

**CIB FACILITIES MANAGEMENT CONFERENCE
USING FACILITIES IN AN OPEN WORLD
– CREATING VALUE FOR ALL STAKEHOLDERS**



**JOINT CIB W070, W111 & W118 CONFERENCE
TECHNICAL UNIVERSITY OF DENMARK, COPENHAGEN; 21 - 23 MAY 2014**

**ANALYSING FACILITIES MANAGEMENT INDUSTRY
MATURITY - A QUALITATIVE APPROACH**

Maulidi A. Banyani



Ardhi University
Tanzania

Danny Shiem-shin Then



THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學

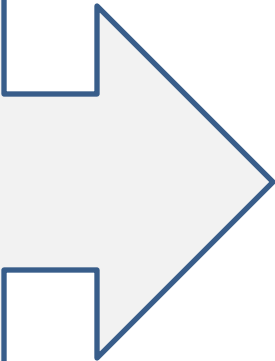
INTRODUCTION

- ❑ In this presentation we summarize processes used in analysing maturity of Facilities Management industries (FMi) in five countries namely:
 - ✓ Denmark,
 - ✓ Hong Kong,
 - ✓ Norway,
 - ✓ Tanzania and
 - ✓ The United Kingdom.
- ❑ The analysis is based on the '*Integrated Feeder Factors Framework (I3F)*'

INTEGRATED FEEDER FACTORS FRAMEWORK

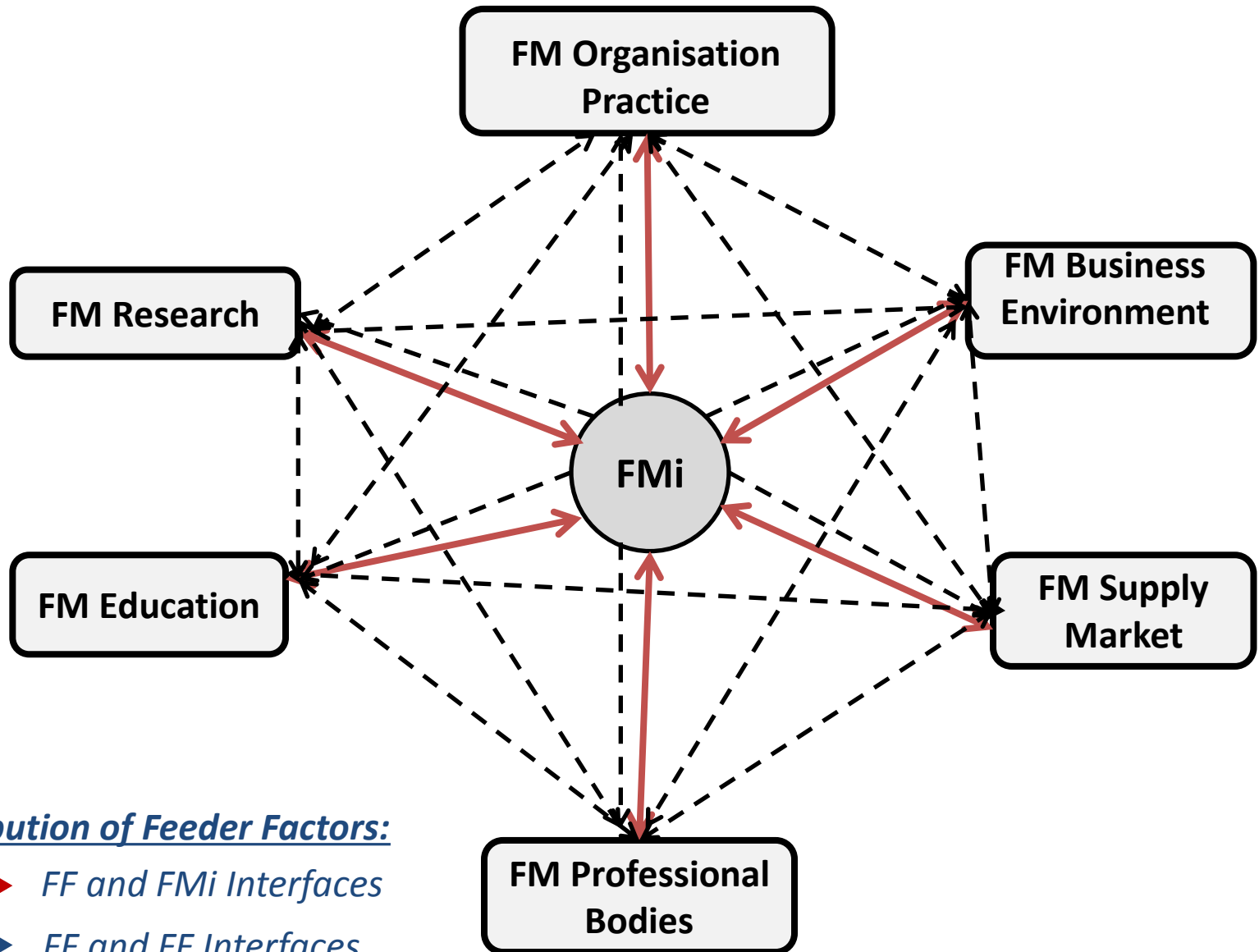
I3F is an integrative framework which is developed in response to lack of a tool for assessing FMi maturity at country level.

