

Assessment of Facilities Management Performance in Selected Real Estate Business: Basis for Crafting a Policy Framework

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Abstract

Facilities Management (FM) role becomes more significant in the day-to-day operations of most of organizations. The FM team ensures that operations of organizations will run smoothly without downtime, provide safe working environment, comply with regulators, and provide one-stop-shop service for employees that can benefit the organization in retaining and attracting top talents. This research aims to assess the performance of FM before the pandemic, and the start of the new normal and compare the operations on these timelines to identify the inefficiencies and opportunities for improvement that can lead to an effective, efficient, and consistent quality performance. The researcher includes the assessment of gaps, management capabilities, technologies, factors influencing performance and productivity, and ways of adapting to the changing external business landscape. To interpret the collected data, frequency and percentage, mean and standard deviation, Pearson-r correlation were used in quantitative data, and thematic analysis for the qualitative responses. The data gathered from the FM team supporting different clients and as senior leaders, signifies that there is no significant difference in operations and technology to support clients. However, minor improvements and recommendations by senior leaders can be considered and can contribute to effective and efficient operations.

Keywords *Facilities Management, Facilities Management Performance, Performance Before the Pandemic and New Normal, Real Estate*

INTRODUCTION

According to Business Mirror (2019), “the real estate market in the Philippines continues to grow at a phenomenal rate as the Philippines continue to be a major investment destination for Fortune 500 companies that directly impacts not only real estate commitments but also job creation.”, however, since the presence of commercial real estate businesses in the country is still in its infancy, the companies as well as its services, are still not known to many. In the past, Facilities Management (FM) has been considered a discipline that values safety and comfort and now it has evolved and is being viewed as a discipline that creates value for the organization (Nota et al., 2021). The benefits that facilities management brought have impacted the cost and savings of the organization, prompting much greater attention in the field as a whole (Valuekeep, n.d.).

The role of FM becomes a significant part of the day-to-day operation of most companies, from ensuring that the business will have minimal downtime in their daily operations, equipment maintenance services are performed, ensuring a safe and comfortable working environment, compliance with existing legal requirements, to providing solutions to any building premises issues that can negatively affect productivity and efficiency within the workplace. Because facility management is one of the core supports of the business, effective and efficient performance must be delivered. To meet the expectation, the management should have the right capabilities, challenges must have been addressed, and necessary tools and strategies should be implemented and aligned with business strategy. It is mentioned by Nota et al. (2021) that human factors such as competencies and capabilities affect the facilities management’s role in determining performance. It is necessary to



measure performance in order to effectively control the operation and contribute the realization of the goals of the organization. It is important to continuously assess and examine the performance of facilities management to identify the inefficiencies and opportunities for improvement. Identifying and monitoring the right performance indicators, innovation, as well as benchmarking allows for improvement compared to other different facilities or organizations.

According to Ikuabe et al. (2022), one of the significant challenges to the facilities management service delivery is keeping abreast with innovative technologies that keep them in line with planning and decision-making. In the study by Kinsey Global Institute (2017), they specified that the facilities management industry is ranked 21st among the 22 industries in the adoption of digital technologies. It is just a testament that facilities management has been in its infancy in most countries and is now gradually absorbing the benefits of technological advancement (Ikuabe et al., 2022). The study of Nota et al. (2021) provides evidence that facilities management system can contribute to the improvement of the organization. Facilities management's current practices require technologies to integrate and manage information easier than additional methods (Marmo et al., 2019). Adapting to this advancement has the huge potential to improve the facilities management performance and increase the satisfaction of clients and employees. Catalyzed by technology, the profit margin of real estate and its facilities management tends to increase and generate more profit for the organization, increase productivity, and reduce downtime and inefficiencies.

Like the facilities management functions that Drewett (2020) discussed, maintaining and optimizing the workplace, streamlining the processes, as well as integrating technology are just a few of the requirements that we are expecting FM to deliver. Despite the potential of facilities management to enhance organization, there is a dearth of information on facilities management regarding operational efficiency, and technical and organizational issues affecting its effectiveness.

