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REA619
Property and Facility Management

Lecture 8



Real Estate Management

Lecture 8

REA619

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Recap-Lecture 7

Property Management Licensing

Concept

Activities That Require a DRE License (✓ Yes)

Activities That Do Not Require a DRE License
(✗ No)

Official Licenses and Optional Certifications

Tenant Estoppel Certificate (TEC)

Concept

APOD vs. TEC

Importance of TEC in Sale and Financing

Comparison of Roles of the Parties
Involved with TEC

Legal Cases of the Tenant Regarding the
TEC

Recap-Lecture 7

Real Estate Portfolio Management

Concept

Objectives of Real Estate Portfolio Management

Key Components of Real Estate Portfolio Management

Property Management vs. Portfolio Management

Facility Management

Concept

Key characteristics of Facility management

Objectives of Facility Management

Asset Management vs. Property Management vs. Facility Management vs. Real Estate Portfolio Management

Owner vs. Operator vs. Property Manager vs. Facility Manager

Facility Planning

Facility Management Life cycle

* Contents *

- ❖ Core Competence in Facility Management
- ❖ Facility Handbook
- ❖ Stakeholders
- ❖ Facility Management Strategy

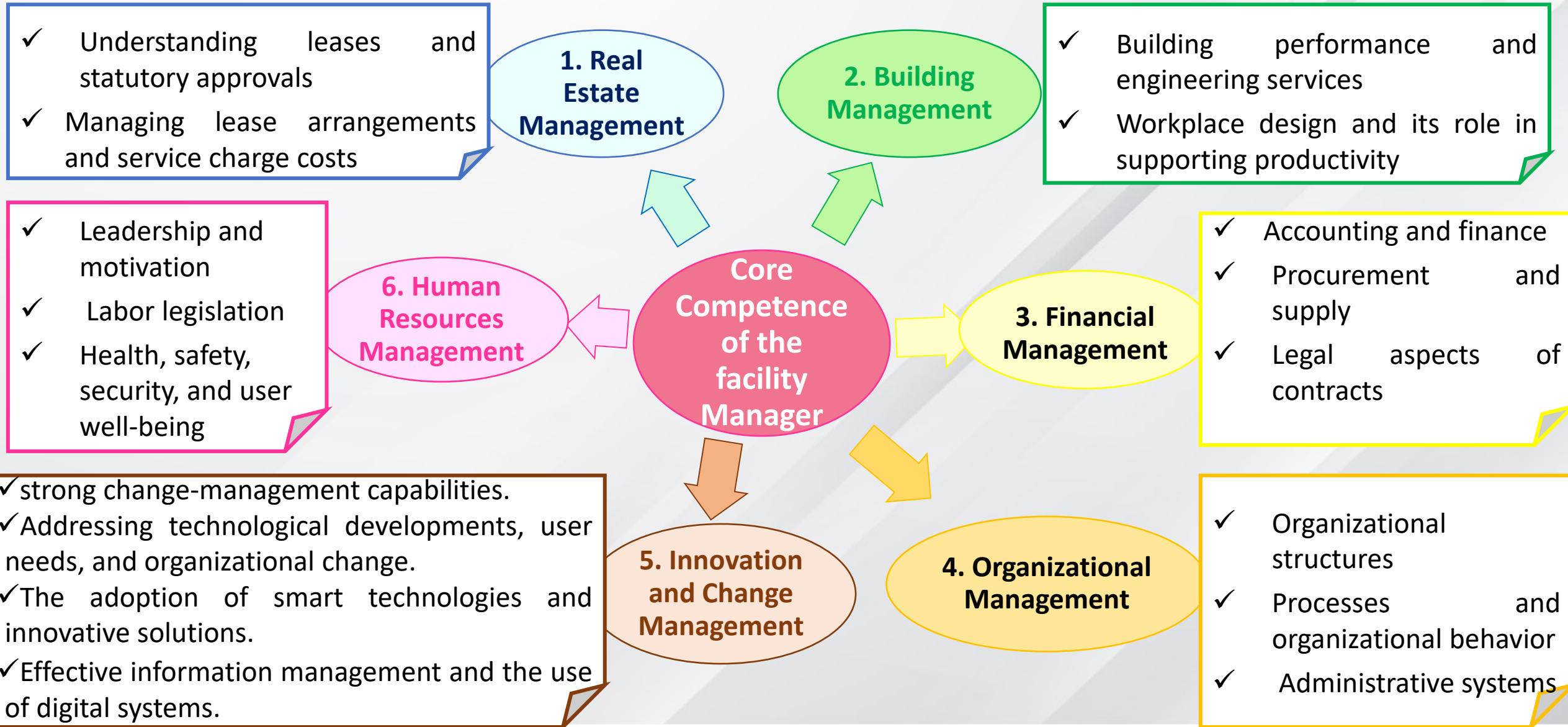
Core Competence in Facility Management

Facility management is not merely “**building management**”; rather, it is the integrated management of work environments that support the **achievement of the organization's primary objectives** by integrating **physical, human and technological** dimensions.

