



CASE STUDY – Debenhams

Providing planned and reactive maintenance for 200 Debenhams sites across the UK and RoI

Challenge

Established in 1778, Debenhams has conducted its hard FM activities in-house for close to two and a half centuries. However, keen to utilise its internal resources to drive a renewed focus on its retailing activities and call upon an experienced Retail FM provider, 2016 saw the firm make the milestone decision to outsource hard FM for the very first time. What followed was a comprehensive 18-month research process, harnessing procurement consultants and open market tendering to identify the ideal partner.

Solution

That partner came in the form of VINCI Facilities, which was ideally suited to deliver the contract thanks to its experience providing similar first-time outsourced solutions to Dixons Carphone. The following aspects have proven vital to the ongoing success of the Debenhams contract:

Collaboration: The partnership benefits from a clear synergy between the values of both organisations, resulting in a shared culture of collaboration, excellence, innovation, integrity and discipline.

Communication: Performance is reviewed via monthly management reviews and quarterly board reviews, with the highest level of commitment being provided by the direct involvement of VINCI Facilities' MD, Tony Raikes.

Trust and transparency: The utilisation of a 'Pain' or 'Gain' mechanism ensures shared performance and financial goals, with any pains staying with VINCI Facilities while any gains are shared equally between both parties.

Delivering cost savings: The contract is on track to deliver savings of c.£250k within the first year via a Soft Savings mechanism, designed to deliver efficiencies by promoting first-time fixes, reducing work order volumes, and the grouping of work orders when possible.

Company-wide training: To support the efficient management of c.20,000 reactive task orders per annum, VINCI Facilities' introduced a CAFM (Computer-Aided Facility Management) system. In a unique approach designed to maximise client engagement, Debenhams' entire store operations team were granted access to the system, enabling them to view the progress of each task order in real-time. As this was a new approach for the client, VINCI Facilities provided an online training platform to reach users across all 200 sites.

Client endorsement

"VINCI Facilities' mobilisation period was managed very successfully, in time and to budget. Progress was regularly reported by an experienced and dedicated mobilisation team, which included members of the proposed VINCI operational management team for operational continuity in knowledge and experience. The thorough mobilisation has allowed the first 3 months of operations to go by without any major issues to date.

VINCI Facilities was able to mobilise a very large retail contract, which spans across the UK and RoI, in a very tight time scale of 3 months before go-live. This included full contractual SLA/KPI alignment, Mobilisation of a whole new CAFM system to the portfolio, training and support to all incumbent staff, the start of a detailed asset verification and dilapidation survey, and Infrastructure familiarisation.

I have every comfort and confidence that the ongoing success of the current transition is down to the efficient mobilisation delivered by VINCI Facilities' mobilisation and operational management team."

Andy Bartlett, Senior Maintenance Contracts Manager, Debenhams

Contract information

- **Client:** Debenhams
- **Location:** 180 stores and 20 storage warehouses across the UK and RoI
- **Value:** £15m over 3 years
- **Time frame:** 2016–2019
- **Contract:** Chartered Institute of Building Contract
- **Scope of works:**
 - » Electrical, mechanical and plumbing services.
 - » Statutory compliance management (inc. PAT, Electrical Inspection Condition Reporting, Asbestos, Fire protection and Legionella control) with online activity management and certification.
 - » Intruder alarms.
 - » Pest control.
 - » Building fabric maintenance.
 - » CAPEX & project works.
 - » 24/7/365 customer response centre and help-desk.
 - » Specialist managed maintenance including lifts and escalators.