LITERATURE REVIEW

According to Atkin and Brooks (2021), measuring the performance level will illustrate that the service being given by service provider such as facilities management team is the agreed and has met the expectation. With evaluation such as governance review ensure that there is a counter checking and balance of the performance that is being supported by FM team and its counterpart. According to Wiggins (2021), there is a need to measure the performance level against the agreed service level agreement keeping in mind the key performance indicators. There are some instances where some sort of penalty or payment like "fees at risk" model will result from poor performance. In some companies with more advance technology, the data is being monitored real-time wherein client or customer can browse the report real-time. According to Wiggins (2021), monitoring the data real-time allows the performance to be measured objectively. Some identified benefits include reduced administration costs and less manual inputting of data, reduce dispute, and reduction in failures in meeting the service levels.

CBRE (2018) mentioned in their research that for the companies to remain competitive, they should evolve and adopt the application of technology enhancements, and developing the skills and resources. A workplace that functions efficiently and effectively is the best place for employees, and the best group to deliver that is the facilities management team. There are necessary skills needed that were mentioned by different authors in both literatures and studies, such as leadership skills, staff should be equipped with the right

technical skills and knowledge to manage the facility, availability of right technology to support the operational requirement, and availability of performance measurement tools for review and validation. In every organization, the right set of skills is necessary to run the business, likewise, in facilities management. Choosing the right people or developing them to become competent in the FM field is necessary to support the client/customers in their daily operations and achieve their business strategy.

According to Sari (2018) the practice of building facilities management in Asia and Africa is still in its infancy compared to other regions like Europe and USA. Sari (2018) added that on some survey in Asia, there are low awareness in the importance of facilities management practice towards the better performance of the workplace. The method that is being used in these countries is mostly traditional such as reactive maintenance rather than preventive or proactive maintenance. Reactive maintenance is a method of repair that is not efficient since it could cost three to four times more than the proactive maintenance for the same repair. Facilities which are still implementing this kind of conventional maintenance strategy often spends more time, resources and become financially burdened. There is unnecessary waste of resources, ineffective inspections, and leaving the client's premises vulnerable to equipment failure (Miller, 2022). Hence the benefits of having predicted maintenance strategy reflects on the company making the client's employees safe and satisfied and operation efficient and effective. In terms of janitorial services, the facilities management were challenged by this pandemic. The need for disinfection and ensuring the health and safety of building occupants became the most important task of FMs. During this time, the facilities management were able to provide a robust sanitation plan and some were able to provide technology in monitoring the health and operations of the business. Some companies with the support of FMs were able to collect data from occupancy sensors, provide smart bin sensors for hazardous and non-hazardous waste, smart washroom sensors, and other technology that helped the janitorial activities and improved the sanitation (Miller, 2022).

The opportunities for FM are created by digitalization and sustainability, with combination of environmental and social aspects (Brochner et al., 2019). To make the workplace safer, more efficient, and compliant, Nickl (n.d.), stated that the facilities management should consider the assessment of the facility. The employees are the most valuable asset of the organization and its critical that they know, especially in this new normal, that the facilities team put their safety first. It is also the opportunity to build the trust and reassure the stakeholders that FM are on top of everything workplace related. Under some local regulations, health, safety, and welfare of the employees must always considered and ensure facilities are properly maintained and remain in working order (Nickl, n.d.).

Technology has brought a lot of changes to the industry and changed the way building's function; the environment is now more agile (Butler, 2022) and easier to track efficiency, maintenance and operational business goals. For example, using IoT sensors with an intelligent building management platform can monitor energy consumption, occupancy and desk reservation, meeting room reservation and maintenance, indoor climate, equipment condition and other factors that can contribute to the operating expense of the company (Pohl, 2022). There are few local companies that are now offering IoT sensors like Host from CBRE and Tririga from IBM in supporting and managing the facilities operation especially in this new normal wherein different working models are implemented. Before the pandemic, the critical and necessity to the productivity of the employees are the conventional workplace wherein they have a physical workstations dedicated to them in order to deliver their job. However, the pandemic changed how companies run their operation and for some proved that having conventional workplace is not the show stopper.



