



Digital transformation

View from International Facility Management Association

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Go to menti.com and use the code 1482 2033

How would you describe your FM organizations' approach to digital transformation?

0	0	0
Innovators and risk takers exploring and adopting new capabilities	Ahead of most of our peers or competitors	Waiting for solutions with a clear, proven track record

Content



Your question ?

How would you describe your FM organizati

[Add longer description](#)

Options ?

Innovators and risk takers exploring and



Ahead of most of our peers or competit



Waiting for solutions with a clear, prove



[+ Add](#)

Extras

Show correct answer(s) ?



Show results in percentage ?



Let participants submit multiple options



[Remove question](#)

JS

Account



Content



Design



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Got feedback?

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What outcomes are you trying to achieve through your digital transformation efforts?

Content



Question title

What outcomes are you trying to achieve th

Subheading

Appears in the presentation prior to showing the answers and in participants devices.

Subheading

Extras

Let participants submit multiple times 



[Remove question](#)

JS

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Content



Design



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Got feedback?

Today's presentation



Pressures and
technology choices
facing facility
managers



Leading digital
transformation in
the FM industry



Recommendations
for Facility Managers

Based on following studies with IFMA

**Leading Digital
Transformation
in the Facilities
Management Industry**



**The Experts' Assessment,
Vol. 2: Future working
environments and support
functions toward 2030**



**The Facility Manager's
Guide to Procuring
Technology**



Today's presentation



**Pressures and
technology
choices facing
facility managers**



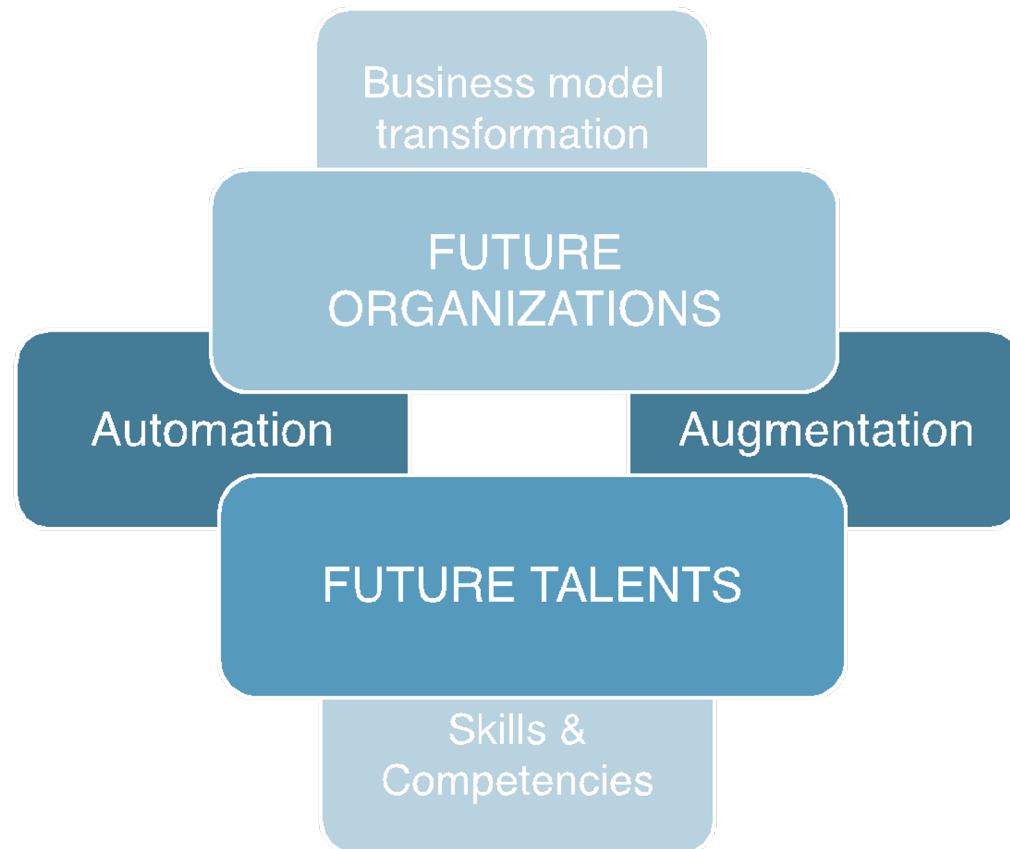
Leading digital
transformation



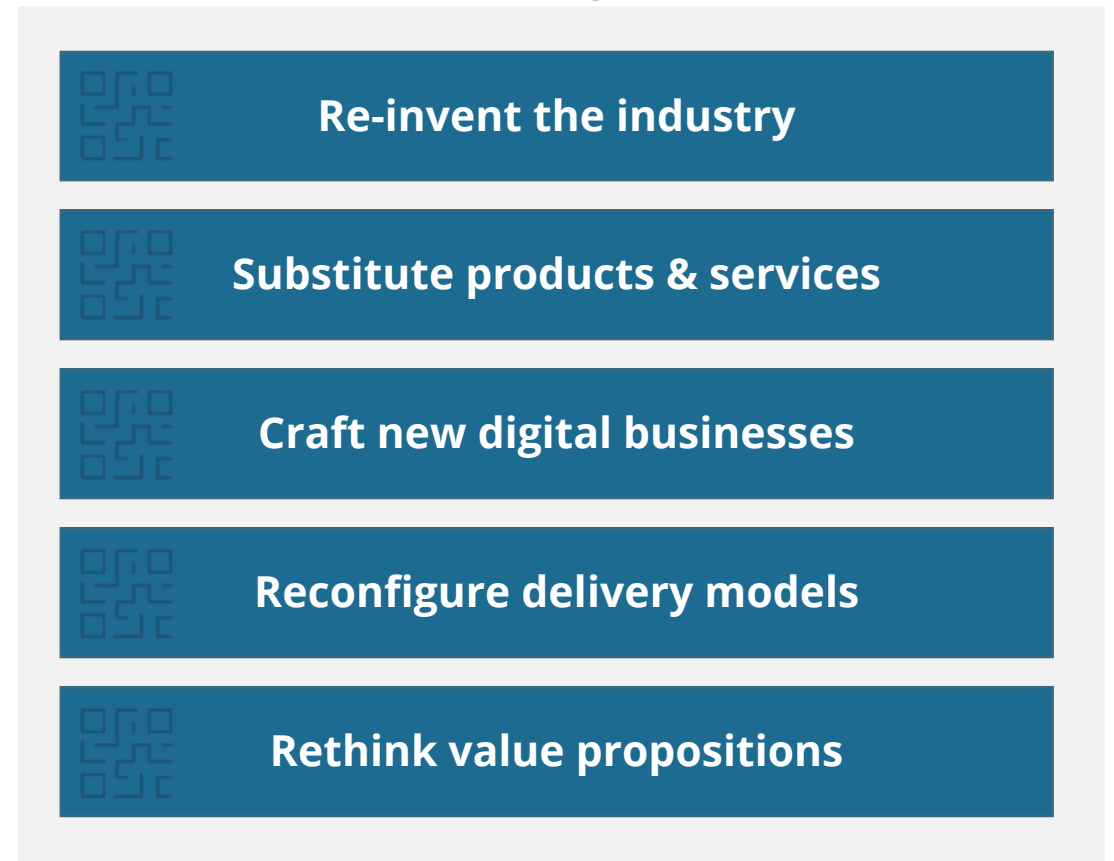
Recommendations
for Facility Managers

Digital transformation

Changes organizations and
