What Metallica and Justin Bieber Can Teach Us About Innovation Within Facilities Management

(Before It’s Too Late!)
Vision Statement
The FMCC is the resource and voice for Facility Management Consultants worldwide to leverage our collective expertise to benefit IFMA members, and the Facility Management profession.

Mission Statement
To serve as a global Facility Management consultants' resource and representative for Knowledge Sharing, Networking and Business Opportunities in support of our impact upon the built environment and value to their clients.
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• Polls will be used throughout the webinar
• Q&A at the end of the presentation
• Quick survey at the conclusion of the Webinar
• PowerPoint & Recorded Webinar will be available online via FMCC’s Website (fmcc.ifma.org)
• Your Participation is Greatly Appreciated!
Today’s Presentation

Moderator: Josh Amos
IFMA Components Liaison

Presentation Title:
What Metallica and Justin Bieber Can Teach Us About Innovation Within Facilities Management:
(Before It’s Too Late!)

Presenter(s): Chris Payne
Principal at CSS Consultancy
Learning Objectives

1. To gain an understanding of innovation within facilities management.
2. Help you benefit from the learning within other industries.
3. Encourage you to identify ways to improve innovation within your own organization and within your FM contracts.
4. To share some ideas for remaining relevant within a crowded marketplace.
5. Show you how to use some tools to help you plan your own innovation journey.
Presenter Bio

Chris works in a global consulting capacity to help facilities management providers embed innovation and more efficient ways of working within their delivery contracts.

He’s a huge fan of Justin Bieber.

(See more at: cssconsultancy.com)
Participant Poll #1

What is your music preference?
1) Justin Bieber
2) Metallica
3) I don’t know who they are
4) I refuse to admit anything
5) None of the above
A tale about relevance

“Organizations need to keep delivering value to stakeholders [and consumers] to remain important and needed”

Beerel (2009)
A tale about relevance
A tale about relevance
A tale about relevance
A tale about relevance

Incremental Innovation (Marginal)  Radical Innovation (Disruption)
Innovation lowers the costs and/or increases the benefits of a task.

Fresh thinking that creates value.

Innovation is the creation of something new.

Innovation is converting ideas to numbers.

Innovation is really about responding to change in a creative way; it’s about generating new ideas, conducting R&D, improving processes or revamping products and services.

There are lots of definitions of innovation.

Innovation is the creation of the new or the re-arranging of the old in a new way.

The introduction of something new.

Innovation is the specific instrument of entrepreneurship... the act that endows resources with a new capacity to create wealth.

Innovation is about people creating value for stakeholders by implementing new ideas.

Any creative idea, getting implemented or realized successfully, is innovation.

New products, business processes and organic changes that create wealth or social welfare.

Innovation: Something new and uniquely useful.

Something new or different introduced.
Innovation is about people creating value for stakeholders by implementing new ideas.

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The introduction of something new.

Innovation is the creation of something that improves the way we live our lives.

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The term innovation may refer to both radical and incremental changes to products, processes or services.

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Innovation: Something new and uniquely useful

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What is innovation?

Innovation is about **people** creating **value** for **stakeholders** by implementing new **ideas**

**People**
- Suppliers
- Employees
- Customers
- End users
- Consultants
- Partners

**Value**
- Cost
- Advantage
- Safety
- Ease
- Time
- Satisfaction

**Stakeholders**
- Suppliers
- Employees
- Customers
- Users
- Consultants
- Shareholders
- Community
- Partners
- Industry
- Investors
- Government

**Ideas**
- Efficiency
- Complimentary
- Evolutionary
- Revolutionary

**The evolution of innovation:**
- Technology push (‘50s – late ‘60s)
- Market pull (Late ‘60s – mid ‘70s)
- Coupling/interactive (Mid ‘70s – end ‘80s)
- Integrated/process (End ‘80s – early ‘90s)
- Networking (Early ‘90s – ’00s)
- Open innovation (’00s – ‘10s)
- Open innovator (‘10s onwards)

- Kotsemir & Meissner ‘13
What is innovation?

Innovation is about people creating value for stakeholders by implementing new ideas.

