

# The Future of FM Services Delivery is Experiential

5 industry experts explore Total Experience for facility services



# Introduction

We are overloaded with information every moment of the day. Our digital screens bombard us with advertisements, products, and statistics. But even in the Information Age, experiences have the power to entertain, influence and move us.

The business world has to come to grips with the importance of experience to customers. Today, [66%](#) of companies compete on customer experience – up from **36%** in 2010. A staggering 84% of companies that work on improving customer experience report an increase in their revenue.

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The statistics speak for themselves; experience matters – whether your customers are individuals or fellow businesses.



# Enhancing Competitive Positioning with a TFX strategy

In the facility management industry, experiences are helping businesses to stand out from their competitors. As a strategic enabler, the experience that service providers deliver is set to have an increasingly large impact on a firm's ability to attract and retain talent and customers. When performed well, a focus on experience can increase brand awareness through the operation of high-quality facilities. It can also grow the perception of a strong and engaging company culture through the creation of unique places for collaboration and community building.

Potential customers of service providers have an increasing demand for a bundled, or fully integrated outsourcing of their facility management services. They expect a single facility service provider to offer quality improvements and cost efficiencies while delivering a complex mix of building operations and maintenance, support, and additional services such as energy management or sustainability.

In short, customers expect their service provider to take a holistic view of their needs while breaking down service delivery silos by offering comprehensive first-rate services to all customer stakeholders – including customers, visitors, and employees. They expect a 'Total Experience.'

According to research from Frost & Sullivan, the Integrated Facility Management (IFM) market is expected to grow at a compound annual growth rate (CAGR) of **6.1% between 2019 and 2026 to reach \$139 billion.**