impacts talents



Empowering organizations
including FM to



FM'ers at the nexus of change

Institutional pressures



Liquid expectations
to transform digitally

To comply with new
requirements

Organizational self-interest

How the built environment is transforming

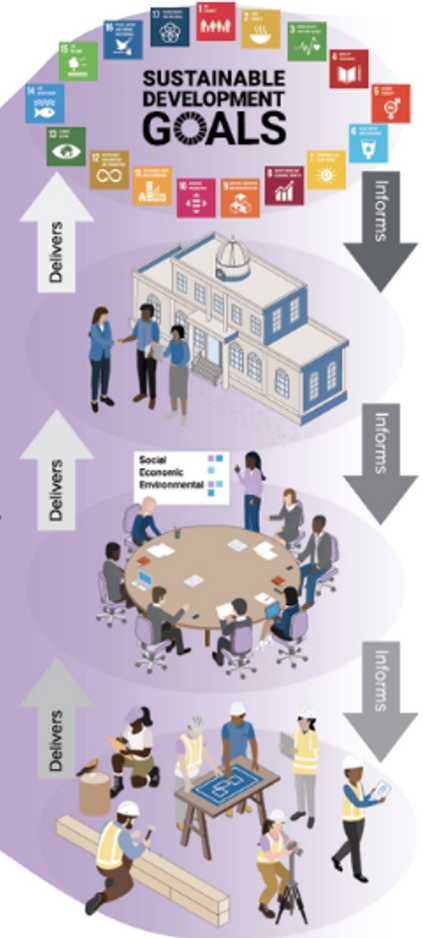
Built systems



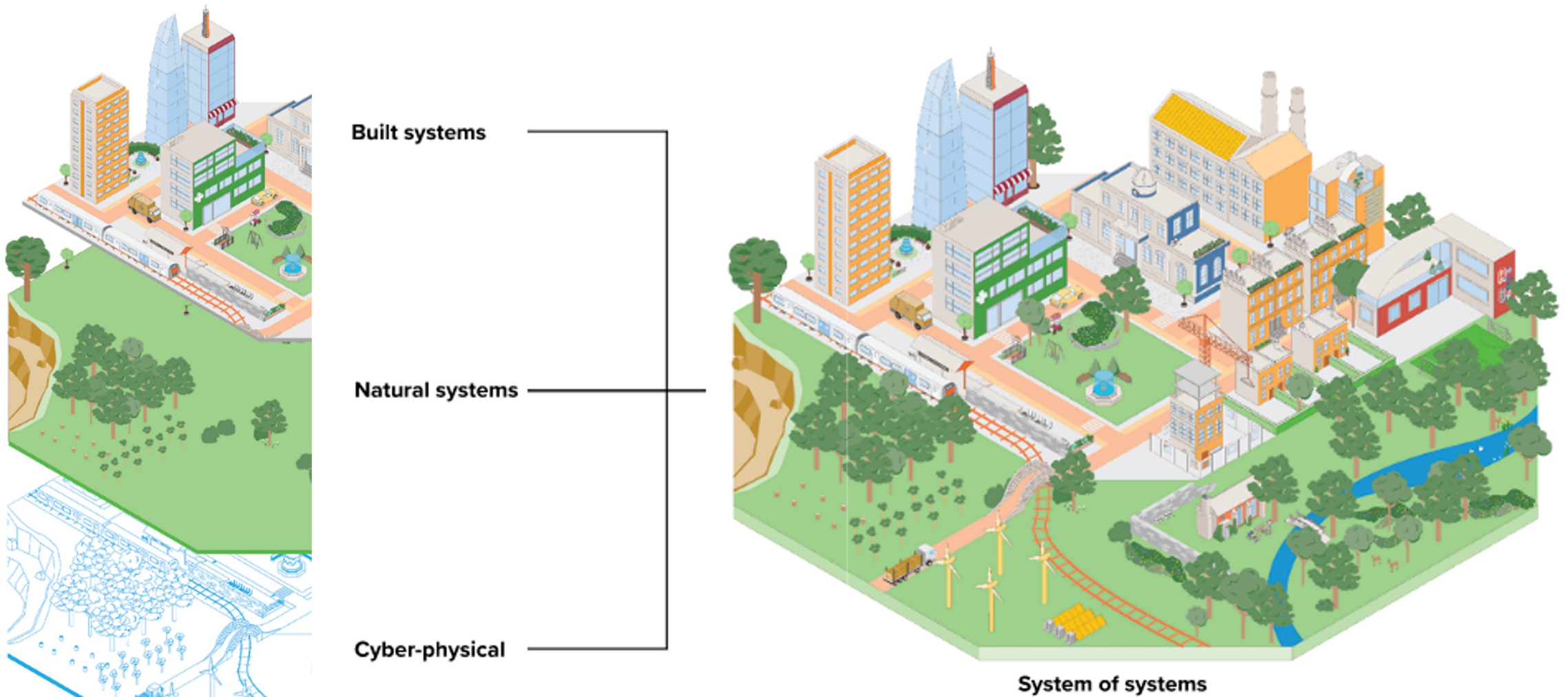
Natural systems

Services

Outcomes
for people
and nature



Integrating into a system of systems



Key messages from Experts' Assessment study

Digital tools and at-home work point setup and support key amenities toward 2030

83%

At-home work point
setup & support

92%

Digital tools

54%

Integrated
enterprise and
metaverse solutions

Key messages from Experts' Assessment study

How likely will the following technologies be supported in most Fortune 2000 companies' offices by 2030?

81%

expect mixed reality interfaces (including augmented and virtual reality) for employee training and onboarding in most Fortune 2000 companies

Key messages from Experts' Assessment study

How likely will the following technologies be supported in most Fortune 2000 companies' offices by 2030?



75%

multiexperience platforms that create consistent user experiences across web, mobile, wearable, conversational, and immersive touch points using touch, voice, and gesture to ensure.

Key messages from Experts' Assessment study

How likely will the following technologies be supported in most Fortune 2000 companies' offices by 2030?

75%

End-to-end AI-enabled integrated workplace/building management systems

IWMS/BMS that use pervasive data collection from devices and IoT to provide near-real-time actionable insights on occupant behavior and facility operations

Key messages from Experts' Assessment study

How likely will the following technologies be supported in most Fortune 2000 companies' offices by 2030?

59%

Frictionless offices where people and goods can navigate buildings to destinations without the assistance of a human staff member

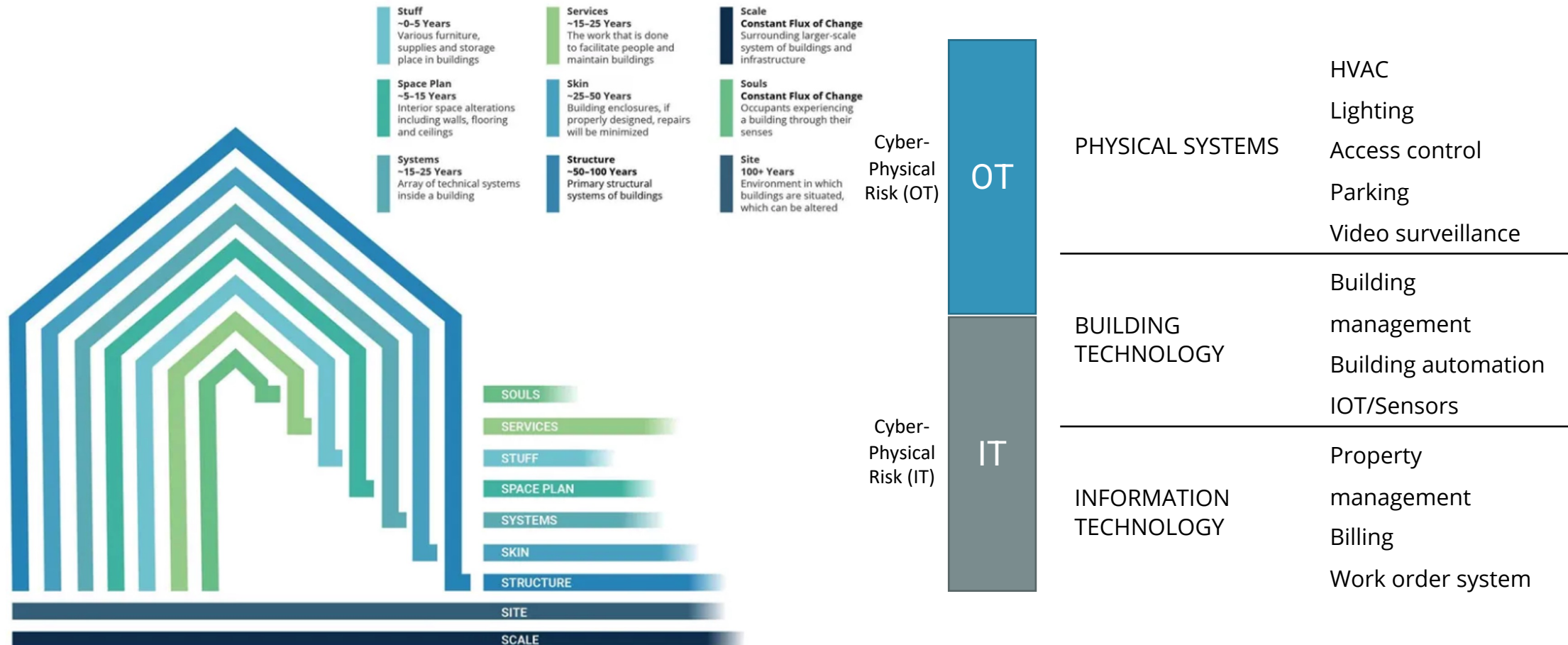
Key messages from Experts' Assessment study

How likely will the following technologies be supported in most Fortune 2000 companies' offices by 2030?

