

The Workplace Advantage

- why CRE & FM are critical to organisational competitiveness

a paper presented by

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Introduction

About me



Mike Packham

- Chartered FM Surveyor
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- Member of IFMA
- Member of APM

About BWA

Private Sector



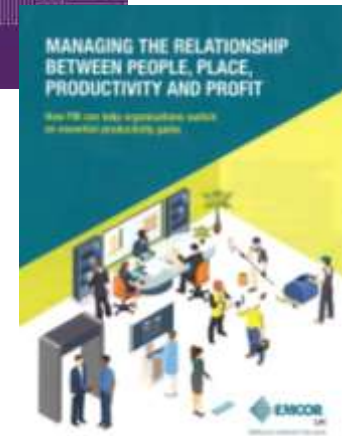
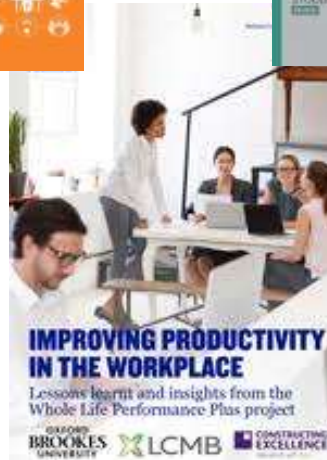
Public Sector





