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TRANSFORMING REAL ESTATE
AND FACILITIES MANAGEMENT

WITH WORKFLOW AUTOMATION

How workflow automation
can bring visibility and
provide control over real
estate and physical assets
across the enterprise

Real estate and facilities (and associated physical assets) often represent an enterprise's second-largest area of spend, after Human Resources, typically representing 10 percent of operating expense and 40 percent of the balance sheet.[1] Yet, executives often lack visibility into their real estate and facilities' cost and performance, including the use of space; the maintenance status of equipment and assets; and the optimization of resources and materials that go into managing facilities projects. As a result, the real estate life cycle is often under-optimized, leading to increases in costs, negative employee experiences, and reductions in organizational effectiveness.

For example, overlooked equipment may break down unexpectedly, driving up maintenance costs, or digitally connected devices may not receive the latest security patches, resulting in a higher-risk profile for the enterprise.

Fortunately, new workflow automation tools can improve visibility into the real estate portfolio and function, providing greater control over assets and operational technology (OT).

Nuvolo, built on the ServiceNow platform, can provide this visibility and control as part of a "platform of platforms" linking disparate systems. Together, Nuvolo and ServiceNow can provide a "single pane of glass" for managers to oversee not only the real estate and facilities management organization, but also the broader connected workplace.

The business challenge

Organizations have long looked to improve real estate and facility cost management. But today, there's more pressure than ever to treat real estate not only as a value protector but also as a value creator that can be leveraged as a tool of organizational performance and growth.

Several other factors are fueling the need for better real estate management:

Employees expect workplaces that support new ways of work, provide technologically enabled individual and team spaces, include amenities, and reflect the organization's culture; this puts increased pressure on facilities management staff to provide high performing work environments.

As sustainability becomes increasingly important to the bottom line, including through public perception, the enterprise must manage resources more closely than ever to reduce waste, including the prioritization of green facilities initiatives by the facilities management team.

As work environments become more technologically enabled, there are more assets and equipment connected to corporate networks than ever before; this requires organizations to reassess their cybersecurity risk profile, with potentially hundreds of thousands of IP addresses on a facility's network.

The combination of these factors has resulted in organizations demanding more rigor around the use of their spaces, the management of their assets, equipment, and vendors, and the completion of projects with the goal of protecting revenue growth.

Existing technology poses challenges

To address these business challenges and other pressure points, organizations often bring on a broad mix of real estate and facilities management tools, which can actually add to the complexity instead of streamlining it.

Under these conditions, "you don't know what you have, you don't know where it is, and you don't know if it's in proper working order," says Tom Stanford, CEO and founder of Nuvolo. Thus, organizations run the potential risk of not only failing to address the burgeoning needs of today's connected, customer-centric enterprise, but also falling short in their traditional role of maintaining facilities and assets.

To create the required visibility, a unified engagement platform using Nuvolo's enterprise asset management software running on the ServiceNow platform, can help.

In addition to choosing the software solution, it is important to choose an implementation partner that offers depth of knowledge not only in Nuvolo capabilities, but also in real estate and facilities management business processes, as well as other services that are needed to leverage the full power of the implementation. Deloitte's Real Estate and Location Strategy practice is a market leader in real estate technology implementations, with a deep understanding of the underlying business processes driving organizations. This process knowledge, combined with one of the largest and most credentialed ServiceNow practices, positions Deloitte as a market leader in Nuvolo. Deloitte's breadth of services, offering experience in process, data, and change management can help deploy a successful implementation.

How new technology can help solve the problem

A modern asset management solution, running on a "platform of platforms" that spans the real estate life cycle and, as such, spans multiple events and departments across the enterprise, can bring a new level of visibility and control to the real estate portfolio and function.

ServiceNow and Nuvolo help provide solutions in a number of critical areas including reducing the number of separate systems for tracking assets and facility-related events, providing tools to the facility team to plan and respond to facility needs, and producing real-time information about facility performance. Organizations adopting the ServiceNow and Nuvolo solution can create a one-stop shop to manage every asset, providing up-to-the-minute status information. The potential result in the short term is managers are able to dispatch maintenance personnel or software upgrades as soon as they're needed, rather than as a reaction to costly breakdowns or security breaches. A facilities control room, with the same level of insight that ServiceNow provides for ITSM, can be developed for the facilities function. Long term, this can save time, reduce effort, and decrease cost, freeing up staff for higher-level tasks.

A large U.S. health care provider with 1,800 locations and 2 million pieces of equipment consolidated 75 different systems for tracking facilities to just one: Nuvolo running on the ServiceNow platform.

The result: increased visibility into the company's physical assets and higher-quality care for patients as medical personnel received critical equipment where they needed it, when they needed it.

In addition to modernizing the real estate and asset management function, the single-pane-of-glass view of physical assets that ServiceNow provides also helps boost the efficiencies of departments across the enterprise, including:

- Financial services, to help in assessing real estate and other asset values

- Plant workforce management, to help in scheduling work with the right equipment at the right time and place

- Legal workflow, to provide up-to-date real estate and asset information for contracts and other documents

- Cybersecurity, to keep IT and OT staff aware of connected devices' patch and software upgrade status

