

Berka Solutions Roadmap for Strategic Growth in the FM Industry in Ireland



1: Background & Introduction:

Founded in 2019, Berka Solutions Ltd. embarked on a mission to redefine Facility Management (FM) Consultancy by integrating Lean Operational Excellence into FM solutions across Ireland and Europe. Despite the unforeseen challenges posed by a global pandemic, the firm leveraged this period to sharpen its bespoke service offerings, earning a reputation for delivering superior Organisational Transformation Solutions. The core strength of Berka Solutions lies in its absolute commitment to Operational Excellence and passion for solving client problems. Our team is led by Bernard MacOscair (MBA MSc BEng PMP) who have over 30 years exceptional industry and academic experience and is supported by a team of individuals with diverse academic backgrounds and workplace experience, united by a passion for operational excellence, an understanding of organisational behaviour, and determination to deliver customer focused solutions.

2: Business Growth & Milestone:

The years 2020 and 2021 marked significant growth milestones for Berka Solutions in terms of revenue and clientele. However, 2022 emerged as a transformative year delivering over 100% revenue growth and an expanded team capable of delivering customer focused consultancy services to a diverse range of clients.

Some of the highlights are outlined through the following client initiatives:

- 1) FM Technical Services Company Restructure.
- 2) FM Service provider support with four Invitation to Tender (ITT) wins in a row in the largest University in Ireland.
- 3) FM Webinar Series.
- 4) The launch of a new Post Grad Certificate in Sustainability.
- 5) FM Consultancy support for the largest Utility Organisation in Ireland.

3: Key Projects & Initiatives:

Client Project No.1 - FM Technical Services Company Restructure

Berka Solutions was engaged to deliver an operational excellence change management program focused on the continuous improvement of strategic business processes and procedures for an FM Technical Services organisation with the following objectives:

- 1) Implementation of the cultural and behavioural improvement programs which included every employee, including focused workshops, vision definition, productivity enhancements, ISO quality management deployment, and town hall events.

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- 2) Enhancing efficiency and productivity through setting up and deploying smart goals and objectives for each individual, restructuring the management organisation, and enhancing the organisational communication process. This required in-depth development, workshops, and training and was partly funded by the Irish Centre for Business Excellence Advanced Productivity SkillNet program.
- 3) Digitalisation of the client's organisation operational, governance, and management performance processes and procedures through the introduction of a Software as a Service Technology platform part funded through the Enterprise Ireland Digital Voucher scheme.

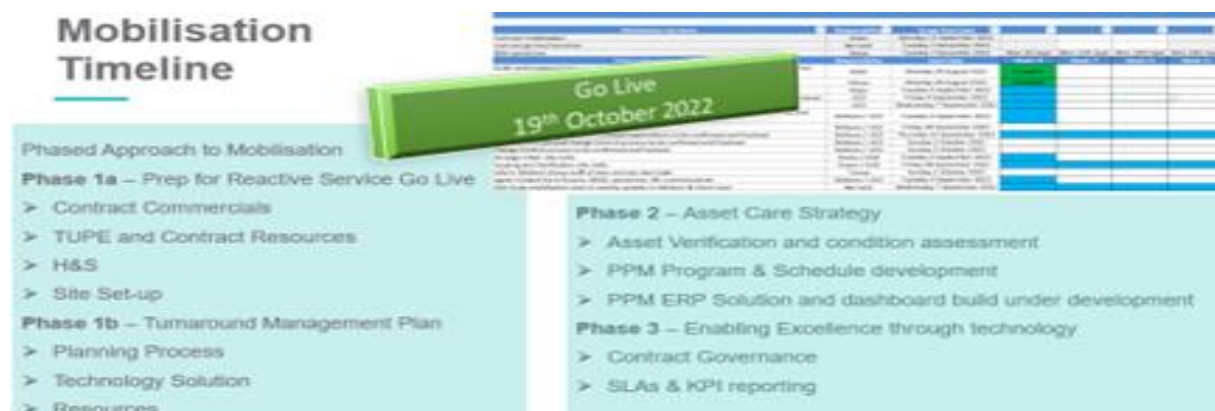


Client team engagement was central to the successful delivery of the Operational Excellence change management program. Utilising Kaizen workshops, value stream mapping the current operational processes, and then completing root cause analysis, the initiatives moved beyond surface-level issues to address underlying organisational challenges.