According to Boland et al., (2020), the new means of working was forced as the result of the pandemic and organizations should adapt to provide the employees with safe, productive and enjoyable workplace. On the onset of pandemic, companies and its management have to think faster on the ways on how they can cope and continue with their business operation. Many people were surprised by how they can quickly adapt to the needs and eventually effectively work from wherever they were. Furthermore, the pandemic accelerated the digital transformation and became a driver for the flexible working model, which in turn reduces premises cost and increase productivity of employee outside or inside the workplace (CBRE, 2021). According to Zhenmin, UN Under-Secretary-General and Head of UN DESA, “the post-COVID-19 era will bring forward a new normal – one that will accelerate digital transformation in many areas.” (United Nations, n.d.). The workplace may have not changed for some, but organizations need to embrace technology and digital transformation to adapt, adjust and prepare for the future (Melamed, 2021). The bottom line, aim of the position is to reduce the outgoing costs of the organizations and ensure that the business objectives are being met. In the past years, for some more developed countries, Industry 4.0 has been implemented and aimed to improve the efficiency of operations and reduce costs. Furthermore, this also marked the importance in facility management in adopting the technology in their operations (Nota et al., 2021). Smart technologies give information and offer a roadmap for improvement and make it possible to understand what is happening in the office buildings like never before. Of course, it is necessary at first to invest in these kind of technologies, but the result of innovative technologies can reduce office building operating expenses and eventually can maximize the return of investments (Pohl, 2022). The study of Burns (2017), suggested to create FM 5.0 to take us out from the downward spiral and leverage huge advances of Data 3.0 and Industry 4.0. According to him, the FM 5.0 will release the potential of smart working environment. The central theme of facilities management in the future is for happier, healthier, and more productive people; from the food served, to the air provided to them, it will be the cleaners, caterers, engineers or the numerous teams to unlock these benefits.

Now with the start of the new normal, the challenge of the companies is bringing in back the employees in offices gradually. In line with that, it is also a challenge to facilities management in ensuring that workplace is safe to employees and its visitors. Building owners and facilities management must comply to local regulators and for some with OSHA recommendations to ensure that anyone entering the building will feel safe and comfortable. As mentioned by Miller (2022), “combining smart facility management and safety through robust tech-driven solutions can help protect occupants and create more inviting environments.” And a competent facility manager will ensure that premises will meet all the required standard, if not exceed expectation. Workplace comfort strategy ensure that employees will have psychological comfort, the facilities management can configure the workplace in a way that employees will feel safe and secure. They can provide some structure using zoning to divide and control functions and activities. The facilities management team can provide collaboration and shared spaces to provide different ambience and environment to the people that will make them more relaxed and more empowered workforce. These kinds of shared spaces are an attempt to “create a better fit between the available space and work processes” (Manca et al., 2018). An efficient, pleasant and dynamic workplace will enable a feeling of safety, improve performance, boost productivity, and improve collaboration; it fosters happier employees and ultimately, better business for clients. According to Anderson et al. (2021), the experts said that in by 2025, the industry

will be far more tech driven that will allow people to live smarter, safer and more productive, which will result to better economy.

On another note, benchmarking and innovation are some strategies that business can use to manage performance and improvement. Lee et al. (2021) stated that benchmarking helps to increase performance level and service quality of the facility as well as making strategies that is considered competitive in the industry. Gajjar et al. (2018) stated that performance measurement process like the use of rating systems in scorecards can result in customer satisfaction and efficiency in the operation. Moreover, the author added that risk and poor performance will be reduced when performance is measured and corrected. There are positive implications in delivering new strategies that facilities management can deliver. Properly quantifying performance with the use of measurement tool like key performance indicators and by benchmarking are some best practices that facilities management can adopt and implement. FMs need to understand the proper use of key performance indicators, where they can use in their strategic planning and be the best in the industry (Voordt and Jensen, 2018).