Success in Facilities Management does not rely solely on **technical expertise in design or engineering**, but on the ability to **combine technical knowledge with a deep understanding of organizations, people, and processes**.

A well-designed building does not necessarily guarantee its **safe and efficient operation**; it requires **an understanding of how people use the facility** and how to provide a **safe, comfortable, and productive working environment**.

Core Competence in Facility Management



Facility Handbook

Definition

The **Facility Handbook** is a comprehensive and unified compilation of legal, commercial, financial, technical, and administrative information related to the building or contract.

Objective

To serve as a reliable and easily accessible source for updating data and supporting decision-making.

Current Reality

Despite the **expected shift toward digitalization**, much of the information in existing facilities remains **paper-based** and requires **digital scanning**.

Facility Handbook

Stages of Preparing the Facility Handbook

The handbook is prepared starting from the **design stage** and continues throughout **the building's life cycle**

Design Stage:

Construction Stage:

End of Construction
Stage:

Commissioning and
Actual Operation:

Facility Handbook

Stages of Preparing the Facility Handbook

1) Design Stage:

The owner specifies the required types and formats of information and provides them to the designer.

2) Construction Stage:

- Inclusion of As-built drawings in a readable digital format.
- A Building Information Modeling (BIM) model can be used to facilitate the submission of information.

3) End of Construction Stage:

Adding the Health and Safety File, which includes a complete record of incidents and issues that occurred during construction.

4) Commissioning and Actual Operation:

Incorporation of details of the building services systems, including their operation and maintenance procedures.

Facility Handbook

Requirements for Continuous Updating

For the handbook to remain effective:

- ☐ It must be regularly **updated** whenever **any changes** occur in the building's design or systems.
- ☐ A **completed and updated copy** must be **delivered** to the facility owner or facility manager after each major phase (design, construction, operation).

Facility Handbook

Core Contents of the Handbook

Legal and property information:
Contracts, permits, and fees.

Technical data:
Heating, cooling, electrical, and fire-protection systems.

Facility operation and maintenance procedures.

Health and Safety records for all construction and operational stages.

BIM models to provide design information in an accurate and user-friendly digital format.

Facility Handbook

Strategic Importance

It clarifies the **impact of design decisions** on the **future management of the building**.

It performs a fundamental role that goes beyond being merely a **data repository**, by providing an **authoritative and reliable source of information** that supports facility management throughout the building's life cycle.

It provides a **framework** for **comprehensive facility management** from administrative, environmental, and financial perspectives.

It supports **rapid and effective decision-making** during maintenance activities or emergency situations.

Stakeholders

Stakeholders are any individuals or groups who have a legitimate interest in the facility or in the delivery of its services.

Type	Key Examples	Description	Expected Level of Influence	Notes
Internal	Owner, Board of Directors, CEO, Daily Users, Procurement Department	Individuals or entities within the facility who directly influence or are influenced by operations	Very High → High	Includes employees, senior management, and shareholders
External	Customers, Contractors, Suppliers, Utility Companies, Neighbors, Public, Government Agencies, Environmental Associations, Banks, Insurance Companies	Entities outside the facility that have a direct or indirect interest in the facility	High → Low	Their influence may vary depending on their position and level of interest
Interface	Labor Unions, Employee Representatives within the Building, Contracted Operations Companies	Entities positioned between internal and external stakeholders that act as a liaison	Often Very High	Requires careful engagement due to their impact on daily operations

➤ Responsibility Assignment Matrices: RACI & RASCI

A responsibility assignment matrix (e.g., RACI or RASCI) is a structured tool used to clarify roles, tasks, and decision-making authority across stakeholders in facility management processes.

RACI Model Components

Role	Symbol	Description	FM Example
Responsible	R	Performs the work or delivers the service.	Maintenance technician repairing HVAC systems.
Accountable	A	Ultimate ownership; one person per task who approves completion.	Facility Manager authorizing payment for emergency repairs.
Consulted	C	Provides expertise or input before decisions/actions.	Health & Safety Officer advising on workspace redesign compliance.
Informed	I	Receives updates post-decision; no direct involvement in execution.	Finance Director notified after signing a service contract.