This comprehensive approach led to a management restructuring, enhanced productivity across the service team, improved compliance in customer audits, and improved business decision-making through transparent business governance.

[Client Project No.2 - FM Service Provider support with four Invitations to Tender wins in a row in the largest University in Ireland](#)

Working closely with FM service providers has been a key service of Berka Solutions since its inception, and our current ITT hit rate for Service Providers currently stands at 84%. One



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particular partnership has involved four Invitations to Tender over the past 15 months, with two single party frameworks and two multiparty frameworks being successfully awarded. The two single frameworks were significant due to their value and scope and have both required significant TUPE obligations with a 100% successful transfer rate.

Mobilisation is often the forgotten child of the Facilities Management industry yet can be the cornerstone of a successful contract and partnership. As the Irish saying goes “Tús maith leath na hoibre”, and this is certainly true for a good mobilisation.

The key is a detailed plan around every process and procedure and mapping this with an attention to detail that ensures success. The most recent mobilisation plan had 278 unique detailed step-by-step actions outlined in the Mobilisation Plan, each reviewed weekly with all parties to ensure no stone was left unturned in delivering an exceptional transition of services from the incumbent to the new service provider.

[Client Project No.3 - FM Webinar Series](#)

Berka Solutions' passion for excellence in FM is based on sharing best practices and being an influencer within the industry to ensure it receives recognition for the vital role it plays in an organisation's success. More and more organisations are realising that Facilities Management is an essential service, as it now not only has responsibility for Technical and Soft services but over the past few years has taken responsibility for sustainability within many organisations.

Berka Solutions undertook a series of industry-influencing webinars in Q4 2021 and Q1 2022 with over 600 people tuning in to hear industry experts discuss the impact of sustainability in the workplace.



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The webinar's structure of inviting industry practitioners to share their experiences in an open online forum resonated with audiences and providers unrestricted and unedited stories from the coalface of the FM industry. As Berka Solutions' motto states, "As we grow, we adapt. As we adapt, we learn. As we learn, we create our stories", and it is these shared stories that influence and inform the industry on the ground. People listen to people, and ideas are generated and acted upon when the collective shares their best practices. The results and feedback from the webinars have been wholly positive and have allowed Berka Solutions to influence and inform the industry in an open and non-biased manner.

[Client Project No.4 - The launch of a new PGC in Sustainability](#)

Berka Solutions has been a long-time champion of education within the facilities management industry having lectured for several years in different courses from BIFM Level 3 & and Level 5, to the first ever BSc Degree course in Facilities Management in Ireland. In late 2021, Berka Solutions was engaged to develop a postgraduate certificate in sustainability for the FM industry. The initiative came from the feedback received during our webinar series. It was clear that there was a need to improve the understanding and competency of professionals within the FM industry to be able to meet the challenges of sustainability within the workplace.



Berka Solutions developed a comprehensive educational program focusing on initially understanding the drivers and need for sustainability in the workplace and how to go about delivering organisational change to ensure that organisations meet their sustainability targets. Following a rigorous qualification process, the postgraduate certificate in sustainability was approved academically and launched to the marketplace in September 2022.

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Client Project No.5 - FM consultancy for one of the largest Utility organisation in Ireland

In the summer of 2022, Berka Solutions was engaged to review the asset maintenance processes in place for one of the largest utility organisation in Ireland. Following a deep dive into the current processes Berka Solutions issued a suite of recommendations to improve both compliance and asset reliability across the estate of multiple commercial buildings. Following the success of this initial consultation, the client engaged Berka Solutions in a significant consultancy program specifically looking at the transfer of operational sites between two large state organisations in Ireland.

No.	Opportunity Area	Roadmap Program Initiative	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1	Organisational Structure	Organisational Structure with detailed Roles & Responsibilities	→							
2	Organisational Culture	Set out Vision, Mission, Values and Behaviours			→					
3	Production Capability	Increase Production Volume Capability through Shift Operations, and focused Supervision				→				
4	Production Capability	Increase Production Volume Capability through Infrastructure Expansion						→		
5	Operational Excellence	Introduce Operational Excellence through People, Process and Technology				→				

The program of consultancy support covers every aspect of the transfer of services from resource modelling, commercial modelling, organisational structure, compliance requirements, quality management systems, service level agreements and contract KPIs to ensure best practice service delivery. This consultancy program has been formalised in a wholistic program journey map that will have a significant impact on the client organisation, their future success and will influence one of the largest FM portfolio in Ireland.

