallen door dit bedrijf zelf gedaan of hangt dat af of het in eigendom is of gehuurd wordt?
Onderhoud wordt ook weer met de eigenaar afgesproken. We hebben verschillende eigenaren, met verschillende contracten. De contracten met de dienstverleners zijn dan weer gesplitst in huurdersdeel en eigenaarsdeel. Huurdersdeel hebben we altijd en eigenaardeel in afspraak. Daar zie je ook bijvoorbeeld dat de service aanbieder een goede coördinerende rol heeft. Zij geven bijvoorbeeld aan dat iets al in het huurcontract staat, dan hoeft dat er niet bij. Dat kan er dan uit gesleuteld worden, scheelt geld en is een aanpassing van de basisdienstverlening. Dat is ook onderdeel van een partnership.

Het is een gezamenlijk doel nastreven, de aanbieders willen dit contract behouden. Ze kunnen iedere maand die A factuur verzenden en dat is een vast gegeven voor de omzet. Dat is een partnership en inkomen voor jaren. Je gaat het niet aan voor een paar jaren, maar minstens voor 5 jaren. Met de intentie om dat te verlengen. Voor de bedrijfsvoering is dat een goede basis met meerdere van dat soort contracten, dus die wil je behouden. Je hebt dus een gezamenlijk belang: zij willen het contract veilig stellen en daarvoor moeten ze de klant, dus ons, tegemoet komen. Continuïteit en kwaliteit matcht.

Twee jaar terug is het wagenpark uitbesteedt. Zijn er nog andere zaken die uitbesteedt worden?
Nee dat zou dan echt zijn wanneer er services door FSB aangeboden gaan worden. ICT is nu bijvoorbeeld een zaak van de ICT afdeling, wanneer dat bij FSB komt, gaat dat misschien ook in een SLA contract. Nu hebben we geen inzicht in de ICT contracten met bijvoorbeeld IBM en KPN. Daarnaast hebben we natuurlijk kleinere contracten, met bedrijven die maatwerk voor ons leveren. We hebben een milieucoördinator, dat is dan weer meer inhuren van personeel. Ik zie het niet zo snel dat er in de kleinere contracten een concentratie plaats kan vinden. Maar dat is mijn mening, misschien dat een collega dat anders ziet.

Nieuwe contractvormen is iets dat je veel hoort in deze context, bijvoorbeeld Design-Build integratie, maar hoe zie je dat zelf?
Als je dat zo bekijkt, dat was ook de discussie vorige week bij dat symposium. Je gaat dan eigenlijk contracten aan voor bijvoorbeeld 30 jaar, je neemt een aannemer waarmee je voor wel 30 jaar een relatie aangaat. Hij bouwt het voor je, maar onderhoud het ook vele jaren.
Dat zijn enorme contracten. Nu hebben we contracten van 5-7 jaar en dat zijn al enorme contracten. Dat kost veel tijd om die contracten te onderhouden en opstellen.
Je krijgt met dit soort grote en omvangrijke contracten een soort afhankelijkheid, als je 30 jaar met iemand gaat werken, dan heb je een nog grotere afhankelijkheid. Ik weet het niet, maar ik heb er een hard hoofd in. Bedrijven kunnen failliet gaan, focus kan veranderen. Hoe zit het bij opzeggen, hoe zijn garanties geregeld voor installaties. Daar hangen zoveel aspecten aan vast, contracten voor 30 jaar klinkt interessant, maar er zijn wel veel haken&ogen. Het lijkt heel mooi, maar misschien een brug te ver.

Sommige zijn voor, dat zag ik vorige week ook tijdens het symposium, maar de meerderheid staat met argusogen te kijken of het wel een goede ontwikkeling is. Het klinkt absoluut leuk, en het speelt in de publieke sector bij ziekenhuizen en scholen zeker een rol, maar voor commerciële bedrijven is het anders. Voor de overheid kan ik het me nog voorstellen, dat is een andere situatie dan de commerciële sector. Dat onderscheid mag zeker gemaakt worden.

De overheid behoudt dezelfde belangen in een langere periode. De focus van bedrijven kan ook eerder veranderen. De overheid moet toch primair de belangen van de burgers behartigen.
Ja precies. Je moet hier echt inspelen op de economie. Die schommelt ook, iedere paar jaar is er een dip en je legt jezelf dan wel heel erg vast voor een enorm lange periode.
Misschien dat je kan meenemen onder welke voorwaarden het wel kan werken, dat kan een verdiepingsslag zijn. Als je bijvoorbeeld gas goed kan beleggen/afspreken. Maar ja wat zijn de grote factoren, dat is moeilijk. Je hebt vaak bedrijven die onder de mantel van een nog veel groter bedrijf werken. Dat zijn dan hele grote jongens en daar kan je wel een soort van stabiliteit uit verwachten boven wanneer ze alleen als dienstverlener functioneren. Er is nu een ander overkoepelend orgaan om op terug te vallen. Maar ja aan de andere kant, hoe vaak gebeurt het niet dat bedrijfsonderdelen worden afgestoten.

Het is lastig om die verhoudingen goed te houden? Hoe kan dit anders?
Ik geloof dan meer in een hele goede samenwerking tijdens het bouwproject zelf. Dat je dan de facilitair manager aan tafel hebt zitten en hem laat meepraten. Dat is nu nog vaak niet het geval. Zeker 10 jaar geleden werd dat heel weinig gedaan. Destijds werd er vloerbedekking neergelegd waarvan de facilitair manager bij voorbaat had kunnen aangeven dat het snel vies zou zijn. Plafonddelen waar veel stof op blijft liggen. Dan kan je voorzien dat er binnenmilieu problemen ontstaan. Een facilitair manager kan daar heel goed een visie op los laten. Daar zijn dan veel voordelen te behalen door een goede materiaalkeuze.

Dus het moet niet in de contracten gezocht worden, maar meer in de lange termijn denkwijze. Gelijk denken dit gebouw stat hier 50 jaar, hoe gaan we dat handig en praktisch doen voor die totale 50 jaar?
Ja ik denk dat het heel belangrijk is facilitair managers eerder te betrekken. Ik sprak laatst een college, die is facilitair manager, die zei ook dat hij bij oplevering van het pand de sleutel kreeg. Daarvoor was hij niet betrokken, het gebouw stond er dus al. Naar mijn idee mis je dan echt een goede kans. Het is jammer, want je verliest er heel veel mee. Je wilt dus geen wit geschilderde muur, maar minimaal afwasbaar behang. Iemand moet dat echter wel melden, daarvoor moet die facilitair manager aan tafel.

Annex 12 – Interview respondent 7

Welche position hat Ihre Unternehmen in bezug auf DLV?
Service anbieter

1. Bekanntheit mit Lebenszykluskosten (LZK) und Dienstleistugverträge (DLV

Wie bekannt sind Sie mit LZK?
Ich habe eine Vorstellung davon was LZK sind, aber ich weiss nicht die Details zu LZK. Bei uns gibt es nicht ein eindeutiche Verbindung zwischen LZK und DLV. In ausnahme fällen nutzen wir LZK. Im moment bin ich bei ein Vertrag für Medientechnische Anlagen bezogen, dar spielt die Lebenszyklus für die Geräte eine wichtige Rolle. Aber es ist seltener und untergeordnet.

Sehen Sie noch eine Entwicklung für LZK?
Meine persönliche Meinung ist: alle Dienstleistungen werden nicht nach LZK beurteilt. Zumindest bei uns ist es so das die meiste Gebäudes schon bestehen, dann ist LZK nicht mehr mit zu nehmen. Es gibt sehr wenig Neubauten, was ich weiss waren es die letzte 6 Jahre 2-3 Neubau Projekten. Im moment ist auch wieder ein in Entwicklung, die andere Gebäudes sind sehr viel älter und da sind LZK nicht betragtet.
Ab 2000/2001 ist angefangen die Gebäude wirtschaftlich zu beurteilen, mit alle mögliche Facetten. Für diese Zeit hat es das nicht gegeben, weil die Unternehmensstruktur eine volkommen andere war. In 2000 hat die Konzentration von Facility Management statt gefindet, für diese Zeit waren es viele kleine Abteilungen die das gemacht haben. Die Servicegesellschaft Grundung ist etwas von die letzte Jahren und es ist auch noch in Entwicklung bei viele andere Unternehmen.

Wie definieren Sie DLV:
Das ist von de Gesamtsituation abhängig.
1: Es gibt mit der Konzerngesellschaften so genannte Rahmenverträge. Die werden durch unsere Juristen gemacht. Und unter diese Rahmenvertrages oder als Bestandteil diese Rahmenvertrages gibt es die Term Sheets. In diese Term Sheets stehen der Details (service level, preis, reviews, etc.) die verschiedene Service Bereichen. Dafür brauchen wir nicht die Juristen, aber es gehört zu den Rahmen. Es ist ein Teil der Struktur des Rahmenvertrags.
2: Es gibt nicht mit alle Konzerngesellschaften diese Rahmenverträge. Dann muss ich ein Kompletten Vertrag herstellen, ein so genanntes Servicevertrag, wo die dingen die sonst in Rahmenvertrag definiert sind, auch noch mal enthalten sind. Das mache ich auch, an hand von Erfahrung da ich weiss was normalerweisse in ein Vertrag steht. In sonstige Fällen habe ich Rücksprache mit denn Juristen.
3: Externen: Wir haben auch externe Kunden die nicht zu unseres Konzern gehören. Es gibt Gebäudes wobei ein Teil durch uns gemietet ist aber zum Beispiel auch ein Etage durch ein Anwalt. Der möchte seine Etage auch gereinigt haben und dann mussen wir mit Ihn ein Vertrag machen. Diese Vertrag mach ich dann auch selber. Alle Bestandteilen mussen dann auch wieder darin sein. Mann muss das dann noch mal genau anschauen für zum Beispiel die: Verpflichtungen, Haftungen, Verbindlichkeiten, Zahlungen. Das muss alles gut berücksichtigt werden. Auch da gillt wenn ich meine das eine Jurist das anschauen muss, dann gebe ich es weiter. Es geht hier um ein Externe Partei und dann ist ein Richtiges Vertrag sehr wichtig.

Die Term Sheets sind für die unterschiedliche, praktische Einfüllung das Vertrag. Die algemeine Information steht in Rahmenvertrag oder in Servicevertrag wenn kein Rahmenvertrag da ist. In Rahmenvertrag stehen die Vertragsparteien, algemeine Beschreibungen, Haftungen, Zahlungsbedingungen, solche sachen.

2. Gebrauch von Dienstleistungsverträge

Wenn ist diese Unternehmen angefangen mit DLV?
In Oktober 2000 ist das Konzern umstrukturiert worden und ist das Holdinggesellschaft gegrundet worden. Dann hat mann angefangen das Facility Management anders ein zu richten. Aber der erste Rahmenvertragen waren fertig in 2001. Ab diese Zeit gibt es diese Regelungen.

Welche Diensten sind festgelegt in SLA, wie häufig und mit welche Partei?
Wir machen die Vertragen nicht für alle unsere Gesellschaften. Für die Führungsgesellschaften machen wir das fast immer, deshalb habe ich das hier eingefüllt. Diese Antworten gehen dann auch nur über die grosse Führungsgesellschaften. Es gibt auch einige Gesellschaften die das Komplett anders machen für sich. Das quantifizieren die exakte anzahlen ist schwer, aber für die Gesellschaften für wem wie das machen sind diese der Resultaten.
Da sind auch noch andere Dienstleistungen die wir erbringen die zum Büro und Gebäudeservice gehöhren. Das sind die Bodendienst, die Kopiergeräte, die Poststellen, Archivirung. Und die Objektschutz ist auch sehr wichtig, dann geht es um Pförtner, Zutrittsystem. Das gehört auch noch zu unsere Dienstleistungen.

Was ist das Unterschied zwischen Instandhaltung Geräte/Heizung/Elektrizität und die andere Services in Relation zu dem Partei?
In der Regel gehört das zu das Gebäude und die Gebäudetechnik. Und normalerweisse ist es so das Elektrik und Heizung zu das Gebäude gehören. Der Mieter spricht der Eigentümer darauf an das er verantwörtlich ist das es gut funktioniert. Es kann in ausnahme fällen sein das ich als Mieter etwas änderen möchte, Klimatechnisch zum Beispiel, dann fragt er das nach. Aber generel können wir sagen das Heizung und Elektrizität gehöhren zum Gebäude und ist angelegentheit der Eigentümer. Von daher beantragt er uns in die Regel, er macht die Installation, Instandhaltung etc.

3. Anfang und Inhalt DLV

Welche Partei(en) initiieert (initiieren) das gebrauch von DLV?
Es kommt vor das die Kunde zu uns kommt und sagt: wir mussen das mal regeln. Wie möchten zum Beispiel gerne Medientechnik so und so gestalten. Dann kommt der jenigen aus der Servicebereich zu mir und sagt: der Kunde 'X' möchte gerne etwas festlegen, wir mussen ein Vertrag machen. Dann Frage ich ein paar Dingen ab, und mache ein ersten Entwurf. Dieses Entwurf bespreche ich mit den Servicebereich. Dann kann das noch geändert worden und haben wir ein Vertrag das eventuel noch nach unsere Chef geht. Manchmal ist das aber auch mit Ihn vorbesprochen und hat er gesagt das es oké ist. Dann geht das Entwurf an die Kunde, der guckt es sich an und sagt was er noch anders möchte. Dann kommt es wieder bei mir und ich ändere das Vertrag. Dann mach ich das Vertrag Unterschrift fertig und können alle Parteien Unterschreiben.
Aber ich habe auch in diese Vertragen die Servicebetreib als Initiator. Dann kommt der Leiter der Gastronomie zu mir und sagt das ein Vertrag nutzlich sein könnte.
Oder es gibt noch ein dritte Variante aber der ist seltener. Ich schaue ungefähr einmal im Jahr die Umsätze an die wir in die Servicelines machen mit der verschiedene Gesellschaften. Wenn da ein höhere Umsatz in eine Serviceline oder in ein Servicebereich gemacht ist, gehe ich auf diese Servicebereich zu und frage das nach. War es ein einmalicher Aktion oder mussen wir vielleicht ein Vertrag machen wenn das ein kontinuierliche und umfangreicher änderung ist. Einmal pro Jahr schau ich ob Handlungsbedarf notwendig ist oder das alles in Ordnung ist.

In welche Phase ist das gebrauch von DLV initiieert?
Auch bei Bauarbeiten und gleich nach die Bau passiert es das DLV aufgestellt worden. Aber das ist seltener da wir nicht oft Neubau haben. Weitaus die meiste Verträge werden aufgestelt wenn ein Gebäude in Betrieb ist.