52%

Digital humans in receptions, help desks, etc., can produce a whole range of human body language, interpret clients' input and provide answers they need

Mind the gap! Beware of technology layers and IT and OT divide



Some of the OT based systems in your buildings

Fire Systems

- Fire Detection Systems (alarms)
- Fire Protection Systems (sprinklers)

HVAC Systems

- Ventilation, Chillers, Air Handling, Purification
- Air Quality, Health

People Transport Systems

- Elevators
- Escalators
- Moving walkways

Lighting Systems

- Standard lighting and shades
- Emergency lighting

Utility Systems

- Gas
- Water, Boilers, Filtration
- Electric (including Backup Generators, UPS, Solar, Wind)

Physical Access Systems

- Physical Security Control
- Video Surveillance
- People Count

A/V and Digital Signage

- Standard
- Emergency

Voice Communication Systems

- Standard
- Emergency

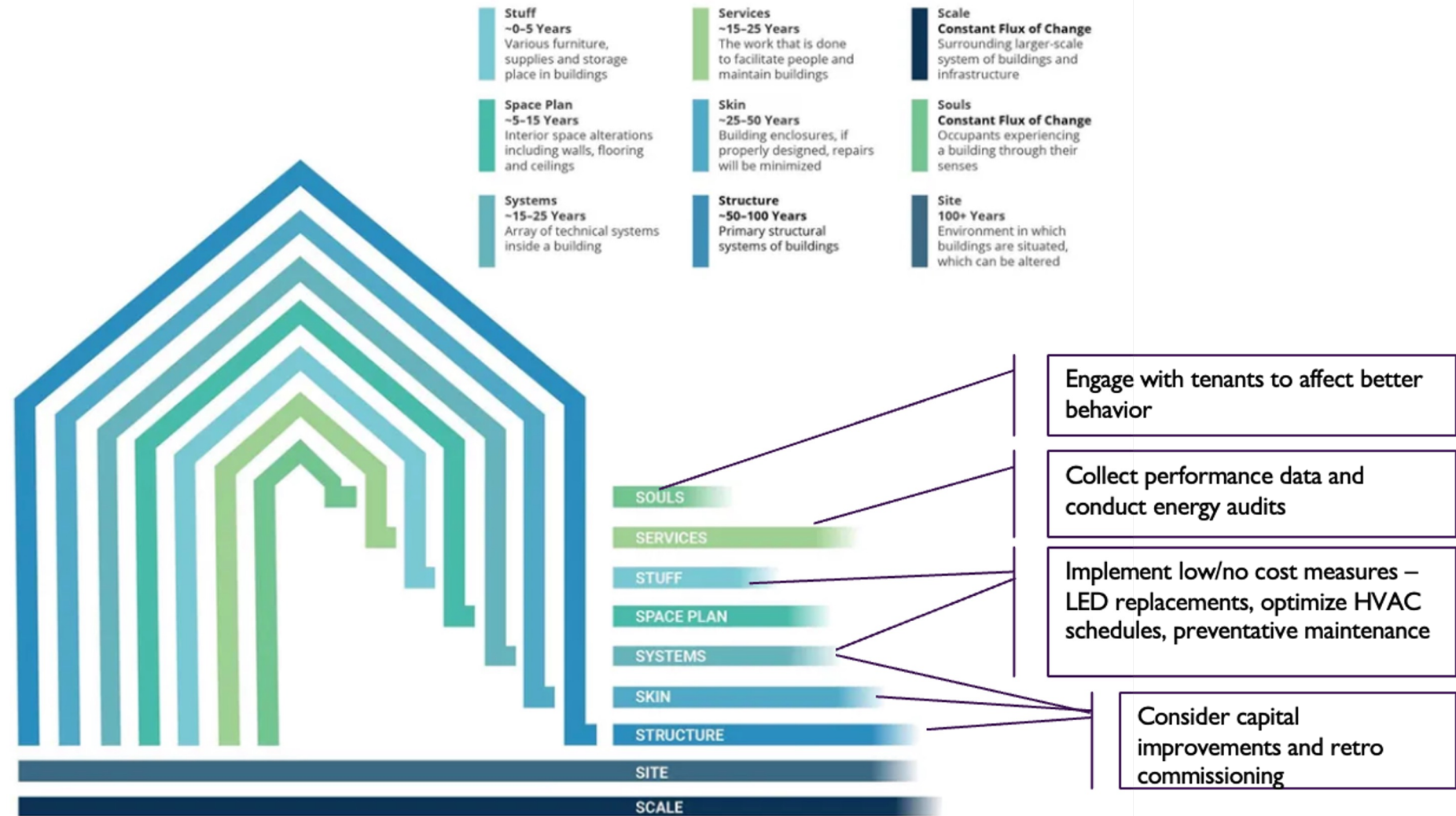
Voice Communications (wired & wireless)

- Parking Systems
- Access
- EV Charging

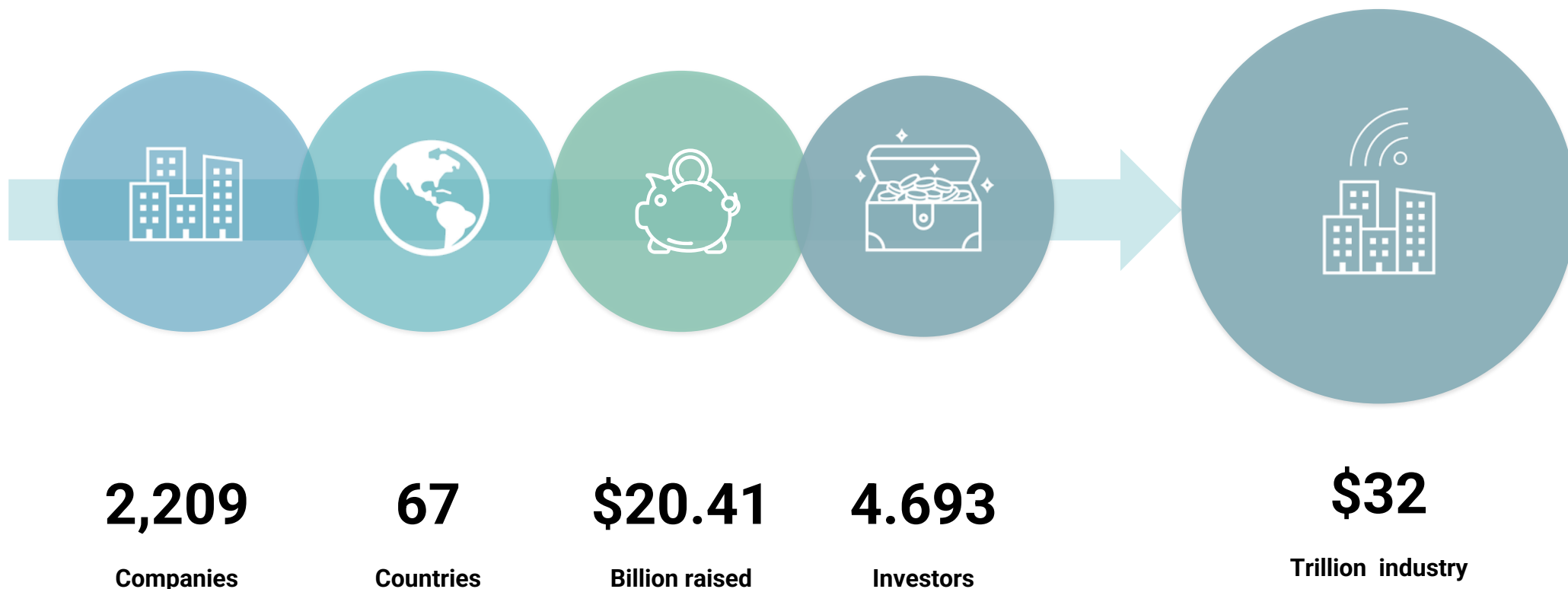
Building Automation Systems

- IT Systems
- Owner Network
- Property Management

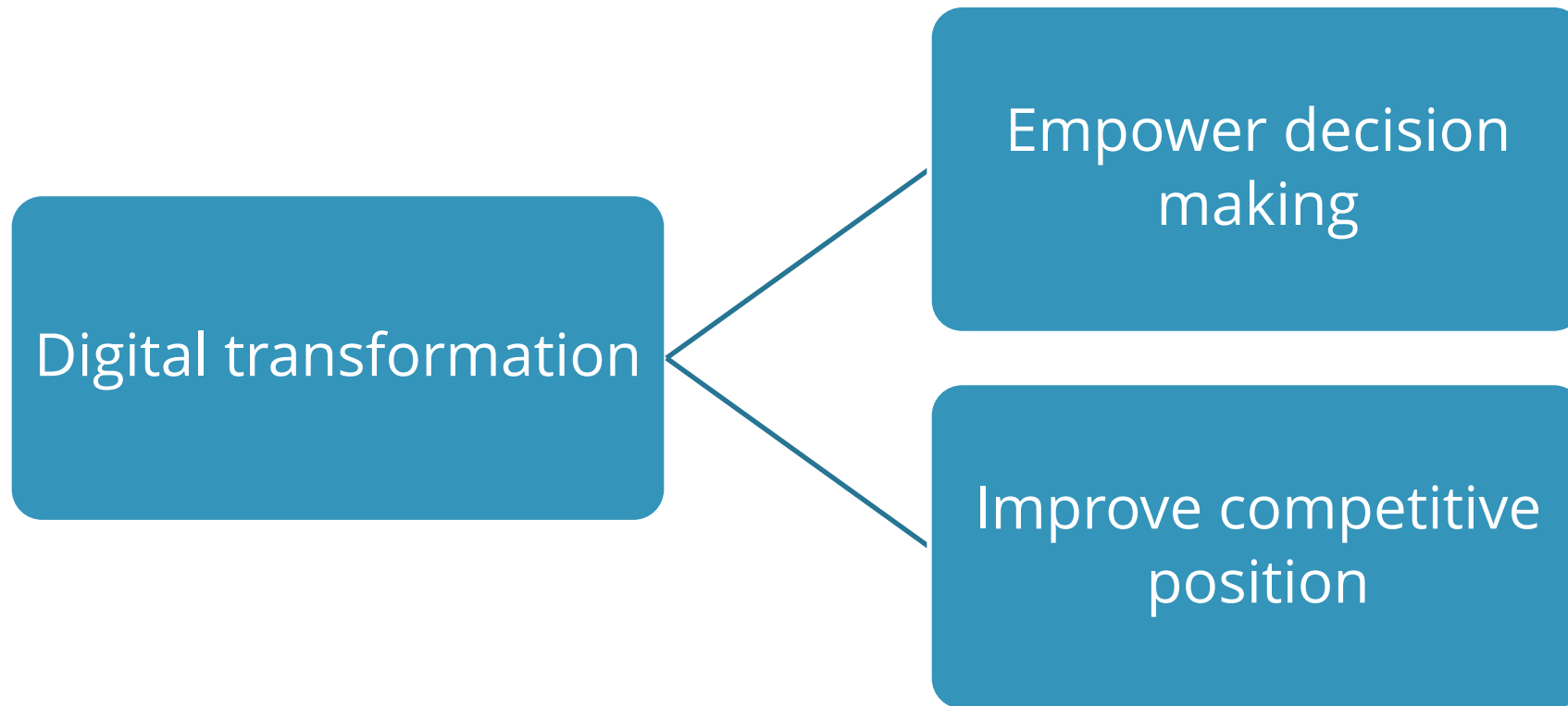
Example: Drive to net-zero targeting interventions and technologies at distinct building layers



