The Future of Work... unlimited

The Occupiers' Journal

Raising the Bar:
Enhancing the Strategic Role of Facilities Management



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Global Research Director
Occupiers Journal Limited

IFMA Houston Chapter
Houston, Texas
June 6, 2013







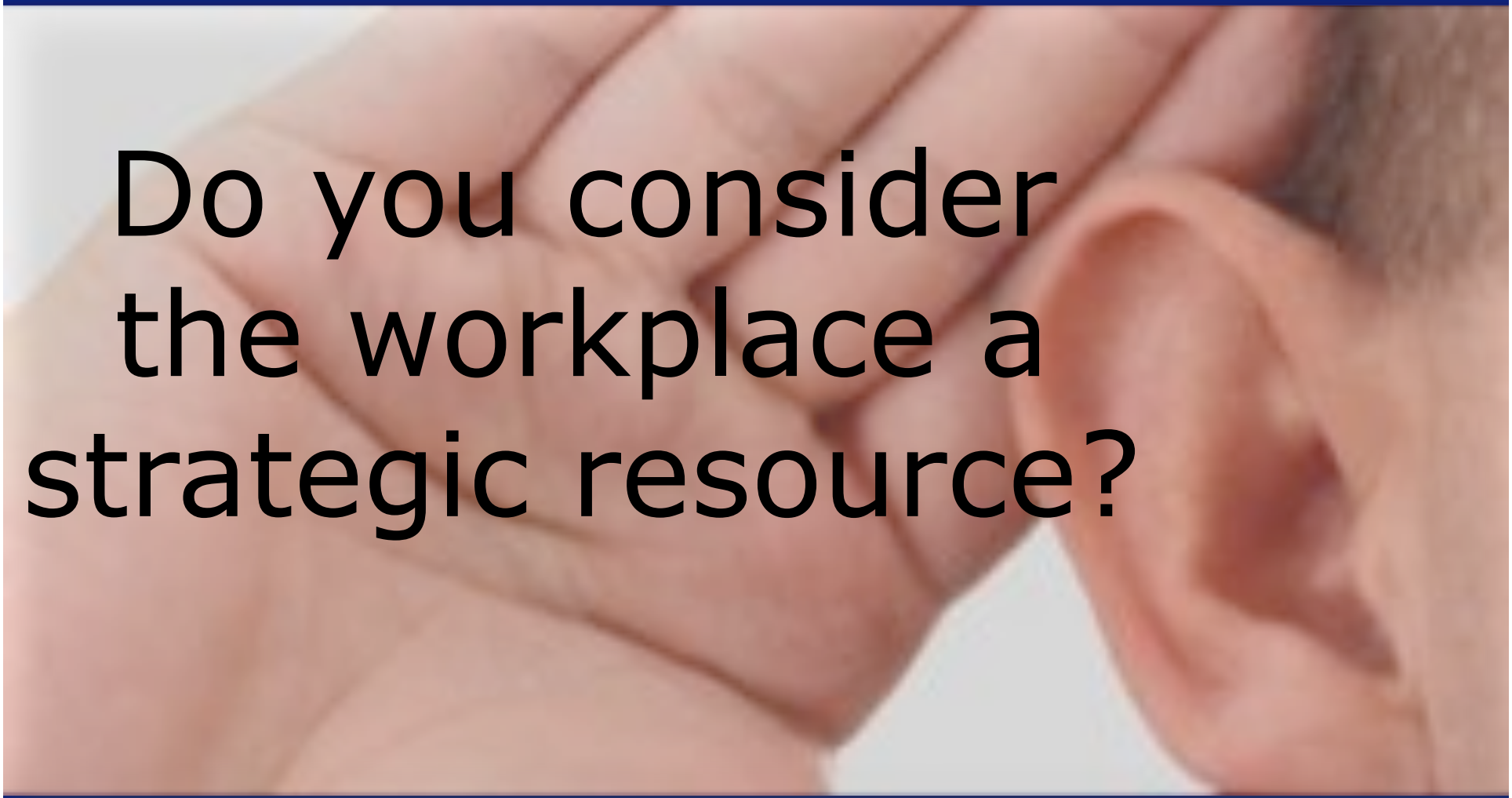
How are You Feeling Right Now?



Or…



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Do you consider the workplace a strategic resource?

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You are in the Hot Seat



Cut Costs!

Give Us More Meeting Rooms!

Fix the A/C!



Increase Utilization!

Improve Productivity!

Cut Costs!

Guarantee Business Continuity!

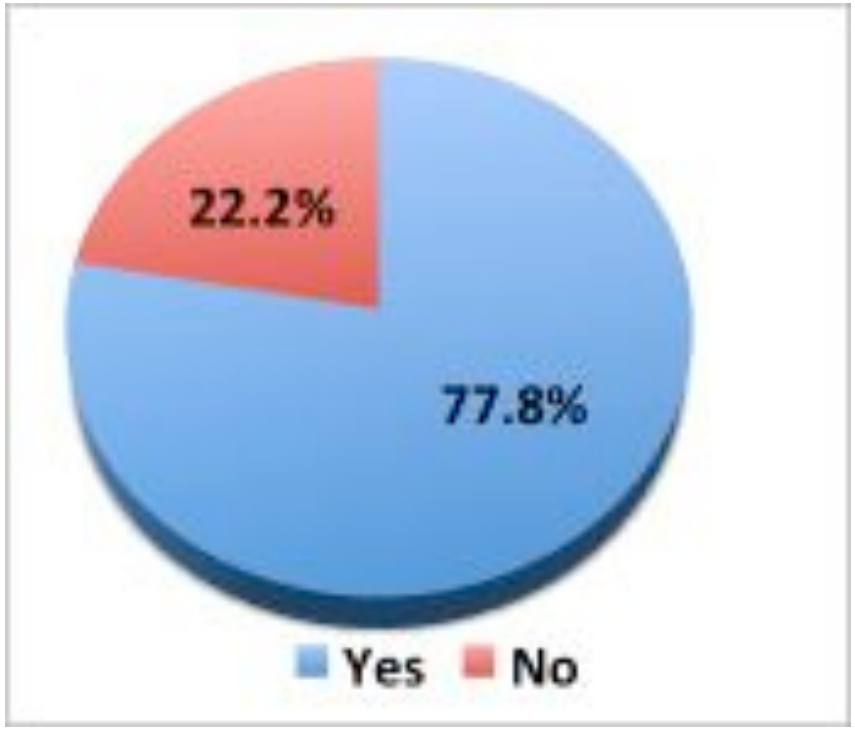
Give Us More Private Offices!