The Productivity Dilemma

The Productivity Dilemma



The Old Workplace

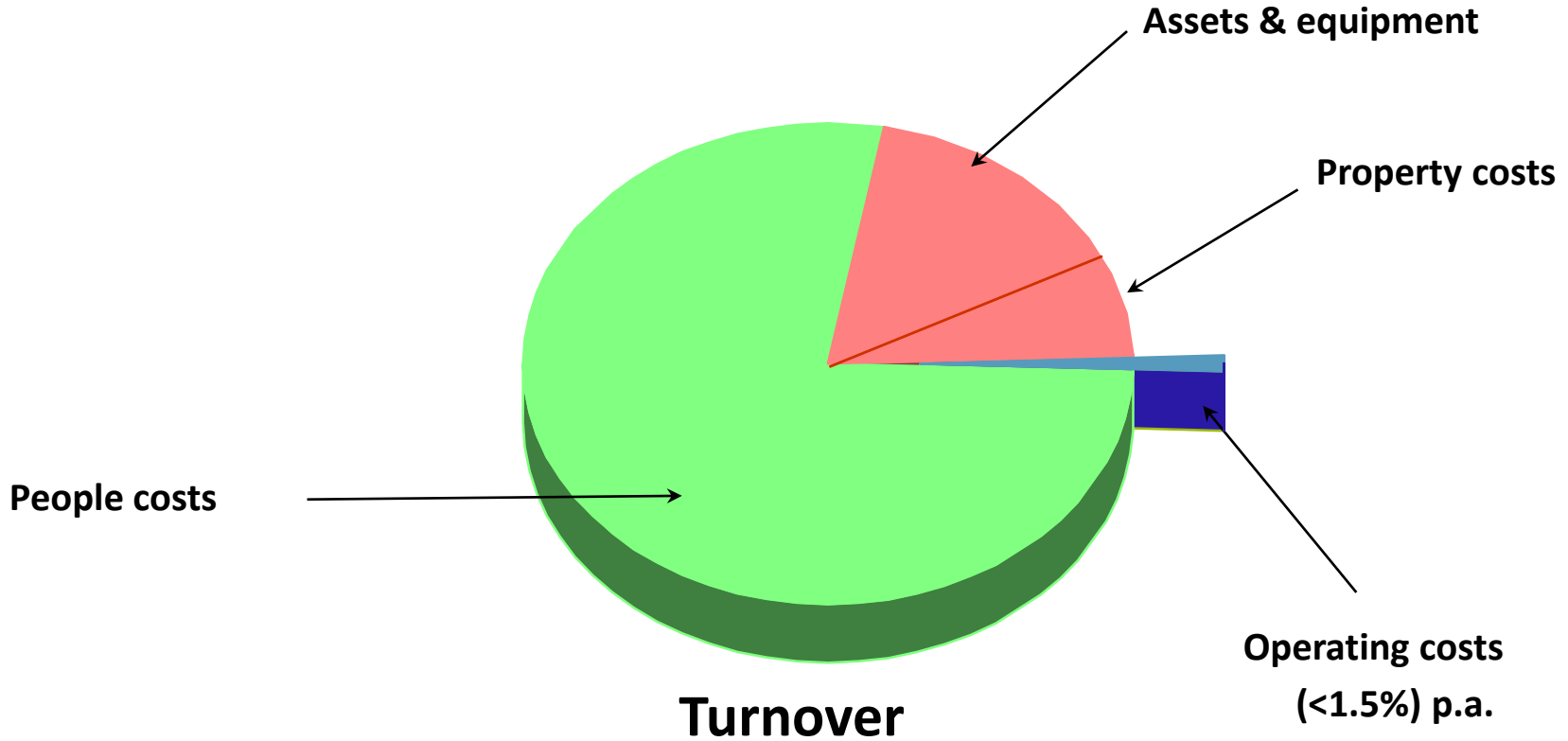


A new economic model
White collar factories
Process-based – Taylorism

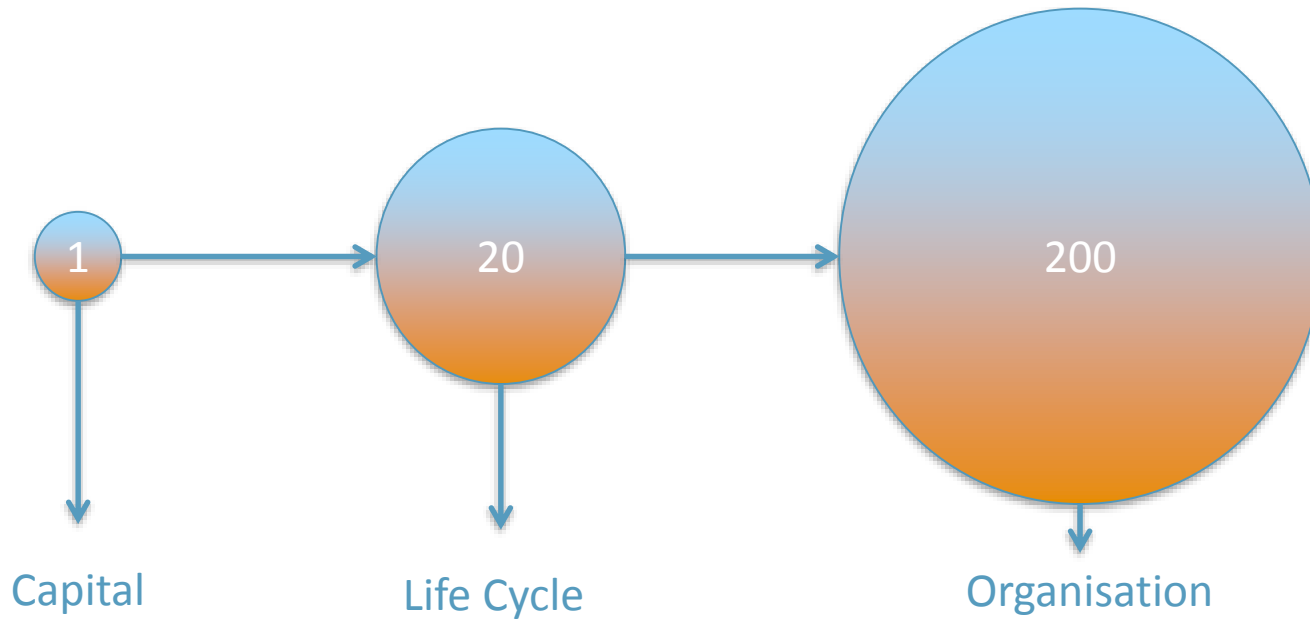
Productivity



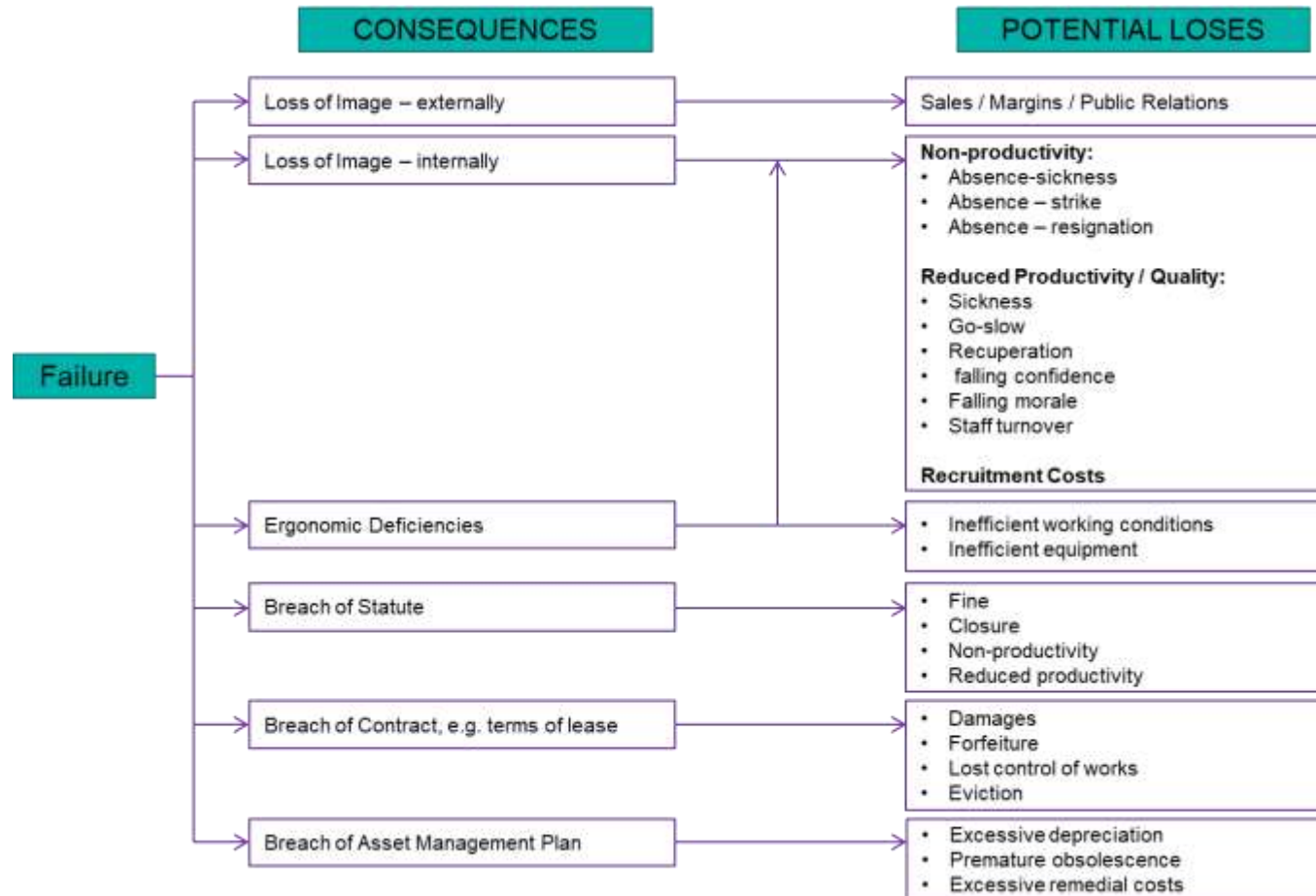
CRE & FM in context



CRE & FM in context (Cont'd)



Consequences of CRE and FM Failure



So to be able to answer the question posed we need to understand:

The relationship between organisational objectives and effective facilities management

What is FM?

What is Facilities Management?

“The effective management of place and space, integrating an organisation’s support infrastructure to deliver services to staff and customers at best value whilst enhancing organisational performance.”

RICS, 2013

Other FM Definitions

The IWFM (previously BIFM) has formally adopted the definition of FM provided by CEN the European Committee for Standardisation and ratified by BSI British Standards:

“Facilities management is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities”.

“Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.”

def!ne.fm

“FM is concierge to peoples happiness - its not just loos and lightbulbs.”

The logo for the Institute of Workplace and Facilities Management (IWFM) features the lowercase letters 'iwfm' in a light blue, rounded font on a dark blue rectangular background.