### Client

The organization a service provider has a contract with



### User

The employees and visitors of a service provider's client

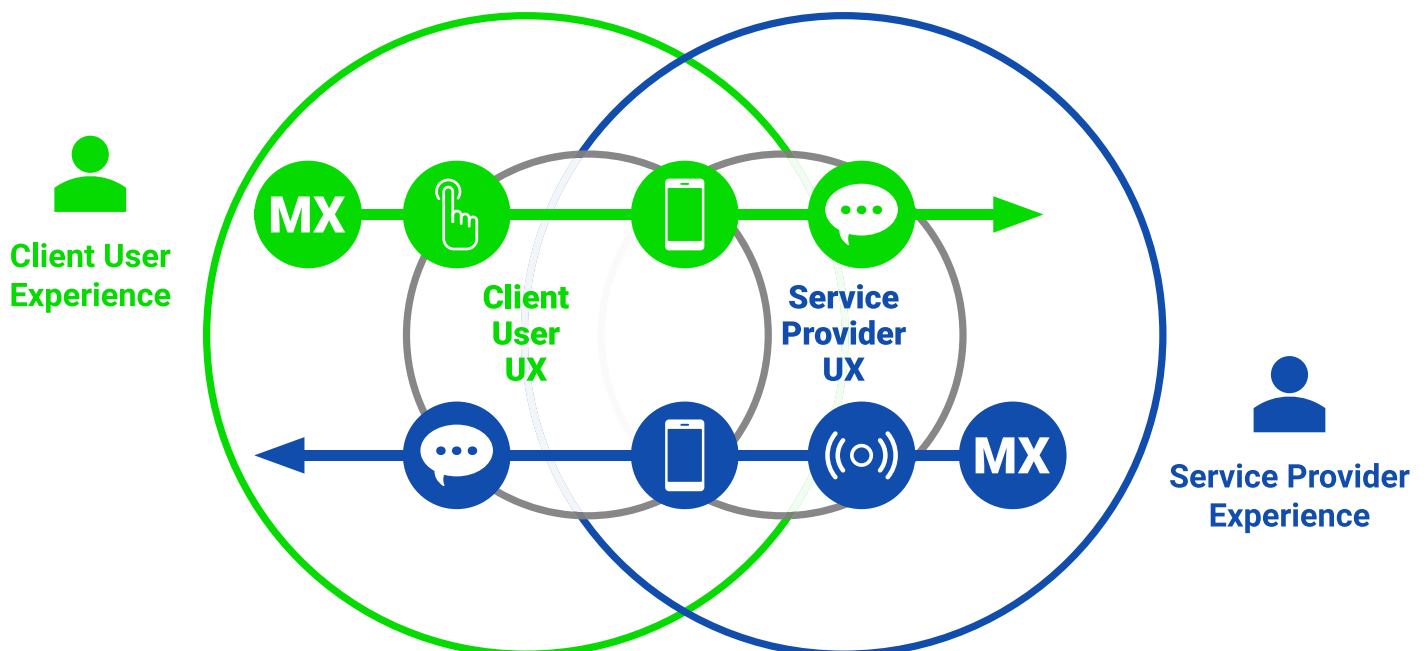


### Employee

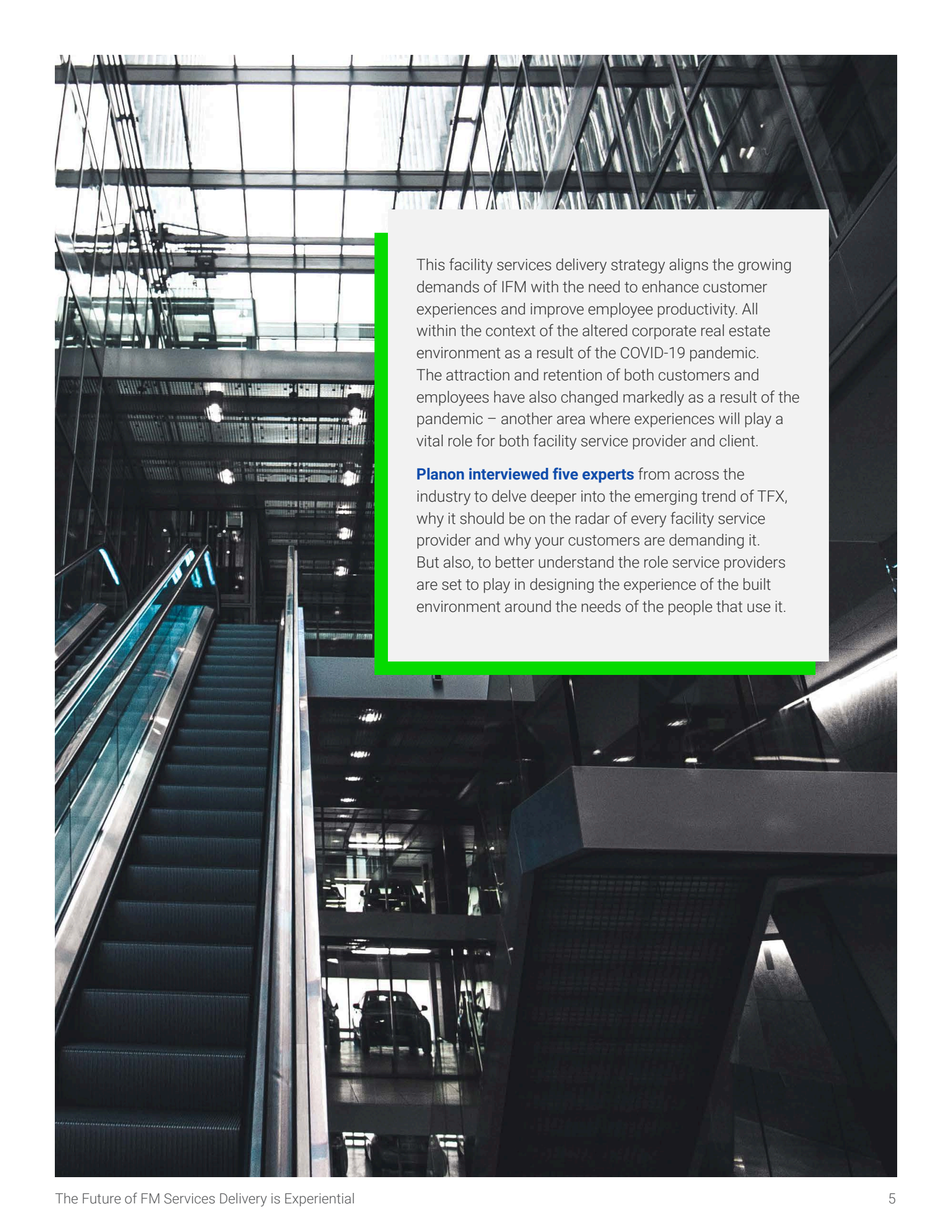
The employees of service providers

Total Experience (TX) is identified as a Top Strategic Technology Trend for 2022 by analyst firm Gartner. A 2021 Gartner Digital Business Acceleration Survey found that the top two reasons for pursuing digital initiatives are to enhance customer experiences and to improve employee productivity. According to Gartner, a Total Experience strategy will help businesses achieve these two objectives simultaneously.

At Planon, we believe the intersection of these two analyst insights leads to [Total Facility Experience \(TFX\)](#). We define TFX as a multifaceted theme within the built environment that combines Multiexperience (MX), customer experience (CX), user experience (UX), and employee experience (EX), of which CX and EX are at the center of what makes a TFX.





A photograph of a modern building's interior. The image shows a wide, multi-level staircase with glass railings and metal balustrades. The architecture features a high ceiling with a complex network of steel beams and a large glass facade that allows natural light to flood the space. The overall aesthetic is clean, industrial, and contemporary.

This facility services delivery strategy aligns the growing demands of IFM with the need to enhance customer experiences and improve employee productivity. All within the context of the altered corporate real estate environment as a result of the COVID-19 pandemic. The attraction and retention of both customers and employees have also changed markedly as a result of the pandemic – another area where experiences will play a vital role for both facility service provider and client.

**Planon interviewed five experts** from across the industry to delve deeper into the emerging trend of TFX, why it should be on the radar of every facility service provider and why your customers are demanding it. But also, to better understand the role service providers are set to play in designing the experience of the built environment around the needs of the people that use it.

# Create a personalized service

INTERVIEW



**Peter Deroover is the Sales Director for the Benelux region at Atalian Global Services**, a France-based facility service provider with a global reach. Before Atalian, Peter worked at two other large facility management service providers.



### What role does customer experience play in the successful delivery of facility services?

Customer experience is becoming more important than ever before. In the past, there was simply a contract between buyer and service provider and the most important thing was to ensure that this was honored. Over the years, however, it has become more important for employees to have a nice environment to work in. And not just employees, but guests, too. To benefit from this, brands, and their reputation, need to be protected, as hospitality in facility services becomes increasingly important. Since the COVID-19 pandemic and the need to attract people back to the office, this has become even more noticeable.

### Which hospitality features do you see clients asking for?

The specific features vary. This is largely dependent on whether you have customers that want to pay for them or not! These differ from company to company depending on their values and mission. Think about providing catering or wellness programs, smart cleaning, or IAQ-optimized workplaces. It's also important to remember that the benefits of these hospitality-like features start even before the employees enter your building.

In this field, there has been a lot of talk, but not much action as of yet – for example, around the use of IoT sensors. There is definitely a trend in facility management for data-driven services, but there is still a wide gap between what people want and what they can afford.

In addition, there is often a mismatch between what the clients of a service provider want and what the actual end-users of a building want. This is growing more complex as IFM is expanding in terms of both soft services, such as support, and hard services like building operations and maintenance. There are also additional services, including energy and sustainability management to consider. Not many companies can deliver all of these though and there are serious problems with finding the necessary skilled technicians.



### So skill shortages are exacerbating the challenges around service delivery?

There are multiple problems. In terms of education, technology is moving so fast that the employee training you deliver has to be continuously refreshed. The labor force we have is also aging, which creates another problem.

**“There is often a mismatch** between the facility services needs of the customer and the end-users of their buildings.”

**With the growth of IFM, very few companies can offer everything. With which stakeholders are you engaging to determine the right services to prioritize?**

There are multiple people involved. At the start, we were mainly talking to facility managers. But now you have operations managers, quality managers, finance departments, hospitality personnel, reception services, catering teams, and also HR. There's an all-encompassing collection of stakeholders to engage with – including the board of directors.

Of course, this means that negotiations are involving more people and taking more time. The fact that not everyone is included from the very beginning, or expectations change, can make things more difficult as well. In the past, perhaps you had three to six months or a year to negotiate a contract. Now a lot of deals take more than two years.

**Do you undertake customer journey mapping to understand the services they require?**

The customer journey depends on the scope of work required. It's difficult – not necessarily to complete the work, but to start negotiating when everyone has a different opinion. Customer journey mapping is an important exercise, but most of the time what the customer wants is already defined. Journey mapping is important to plan how you will deliver the required services against contract requirements.

It's important to know your customer really well and the environment where you are going to work. You also need to anticipate potential challenges. These could include factors such as the customer's existing working relationships with smart building systems.

How can you adapt to these? Plus, sometimes the existing technology is a closed environment, which adds another hurdle.

**What metrics are you using to measure service delivery?**

The challenge around measuring often comes from a lack of a unified system. There are cleaning quality systems, feedback programs, and internal audits of employee performance – all different systems with different measurements. We try to manage all the data in dashboards and carry out benchmarking.

In terms of KPIs for CX, customer satisfaction needs to be higher than 80%, but CX is not necessarily easy to measure – perhaps the client may provide you with a score. In cleaning, for example, you have audit systems like Vereniging Schoonmaak Research (VSR) and you can also look at comfort levels, temperature, humidity, CO<sub>2</sub> levels, and the deviation from planned conditions. In catering, you can look at the number of visitors, and waiting time at the cashier. For UX, you can evaluate the time it takes to respond to calls within certain SLAs. Overall, we have a few different KPIs, which can then be bundled into client KPIs regarding experience.





