ANALYSING FACILITIES MANAGEMENT INDUSTRY MATURITY - A QUALITATIVE APPROACH

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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)’
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)

**Contribution of Feeder Factors:**
- FF and FMi Interfaces
- FF and FF Interfaces
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

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

<table>
<thead>
<tr>
<th>Assessed Criteria</th>
<th>Interviewee</th>
<th>Observed pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positioning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HK 01</td>
<td>There are a few facilities managers who are sitting on boards of directors.</td>
<td>Mainly facilities managers are found in the operational and tactical level (second tier management level). A few are in strategic level.</td>
</tr>
<tr>
<td>HK 02</td>
<td>There are a few people at the strategic level many are still in operational levels.</td>
<td>Facilities managers are placed below COO and there a few who are sitting on the board.</td>
</tr>
<tr>
<td>HK 03</td>
<td>Many facilities managers are found in the middle to higher position.</td>
<td>That would have been ideal but is not happening in most of the organisations.</td>
</tr>
<tr>
<td>HK 04</td>
<td>Some of the facilities managers are operational and others are strategic.</td>
<td>Some are technical and few are strategic.</td>
</tr>
<tr>
<td>HK 05</td>
<td>FM is getting into a strategic level than in the past.</td>
<td>Some facilities managers are placed in the higher levels.</td>
</tr>
<tr>
<td>HK 06</td>
<td>There are people in Directors and VP levels.</td>
<td>Facilities managers are placed below COO and there a few who are sitting on the board.</td>
</tr>
<tr>
<td>HK 07</td>
<td>This is the second tier management level not the first tier.</td>
<td>That would have been ideal but is not happening in most of the organisations.</td>
</tr>
<tr>
<td>HK 08</td>
<td></td>
<td>Some are responsible for FM in other countries.</td>
</tr>
</tbody>
</table>

Depending on the nature of the services some FM can provide services beyond HK. There are a few facilities managers sitting on the board of directors. FM department mainly provide services to one or more stations in Hong Kong. Some are responsible for FM in other countries.
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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Level</th>
<th>Predicted Pattern</th>
<th>Matching Level</th>
<th>Observed Pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positioning</td>
<td>IV</td>
<td>Facilities Directors/Managers at Board Level or mainly holding strategic positions with site, national and International roles</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>III</td>
<td>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</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>II</td>
<td>Facilities Managers mainly at operational and tactical levels with a few at strategic positions – (site/region/national roles)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I</td>
<td>Technical/Administrative staffs (building to building/site)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**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)
### DOMINANT PROGRESSION LEVEL

<table>
<thead>
<tr>
<th>Feeder Factor</th>
<th>Criteria</th>
<th>Dominant Progression Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>I</td>
</tr>
<tr>
<td><strong>FM Organisation Progress</strong></td>
<td>Positioning</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Range of Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mode of Services Procurement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contract Management Approaches</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>In-house Competence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Role of FM Organisation</td>
<td>✓</td>
</tr>
<tr>
<td><strong>FM Business Environment</strong></td>
<td>Political Environment</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Economic Environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social Environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technological Environment</td>
<td>✓</td>
</tr>
<tr>
<td><strong>FM Supply Market</strong></td>
<td>Suppliers’ Customers Base</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Procurement Options</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>FM Market Information</td>
<td>✓</td>
</tr>
<tr>
<td><strong>FM Professional Bodies</strong></td>
<td>The Nature of Representation</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Membership Attributes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Professional Training</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Distribution of Branches</td>
<td>✓</td>
</tr>
<tr>
<td><strong>FM Education</strong></td>
<td>Number of Courses</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Contents of the Courses</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Level of Courses</td>
<td>✓</td>
</tr>
<tr>
<td><strong>FM Research</strong></td>
<td>Existence of Research Centres</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Evidence of Publications</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Frequency</strong></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

### DOMINANT INTEGRATION LEVEL

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Dominant Integration Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td><strong>Coordination</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Interdependence</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Trust</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Influence</strong></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Frequency</strong></td>
<td>0</td>
</tr>
</tbody>
</table>

**Dominant Integration Level**

**Dominant Progression 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 A

- FMS – Full Mature Stage
- DTS – Developmental Transition Stage
- FTS – Formation Transition Stage
- IFS – Initial Formative Stage
FM MATURITY IN HONG KONG

Figure A

Figure B

Interfaces

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

Maturity Level

- Level I
- Level II
- Level III
- Level IV

Feeder Factors

- Integration
- High
- Low

Progression

- High
- Low

Feeder Factors

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

Text:

FMS – Full Mature Stage
DTS – Developmental Transition Stage
FTS – Formation Transition Stage
IFS – Initial Formative Stage
FM MATURITY IN NORWAY

Interfaces

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

Figure A

- Feeder Factors
- Progression

High
- IV
- III
- II
- I

Low
- I

Level
- Low
- High

Maturity Level

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

Figure B
FM MATURITY IN TANZANIA

Interfaces

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

Figure A

Maturity Level

High

FTS – Formation Transition Stage
IFS – Initial Formative Stage

Figure B

FMS – Full Mature Stage
DTS – Developmental Transition Stage

Feeder Factors progression

Low

Level

Low

High
FM MATURITY IN THE UNITED KINGDOM

Interfaces

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

Figure A

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.