Institute of Workplace
and Facilities Management





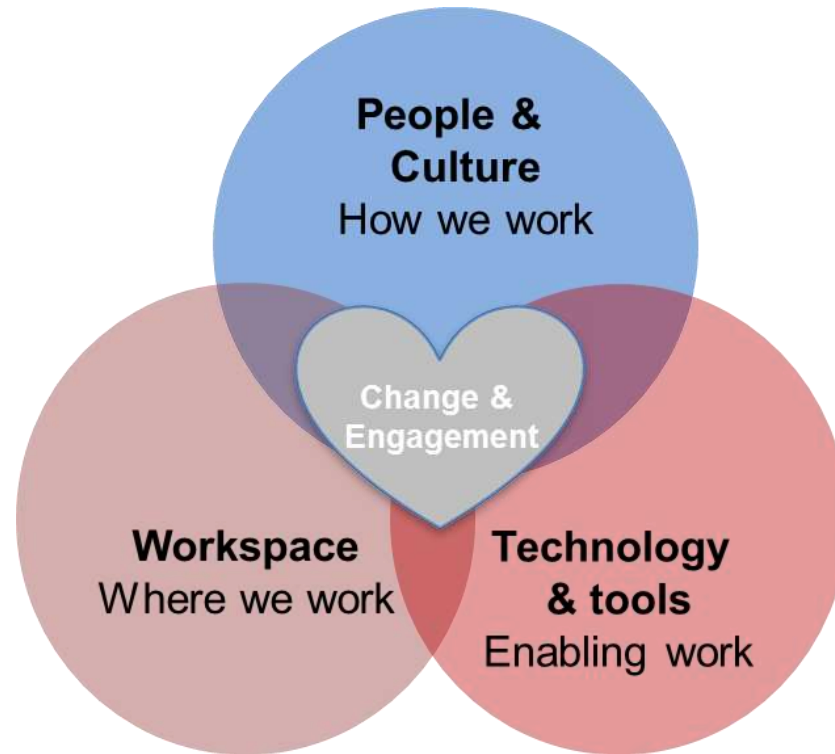
The Organisation and its Objectives

Organisational Objectives – Effective FM

“Applied correctly, FM is about much more than the management of buildings and services – it is critical to the successful functioning of every organisation which occupies property or manages infrastructure that supports our society.”



The Workplace



‘The physical, information and social environment in which work tasks are performed’

The Modern Workplace

The modern workplace is everywhere



Key Workplace Trends

- Digitisation, of workplace and workplace management
- Labour Market and working patterns
- AI, Automation and Big Data
- New space models, asset ownership
- The rise of the knowledge worker
- Customer/employee experience

Rising power of consumers

Consumers now expect more personalized services, seek improved Quality of Life and ask for social responsibility from all economic players.



87%

of UK residents choose
happiness
over money

49%

would allow personal data collection for
a more **personalized** customer
service experience

