



Service is becoming more and more important for our profitability.

Our customers already know just how important service activities are at Sauter. There are good reasons for this, because our unswerving goal is to provide customers with a tailor-made, complete package of products and services that will assure them maximum benefit. We have therefore steadily expanded our service operation in order to meet differing customer needs.

Modern building management has become a complex, high-tech affair. Building operators must grapple with technical issues if they are to adequately fulfil increasing user demand for comfort and convenience. Moreover, the best possible inte-

Building management – a process of continual optimisation

When we at Sauter talk about building management, we are not just thinking of system components and topology. We also see building management as an ongoing

continual drive for optimisation in building automation as well.

This is where the true value of our service activity lies. We constantly ensure that the automation system operates at a feasible optimum throughout the utilisation phase – in terms of interior conditions, economy and the environment.

“Good service benefits both operational continuity and security of investment.”

rior conditions should be achieved while operating the building at peak efficiency in both economic and ecological terms. It takes leading-edge specialist knowledge to reconcile such apparently contradictory goals.

process with three primary phases: planning, implementation and utilisation. And, like any other process, there is a con-

Sauter Services 24 plus contributes to efficiency

Sauter Services 24 plus is designed primarily to help customers to prevent breakdowns and avoid unnecessary costs – be it through scheduled testing and maintenance, efficiency analysis, training for operations personnel, or modernisation measures. The overriding goal is to ensure reliability of operation, value retention or appreciation, and optimum utilisation, thus ultimately securing an efficient investment. This last aspect becomes especially clear when one considers that the annual running costs for a building can amount to some 30% of the cost of construction.

Sauter Services 24 plus are tailored depending on market and customer needs – from simple maintenance to a modular service package or technical premises management. In some markets, the trend goes further still: the Sauter organisation can take over the entire facility management, completely running the building.

To discover just how such a service package is put together and the benefits it can bring, read the interview on the following pages.

“Our service personnel have a high degree of knowledge.”

Good service calls for great system expertise

Service personnel faced with the technical complexity of today’s building management need to have a deeper understanding of its functions and procedures. Training therefore figures large in our service operations. Of course, our own service personnel are always kept up-to-date on systems, components and applications. And should a customer wish to use in-house service

engineers, we provide an extensive range of seminars where we pass on our knowledge.

Efficient service

Service ought to bring economic benefits, and be performed efficiently as well. We take this into consideration when developing our components, which we design to be as simple as possible to install and to access for maintenance. Sauter Services 24 plus is first and foremost an efficient organisation – rapidly on the spot and, thanks to competent personnel, quick to get the job done.

Rudolf Weber



The Hanseatic Trade Center in Hamburg: a case for Sauter Facility Management.



The Hanseatic Trade Center is part of the emerging centre of the Port City of Hamburg. As part of an ambitious building project over the next few years, around 100 hectares on the edge of the port will be developed into a city quarter. Buildings for residential, recreational, tourist, trade and service activities will be linked by a maritime ambience. The Hanseatic Trade Center is positioned in the most attractive part of the Port City, and is particularly suited to tenants from the service industries, i.e. consultants, media etc.

The Hanseatic Trade Center (HTC) buildings were built in various phases. The Phase III Building Complex on the Sandtorkai 74–77 covers a 7-storey beam construction building with three entrance areas and a 15-storey tower section with its own foyer, service point and underground parking. Both parts of the building contain high-quality office space.

The owner of Phase III of the HTC is Credit Suisse Asset Management Immobilien Kapitalanlagegesellschaft mbH (CSAM), which is part of the Credit Suisse Group and which successfully man-

ages the CS EUROREAL open real-estate fund. The HTC belongs to a special estate of CS EUROREAL. CSAM decided to give the contract for technical facility management to our subsidiary, Sauter FM.

In accordance with its position, the HTC needs a special degree of commitment over and above the usual tasks involved in FM, i.e. protection from flooding. This includes: closing the flood protection gates within the prescribed time when there is a warning of high water; protecting the building; introducing, executing and co-operating in measures for flood protection; assisting with evacuation; and participating in emergency exercises.

Sauter Facts discussed the business environment, the considerations involved in the selection of Sauter FM and the general requirements of facility management with Wolfgang Dorn, Vice-President of CSAM and Head of the Technical Construction Management Department. In addition, Werner Ottilinger, Managing Director of Sauter FM, gave his views on

the special requirements and the company's experiences.

Facts: In your opinion, which countries are the future markets for open real-estate funds like those you are managing for CSAM?

Dorn: CS EUROREAL, which we are managing here, is an open real-estate fund with a current value of around €5.3 billion. The main part of this capital is invested in approximately 95 properties and projects, of which around 60% are outside the country but in Europe. Since its foundation in 1992, CS EUROREAL has been one of the most successful funds in this category.

Facts: What is the position regarding new markets, e.g. Eastern Europe?

Dorn: To be able to enter the market in Eastern Europe, a company must be well prepared and needs to have carried out extensive prior research. Apart from foreign-exchange risks, investors in Eastern Europe find themselves confronted with limited transparency in the market and a lack of suitable investment possibilities, among other things. At present, we are examining these markets carefully and will be adding them selectively to the CS EUROREAL's property portfolio. However, security for the investor is still the core of our decision making.

Facts: In your view, what are the most important requirements in an FM partner and why did you select Sauter?

Dorn: Up until a few years ago, we took care of the facility management side of the properties concerned, with the classical exception of standard maintenance. Our own architects, engineers and technicians were responsible for this and had to get involved in all the issues of planning, contracts and monitoring. It was particularly after CS EUROREAL increased in size that these tasks could no longer be

management, pursuing warranty claims and also 'technical' tenant support as well as investment budgeting for the next five years. We need a partner who identifies himself with the property and who can



“Professionalisation in facility management is constantly increasing – and so too are the benefits.”