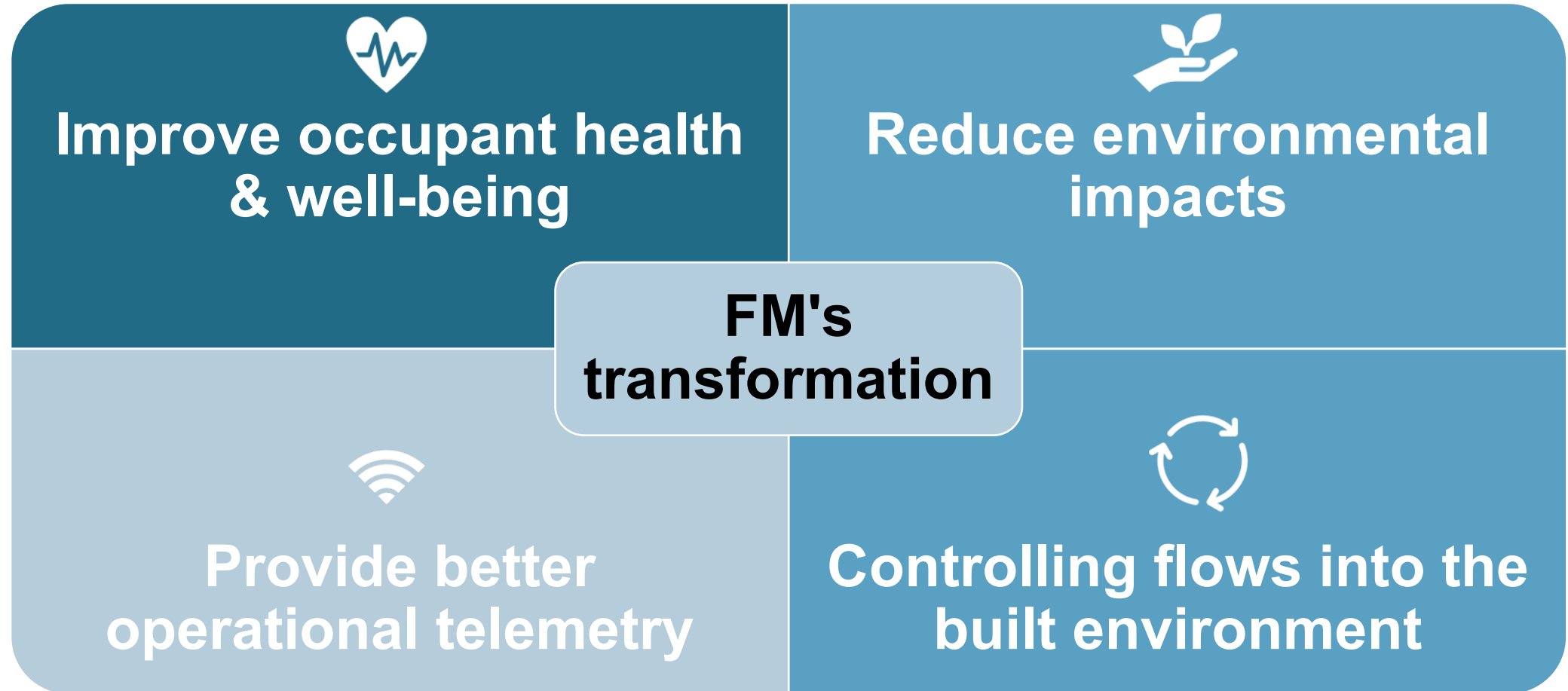
Digital transformation big business built environment



Digital transformation in FM context



FM is rapidly digitizing to:



Across a range of different infrastructures with discrete challenges



Smart
residential
buildings



Government
facilities



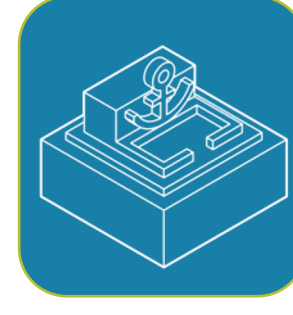
Public
Buildings



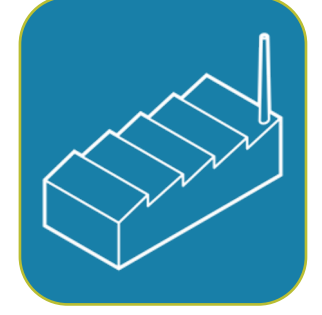
Military
facilities



Infrastructure
(bridges and
highways)