Wieviel Zeit kost das aufstellen DLV normalerweise?
Das ist sehr unterschiedlich. Von der ersten gedanken das ein Vertrag gewünscht oder notwendig ist, von wem das Initiativ auch kommt, vergeben mindestens drei Monate. Weil es in ein Konzern auch Abstimmungsbedarf gibt. Möglicherweise ist die Leistung vor der Unterzeichnung erbracht worden und Teilweisse auch bezahlt. Es kann auch länger dauern, das längste was ich gesehen habe waren anderthalb Jahren. Das war dann auch ein sehr kompliziertes fall. Ich bin auch nicht bei alle Besprechungen dabei, das hängt zum Beispiel ab von die Komplexität und auch von der Ortlichkeiten.

Aufmerksamkeiten Inhalt von ein DLV
Wie länge lauft ein DLV normalerweisse?
Die ersten DLV waren für zwei Jahren. Die Vertragen die nach 2005 abgeschlossen werden, gelten eigentlich auch für zwei Jahren. Für diese Vertragen gab es viele Besprechungen über Service level und Preise. Die Vertragen haben keine begrenzte Laufzeit mehr, aber die Preise sind auf zwei Jahren begrenzt. Das wäre in Sommer dieses Jahre vorbei gewesen, aber mann hat sich aus unterschiedliche Grunden sich im Moment darauf verständigt diese Preise noch weiter zu behalten.

Die exakte Laufzeit kann ich dann auch nicht sagen. Es gibt auch immer Umstrukturierungen und Kostensenkungs Programmen in Gesellschaften und von daher kann ich da in Moment nichts zu sagen. Die Verträge sind in der Regel unbefristet, aber die Preise gelten für circa zwei Jahren. Besondere Bedingungen können aber anders sein.

Das Service Niveau ist festgelegt in Term Sheets, wie werd das kontrolliert?
In Term Sheets is festgelegt was tun wir, mit die Details wie zum Beispiel Öffnungszeiten, Ansprechpersonen, etc. Da gibt es mehrere möglichkeiten: Auf jedem fall werden die Mitarbeiter sich sofort melden wenn die Kantine nicht geöffnet ist wenn das so sein sollte. Das Konzerngesellschaft zahlt auch dafür das es zo betrieben word wie im Vertrag steht. Die werden sich dann sicherlich melden wenn etwas anders läuft. Die Kunde meldet sich dann bei Servicebereich und fragt warum eine Leistung nicht ausgeführt ist. Das ist beine Kantine relativ einfach.
Aber bei andere Leistungen ist das schwieriger da der Kunde es nicht gleich bemerkt, so wie Gebäudetechnik. Dann mussen wir selber ganz genau darauf achten. Wir haben die Verantworung das es richtig funktioniert und mussen das dann auch gut nachschauen. Natürlich gibt es auch da Massnahmen zum Kontrolieren ob das was im Vertrag steht erbracht ist. Dafür haben wir Qualitätsmanagement, das für ungefähr einem Jahr geändert ist zum eine Zentale Funktion/Abteilung wie Facility management. In die vergangenheit gab es das auch, aber es ist im Moment verbessert mit EDV ünterstutzung.

Wie gehen Sie um mit Vertraulichkeit?
Wenn ich zum Beipiel mit das Konzerngesellschaft ein Vertrag über die Medientechnik herstell dann ist dieser Vertrag bei uns nicht Vertraulich. Wir gehen damit nicht vertraulich um, aber wir geben das Vertrag mit das Konzerngesellschaft nicht ohne weiteres an die andere Abteilungen in unseres Gesellschaft. Ich gebe aber auch nicht jede Mitarbeiter das Konzerngesellschaft dieses Vertrag. Es ist immer der Frage wer ist berechtigt dieses Vertrag zu sehen, zu bekommen. Wie der Kunde darüber entscheidet, wir er das Vertrag verteilt, das weiss ich nicht, das ist seine Verantwortung. Von meine Seite werden die Verträgen nur an die Menschen die darmit beteiligt waren gegeben oder mit Rücksprache mit der Kunde weitergegeben an andere Menschen. Sie haben eine gewisse Vetraulichkeit aber stehen nicht in eine Komplett gesicherte Schrank. Und wichtig ist: die Preise für gleiche Leistungen sind für alle Gesellschaften unsere Firmen gleich. In soferne ist da die Vertraulichkeit nicht notwendig. Es gibt natürlich auch andere Dienstleistungen die für ein Gesellschaft sind aufgestellt, da muss mann vorsichtig mit die Preise umgehen. Die Stundenbetrage stehen fest, aber die Totalsumme kann jedes mal anders sein, abhängig wass gebraucht ist. Die Basispreisen sind für alle gleich und kennen auch alle, aber es ist nicht zo das Sie alle für Umbau arbeiten das gleiche zahlen. So Vertraulichkeit ist nicht notwendig, aber etwas zu beachten.

Wie sind die finanzielle Aspekten gesichert?
Wir haben irgendwo in das Vertrag stehen das die Service Anbieter Verpflichtet sind die Leistung so zu erbringen wie ins Vertrag steht und das der Kunde dann verpflichtet ist das ab zu nehmen und zu zahlen. Natürlich gibt es an die ein oder andere Stelle mal Unstimmigkeiten über die Leistungserbringung, aber das ist relativ selten. Wenn doch etwas nicht gut geht dann werd darüber gesprochen, das sind ja in die Regel auch Konzernkunden. Mann kennt sich dann auch über die Jahre und gehört grundsätzlich zu dem selben Konzern. Das darf mann nicht vergessen und macht es ein bisschen einfacher.

Handelt es sich hier um ein Inputvertrag oder ein Outputvertrag?
Da sind wir gerade in Umbruch bei das Thema Reinigung. Da gab es bisher ein so genannte Leistungverzeichnis, wo aufgefürt werde das die Toiletten jeden Tag gereinigt werden mussen, die flüren gewisst, ein mal in die Woche die Bodenfläche saugen, etc. Man geht aber jetzt zum Ergebnissorientierte Verträge über. Darüber sind wir in Gespräch mit die Fremddienstleister: wie kann es Ergibnissorietiert hergestellt worden und ist das Qualitätsmanagement sicher zu stellen. Das ist noch nicht umgesetzt, aber die Diskussion läuft. Ob das auch über andere Produkte zu übertragen ist, ist die Frage. Bei Gastronomie haben wir etwas gleiches: da wert Essen zu verfügung gestellt, das ist in dem sinne Ergebnissorientiert. Also das ist von Produkt zu Produkt unterschiedlich. Da sind auch einige sachen die wir einfach tun mussen, zum Beisiel der Aufzug einmal pro Jahr warten. Das muss gemacht werden und dann ist ein Ergebnissorientiertes Vertrag nicht wertvoll.

4. Vor und nachteilen DLV

Algemeine Information Vorteilen

Das bewerten der Vorteilen ist eine schwierige Frage da 98% der DLV innerhalb das Konzern hergestellt werden und zum anderen, viele Leistungen werden vorher auch schon erbracht. In 2000-2001 ist es Zentral geregelt, aber vorher gab es natürlich auch Facility management. Das macht es etwas schwieriger zu bewerten.

Ein generelles Vorteil ist: mann hat sich mal zusammen gesetzt und hat klarheit darüber welche Leistungen der Kunde braucht und welche Preis ist er bereit dafür zu zahlen. Sich dar mal über zu unterhalten war ein grosses Vorteil, die erbrachte und gewünschte Leistungen sind dann klar. Mann bekommt dann deutlichkeit über Leistung und Preis. Die Preisen waren vorher auch nicht klar, die einzelne Teilen werden nicht bewertet. Das ist auch ein Vorteil von die Kommunikation, da eine deutlichere Kostentransparenz hergestellt worden ist. Alles das mit Kalkulation der Preisen zusammen hängt, hat mann mit die aufstellung DLV besprochen.

Kostenvorteil nur in die Sinne das Transparenz herrst, das deutlicher ist was die Leistungskomponenten uberhaupt kosten. Ob die dadurch billiger sind kann ich nicht beantworten. Kostenvorteil möglicherweise bei Kunde da er jetzt siehst was die Leistungen kosten und dann siehst das er etwas nicht braucht wenn es soviel kostet. In soferne kann er ein etwas anderes Kostenmanagement betreiben und das Service level etwas änderen. Er hat dann ein Kostenvorteil, aber nicht auf Grund das Vertrages an sich.
Das DLV ist nicht die Grund für Kostenvorteilen, die Kommunikation und die Transparenz machen klar was mann braucht und was mann zu viel bekommt und zahlt. Aber es ist nicht die Festlegung von Service Levels die es billiger macht, es könnte auch ein anderes Vertrag gewesen sein wobei die Kommunikation und Transparenz zunimmt. Das DLV gibt ein besseres Einsicht da mann exakt siehst was mann bekommt fürs Geld.

Auch kann mann sich verständigen über wie der Service hingebracht werd. Der Service Anbieter kann seine Expertise einsetzen und sagen das etwas anders gemacht worden kann, so das es billiger ist. Auch hierbei ist die Kommunikation wichtig.

Wichtig für die Kosten ist das Benchmarking. Wir schauen nach was andere Unternehmen machen und versuchen damit unsere Kosten ein zu schätzen. Das bietet die möglichkeit eine Optimierung zu erreichen. Benchmarking waren die Orientierungspunkten in die Preisverhandlungen, wir wussten was andere Unternehmen dafür zahlen/fragen. So haben wir auch die Kosten an einige Stellen senken mussen. Aber auch das hängt nicht unbedingt zusammen mit ein DLV. Das musste ohne DLV auch änderen, da mann anders zuviel bezahlt für Dienstleistungen.

Es geht um die Kombination Kosten und Service Level: die Transparenz und Kommunikation ist sehr wichtig. Dann kann entscheiden werden ob mann ein Leistung braucht und welches Service Level gewünscht ist und mit welche Kosten das zusammen hängt. Die Überlegung zwischen Kosten und Qualität kann besser stattfinden, da umfangreichere Kommunikation und Transparenz erreicht ist.
Kostenvorteilen sind dann auch: Transparenz, Kommunikation, Benchmarking.
Kosten sind wichtig aber es ist nicht der Auflöser für ein DLV. Ein DLV werd nicht abgeschlossen um Kostenersparnisse. Aber Kosten sind wichtig und mussen beachtet werden.

Sind die Mitarbeiter für zum Beispiel Gastronomie eigene Mitairbeiter oder von Fremdfirmen?

Das kann beides: in sowohl die Gastronomie, Reinigung und Technisches facility management setzen wir eigene Mitarbeiter als auch Fremdkräften ein. Bei Reinigung sind es ausschliesslich Fremdkräften und bei das weitere ist es von Produkt und Standort abhängig.

Nachteilen: Anstrengungsvertrag an stelle von Resultatsvertrag geht um das unterschied zwischen: ich versuche so schnell wie möglich ein Problem zu lösen oder ich habe in eine Stunde das Problem gelöst. Ist es ein problem das richtig zu formulieren?

Das hängt zusammen mit das Ergebnissorientierte Vertrag. Das ist sicherlich von Produkt zu Produkt unterschiedlich. Es gibt Kennzahlen in das Vertrag die sagen was geleistet werden muss. Zum Beispiel ein Anruf muss innerhalb 30 Sekunden angenommen werden und das werd auch überprüft. Das ist ganz klar und kann einfach geprüft werden. Es gibt bei einige Punkten ganz klar wie es ausgeführt werden muss und wie das überprüft werden kann bei Qualitätsmanagement. Aber das geht nicht für alle Produkten.

Nachteilen: Ist das ein Problem wenn services nicht so objektiv formulierbar und messbar ist?
Ich denke es gibt einige bereichen wo es schwerlich so messbar zu formulieren ist. In der Gastronomie zum Beispiel, wenn schmeckt das Essen? Da sind einige Preiskategorien, das ist zu prüfen, aber Geschmack ist nicht objektiv Prüfbar. Aber regelmässig finden Gastbefragungen statt, die füllen eine Zettel aus und dann kann die Gastronmie bewertet werden. Das sind dan die Kunde die Gastronomie die das bewerten und das wert auch veröffentlicht. Dann können aller sehen ob die Kundenzufriedenheit zugenommen hat oder nicht. Da versucht mann mit diese Kontrolle eine gewisse objektivität zu erreichen. Wo es möglich ist versuchen wir objektive massnahmen, das helft beide Parteien. Aber an einige Stellen ist es ganz schwierig. Dann sind die Kunden sehr wichtig und versuchen wir diese Kommunikation gut zu gestalten. Das es ein Konzern ist, ist vieilleicht auch ein Vorteil. Die Kommunikation geht einfacher und alle haben Interese daran das die Qualität stimmt. Natürlich hat jede seine eigene Ergebnis, aber es ist auch ein Konzern, das macht die Situation ein bisschen änders.

Nachteilen: Die Kontrolle von DLV werd oft Zeitlich genannt, ist das hier auch ein Problem?
An die ein oder andere Stelle ist Kontrolle erforderlich, weil wir bestimmte Komponenten auch in das Vertrag haben. Das ist aber glaube ich der geringere Teil, am sonsten gab es vorher auch die Diensten. Früher war die Kontrolle auch wichtig, so das ist nicht etwas das nur zu DLV gehört. Aber an einige Stellen kann es etwas umfangreicher sein durch die benutzunng von DLV, aber das ist ein kleines Problem.
Ich muss persönlich überhaupt nicht die Dienstleistungen Kontrolieren. Ich kontrolieren ob fristigkeiten erreicht sind, oder sind Parameter geändert, sind Diensten übergegangen oder etwsa anderes das die Dienstleistung ändert. Das ist meine Kontrolle, dann muss ich das Vertrag bearbeiten. Aber dabei ist es egal ob es ein DLV oder ein anderes Vertrag ist.

Was die ein oder ander ein bisschen schwierig fällt ist das mit ein DLV alles schriftlich fixiert ist. Die ein oder andere Mitarbeiter was das nicht immer so klar und hat das anders gemacht. Wenn er das früher anders gemacht hat wäre es noch oké, aber mit die Festlegung ist er dann früher drann genommen und muss das Vertrag dann doch folgen. Dafür ist das Qualitätsmanagement um das zu kontrolieren.

5. Kosten reduktion und DLV

Empfangt die Service anbieter ein finanzielles Vorteil bei das gebrauch von DLV?
Das Vorteil ist das zusammen setzen und verständichen welche Diensten gewünscht sind. Die Kostenreduktion die hierdurch erreicht worden ist, hängt nicht unbedingt zusammen mit das DLV. Die Transparenz ist wichtig aber nicht das DLV. Die DLV ist ein Intrument das es erreicht hat aber das könnte auch anderswegs erreicht werden.

Empfangt die Kunde ein finanzielles Vorteil bei das gebrauch von DLV?
Für die unterschiedliche Diensten ist nicht zu sagen was für ein Kostenreduktion erreicht ist. Die Reduktion ist nicht durch die Benutzung von DLV zustande gekommen. Die Kommunikation ist wichtig aber dafür braucht mann nicht unbedingt ein DLV. Das kann aber ein gutes Instrument sein. Welche Reduktion erreicht worden ist und was davon zusammen hangt mit DLV ist unklar.