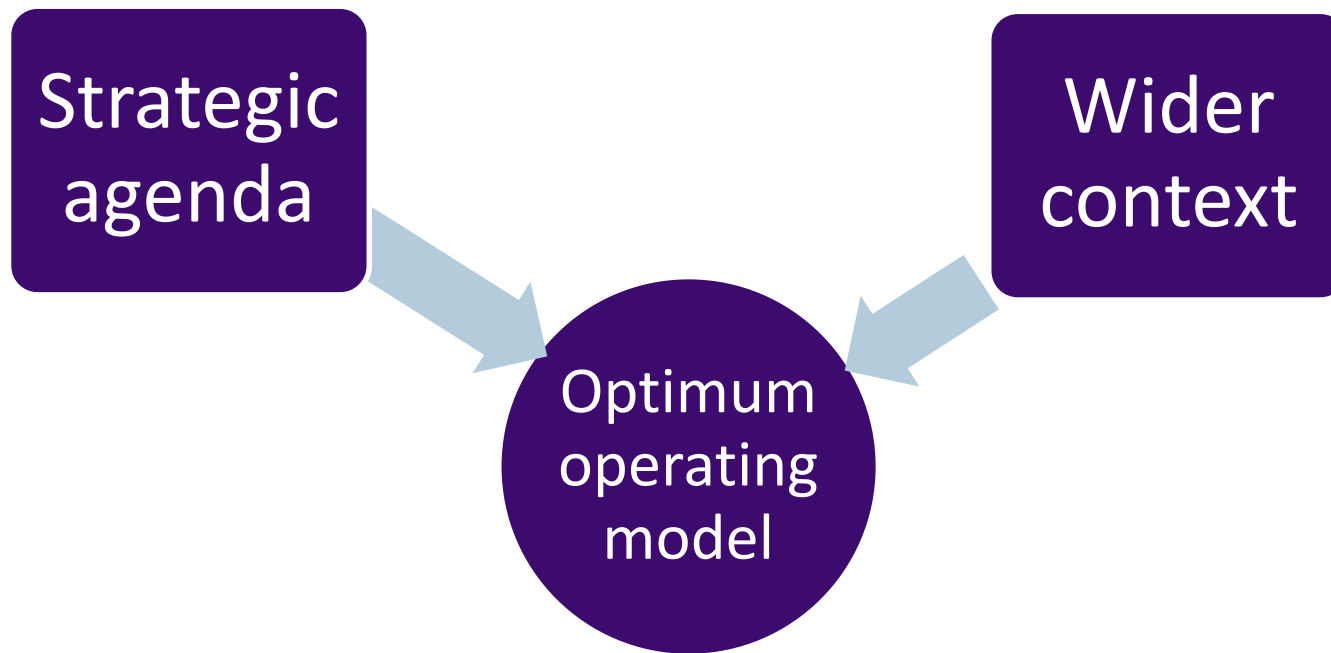
50%

of global online consumers will pay more
for services provided by
companies committed to positive
social & environmental
impact



Creating the Optimum Solution

Creating the optimum solution



Culture

“**Culture matters** because it is a powerful, latent and often unconscious set of forces that **determine both our individual and collective behaviour**, ways of perceiving, thought patterns and values.

Organizational culture in particular matters because cultural elements determine strategy, goals and modes of operating. The values and thought patterns of leaders and senior managers are partially determined by their own cultural backgrounds and their shared experience.”