Ports



Manufacturing
plants

Today's presentation



Pressures and
technology choices
facing facility
managers



**Leading digital
transformation**

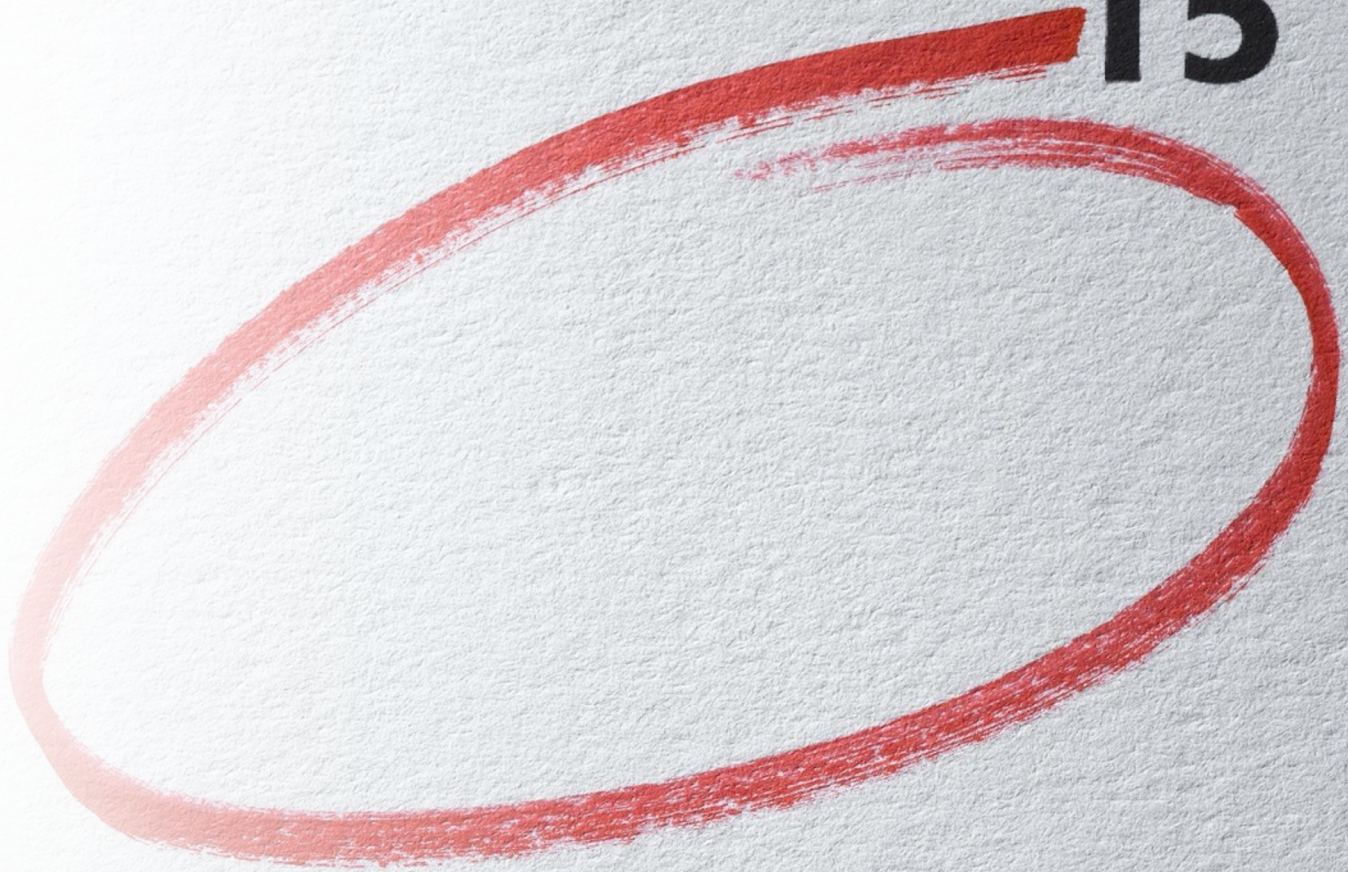


Recommendations
for Facility Managers

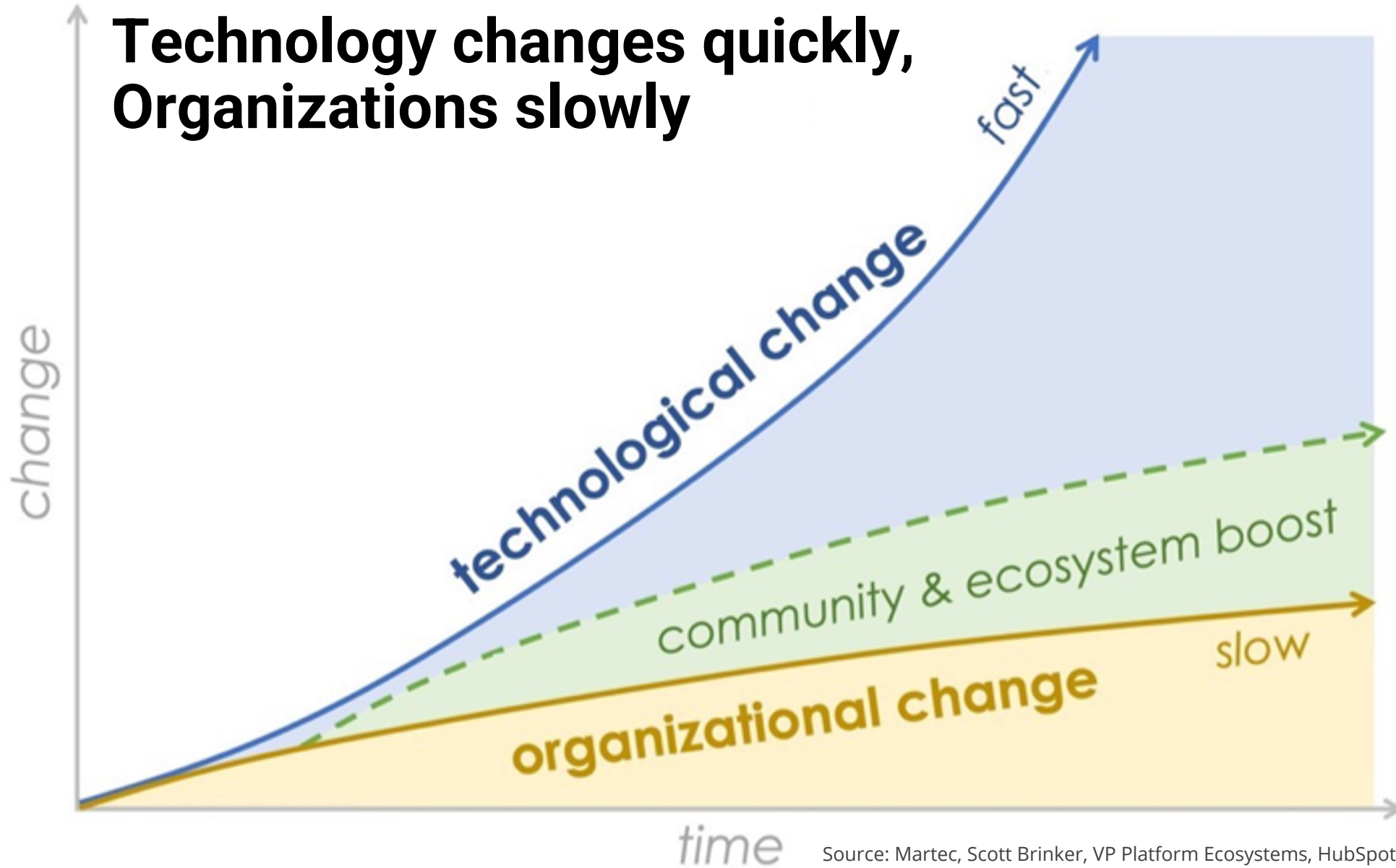
Transformation efforts often go awry

- Behind schedule
- Technology not utilized
- Project cancelled
- Not the right feature set
- Project went over budget

15



Technology changes quickly, Organizations slowly



Source: Martec, Scott Brinker, VP Platform Ecosystems, HubSpot, 2022 and George Westerman (2022) "Mastering new elements of digital transformation for the facility management industry," IFMA Leading the Digital Transformation Executive Summit.

Leadership

Digital capability

- Customer experience
- Operations
- Employee experience
- Business model
- Digital platform

Digital capabilities



Leadership capabilities

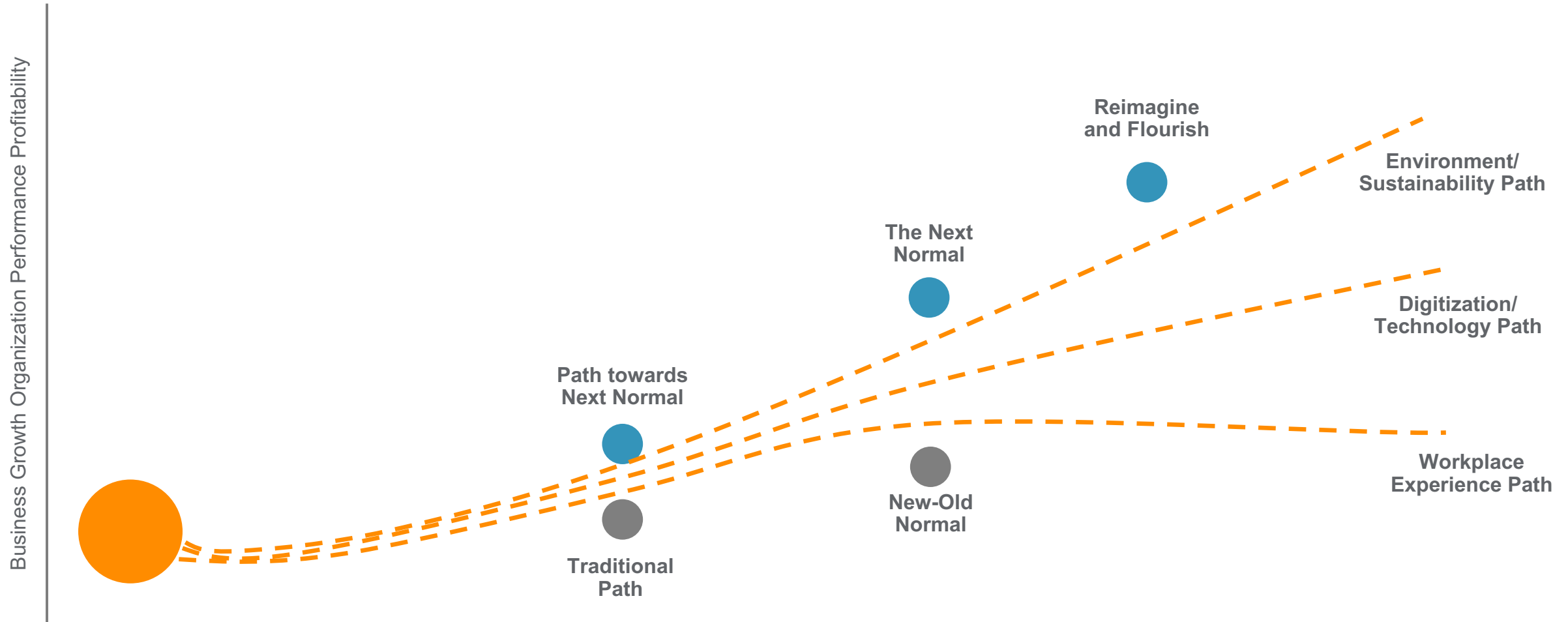
- Vision
- Engagement
- Governance
- Technology leadership
- Digital-ready culture

Source: George Westerman (2022) "Mastering new elements of digital transformation for the facility management industry," IFMA Leading the Digital Transformation Executive Summit.

