

## CASE STUDY

### BUSINESS-FOCUSED MAINTENANCE AT NOMURA INTERNATIONAL



**"As a consequence of using the business-focused maintenance approach, the tender return for the maintenance contract came in around £130,000 a year lower."**

**MARK HOUNSLOW**  
- Head of Facilities  
Infrastructure Operations  
Team, Nomura International

**BSRIA CONTACT**  
Design & FM Innovation  
T: 01344 465600  
E: [fm@bsria.co.uk](mailto:fm@bsria.co.uk)  
W: [www.bsria.co.uk/fm](http://www.bsria.co.uk/fm)

#### The challenge

Facilities departments are constantly searching to improve efficiency and reduce costs. For buildings with critical environments, this is important but the need for secure systems is paramount. Down-time can cost millions of pounds in lost income, so critical building services must never be disrupted by failure.

Nomura were using planned preventive maintenance based on generic maintenance tasks and frequencies. This meant plant was being maintained the same way, regardless of its level of use and value to the core business.

#### The solution

Nomura commissioned BSRIA to conduct a business-focused maintenance (BFM) review. This differs from generic maintenance by matching the servicing of plant to the needs of the business.

The BFM review consisted of:

- Full visual inspection of engineering assets.
- Plant assessment from a user's perspective rather than a system's perspective concentrating on single points of failure to prioritise resources.
- Condition survey to identify the likelihood of failure and highlight plant items that were deteriorating more quickly than normal.
- Assessment and rating of consequence of failure, likelihood and time to failure.
- Application of maintenance levels based on these risk and consequence ratings and maintenance frequencies adjusted accordingly.

#### The benefits

- Nomura used the BFM review to refine their tender for the M&E maintenance contract.
- A saving of around £300,000 in the first year, of which £130,000 was directly due to adopting BFM, through reduced labour requirements and the subsequent cost of the three-year contract.
- Savings will be repeated in years two and three of the contract.
- Information from the condition survey also used to inform the capital investment plan, identifying equipment that may need to be replaced early, making refurbishment more predictable.
- Nomura's facilities team reported that the BFM approach vastly improved its maintenance regime, the performance of the business and their resilience to engineering risk.