Cut Costs!

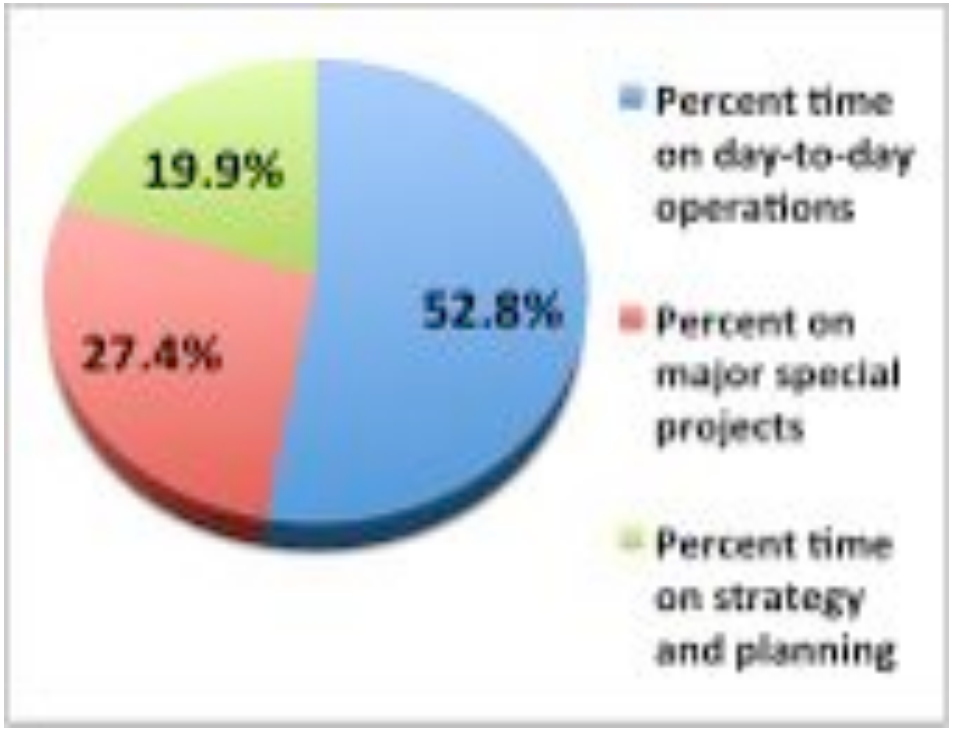
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2012 Global Survey of FM Professionals

On balance, is FM strategic?



How does the head of FM allocate his/her time?



Source: *Raising the Bar: Enhancing the Strategic Role of FM* – RICS, 2012

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Starting Point for the Research

Why isn't FM a more strategic resource?

What does it mean to be "strategic"?

How are FM groups organized and managed today?

What do FM leaders need to do to become a more valued resource?



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The "Raising the Bar" Study

- Online survey: 350+ responses
- Data from six continents
- 35 executive interviews
- Completed late Summer 2012



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The Research Headlines

FM *is* increasingly seen as strategic.

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However…

Day-to-Day Operations

Demanding…



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However…

Cost
Control



Dominant

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However…

Strategic Alignment



Disappointing

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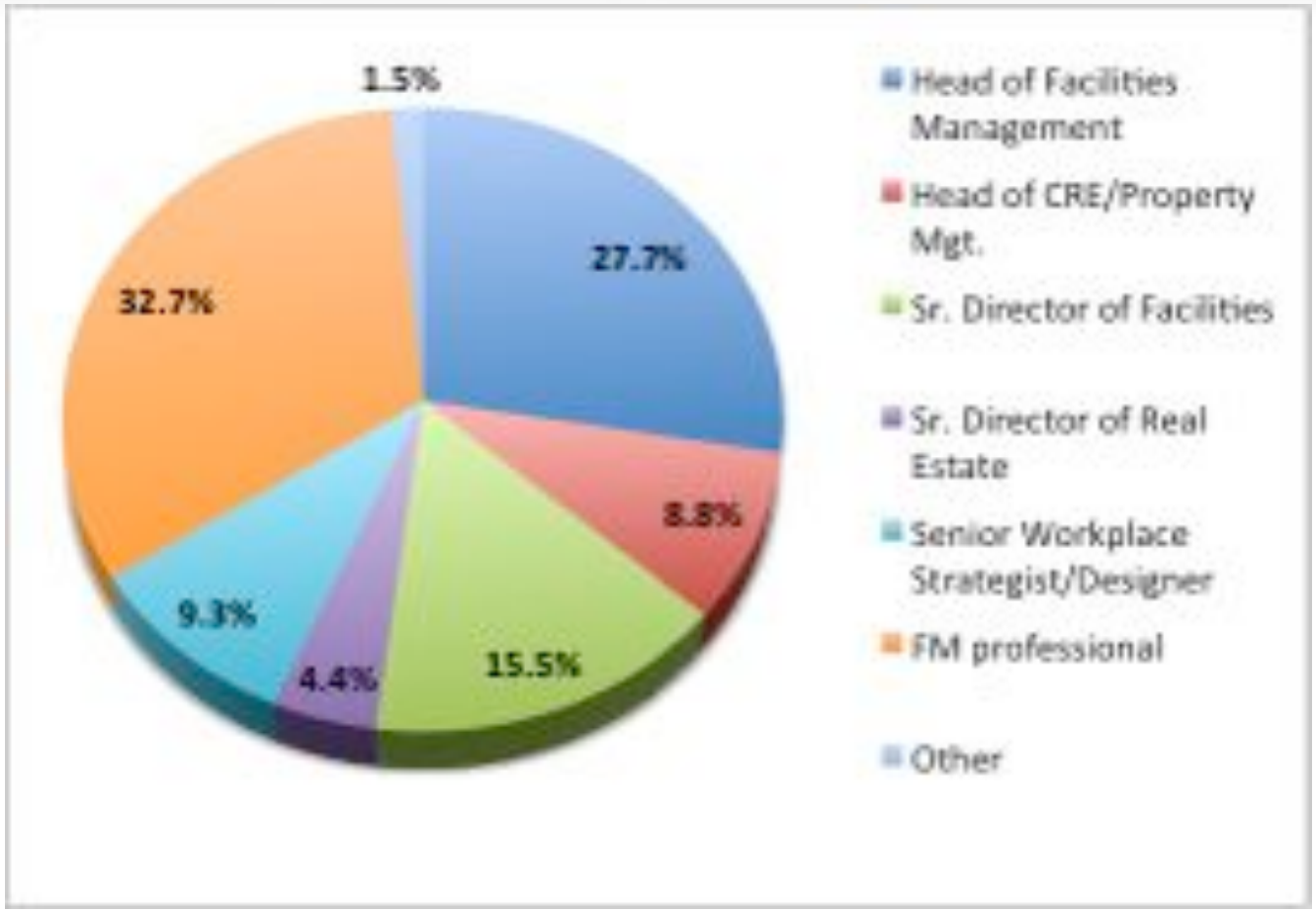
Let’s Look at Some Data