As the Philippines started to return to normal, real estate business together with its FM needs to rethink about the best strategy they will need to stay in the game and client to be well satisfied with their performance especially now that most companies are thinking of having diverse workplace or the so called future of work. Real estate and FMs need to think of solutions that will encourage productivity and collaboration within. There are also noted the high attrition rates as early as first and second quarter of the year. The reason being is that other companies offer better flexibility, hence people are transferring to companies offering this flexibility. The pandemic has brought a different kind of working and environment to everyone, hence for some, looking for a more flexible solution is the right way to go. With all these considered, it is inevitable to have a better quality performance and have an effective and efficient facility operation.

IMPLEMENTATION METHOD

The respondents of this research study are the senior leadership of real estate business and facilities managers, facilities coordinators, facilities maintenance, or designated site leads of its facilities management that are supporting different clients/companies located in the Philippines. The research instrument/tool that was used by the researcher to collect, measure, and analyze data is a researcher developed online based survey questionnaire. The researcher followed a mixed method approach wherein both qualitative and quantitative data are used within the study. Quantitative questions are answered by FM Site team and qualitative by senior leaders. Before the actual data gathering, the questionnaire was reviewed by experts both from Academe and the industry to assess whether the questions cover the intended result. The survey questionnaire aims to answer the difference between the facilities management model before pandemic (2019) and the start of new normal (2021). The rationale being that new data can be used to develop a new and enhanced facilities management framework, capitalizing on known model or approach strengths, and eliminating the gaps and weaknesses.

RESULTS AND DISCUSSION

Demographic Profile of Respondents

Table 1 below shows that the majority of those who responded to the survey are aged 31-35 years old and works in facilities management field. There are very minimal respondents who are in their early stages of their career, as well as very minimal who are in the late stages of their career since FM in Asia is still in its infancy (Sari, 2018).



Table 1 Frequency and Percentage Distribution of Respondents in terms of Age

Age group	Frequency	Percent
21-25 years old	3	3%
26-30 years old	16	16%
31-35 years old	26	25%
36-40 years old	24	23%
41-45 years old	18	17%
46-50 years old	9	9%
51-55 years old	4	4%
56-60 years old	3	3%
TOTAL	103	100%

Table 2 below describes the years of experience; most respondents have 6-10 years of experience in the field, only few have more than 20 years, and no respondents have experience more than 31 years. Since the facilities management field in the Philippines is still in its infancy, hence, most of the respondents are connected with their respective companies fifteen years or less. This aligns as well with the paper of Sari (2018) stating that the practice of building facilities management in Asia and Africa is still in its infancy compared to other regions like Europe and USA.

Table 2 Frequency and Percentage Distribution of Respondents in terms of Years of Experience

	Frequency	Percent
1 – 5 years	29	28%
6 – 10 years	31	30%
11 – 15 years	28	27%
16 - 20 years	10	10%
21 – 25 years	4	4%
26 – 30 years	1	1%
TOTAL	103	100%

Table 3.1 and 3.2 below shows the educational background composition as well as the area of discipline of the respondents. Most of the respondents completed a bachelor’s degree since the basic requirement in the facilities management field is a graduate in Engineering courses or similar and this is aligned with what Chan (2018) mentioned in his article. He stated that facilities management should have at least bachelor’s degree and should have multi-discipline and good basic education and ideally have bachelor’s degree with a strong technical skill in Engineering, however, good degree of Management is handy as well. FMs that pursue Master’s degree are usually those that want to climb the ladder and manage the wider operations; and no respondents from the field who have doctorate degree.