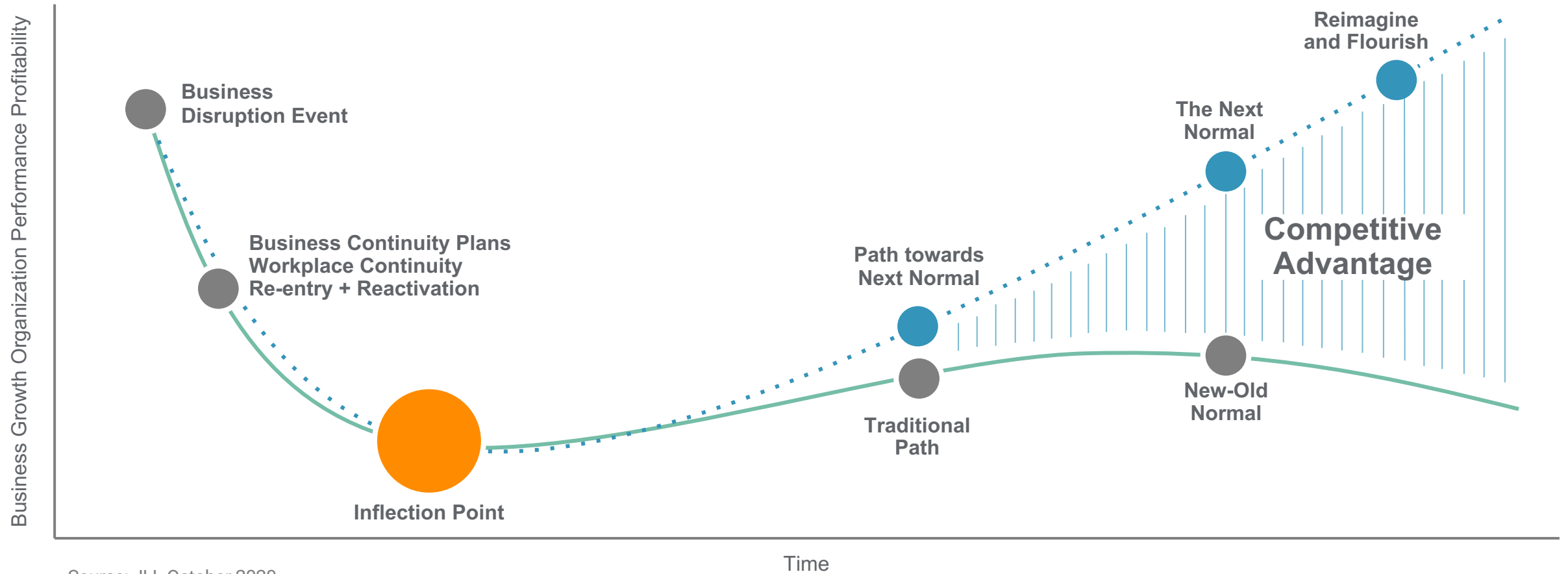
Leadership capabilities

Digital Masters possess the leadership drive and “vision to shape a new future, governance and engagement to steer the course, and IT/business relationships to implement technology-based change” again and again.

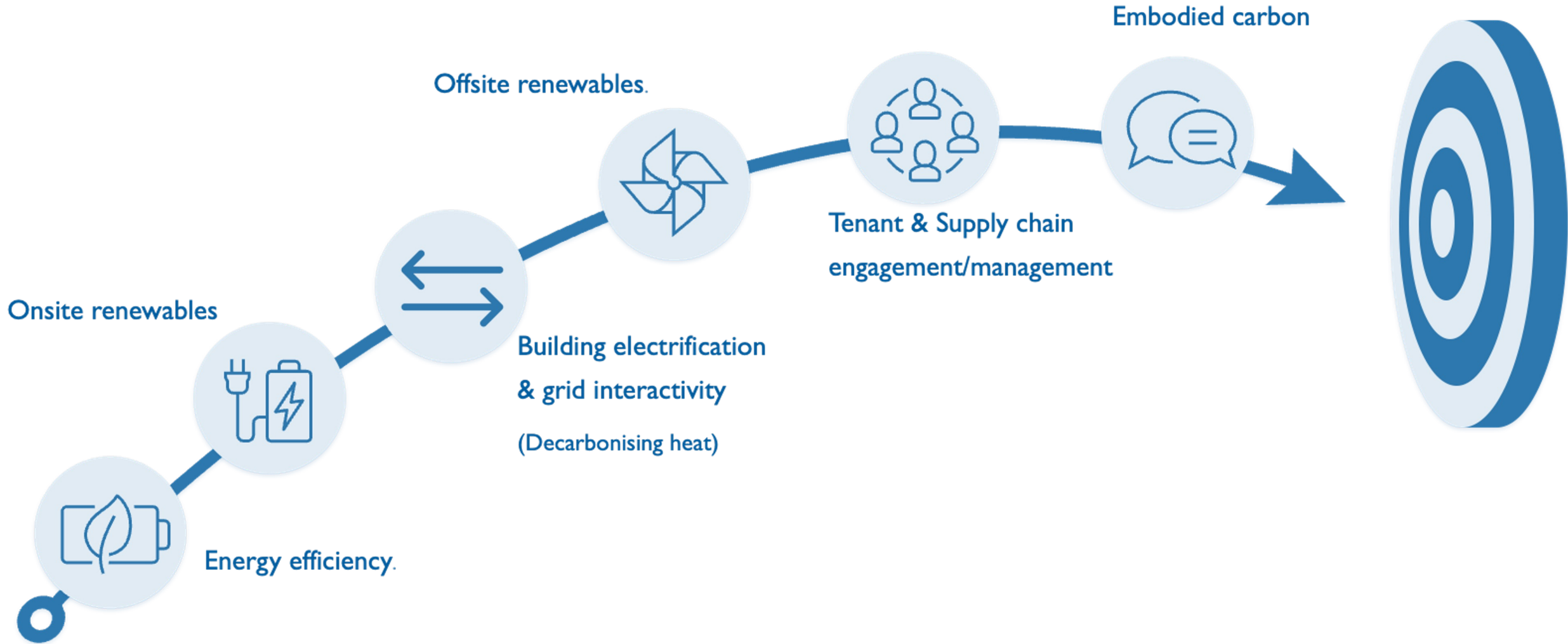
What's your vision?