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The Survey Respondents

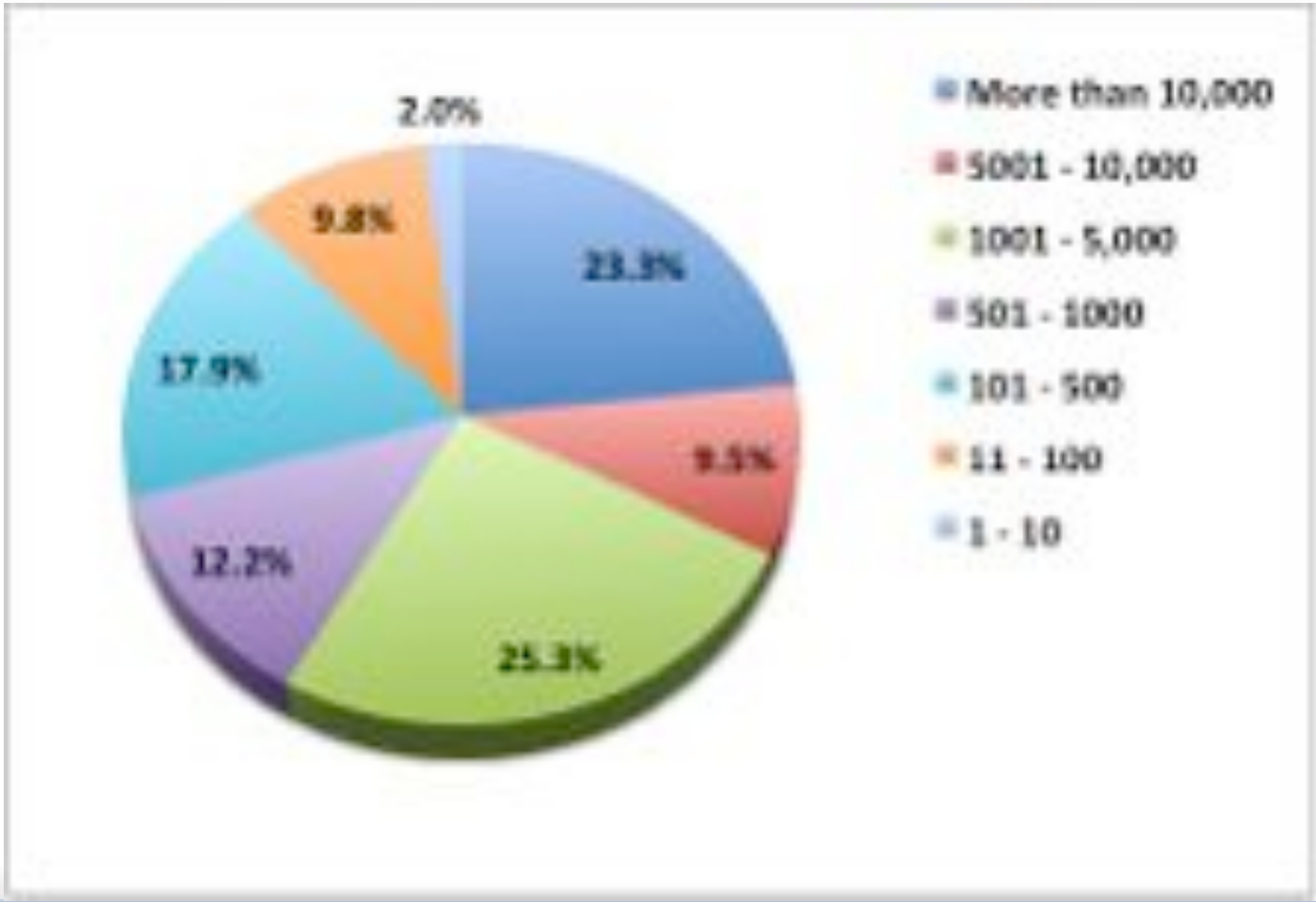
The Survey:
(n = 357)



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Organizational Size

The Survey:



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Where is Your Corporate Headquarters?