I3F analyses maturity by assessing the progression and integration of the key factors



- *FM Organisation Practice,*
- *FM Supply Market,*
- *FM Education,*
- *FM Professional Bodies,*
- *FM Research and*
- *FM Business Environment.*

INTEGRATED FEEDER FACTORS FRAMEWORK (I3F)

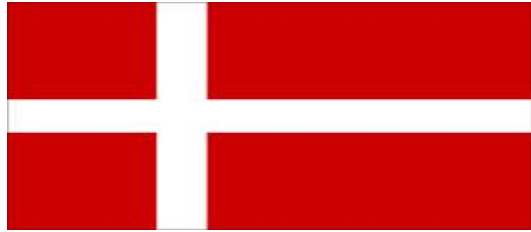


KEY COMPONENTS OF THE FRAMEWORK

The proposed framework for assessing the level of maturity of FM at a macro-level has the following three benefits:

1. It provides an opportunity to understand the capabilities and performance potential of the FM industry within an economy.
2. It can be used as a self-evaluation tool for a given country over a period of time
3. It serves as a benchmark for comparing the development of FM as an industry in different countries

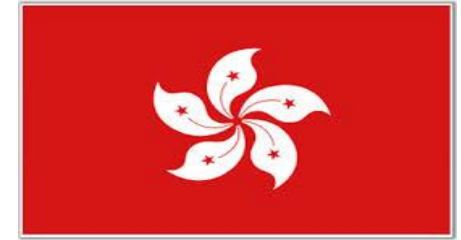
ASSESSING MATURITY IN THE CASE COUNTRIES



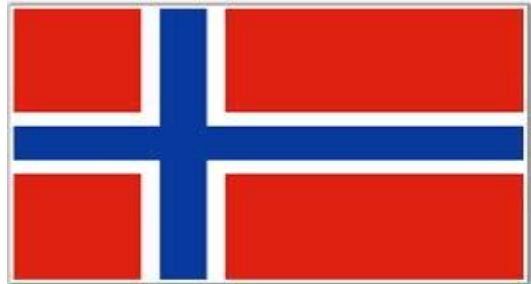
Denmark (10)



Tanzania (11)



Hong Kong (11)



Norway (14)



United Kingdom (7)

DATA COLLECTION:

- Semi-structure-interview (local experts)
- Documentary evidence (internet, official documents, laws)



DATA ANALYSIS:

- Pattern Matching (Comparative Approach)

DATA ANALYSIS

The data analysis was intended to achieve two objectives:

1. Establish the patterns which can discriminate the levels of maturity of the case study countries
2. Assess the compatibility of the framework in predicting the relationship between the progression and integration levels, as well as industry maturity stages.

DATA ANALYSIS

Setting the Patterns- intra case analysis

The analysis of data involved a five-step process:

- *Step 1: Transcription of Interviews:* the recorded interviews were transcribed in a verbatim manner into text.
- *Step 2: Observation of patterns:* The second step involved the observation of the patterns on the information gathered from the interviewees as recorded in the transcriptions


STEP 2: Observation of Patterns

[illegible]

DATA ANALYSIS

Step 3: Matching of Predicted to Observed Patterns: In the third step, the observed patterns were matched against the predicted patterns of the FM industry progressions discussed and summarised in the *Feeder Factors Progression Matrices*.

STEP 3: Matching of the predicted to observed patterns

Criteria	Level	Predicted Pattern	Matching Level	Observed Pattern
Positioning	IV	Facilities Directors/Managers at Board Level or mainly holding strategic positions with site, national and International roles		<p>Mainly facilities managers are found in the operational and tactical level (second tier management level). A few are in strategic level. There are few facilities managers sitting on the board of directors. FM department mainly provide services to one or more stations in Hong Kong. There are a few cases of facilities managers to provide services beyond HK.</p>
	III	Facilities Managers mainly with tactical positions with some at strategic and operational levels reporting directly to Board Members with a regional/national and international roles		
	II	Facilities Managers mainly at operational and tactical levels with a few at strategic positions – (site/region/national roles)		
	I	Technical/Administrative staffs (building to building/site)		

Step 4: Assessment of Dominant Progression/ Integration Level:

- In this step, each of the level of progression assessed (from the matching of the observed and predicted patterns) in step 3 was recorded in a table to determine a '*dominant progression level*'.
- The same process was performed to establish *dominant integration level*.
- Dominant level is a level of progression/integration at which more criteria of various feeder factors within a country are found (based on the evolutionary Levels I-IV)

STEP 4: Assessment of dominant progression/integration

DOMINANT PROGRESSION LEVEL

Feeder Factor	Criteria	Dominant Progression Level			
		I	II	III	IV
FM Organisation Progress	Positioning		✓		
	Range of Services			✓	
	Mode of Services Procurement			✓	
	Contract Management Approaches		✓		
	In-house Competence			✓	
	Role of FM Organisation			✓	
FM Business Environment	Political Environment		✓		
	Economic Environment				✓
	Social Environment			✓	
	Technological Environment		✓		
FM Supply Market	Suppliers' Customers Base			✓	
	Procurement Options		✓		
	FM Market Information			✓	
FM Professional Bodies	The Nature of Representation			✓	
	Membership Attributes			✓	
	Professional Training			✓	
	Distribution of Branches			✓	
FM Education	Number of Courses			✓	
	Contents of the Courses			✓	
	Level of Courses				✓
FM Research	Existence of Research Centres			✓	
	Evidence of Publications		✓		
Frequency		0	6	14	2



Dominant Progression Level

DOMINANT INTEGRATION LEVEL

Criteria	Dominant Integration Level			
	I	II	III	IV
Coordination		✓		
Interdependence		✓		
Trust			✓	
Influence		✓		
Frequency	0	3	1	0



Dominant Integration Level

Step 5: Assessment of FM Industry Maturity:

- The last step is to decide on the maturity level as indicated by the results in the last table. (Figure B).
- In deciding on the maturity level of the FM industry, the decision relies on the results of the assessed '*dominant progression levels*' of the criteria influencing feeder factors progression and integration (Figure A).



FM MATURITY IN DENMARK

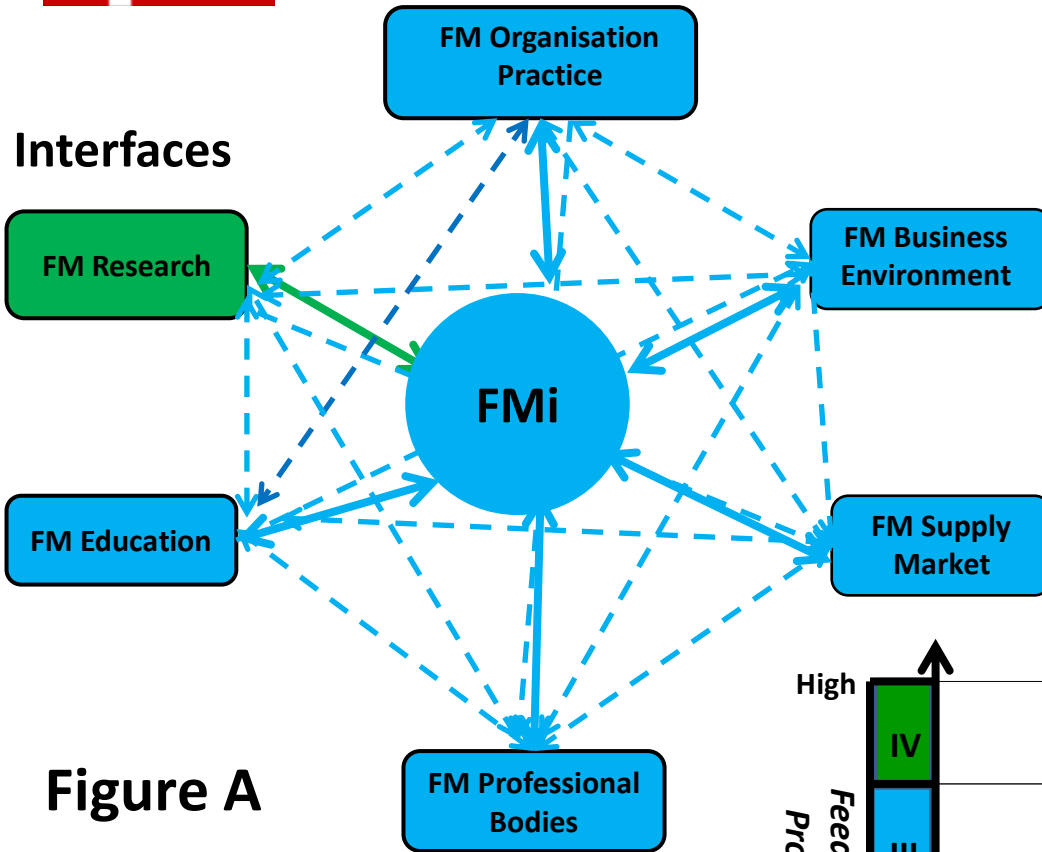
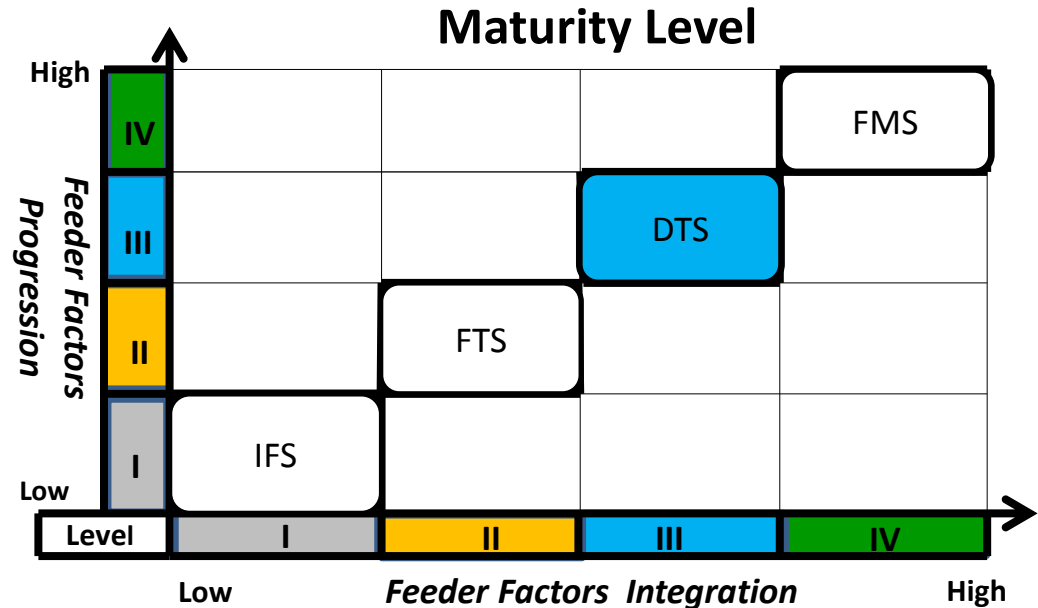