Sind einige sachen auch billiger da es im Moment in ein grosses Vertrag eingekauft ist und nicht in viele kleine Verträgen?
Wir haben ein zentrale Einkauf (Konzerneinkauf) für Kugelschreiber und so weiter. So alle Kugelschreiber werden zentral eingekauft und das macht es sicherlich billiger, aber das hat keine Relation mit DLV. Auch die Reinigung ist zentral verhandelt für mehrere Standorte gleichzeitig. Da es sich dann um grossere Verträge handelt sind da Kostenvorteilen merkbar. Es geht um ein Fremddienstleister, wir geben dann noch ein Handelingsfee dazu und dann bekommt die Kunde die Leistung. Aber wenn die Fremddienstleister weniger kostet, dann zahlt die Kunde selbstverständlich auch weniger. Die Entwicklung zum grosse Verträge hat zu tun mit die Konstruktion von die Konzerneinkauf, nicht mit Facility management oder Dienstleistungsverträge.

Wie gross ist das Kostenvorteil für die angebotene Diensten?
Diese Frage könnte nicht beantwortet werden. Es ist unbekannt welche reduktion am Anfang von DLV erreicht worden ist und welches Teil davon abhängig ist von DLV.

Diese Unternehmen stellt nicht viel Gebäudes her, aber ist LZK etwas das dann ein Rolle spielt wenn Neubau stattfindet? Was ist Ihre persönliche Meinung zum LZK?
Bei die Neubau für ein unsere ABteilungen ist es im Moment so das die Facility manager frühzeitig beteiligt sind. Das Gebäude steht noch nicht, aber die Facility Manager ist bezogen in zum Beispiel: welches Bodenbelag hat welches Unterhaltreinigung, welches Oberflächen, welche Wände.
Das spielt schön eine Rolle, die Facility manager werden Konsultiert was für die Innenaustattung das beste ist. Bei die meiste unsere Gebäudes ist alles vorgefunden und war keine Chance darüber zu reden welche Ausstattung das beste wäre. Bei die Neubau Projekten ist das mit ein gebunden und sehr wichtig. Ob die Bauherr oder Eigentümer auch alles mitnehmt das die Facility Manager empfehlen ist nicht Garantiert, aber Sie können darüber mitreden. Es ist immer ein Ziel die Facility Manager mit ein gebunden zu haben, da die Betriebskosten dadurch beeinflusst werden können.

Diese Bewustsein ist auch durch die grossere Transparenz hergestellt. Alle wissen nur was ein Gebäude und die verschiedenen Dienstleistungen kosten, dann ist es nicht mehr so selbstverständlich. Es ist dann auch bekannt das wenn etwas Neugebaut worden ist dann noch Einfluss auf die Betriebskosten möglich ist.

Da ist ein zusammenhang zwischen Lebenszykluskosten und Betriebskosten aber nicht zwischen Lebenszykluskosten und Dienstleistungverträge. Wir können nur beraten welche Innenausstattung besser ist, aber was dann echt passiert können wir nicht beeinflussen. Das Dienstleistungsvertrag kommt nachher wenn das Gebäude steht. Wenn der Bauherr dann die Beratung über Hochglanzflächen nicht übernommen hat, mussen wir nach die Bau ein DLV für das putzen von den Hochglanzflächen machen. Vorher kann es nur beraten werden, nachher muss dann die Aktuelle Ausstattung in ein DLV festgelegt werden.

6. Zukünftige Entwicklung DLV

Was muss änderen so das Service anbieter DLV mehr brauchen/anbieten?
Leichter anwendbar: die Kommunikation der Inhalte von DLV an alle Mitarbeiter, die die Leistungen ausführen muss sichergestellt werden.
Höhere Kostenvorteilen bei Serviceanbieter dadurch, dass nur die Leistungen erbracht werden, die mit dem Kunden vereinbart wurden, bzw. zusätzliche Leistungen zusätzlich abgerechnet werden können.
Anders, nämlich: Innerhalb eines Konzerns muss ein Verständnis über Notwendigkeit, Vorteile von DLV entwicklet werden bzw. sein.

Was muss änderen so das der Kunden DLV mehr brauchenoder nachfragen?
Verbesserte service qualität; im Sinne, dass der Kunde die Leistungen erhält, die er mit dem Serviceanbieter vereinbart hat
Andere/neue Vorteilen, wie: Dem Kunden muss deutlich werden, dass durch DLV Unsicherheiten über Servicelevel, Leistungsumfang und Preise vermieden werden können.

7. Algemeines

Die Akzeptanz ist sehr gut, sowohl bei der Kunde und bei unsere Siete. Die Service bereichen kommen auch selbst zu mir mit Versuchen und Fragen. Alle Mitarbieter haben ein gutes gefühl bei die DLV und das ist sehr gut für die Akzeptanz. Ich habe keine problemen das eine der Parteien sich sperrt, natürlich sind da ab und zu kleine Problemen. Aber alles kann zu aller Zufriedenheit gelöst werden. Das Intrsument DLV ist auch gut akzeptiert und anerkannt als ein Mittel die Qualität zu gewährleisten. Akzeptanz ist sehr wichtig und bei uns sehr gut bei alle Beteiligte.

Annex 13 – Interview respondent 8

Welche position hat Ihre Unternehmen in bezug auf DLV?
Berater. Interview betrachtet aus sicht von eine Kunde.

1. Bekanntheit mit lebenszykluskosten (LZK) und dienstleistugverträge (DLV)

Wie definieren Sie lebenszykluskosten?
Kombination von Planungs-, Bau-, Finanzierungs- und Betriebskosten. Betriebskosten sind unter anderem Kosten für Wasser, Strom, Wärme, etc. Die Instandhaltung (Wartung, Inspektion, Instandsetzung) ist auch ein wichtiger Bestandteil der LZK. Im Zusammenhang mit PPP-Projekten wird ein Komplettpaket an Dienstleistungen, die ausgeschrieben werden sollen, definiert. Der Beginn eines Projektes ist damit auch der Anfang der Entstehung und Betrachtung von LZK. Verkauf und Vermietung von den Gebäuden sind bei unsere Kunden nicht Bestandteil der Betrachtung von LZK. Wir definieren die LZK eines Gebäudes als Nominalwert und nicht als Barwert. In die LZK gehen die tatsächlichen Ausgaben oder Kosten ein.

Lebenszykluskosten kennen wir vor allem aus dem PPP-Bereich, da wir hier auch umfangreich tätig sind. Für den Großteil der FM-Leistungen sehen die PPP-Verträge Service Level vor.. Die DLV in PPP-Projekten arbeiten auch mit Vergütungsmechanismen. Die Leistungsbeschreibung erfolgt üblicherweise durch eine Outputspezifizierung. Ein Beispiel hierfür ist die Festlegung der einzuhaltenden Temperatur in den jeweiligen Räumen welche dann kontrolliert werden kann. Das ist für uns ein klassisches SLA.

Wie definieren Sie DLV?
Vertragliche Vereinbarung zur Erbringung von Dienstleistungen und Services des FM. Wir sind Berater vor und nach dem Abschluss von DLV. Der eigentliche Vertrag legt fest, welcher Service zu erbringen ist, wie er zu erbringen ist, wie häufig er zu erbringen ist etc. Alles was mit der Servicelieferung vom Anbieter zum Kunden zusammenhängt, ist in DLV festgelegt.

Woher kennen Sie die Integration von LZK und DLV?
Die Integration von LZK und DLV kennen wir aus dem PPP-Bereich.
Mit Beginn eines PPP-Projektes haben wir angefangen, diese zwei Konzepten zu integrieren. Dies war der erste Ansatz, LZK und DLV bei der Kunde miteinander zu verbinden. Diese Entwicklung ist sehr neu und wird noch etwas Zeit für die Feinjustierung brauchen.
Wir sind dabei, SLAs für der Kunde zu entwickeln und zu implementieren. Die Entwicklung hat im letzten Jahr angefangen, ein derartiges Konzept bundesweit bei alle Standorten zu implementieren wird viel Zeit in Anspruch nehmen. Hierbei geht es um den Gebrauch von Service Levels außerhalb des PPP-Bereiches. Die Integration mit LZK ist dann weniger gut umsetzbar, da ein Großteil der Gebäude bereits gebaut ist. Nur bei neuen Gebäuden kann das LZK-Konzept gut eingesetzt werden.
Im Rahmen von PPP-Projekten beschäftigen wir uns seit längerem mit SLAs, für andere Verträge ist dies ein neuer Ansatz. In einem PPP-Vertrag müssen dem Auftragnehmer oder Bieter möglichst viele Freiheiten eingeräumt werden. Dann kann dieser seine eigene Expertise einsetzen und so Vorteile für beide Seiten umsetzen. Dafür ist eine outputorientierte Leistungsbeschreibung notwendig, welche z.B. wie folgt definiert werden kann: der Raum muss von Montag bis Freitag zwischen 7:00 Uhr und 18:00 Uhr jeweils mindestens 20 Grad Celsius warm sein, wie diese 20 Grad Celsius erreicht werden ist dem Auftraggeber egal. Nur so kann der Private Partner im Sinne einer Partnerschaft eigenes Know-how einsetzen. Bei PPP-Projekten haben wir an dieser Stelle eine sehr fortgeschrittene Entwicklung, aber die bundesweite Implementierung bei der Kunde ist schwieriger. Hier müssen bestehende Systeme hinsichtlich der Service Levels angepasst werden, was mehr Zeit und umfangreichere Kommunikation benötigt.

2. Gebrauch von Dienstleistungsverträge

Was war der Grund, DLV in der Praxis einzusetzen? War es ein Ansatz des Kunden oder des Anbieters, oder waren hier Vorteilen zu erreichen?
Auch hier haben wir eine spezielle Situation, der Kunde hat eine andere definierte Struktur, welche die Arbeit beeinflusst. Der beachtete Kunde befindet sich in einem Modernisierungsprozess und und wird bei der Umsetzung von uns. beraten.
In den bestehenden Strukturen beschäftigen sich gewisse Personen mit dem Festlegen von die Dienstleistungen, aber auch die Nutzer müssen hierauf einen Einfluss haben.

Wie der Einfluss der Nutzer organisiert werden kann, ist hier besonders schwierig. Da der Einsatz von DLV neu ist, muss man die Frage, wie man Dienstleistungen erbringt und die dafür notwendigen Verträge neu definieren und auch die Relation zwischen Nutzer und Leistungserbringer festlegen. Dafür ist es notwendig, die Struktur von unsere Kunde ein bisschen zu verstehen.
Daneben gibt es aktuell auch Leistungen, die bereits an einen privaten Dienstleister vergeben werden, zum Beispiel die Reinigungsleistungen.
Bei unsere Kunde existieren für die Erbringung der FM-Leistungen verschiedene Dienstleistungszentren. Die Dienstleistungszentren erbringen einige Services selbst, andere werden an externe Dienstleister vergeben und durch die Dienstleistungszentren kontrolliert. Bei der Vergabe an externe, private Dienstleister entspricht die Form mehr dem Outsourcing, hier werden auch die typischen DLV eingesetzt.
Wir haben die Benutzung von DLV für die gesamte Konzern der Kunde empfohlen, da hierdurch die Modernisierung unterstützt werden kann. Unsere Aufgabe ist es, diesen Prozess zu begleiten. Wir halten die Formulierung von SLAs auch hier für eine gute Methode. Ursprünglich kam der Ansatz aus dem PPP-Bereich und wir haben das Konzept auch hier eingesetzt/empfohlen.

Gibt es einen speziellen Grund, warum die Services nur durch den Eigentümer festgelegt werden?
Bei der Betrachtung aus Sicht der gewählte Kunde geht die Festlegung von Dienstleistungen nur von Seiten des Eigentümer. Die Verwaltung hat die entsprechenden finanziellen Mittel zur Bereitstellung und zum Betrieb der Liegenschaften der Kunde und ist organisatorisch vollständig vom Nutzer getrennt. Die Services werden für die Nutzer angeboten bzw. bereitgestellt. Daher erfolgt die Betrachtung der Services immer von der Seite des Eigentümers/Besitzers. Bei der beachtete Kunde ist die Partei, die die Dienstleistungen empfängt nicht die gleiche Partei, die die Dienstleistungen einkauft.

Was ist bei DLV üblicherweise festgelegt: ‚soft' oder ‚hard' Services? Oder gibt es diese Trennung nicht?
Die 'hard' Services sind quasi bevorzugt, die diese in jedem Fall für den Betrieb eines Gebäudes benötigt werden. 'Soft' Services werden da wo es möglich ist mit integriert. Bei der Reinigung ist dies zum Beispiel nahezu immer der Fall. Die Integration von Catering ist aus unserer Sicht relativ schwierig und nur bei wenigen Projekten der Fall.

3. Anfang und Inhalt DLV

Welche Partei(en) initiieert (initiieren) das gebrauch von DLV?
Der Kunde nimmt unsere Beratungsleistungen u. a. in Bezug auf Services oder Facility Management in Anspruch. Wir prüfen dann, ob Service Levels vielleicht eine Lösung bieten können. Der Kunde kann auch gleich nach SLAs fragen, aber es kann auch sein, dass wir diese von uns aus anbieten.
Bei der Entwicklung von neuen Gebäuden können LZK und DLV gleichzeitig eingesetzt werden. Bei bestehenden Gebäuden ist dies nur möglich, wenn ein Gebäude bereits in der Betriebsphase ist.

Was ist das Schwierigste beim Aufstellen von ein SLA?
Das Schwierigste ist die Beantwortung der Frage, welche Dienstleistungen benötigt werden bzw. welche Leistungen überhaupt erbracht werden müssen. Hierfür einschließlich der Abstimmung, welche Inhalte in den Vertrag aufgenommen werden, ist die längste Zeit erforderlich. Die Formulierung der Leistungsbeschreibung bzw. des Vertragstextes ist relativ schnell möglich, wenn deutlich ist, welche Dienste festgelegt und wie diese erbracht werden müssen. Für die Abstimmung sind Gespräche mit vielen beteiligten Personen notwendig und es braucht viel Zeit, diese zu planen und durchzuführen. Die Klärung was mit welcher Qualität ausgeschrieben werden sollist der schwierigste und zeitaufwändigste Teil, nicht die Ausschreibung selbst.

Algemeine aufmerksamkeiten Inhalt DLV PPP
Die Leistungsbeschreibungen / Verträge bei PPP-Projekten der Kunde sind so weit wie möglich outputorientiert definiert.