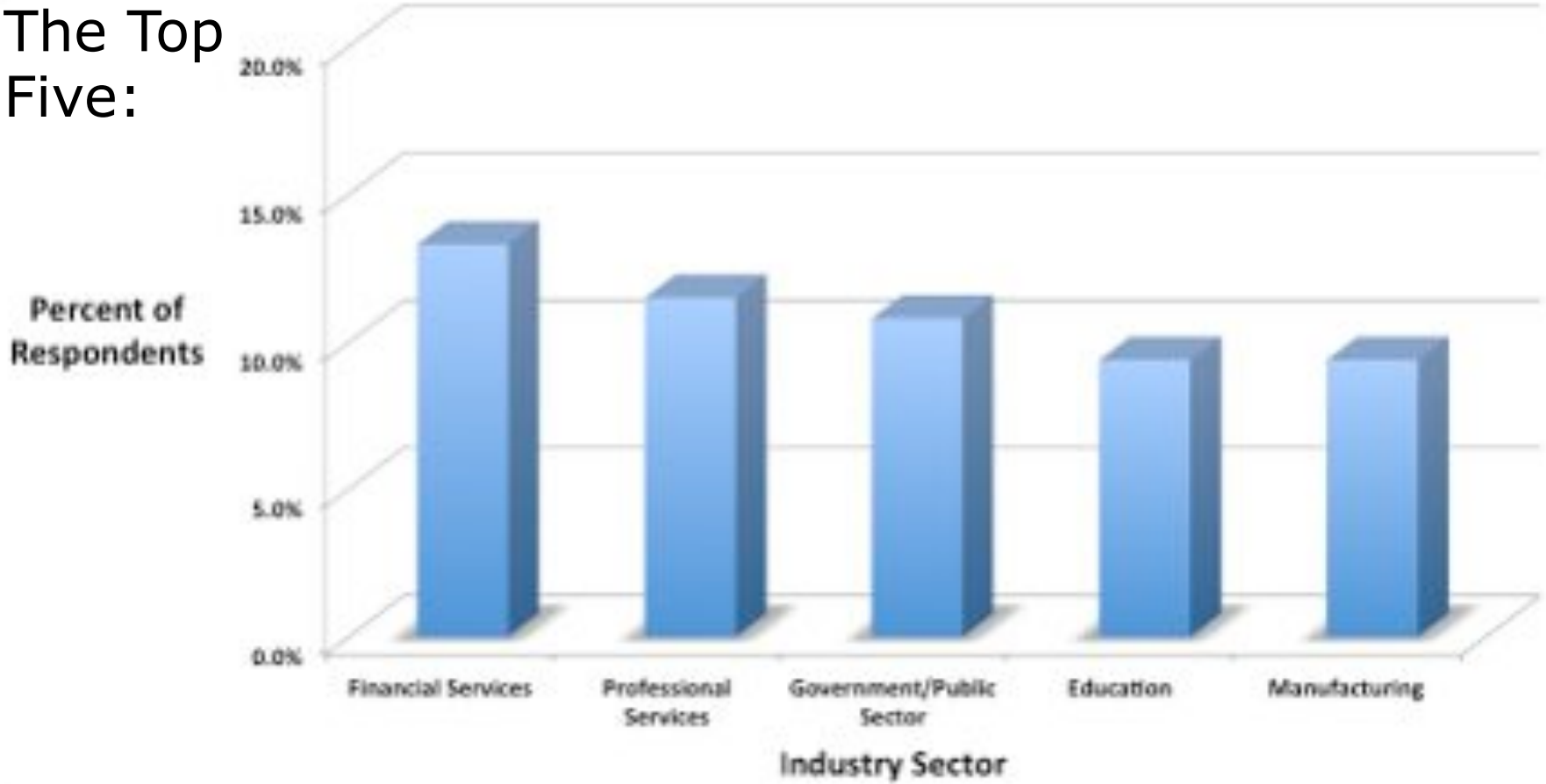
The Survey:



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What is Your Primary Industry?

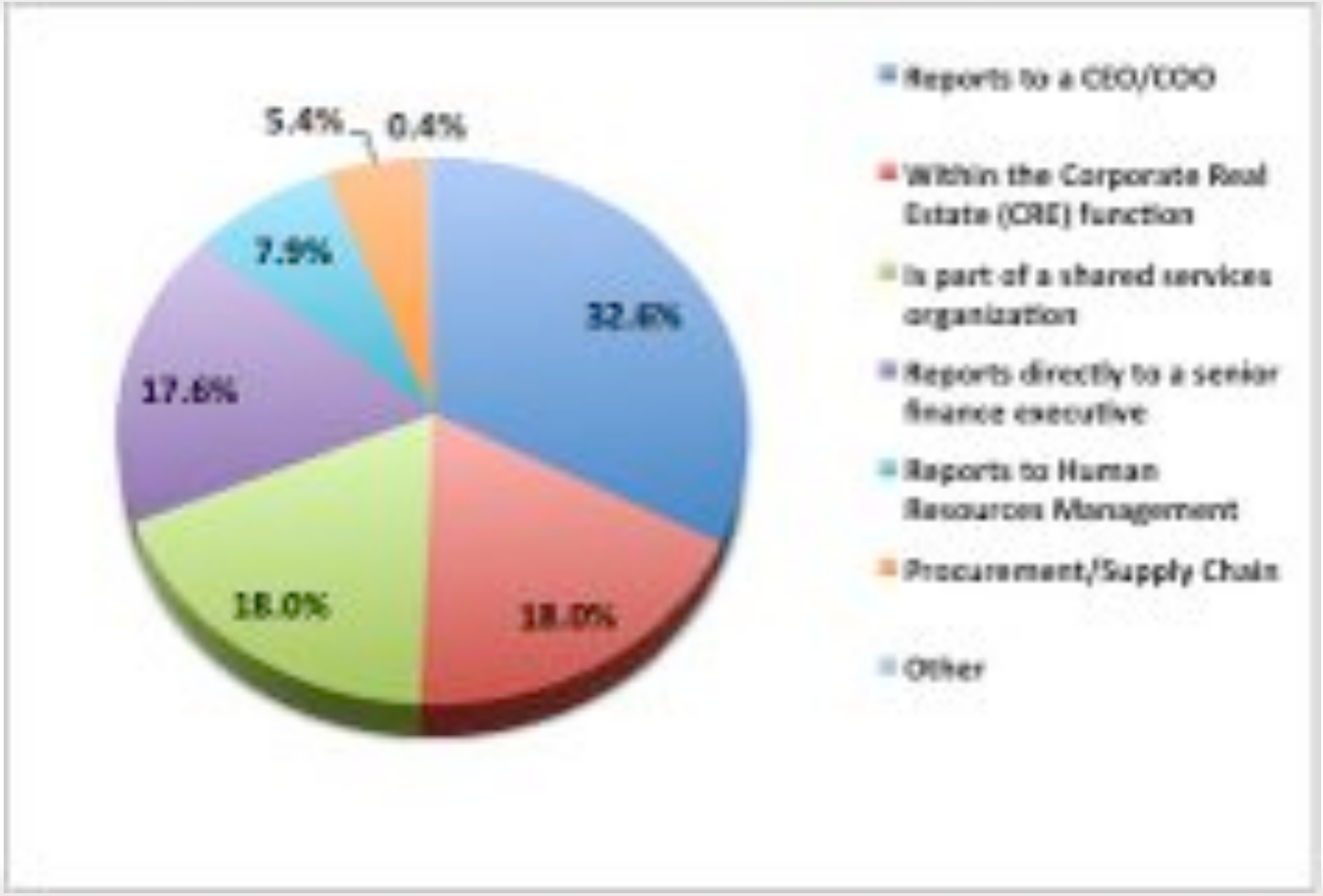
The Top Five:



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Where Does FM Report?

