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THEORETICAL UNDERPINNINGS OF THE FEEDER FACTORS INTEGRATION FRAMEWORK

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INTRODUCTION

- This is a theoretical paper intended to articulate the fundamentals of “*integrated feeder factors framework or I3F*”.
- The framework is developed as a tool for assessing maturity of the FM industries in various countries.
- It was developed based on the intensive review of existing published literature.
- In essence, the framework provides a road-map to help stakeholders in Facilities Management (FM) to chart plans for the development and longevity of the industry.

WHY THIS STUDY?

This research used literature in responding to questions such as;

- What factors are essential in elevating the FM industry to the next level?
- How can these factors be organised to realise maturity?
- How do we know the next mature state for the FM industry?

MOTIVATION AND RESEARCH PROBLEM

Motivation for the research

- FM as a fragmented discipline
- Still not recognised as a distinct profession in many countries
- Need to promote FM status and recognition within countries

RESEARCH PROBLEM

- Lack of an integrative tool to assess maturity of FM as an *'industry sector'* within an economy.
- Limitations: Current models assess organisational capabilities/volume of outsourcing/FM activities transactions

APPROACH IN THE IDENTIFICATION OF THE MACRO FACTORS

- ❑ The foundation for the identification of the six factors was the understanding that FM is an industry (*Banyani and Then, 2010*).
- ❑ The classification of FM as an industry is due to its ability to meet four attributes :
 - Provision of products and services
 - Generation of income & creation of employment
 - Systematic performance of the activities & prospects of continuity, and
 - Ability to tend, preserve & improve its stock of resources.

APPROACH IN THE IDENTIFICATION OF THE MACRO FACTORS

The processes involved in the identification of the factors were broken down into:

- The pre-understanding phase
 - ✓ *Generic pre-review of publications in Facilities Management*
 - ✓ *Creation of themes and key words from original text*
- The understanding phase

PRE-UNDERSTANDING

- The research reviewed a total of 66 publications (books, conference papers and journal papers) and two official websites.
- The choice of the sources was based on purposive sampling aimed at identifying sources with rich information on the subject matter.
- In specific terms the identified factors were supposed to be related or contributing to the development of the above four attributes of an industry.

PRE-UNDERSTANDING

The Pre-understanding phase had enabled the identification of the six factors:

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

UNDERSTANDING PHASE

- The in-depth review of the 43 sources was conducted for the purposes of identifying a link between outcomes of the FM literature review and the four attributes of an industry
- The review revealed that the four attributes of an industry are output factors. These attributes are the results of other interrelated and interdependent factors. *“For example; to enable generation of income, an industry requires clear evidence of the existence of a demand side”*

Industry Attributes

Essential Enabling Factors

Example of UNDERSTANDING Phase Relationships between attribute 'provision of product or services' and the six factors

Provision of product or services

FM Supply Market
(Services suppliers/providers)

FM Organisation Practice
(managers working on behalf of the customers- the demand side of FM services and products)

FM Education (Availability of formal FM courses/CPDs)

FM Business Environment
(conducive political, technological, social and economic environment)

FM Professional Bodies (availability of bodies dedicated to safe guard the interests of FM industry)

FM Research (evidence of FM research Institutions and activities within a country)

- ❶ Sellers of the services
- ❷ Buyers of the services
- ❸ Source of formalised skills
- ❹ Acceptability of the product/services
- ❺ Regulation of the practice, provision of standards.
- ❻ Source of innovative services and knowledge

Industry Attributes

Essential Enabling Factors

Provision of product or services

Generation of income and creation of employment

Systematic performance of the activities and prospect for continuity

Tending to, preserving and improving its stock resources

FM Supply Market
(Services suppliers/providers)