RASCI Extension: Adding Support

Supportive (S)
Provides resources, guidance, or assistance to the Responsible party without assuming accountability
Example: An external cleaning contractor (S) supports in-house staff (R) during peak occupancy periods.

➤ Responsibility Assignment Matrices: RACI & RASCI

RACI vs. RASCI

Model	Roles Included	Purpose	Primary FM Application
RACI	Responsible – Accountable – Consulted – Informed	Define core responsibilities and identify decision ownership	Standard FM operations, contracting, and service management
RASCI	RACI + Support	Add the support role to clarify assisting parties	Complex multi-party FM models or outsourcing arrangements

RACI vs. RASCI

Task	R	A	S	C	I
Developing the preventive maintenance plan	Maintenance team	Facility Manager	External contractor	Safety authority	Human Resources department

Stakeholders

➤ Responsibility Assignment Matrices: RACI & RASCI

Prevents Omitted Stakeholders: Ensures statutory bodies (e.g., fire safety regulators), users, and contractors are systematically included

Aligns with Business Objectives: Explicitly ties FM operations to organizational drivers like cost efficiency and ESG goals

Enables Scalability: Critical for multinational portfolios where cultural/regulatory differences exist

Reduces Operational Risk: Clarifies accountability for high-stakes tasks

Importance

➤ Stakeholder Assessment Criteria

It is essential to clarify the **key criteria** used to **assess stakeholders** in terms of their ability to influence decisions, the legitimacy of their claims, and the importance or urgency of addressing their demands.

Criterion	Definition	Evaluation Method	Example
Power	The ability to influence decisions	Easily measurable through position or resources	CEO, Board of Directors, Major Investor
Legitimacy	The validity of the stakeholder's interest	Difficult to measure; requires an objective assessment for each case	Regulatory Authorities, Local Community Groups
Urgency	The necessity to address the stakeholder's claim	Can be evaluated based on timing and importance to the facility	Emergency Response Teams, Facility Users Reporting Immediate Issues

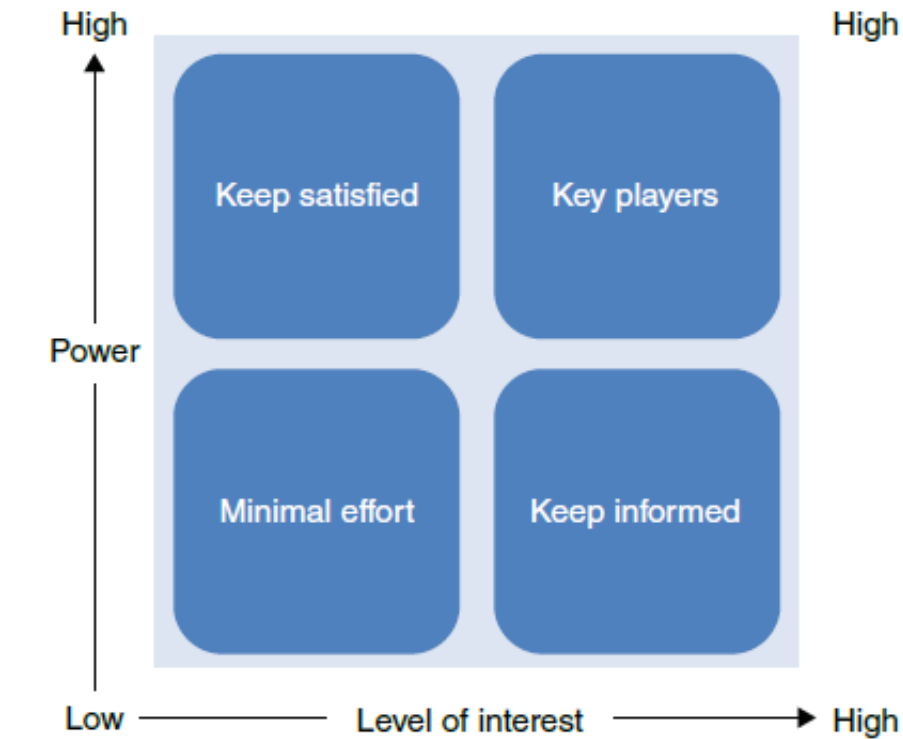
These criteria help prioritize stakeholder engagement and allocate resources effectively.

Stakeholders

➤ Stakeholder Impact Assessment

- ❑ Identify **stakeholders' interests** and their impact on design, construction, and operation.
- ❑ Review **previous audits and assessments** in existing facilities.

- ❑ Use **assessment tools**, such as: **Power–Interest Matrix**



Stakeholder power/interest matrix.

The **objective** is to determine the most effective way to communicate with each group, with a focus on those with high influence.