Table 3.1 Frequency and Percentage Distribution of Respondents in terms of Educational Background

	Frequency	Percent
Bachelor’s Degree	64	62%
Vocational/Diploma	32	31%
Master’s Degree	7	7%
TOTAL	103	100%

Table 3.2 Frequency and Percentage Distribution of Respondents in terms of Discipline or Area of Specialty

	Frequency	Percent
Engineering - Mechanical, Electrical	60	58%
Other	20	19%
Business Administration/Management	19	18%
Financial/Accounting	3	3%
Architecture/Interior Design	1	1%
TOTAL	103	100%

Table 4 shows the company model; most respondents answered that they are classified as a third-party provider for different clients. Companies are outsourcing their facilities management service, with a cost saving as the primary motivation. Having in-house facilities entails more cost to the company than outsourcing because companies may need to invest in training and other operating costs. Furthermore, having experts from third party facilities management can increase overall efficiency of the company since they can focus on their core business, it helps reduce their risk, companies can leverage on the third party’s technology and innovations, and many more.

Table 4 Frequency and Percentage Distribution of Respondents in terms of Company Definition

	Frequency	Percent
Facilities Management as 3rd Party Provider	74	72%
Facilities Management, Organic	23	22%
Consultant	3	3%
End-user	3	3%
TOTAL	103	100%

Gaps in facilities management performance

Table 5 reflects that based on the data gathered from the facilities management team, it was concluded that there is no significant gap identified before the pandemic and the new normal. Although most of the respondents perceived that there is no gap in operations, there are still approximately 38% who think that facilities’ operation needs improvement. As expected, the researcher’s also thought about the enhancement on facilities operations.

According to Ndlovu (2021), the facility support should continue to develop their competencies. To remain competitive in the markets, FMs should consider improving their standard operating procedure, and develop key performance indicators or scorecards (Geerdink, 2020). Furthermore, the data gathered also points out that for some organizations,



there are no specific changes in the operations comparing pre-pandemic with new normal (Melamed, 2021).

Table 5 Comparison of Facilities Management Gaps Before Pandemic and New Normal

Gaps Identified in Following Areas (Survey question # 6)	Before Pandemic			New Normal		
	Gap Identified	No Gap Identified	Mode	Gap Identified	No Gap Identified	Mode
a. Technology Availability	38	65	No Gap identified	37	66	No Gap identified
b. Technology Support	41	62	No Gap identified	39	64	No Gap identified
c. Training	42	61	No Gap identified	41	62	No Gap identified
d. Standard Operating Procedures	36	67	No Gap identified	42	61	No Gap identified
e. Policies, Standards & Guidelines	37	66	No Gap identified	40	63	No Gap identified
f. Key Performance Indicators	37	66	No Gap identified	35	68	No Gap identified
g. Skilled Staff	38	65	No Gap identified	36	67	No Gap identified
h. Skilled Management	38	65	No Gap identified	34	69	No Gap identified
i. Leadership Support	39	64	No Gap identified	38	65	No Gap identified
j. Scalability or ability to adapt the ever changing terrain and hybrid workforce	35	68	No Gap identified	42	61	No Gap identified
k. Mobility of facilities team to handle multiple branches	40	63	No Gap identified	43	60	No Gap identified
Mean	38.27	64.73	No Gap identified	38.82	64.18	No Gap identified

Management capabilities and technology

Table 6 shows the competencies of the facilities management team before and after the pandemic. Based on the results of the interview, some of the respondents observed no changes in the facilities management pre and during pandemic. Several respondents perceived that the facilities management team become more creative during this pandemic to support facilities management operations. Despite different views on the competencies of the facilities management team, it is observed that consistently facilities management operations remain efficient and functional before and during the pandemic.

Table 6 Competencies of FM Team before the Pandemic and New Normal

Qualitative question # 8: What do you think are the significant difference in the competencies of the facilities management team before the pandemic (2019) and now in the new normal (2021)?