### How do you see technology playing a role in helping you improve TFX data management when working with clients?

This is very important. There are different sources of data and different departments to manage, so we need to be able to bundle it together and come up with a holistic dashboard. For example, with restroom services, you could display the cleaning regime on-screen and ask for customer feedback directly. This is a powerful tool.

For the customer journey, you can create a system where you instantly know the names of your guests and why they are visiting. This allows for the creation of a personalized service.

But for this to happen, all the technology needs to be integrated with all of your services – and data needs to be collated across all of your contact points on a single platform. Also, it's worth pointing out that we need to be clever with the contracts we offer. Fully integrated services may provide a competitive advantage but someone still needs to pay for it.



**“Service Providers lose up to 20% in efficiency gains to incomplete solution integration.”**

– Gartner

## Customer Journey Mapping

### Know client

Collaborate with stakeholders to understand the needs of users and how best to meet those



### Excite users

Deliver a range of friction free services that incentivize use of facilities



### Hear users

Listen to user feedback to identify opportunities to improve services



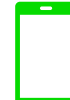
### Engage users

Identify the right technologies and staff to meet client objectives



### Empower users

Enable users to personalize and interact with their environment



# From cost center to revenue driver

**Lara Paemen is the EMEA Director at IFMA.** She has extensive experience in workplace strategy, business and business consulting in Belgium, the Netherlands, France, Spain, and the United Kingdom. She acts as the link between IFMA's HQ in the US and its European chapters.



### What role does customer experience play in the successful delivery of facility services?

Experience is key. Not only in FM, but in real estate and society in general – particularly for younger generations. You have client, user, and employee experience and I think all are important. People want to feel something whenever they are in touch with a company. Whether from a client or employee perspective, there is more emotion involved today. You need a connection. This connection can be in terms of company culture, the ease of use of tools or information, or the way a service is being delivered.

For FM, I try to avoid the word 'building'. For me, FM is about people – and people are about emotions. There is space for FM to take on a much larger role in making sure that whenever you are in contact with a client, employee or user, the experience is as good as it can be. It has an impact on how people view your organization, the performance of its employees, and its potential to achieve its goals. This is something that facility managers need to realize – the importance of their role and the impact they can have on experiences are underappreciated.

**“The impact facility managers can have on experiences is underappreciated.”**

### Why do you think this aspect of FM isn't always given enough focus?

This all depends on the type of organization and the individual facility managers. The role of FM is so broad and goes from a purely technological and operations focus, to tactical and strategic. Facility managers need to be able to communicate with cleaners and maintenance staff, but also members of the C-Suite and internal clients. This all requires different communication skills. People think FM is just about technical skills, but it's more than that.

From a C-level perspective, the role of FM can be undervalued, too. It sometimes falls under the remit of the CFO, but should really have its own department, or be linked to HR. FM is usually still seen as a cost center rather than something that can drive revenue.

### What is needed for the mindset shift to occur so FM is seen as a revenue driver?

FM needs to communicate its impact and successes better. For example, these could be in terms of digital transformation or energy management. These are relevant topics that speak to people. This will help reconfigure the profile of FM as something that is not just a cost center, but something that has a huge impact on experience, potential new employees, and staff retention.

Currently, everybody is looking for skilled people in a difficult labor market. It's about what companies can bring to employees. Wages are not the most important thing anymore. People want to feel comfortable, supported, and taken care of. They want flexibility and to feel like they are having an impact. FM has a role to play here, too.



### Which client stakeholders influence the identification and delivery of facility services?

FM needs to be the spider in the web. Facility managers need to link HR with IT, finance, and other departments. All these interconnections are becoming more important. You can see this in the membership base at IFMA. Our members are not purely facility managers anymore. We have people coming from other business sectors, influenced by the collaboration factor. You cannot create TFX without all stakeholders being involved.

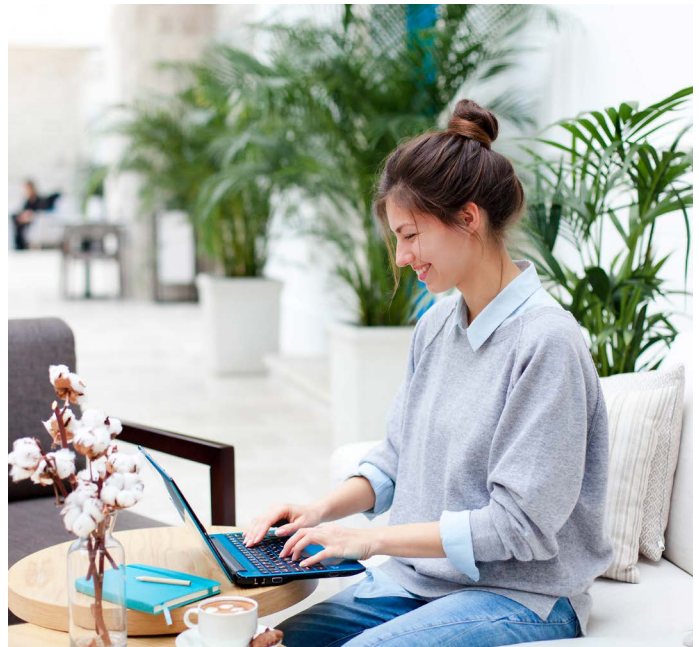
### How important is customer journey mapping against service delivery processes when it comes to identifying the right technologies for the required services?

Mapping the customer journey is a very interesting way of going through all the correct steps and ensuring you aren't forgetting any stakeholders. We need to listen to what customers, users, employees and managers are saying. We need to create a journey for all the different stakeholders.

On the whole, journey mapping is not used enough. Of course, this depends on the type of organization, but many are still working in silos. When a building is in construction, for example, facility managers are not involved a lot of the time. As much as 80% of the cost of a building's lifecycle arises during usage, so the impact that facility managers have on that lifecycle is huge. As such, it's essential that facility managers work with the architects, investors, and other stakeholders, making sure their voices are heard earlier in the building's lifecycle so that they can have the desired impact later on.

### How important are communication technologies to TFX?

Providing transparent monitoring, reporting, and communications are essential. Communication technologies can help create more awareness about the impact of FM. Having communication skills is essential, but they are not always easy to deliver. Technology enables you to share results, be transparent, provide data, and make certain decisions. It's important to make data accessible, too. Communicate with the C-Suite but also with clients, and employees. Technology is not an end goal; it is an enabler. You can bring in all the available data you have, but you still need to be able to translate it into impact.



**“Facility managers have a major role** to play in making people feel comfortable, supported, and taken care of.”

### What kind of skill set is needed to provide a TFX strategy?

That depends on scale. Facility managers of smaller buildings may not need data analytics at all. However, if you're running multiple buildings across different countries, you can't do everything yourself. A successful FM team will consist of different profiles – not just maintenance or operations managers, but also data analysts. This shows how FM is continuously getting more complex.