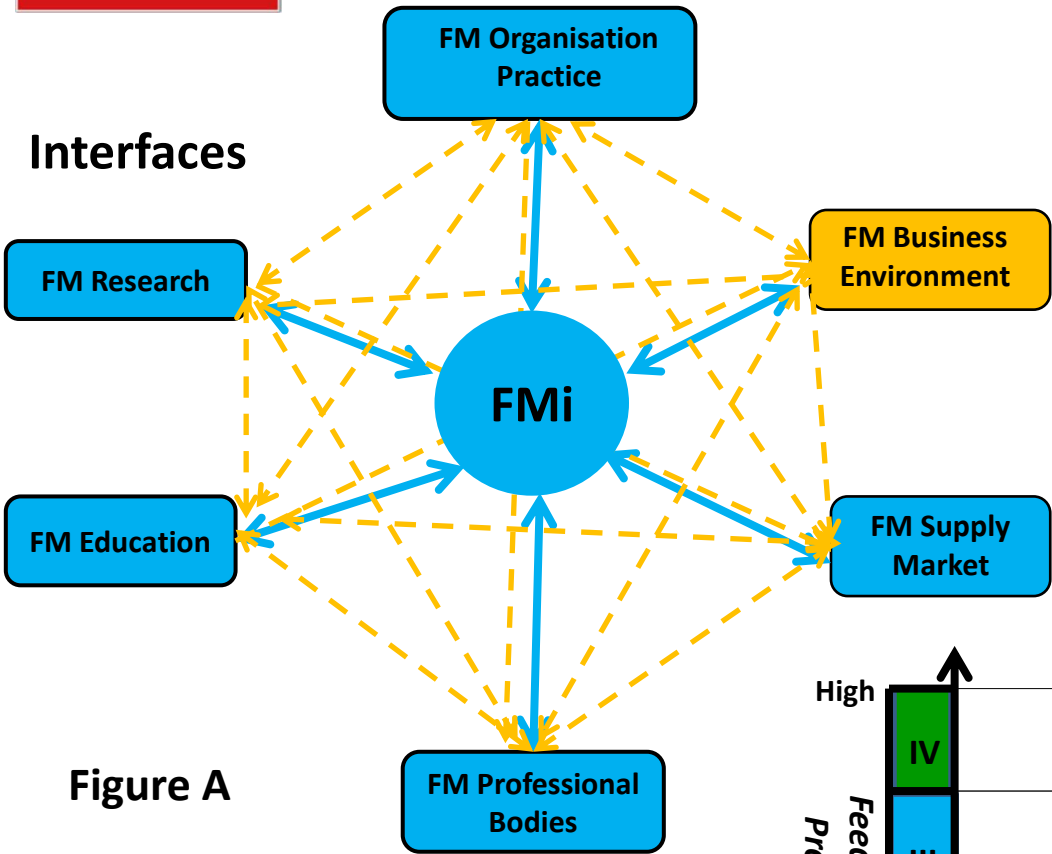
Figure B



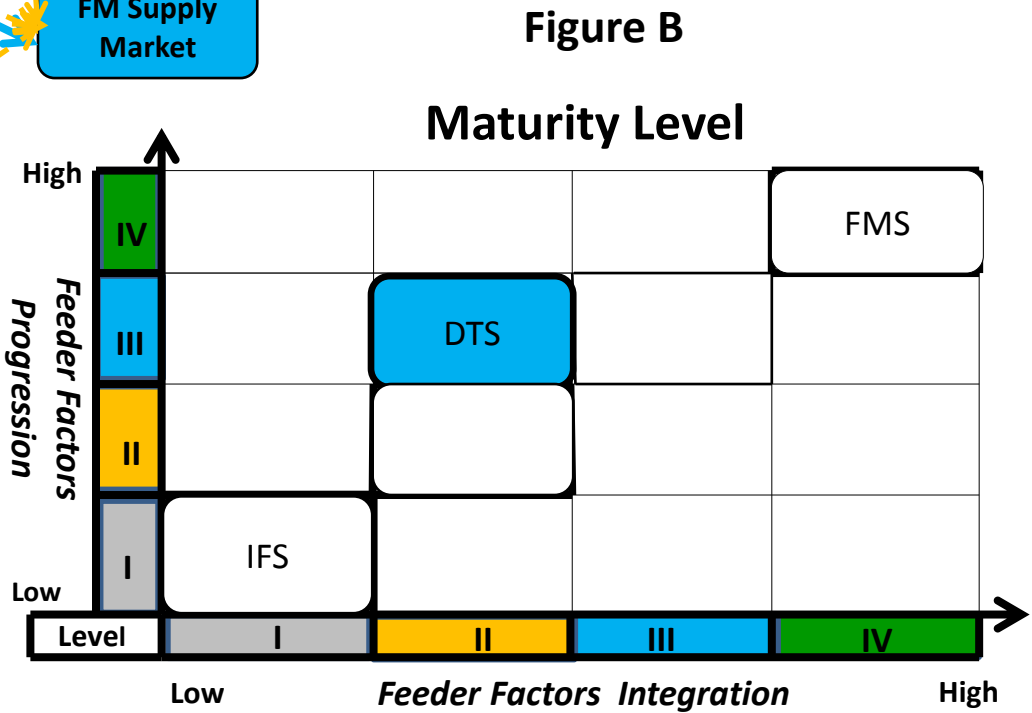
FMS – Full Mature Stage
DTS – Developmental Transition Stage
FTS – Formation Transition Stage
IFS – Initial Formative Stage