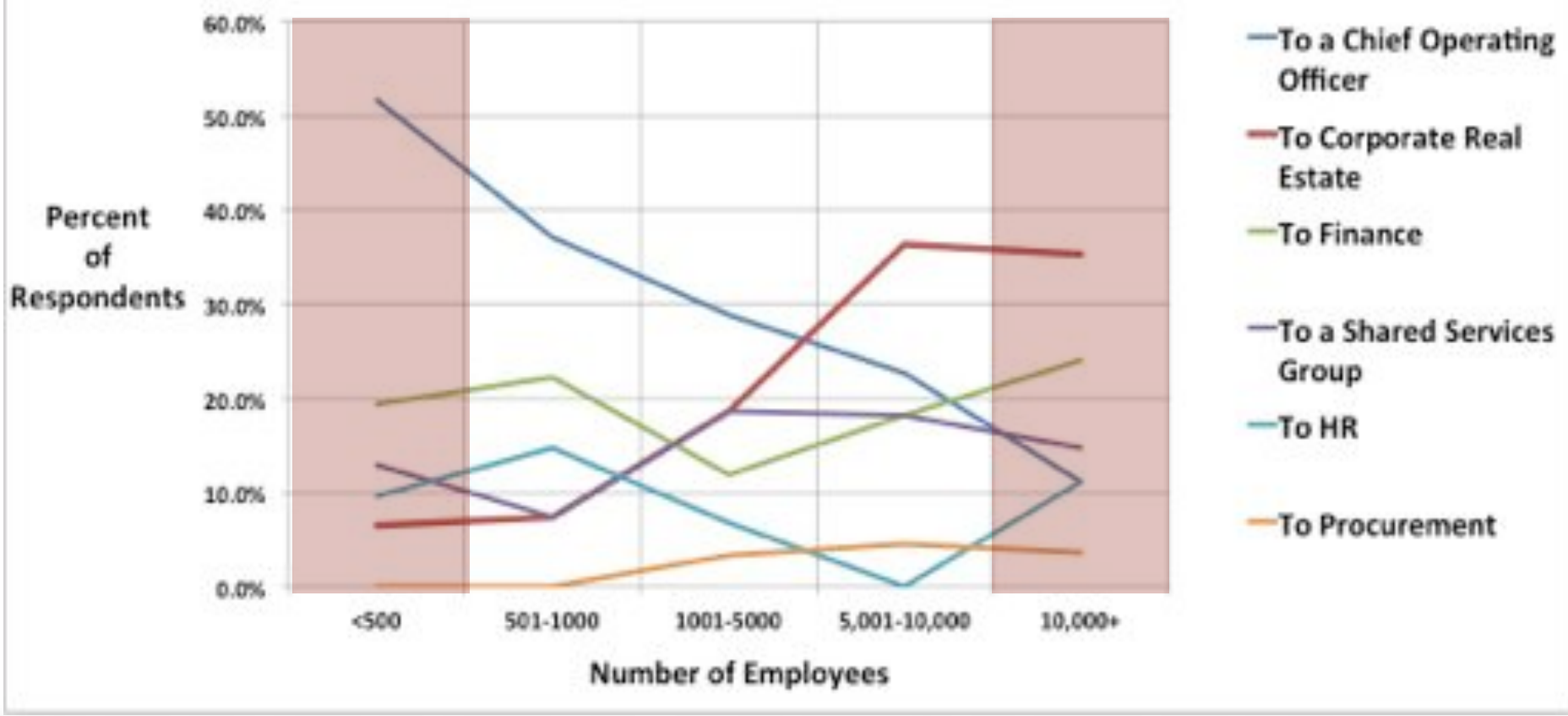
The Survey:



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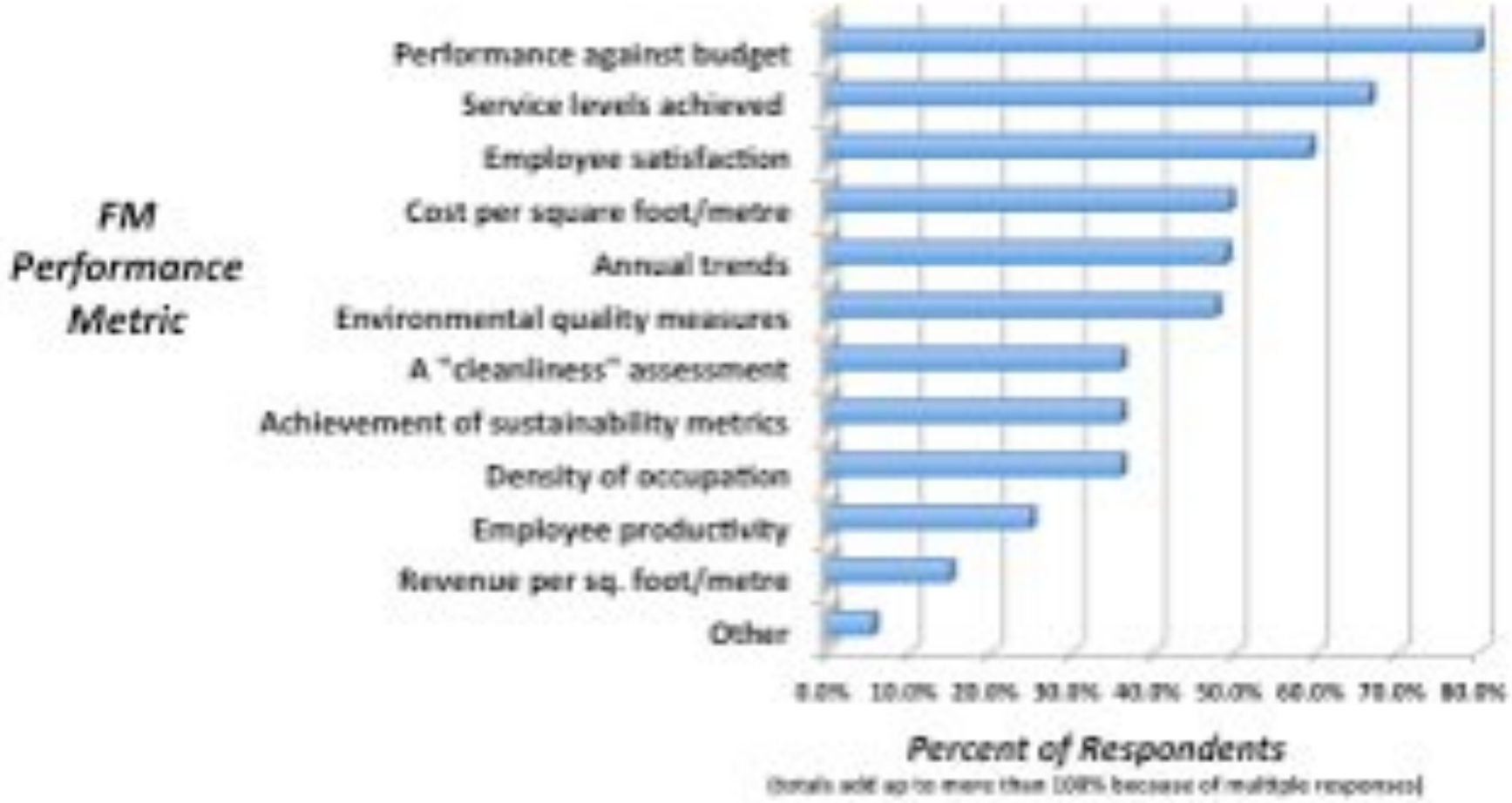
Where Does FM Report?