Typically, innovation results are measured in financial terms based on Return On Investment (ROI) calculations. This is also known as ‘thin value’. From a service perspective, ROI can extend to encompass health, safety, quality and environmental metrics in addition to customer satisfaction levels and loyalty. This is sometimes referred to as ‘thick value’.

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| Community | Partners |
| Industry | Investors |
| Government | |
What is innovation?

Innovation is about **people** creating **value** for **stakeholders** by implementing new **ideas**

Author Wayne Burkan in his publication entitled ‘Wide Angle Vision’, suggests that innovation is driven by disgruntled customers, off the scope competitors, rogue employees and fringe suppliers.

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Research shows that without new ideas, organizations often become complacent based upon past experience, partly driven by institutionalised behaviours and a focus on the internal development of their own structure.

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(BBC News, 2012)
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Why is it important?

Seven out of 10 corporate chiefs in the UK are over-reliant on fading revenues, and more than a quarter fear their business model will no longer work by 2017.

(BBC News, 2012)

FT (28/4/2014)
Once a company’s growth has stalled, the probability that it can successfully re-accelerate growth is only 6%.

Historically, less than 10% of companies have been able to sustain for more than a few years the growth that creates above average shareholder returns.

Clayton Christensen; The Innovator’s Solution
58% of business leaders in large UK companies admit their management team is failing to effectively lead for innovation.

Eyes Wide Shut: Leading for innovation in post-recession Britain

93.5% of 1500 CRE executives cited face-to-face collaboration as a critical success factor in achieving innovation.

Cushman & Wakefield: Joint survey of CRE Executives conducted in partnership with CoreNet Global 2012

68.9% rated the physical work environment as an important factor in innovation.
Why is it important?

When evaluating contract bids and tenders, 86% of people procuring bundled services believe innovation is important, second only to cost.

Time for change in FM - Interserve & Sheffield Hallam Research (October 2013)
Almost 80% of Facilities Managers are measured first on performance against Budget. As a cost centre it is an area where budgets can be cut to make savings.

86%

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Time for change in FM - Interserve & Sheffield Hallam Research (October 2013)

RICS: Raising the Bar 2012
Why is it important?

68% of CRE teams are seeing increased demand from senior leadership to improve the productivity of the real estate portfolio.

72% of CRE teams experience demand to deliver clear enhancements to workplace productivity.

28% of CRE teams are “well equipped” to meet the demands of senior leadership.

61% of CRE teams experience demand to deliver improved worker productivity.

48% of CRE teams view financial constraints as the greatest limitation on CRE from enhancing its strategic position.
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JLL: Global Corporate Real Estate Trends 2013
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What is driving it?

- Automation through cheaper technology, improved scale-of-economies and material advances
- Global trade, outsourcing and market diversification
- Technological advances
- Changing customers and needs
- Intensified competition
- Changing business environment

Influence of global trade, economic cycles and government policies

Population profiles (age, employment and affluence) in addition to increased expectation of choice
What is driving it?

Changing business environment

1. Ernst & Young: Tracking global trends 2014

Estimates show that 70% of world growth over the next few years will come from emerging markets, with China and India accounting for 40% of that growth. 1.

Between now and 2050, the world’s population is expected to grow by 2.3 billion people, eventually reaching 9.1 billion. Over 80% of future demand will come from Asia. 1.

Organizations are beginning to acknowledge their share of responsibility for the problem of the overwhelmed employee and take steps to solve it. 3.

Instead of a “China strategy” or an “India strategy,” companies will begin formulating strategies for particular cities, or for city clusters. 1.

Over the last five years, FM deals involving international buyers have risen from around 5% of the market by volume to almost 20% in 2013. 2.

Companies die because their managers focus on the economic activity of producing goods and services, and they forget that their organizations' true nature is that of a community of humans. 3.
According to market research firm Frost & Sullivan, while sustainability itself was the main focus of FM in 2010, workplace management will lead the charge by 2020.

Most CRE teams are finding it challenging to continue achieving year-on-year cost-saving targets through tactical means, as most of the easier opportunities within portfolios have already been realized.