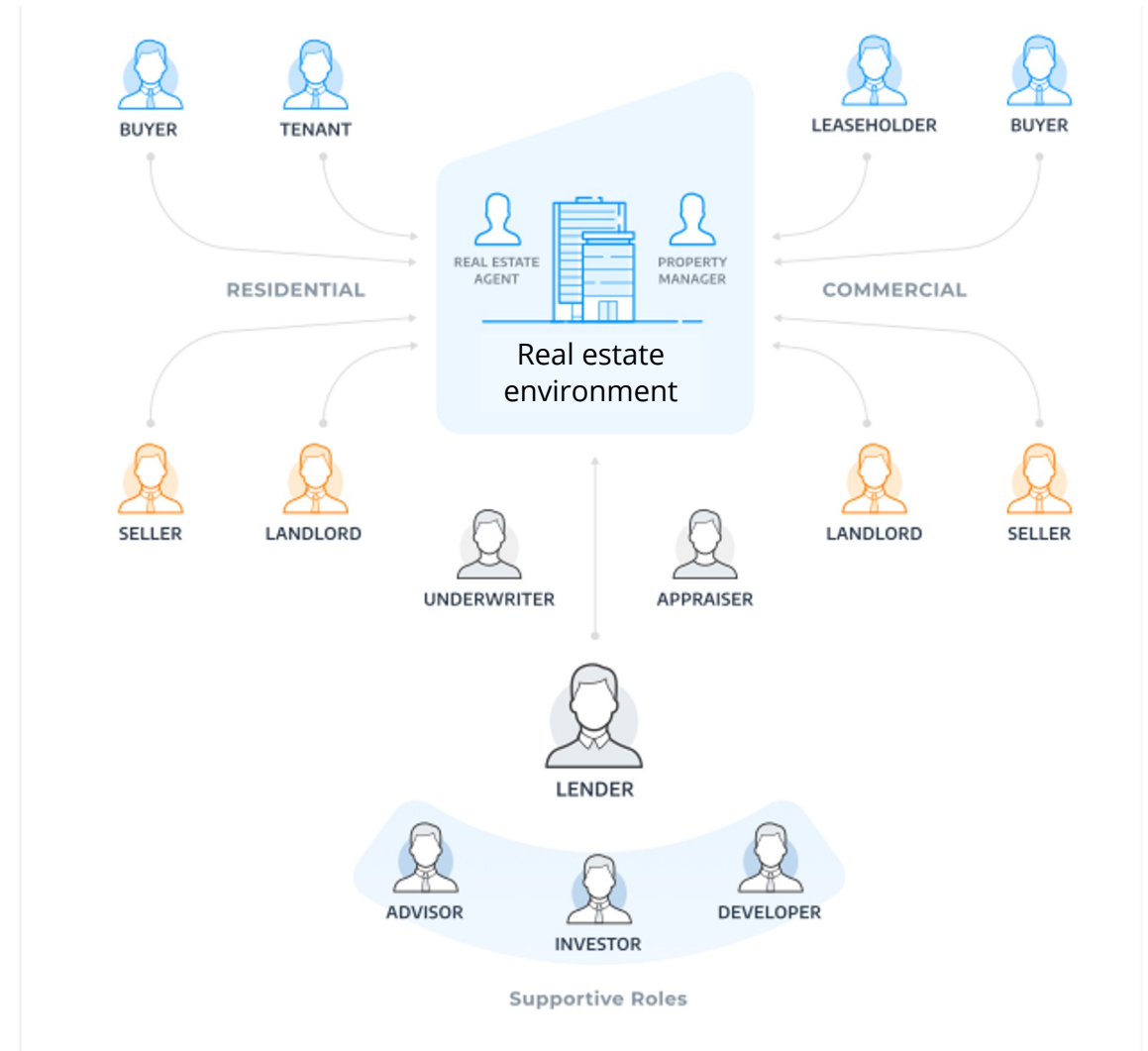
What's your vision



Example: A long-term technology road map



Identify & engage your stakeholders



Five vectors for digital transformation

Business model		
Digital enhancements		
Info-based service extensions		
Multisided platform businesses		
Customer experience	Operations	Employee experience
Experience design	Core process automation	Augmentation
Customer intelligence	Connected and dynamic operations	Future-readying
Emotional engagement	Data-driven decision-making	Flexforcing
Digital platform		
Core		
Externally facing		
Data		

Business model



- Digital enhancements
- Info-based service extensions
- Multisided platform businesses

Customer experience

Experience design
Customer intelligence
Emotional engagement

Operations

A group of business professionals are gathered around a glass wall covered in colorful sticky notes. In the foreground, a woman with long dark hair is smiling and pointing at a pink sticky note. Behind her, a man in a white shirt and a woman with blonde hair are also looking at the notes. The scene is brightly lit, suggesting a modern office environment.

Core process automation
Connected and dynamic operations
Data-driven decision-making

A person with short brown hair, wearing a light blue button-down shirt, is seen from behind, sitting in a silver metal wheelchair. They are positioned in a modern office space with large glass windows and partitions. In the background, other office workers are visible, some sitting at desks. The floor is covered with a light-colored, patterned carpet. The overall atmosphere is professional and inclusive.

Employee
experience

Augmentation
Future readying
Flexforcing

Today's presentation



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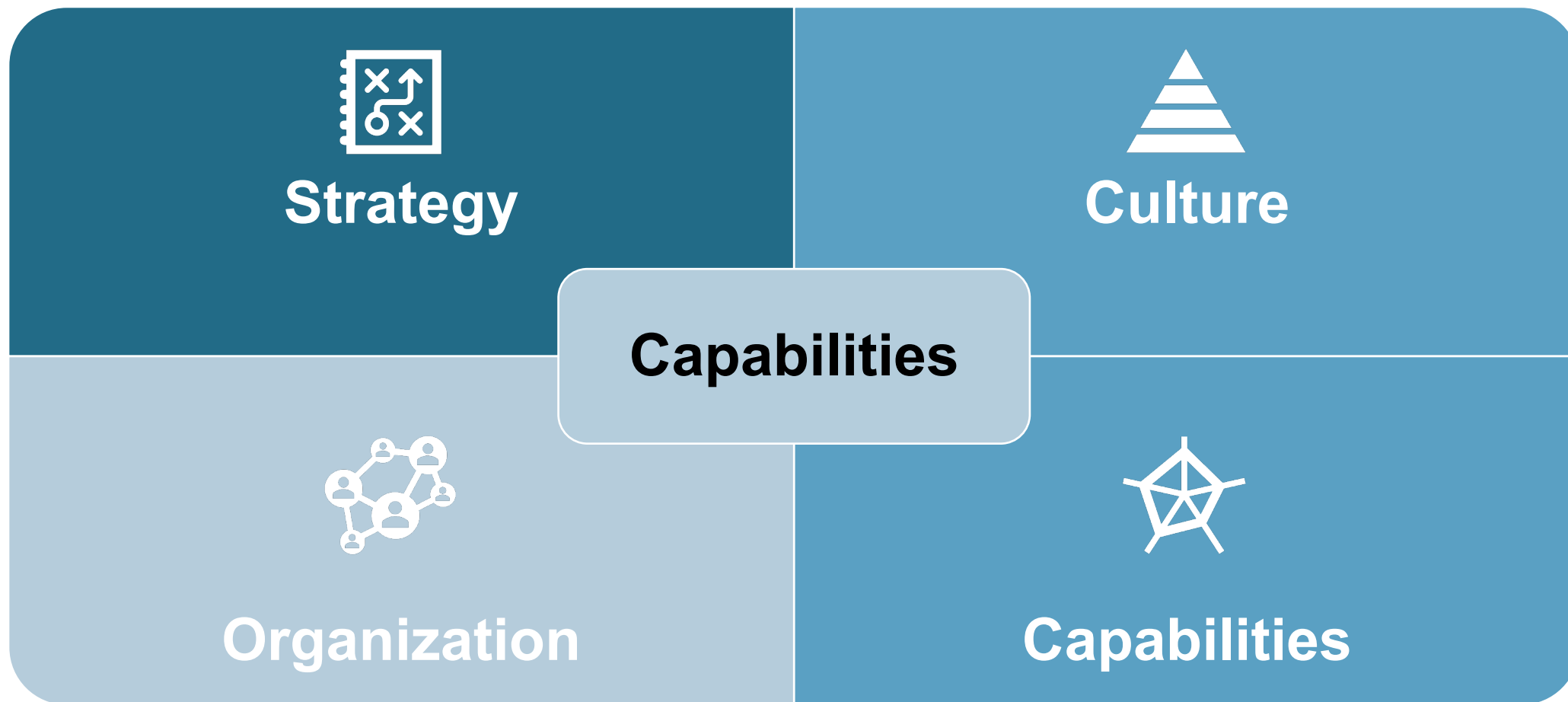


Leading digital
transformation



**Recommendations
for Facility
Managers**

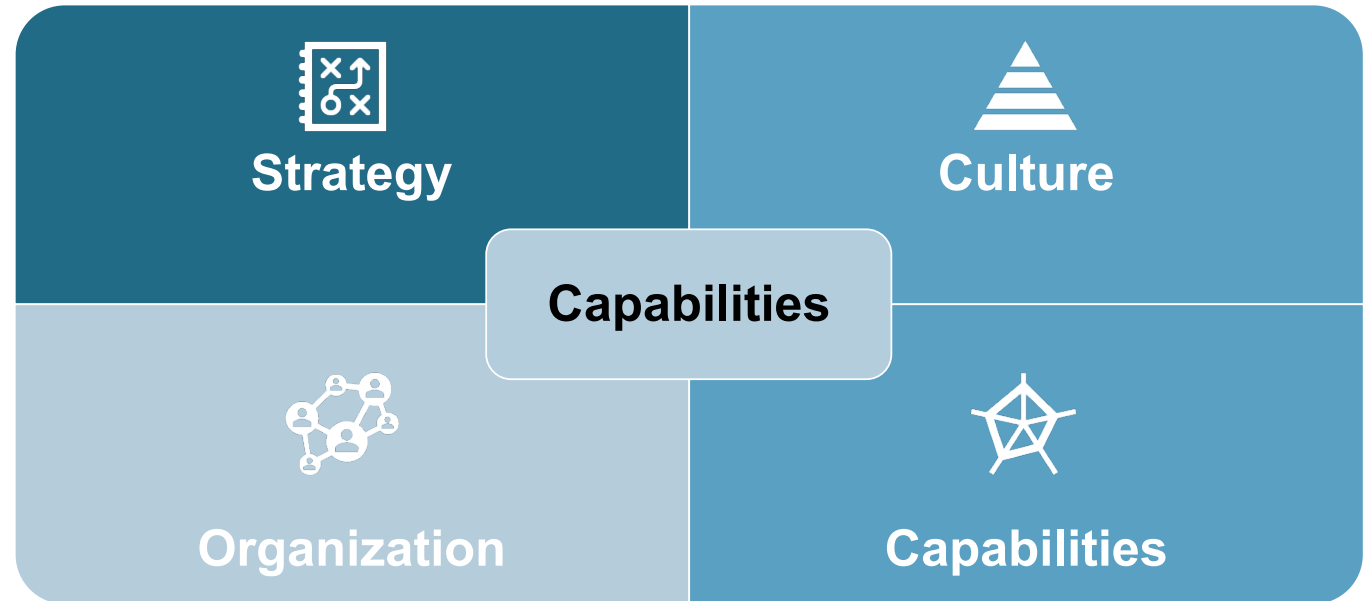
Assess your capabilities across the following areas:



Assess your capabilities across the following areas:

Strategy

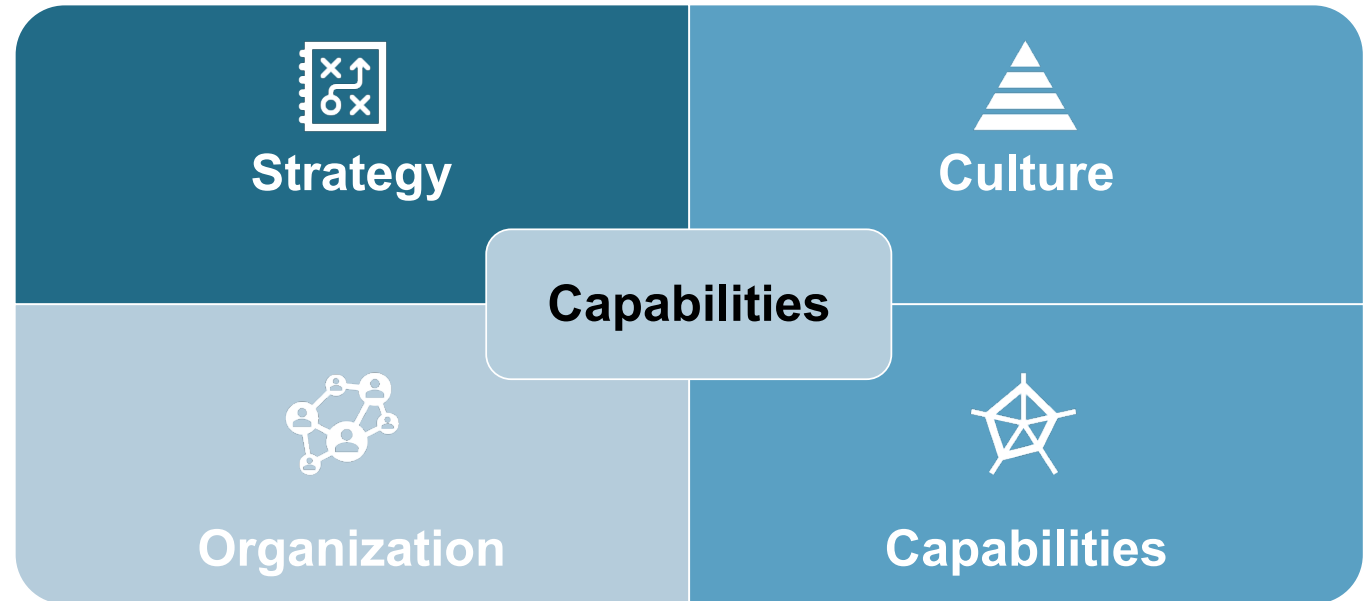
- How aligned are your digital transformation objectives with broader corporate strategies?
- Have you identified the key stakeholders and involved them in the process?
- What is your 10 year plan? Have you considered how ideal business outcome aligns with your technology roadmap?



Assess your capabilities across the following areas:

Culture

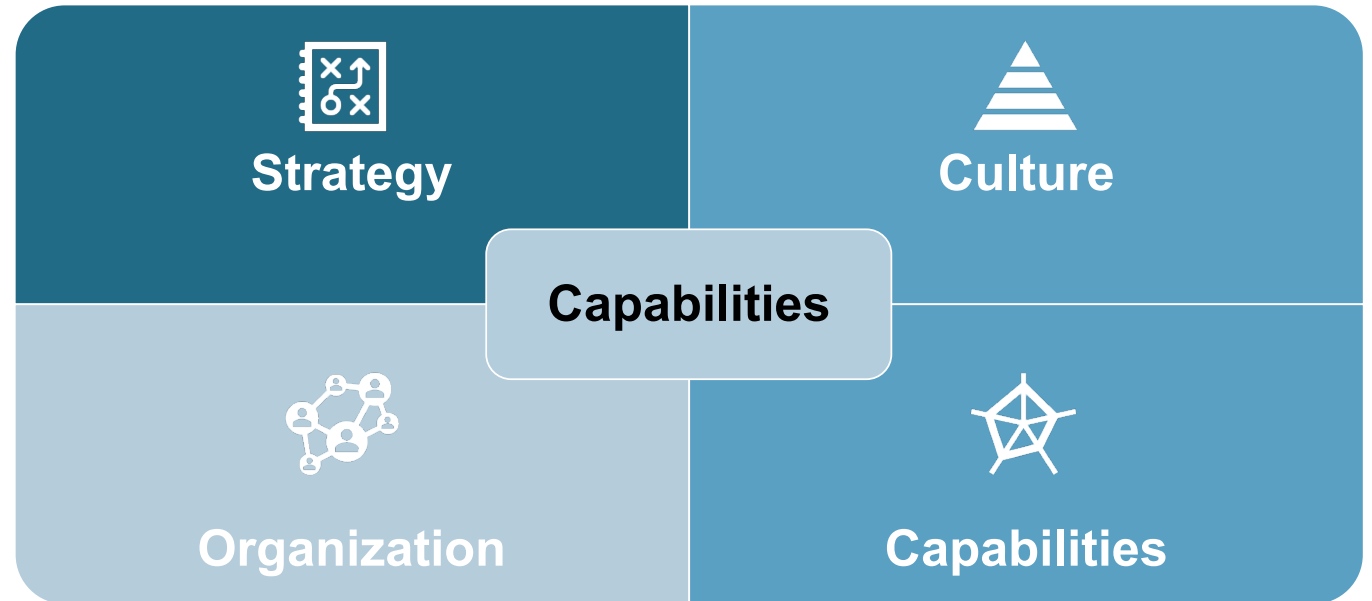
- How comfortable are employees with taking risks and exploring new digital opportunities?
- How open is our organizational culture to change and innovation?
- How collaborative is your corporate culture?



Assess your capabilities across the following areas:

Organization

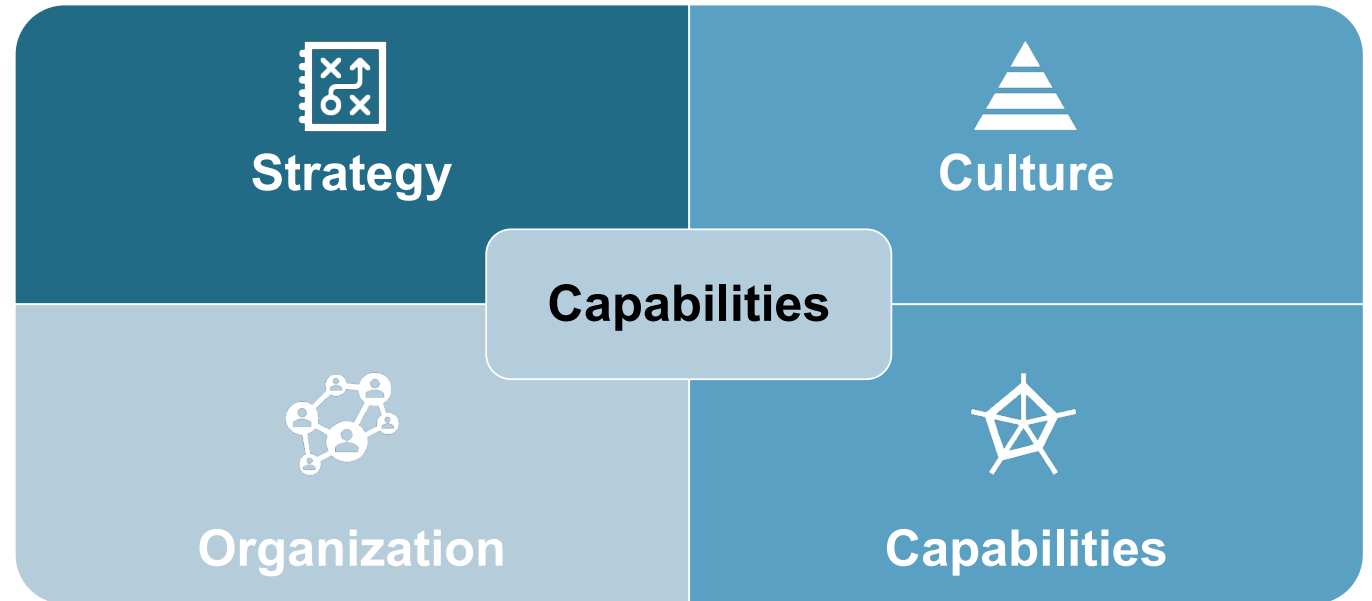
- How many of your senior managers can articulate their digital Key Performance Indicators (KPIs)?
- Are there any organizational barriers that may hinder effective digital transformation?
- Do we have the necessary resources, both financial and human, to support digital transformation efforts?



Assess your capabilities across the following areas:

Capabilities

- Have you assessed the capabilities and skills of your workforce in relation to digital transformation?
- Have we identified the gaps in our digital capabilities and areas that need improvement?
- What level of investment are you willing to make to increase that skill set?



Recommendations

- Don't fear digital transformation
- Be prepared to partially fail
- Be proactive, not reactive
- Foster agility among your team
- The pandemic has shifted the conversation from evolution to revolution
- Focus on leadership and vision-setting
- You don't have to be perfect, but you must take the first step
- There are four critical areas where you use DT to create value
- Explore the weaknesses that the pandemic and supply chain crisis exposed in your organization, community or society
- Focus on inclusivity
- Don't forget the importance of knowledge transfer

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Digital transformation

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