Size Matters



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How is FM Measured?



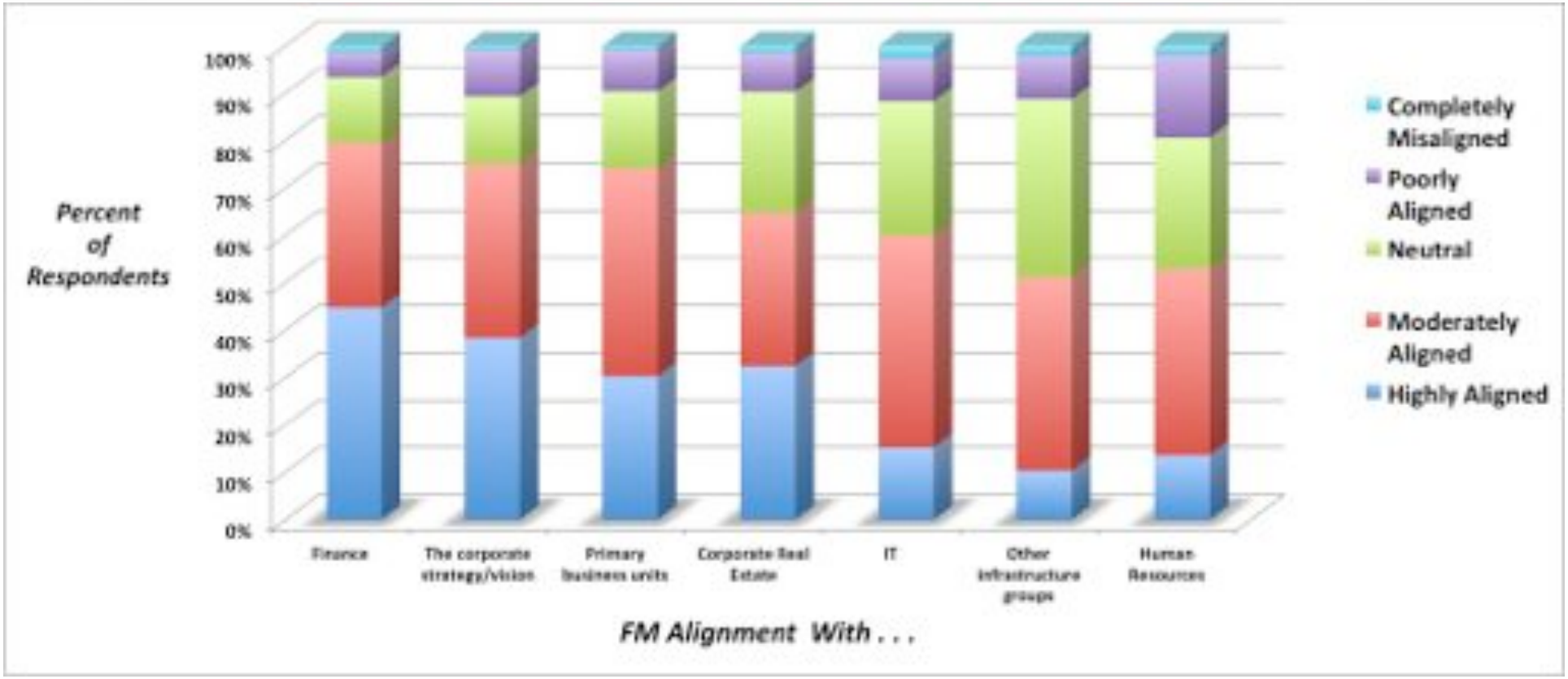
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How *should* FM be measured?

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How Well-Aligned is FM with….?