4: Berka Solutions Innovation

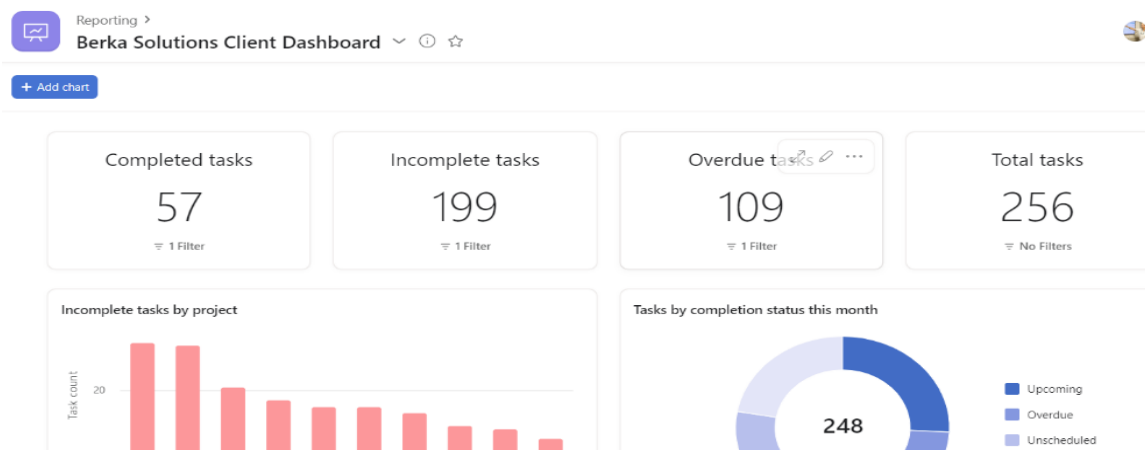
Delivering consultancy in any industry is based on bringing excellence to the client organisation. This is at the core of Berka Solutions' offering with a strong combination of academic ability, industry experience, and a “can do” attitude, allowing for a robust solutions-based offering to be developed. However, making the solutions stick requires more than just excellent ideas based on experience and knowledge.

To build sustainable solutions that outlast the consultancy program you need to build trust and engagement with the team on the ground. This is where Berka Solutions is different from other consultancies. Each client solution includes a rolling program of one-to-one coaching and mentoring sessions with the entire team as well as team-engaging workshops.

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These one-to-one sessions allow individuals to open up to their concerns and any potential barriers to success, thus allowing Berka Solutions to tailor their solutions to the specific workplace, their culture, and organisational maturity.



The workshops provide a platform for conflict and harmonisation allowing the participants to be brought on the journey of change through engagement.

One innovation that Berka Solutions has brought to this process in 2022 is the introduction of a cloud-based technology for mapping workshops, assigning actions, and Dashboard reporting. This has provided a level of transparency to the client both the workshop team and organisational leadership. It also ensures accountability for change is shared across the organisation, therefore embedding the change sustainably.

5: Berka Solutions Customer Satisfaction

This delivery of operational excellence across multiple clients' solutions has yielded exceptional customer satisfaction. Our metric of success has been returning clients, with 82% of our business in 2022 coming from existing clients. One recent testimonial stated,

"A lot of people talk about strategy and objectives, but the truth is always evidenced through the delivery of services on the ground. This is where I judge people's real commitment to their expressed core values. This is where Bernard and his team have excelled. Both their site team and off-site management have been excellent and focused on "doing the right thing" even when it is a difficult choice. They don't shy away from the problem and continually work towards the "right" solution. It is the type of commitment that we as the client both needs and expects from our service provider partners. This is what I call "Grit", the constant ambition to persevere and find a solution. This is what the Berka Solutions team constantly demonstrates."

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Berka Solutions continues to focus on its vision to bring Operational Excellence to our clients and believes that there is always an improvement to be found and implemented. This is what makes us not only an exceptional and specialist consultancy service provider but also an influencer within the FM industry in Ireland.

6: Conclusion:

Berka Solutions Ltd. stands as a beacon of excellence in the FM industry, embodying the Principles of Operational Excellence, Innovation, and Client-Centricity. As it continues to evolve and expand its footprint, the firm remains steadfast in its vision to drive positive transformation within the FM landscape in Ireland and beyond.