Ist das ein Problem das so zu formulieren? Sind die Definitionen klar für alle Parteien?
Die outputorientierte Formulierung von DLV ist zunächst relativ problematisch. Zum Beispiel: Für jedes gewünschte Ergebnis muss man zunächst überlegen, wie dieses Ergebnis gemessen werden soll. Dabei ist es sehr wichtig, am Anfang hierüber nach zu denken.
Wenn die Qualität festgelegt ist, muss auch überlegt werden, wie die geforderte Qualität kontrolliert werden kann. Auch bei diese Kunde ist es ein Problem, dies in allen Servicebereichen richtig darzustellen.

Es gibt Leistungen, bei denen dies einfacher möglich ist (z.B. Heizung – Vorgabe der Raumtemperatur), bei anderen Leistungen (z.B. Reinigung – Wie ist sauber definiert?) ist dies schwieriger. Es hängt im wesentlichen von der Messbarkeit der Ergebnisse ab und ist nicht für alle Aspekte einfach festzustellen oder zu formulieren. Für Reinigungsleistungen ist es sehr schwer festzustellen, wie die Outputbeschreibung anzuwenden und zu kontrollieren ist, da dies nicht eindeutig objektiv ist. Daneben ist dies auch ein anderer Denkansatz, da die meisten Unternehmen Leistungen und nicht Ergebnisse vergeben. Die Umsetzung ist in der Praxis noch schwierig.
Zusammenfassung: Probleme bei der outputorientierten Leistungsbeschreibung sind absolut leistungsabhängig. Manche Leistungen/Ergebnisse kann man sehr gut und objektiv messen und dann ist ein SLA einfach zu definieren. Wenn aber die Messbarkeit der Leistungen / Ergebnisse schwer ist, so ist auch die Formulierung entsprechend schwer. Die Richtlinien der GEFMA bieten hier einige Ansätze und Möglichkeiten, aber diese sind ebenfalls limitiert. Die meisten Firmen finden es einfacher, die Leistungen inputorientiert zu beschreiben und nicht die Ergebnisse. Hier können die Richtlinien der GEFMA Unterstützung bieten, aber nicht in jedem Fall.
Meistens sind die Verträge dann auch eine Kombination von output- und inputorientierten Definitionen oder auch teilweise prozessorientiert. Eine reine Outputorientierung bekommt man schwer hin, so dass eine Kombination ein guter Weg zur Formulierung von Leistungen ist. Weiterhin existieren auch sehr konkrete Regelungen (z.B. bei Bewachungsleistungen) die man nicht in eine outputorientierte Beschreibung ändern kann. Hier ist dann ein outputorientierter Vertrag nicht notwendig, da bereits inputorientierte Vorgaben bestehen und somit kein Platz mehr für Service Levels ist. Zusammenfassung: es ist abhängig von den Vorgaben des Auftraggebers, häufig ist eine Kombination von verschiedenen SLA bzw. Beschreibungen möglich.

***Wie lang ist die Laufzeit*?**
Die Aufgabe der Liegenschaftsverwaltung besteht bei der Kunde immer und die Dauer ist nicht zeitlich begrenzt. Werden einzelne Leistungen betrachtet, z.B. ein Reinigungsvertrag, dann läuft dieser teilweise 3-5 Jahre oder länger. Es hängt auch vom jeweiligen Standort ab, da die einzelnen Dienstleistungszentren die Verträge in eigener Regie abschließen, teilweise haben diese auch eine unbegrenzte Laufzeit und eine Kündigungsfrist von beispielsweise 3 Monaten .
Bei PPP-Projekten beträgt die Laufzeit circa 20 Jahre. Bei anderen Dienstleistungsverträgen ist diese im Durchschnitt 3-5 Jahre. Günstig ist es, die Laufzeit etwas länger festzulegen und dann eine normale Kündigungsfrist zu vereinbaren.

Wir arbeiten auch mit Verfügbarkeiten und Reaktionszeiten, den typischen Elementen von SLAs.
Objektiv messbare Dienstleistungen ist das notwendig?
Dies ist leistungsabhängig. Objektivität ist, wenn man diese herstellen kann, immer besser, da sich dann alle Parteien besser einigen können. Leider ist die Leistungsqualität nicht für alle Services objektiv festzustellen. Subjektivität wäre auch möglich, aber bei diese Kunde sollte alles soweit als möglich objektiv festgelegt werden, so dass es auch kontrolliert werden kann.
Die Verpflichtungen des Kunden (das ist die Verwaltung) sind in Allgemeinen Beschreibungen festgelegt. Sie sind nicht spezifiziert für die einzelnen Service Levels. Der Kunde muss es generell ermöglichen, das die Leistung erbracht werden kann. Dieses detailliert zu spezifizieren ist relativ schwer, da nicht bekannt ist auf welche verrückten Ideen der Nutzer kommen kann.

4. Vor und nachteilen DLV

Zusätzliche Information Vorteilen:
Kostenvorteil und Kosteneinsicht: Zum Beispiel: Wenn keine SLAs existieren, wird eine Technische Anlage einmal pro Jahr gewartet. Wenn ein SLA existiert und die Raumtemperatur 20 Grad Celsius sein muss, und kann der Anbieter entscheiden, wie oft er diese Technische Anlage wartet. Hier kann er ein Optimum finden, welches einen Kostenvorteil bringt. Aber die Einsicht in die Kosten wird nicht verändert, der Blickwinkel bleibt gleich. Die Kunde zahlt einen Betrag pro Jahr und bekommt einen Service. Dies ist gleich wie es ohne SLA wäre, denn dann zahlt er für die Wartung der Anlage einmal pro Jahr. Die Einsicht ist dann auch nicht verbessert, aber ein besseres Optimum zwischen dem geüwnschten Ergebnis und den hierfür erforderlichen Maßnahmen bzw. Kosten ist möglich.

Der Kostenvorteil entsteht durch den Einsatz von Know-how und Erfahrung des Service Anbieters. Wenn dies nicht eingesetzt werden kann, d.h. die Beschreibung mehr inputorientiert und weniger ein SLA ist, sind die Vorteile wie Kostenreduktion nicht mehr zu erreichen. Schwierig dabei ist, dass der Kunde weniger Einfluss hat, was der Anbieter macht. Er kann nicht festlegen, dass eine bestimmte Anlage unbedingt gewartet werden muss.

Der Kunde muss sich umstellen, dass er ein Ergebnis empfängt und wie dieses erreicht wird sollte ihm egal sein. Die Interessen der zwei unterschiedliche Parteien müssen folgenden Focus haben: der Anbieter möchte seine Erfahrung einsetzen und der Kunde möchte ein Ergebnis erreichen.

Was wäre das ursprüngliche Ziel von DLV?
Eigentlich ist das Einsetzen des Know-hows des Anbieters das Wichtigste. Dies ist möglich, wenn SLAs eingesetzt werden und mit festgelegten Ergebnissen gearbeitet wird. Die anderen Vorteile unterstützen aber auch die Optimierung.

Grosse Probleme (Konflikten über unvollstädiges Vertrag & kontrolle DLV kostet viel Zeit):
Da es sich bei Verträgen mit SLA´s um neue Verträge handelt, bestehen teilweise noch Lücken im Vertrag. Die Kommunikation hierüber braucht viel Zeit. Die zwei Probleme hängen dabei auch stark zusammen. Die Anfangsprobleme sind der Grund, dass diese zwei Probleme die beiden größten sind. Wenn etwas Zeit vergangen ist und DLV sich auf breiter Basis durchgesetzt haben bzw. wenn mehr Erfahrung zu dieser Methodik besteht, werden die Probleme sicherlich geringer werden. Wie die Entwicklung für die andere Problemen verläuft, ist aktuell nicht zu sagen. Vielleicht ist Erfahrung auch nicht die Lösung, um die bestehenden Nachteile zu verkleinern.

5. Kosten reduktion und DLV

Wie gross ist das Kostenvorteil für die angebotene Diensten?
Das Ausmaß der Kostenreduktion ist sehr schwer zu prognostizieren. Es ist nicht klar abgrenzbar, welcher Teil einer Kostenreduktion durch die Benutzung von SLAs erzielt wird. Für jeden einzelnen Service ist dies überhaupt nicht zu prognostizieren. Auch eine Einschätzung für eine spezifische Reduktion durch die Verwendung von Service Levels ist nicht möglich. Es hängt bei unsere Kunde stark mit Organisationsveränderungen zusammen sowie auch der zunehmenden Kommunikation etc. Es ist kein Vergleich möglich, da sehr viele Aspekte Einfluss auf die Kosten haben.
Es gibt noch einen weiteren wichtigen Punkt, neben dem Einfluss auf die Kosten: die Qualitätsverbesserung. Diese ist nicht immer zu messen, aber man bekommt gegebenenfalls mehr Service für das gleiche Geld, was damit auch ein Kostenvorteil ist. In welchem Umfang die Kosten geringer sind oder man eine höhere Qualität bekommt, ist nicht zu spezifizieren. Im Grundsatz ist die Service Erbringung besser, aber das kann man nicht direkt in Euro ausdrücken.

6. Zukünftige Entwicklung DLV

Sehen sie noch andere Möglichkeiten LZK oder SLAs zu benutzen oder durch die Integration: Kosten zu senken?
Mit SLAs in der Betriebsphase senkt man nicht die Lebenszykluskosten, sondern nur die Betriebskosten. Wenn die Lebenszykluskosten gesenkt werden sollen, dann ist es notwendig, die Betriebsphase mit der Planungsphase zu verknüpfen, da dann diese noch zu beeinflussen sind. Die Unternehmen müssen auch ein größeres Wissen über LZK und Betriebskosten haben. Wenn die Betriebskosten frühzeitig beachtet werden, dann ist es möglich, diese zu senken. Es ist dann auch notwendig, früher Betriebskosten mit in den Planungs-/Entwicklungs-Prozess einzubeziehen.

Die zwei Themen sind auch sehr unterschiedlich: SLAs sind für die Betriebsphase; LZK sind Kosten, die gleich bei die Planung/Entwicklung beachtet werden müssen. Dies macht die Integration schwierig.

Es ist auch nicht das vordergründige Ziel, mit SLAs die Servicekosten zu senken. Bei PPP-Projekten, aber auch bei anderen Projekten ist der Kostenvorteil nicht das alleinige Ziel. Die Trennung (Planung, Bau, Betrieb) ist nur zu lösen, wenn ein neues Komplettpaket betrachtet wird und damit LZK zum Schwerpunkt der Betrachtung werden. Dann können LZK ermittelt und SLA´s in der Betriebsphase eingesetzt werden.
Zur Zeit sind nur wenige Unternehmen in der Lage, das ganze Spektrum (Planung, Bau, Betrieb) anzubieten.

Welche neue einsatzmöglichkeiten kennen Sie?
In allen Bereichen, in denen eine Service Anbieter – Kunden-Relation besteht oder wo Services angeboten werden, können SLAs benutzen. Dabei geht es um andere Bereiche als das FM, da hier bereits mit SLAs operiert wird. Oder es müssen neue Services entwickelt werden.
Vielleicht können SLAs in Krankenhäusern / bei der Altenpflege, zwischen Arzt und Patient, oder Patient und Krankenhaus benutzet werden. Das sind auch Servicebereiche, aber dies ist komplett eine Mensch zu Mensch Serviceerbringung. Die Objektivität ist dann nur sehr schwer zu erreichen.

SLAs sind nur für Service Bereiche, nicht jedoch für Bauleistungen anwendbar. Hier ist ein normaler Vertrag ausreichend. In einem normalen Vertrag ist nahezu alles ausreichend genau festgelegt und Service Levels bringen hier keine wesentlichen Vorteile. Z.B. muss einfach ein Fenster aus Holz und Isolierglas eingebaut werden, es existiert kein wirkliches objektiv messbares Qualitätslevel.

Was ist die Entwicklung vor DLV in diese Unternehmen?
In die Zukunft werden DLV wahrscheinlich weiter verbreitet benutzt. Der wesentliche Punkt hierbei ist, nicht die Kosten sondern die Leistungen und die Qualitäten festzulegen. Wenn die Festlegung nicht funktioniert, wird die weitere Entwicklung sehr schwer. Es braucht für die Entwicklung auch Muster von Standard-Verträgen oder Service Levels, da dann der Ausbau und die Benutzung einfacher funktionieren würden.

Was muss änderen so das Service anbieter DLV mehr brauchen/anbieten?
Reduktion von Problemen, wie: fehlerhafte Qualitätsdefinitionen und vertragliche Probelme

Was muss änderen so das der Kunden DLV mehr brauchenoder nachfragen?
Anders, und zwar: besseres Verständis der Einflüsse / des Potenzials von SLA

7. Algemeines
Die Entwicklung von Standards in Bezug auf Service Qualitäten ist etwas, dass verbessert werden kann. Dann verstehen alle Parteien das gleiche unter verschiedene Services oder Qualitätslevels. Im Moment existieren auch kein Service Level Stufen, was sehr hilfreich sein könnte, da es nicht jedes mal neu definiert und abgestimmt werden muss.. Man kann einen Standard heranziehen und in einigen Aspekten abändern, was deutlich weniger Arbeit ist, als alles neu aufzustellen. Daneben können mit einem Standard mögliche Konflikte reduziert werden. Vielleicht kann hierbei die GEFMA eine Rolle spielen kann. Aktuell existieren zu viele Richtlinien, so dass es schwierig ist, sich zu orientieren was in der spezifischen Situation anwendbar ist.

Annex 14 – Interview respondent 9

Welche position hat Ihre Unternehmen in bezug auf DLV?
Service anbieter

1. Bekanntheit mit lebenszykluskosten (LZK) und dienstleistugverträge (DLV)

Wie bekannt sind Sie mit LZK?
Ich bin bekannt mit das begriff LZK, wir haben es auch angeboten, aber der Kunden mögen es nicht. Wir haben hier demnach kein LZK. Der Eigentümer berechnet das und er möchtet nicht das wir das wissen. Für uns werden die Budgetten immer weniger, jedes Jahr muss es biliger. Es ist anders bei Banken und die Grossfirmen. Für 5 Jahren haben Sie selber alles gemacht, aber die Letzten jahre ist alles vergeben nach externe Parteien.
Die Kosten von Dienstleistungen werden übertragt nach die Mieter. Die Mieter zahlen die Servicekosten.

Wir haben es die Kunden angeboten, aber der Kunden wollen es aber nicht. Die Kunden möchten gerne wechseln von Anbieter, Anbieter kommen und gehen. Auch die Arbeit die gemacht worden ist, ändert jedes mal. Die Kunden möchten gerne die Freiheit haben und änderungen durchsetzen, dabei passt kein LZK.
Es ist nur noch Geld das die Welt regiert, ich finde das ganz schlimm. Qualität etc ist sehr wichtig, abr am ende geht es um das Geld. So ist da immer noch kein mindestlohn, haben Studenten nach die Studium keine Arbeit.

Wie lange kennen Sie das Begriff LZK?
Versicherungsfirmen/Banken arbeiten mit LZK. Industrie arbeitet weniger mit LZK. Ich spreche für die Industriekunden. In ungefähr 1995 haben wir LZK angeboten, aber es war nicht erwünscht. Es ist weniger gefragt in Industrie, wir bitten es immer an, aber die Kunden haben keine Interesse.