FM MATURITY IN HONG KONG

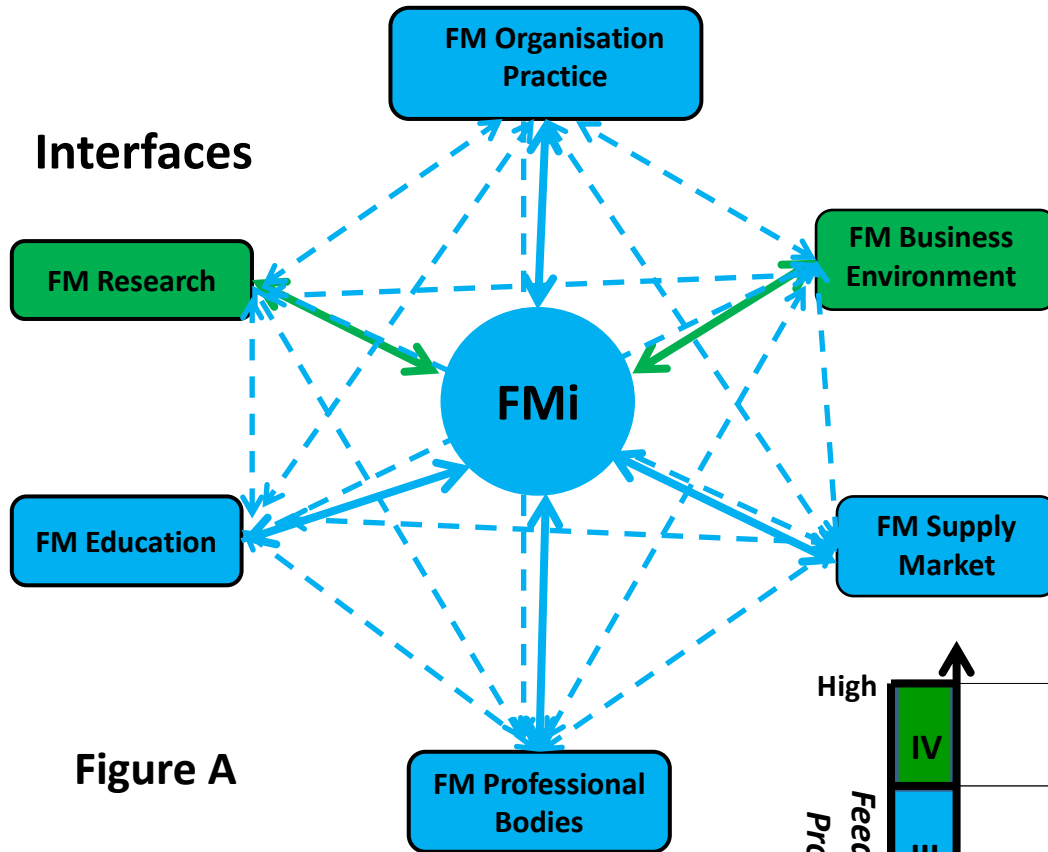


FMS – Full Mature Stage
DTS – Developmental Transition Stage
FTS – Formation Transition Stage
IFS – Initial Formative Stage



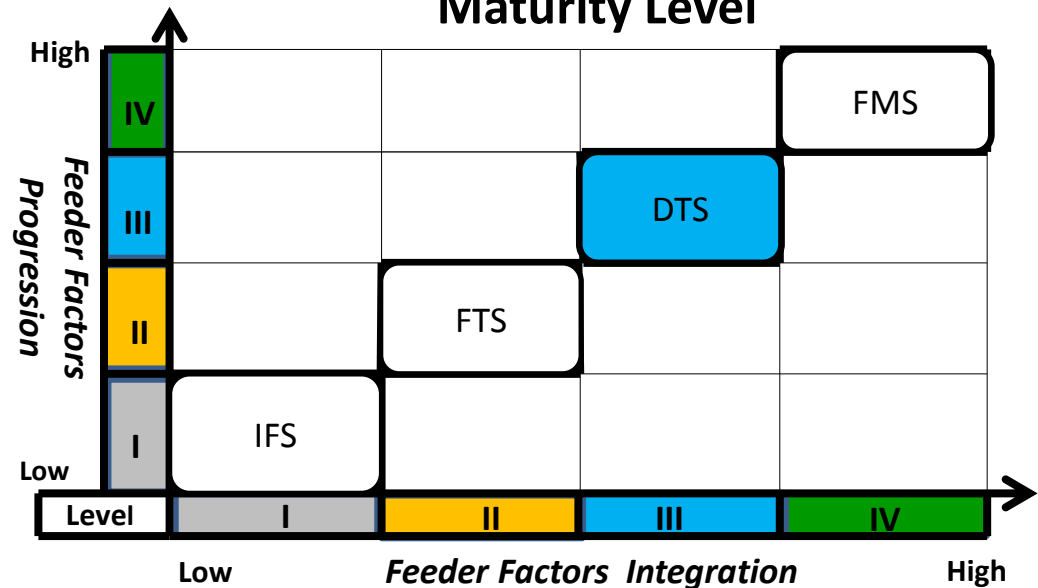


FM MATURITY IN NORWAY



FMS – Full Mature Stage
DTS – Developmental Transition Stage
FTS – Formation Transition Stage
IFS – Initial Formative Stage