Sixty-five percent of companies around the globe are having problems sourcing critical-skill talent. In the fast-growth markets, the problem is particularly acute.

Occupiers cited human resource factors, such as recruiting, workforce productivity and improved work/life balance over cost factors, such as reduced facility costs and lower churn as drivers of workplace change.

Economic realities and capital expenditure constraints have maintained pressure on CRE teams to implement short-term tactics, often to the detriment of longer-term strategic moves. This focus has been aimed at bolstering corporate financial performance through cost savings and/or capital release.
Corporations now compete globally for increasingly scarce technical and professional skills. 2.

Companies that succeed in building a global “supply chain” for skills will be positioned for success in innovation and performance. 2.

The deals that are seeing the likes of CBRE acquiring Norland, and Germany’s Bilfinger securing Europa are highlighting the trend for property managers to acquire FM providers and vice versa. 1.

Specifically, one of the big challenges that companies face when putting in place more centralised processes is to avoid stifling the innovation that can be generated within many quasi-independent entities. 1.
All companies are in the technology business. 1.

The amount of digital information created each year will increase to 35 trillion gigabytes by 2020, requiring 44 times more data storage than in 2009. 1.

FM continues to be “bombarded” by new technologies – ‘green’ technologies, the ‘Cloud’, wireless power; BIM, building sensors, and more. 2.

As building systems become more complex, advanced technologies have become readily available that allow integration of multiple streams of data, giving FMs an unprecedented level of access and mobility that did not exist just a few years ago. 3.

Innovation will create new opportunities and generate value, by successfully exploiting new and improved technologies, techniques and services, overcoming cultural and process barriers. 3.

Collaborative 3D Building Information Modelling (BIM) with all project and asset information, document and data in electronic format, will be required on all UK government construction projects by 2016.
What is driving it?

1. Taxation – efforts to maximise tax allowances while encouraging inward investment
2. Innovation – greater encouragement and investment in use innovation to stimulate growth
3. Building and infrastructure – government incentives to invest in efficient buildings and facilities
4. Education – focus on private partnerships with education institutions to stimulate excellence
5. Industry focus – heavy investment in specific sectors (e.g., aerospace, materials and energy) to stimulate jobs, growth and global standing
6. Political reform – overhaul of the political system to meet public demand
7. Healthcare – improved healthcare services reliant on private sector innovation and investment in resources

 dalamak – occupation activity to combine FM with workplace 6.0
2. Globalisation – greater emphasis on overseas markets through alliances and expansion
3. Workplace – greater experimentation to reduce GBE overhead burden
4. Efficiency – embedding technology and monitoring throughout the environment to minimise cost
5. Central focus – greater variance in investment between urban and rural areas
6. Renewable energy – improved storage means energy pricing is cheaper

1. Remote working – greater adoption of remote working
2. Knowledge working – variation of zero-hour contracts to encompass all employees
3. Corporate strategy – greater synergy of assets and integrity of the enterprise
4. Human resource – management – focus on motivation and productivity
5. Social inclusion policies – enhanced endeavours to have better rights for minority groups
6. Personal monitoring – acceptance of personal monitoring and service targeting

1. Internet of things – monitoring and automation
2. Communionisation – proliferation of replacement
3. Additive manufacturing – 3D printing of components
4. Consolidated reporting – combined, independent metrics through big data
5. Automate vehicles – improved logistics through self-driving transport
6. Open source plant and equipment – rapid replacement of assets
7. Energy storage – improved energy storage encourages greater renewable energy growth

1. Social media reform – greater definition of legislation surrounding online communication
2. Regionalisation – reduction in large offices and increase of specialist regional law offices
3. Minority group support – isolation to better support minority groups in the workplace
4. Energy – greater support to energy projects through appropriate legislation
5. IP protection – emphasis on making the patent system more accessible, supporting innovation and invention
6. Data access and privacy – extended legislation around data protection and the right to access and self-personal data