➤ Stakeholder Classification by Power and Interest

Power–Interest Classification	Power Level	Interest Level	Engagement Strategy	Description	Examples
High Power / High Interest	High	High	Top Priority – Fully Engage (Key Players)	Must be managed directly	CEO, Major Investors
High Power / Low Interest	High	Low	Monitor Only (Keep Satisfied)	Engage when needed	Some External Shareholders
Low Power / High Interest	Low	High	Inform Only – Keep Satisfied (Keep Informed)	Monitor and follow up	Local Community, Neighbors
Low Power / Low Interest	Low	Low	Minimal Effort	Provide periodic information only	Secondary Advisory Groups

Stakeholders

Combining the **Power/Interest classification** with an **engagement strategy** provides a **practical roadmap for stakeholder management**.

Stakeholders should be **identified and assessed** throughout the **design development phases** and **before commissioning**.

Any changes in stakeholders or their interests must be reflected in the **communication plan** to ensure effectiveness.

Facility Management Strategy

A Facility Management Strategy is a **comprehensive plan** designed to manage facilities safely, efficiently, and at the lowest possible cost, while maintaining the ability to adapt **to future changes** without deviating from the organization's core goals.

Facility Management Strategy represents the **fundamental pillar** for managing facilities efficiently and aligning them with organizational objectives. It provides a **guided framework** for decision-making related to safety, security, operational efficiency, and cost.

The **strategy** is based on **ISO 41014**, which offers guidelines for developing an effective FM strategy, and emphasizes that strategy is not a set of operational tasks, but rather a guiding framework that supports business operations and responds to changes while preserving the organization's vision.



TC > ISO/TC 267

ISO 41014:2020

Facility management — Development of a facility management strategy

Facility Management Strategy

➤ Business Context

The **Business Context** represents the **framework** that defines how facilities are managed in accordance with the organization's nature, number of sites, and scale of operations.

The **Facility Management Approach** **varies** significantly between a single facility, national or regional portfolios, and multinational operations.

Therefore, **aligning the strategy with the local context is essential** for achieving efficiency and avoiding negative outcomes.

Facility Management Strategy

➤ Business Context

Owner/Operator Type	Operational Characteristics	Challenges	Advantages / Added Value	Applied Example
Single Facility	Full focus on improving one facility; limited resources; direct local management.	Overlooking best practices; limited budgets; heavy reliance on individual knowledge.	Fast decision-making; high flexibility; close proximity to users.	A private clinic / private school / small factory focusing on improving its facilities internally without external support.
National / Regional Facilities	Unified policies; knowledge transfer across sites; contracting with a single provider.	Performance variations across regions; differences in operating costs (e.g., capital cities vs. smaller towns).	Economies of scale; enhanced quality; easier measurement and benchmarking.	A national telecommunications company managing multiple offices nationwide under a single FM contract.
Multinational Facilities	Reliance on outsourcing; regional management; local support through facility managers.	Different work cultures; variations in space costs; difficulty standardizing policies; pressure from cross-country comparisons.	More professional services; higher operational efficiency; improved risk management.	Companies such as Microsoft, Amazon, or Coca-Cola, where facilities are managed globally through a regional provider (e.g., ISS or CBRE).

Facility Management Strategy

➤ Business Context

A **single** management model **cannot** be applied to **all** sites.

Operational, cultural, and market differences—such as variations in culture, practices, space costs, workload, and user types (especially knowledge workers)—**directly influence**:

Productivity

Job satisfaction

Space utilization efficiency

Operating costs

Therefore, **effective facility management** relies on **aligning the strategy with the business context** rather than applying a one-size-fits-all approach.

Facility Management Strategy

➤ Business Drivers

Driver	Practical Examples	Impact on FM Strategy
Market Opportunities & Expansion	Entering a new market, launching a new product	Need for flexible spaces that can be rapidly configured to support growth.
Innovation & New Technologies	Hybrid work, artificial intelligence, Net Zero 2050 requirements	Investment in PropTech, IoT systems, and BIM models to enhance efficiency.
Increased Competition	A competitor reduces operating costs by 25%	Direct pressure on FM to reduce OPEX without compromising quality.
Rightsizing or Downsizing	Remote work, 30% reduction in workforce	Eliminating excess space or reconfiguring it within a short period (e.g., 24 months).
Efficiency Improvement	Emission reduction policies or productivity enhancement	Optimizing system operations, strengthening predictive maintenance, and shifting to smart operations.