Für LZK sind gute Ideeen da und teilwiese werden sie auch übernommen, speziel bei Staatliche/Kommune angelegenheiten. Dann mussen sie aber Wirtschaftlich sein oder es gibt politische Entscheidungen. Wenn zum Biespiel der name unsere Kunde so slecht ist, dann werden Entscheidungen getroffen die darauf gerichtet sind die Name zu verbessern. Es geht dann grundzatslich nicht um ein bessere Dienstleistungsqualität, aber um eine verbesserung von die Kunde Name, das Publikum muss wieder in die Firmen glauben. Dabei sind Ideeen für weniger Energiegebrauch sehr hilfreich. Erst dann werden die Ideeen übernommen.

Ein gutes Beispiel ist die Platz mitten ins Technopark. Es hat € 50.000 gekostet aber hat kein zusatzliche Dienstleistungsqualität zum folge. Es ist nur gebaur für die Mitarbeiter und das ausenansicht. Wir haben kein Geld die Bedachung zu erneuern, das pasiert erst wenn es kaputt ist und dann muss das in Herbst passieren. Aber da ist Geld ein schöne Platz mit Rosen und Teich her zu stellen und jedes Tag zu pflegen. Etwas geht dann meiner Meinung nicht gut.

Wenn ein gutes Idee ist vorgeschlagen, das zum Beispiel richtig Energie sparen kann, dann sind die Unternehmen bereits das zu ansehen. Aber etwas wie LZK ist nicht Geld sparend und dadurch nicht Interessant.
Da sind zureichend gute Ideeen aber die Kunden möchten viele Dingen noch selber machen. Es geht wieder um das Geld und wenn es keine Einfluss hat auf das geld werd es nicht angesehen. Und für die vergebene sachen ist es wichtig die Verantwörtlichkeit zu übergeben. Wenn wir etwas macht, dann ist das unsere Verantwörtlichkeit und kann die Kunde alles an uns übertragen. Wenn zum Beispiel ein PKW beschädigt ist bei unsere arbeiten, dann ist das unsere verantwörtlichkeit. Das beste ist Nachts zu arbeiten, dan sehen Sie uns alle nicht und können Sie uns auch nicht Kommentieren. Die beziehung zwischen Kunde und facility management Unternehmen ist merkwurdig im Moment. Die wichtigste Ursache ist die focus auf Geld.

Wie definieren Sie DLV:
Leistung übernehmen von die Eigentümer so dass das Betrieb jeden tag richtig funktionieren kann.

Wie lange kennen Sie das Begriff DLV?
In 1993/1995 hat das Gebrauch von DLV angefangen bei gross Firmen. Firmen haben Ausgliederung vorgenommen (GmbH und externe Firmen aufrichtung), leistungen werden eingekauft. Ab 2000 habe nauch die kleinere Firmen, die Handwerker, Ausgliederung vorgenommen.
Firmen möchten ein Verantwörtliche Partei haben mit wem das facility management festgelegt ist. Wie die Partei das hinkriegt ist der Sache der facility management Firmen, nicht der Auftraggeber.

2. Gebrauch von dienstleistungsverträge

Wenn ist diese Unternehmen angefangen mit DLV?
Das gebrauch von Dienstleistungverträge ist in 1993/1995/1998 aufgestiegen. Die Entwickling ist für eine langere Periode bereits unterwegs.
Viele Unternehmen haben in diese Perioden ausgegliedert. Das war alle für ungefähr 10 Jahre.

Welche Diensten sind festgelegt in SLA, wie häufig und mit welche Partei?
Der höchste priorität hat Energie (1). Dann kommen die Aufzuge und Klimaanlage (2), danach kommt die Rufbereitschaft, die Wachdienst und zum letzten die Maler/Gärtner etc.
Die höchtse prioritäten sind noch zum grössten Teil in Eigenleistung (Energie bis zum 90%). Die sachen mit sehr wenig Priorität haben eine Fremdleistung bis 100%. Das hat zu tun mit Betreibsicherheit, Energie muss immer vorhanden sein, Malerarbeiten dagegen ist weniger wichtig

3. Anfang und Inhalt DLV

Welche Partei(en) initiieert (initiieren) das gebrauch von DLV?
DLV werden gegenseitig initiieert. Die Anbieter, bieten DLV an und die Kunden denk darüber nach, sehen es auch bei andere Unternehmen. Im laufe des Jahren ist das gegenseitig bekannt und initiiert

In welche Phase ist das gebrauch von DLV initiieert?
In Industrie passiert es nur wenn ein Gebäude in betrieb ist. Einige Firmen sagen wir nehmen die Firmen die das Gebäude gebaut hat, aber das ist erst entschieden wenn das Gebäude steht. Andere möchten nach die Bauproblemen gerne eine neue Partei für das facility management, dann ist das nicht nochmals 20 Jahre Problemen.

Ist es dann auch so das wenn die gleiche Firmen die Instandhaltung macht nach die Bauarbeiten das die Bau anders verläuft, das zum beispielein Aufzug genommen ist die weniger Instandhaltungsarbeiten braucht?
Es werde schöne sein, aber das werd nicht gemacht. Dafür sind die Architekten verantwörtlich und nicht die Instandhaltungsfirmen. Es ist selten gemacht leider. Es ist leider nicht gewünscht das wir zusammen mit der Architekt darüber reden was das besten für die ganze Laufzeit von das Gebäude sein wurde. Das ist Kritik und das dürfen wir nicht haben in die Entwicklung und Bauphase.
Bei der Staat und der Kommunen, da kommt langsam die Kenntnis das ein Gebäude für lange Zeit gebaut worden ist. Da ist die Integration zwischen Architekt und Instandhaltung besser, da ist anerkennt das die Kosten in die Entwicklungphase zu reduzieren sind für die ganze Zeit das ein Gebäude in Betrieb ist.
So für Kommunen passiert es das die Pflege wichtig ist bei die Entwicklung, bei der Industrie weniger.

Wieviel Zeit kost das aufstellen DLV normalerweise?
Es kann bis zum 2 Jahren dauern für das ein DLV augestellt worden ist. Und dann nach drie Jahren kann es wieder erneut worden. Das festlegen die Leistungen in ein Juridisches Vertrag dauert lange. Und dabei möchten die Kunden immer wieder Geld sparen und die Vertragen kündigen.

Können die Kunden die Vertrage schnell kündigen?
Sie können immer kündigen und finden auch immer ein Grund zu kündigen wenn sie das möchten. Wenn die Personen nicht gut zusammen arbeiten können, das werd das vertrag gekündigt. Das ist ein sehr grosses Problem, ganz schlimm für das richtig ausfuhren von die Arbeit.

Welche aufmerksamkeiten hat die Inhalt von ein DLV?
Leistungsniveau Diensten
Wenn möglich werden Leistungen mit messgeräte nachgemessen. Dann ist es objektiv messbar und kann bestimmt werden ob das Vertrag gehalten ist.

Kommunikation
Es werd versucht täglich zu kommunizieren. Aber auf jeden fall ist einmal in die Woche mindestens Kontakt mit der Kunde hergestellt.
Problem nachrichten wenn etwas nicht Funktioniert ist im gleichen Moment, Notruf. Aber für ein grosseres Problem das nicht in das Vertrag festgelegen ist, gibt es keine festlegung die Prozedur. Dann ist es ein richtiges problem und kommen die Anwalten dazu und ist es etwas Juridisches das ausgesucht werden muss.

Finanzielles
Die Kosten warden täglich abgeschätzt. Da ist ein Budgetplanung die im Sicht gehalten werden muss, dafur ist die Abschätzung wichtig.
Die Budgetplanung geht um viele Millionen, aber das sind viele kleinere Kosten. Einige Kosten sind höher wie erwartet, andere weniger. Zusammen muss das ausreichen mit die Jährliche Budgetplanung. Die Budgetplanung ist in zusammenarbeit mit der Kunde hergestellt. Wir sagen die Kunde was wir machen mussen und die Kunde sagt was er möchtest, daraus kommt dann die Planung. Wenn zusatzliche Wünschen da sind, dann geht das Budget nach oben.

Die DLV sind nicht mehr einfach zum bearbeiten, es ist vor allem Juridisches festlegen von die Aktivitäten. Das macht es schwer noch richtig zu wissen was mann machen muss, und wenn mann etwas macht ist es nimmer zureichend. Es ist keine zusammenarbeit es ist nur ein Vertrag was alles festlegt.

4. Vor und nachteilen DLV

Was sind Vorteilen für die service anbieter? Wie gross ist das Vorteil?
Die aus zu fuhren Aktivitäten sind immer noch schwer ein zu schätzen und zu Planen. Es geht vielleicht ein klein bischen besser, aber das ist Minimal.
Die Kontinuität ist verbessert da ein vertragsdauer von einiger Jahren da ist, aber sie sind zu kurz. Eine vertragsdauer ab 10 Jahre wurde besser sein.

Was sind Vorteilen für die Kunde? Wie gross ist das Vorteil?
Für 5 Jahre war das noch ganz anders mit die Vorteilen, dann war es einfacher zum einfüllen. Im Moment ist nur Geld noch wichtig und denken die Unternehmen sehr kurzfristig. Die Dienstleister sind im Moment ständig unter druck, wir mussen immer gute Qualität liefern, für weniger Geld. In 2002 war es noch zusammenarbeit. Aber in 2007 ist das Leider nicht mehr den fall. Externe parteien sind immer mehr beteiligt, Universitäten, Ingenieurbüros, Berater, TÜV, Mieter alle möchten etwas dazu sagen, aber die wirklichkeit ist das es immer schwerer ist richtig zu arbeiten. Es muss ständig optimiert werden, wo mann eigentlich eine Stabilität hätte für 5 Jahre.

Kommunikation ist das wichtigste, aber das ist nicht mehr gemacht, es geht nur noch um das Vertrag. Was steht in das Vertrag und was machen sie, das ist das einzige das Kommuniziert geworden ist. Ich finde das ganz schlimm.

5. Kosten reduktion und DLV

Ist das fehlende Kommunikation und nicht zusammenarbeiten das Problem mit das nicht bestehende Kostenvorteil für die Service Anbieter?
Es ist das Problem der Werte oder Anerkennung der Leistung. Es ist nicht gut eingeschätzt wieviel wir machen und wie wichtig unsere Arbeit ist. Die Arbeit muss besser gewertet werden. Wie auch mit andere Arbeit die hier in Deutschland gemacht worden ist.

Empfangt die Kunde ein finanzielles Vorteil bei das gebrauch von DLV?
Der Kunde sucht nach die billigste Anbieter und versucht das Angebot zu optimieren. Er hat ein grosses Kostenvorteil.

In welche Periode ist das grosste Kostenvorteil erreicht?
Das grosste Vorteil könnte erreicht werden, wenn in früher nach die Betriebsphase angeschaut werd. Wenn bereits in Entwiclung/design die Betriebsphase wichtig ist, werde das Vorteil viel grösser sein. Energie und Unterhaltungsmanagement, mussten viel wichtiger sein in ein früheres Zeit, das hätte nur (Kosten) Vorteilen aber es geht nicht mit dem Architekten.

Wie gross ist das Kostenvorteil für die angebotene Diensten?
Der Mieter macht der Catering. Parking services und ICT werden nicht gemacht bei unsere Firmen. Alle Dienstleistungen sind angeboten in ein Wettbewerb mit Qualität und Geld als Kriterien.

Das problem mit dem Kosten sind nicht so sehr die Unternehmen aber mehr die Geschäftsführer. Die werden bezahlt nach Jährliche Raten. Wenn sie ein Reduktion auf die Kosten haben, sind die Jährliche Raten besser und bekommen Sie ein grossere Quote. Ein Langfristige Blick ist dann nicht gewünscht, sie gucken nur an die Kurzfristige Lösungen. Aber ich bin von Meinung das es eigentlich anders sein musste. Sie gucken nur in diese Jahr und nicht nach das was in 2010 oder 2020 nötig sein wurde, das ist kein richtige Weise von ein Unternehmen führen.

Denk sie das die Unternhemen das ändern, das Sie auch sehen das es anders muss um ein Kostenvorteil für die Lange Termin zu bekommen?
Nein, das denke ich sicherlich nicht. Wenn die Geschäftsführer nach Jährliche Rate bezahlt werden, geht es nicht anders.

Die Kommune ist weiter hiermit, die machen das bereits. Die Kommuna kann das vielleich auch änderen bei die Unternehem mit höhere Steuer an Energie etc. Dann ist geld wieder in Einsatz und denken die Unternehmen vielleicht auch besser nach über die Langere Termin.

6. Zukünftige Entwicklung DLV

Was muss änderen so das Service anbieter und Kunde DLV mehr brauchen/anbieten?
Vertrauensvolle partnerschaft: Das wichtigste das wir brauchen ist eine Partnerschaft. Ein vertrauensvolle Beziehung mit ein Partnerschaft wobei zusammen gearbeitet wert. Und vielleicht muss etwas passieren so dass es klar ist das es nicht langer so geht. Eine höhere Steuer, weniger Energie, etc. Dann sehen die Unternehmen vielleicht das etwas änderen muss. Daneben muss die Arbeit besser Eingeschatzt werden. Die Anerkennung kann viel besser und muss auch änderen.

7. Algemeines

Die verantwörtlichkeit ist zuviel übertragen an service anbieters wie uns. Dann ist da eine externe partei die eine Bearbeitung von eine Leitung bekommt. Die geben die Auftrag nach eine andere Deutsche Unternehmen, die geben die Auftrag nach eine andere Unternhemen und die geben die Auftrag nach eine Niederländer (Jan) die für sichselbst arbeitet. Jan macht eine Fehler, und ist verletzt geworden an sein Arm. Wir sind hierbei nicht bezogen, aber die Leitung an wem Jan sich verletzt hat ist unsere Verantwörtlichkeit. Jan hat nicht zu suchen und zu tun bei diese Leitung, aber wir mussen ein Schadenersatz zahlen. Dann haben alle Unternhemen die beteiligt sind ein bisschen von der € 20.000 Schadenersatz, und Jan bekommt die letzte € 5000. Wir waren uberhaupt kein Partei in diese Fall, aber wir mussten die Schadenersatz zahlen.

Für die Rosen steht zum Beispiel in das Vertrag dass sie immer schön aussehen mussen. Wenn dann keine Regen da ist, mussen wir drie mal Tags Giessen. Das Risiko ist für uns, die service anbieter. Für die Aufzuge ist es so das die immer funktionieren mussen, die priorität is anders, und dan ist auch das Vertrag anders.

Annex 15 – Interview respondent 10

Welche position hat Ihre Unternehmen in bezug auf DLV?
Wir sind meistens Service Anbieter, aber ab und zu auch Berater. Wir haben unsere eigenes Beratungsbüro, so es kann auch sein das wir ein Berater sind. Unsere wichtigste Arbeit ist aber das anbieten von Services.