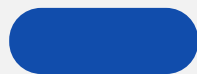


The role of FM is not just to deliver the best service, but to challenge the organization it is working for with new technology. FM can play an innovative role. What's more, FM can evaluate its impact by measuring the right data and assessing the user experience. For the latter, facility managers need to talk to people.

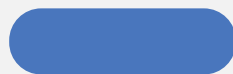
FM is really a reporting role. We're there to ensure people work and live in the best conditions possible within a certain company culture and are empowered to support the achievement of strategic goals.

Once a company realizes that, it can start to identify the right KPIs and you can get feedback from people – users, clients, and employees. Of course, this has become more complex with the emergence of hybrid working environments. Clear communication and reporting ensure people are able to work and live in the best conditions possible – it brings FM closer to the people it's serving.

## How to identify the right KPIs



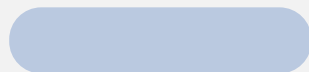
**What is your desired outcome?**



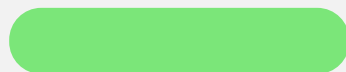
**Why does this outcome matter?**



**How are you going to measure progress?**



**How can you influence the outcome?**



**Who is responsible for the selected outcome?**



**How will you know you've achieved your outcome?**



**How often will you review progress towards the outcome?**

Experience is  
about emotion,  
and emotion  
drives conversion

INTERVIEW



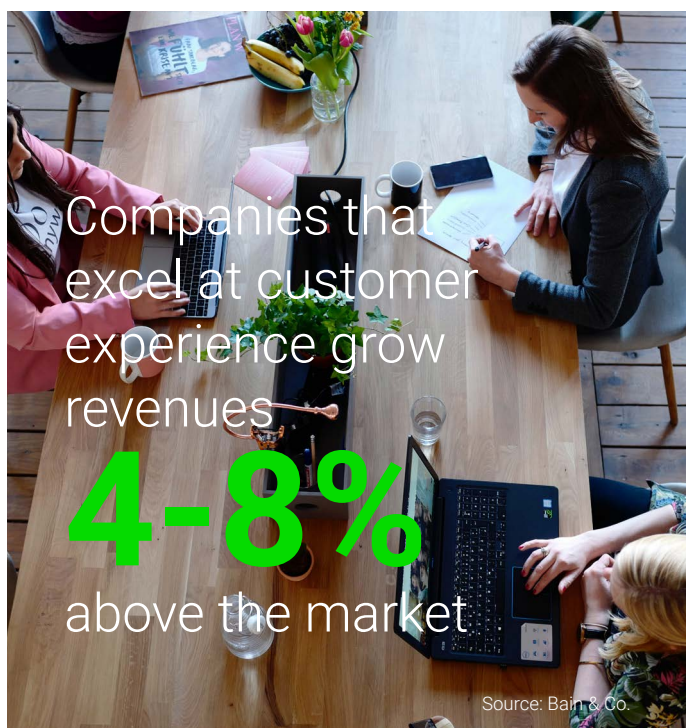
**Matthias Peter is the Head of Business Development at Honegger,** a supplier of several building services, including facility management, cleaning and healthcare. Peter has board level experience on both the supplier and client side, and is committed to the digitalization process.



### What role does customer experience play in the successful delivery of facility services?

Customer experience is everything. It is key in achieving our main objective: establishing deeper involvement and long-term relationships with our clients. It's hugely important to prioritize experience for everybody using the built environment. Experience is about emotion, and emotion drives conversion. The built environment can help support the emergence of more attractive spaces, which ultimately – in combination with a good service – increases revenue turnover. We need to attract people to stay within the built environment. There are so many aspects where FM can be used to improve the overall experience. FM providers need to convince real estate owners and investors that they are the right company to deliver not only, say, cleaning services, but even more – to provide value-added service or even integrated services in the core of a client's business.

It's also important to remember that services are impacted by people. So you need positive, well-trained, knowledgeable people with the right tools in order to deliver services at the right time and to the expected quality level. Transparency is also key – for investors, clients and other users who are impacted. Implementing easy-to-use processes is a big help to employees seeking to deliver high-quality and transparent services. It's here that transparency helps to improve quality and feedback, as well as for evolving the service offering.



**“Customers expect support from their facility service provider to grow in their digital transformation.”**

### Which sort of new services are being asked for by clients?

We find a variety of services in the supply chain, and services to make the office space more attractive. These are primarily technology-driven. Customers are correct in thinking they have to be more digitally focused. Customers are searching for FM providers that can support digital transformation. This is also a generational thing. Younger people are used to working with digital devices in all parts of their lives and are demanding services in the built environment that take this into consideration. People are demanding better ease of use and they are not prepared to wait. For example, they expect express check-in because their details have already been filled in via mobile. We have to respond to these new demands.

### Which client stakeholders influence the identification and delivery of facility services?

There are new stakeholders in the FM world, of course. Previously, there was one customer expert, or a small group at most. Now, there are many new stakeholders (within production, HR, IT, QM for example) asking how FM can support them to have a bigger revenue, improve worker retention, or measure their sustainability.

### How do you define TFX services to support client objectives?

It's a creative process – and not always an obvious one. It has a lot to do with supply chains, the quality of the services, and how a facility looks and feels. On the supplier side, one might ask, “how can we support companies to deliver goods faster and in the right proportion?” On the facility side, one might ask, “How can we improve the quality of stay with broader and more attractive services?” On the maintenance side, the questions asked could be, “How can we improve our transparency together? How can we deliver the agreed service level? How can we best document costs? And what decision is best in the interest of the client?” It is a process to find this out – it isn't always straightforward.

### Could you talk about the importance of communication in successfully integrating the supply chain within client services?

Communication is crucial, because without it, there is no transparency. This is achieved with a system that reveals if services are progressing correctly. Ultimately, this means there are no surprises. There can always be something that goes wrong, but customers are particularly aggrieved if they don't have visibility into the situation. Better communication means better relationships. It improves customer loyalty.