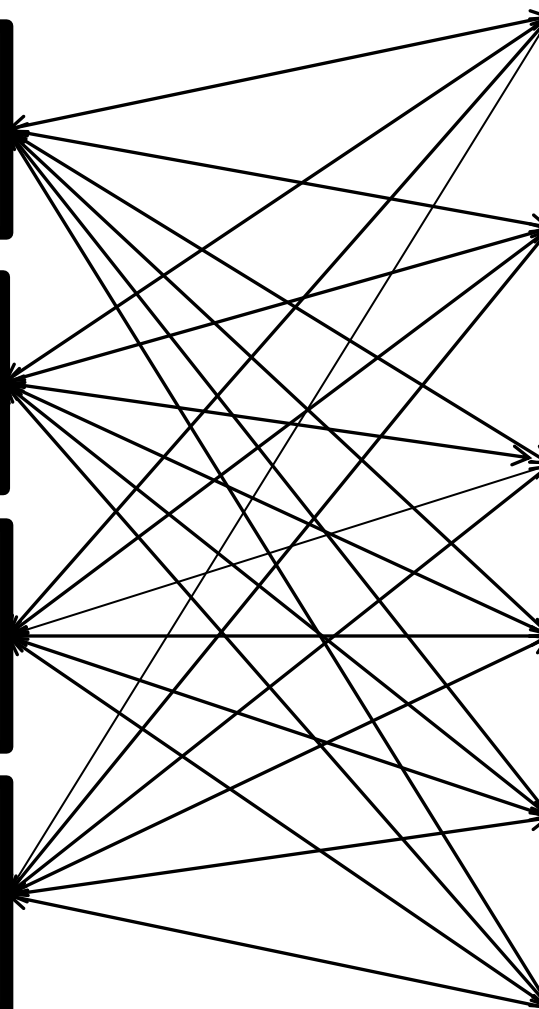
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