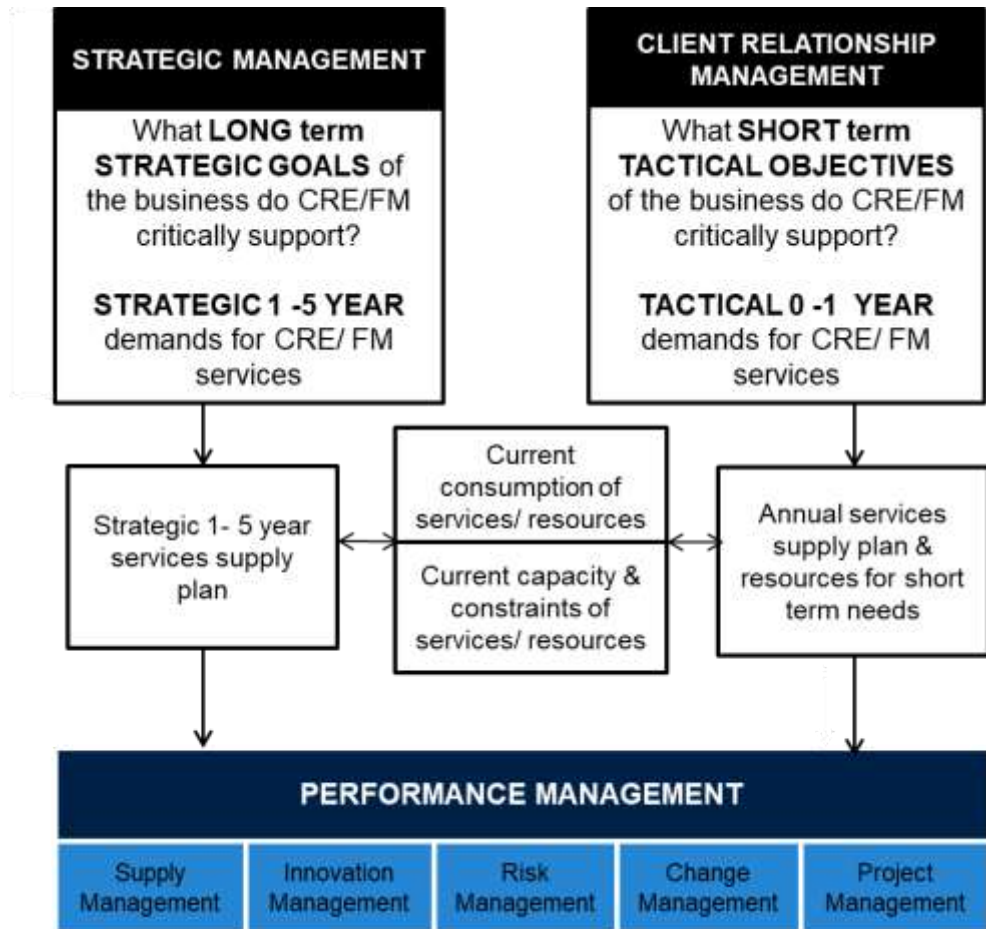
Schein, 1999



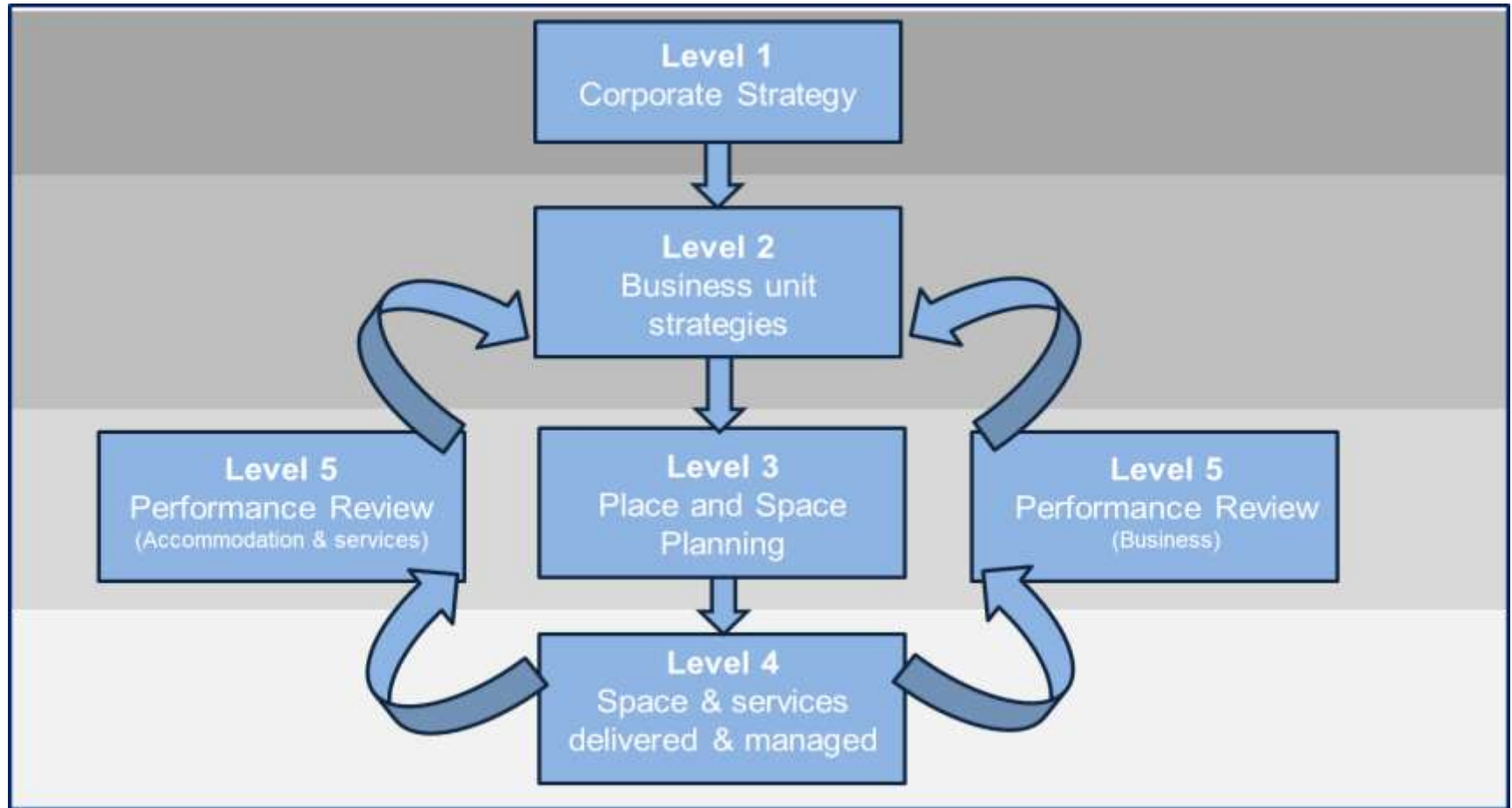
Source: EuroFM.org

Understanding the strategic landscape