Facility Management Strategy

➤ Constraints

Constraint	Common Examples	How the FM Strategy Addresses It
Lack of financial liquidity	Financial crisis, halted funding	Focus on reducing OPEX, renegotiating contracts, and postponing non-essential expenditures.
Excess space	50% of offices vacant after COVID-19	Activate sublease programs or convert spaces into co-working areas.
Limited human or technical resources	Lack of expertise or weak technological infrastructure	Outsourcing, staff training, and gradual digital transformation.
Local regulations and compliance requirements	New safety or sustainability laws	Allocate immediate compliance budgets and adjust operational policies accordingly.

Facility Management Strategy

➤ Business Drivers & Constraints

Understanding the **drivers and constraints** is a fundamental step in effective facilities management. Analyzing these drivers and constraints helps in:

Identifying the organization's Critical Success Factors (CSFs).

Developing an effective FM strategy capable of supporting core business objectives and optimizing facilities operations.

Achieving a balance between available opportunities and imposed pressures to ensure a sustainable work environment and achieve organizational goals.

Facility Management Strategy

➤ Organizational Management Levels

Organizational management within institutions is structured across **three interconnected levels: Strategic, Tactical, and Operational.**

Understanding these levels is essential for achieving effective facility management, as each level supports the others in an integrated manner.

The strategic level establishes the long-term vision and guides asset investment priorities,

The Tactical level translates these directions into actionable plans and policies.

The operational level manages day-to-day activities, ensuring compliance with quality standards and operational efficiency

This alignment among the three levels ensures that daily decisions remain connected to the organization's long-term objectives and that strategic intentions are effectively transformed into tangible outcomes.

Facility Management Strategy

➤ Organizational Management Levels

Level	Time Horizon	Main Role / Focus / Responsibilities	FM Example	Challenges / Key Considerations
Strategic	Long + short term (5–15 years)	➤ Setting the overall direction, ➤ Ensuring financial resources, ➤ High-level policies, ➤ Flexibility, ➤ Long-term planning, ➤ Guiding asset investments, ➤ Positioning the facility as a competitive tool.	Decision to transition to Net Zero by 2038; upgrading long-term infrastructure.	➤ Weak alignment between vision and reality, ➤ lack of balance between long- and short-term priorities, ➤ limited flexibility to adjust the strategy when circumstances change.
Tactical	Medium term (1–5 years)	➤ Translating strategic directions into executable plans (policies and procedures) ➤ Setting guidelines, ➤ Supervising policy implementation, Ensuring quality control.	A 3-year program to upgrade HVAC systems; standardizing preventive maintenance procedures.	➤ Misinterpretation of policy ➤ Weak coordination ➤ Concerns about practical applicability.

Facility Management Strategy

➤ Organizational Management Levels

Level	Time Horizon	Main Role / Focus / Responsibilities	FM Example	Challenges / Key Considerations
Operational	Daily–annual	➤ Executing daily tasks according to procedures; operations ➤ Reporting, ➤ Quality monitoring, ➤ Tracking progress and achieving targets, ➤ Handling requests, ➤ Monitoring technical performance.	Daily maintenance schedule + monthly KPI measurement; monitoring energy consumption and adjusting operational schedules.	➤ Weak communication with top management, ➤ Missing practical improvement opportunities, ➤ Underutilizing technicians' expertise.

Facility Management Strategy

➤ Organizational Management Levels

Level	Common Errors	Clear, Concise Example
Strategic	☐ Believing that strategy is disconnected from daily operations	A petrochemical company announced a Net Zero 2040 goal without budgeting for the first five years → faced massive fines and emergency upgrade costs.
	☐ Making rigid strategic decisions with no flexibility	A major bank decided to own all branches and never lease → after COVID-19, branches became nearly empty but operating costs continued.
Tactical	☐ Issuing policies that are impractical or unsafe to implement	A government agency required contractors to stop all work before 3 PM → HVAC contractor halted work during a critical phase, leading to an electrical fire and full facility shutdown.
	☐ Middle managers interpreting policies based on personal preferences	A telecom company set a hybrid work policy (60%), but the IT manager refused to allow it → the company lost many of its top programmers.
Operational	☐ One-way communication (top-down only), preventing field feedback	A shopping mall enforced a 4 AM cleaning schedule despite inefficiency → unnecessary overtime costs continued for more than two years.
	☐ Ignoring field expertise and failing to use technicians' insights	An HVAC technician reported low efficiency in 68 units for years, but was ignored → resulting in substantial excess energy costs.

Facility Management Strategy

➤ Organizational Management Levels

✗ Believing that “**Strategic = long-term only**” and “**Operational = short-term only**” is a **critical mistake**.

❑ A **Wrong strategic decision** becomes an **operational disaster** from day one...

❑ A **Wrong day-to-day operational decision** can **destroy the strategy** over a 20-year period.