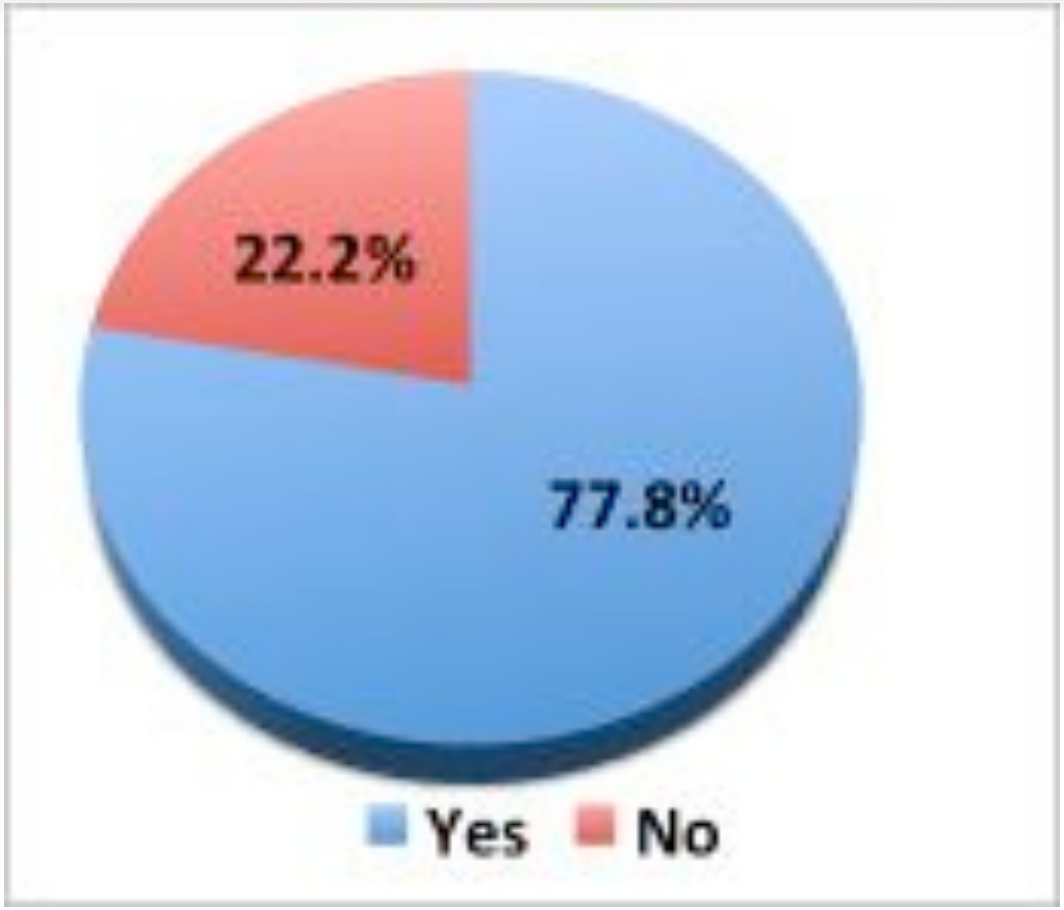
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Is FM a Strategic Resource?

Is FM a strategic resource?



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What is "Strategy"?

"Strategic" means **helping the <u>business</u> achieve competitive advantage** by aligning real estate (space) and facilities services more closely with business imperatives, operational capabilities, and organisational performance. [emphasis added]

-- "Raising the Bar," p. 12

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What is "Strategy"?

Michael Porter's View:

*"Strategy is the **creation of a unique and valuable position**, involving a **different** set of activities [different from what competitors are doing]. . . .*

*Strategy requires you to make trade-offs in competing—to **choose what** **not to do**. . . .*

*Strategy involves **creating "fit"** among a company's activities."* [emphasis added]

Porter, Michael. "What is Strategy?" *Harvard Business Review*, Nov-Dec. 1996 (reprint #96608), p.1

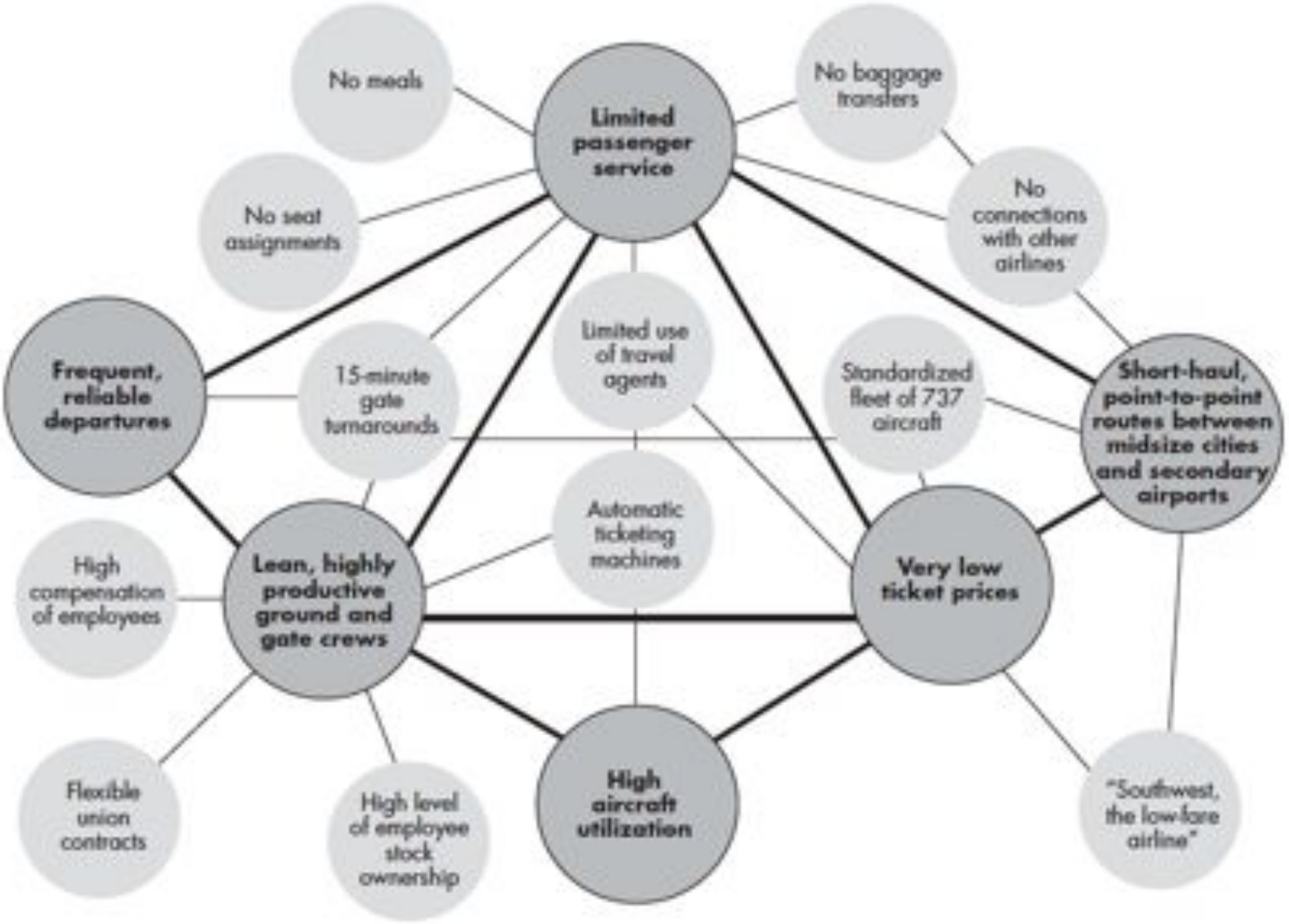
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An Example of Strategic Success