1. Bekanntheit mit Lebenszykluskosten (LZK) und Dienstleistugverträge (DLV)

Wie definieren Sie lebenszykluskosten?
Life cycle costs sind die Kosten die zusammen hängen mit die komplette arbeiten von ein Projekt. Nicht nur die Bauarbeiten, aber auch die Vorbereitung, Entwicklung und Betriebsphase. Meistens nicht mehr die Abriss, das ist etwas von die Eigentümer.

Wie definieren Sie DLV?
In einige Verträge ist es getragen bei der starke, grossere Industrien, zum Beispiel der Automobilindustrie. Die wollen es messbar machen in eine bestimmte Form. Und vor allem wenn die Qualität nicht erreicht werd, das dann bewertet worden kann mit Penalties oder Bonus/Malussystemen. Für einige sachen ist das ziemlich einfach. Wenn die Anlage verfügbar sein muss oder nicht länger als 5 Minuten ausfallen darf, dann kann mann das sehr klar messen.
Und mit Reinigung oder Catering gibt es auch service levels, aber da ist die messbarkeit schwieriger. Bei Catering zum Beispiel habe ich noch nie ein vernüftiges Service level gesehen. Bei Reinigung sind 1000 sachen fest zu legen. Dafür haben wir ein Checklist entwickelt, das mann das regelmässig messen kann. Auch Noten können dann gegeben werden und so kann die Qualität bewertet werden. Das kann verbunden worden mit Bonus oder Malus vor die Lieferant. Aber das ist immer sehr schwer da es ein subjektive entscheidung ist. Die Frage ob etwas sauber ist, kann nicht objektiv beurteilt werden. Wenn 4 Menschen das beurteilen sind da auch 4 verschiedene Meinungen.
Es ist wichtig die Beurteilung immer mit die selber Menschen zu machen. Aber wenn dann doch ein neue Person die Beurteilung übernimmt gibt es wiederum viele Diskussion, die vorher bereits geklart war. Bei Reinigung bleibt es immer schwer die Beurteilung objektiv, schnell und ohne Diskussion zu machen. Wenn mehrere, verschiedene Personen die Bewertung durchfüren hat es überhaupt kein sinn.
Es hängt auch ab von die Kunden. In ein Krankenhaus muss gute Catering und Reinigung vorhanden sein. In diese Umgebung ist das sehr wichtig. Aber bei ein Automobilfabrikant ist das Ziel nür das die Autos gebaut werden können. Facility Management spielt dabei eine Rolle, aber mann möchtest sich da überhaupt nicht um kümmern. Sie möchten auch kein eigenes Facility Management Abteilung haben die die Lieferant bewertet und kontrolliert. Sie suchen ein Lieferant die sichselbst kontrolliert, so das sie kein Beschäftigung damit haben. In ein Krankenhaus würde sicherlich jemand die Lieferant kontrollieren und bewerten. Dann geht die Kommunikation mehr zusammen mit der Auftraggeber.

Wichtig ist auch wie die Relationen sind. Wenn wir auch die Auftraggeberseite machen geht es einfacher ein Reinigungsfirma zu beurteilen. Wenn die Auftraggeber selber beschäftigt ist mit die Kontrolle und wir haben die Verantwörtlichkeit über Reinigung aber eine andere Firma macht es, dann ist es schwer ein gute Kommunikation her zu stellen.
Ein riesig Knackpunkt in Deutschland ist es wenn das Management von Facility Management nicht bei der Auftraggeber ist. Wenn er nicht beschäftigt ist mit Facility Managament dann kann es nicht richtig gelebt werden. Dann ist es ein Externe Firma die alles machen mussen und wobei kein zusammenarbeit mit der Auftraggeber besteht. Aber wir übernehmen teilweise das (Facility) Management von der Auftraggeber.

Aus welche (andere) Situationen kennen Sie DLV, wie sind LCC und SLAs integriert?
Wir sind plötzlich sehr stark gewachsen in das PPP Bereich. Da sind immer mehr Projekten wobei wir Planen, Finanzieren, Bauen und Betreiben. Es geht dann um Projekten von 20-25 Jahren, in normale Facility Management Projekten ist das maximal 3-5 Jahre. Das ist eigentlich ein Traum für Facility Management. In kürze Projekten ist es nicht in die Interesse der Auftraggeber um Service Levels zu haben da er in ein kürze Zeitraum soviel wie möglich Geld verdienen möchte. Das PPP Bereich ist in kürze Zeit sehr schnell gewachsen und es sind auch sehr umfangreiche Projeken. Aber da es neue Projekten sind die noch in die Plannungsphase stehen, wissen wir noch nicht genau ob Sie so erfolgreich sein wir im Moment erwarten.

In diese Projekten ist ein Facility Manager beteiligt in die Planung. Grundsätzlich ist es so das es ein Projekt Team gibt, und ein Facility Manager gehört dazu. Ein Projektleiter ist dann aus das bereich FM und vielleicht noch 1-2 Menschen die das unterstützen und ein Projektleiter für die Bauarbeiten. Aber die ganze Zeit (Anfang Projekt bis Übergabe) arbeiten die Projektleiter zusammen in ein Team. Da die Abstimmung und Kommunikation aus dieses Team züruck fliessen nach die Unternehmen und auch in andere Projekten ist es wichtig das sie ständig zusammen arbeiten. Wir können dann lernen für die neue Projekten, das ist die ideale Situation für FM.
Bei diese Projekten können die Kosten auch besser ermittelt werden. Die dauer von die Projekten is länger und die Lebensdauer und Wartung von Anlagen ist besser beurteilt und mitkalkuliert in die Gesamtkosten.

2. Gebrauch von Dienstleistungsverträge

Was sind typische Eigenschaften von die Unternehmen die SLAs benutzen? Oder welche Unternehmen haben Vorteilen von SLAs?

Von der Anwendung her würde ich sagen das es sehr Interessant oder sinnvoller ist für die Unternehmen die Gebäudes in eigen Nutzung haben. Wenn Sie wirklich ein Gebäude hinsetzen und nachdenken wie es vor die kommende 20 Jahre funktionieren kann und muss. Diese Unternehmen denken mehr nach über die Kosten. Bei andere Unternehmen ist es schwerer da die komplett andere Zielen verfolgen. Ein Investor möchte so schnell wie möglich so viel wie möglich Geld verdienen. Auch ein Mieter hat ganz andere Zielen und dann hat ein SLA auch kein sinn.
Wir sehen es auch von der Industrie aus das es meistens grossere Unternehmen sind, zum Beispiel der Automobilindustrie. Oder da ist ein Berater bei die Unternehmen die das gebrauch von SLAs empfehlt. Die Kunden haben dann keine Ahnung von SLAs und die Berater sagt es dann. In Holland ist das ein bisschen anders da FM besser bekannt ist. In Deutschland kennen die Kunden das FM kaum.
Es gibt dann auch noch Kunden die SLAs nachgefragt haben um zu sehen ob es für Sie sinn macht. Dann haben wir empfohlen das die Kosten nicht aufwiegen gegen das was es bringt. Es ist auch ein extreme Aufwand wenn ein SLA aufgestellt werden muss und dann auch kontrolliert werden muss. Und es ist auch schwer die Menschen darauf um zu stellen ein SLA zu benutzen und zu leben.

Welche Diensten sind festgelegt in SLA, wie häufig und mit welche Partei?

Der Kunde möchte die Lieferant zwingen die richtige Qualität zu liefern, dazu werden SLAs aufgestellt. Es ist dabei wichtig die sachen zu suchen die das primäre Prozess unterstützen. Damit darfen keine Problemen sein, da das primäre Prozess dann still liegt. Es geht dann um sachen wie Elektrizität zum Beispiel. Catering ist etwas für die Mitarbeiter und dann kommt es an auf die Arbeitgeber. Wenn die Arbeitgeber die Arbeitnehmer ein gute Mahlzeit bieten will, braucht er ein gutes Cateringvertrag. Da sind auch Arbeitgeber die sich dafur nicht interessieren. Das ist ein wichtiges unterschied: Orientierung Arbeitgeber und was ist primär Prozess.

3. Anfang und Inhalt DLV

Welche Partei(en) initiieert (initiieren) das gebrauch von DLV?

Es sind die Kunden die mit die Frage in bezug auf SLAs bei uns kommen. Wir bieten es nicht aktiv an, aber natürlich kommunizieren wir das wir Services anbieten. SLAs gehören dann nicht zu diese Service Kommunikation. SLAs muss die Kunde selber nachfragen wenn er uns für Services brauchen möchte.

In welche Phase ist das gebrauch von DLV initiieert?

Meistens ist das Gebrauch initiieert eine (kürze) Periode nach die Bauarbeiten, aber es kann auch gleich nach die Bauarbeiten sein. Ein Ausnahme: wenn es ein PPP projekt ist, da werden SLAs in ein früheres Stadium initiiert.

Wenn ist das gebrauch von SLAS dann initiiert in PPP Projekten?

Es ist vorgegeben von die ausschreibende Stelle das es ein PPP Projekt ist, wobei SLAs gebraucht werden mussen. Das Büro das die Ausschreibung vorbereitet hat, macht auch die SLA Vorbereitung. Mann hat dann auch noch kaum Einfluss auf diese Verträge.

Welche aufmerksamkeiten hat die Inhalt von ein DLV?

Die Service Levels sind Anlagen von das eigentliche Vertrag. Die Beschreibungen was mann von die Leistungen und Qualität erwartet sind in Anlagen gegeben und in alle Details erzählt.

Wie geht es mit das festlegen von Verpflichtungen von Kunden?
Die Deutsche Kunden lassen sich relativ wenig festlegen bei ein Lieferant. Die Beziehungen sind sehr Traditionell wobei die Kunde vorschreibt und die Lieferant liefert, zusammenarbeit oder vorschreiben durch die Lieferant ist ungewöhnlich. Wenn ein Problem da ist werd das besprochen, zum Beispiel wenn die Kunde die Fenster öffnet und wir das Gebäude dann nicht heizen können, oder ein Technische Lösung ist gesucht in Fenster die automatisch öffnen/schliessen.

Ist da auch ein Prozedur wenn etwas anders geht wie das an Anfang ist festgelegt? Wie läuft die änderung von das Vertrag oder ist dafür nichts festgelegt?
Ab und zu gibt es das. Zum Beispiel in ein projekt wobei die Auftraggeber und Lieferant zusammen gearbeitet haben, dann gibt es diese sachen. Dann ist ist normal ein mal pro Jahr zusammen zu sitzen und zu sehen was geändert werden muss. Es hängt stark ab von die beteiligte Personen und die zusammenarbeit, meistens gibt es das aber nicht.
Es ist auch Industrie abhängig, Automobilindustre möchte gerne sicherheit und das ist auch in die Verträge zu sehen. Die möchten wissen wie es geht wenn etwas in das Vertrag geändert werden muss. Andere Industrien haben darüber keine Gedanken gemacht.

Ist das Vertrag Output oder Input definiiert, oder unterschiedlich pro Unternehmen?
Wenn mann weitgehend über das FM nachdenkt ist es oft Output definiiert. Aber mann möchte auch gerne die Kontrolle behalten und dann ist Input definiiert besser. Es ist ein Spagat, zwischen Kontrolle und Expertise von Lieferant benutzen. Vor uns ist es besser wenn es genau ist vorgegeben was wir machen mussen. Wir können das dann mit weniger Problemen und Diskussion ausführen. Wir brauchen dann keine lange und schwere Diskussion über das was in Praxis gemacht werden soll. Es ist bereits aufgeschriebn und vorgegeben und das macht es für all Parteien einfacher zum Anfang. Das hat auch zu tun mit die Deutsche Markt und Mentalität die alles gerne kontrolieren möchten. Da sind checklisten einfach und beliebt, dabei ist ein Input Vertrag besser.

4. Vor und nachteilen DLV

Was sind Vorteilen für die service anbieter? Wie gross ist das Vorteil?
Das Kostenvorteil hängt ab von die Zusammenarbeit. Wenn die Auftraggeber nur die Kosten anseht und die Lieferant finanziell komplett auspresst, dann ist da kein Kostenvorteil. Aber wenn es in zusammenarbeit hergestellt ist, dann ist auch für die Lieferant ein Kostenreduktion möglich. Wenn es ein Partnerschaft ist dann profitieren beide Parteien von die zusammenarbeit, das ist ein sehr wichtiges unterschied.

Was sind die Grunden für ein Kunde um ein SLAs nach zu fagen?
Die Kunde möchte keine Diskussion haben über die gelieferte Services. Es ist alles klar geregelt, es ist einfacher zu managen, die Kunde braucht nicht einige Stunden mit der Lieferant zu diskutieren ob es die richtige Qualität war. Alles ist festgelegt und macht die Kommunikation einfacher.
Kosten sind nicht die wichtigste Grund SLAs zu benutzen. Es ist auch nicht zu bewerten wieviel mann einspart oder gewinnt durch SLAs. Ein änderung ist einfach zu sehen aber die quantifizierung ist nicht zu machen. Am Anfang braucht mann Zeit ein SLA her zu stellen aber dann ist es weniger Diskussion während das Vertrag, das ist das Gewinn. Wieviel das finanziell einspart ist unklar.

Fur die Service Anbieter ist es einfacher die Aktivitäten zu planen. Der Lieferant weiss das ein Installation gewartet werden muss, aber er kann das selber einplanen. Das ist ein grosses Vorteil für die Lieferanten. Das hat sicherlich auch ein Kostenvorteil aber wieviel das ist, ist nicht zu sagen.

Vor das ein SLAS hergestellt ist, können wir alle Installationen etc. kontrolieren zu beurteilen was die Umfang von die Arbeit sein würde. Es gibt keine Überraschungen, oder wenn es die gibt sind wir selber Schuld. Wir wissen am Anfang genau was wir machen mussen. Dabei kann kein Kostenproblem entstehen.

Ein grosses problem ist das genau festlegen von die messbarkeit. Was passiert wenn zum Beispiel ein Aufzug nicht funktionniert, kommt jemand in eine Stunde um Defekt darauf zu kleben, ist das in eine Stunde wieder benutzbar etc. Ist das hier auch ein Problem um genau zu beschreiben was die Lieferant macht ohne Diskussion wenn etwas passiert?
Ja, ich habe Beispiele: was ist genau gemeint mit Reaktionszeit: reagieren, persönlich bei das Problem sein, am Telefon kommen, etc. Ja da ist ein grosses Problem, alles ist Interpretierbar und das macht es sehr schwer.

Wobei auch die Kunde am Anfang bereits genau erzählt werden muss was die Service Levels bedeuten. Das keine Diskussion mehr möglich ist wenn das Vertrag gezeichnet ist. Aber etwas das Mündlich besprochen ist genau Schriftlich festlegen ist sehr schwer. Dabei entstehen viele Problemen.

