



CBRE

CBRE, a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (based on 2015 revenue). The company has more than 70,000 employees (excluding affiliates) and serves real estate investors and occupiers through more than 400 offices (excluding affiliates) worldwide. CBRE offers a broad range of integrated services that include: facilities, transaction and project management; property management; investment management; appraisal and valuation; property leasing; strategic consulting; property sales; mortgage services and development services.

CBRE's Global Workplace Solutions (GWS) business line specializes in facilities management outsourcing. Its 74,000 employees across the world are responsible for managing more than five billion square feet of real estate for over 600 clients. As the world leader in technical facilities management outsourcing, GWS' Technical Operations and Reliability Engineering team envisioned a maintenance and energy program that offered clients:

- Global consistency, locally tailored approaches;
- Cost certainty;
- Reduced risk and improved reliability;
- Enhanced workplace environments that foster employee motivation;
- Clear visibility from global to asset-level financials;
- Increased corporate stewardship (e.g., sustainability);
- Improved work process, staff efficiencies.

Introducing APEX, CBRE's Asset Performance and Energy Excellence program. CBRE's global standard for asset maintenance and reliability was developed using Lean Six Sigma methodologies and the knowledge of experts both internally and externally.

Best Work Execution Management Program

APEX Team



Jack O'Connor



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Scope	Outcomes
Created 1,800 globally optimized job plans	Completed 15,200 e-learning modules by 1,900 employees
Translated into 18 languages	Generated \$75M in savings (2014/15)
Deployed to >350 facilities belonging to 52 clients across 21 countries	Improved technician productivity to 45% or better
Developed e-learning certification training	Improved client satisfaction