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Southwest Airlines' Activity System



From Michael Porter, "What is Strategy?" *Harvard Business Review,* Nov-Dec 1996

If You were Head of FM at Southwest…





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Examples of FM's Strategic Impact



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Examples of FM's Strategic Impact



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Examples of FM's Strategic Impact



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And Now for Something Different…

Davison International, Pittsburg, PA



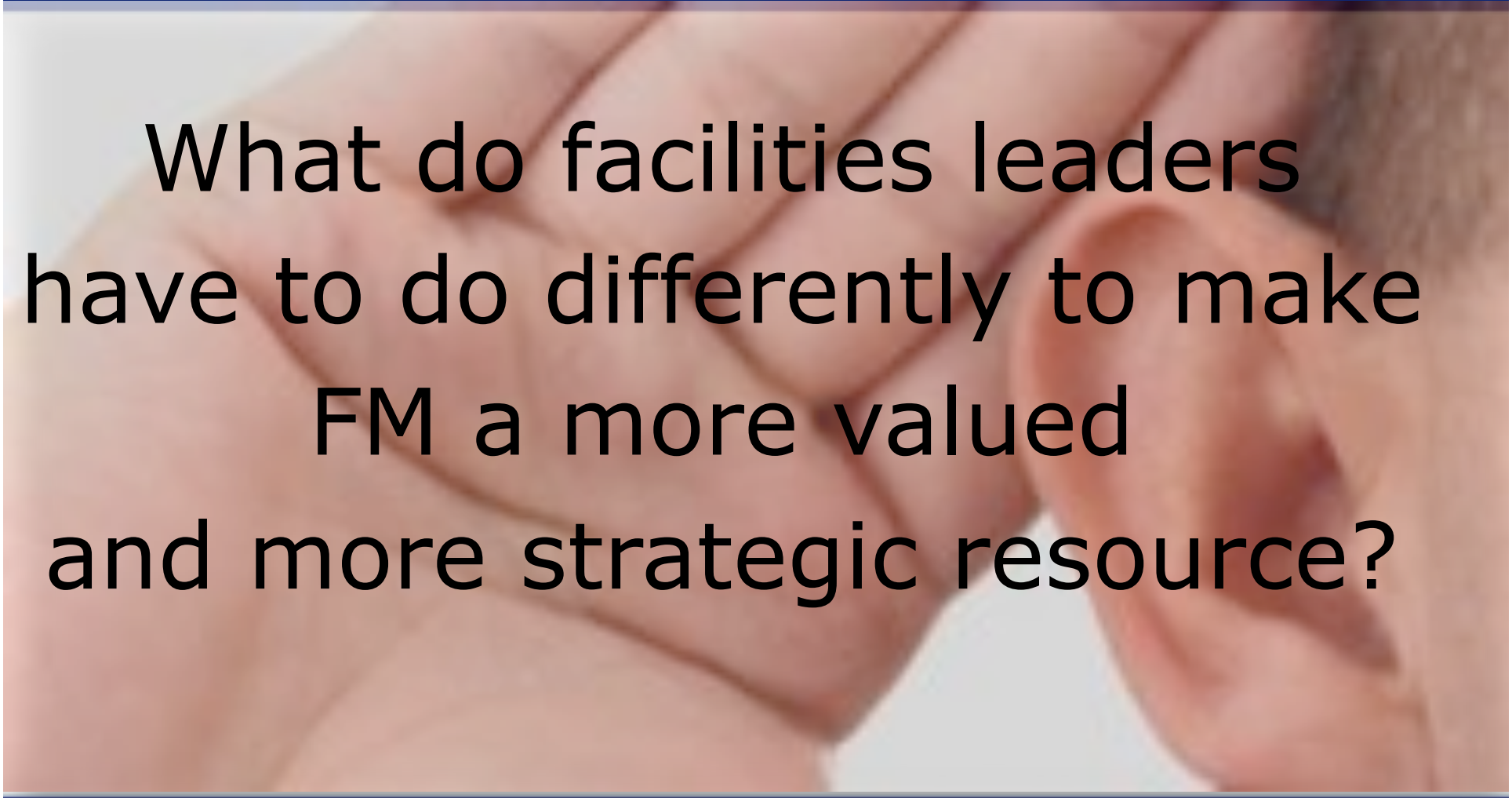
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And Now for Something Different…



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Our **BIG** Question:



What do facilities leaders have to do differently to make FM a more valued and more strategic resource?

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What does all this mean?

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“I create a compelling work experience…”









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… that helps the business by:



- ✓ …saving money
- ✓ …attracting and retaining staff
- ✓ …leveraging innate talents
- ✓ …enhancing productivity
- ✓ …supporting customers
- ✓ …ensuring continuity, and…
- ✓ …

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Turn That Hot Seat into an Executive Chair



Cut Costs!



Increase Workforce Satisfaction!

Increase Utilization!

Improve Productivity!

Cut Costs!

Guarantee Business Continuity!

Give Us More Private Offices!

Cut Costs!

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Turn That Hot Seat into an Executive Chair







1. Think
Strategically

2. Act
Strategically

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Turn That Hot Seat into an Executive Chair



3. Rebuild
the
FM Organization





4. Outsource
Aggressively

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Turn That Hot Seat into an Executive Chair



5. Teach
the business
how to draw on FM

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It Only *Sounds* Simple

- ✓ Think
- ✓ Act
- ✓ Organize
- ✓ Outsource
- ✓ Teach



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For Further Information

We enable change leaders to take charge of the future by designing compelling work experiences.

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