Figure B
Maturity Level





FM MATURITY IN TANZANIA

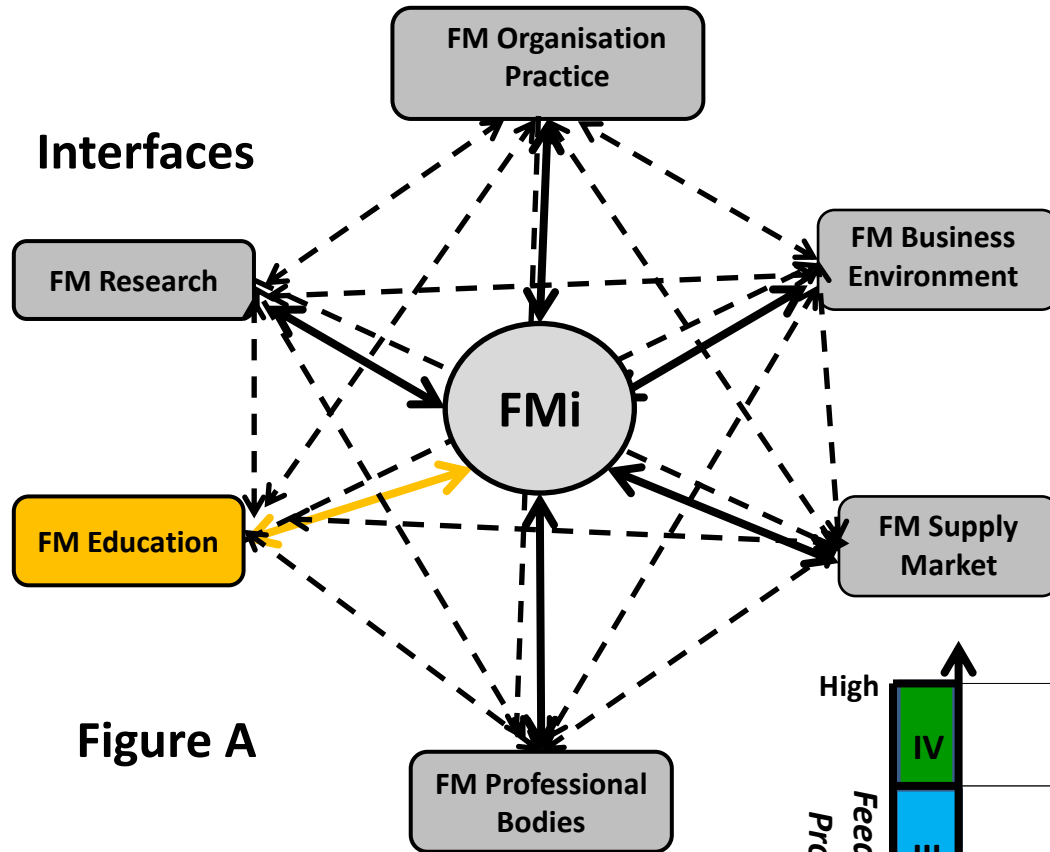
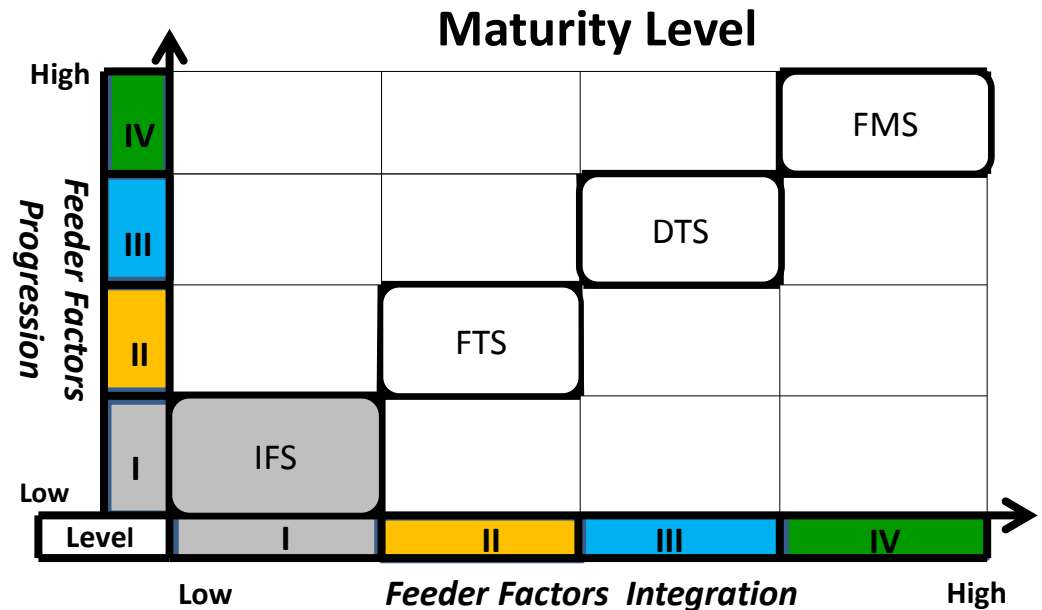