Wolfgang Dorn

carried out in an ideal way. As CSAM decided to increase outsourcing wherever possible – the team was consciously to be kept small and concentrate on the core business, namely to get the best out of the properties and thus to make a good contribution to earnings – the commercial real-estate management was to be contracted out to external administration companies and the maintenance and facility management outsourced as a service contract to a suitable company. After sounding out the market, we decided we would rather look for two or three medium-sized companies with preferably one contact person for maintenance and facility management. For us, maintenance and facility management includes energy cost

represent the interests of the owner. After looking at the offers and holding the relevant discussions, we decided on Sauter as one of our partners – which, looking back, was a good decision.

Facts. “Our working atmosphere is more personal” is the slogan at Sauter. Obviously that is also true here in FM. One soon finds out that they take responsibility. Is that your experience?

Dorn: Yes. The psychological element counts in the practical environment too. I want to know who my partner is and who





takes care of my problems. For example, we want a basis for a decision, together with a recommendation. The partner should take on the role of the owner.

“Our recipe for success: we have staff who enjoy this work.”

Werner Ottilinger

Facts: The separation of commercial and facilities management – are there interfaces here? What would ideal co-operation look like?

Dorn: The ideal would be for both sides to be involved in the decision-making process. For example, if a prospective tenant wants to make structural changes, the technician who knows if it is at all possible should be there. And what action must be taken to put the plan into practice.

Facts: How much influence can a future tenant exercise on the facility?

Dorn: At present, we are in a difficult market, which requires flexibility from the owners.

Facts: Do you think that good building maintenance has an influence on the rental decision?

Dorn: Naturally, the first visual impression counts. Imagine, you visit a property with a potential tenant and the entrance area, the public spaces and the service areas look neglected. This certainly does not leave a good impression. Therefore, we insist on the property being well cared for, and if there are any defects, the FM partner will contact us immediately and suggest ways of dealing with the problem.

Facts: How did you organise the maintenance and facilities management here in Hamburg, with this special property?

Dorn: One person in CSAM looks after the entire maintenance and facilities management in Germany. This ensures that it is carried out in a uniform manner. Beyond that, this individual also forms the interface with the cost management section.

Ottilinger: Hamburg makes special demands. Here, disaster control is an important aspect. Previously, nobody was registered at the Office of Navigation and Hydrography as being responsible, as is now the case. But that is the only way that one can be informed about the situation

and warned of floods, so that one can react in time. The tenants and owners simply expect us to take care of that.

Our recipe for success: we have staff who enjoy this work. They know what their responsibilities are and identify with them. We are talking about an expensive part of Hamburg, so people have their expectations.

Facts: What does an FM man’s job specification look like?

Dorn: Someone who is multifunctional, with a firm grasp of all areas of engineering and managing staff, and a reliable communicator. He must be a competent contact person. The tenants and the manager must know to whom they can turn.

Facts: Should he be able to solve small problems himself, and have a practical understanding of maintenance?

Dorn: That is a question for the organisation. Of course, he can solve small problems himself. The service contract prescribes certain hours of attendance in which the FM man can pursue technical

activities. If work is done that goes beyond the requirements of the contract, hourly rates have been agreed, irrespective of whether he does the work himself or subcontracts it to someone else. The hourly rates for the certain types of work are the same throughout Germany. If he decides to give the work to a subcontractor, it is up to him.

Facts: Will the job specification rise?

Dorn: Yes. In particular, additional expenses are an important parameter. Here we expect worthwhile proposals as to how these costs can be reduced. For example, when conversions are carried out, he must think about energy management issues. I’d also like to see him take on some architectural work when extensive refurbishment and restructuring projects are carried out.

Facts: What do you see as the issues or tasks that will become more important in the FM sector in the future?

Dorn: At present, the FM sector should concern itself with the management of vacant properties. Here the FM

partner should be able to give important advice on cost reduction, thanks to his specific knowledge of the property.

Facts: In the project business, we have a project salesman and a processing department. When the dossier is handed over, there are often heated discussions regarding price, risks, etc., even at Sauter. How does it look from your position?

Dorn: Problem areas between the contracting parties must be addressed as soon as possible. Here we have an elegant solution with Sauter: things that are not functioning smoothly are discussed directly with Mr Ottilinger. Since he is also involved in the operational business at Sauter, one can set about the appropriate resolution processes purposefully and at short notice.

Facts: Seen from Sauter’s point of view, that is the ideal organisation too. We want to have only a few people with responsibility who can then evaluate the work easily and on an ongoing basis.

Dorn: The work and execution processes must be critically analysed again and again. Beyond that, a healthy distrust is good too. That is why we have not committed ourselves to just one player in the market. We are not trying to play these partners off against each other, but want to be able to detect at an early stage the processes of change taking place in this market.

Facts: What strengths and weaknesses have you identified so far?

Dorn: Sauter fitted in well with us as a partner. After the usual teething troubles,



we found clear routes of communication. It is important for us that the partner adjusts to our structures, our procedures, our reporting, and our philosophy. The following questions are important to us: 1. How does the FM partner deal with the property? 2. Can the FM partner put himself in the position of the owner? 3. As the FM partner, when does he have to request a decision from the owner and when can he decide things for himself?

Facts: One last question: is FM becoming more popular?

Dorn: Yes, facility management will surely continue to grow in importance. Professionalisation is increasing constantly – and so too are the benefits.

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