Therefore, there is no such thing as “**long-term strategic**” and “**short-term operational**” decisions.

Everything in **facility management** is **interconnected**—from the very first second to the last day of the building’s life cycle.

Facility Management Strategy

➤ Organizational Management Levels

Item	Clear Summary
Project	A luxury compound – 1,180 units – valued at 4.7 billion SAR (delivered in 2016)
Strategy	Maintain luxury standards for 25 years and increase resale value annually
Operational Error	Replacing the original marble-cleaning product with a cheaper alternative to save 185,000 SAR per month
Outcome After 8 Years	Permanent damage to marble in 42 lobbies and loss of luxury appearance
Cost	Marble restoration: 84–96 million SAR + compensation to owners: 127 million SAR
Real Estate Impact	Resale value shifted from +11% growth to –4% decline
Result	Saving 17.8 million SAR led to losses exceeding 400 million SAR
Conclusion	A small daily operational decision destroyed a 25-year strategy and harmed the reputation of a 4.7-billion-SAR development

Facility Management Strategy

➤ Organizational Management Levels

Item	Clear Summary
Project	Office tower – 48 floors – 3,800 employees – cost of 1.42 billion SAR (opened in 2021)
Strategic Decision	Build “the smartest building in the region” with only a 9-person operations team and full reliance on BMS and IoT
Error	A long-term strategic decision made without evaluating actual operational requirements
Operational Reality	The BMS system requires updates every 45 days by a certified technician who is not available in the Gulf region
Direct Cost	18 maintenance trips over two years × 185,000 SAR = 3.33 million SAR
Operational Impact	7 failures during updates → air-conditioning shutdown for 4–11 hours
Indirect Loss	Staff relocated to work-from-home → productivity loss of 1.9 million SAR per day
Conclusion	A 20-year strategy collapsed in just 26 months due to overlooking operational needs.

➤ Capability Maturity Model

Capability Maturity Model aims to **Assess** the development of processes and systems within the organization to **determine** the current maturity level and **identify** the steps required for advancement.

Comparative Table of Maturity Levels:

Level	Characteristics	Practical Example in FM
1: Initial	Unstructured processes, reactive responses, unpredictable outcomes	No digital maintenance records; reliance solely on memory
2: Managed	Partially documented processes, still general and predominantly reactive	Maintenance requests submitted via email with no systematic tracking
3: Defined	Clearly established and integrated processes with a proactive approach	Implementation of a CMMS with scheduled preventive maintenance based on data
4: Measured	Processes under continuous evaluation with reliable KPIs	Real-time energy monitoring through sensor-based systems
5: Optimized	Continuous improvement driven by data and technology	Intelligent systems that automatically adjust maintenance schedules based on fault analytics

Facility Management Strategy

➤ Capability Maturity Model

Every organization has a completely **different maturity level in facility management**, even if they operate in the same sector and the same city.

Each maturity level requires different interventions—understanding the starting point is essential for developing an effective FM strategy.

✗ Assuming that what worked in another company will work for yours is the **biggest mistake** made by many new facility managers

Facility Management Strategy

➤ Strategy Formulation

The development of a facility management strategy begins with a clear understanding of the **organization's business plan** and its **space (accommodation) strategy**, as these define the business objectives and the requirements needed to support them.

Effective FM strategy formulation incorporates an assessment of organizational needs, relevant policies, and the practical constraints imposed by the facility and its spatial configuration.

This approach is grounded in established principles of **strategic business planning** and is implemented through **three interconnected phases**:

(1) Strategic Analysis

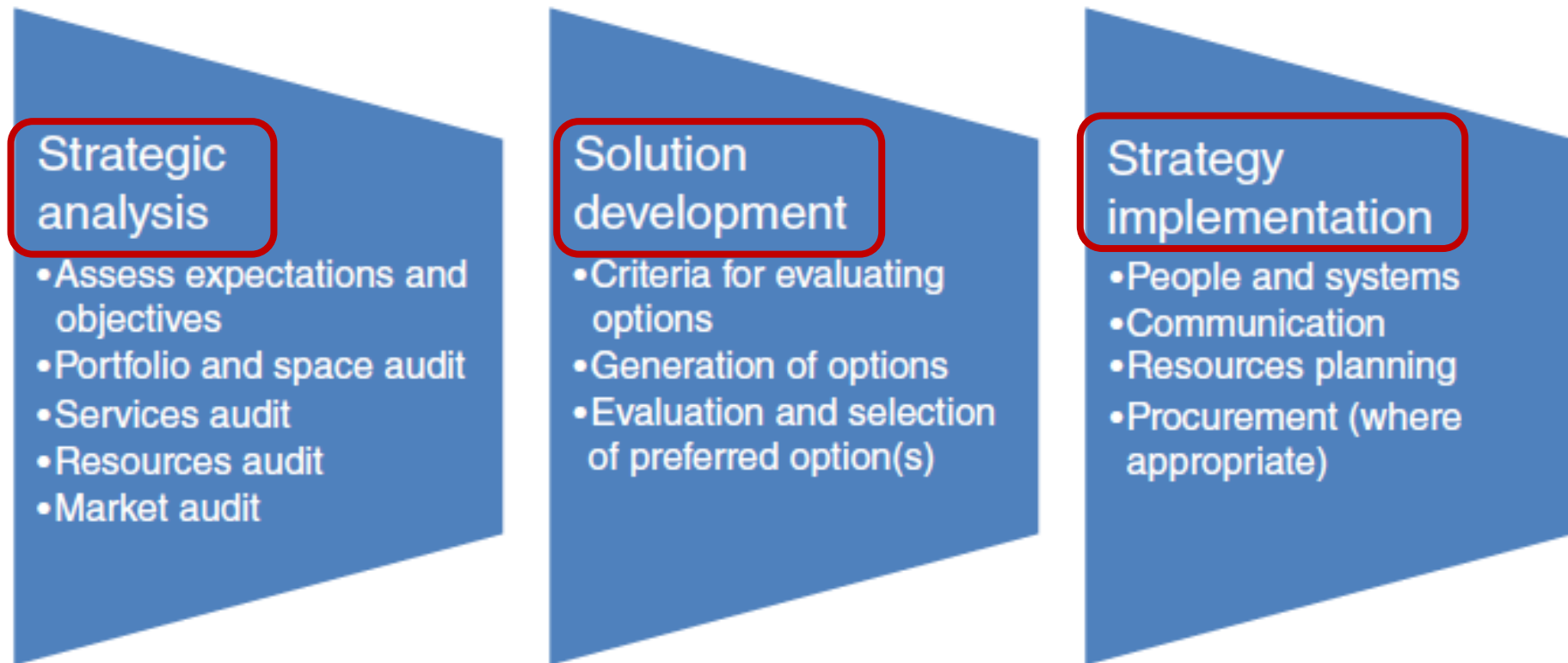
(2) Solution Development

(3) Strategy Implementation

These phases align with the framework outlined in **ISO 41014** for developing a **comprehensive and effective facility management strategy**

Facility Management Strategy

➤ Strategy Formulation



Three-phase process for developing a facility management strategy.

Facility Management Strategy

➤ Strategy Formulation

Phase 1: Strategic Analysis

Purpose

Understanding **the facility's current state** by diagnosing existing facility management operations and assessing their alignment with the organization's objectives

(1) Assess expectations and objectives

(2) Portfolio & space audit

Key Activities

(3) Services audit

(4) Resources audit

(5) Market audit

Facility Management Strategy

➤ Strategy Formulation

Phase 1: Strategic Analysis

Activity	Purpose / What It Reveals	Tools & Techniques	Key Points to Check	Practical Example
Assessment of Expectations and Objectives	Identify external and internal factors impacting FM strategy and understand organizational expectations and objectives	▪ PESTLE analysis (Political, Economic, Social, Technological, Legal, Environmental) ▪ SWOT analysis ▪ If...then analysis ▪ Mega trends ▪ Quantitative analysis ▪ Scenario analysis	▪ Political, economic, social, technological, legal, and environmental factors ▪ Strengths, weaknesses, opportunities, and threats ▪ Forecasting potential future scenarios	Analyzing the impact of economic and technological shifts on space and service requirements

Facility Management Strategy

➤ Strategy Formulation

Phase 1: Strategic Analysis

Activity	Purpose / What It Reveals	Tools & Techniques	Key Points to Check	Practical Example
Portfolio & Space Audit	Determine used vs. vacant space and evaluate cost versus value	- Space analysis - Real estate register - Maintenance plans - Risk assessment /register	- Space utilization and occupancy rates - Future expansion or downsizing needs - Inclusion and accessibility requirement - Impact of maintenance on operational continuity - Cost of space versus its added value	A company found 41% of its offices were vacant after COVID-19 → saved SAR 138 million in 3 years
Services Audit	Distinguish core vs. non-core activities and determine if costs are justified	- Performance benchmarking - Internal & external service provider audit - External specialist audit - Business process modelling	- Policies and procedures - Service levels and quality - Cost vs. performance - Relationship with users - Use of benchmarking to compare performance	A hospital found catering services cost SAR 42 million annually but could be outsourced for SAR 29 million