### What challenges could a facility service provider encounter when trying to implement a TFX strategy?

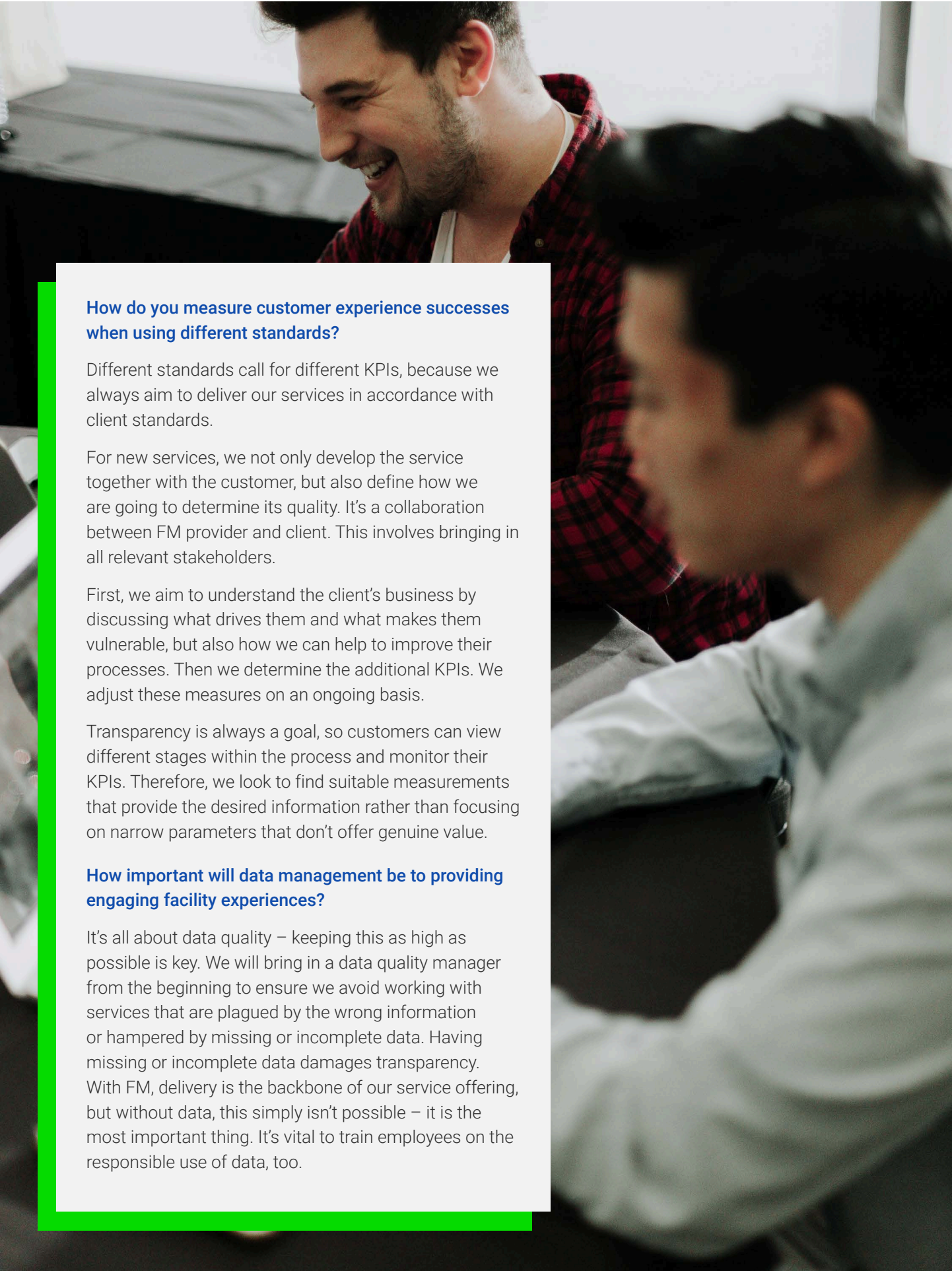
It's not always easy to find the right people, so often we develop personnel internally. It is becoming increasingly critical (and challenging) to find good people. Being able to offer interesting jobs within the FM market does confer an advantage here but it is still difficult. Another problem emerges if you are inventing new services. We should try to maintain existing standards, or the technology can become too fragmented, making it difficult to tackle different specifications.

On a data level, we need common structures or the interfaces used can become too complex and costly. But creating a common data environment is not easy. You need software that is open. The Construction Operations Building Information Exchange (COBie), used when using Building Information Model (BIM) solutions is one particular non-proprietary standard for data modelling in FM that can support customers when ordering services, but problems can still emerge – especially around things like invoicing and subcontractor management. Lastly, there are challenges around technology integration and achieving transparent communications.



**“Transparency is key** and can be achieved with a system that reveals if services are progressing correctly.”





### **How do you measure customer experience successes when using different standards?**

Different standards call for different KPIs, because we always aim to deliver our services in accordance with client standards.

For new services, we not only develop the service together with the customer, but also define how we are going to determine its quality. It's a collaboration between FM provider and client. This involves bringing in all relevant stakeholders.

First, we aim to understand the client's business by discussing what drives them and what makes them vulnerable, but also how we can help to improve their processes. Then we determine the additional KPIs. We adjust these measures on an ongoing basis.

Transparency is always a goal, so customers can view different stages within the process and monitor their KPIs. Therefore, we look to find suitable measurements that provide the desired information rather than focusing on narrow parameters that don't offer genuine value.

### **How important will data management be to providing engaging facility experiences?**

It's all about data quality – keeping this as high as possible is key. We will bring in a data quality manager from the beginning to ensure we avoid working with services that are plagued by the wrong information or hampered by missing or incomplete data. Having missing or incomplete data damages transparency. With FM, delivery is the backbone of our service offering, but without data, this simply isn't possible – it is the most important thing. It's vital to train employees on the responsible use of data, too.



# Delivering outcomes; not box-ticking

**John Raspin is a partner at Frost & Sullivan and director of their Energy and Environmental practices.**

John has recently been working on a hypothesis that technology and sustainability will dictate success after the pandemic. Certainly, in terms of technological acceleration, John has seen the workplace of the future arrive ahead of schedule.



## What role does customer experience play in the successful delivery of facility services?

From my point of view, it's absolutely huge. At Frost & Sullivan, we've seen over the last five or six years that the FM industry is moving towards delivering outcomes rather than just box-ticking. We witnessed this transition with customer experience becoming a critical factor for service providers.

What's really at the root of TFX is this transition, which has accelerated. By experience, I mean the end-user experience. For facility service providers, stakeholders once meant cleaners and other service personnel, so facility service providers made sure facility teams were happy. But now, properly understanding CX means thinking about services from the point of view of the end-user as well.

Ultimately, it comes back to the question of what a facility service provider is delivering. Previously, it may have been clean buildings, for example, and this is still an important part of any contract, but happy end-users are what facility service providers are trying to deliver today – and this is a more powerful value proposition.

Particularly in Europe where there is a more mature FM market, competition means you don't want the entire value proposition to be based on simply making things work at a competitive price. A value-added proposition is part of your exit from the cost trap and needs to be part of the journey when talking to different stakeholders. If you are selling a TFX package, it may not be facility managers that you are selling to. It may be the CFO or regional leader.

"Instead of just serviced buildings, facility service providers **now aim to deliver happy end-users** every single day."

You are not selling something based on how well an asset is performing, but on how well a business is performing due to that asset.