Ist eine verfügbarkeit von 99% ein Problem um fest zu legen oder zu kontrolieren?
Nein, das geht ohne viele Probleme. Eine Verfügbarkeit von 99% bedeutet das die Installation in Theorie am Ende des Jahr einige Tagen nicht funktionieren muss. Aber das ist einfach fest zu legen, wenn mann sagt das ein Störung maximal 5 oder 10 Minuten dauern darf wenn es um ICT oder Elektrizität geht. Das gehört zu primäre Prozess und kann einfach so festgelegt werden. Die genaue Verfügbarkeit ist schnell und einfach in Minuten zu messen. Diese Problemen sind einfach zu lösen und kontrolieren.

Das aufstellen und kontrolieren von ein SLA ist vor viele Unternehmen ein zeitliches Problem ist das etwas das sie auch in Prxis sehen?
Das hängt von die genaue Situation ab. Einige Auftraggeber möchten soviel festlegen und kontrolieren das es sehr viel Zeit und Geld kostet. Aber da sind auch Unternehmen wobei die SLA die Zeit stark reduziert. Es braucht dann einige Zeit das auf zu stellen, aber dann funktioniert es sehr gut. Es ist stark abhänging von die Situation, aber mann muss immer danach streben es lohnend zu machen. Ein grosses unterschied ist ob ein Unternehmen ein Facility Manager (Intern/Extern) hat. Wenn geld ist für diese Position ist FM etwas das meist gut beachtet und bewertet werd und wichtig ist für die gesamte Unternehmen. Das Unterschied kann mann schnell und einfach sehen und sagt viel über die Zusammenarbeit, Aufstellung und Kontrolle von SLAs.

Und was ist das Problem mit Kosten und Nutzen unklar?
SLAs werden als Qualitätsintrument gesehen und nicht als Kosteninstrument. Es ist wichtig ein SLA als ein Mittel zum Zweck zu sehen und nicht als das komplette Gesamtbild. Die wichtigste Grund ist die Qualitätsbewertung in objektive Form. Das macht das die Kosten und Nutzen nicht immer klar sind, aber das gehört zu diese Rolle. Es ist aber immer besser wenn die Kosten und Nutzen klar sind da die Kommunikation dann auch besser läuft.

5. Kosten reduktion und DLV

Empfangt die Service anbieter ein finanzielles Vorteil bei das gebrauch von DLV?
Ein Kostenreduktion wurde entstehen wenn die SLA richtig greift, dann kann die Planung verbessert werden.

Empfangt die Kunde ein finanzielles Vorteil bei das gebrauch von DLV?
Die Kunde hat ein Kostenvorteil wenn er die Lieferant bestrafen kann wenn etwas nicht zureichend geliefert ist. Er kann dann feststellen ohne Juridische problemen, das die Lieferant die Arbeit nicht richtig geliefert hat und dann finanziell bestrafen. Das hat ein grosses finazielles Vorteil, aber dann muss das Vertrag möglicheiten dafür bieten. Dann hat die Kunde aber ein Kostenvorteil aber ist die Qualität nicht ausreichend, so das ist auch wieder ein Problem. Am Ende hat der Kunde ein Kostenvorteil, aber genau bewerten is schwierig.

Wie gross ist das Kostenvorteil für die angebotene Diensten?
Die genaue Kostenreduktion ist unbekannt. Es ist dann auch nicht zu sagen wie die Reduktion zu berechnen ist. In das Vertrag steht was für finanzielle strafmassnahmen möglich sind wenn ein Lieferant nicht das richtige liefert. Diese Reduktion ist einfach fest zu stellen, aber dann ist die qualität nicht ausreichend. Andere (Kosten)Vorteile sind nicht zu bewerten. Und für die Service Anbieter ist es überhaupt nicht zu quantifizieren.

6. Zukünftige Entwicklung DLV

Was ist die Entwicklung vor DLV in diese Unternehmen?
Gebrauch forsetzen in heutige Art bei die 'normale' Unternehmen. Gebrauch ausbauen in PPP Bereich da es noch in Entwicklung ist.

Was muss änderen so das Service anbieter DLV mehr brauchen/anbieten?
Die Internationalisierung und Professionalisierung von FM machen SLAs immer wichtiger. Aber es werd sehr wichtig sein das so einfach aber Korrekt wie möglich fest zu leggen. Die SLAs sind ein Mittel zum Zweck, aber es muss immer professioneller und objektiver.

Diese Verbesserung ist sehr wichtig und muss die kommende Jahren stattfinden. In jede Branche, Kunden, Land muss ein Entwicklung passieren für die spezifische Situation.

Was muss änderen so das der Kunden DLV mehr brauchenoder nachfragen?
Auch die Kunden mussen noch sehr viel lernen. Viele Berater empfehlen SLAs, aber die Kunde weisst kaum was es bedeutet und kann in ein Herstellungsprozess nicht gut mitarbeiten. Die Kommunikation kann noch viel besser und muss auch viel besser wenn ein SLA ein Erfolg sein will. Die Kunden mussen lernen was SLAs sind, wieviel Arbeit ein SLA ist für die Lieferant, was passiert wenn das nicht gut funktioninert. Die Bewertung von FM muss besser werden.

Ein anderes Problem ist auch das die Unternehemn im Moment sehr schnell und vielfach änderen. Da sind mehrere Strategien, mehrere Geschäftführer, das ändert und auch die Verträge änderen dann.
Die Verträge sind nur noch für 3 Jahre, das heisst ich habe SLAs für ein kurze Zeit aber dann ist die Firma übernommen. Die änderungen sind zu viel und kommen zu schnell. Bei Firmen mit eigene Gebäudes macht es mehr sinn, da Sie auch Interesse daran haben das es für viele Jahren gut funktioniert.

7. Algemeines

Es ist wichtig das ein SLA hergestellt ist mit ein Eigentümer und nicht mit der Mieter. Dann ist da noch ein zusätzliche Partei und dan ist die Kommunikation fast unmöglich. Das ist etwas das sehr wichtig ist um zu beurteilen ob ein SLA ein Erfolg sein kann. Wenn noch ein partei dazu kommt ist es fast unmöglich und muss ein SLA nicht aufgestellt werden.

Persönliche Meinung:
Meine Meinung ist das SLAs überhaupt nicht richtig ‘gang und gebe’ ist in Facility Management. Viele Leute reden über SLAs, aber haben keine Ahnung was SLAs sind. Und dann machen Sie irgendwas damit Sie das auch haben. Und auch die Kunden haben keine Ahnung was SLAs sind. Es ist eigentlich nur ein Mittel zum Zweck, das heisst: manchmal ist das so kompliziert und theoriziert gemacht, das es zu nichts führt. Ein Anbieter ist auch oft sehr Faul, das heisst der Auftraggeber muss ihm schupsen und es gibt dann wenig Reaktion. Eigentlich hat man ein SLA überhaupt nicht nötig, das ist auch für uns so. Wenn ein gutes Vertrag ist hergestellt mit ein Anbieter der aktiv ist, dann braucht mann das gar nicht. Aber oft sind die Verträge nicht realisierbar: dann muss ein Reinigungsfirma 500 quadrat meter in eine Stunde reinigen, das geht überhaupt nicht. Die SLAs sind dann um die Anbieter zu schumpfen. Und es ist oft extrem Komplex, ein Beispiel: ein grosse Telefonfirma macht im Moment ein Europaweite Ausschreibung für Facility management, da muss mann höhere Mathematik studiert haben um das zu verstehen was die meinen. Das ist nicht mehr einfach zu verstehen und viel zu Komplex.
Dabei versucht mann es auch Output definiert zu machen: was möchte ich am Ende für ein Ergebniss haben. Mann versucht es dann einfach zu beschreiben. Es funktioniert nur dann wenn ein sehr gute Kundenverhältniss besteht, ein Partnerschaftliche zusammenarbeit. Und sehr wichtig ist das es bei die Unternehmen auch wirklich so gelebt werd, das sie das ganz übernehmen und mitleben.
Bei die Amerikanische Unternehmen da funktioniert so etwas, die haben ein andere Mentalität gegenüber die Dienstleistungen. Bei uns in Deutschland ist das ein bisschen schwieriger da die Deutschen sehr Kontrolbewusst sind und das alles gerne mit Checklisten haben. Die trauen auch keine andere Parteien und möchten alles bis in kleinsten Detail kontrolieren. Die können sich nicht in ein Partnerschäftliche verhältniss einlassen, noch intern oder extern. Das ist meine Meinung noch das grosste Problem mit SLAs in Deutschland.

Wichtige sachen für Erfolg in DLV sind:
- Ist Facility Management und SLAs gelebt bei der Auftraggeber
- Eigentümer/Mieter: wenn ein Eigentümer ein Gebäude hinsetzt für längere Zeit bietet das mehr möglichkeiten für FM
- Ist es ein PPP Projekt: lange laufzeit und zusammenarbeit
- Ist es ein Partnerschaft zwischen Kunde und Lieferant
- Service Level ist Mittel zum Zweck: Kosten vorteil ist nicht das wichtigste es geht um bessere Qualität und Qualitätsbewertung.
- Kommunikation und die Einstellung der Mitarbeiter ist sehr wichtig für ein gutes Erfolg.
- Kurze und Knackige service levels

Annex 16 – Interview respondent 11

Welche position hat Ihre Unternehmen in bezug auf DLV?
Diese Unternehmen ist vor allem ein service anbieter, aber Beratung gehört dazu auch. So beide aktivitäten gehören zu die normale tätigkeiten.

1. Bekanntheit mit Lebenszykluskosten (LZK) und Dienstleistugverträge (DLV)

Wie definieren Sie lebenszykluskosten?
Die lebenszykluskosten sind die Kosten die zusammen hängen mit das komplette System über die ganze Lebenszyklus. Das bedeutet für ein Limaanlage zum Beispiel das die Lbenszyklus 15 Jahre ist. Dann sind die Kosten: Investition und Betriebskosten in die 15 Jahre und die Abriss am Ende von die 15 Jahre.

Wie definieren Sie DLV?
Wir haben Wartungsverträge und Wartungsverträge mit Instandhaltung. Die Instandhaltung bedeutet das ein Kunde ein Betrag X pro Jahr bezahlt für die Instandhaltung, das ist dann ein full-service Pakket. Diese full-service fängt an in Jahr null und beendet in prinzip wenn die Lebenszyklus von das System endet. Wir rechnen für manche Systemen eine Laufzeit von 15 Jahre, in Rahmen von diese (Lebenszyklus)Zeit werden dann die Systemen gewartet. Das kann dann ‚Wartung' sein, oder das ‚Komfort' Pakket (Vollwartung mit alle Ersatzteile, Störddienste und so weiter). Wir sind dann vrantwörtlich vor das was in Vertrag beschrieben ist, Aufzug, Klimaanlage, und so weiter. Wir sind auch das Bereich Building Solutions und in dieses Bereich machen wir diese Verträge, das sind die Gebäude abhängige Systemen ("hard" facility management services). Die Verträge sind alle vor längere laufzeiten, ein Jahr Verträge gibt es auch.

Wenn ein System neu installiert ist gbt es ein 4-Jahren Vertrag. In die erste zwei jahren ist ein Garantie auf alle Teilen, das kostet dan € X,XX. Nach die erste zwei jahre bezahlt die Kunde € X,XX + Y,YY, mehr wie in die erste zwei jahren. Dann kann die Kunde wählen aus verschiedene Stufen, die kosten sind dann abhängig von die gewählte Stufe. Diese Periode kann mehrere Jahren dauern. Die Einschätzung was in die periode an Arbeit gemacht werden muss ist unseres Risiko. Am Anfang bestimmen wir das System und haben ein Risikostrategie. Wenn das nicht funktioniert dann sind die zusätzliche kosten für unsere Unternehmen. Die Kunde bezahlt das Betrag das voraus bestimmt ist. Das die Risiko-einschätzung nicht richtig war, kommt selten vor. Wir haben viel Erfahrung und wissen gut welche Problemen und Risikos es gibt. Die neue Information über Risiko ist dann auch sehr wichtig, das wir Fehler nicht nochmals machen. Wir machen dazu auch jedes Jahr ein Kaufmännisches vergleich.

2. Gebrauch von Dienstleistungsverträge

Was wäre die Grund DLV an zu bieten? Nachfrage Kunde, eigene Interesse?
Wir haben zwei Kundensorten: Private Kunden und Öffentliche Kunden. Wenn wir dann über die Gebäudelei Technik reden dann haben beide diese Systemen. In dieses Bereich ist ein sehr starke Innovation in Materialen. Zum Beispiel: hardware, software und so weiter, das ändert alles sehr schnell. Dann sind viele updates ud upgrades notwendig. Die updates von die Software geht automatisch, die Hardware ist erneuert jede soviel Jahre. Die Kunden möchten gerne das Sie nicht jede soviel Jahre ein grosse Investition haben in hardware. Dann sind die Ausgaben sehr unregelmässig. Wenn das in ein DLV festgelegt ist zahlen Sie jedes Jahr das gleiche aber bekommen Sie auch jede soviele Jahre neue Hardware. Dann sind die Ausgaben gleichmässiger und das ist was die Kunden gerne haben möchte, DLV unterstutzen das sehr gut. Die Kosten und Qualität sind sehr gleichmässig in diese Fälle, das ist besser für die Budgetierung.
Für uns wie Service anbieter war es günstig DLV auf zu stellen da es gut is für die Kontinuität und für die Planung von Aktivitäten. Diese Aspekten haben am Anfang dazu beigetragen DLV zu benutzen. In Verträge ist dann auch ein Unterschied zwischen nur Wartung oder auch die Ankauf von neue "Hardware".

Welche Diensten sind festgelegt in SLA, wie häufig und mit welche Partei?
Diese Unternehmen ist tätig in das Bereich "hard" facility management services. Das bedeutet das Klimaanlagen, Wartung, Instandhaltung von Technische Anlagen zu die Arbeiten gehören. "Soft" services, wie catering, cleaning und so weiter gehören nicht zu die Arbeiten. Die Verträge sind all für längere Zeit. Die Kunden haben verschiedene Eigenschaften und Grossen.

3. Anfang und Inhalt DLV

Wie geht das Anfangsprozess von ein DLV Projekt?