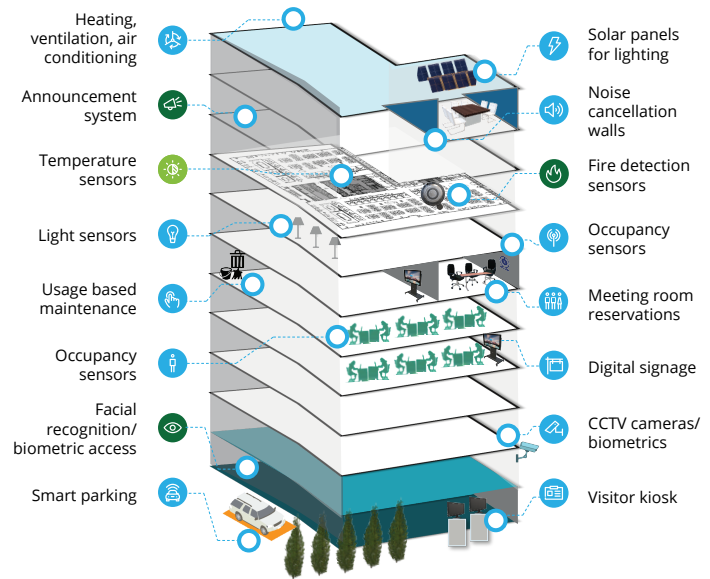- Human resources, to help manage workspaces and other employee amenities

In short, a platform-of-platforms solution provides a single interface that provides value across the enterprise.

The enterprise value proposition

Deloitte brings the building management solution to life

SUCCESS FACTORS

1. **Data usage and security**
   proper usage of data collected from sensors and governance to manage the data

2. **Maturity of technology**
   Scalable technology to allow the network to be future proof, eliminating the system going out of date

3. **System integration**
   Integrate technology systems for one single source of truth and real-time data

4. **Culture and adoption**
   Leadership buy-in and change communication

5. **Process transformation**
   Business process change is critical to successful adoption of technology solutions

Heating, ventilation, air conditioning
Announcement system
Temperature sensors
Light sensors
Usage based maintenance
Occupancy sensors
Facial recognition/ biometric access
Smart parking

Solar panels for lighting
Noise cancellation walls
Fire detection sensors
Occupancy sensors
Meeting room reservations
Digital signage
CCTV cameras/ biometrics
Visitor kiosk

Along with selecting the right technology stack, IT and OT teams must consider a number of other elements to achieve a successful digital transformation such as the one envisioned above. These include:

- Understanding the enterprise's broader IT ecosystem and required software integrations

- Designing or redesigning inefficient processes

- Evaluating data completeness, cleanliness, and readiness

- Engaging in training and change management

Implementors also typically encounter a common set of technical challenges when embarking on digital transformation. These include:

- Slow and inefficient manual processes that haven't yet been ported to any kind of digital system, hindering migration to a new system

- Similar systems using different taxonomies for reporting on the same assets or conditions, causing confusion when migrating to a new, overarching system

- Incomplete data from legacy systems, robbing the new system of the fuel it needs to function properly

- Misaligned or inefficient processes, manual or otherwise

The technical challenges are relatively straightforward to tackle; it's the non-technical challenges that are typically harder to overcome. "The biggest challenge that we run into is organizational change management," Stanford says of the shift toward modernization. That's why many organizations choose to bring on an implementation partner such as Deloitte with experience in change management as well as the technical aspects of digital transformation.

Guide to getting started

Many organizations start down the path to unified facilities management by leveraging the experience of other departments, such as HR or IT, that have already adopted the ServiceNow platform.

For those new to the game, Stanford recommends beginning by modernizing three core capabilities:

- **ENTERPRISE ASSET MANAGEMENT**
- **MAINTENANCE MANAGEMENT**
- **SPACE AND MOVE MANAGEMENT**

Nuvolo serves many functions on the ServiceNow platform.

In the increasingly connected workplace, organizations may also want to consider Nuvolo for OT Cyber Security to onboard, monitor, assess, and remediate connected assets as part of the enterprise mission to protect against cyber threats.

Deloitte can also help with implementation in areas such as business process design, change management, and data migration.

Deloitte helps harness the power of Nuvolo and ServiceNow

A connected workplace solution

Nuvolo and ServiceNow come together to provide full suite IWMS functionality along with custom applications, providing a fully integrated and comprehensive solution

Asset and maintenance management
- Manage corrective work orders, building equipment, contracts, and warranties
- Track inventory and SLA's
- Leverage mobile app for on and offline capability in the field

Space and move management
- Manage moves and associated activities using drag-n-drop interface
- Import floor plans for visualization using native AutoCAD integration

Capital program management
- Budget planning
- Permit tracking
- Gantt charts
- Contract management
- Bidding and sourcing (RFI's and RFP's)

Real estate and lease management
- Track lease costs, lease renewals, amendments, and lease clauses
- Generate purchase contracts
- Securely store all lease documents

Sustainability management
- Optimize energy consumption
- Track generated waste
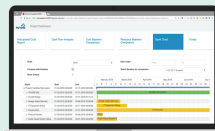- Manage water usage
- Integrate with ERP for payment automation

Dashboard	Space management	Gantt chart	Reporting and analytics	Mobile and tab application

Real estate and facilities represent the second-largest balance sheet item for today's enterprises. It's no wonder, since this function impacts everything from customer and employee satisfaction to sustainability efforts.

Many enterprises struggle to manage facilities, because of outdated or fragmented systems that don't communicate with each other, making visibility and control difficult. A unified engagement platform that links systems, data, and functions across the enterprise can help organizations optimize the real estate life cycle and provide better business outcomes.[2]

The bottom line

For more about how workflow automation can save time and free up resources for your organization, visit

https://www2.deloitte.com/us/en/pages/about-deloitte/solutions/servicenow.html

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[1] New Lease Accounting Standards: Are companies prepared to comply? Deloitte Poll, 2018
[2] Ibid.