

SEAMLESS
CONTRACT
START-UPS



WHITE



PAPER



SEAMLESS CONTRACT START-UPS

Taking over an FM operation that was previously was part of another company is an extensive process. There's a lot of detail to tie up and the preparations for the contract start-up are extensive, while ensuring the ongoing delivery to the customer isn't disrupted. And then there's arguably the most important question: staff taken on must feel like Coor employees, even if they have the same job, at the same site.

Our initial integration work is to ensure that service provision works well from contract start-up. The goal is for no FM consumers at a plant or office to experience any negative consequences from a new supplier being on-site.

The period from signing a new agreement to contract start-up is hectic and intensive. There's a lot to be prepared and planned—uniforms need to be changed, vehicles and signage aligned to Coor's graphic imagery, new phone numbers, link-ups to new systems and networks have to go live, payroll must be right, contracts need to be re-signed, new email addresses must work and so on. Having everything working when the contract starts is critical.

The new delivery must link to the old one and the transition needs to be seamless to avoid disrupting the customer's operations. Coor has a tried-and-tested integration process based on many years' experience of taking on complex FM operations. A specialized project manager leads every major start-up. The project team also includes other competences such as IT, accounting, human resources, corporate communication, procurement, environment and QA. Our experience over the years has helped us build the necessary processes, checklists and templates to really help us in this work. Every integration is followed up and evaluated.

A new provider—and new employer

Usually, a new collaboration means service management employees transfer to Coor. Since our core operation is services, many view the transfer positively. Every contract start-up is planned according to its circumstances. All the operations we take on are different, so every contract start-up is unique.

In 2005-2015, Coor took over 7,000 new employees from other FM operations. Many of them at sites where they continue to work, but for their new employer.

It's important that these people get up to speed on Coor's operations, corporate culture and working methods quickly. One important task of the integration project is to deal with the concerns emerging when changing employer—concerns that are completely natural, and we try to address them through openness and working actively to keep people informed. In these situations, one of the most common issues is that people do not feel well enough informed. Hence our active approach through multiple channels, offering



meetings for staff and managers. By showing people who we are, and that we're open to dialogue and questions, we often alleviate concerns.

So what do our new people say?

But what do the people that join Coor say? The concerns in an operation Coor takes over often persist for a time, but then usually taper off. This is evident in Coor's annual employee satisfaction survey, which clearly indicates that over time, employees are more satisfied with Coor as an employer. Many people flourish and feel more at home with an employer whose core business is FM. This might be the first time they've been part of a core business where they're part of the primary function of the company.

Five hints for successful integration

- **A dedicated and committed project organisation**
Setting aside the right resources and time for the integration process, which can be highly intensive, is important. Members of the project team should also have enough competence and authority to be able to execute a successful project.
- **Thorough planning—but highly flexible**
Thorough planning from checklists and templates facilitates work on minimising the risk of problems at contract start-up. But you also need flexibility and readiness to be able to respond quickly when difficulties arise.
- **Co-ordination and ongoing monitoring**
Good co-ordination of integration work is key. There are many activities ongoing, and they are all mutually independent to varying degrees. Regular update meetings with the whole project team are a must.
- **A close and positive dialogue with the customer**
Successful integration projects require close collaboration with the customer, not least to access customer-specific information. Our preferred solution is to have a project organisation on-site with the customer mirroring the FM provider's project organisation.
- **Active communication and openness to dialogue**
It's vital that the people who are going to change employer are well informed about what's happening during the course of the project. Openness and active communication are often critical success factors.



Want more information? Please contact:

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About Coor

Coor is one of the leading service providers in the Nordics, and delivers all the FM services necessary for a company or public organization to function well and efficiently. Coor possesses specialist competence in three service areas: workplace services (soft FM), property services (hard FM) and strategic advisory services. By combining different services from these areas, Coor delivers unique and flexible solutions for workplaces and properties. This creates value for our customers by increasing their attraction, productivity, efficiency and sustainability. We call this smart service—"Service with IQ". Read more at www.coor.com