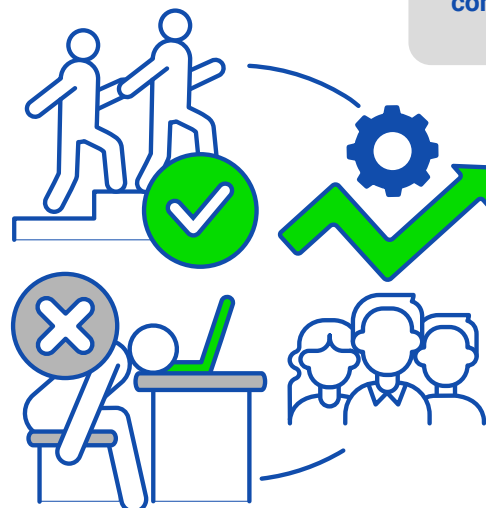
## Which client stakeholders influence the identification and delivery of facility services?

If a company takes a traditional approach and doesn't evolve stakeholder roles, traditional stakeholders may take more of a backseat. The alternative is that the roles of these stakeholders change and become more strategic. In the past, these roles may have been seen as purely technical service-orientated ones. The alternative is to re-empower them – making individuals more important and working more closely with senior management.

More complex service solutions, like IFM, are the fastest-growing parts of the market. Globally, IFM still accounts for just 10 to 15%, however, so there remains plenty of potential to evolve – and this needs rethinking by suppliers and customers. IFM represents a huge opportunity. More complex solutions and more sophisticated delivery models are set to play a huge role within TFX – but we're not necessarily there yet.

## Engage with interested stakeholders

Support employee engagement, wellness, and productivity



Build stronger connections together

Deliver better experiences



### How important is customer journey mapping against service delivery processes when it comes to identifying the right technologies for required services?

If you are a service provider and you're shifting your value proposition, you have to know the client's business and sector inside out. Understanding employees, customers, and trends is critical. This is the reason why FM service providers have become more vertically aligned with customer sectors. There are more differences between these sectors than there are regarding the types of facilities needed. It is easy to fall into the trap that all buildings are similar and so the needs are similar too. If you want to offer a more sophisticated value proposition, it must come with an understanding that you need to be having unique conversations with each client.

### What challenges are emerging for service providers as they go down this route?

The single biggest issue is measuring and tracking success. Around five to seven years ago, the language in the industry started to shift, seeing FM as a driver of productivity. In the beginning, this was part of a marketing pitch – people knew that they could talk about it easily, but it's harder to draw up a contract where you are selling, say, productivity. Now we are at the stage where this represents a clear opportunity. The part that is still difficult, however, is measuring and monitoring. Certain metrics are easier to link to FM than others. Data from user satisfaction surveys can be used but a truly integrated data-rich measure of impact remains in development.

“We still have a long way to go in finding the right KPIs to measure service delivery performance, but **we are heading in the right direction.**”

### What are some examples of the KPIs that firms are using?

You can see that measurement has been easier in some areas than in others. The problem with some metrics is that they are a bit trickier to nail down. In an office environment, these may be more subjective, like satisfaction data, but you can look at HR data or time-based metrics to gain a more objective measurement. Perhaps the end goal is growth, performance or productivity of a particular business. We may be some way off that yet due to there being too many variables, but I think this is the direction we are moving in.

### How important are communication technologies to facility service delivery experiences?

Seeing service providers as collaborative partners is essential. It has become more difficult to compete on a basic service level – it's about added value. It's about the ways you can make customers and employees happier or more efficient. The more creative FM companies are the ones that recognize that in the future they will almost become like consultants. Once you're thinking like that, you start to open the door to new ways of thinking when talking to clients. The selling point is not, for example, the number of engineers available, but the outcome they can deliver or the technology that they use.



### How can existing technologies support the successful implementation of a TFX strategy?

On the technical services side, there has been huge growth in remote asset management. In addition, many sectors are accelerating the connectivity of their assets. This is not necessarily a new trend, but the technology has evolved very quickly – which is partly COVID-related. In terms of energy and sustainability, this is also part of a TFX offering. Here, there is a performance element but also a reporting one. The latter is exploding into life from a relatively small base, but a big opportunity is still in front of us.

Data management is important to providing engaging facility experiences. Innovations like BIM and digital twins are becoming whole lifecycle solutions. We are at the beginning of this journey, but the pandemic has taught us that too many companies were happy to be technology followers. Suddenly, they had to find new solutions quickly. Developments around things like the cognitive building, or the AI building, are parts of the FM journey that are just beginning.



# Use data to provide engaging facility experiences

# Succeed in the hybrid working era with a Brick-Bytes- Behavior approach

INTERVIEW

A portrait of Niclas Elfström, a middle-aged man with short brown hair and a light beard, smiling. He is wearing a grey blazer over a white shirt with a small blue pattern. The background is dark grey.

**Niclas Elfström is responsible for EYs Workplace Technology advisory in the Nordics** and has nearly two decades of experience as a management consultant within Real Estate, Facility Management and Outsourcing. Niclas has been responsible for over 65 strategic workplace projects in 45 countries.





### What role do you see CX playing in the successful delivery of workplace services?

The pace of change in the facility management industry over the last three years is the biggest we have seen in the past two decades. Workplaces are increasingly driven not only by customer perspectives, but also on new demands from an upcoming generation of employees. In the companies' war for talent, the power has definitely shifted onto this stakeholder group. The workplace must support employees in their productivity, health, and engagement with the organization.

This transition has also come about because real estate functions realize that employees represent a key asset for companies. These have the highest value – more even than the building. Of course, buildings also have a huge value, but employees are the real value drivers. An improved workplace experience by employees leads to better customer experiences, which in turn, leads to positive business outcomes. So, delivering a good experience is a priority for the workplace and real estate function. A good experience means that the company is more likely to achieve its goals. To deliver that, however, you need to build the right strategy that prioritizes experience.

### Do you also think that the health, well-being, and happiness of the service provider employees are important in terms of interactions in the workplace?

It's about more than providing new services. You can offer hospitality services, but the most important thing is how you interact with the client and maintain a TFX perspective. It's about including experience in all the things you are delivering – a combination of technology, service and mindset. This requires a relationship between the provider and the customer beyond the service contract. More and more, it becomes clear that a true partnership provides the needed trust and flexibility to drive long-term value generation, TFX experience, and innovation.