1. Workplace reform – emphasis on improving the workplace to reduce costs, improve productivity and attract talent
2. Three space growth – investment in community shared office space to support a mobile workforce
3. Energy impact – improved renewables performance and storage
4. Decentralised growth – growth in cities around the UK
5. Communications – improved communication links encourage decentralised growth hubs
6. Sustainability agenda – elevated focus on sustainability as a corporate obligation
7. Investment – increased investment in renewables and sustainability at regional levels
How do FM organizations currently innovate?
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- Organizational: Structure, Governance, Communication
- Marketing: Delivery model, Staffing, Fulfilment
- External: External drivers, Competition, Alternative
- Service: Delivery model, Staffing, Fulfilment
- Technology: Reporting, Monitoring, Measuring
- Process: Business model, Finance, Growth / market / competitor, Culture, Scale and scope, Relationship
- Customer: Control / compliance, Business systems, Performance improvement

Enterprise | Operational
How do FM organizations currently innovate?
How do FM organizations currently innovate?

- **Quality**
  - Revisions to existing services
  - Improvement of existing services
- **Service Improvement**
  - Existing services applied in new ways
  - Improved services that deliver similar performance at lower cost
- **Replacement**
  - Substitute services that deliver improved performance at lower cost
  - New complementary services
  - New services to new markets
- **Disruptive / Revolutionary**
  - New-to-the-world displacement services
How do FM organizations currently innovate?
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- 65%: Doing the same things, better.
- 25%: Doing better things.
- 10%: Doing entirely new things.
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- **65%** Doing the same things, better.
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**Percentage Distribution**

- Too Much: 65%
- Not Enough: 25%
- 10% in the remaining categories.
How do FM organizations currently innovate?
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How do FM organizations currently innovate?
Where do you innovate?

- Organizational
- Strategy
- Marketing
- External
- Customer
- Service
- Technology
- Process
Where do you innovate?
### Where do you innovate?

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Where do you innovate?

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HIGH IMPACT & INVOLVEMENT
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**Marketing**

LOW IMPACT - HIGH INVOLVEMENT
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**Strategy**
Where do you innovate?

Where do they feel pain?
How can the relationship be improved?
What are the ‘strategic imperatives’?

Compliance / KPIs / SLAs
End user fulfilment
R3 (Right Thing, Right Fix, Right Time)

Adoption plan
Utilization audit
Opportunity review

Wasteful effort
Resource utilization
Improvement planning

Organizational
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Process
Author Wayne Burkan in his publication entitled ‘Wide Angle Vision’, suggests that innovation is driven by **disgruntled customers, off the scope competitors, rogue employees** and **fringe suppliers**.

“It is my belief that, by and large, there is one and only one source of innovation, whether it’s internal IS/IT systems, recruiting systems, or whether it’s the development of a technical product. **And that source is: Pissed-off people.**”  
Tom Peters
Where do you innovate?

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Where do you innovate?
Participant Poll #2

How do you deal with innovation within your workplace?

1) As part of an embedded system
2) On a case-by-case basis
3) Through line management or personal development plans
4) We don’t have any process for capturing innovation
How do you measure innovation?

“We don’t”

Nine out of 10 FM providers polled have no mechanism to measure innovation within their contracts or their business.
Nine out of 10 FM providers polled have no mechanism to measure innovation within their contracts or their business. "We don’t".
Improving innovation

Implementing an innovation strategy

Source: http://timkastelle.org/blog/2012/04/the-innovation-matrix-explained-innovation-competence/
Improving innovation

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Starting your innovation journey

1. Decide where to innovate
2. Set incremental objectives
3. Define how you will innovate
4. Include everyone
5. Monitor, adapt, improve
Improving innovation

Implementing an innovation strategy

Step 1
Decide where to innovate
Improving innovation

Step 1
Decide where to innovate

Implementing an innovation strategy
Improving innovation

Implementing an innovation strategy

Initiating innovation

1. **Inspiration**: Examples from other industries or applications
2. **Information**: Data driven exercises, focused on metrics and quantitative measures
3. **Initiative**: Personal empowerment to pursue enhancements and alternatives
4. **Invention**: Focused challenges and problem solving to address specific performance and improvement areas