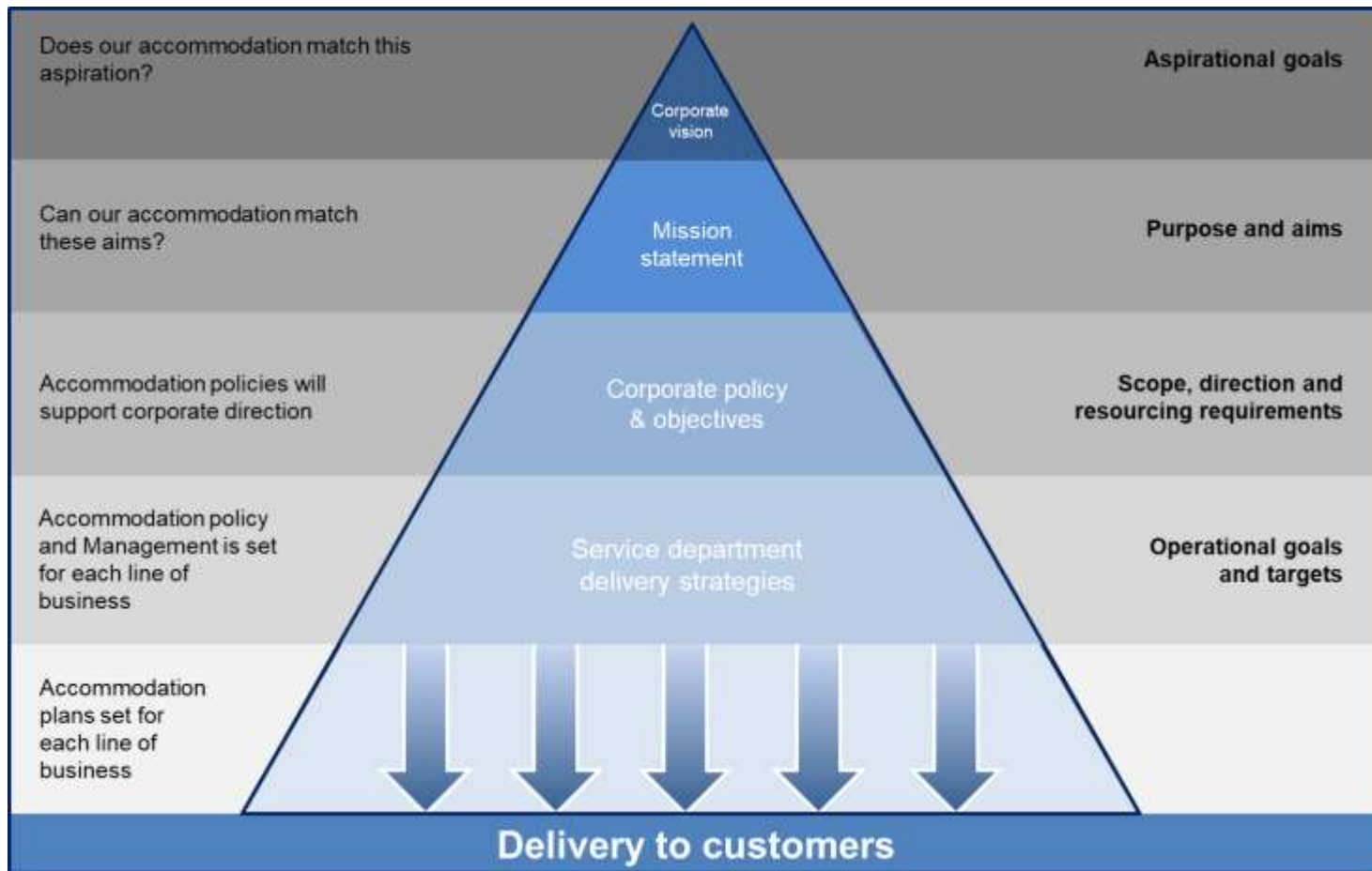
STRATEGIC & TACTICAL MANAGEMENT DRIVEN BY THE CLIENT RELATIONSHIP



Developing the Strategy



Developing the Strategy (Cont'd)

