

GEFMA 966:2020-04 (E)

Facility Management Business Models

Contents

Page

1.	PRELIMINARY NOTE	10
2.	IMPLEMENTATION OF BUSINESS MODELS	11
2.1	What is a Business Model in Facility Management?.....	11
2.2	What is Core Business?	12
2.3	What is the strategy behind the structures in a company?	13
3.	CORPORATE REAL ESTATE MANAGEMENT	21
3.1	Real Estate Portfolio Management	22
3.2	Real Estate Asset Management	23
3.3	Property Management	24
3.4	Facility Management	25
4.	FACILITY MANAGEMENT ORGANIZATION	27
4.1	Delegation of operational responsibility (Betreiberverantwortung)	27
4.2	Insourcing vs. Outsourcing (Make or Buy)	28
4.2.1	Insourcing	29
4.2.2	Outsourcing	29
4.3	Centralization vs. Decentralization	30
4.3.1	Centralization	31
4.3.2	Decentralization	31
4.4	How to Create Your Own "Sourcing Strategy"	31

5.	PRICING MODELS	39
5.1	Lump Sum	39
5.2	Scalable Fixed Price	40
5.3	Pass Through (Cost Plus)	41
5.4	Guaranteed Maximum Price (GMP)	42
5.5	Unit Price	44
5.6	Open Book	45
6.	BEST-PRACTICE	46
6.1	Business area: Chemical Industry	46
6.2	Business area: Trading Industry	47
6.3	Business area: Automotive Industry	48
7.	REFERENCES	49