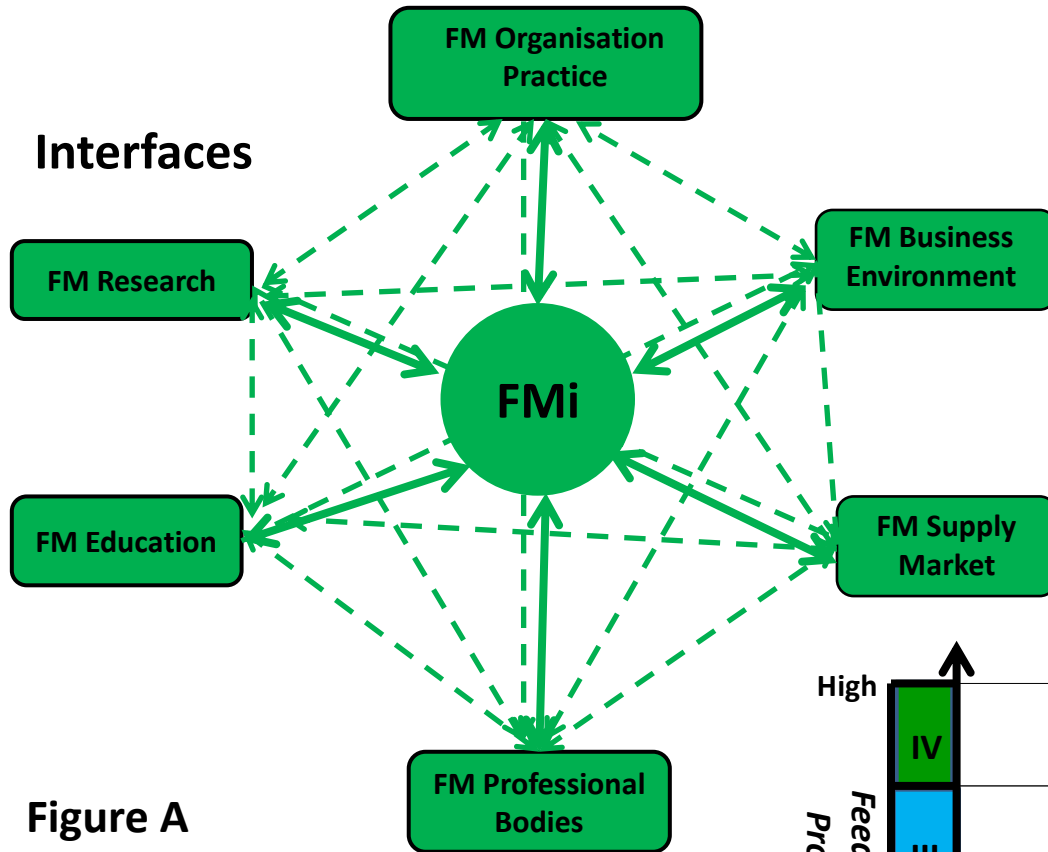
Figure B



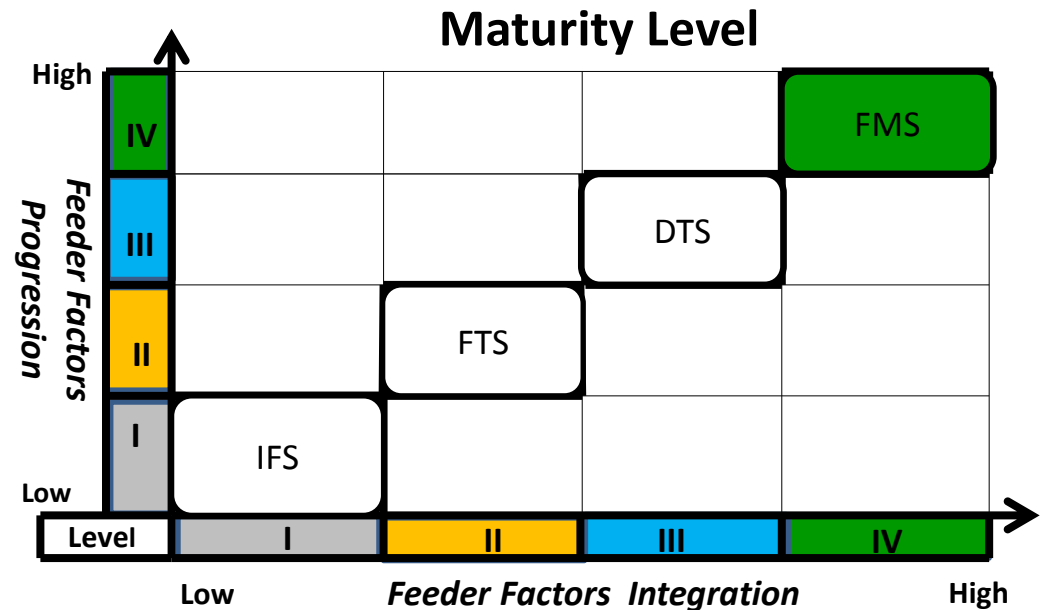
FMS – Full Mature Stage
 DTS – Developmental Transition Stage
 FTS – Formation Transition Stage
 IFS – Initial Formative Stage



FM MATURITY IN THE UNITED KINGDOM



FMS – Full Mature Stage
DTS – Developmental Transition Stage
FTS – Formation Transition Stage
IFS – Initial Formative Stage



PRACTICAL IMPLICATION

This presentation assessed FM industry maturity using I3F

- I3F is a comprehensive tool which can be used to assess and understand the maturity stages of the FM industry within a specific country.
- The framework can help the stakeholders to understand the level of maturity and areas which require bolstering for achieving the optimal state of readiness and capabilities.
- It can also be used to lobby for recognition and assistance from other stakeholders within a country.