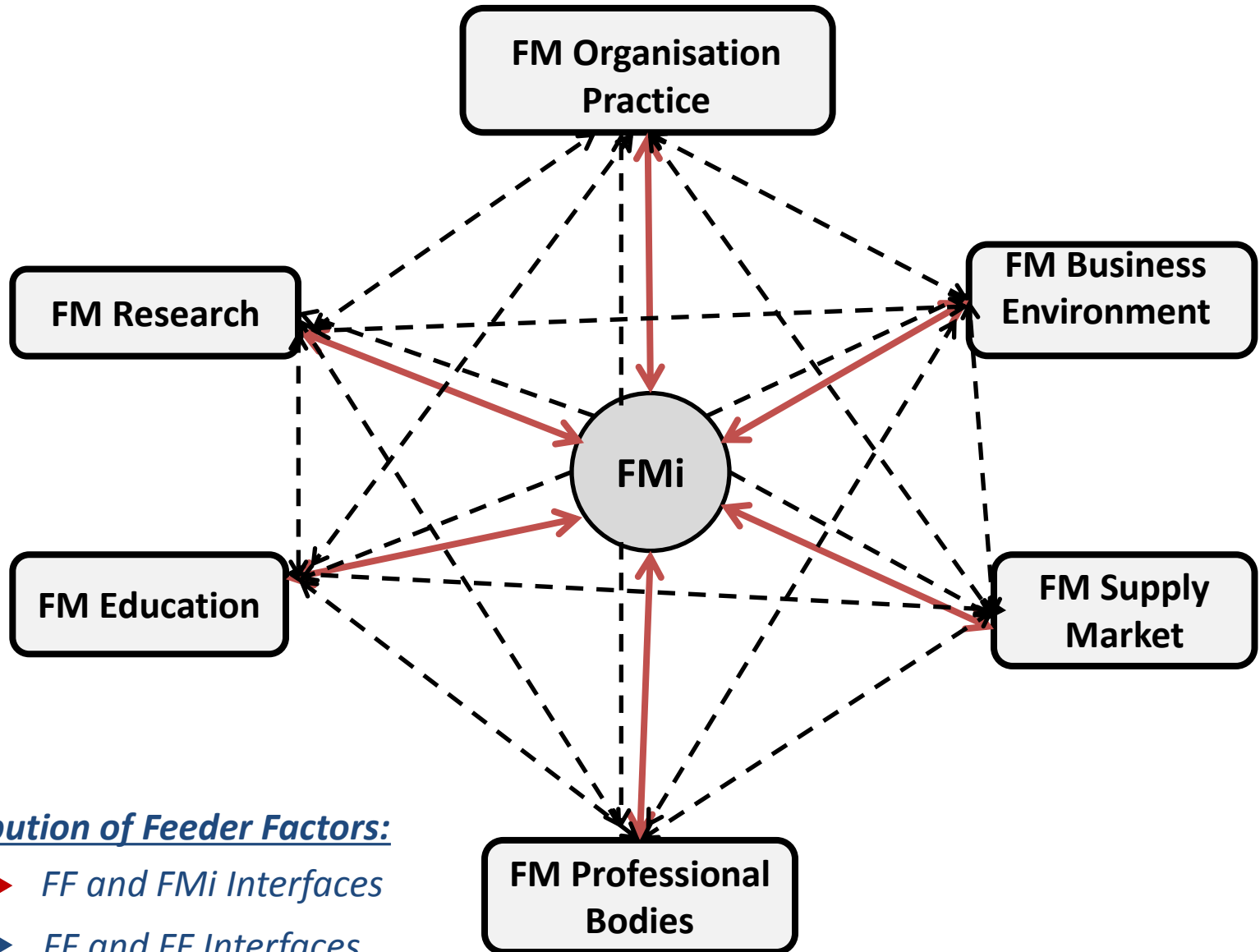
JUSTIFICATION OF *I3F*