Facility Management Strategy

➤ Strategy Formulation

Phase 1: Strategic Analysis

Activity	Purpose / What It Reveals	Tools & Techniques	Key Points to Check	Practical Example
Resources Audit	Assess the capability of human resources, providers, and systems	- People & skills profiling - Business process modelling - Systems audit	- People: measure skills and identify gaps - Providers: assess capability and contracts - Systems: evaluate IT, procedures, and tools	A company assessed its in-house operations team and discovered critical skill gaps in HVAC management
Market Audit	Evaluate competitiveness of prices, identify new technologies and market trends	- Real estate and workspace availability - Market trends	- Comparison of service prices - Service provider offers - Market trends and new technologies - Competition levels and periodic verification	A government entity was paying SAR 24 million for cleaning → after market testing, it dropped to SAR 11 million with the same quality

Facility Management Strategy

➤ Strategy Formulation

Phase 2: Solution Development

Purpose

After collecting data from strategic analysis, the information must be interpreted objectively to allow innovative options to emerge. **This phase aims to** generate the best options, evaluate them, and select the most suitable to meet the facility's needs.

Key Activities

(1) Define Criteria for evaluation options

(2) Generate Options

(3) Evaluate & Select the preferred Option (s)

Facility Management Strategy

➤ Strategy Formulation

Phase 2: Solution Development

Activity	Criteria & Objectives	Tools & Techniques	Practical Examples
Define Criteria	Establish objective criteria to evaluate options: <i>user satisfaction, best value, key performance indicators (KPIs)</i>	- Stakeholder meetings - Company policy review - User surveys - Historical data analysis	Evaluating in-house maintenance versus an external provider based on cost, efficiency, and user satisfaction
Generate Options	Develop innovative solutions to meet current and future needs, avoiding early bias	- Stakeholder consultation - External experts - Creative/out-of-the-box thinking - Considering in-house - Outsourced, or hybrid solutions	Proposing integration of BMS maintenance with mechanical maintenance to reduce failures and improve performance
Evaluate & Select Options	Apply criteria rigorously to ensure objectivity and select the optimal solutions, which may be hybrid	- Cost–Benefit Analysis (CBA) - Life Cycle Costing (LCC) - Sensitivity analysis - Optimization	Selecting a hybrid option that reduces costs and improves operational performance

Facility Management Strategy

➤ Strategy Formulation

Phase 3: Strategy Implementation

Purpose

Ensure effective implementation of the facility management strategy by translating it into an actionable operational plan, with a focus on efficient change management, staff skills development, optimal resource organization, and effective communication with all relevant stakeholders.

Key Elements

(1) People and Systems – Train personnel, enhance skills, and implement continuous monitoring.

(2) Communication – Engage all stakeholders and provide ongoing clarification of new processes.

(3) Resources Planning – Plan resources efficiently, utilizing CAFM/IWMS systems to allocate tasks.

(4) Procurement and Risk Management – Select service providers, conduct market testing, and manage associated risks.

Facility Management Strategy

➤ Strategy Formulation

Phase 3: Strategy Implementation

Low-cost planning and scheduling software : CAFM vs. IWMS

System	Meaning	Core Function	Key Features	Benefits	Real Software / Applications
CAFM	Computer-Aided Facility Management	Managing facilities using computer systems	- Asset and equipment tracking - Scheduling preventive and reactive maintenance - Space management and utilization - Performance reporting and KPIs	- Reduces errors - Improves operational efficiency - Saves time and resources	Archibus, FM:Systems, Planon CAFM, IBM TRIRIGA (partially), Accruent
IWMS	Integrated Workplace Management System	Integrated management of workplace and facilities	- Integrates all facility management processes into a single platform - Supports data driven decision-making and analytics - Resource planning and project management - Comprehensive performance reporting	- Facilitates long-term strategic planning - Improves space utilization - Reduces operational costs	IBM TRIRIGA, Planon IWMS, Archibus IWMS, FM:Interact, iOFFICE

➤ Strategy Formulation

Comparison of Strategy Development Stages

Phase	Objective	Outputs
Strategic Analysis	Understand the current situation	A comprehensive overview of assets, services, spaces, and resources
Solution Development	Generate and select the best option	An approved FM strategy
Strategy Implementation	Translate the strategy into plans	Operational plans + change management + performance monitoring

Lecture Summary: Quick Review

Core Competence in Facility Management

Concept

Core Competence in Facility Management

Facility Handbook

Concept

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Stakeholder Classification by Power and Interest

Stakeholder Impact Assessment

Facility Management Strategy

Concept

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Strategy Formulation



Thank You