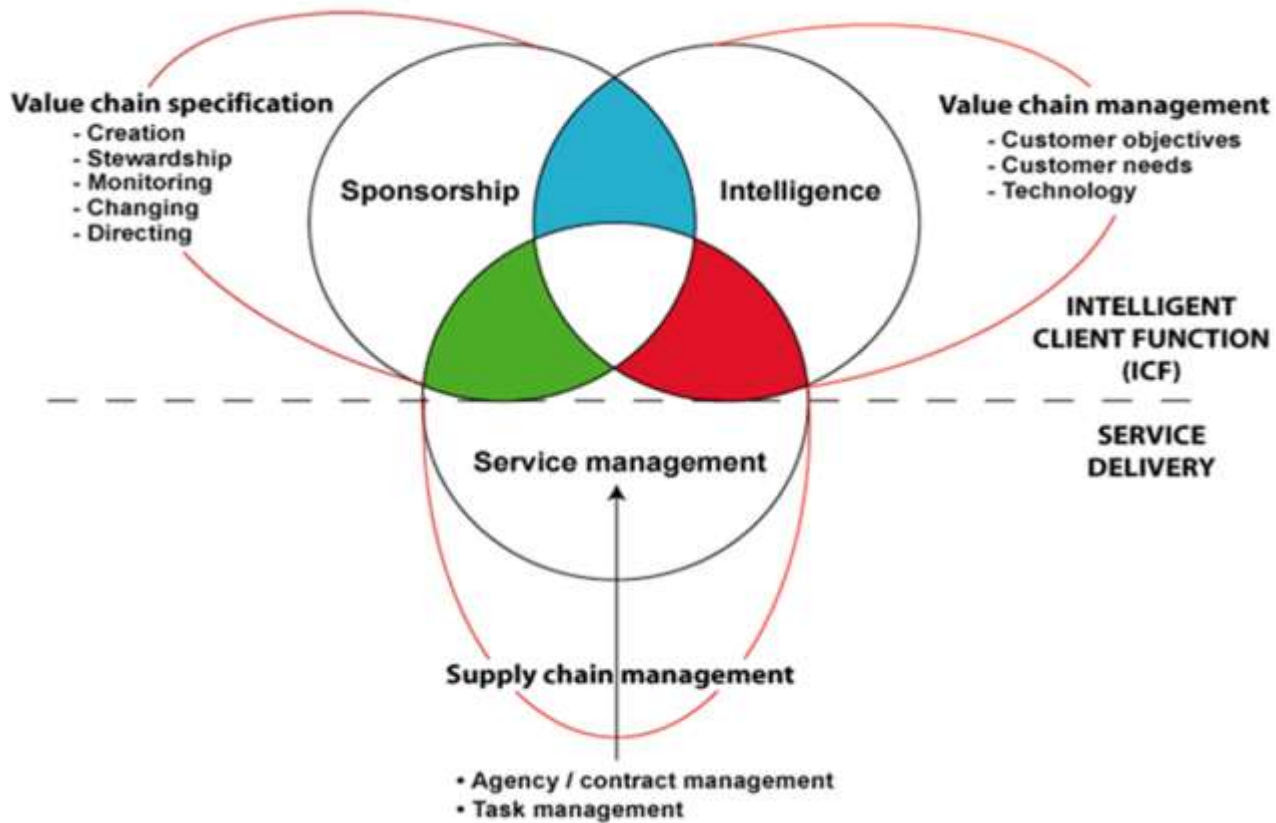


Developing the Strategy (Cont'd)

- The intelligent client concept is considered to have the most potential to be effective in a true partnership arrangement with suppliers backed up by an excellent **governance** regime that ensures **smart decision making** at the right levels by the right people.
- The role of the intelligent client is to assemble and catalyse multi-faceted and cross-border/cross-organisational networks, combining their strengths and attaining a synergy around business alignment.
- Key skill sets include strategic planning, change management and adaptability.
- Evidence of high performing Intelligent Clients will include effective forward planning, the extensive use of analytics, appropriate organisational models and close internal customer relationships.

Source: CRE & FM Future Forum Report 2012

The Role of the Informed Client





Conclusions

Conclusions

- Are CRE & FM critical to organisational competitiveness – ABSOLUTELY!
- In setting our CRE & FM strategy we need to understand both:
 - Our organisation
 - The wider context in which it operates.
- We need to COMMUNICATE with our Stakeholders
- We need to be prepared to measure our own performance – TO DEMONSTRATE HOW GOOD WE ARE!

Conclusions (Cont'd)



Thank you for your attention

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