- Facilities management is a very diverse and broad based industry.
- The viability of integration in the FM industry is based on the need to make the diverse activities, professions and trades share a common understanding towards their newly chosen area of specialisation
- The nature of any integration is to make different parts of the system or society interact, connect and validate each other for their mutual benefits
- The interactions, connections and validations also help to understand the requirements and capabilities of each of the component parts

THE INTEGRATED FEEDER FACTORS FRAMEWORK

- The term 'feeder factors' deduces its meaning from the idea that each factor contributes to the development of the FM industry, and at the same time gives to/and or receives contributions from the other factors.
- The contribution depends on the dominant progression and integration level of the feeder factors as assessed using the '*feeder factors progression and integration matrices*' which have been developed as part of this research

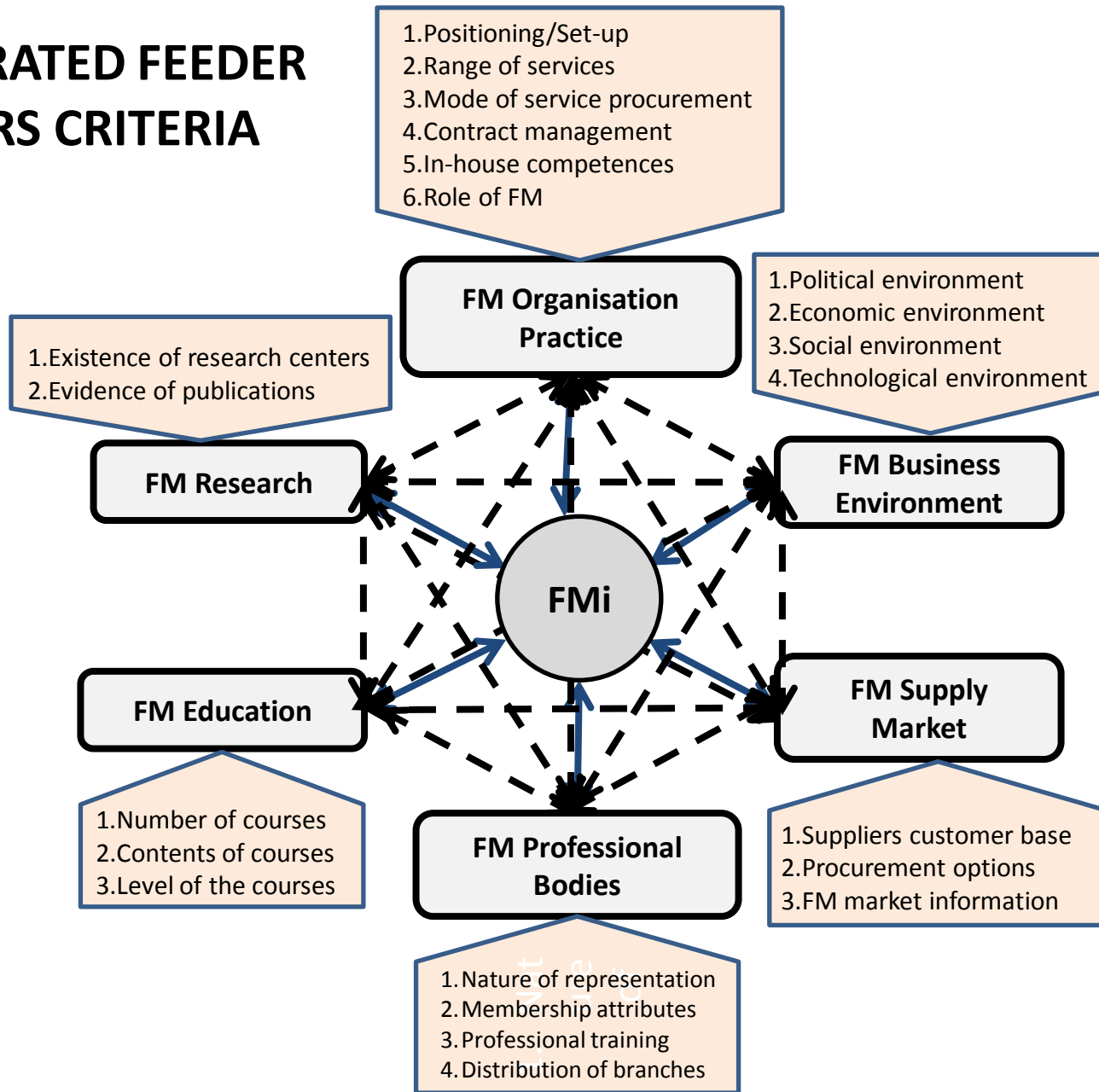
INTEGRATED FEEDER FACTORS FRAMEWORK (I3F)