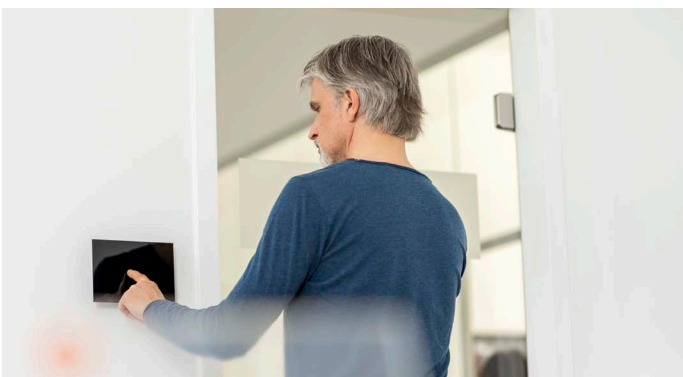
**"In the light of TFX, the happiness of service provider employees is a key ingredient for building trust and loyalty with clients."**

### What stakeholder on the client side do you see as being most influential for relationship building?

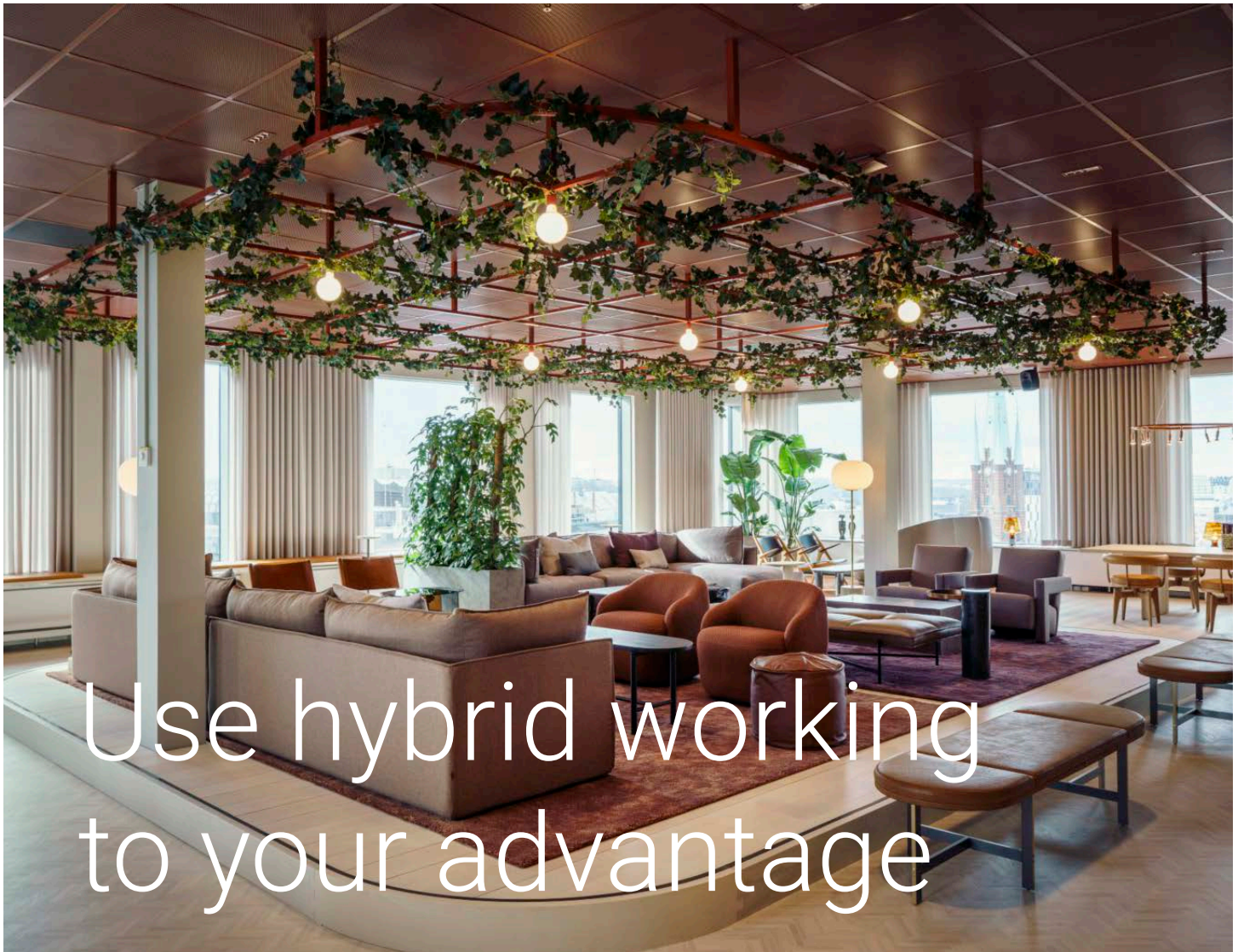
At EY, we believe in the "Bricks, Bytes and Behavior" approach, in which Bricks represents RE & FM, Bytes is IT, and Behavior is HR. These three functions need to be aligned when creating the right experience. So, delivering a positive impact on experiences requires that you engage on the strategic level in a cross-functional approach (Bricks-Bytes-Behavior). These functions have always worked side-by-side, but now, to really succeed in creating the workplace of the future, they need to interact in a completely new way.

### Do you see customer journey mapping as adding value when delivering this alignment?

Absolutely. We have helped numerous companies in terms of setting a "workplace of the future" strategy, which requires engaging with the three functions (bricks, bytes, and behaviors) and mapping out the customer journey as well. You need to define the role of the office, what your approach to hybrid working is, and what your ultimate goal is. From there, you can start formulating your workplace and technology design – how to set up meeting rooms, desks, and collaboration areas. All this is dependent on a company's workplace of the future strategy.







# Use hybrid working to your advantage

## **Working with clients, do you see hospitality features becoming more important within the corporate workplace?**

Given that the employee and workplace experience is of increasing importance, it has become critical to make sure everything works in a smooth, efficient, and productive way. In today's world, where hybrid work is more common, you need to motivate people to come to the office. This is still where employees interact directly and where corporate culture is shaped.

There are certain tasks that still need to take place in the office, but you shouldn't force workers back – you should encourage them. Employees must be free to choose where they work. If you stimulate them to come to the office through hospitality or well-being services, people will come in willingly and it's easier to create a strong company identity.

Working in a hybrid way enables workers to become more engaged because you aren't pushing them to work in a particular manner. Sometimes you might be more productive at home, and other times in the office. It also improves sustainability because you can optimize the use of workplace resources.

## **Hybrid working is not just about the services offered, but also the design of the workplace and the technology available. Who should be responsible for these areas?**

Firstly, you need all relevant stakeholders on board and to set up a steering group for all three functions: building services, workplace design, and related technologies. You then need to map out competencies in these three areas. You need to integrate these competencies – you can't properly facilitate a hybrid environment by working in silos. It's also vital to see hybrid working as an opportunity – not a threat.



### How often do you work on projects where the necessary components are brought together from the start?

We see that most companies are aware of this approach today, which is a positive trend. Five years ago, this was certainly not the case. However, some companies continue to work with the office as they did previously – or are driving hybrid working in a siloed manner. For those companies, we are seeing much lower levels of success in terms of actually transforming how people work and realizing the associated value.

**“Don’t force employees back to the office.** Instead, encourage them with the ability to connect, innovate, and have fun in an inspiring workplace.”

### Besides inertia, what are the other major challenges you are seeing?

One challenge is bringing forward the business case around hybrid working. Soft FM service providers can offer support here. Before approving projects like these, you always need to show their value using strategic analyses and having benchmarks ready. Bringing in partners that have evidence of these kinds of projects is also useful for demonstrating results, allowing FM service providers to show other stakeholders that hybrid working can drive value, while demonstrating what industry competitors are doing, and what a client’s workplace roadmap should be going forward. We would always advise the creation of a structured pre-project timeline to build the right business case for hybrid working. That helps overcome any remaining inertia.