Normalerweise start ein Projekt mit "Auftrag neu System", das ist der Kick-off vor die Bau/Installation von das System. Wir können dann auch ein komplett Modernisierung machen von ein bestehendes Gebäude. Aber was für Gebäude es auch ist (Neubeu, Modernisierung) Kick-off ist für uns immer Neubau Installation. Wenn ein Bauteam das Installiert hat das FM Bereich auch bereits Kontakt zu der Kunde. Der Information die wir brauchen ist: wie sind die Betriebszustände, was sind die Wünsche, Nutzungsvariabele, und so weiter. In das letzte drittel von ein Projekt herstellen wir das Kontakt zu Kunde, dann haben wir noch etwas Zeit das zu verarbeiten. Es geht dann speziell um der betreiber und nicht die General Unternehmen. Es geht um die Person im Praxis mit wem das Kontakt während das Vertrag ist. Es ist wichtig mit diese Person das Kontakt frühzeitig her zu stellen um gute Information zu bekommen. Mit diese Information baue wir ein Konzept mit die folgende Information: Arbeitsvolume, Arbeitszeiten, Zutrittsmöglichkeiten, Algemeine Information.
Die Phase ist für uns sehr wichtig, wir können in jede Phase anfangen wenn ein Entwurf gemacht ist. Das wichtigste ist das wir das Geschäft von der Kunde verstehen, dann wissen wir auch wie die Kunde das Gebäude brauchst. Dafür ist auch das frühe Kontakt, für die Analyse und Information Sammlung.

Die Zeit für das aufstellen von DLV ist sehr unterschiedlich, was macht das Sie ein Laufzeit von ungefähr eine Monat haben?

Wir arbeiten mit der Betreiber, das macht ein Unterschied. Dabei haben wir vorbearbeite Modulen die noch einige Abstimmung brauchen aber das längste, das aufstellen ist bereits gemacht. Es hängt dann noch ab von die Volumen wie läng es dauert. Bei grossere Projekten dauert es ungefähr 40 Arbietstage oder 2 Monate das auf zu stellen und brauchen wir auch mehrere Personen.
Dazu haben wir noch das Untercshied zwischen Eigenleistung, das schneller zu verarbeiten ist uf Fremdleistungen. Fremdleistungen werden von externe Firmen angekauft, und das bedeutet das wir dann ein Selektion machen mussen. Diese Selektion (mindestens 3 Anbieter) braucht etwas Zeit, wodurch Fremdleistungen länger dauern um auf zu stellen. Die Qualität muss immer gesichert sein und dann ist die Selektion sehr wichtig.

Welche aufmerksamkeiten hat die Inhalt von ein DLV?

Algemeine Information in bezug auf Laufzeit
Die verträge sind für längere Zeit, das bedeutet 5, 10 oder 15 Jahre. Weniger als 5 Jahre ist seltener.

Leistungsniveau Diensten
Bei Reaktionszeit ist es so das es auch passiert das nicht nur ist festgelegt das wir in zwei Studen reagieren mussen, aber auch das wir in 4 Stunden vor Ort sein mussen und das ein System nach 10 Stunden wieder funktioniert. So es ist in viel Detail festgelegt was erwartet ist.

Objektivität ist nicht ein Ziel, aber wir streben es nach. Für die objektivität ist Kontrolle wichtig, dann kann es gelebt werden.
Nach die Wartung werden aufnahmen gemacht. Der Kunde gibt uns ein Auftrag wobei wir jedes Jahr etwas machen mussen. Dann gibt es selbstverständlich auch Konrolle von diese Auftrag. Jedes jahr ist da ein Kontrollbesprechung (kann auch die Dokumentation kontrolliert werden) und durchgehend sind da Stichproben. Das zusammen macht das unsere Arbiet kontrolliert werden kann und das die Kunde wünschen/änderungen durchgeben kann.

Verfügbarkeit ist nicht geregelt, fast 100% ist gewünscht aber ist nicht festgelegt. Zum Beispiel ein Rechnerzentrum, das muss immer verfügbar sein. Dafür Baut der Kunde oft doppelte Systemen auf, wenn ein System ausfält kann der andere das übernehmen.
Wir messen Verfügbarkeit bei grosse Kunden mit ein Störfallstatistik. Diese Statistik meldet genau wenn ein System in Störung war, wie länge und so weiter. Einmal pro Jahr werden diese Statistiken mit der Kunde besprochen. In Rahmen von FM mussen dann (neue) Strategien und Konzepte hergestellt werden.

Änderungen können dann gemacht werden so das die Ausfall reduziert werden kann. Beispiel: Büro mit 3000 Mitarbeiter, da ist auch ein Kantinebereich wo 2000 Personen jeden tag essen. Das heisst das auch jede Tag 2000 Tabletten auf die Band gestellt werden. Wenn der Fliessband nicht funktioniert dann ist es chaos. Wir mussen als service anbieter prüfen das wir die Motoren vor die Fliessband haben. Viele Teilen kommen aus die Schweiz und brauchen länge Zeit hier zu kommen.

Es kann nicht so sein das die Fliessband 6 Wochen nicht funktioniert. Wir mussen die Ersatzteile im Haus vorhanden haben und das genau einschätzen. Das lagern von die Teile kostet Geld (Motor mehrere 1000 euro) so das Optimum ist wichtig dabei. Wir haben dafür verschiedene Bereiche, Küchenbereiche, wenn das kritisch ist muss das ein bisschen besser vorbereitet sein. Dafür mussen wir genau die Kunde und seine Arbeit kennen.

Verpflichtungen Kunde: wir haben dafür die regelmässige Projektbesprechungen. In die Regel ist das einmal in die Woche, und da machen wir eine “to-do-list“. Die Zielen die hier gemeldet sind können kurz besprochen werden und dann kann ein Lösung gesucht werden für Anfang von die nächste Besprechung. Das funktioniert für alle Parteien sehr gut, weil die Aufgaben besprochen werden und dann auch schnell gelöscht werden. Und zusätzlich haben wir noch das “Berichtswesen“, das ist jede Monat oder jedes Quartal. Empfehlungen und Problemen können dann noch mal mit eine offzieles Bericht gemeldet werden. Die Verpflichtungen von beide Parteien sind in kurzum mit häufige Kommunikation gelöscht. Und das ist auch eine gute Grund Problemen zu vermeiden da wir gutes Kontakt haben, die parteien einander verstehen, und so weiter. Die Verständnis für einander ist sehr wichtig und das entsteht mit gute Kommunikation.

Ist ein Teil das DLV auch ein standard Vertrag?
Wir haben bei alle Verträge ein algemeines Teil, dann die verschiedene Modulen und auch ein Teil das sind die Leistungsbeschreibungen und Bestandslisten. Die Bestandsliste erklärt was zu das Vertragsbestand gehört. Das kann während das Jahr änderen, aber muss jedes Jahr ein update haben. Die letzte Vertragsdokumenten sind Anlagen von das eigentliche Vertrag. Wenn ein vertrag sehr Transparent ist, bekommt der Facility Manager auch die möglichkeit etwas Geld zu sparen. Er hat ein gutes überblick und kann einfach sehen welches Services nicht gebraucht werden.

Ist es ingesamt ein Input oder Output definiiertes Vertrag?
Wir haben beides. Wir haben fällen dann zahlt die Kunde eine Summe pro Jahr und erwartet dann ein Ergebniss/Service (Ein gewisse Reaktionszeit zum Beispiel). Aber es ist in einzige Fälle auch komplett definiiert, zum Beipiel bei ein bank ist die wünsch für Kontrolle sehr gross. Meistens ist es ein Kombination von die zwei möglichkeiten.

4. Vor und nachteilen DLV

Was ist die grund/Vorteil/Ziel für diese Unternehmen um ein DLV zu benutzen?
Für uns ist das wichtigste ein Kunde für sehr lange Zeit zu behalten (Customer for life), das heisst der Kontinuität. Es ist wichtig nach die Verkauf (Sales) ein Konzept für die Kunde zu entwicklen das der Kunde weisst diese anbieter ist nicht nur die Lieferant aber kummert sich richtig um meine Arbeit. Die Kunde bekommt ein zusätzliche “Value“. Dafür haben wir eigenes ausgbildete Mitarbeiter.
Wichtig für uns ist die Reputation: zufriedene Kunden ist sehr gute Werbung. Deshalb haben wir auch sehr viel Interesse in die Zielen und Wünschen von der Kunde. Dazu gehört auch eine Beratung, das kann die Kunde extra Vorteilen bieten.

Was ist die Grund/Vorteil/Ziel für die Kunde um ein DLV zu benutzen?
Die Kunde bekommt ein zusätzliche “Value“ da wir sehr interessiert sind in die Kunde und sein Geschäft. Dabei hat er Beratung, ein Dynamisches Prozess und ein lebendiges Dokument. Das alles zusammen macht das er jede Zeit das bekommt was er braucht.

Das wichtigste Ziel in ein Dienstleistungsvertrag ist das die Betriebs Sicherheit garantiert ist und das für optimale Kosten. Er möchtet sich auch auf das Kerngeschäft konzentrieren und braucht weniger Mitaribeiter für Facility Managament. Dafür ist ein lebendiges Dokument benötigt und Kommunikation enorm wichtig.

Die Abstimmung und Kommunikation haben ein verbesserte Qualität zu folge. Zum Beispiel bei en grosse versicherungsfirmen wo 4200 Menschen tätig sind. Da hat mann immer Störungen, das wird mann auch immer haben.
Aber wenn die Service für die Installationen sehr gut ist, dann werden die Anzahl störungen reduziert. Das ist etwas das mit Kommunikation abgestimmt werden kann mit die Kunde.

Für beide Parteien geht es auch nicht um das maximale Gewinn, es ist ein Partnerschaft. Beide Parteien haben Vorteilen und das machen DLV zu ein Erfolg.

Was sind Nachteilen und für welche Partei? Wie gross ist das Vorteil?
Ich sehe eigentlich keine Nachteilen da das Vertrag alles sehr detailiert regelt. Wir haben auch nur Technische Installationen und das ist sehr genau nach zu messen. Die objektivität ist dann kein Problem und andere sachen können kommuniziert werden. Theoretisch kann alles aus diese Liste passieren, aber es ist nicht ein echtes Problem. Wir erfahren es nicht wie Problemen, vielleicht hängt das zusammen mit das “hard“ services FM was wir betreiben.

Ein Unterschied das gemacht werden kann sind grosse und kleinere Kunden. Kleinere Kunden mussen mehr vertrauen in uns haben da Sie nicht die Menschen ins Geschäft haben die unsere Arbeit kontrolieren können. Bei grossere Kunden ist immer ein Fachmann vorhanden die unsere Arbeit kontrolliert. Die Feedback und Kontrolle ist anders für diese Kunden.

5. Kosten reduktion und DLV

Hat die service anbieter ein Kostenvorteil und In welche Kosten ist das Vorteil erreicht?
Die service anbieter empfangt ein kosten Vorteil durch ein bessere Planung. Die Planung geht besser da wir wissen was wir machen mussen und teilweise auch wenn das gemacht warden muss. Zum Beispiel bei ein grosses System das sehr wichtig ist für die Unternehmen, haben wir in Vertrag festgelegt das ein zwei bestimmte Tagen nicht funktioniert in bezug auf Wartung. Dann wissen wir das es die zwei tagen gemacht werden muss und die Kunde weisst auch genau wenn das ist. Das ist ein planungsvorteil.

Wie gross ist das Kostenvorteil für die angebotene Diensten?
Reparatur von Fremdfabrikate / Einrichtung habe ich nicht eingefüllt da wir das nicht so umfangreich machen das ein Kostenvorteil möglich ist. Dann geht es zum Beispiel um ein Toilet oder andere mechanische Komponenten, aber wenn es mehr ist macht ein Fremdfirma das in Regie von uns.
Ein Vorteil ist das wenn wir ein System installiert haben wir das auch am besten Warten können. Wir kennen unsere eigene Systemen und ain andre Unternehmen werde damit Problemen haben. Das ist ein Vorteil auch in die Ksoten da wir dann nicht nur die Installation haben, aber auch das lang Jährige Vertrag in bezug auf Wartung.
Das Kostenvorteil für die Kunde ist das wir das Problem schnell und gesamthaltlich lösen können. Das heisst die Kunde meldet ein Problem und er bekommt gleich Service. Bei ein Problem ist es nicht notwendig verschiedene service anbieter zu fragen und dann zu sehen wie das am besten lösen kann. Das ist dann auch mehr ein Nutzervorteil dann ein Kostenvorteil.

6. Zukünftige Entwicklung DLV

Was sehen Sie für Änderungen in DLV, Service oder FM Bereich?
Die Beziehung zwischen Nutzer und Anbieter muss sehr deutlich werden, dann kann ein DLV ein gute Beitrage liefern. Dann bekommen die Parteien die zusätzliche “Value“. Nicht nur die Kosten mussen dann beachtet werden aber auch was habe ich zusammen aus das Vertrag bekommen.

Ein anderes Aspekt ist das Qualitätsbewusstsein. Im Moment ist es noch häufig “Crash Wartung“, service ist gemacht wenn ein System nicht mehr funktioniert. Das muss nicht dei Focus sein, die Kunde muss wert legen auf guten Service. Ein Problem dabei sind die moderne Finanzstrukturen. Wenn wir ein Unternehmen haben mit 10 Gebäude, dann ist in ein Gebäude das Management vertreten. Das Gebäude bekommt dann automatisch mehr Wartung und Service und hat ein wichtiger Reputation durch die Representation. Die andere Gebäude haben die representativität nicht so stark und ist die Wartung ganz anders.
Dabei kennt die Kunde Topqualität. Das ist auch das Aspekt von ein Umweltgerecht Benutzung von das Gebäude. Es ist zusammen ein Bewusstsein von: Umwelt, Qualität, Kosten, aber das Bewusstsein ist sehr wichtig.

Welche möglichkeiten sehen Sie DLV und LZK zu integrieren oder das aufwendiger zu benutzen?
Grundsätzlich:ja. Das Potentiaal mit unsere Systemen die Betriebskosten zu senken ist sehr gut. Wir praktisiern dafür auch das wir ganz pro-aktiv die Kunden betreuen.
Dann kann es gehen um Energie Gebrauch senken, ein Installation kann umgebaut werden und dann senken die Energie kosten. In ein Vertrag ist sehr viel input von die service anbieter um die Kunde ein besseres Produkt zu liefern. Umwelt Technologie ist dabei sehr wichtig und alle möglichkeiten werden nageschaut und angeboten. Auch hier ist es wieder: “value for customer“.

Viele Kunden haben ein focus auf die Kern Aktivitäten. Wir sind dann verantwörtlich für die FM services oder ein teil davon. Die Service muss dann auch bewertet und kontrolliert werden, das ist ein Teil das die Kunde machen muss. Aber wir bringen viel Kenntnis und Erfahrung in das Prozess und das senkt (vielleicht) die Kosten. Es geht um ein gesamtpakket und dann können die Kosten auch gesenkt werden.

7. Algemeines

Ins gesamt sind Kommunikation, Flexibilität, Partnerschaft und Verständnis die wichtigste Aspekten. Es ist wichtig das geschäft von die Kunde zu verstehen und die Details zu kennen. Dazu haben wir auch sehr gute Techniker, die Kunde haben positive Erfahrungen mit der Techniker zu hause. Da muss ich ei grosse Lob machen da die personen das am Ende machen und das machen Sie hier sehr gut