THE INTEGRATED FEEDER FACTORS FRAMEWORK

- Feeder Factors Dominant Progression is assessed based on the Feeder Factors Progression Matrices.
- These matrices contain tabulated information which represents the evolution of each of the 22 feeder factors criteria from lower to higher level.
- On the other hand, the dominant integration level is assessed based on the position of the four integration criteria i.e. *co-ordination*, *trust*, *interdependence* and *influence* within the integration matrix.
- The maturity level of the FM industry within a country depends on the assessed dominant progression and integration levels.

INTEGRATED FEEDER FACTORS CRITERIA



ASSESSMENT OF THE DOMINANT PROGRESSION AND INTEGRATION

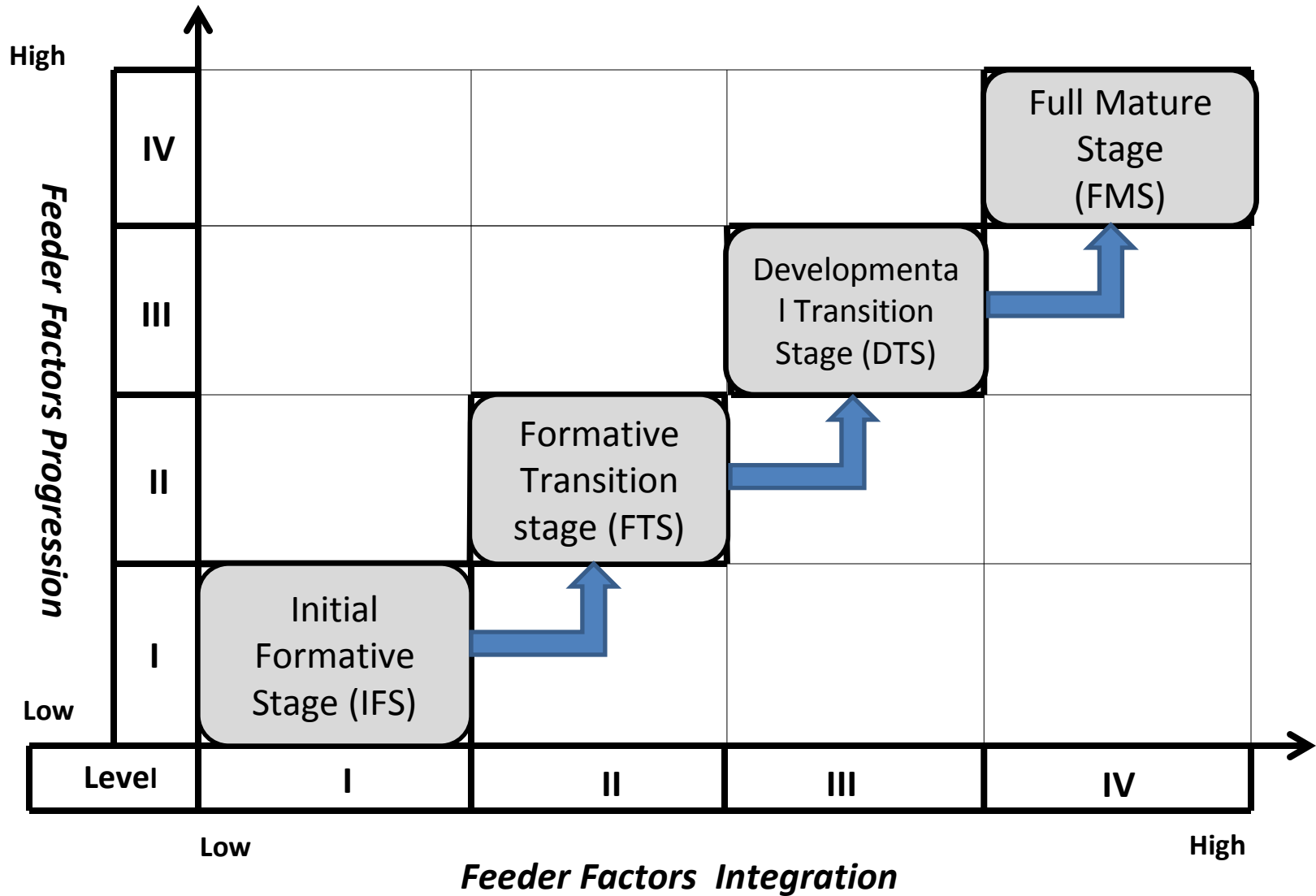
Determination of the '*Dominant Progression and integration Levels*'

- The '*Dominant Progression Level*' is the level within the feeder factors progression matrices at which a majority of the 22 criteria are located
In the first role, the feeder factors feeds into the industry

Conditions for Assessing Maturity

- (a) The higher the position of the feeder factor criteria within the matrices the higher the progression'*
- (b) The higher the position of integration criteria within the matrix, the higher the integration levels'*
- (c) The maturity of FM industry increases as the dominant progression and integration levels increase'*
- (d) 'Higher levels of progression may occur in lower levels of integration'*