Step 1
Decide where to innovate
Improving innovation

Implementing an innovation strategy

Initiating innovation

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Improving innovation

Implementing an innovation strategy

Step 2
Set incremental objectives

- UNICORNS
- STARS (AT RISK)
- WORLD CLASS INNOVATORS
- ACCIDENTAL INNOVATORS
- FIT FOR PURPOSE
- POTENTIAL STARS
- NOT INNOVATING VERY MUCH
- THINKING ABOUT INNOVATION
- BEWILDERED

INNOVATION COMMITMENT

INNOVATION COMPETENCE

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Improving innovation

Implementing an innovation strategy

Step 2
Set incremental objectives
Improving innovation

Implementing an innovation strategy

Step 2
Set incremental objectives

INNOVATION COMMITMENT

INNOVATION COMPETENCE

UNICORNS
STARS (AT RISK)
WORLD CLASS INNOVATORS
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INNOVATING VENTURE
THINKING ABOUT INNOVATION
BEWILDERED

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Improving innovation
Implementing an innovation strategy

Step 3
Define how you will innovate
Step 3
Define how you will innovate

Improving innovation
Implementing an innovation strategy
Step 3
Define how you will innovate
Improving innovation

Implementing an innovation strategy
Step 5
Monitor, adapt, improve

Implementing an innovation strategy

Improving innovation

Innovation Index 61.9%
Previous Index 55.9% Movement in Period (6.0%)
Starting your innovation journey

Implementing an innovation strategy

1. Decide where to innovate
2. Set incremental objectives
3. Define how you will innovate
4. Include everyone
5. Monitor, adapt, improve

Improving innovation
Improving innovation

Implementing an innovation strategy

1. Decide where to innovate
2. Set incremental objectives

Starting your innovation journey

5. Monitor, adapt, improve

A journey of a thousand miles begins with a single step
- Laozi
Improving innovation

What next?

► Don’t get stuck on the definition
► Culture is a catalyst to innovation
► There is no right or wrong way
► You already do the behavioural stuff
► The challenge is not the ideas, it’s collecting them and acting on them
► What gets measured gets done
► Who is responsible?
► What works for one, doesn't necessarily work for the other
► The journey of a thousand miles...
► Learn from failure and remember what Tom Peter’s said
► How will you start?
► How will you finish?
Q&A

Chris Payne

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IFMA FMCC Live Webinar – “Learnings from WWP Denver and Town Hall Meetings”
by Val Moraes, Teena Shouse, David Reynolds, Geoff Williams & Joachim Hohmann
Date: November 12th, 2015
Time: 1:00 – 2:00 PM Eastern Time Zone (USA)

IFMA FMCC Live Webinar – “Well brought up KPIs don’t bite! Train your KPIs for process improvement”
by David Reynolds
Date: November 19th, 2015
Time: 1:00 – 2:00 PM Eastern Time Zone (USA)

IFMA FMCC Live Webinar – “Evolving FM in Saudi Arabia- It’s old, it’s new, and it’s different!”
by Stephen Brown
Date: December 3rd, 2015
Time: 1:00 – 2:00 PM Eastern Time Zone (USA)

SAME-IFMA Facilities Management Workshop 2016
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April 12 - 14, 2016
Indianapolis, Indiana, United States
Register »

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May 4 - 5, 2016
Montreal, Quebec, Canada
Register »

IFMA’s World Workplace Conference & Expo 2016
Oct. 5 - 7, 2016
San Diego, CA, USA
Register »

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- Corporate Real Estate Council / W.E.
- Environmental Health & Safety Council
- FM Consultants Council
- Food Service & Restaurant Council
- Information Technology: Council
- Legal Industry Council
- Manufacturing, Industrial & Logistics Council
- Museums/Cultural Institutions Council
- Public Sector Facilities Council
- Religious Facilities Council
- Research & Development Facilities Council
- Utilities Council

To learn more visit [http://ifma.org/community/industry-councils](http://ifma.org/community/industry-councils)
Thank you for joining us!

Please take a moment to answer our brief survey at the conclusion of the webinar.

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