### Aside from larger enterprise customers, do you see interest in employee-focused projects from smaller players, too?

It does not at all depend on the size of the company. It is more about company goals and the chosen strategy to achieve these. If you are competing for talent and you want to deliver on the shifting needs of today’s workforce, there are key questions that need to be considered.





A photograph of two women in a modern office environment. The woman on the left, with curly hair, is seated in a brown leather armchair and holds a tablet, gesturing with her hand as if explaining something. The woman on the right, wearing glasses, is seated in a black metal chair and listens attentively, holding a pen. A glass coffee table with papers is in front of them. The background shows a large window and industrial-style ceiling beams.

# CONCLUSION



# Learning from experience

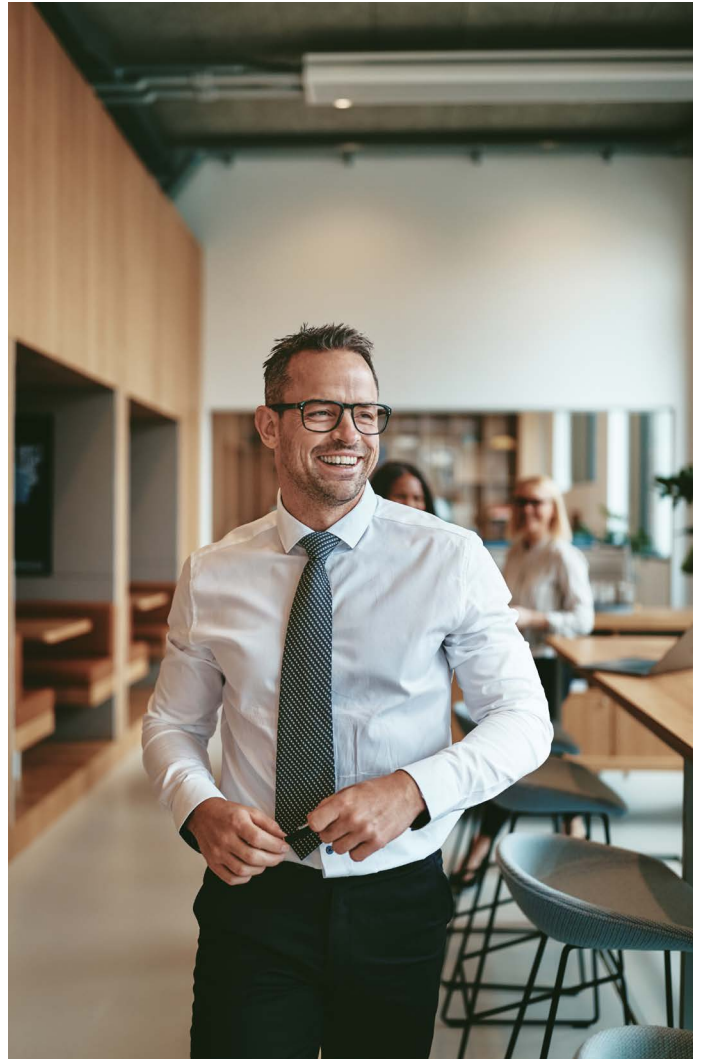
Historically, experience has been managed within silos. Customer experience, employee experience, user experience, and multiexperience have traditionally all been managed separately. Unfortunately, this often led to a disjointed services experience. As our five interviewees have explained, this siloed approach is no longer working.

With an acceleration in the use of mobile and hybrid working environments, alongside the growth in the IFM outsourcing market, customers are no longer willing to put up with a fragmented end-user experience. They expect high-quality, people-centric, and performance-based delivery of facility services. Outsourced facility services are expected to support facility and workplace experiences that are aligned with client brand positioning. To meet these increasing demands, facility service providers will need a smarter, more experience-focused approach to service delivery.

In response to these market shifts, it is hardly surprising that Gartner selected Total Experience as one of its top strategic technology trends of 2022. But the growing focus on experience is no flash in the pan. It is essential for future-facing businesses.

**By 2026, 60% of large enterprises** will use total experience to transform their business models to achieve world-class customer and employee advocacy levels.

In speaking with our experts, it became evident that FM services delivery now depends on the interconnectedness of different experiences. Far from being a box-ticking exercise, it has become essential for employees that these services help to create a nice environment to work in.



As well as incorporating hospitality features to provide a pleasant experience, FM service providers will need to think more broadly around customer, employee, user, and multiexperience, as well as how those four aspects of FM interact with one another. A greater focus on customer journey mapping, data-driven decisions and the emotional impact of FM was cited by all our interviewees, demonstrating that the delivery of TFX is possible – but only for facility service providers that are open to change.

# Get started with a TFX Strategy

## Key Questions

### Have you invested in your employees?

It's important to remember that services are also defined by the people who deliver them. So you need positive, well-trained, and knowledgeable people with the right tools in order to deliver services at the right time and to the expected quality.

### Are you invested in your client for the long-term?

The number of stakeholders involved in FM contract negotiations has grown markedly, increasing complexity and the time required to negotiate a contract. In the past, you may have had three to six months or a year, at most, to negotiate a contract. Now a lot of deals take more than two years.

### Are you constantly evaluating the value of innovation to your business?

The role of FM is not just to deliver the best service, but to challenge the organization it is working for on the use of new technology. FM can play an innovative role. The more creative FM companies are the ones that recognize that in the future they will almost become like consultants. Once you're thinking like that, you start to open the door to new ways of talking to clients.







## **Have you aligned your facility services with the strategic needs of clients?**

In today's world, where hybrid work is more common, businesses still need to motivate people to come to the office. This is where TFX can be used to deliver an attractive experience for employees, their guests, and customers through hospitality services.

## **Which technology solutions will flexibly fit your current and future needs?**

Appropriate data management and the right performance indicators are important to providing engaging facility experiences. FM service providers need to be able to bundle a variety of data sources together to come up with a holistic dashboard when delivering TFX.

## **How can a service provider become the custodian of customer experience?**

The end-user experience is becoming a key value driver. The FM industry is moving to deliver outcomes rather than box-ticking. This transition to focusing on customer experience is becoming a critical factor for service providers.

## **How can your services emotionally connect with stakeholders?**

Emotion is an important aspect of the workplace experience – and emotion drives conversion. Ultimately, FM is about people – and emotions are a major part of that.



# How can Planon support you?

The Planon Facility Services Business Solution is a unique software platform that includes both process management solutions and integration capabilities.

**Visit the library on the Planon website** to explore valuable resources on TFX, related topics like hyperautomation, and detailed information on how the Planon Facility Services Business Solution can help you benefit from a “Total Facility Experience” at scale.

Find out how Planon can optimize your service delivery and help your company focus on TFX. **Get in touch with us today.**