FMI MATURITY LEVELS





FM MATURITY IN DENMARK

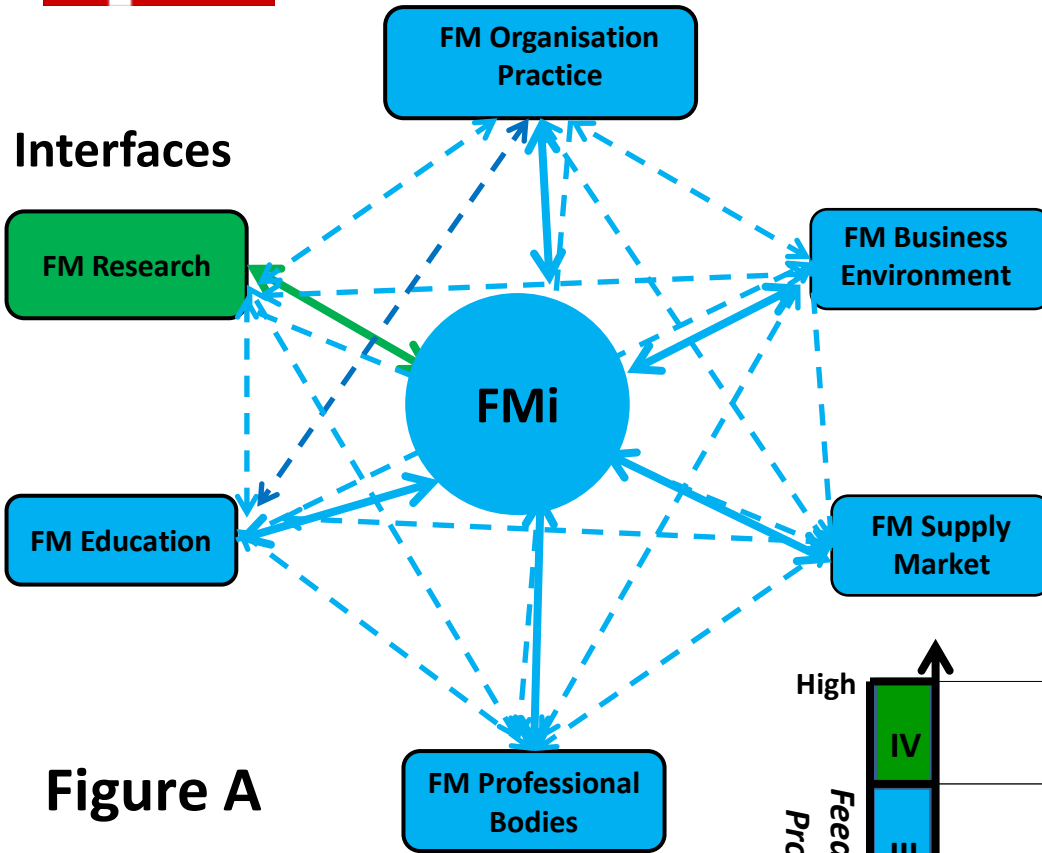
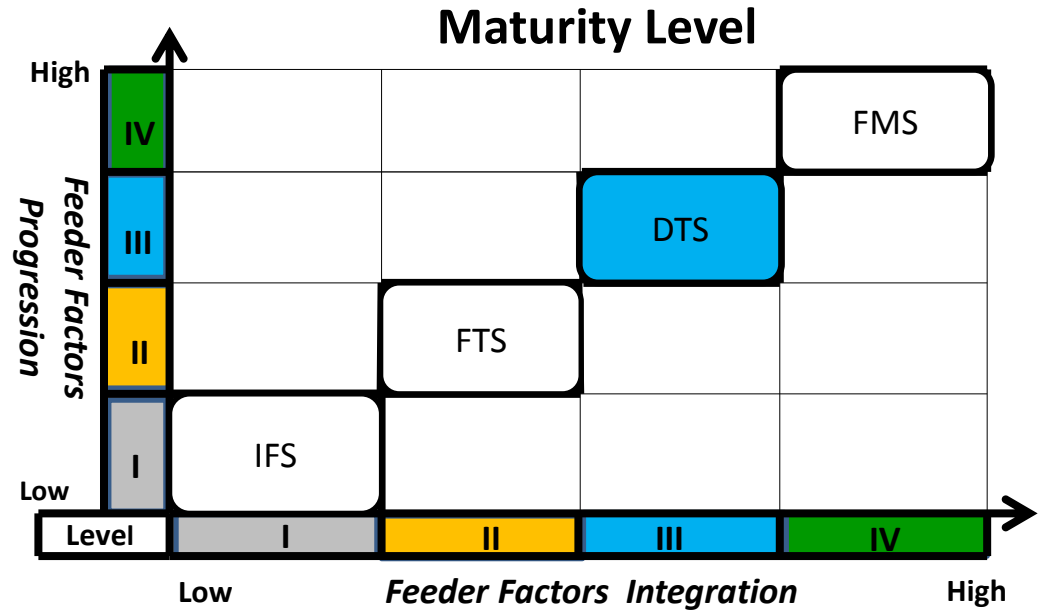


Figure B



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

PRACTICAL IMPLICATION

An understanding of FM maturity level is essential for three reasons:

1. It identifies the performance potential/contribution of the FM industry/sector within a country;
2. It can be used in initiating an informed dialogue between the FM stakeholders and policy makers in considering ways of elevating the status of the FM industry within an economy;
3. Assist in devising appropriate strategies, plans and measures for the progressive development and longevity of the FM industry within a country