<p>Theme 1: No observed changes</p>	<p>“No significant changes. Should be the same. The business approach did not change. One key item might just be familiarity with space planning, utilization, and familiarization with technology and its applications to our business.” P8</p> <p>“In my point of view, there is no difference. The pandemic challenged the operations of the real estate business, but being in a highly adaptable and flexible team doesn't change our competencies.” P9</p>
<p>Theme 2: Innovative</p>	<p>“FM practitioner has more access to upskilling tools now as compared to before the pandemic”. P5</p> <p>“I think today's team is more "urgent innovative” P6</p> <p>“The ability to provide logistical support even during the pandemic”. P2</p>

Table 7 shows the four needed technologies according to senior leaders in order to support the business operations during the new normal. Internet, cloud-based monitoring, desk reservation system, and meeting platforms are not considered luxury but a necessity to run the operations during this new normal. Some technological advances like machine learning, internet of things, and sensors that can capture basically anything can impact efficiency and innovation (Romper, 2017, as cited in Geerdink, 2020). These tools support in the monitoring and reporting especially nowadays that hybrid solutions or future of work is being implemented; operations is now remotely done and practiced in the new normal. In creating a safe and healthy environment, the workstation or seats can now be reserve using advanced technology which in IBM, they called Dynamic Space Planning (DeKeyrel, 2020). Furthermore, to stay connected and still practice collaboration between teams, meeting platforms are necessary in all companies.

Table 7 Needed Technology to Support the Business Operations during the New Normal

<p><i>Qualitative question # 9: What are the needed technology/tools needed to support business operations during the new normal?</i></p>	
<p>Theme 1: Internet</p>	<p>“IoT - internet of things - to enable sensors and measuring of key equipment outputs, this could provide monitoring, reporting.” P8</p> <p>“Internet is now considered as a necessity rather than a luxury” P9</p>
<p>Theme 2: Cloud-based monitoring</p>	<p>“Cloud based monitoring and control of environment and building management systems. Cloud based site monitoring.” P2</p> <p>“Cloud-based tools / Internet of Things - As sustainable development progresses to Smart Buildings, having IoT can make remote work easier for facilities/property management.” P9</p>
<p>Theme 3: Desk reservation system</p>	<p>“Desk reservation system for companies implementing future of work and engineering remote monitoring system” P1</p>
<p>Theme 4: Meeting platforms</p>	<p>“Space Planning Platforms - to help the business do some capacity planning and analysis on seat utilization”. P8</p> <p>“Conference programs such as zoom, teams, Skype or google meets Scheduling programs (which can be joint/shared) such as google calendar, Asana, or Outlook” P3</p>



FM performance and productivity

Table 8 shows the important factors that influence the performance and productivity in facilities management team before pandemic. These factors can influence since managing the site includes social interaction with team and clients. FM site team should understand the services agreement to avoid any confusion in the services, meet the necessary targets, and ensure implementation of processes are effective and efficient.

Table 8 Factors Influencing Performance and Productivity in Facility Management Team Before Pandemic

<i>Qualitative question # 12: What are the most important factors that influence the performance and productivity of the Facility Management team in managing the workplace before the pandemic?</i>	
Theme 1: Leadership, people skills, and knowledge of KPI Implementation	“Leadership, People skills, Knowledge in KPI implementation” P1 “Physically being there for on site management, this includes social interaction with their clients and coordination meetings with their teams Workplace set up & atmosphere Efficiency of processes (documentation, billing, procurement; etc)” P3 “The factors are leadership, employee engagement, and the company's benefits for the welfare of the staffs”. P5
Theme 2: Client and Services Provider Agreement	“Understanding the scope and contract to avoid duplication, confusion of what is covered in the contract and not ; 2. Cost and savings guidepath - most business are always looking to save cost, how can the FM team be more utilized and efficient - and still meet SLA's and KPI's ; 3. Compliance and adherence to client requirements - Operations is a 24 hour job and problems usually pop out from time to time, and having the experience to manage and what to do for usual problems that may arise”. P8 “End users requirement, Budget, Compliance” P5
Theme 3: Business Operations	“Streamlined Processes, Proper Manpower/Plantilla, Effective Communication Tools (Viber, WhatsApp, etc.), Management/Client Support and Complete Equipment” P9
Theme 4: Staff competency	“Knowledge of the role, dynamic and flexible, technology savvy”. P10 “Engage & monitor all vendors and third party services; ensure excellent upkeep of facilities; ensure the implementation and enhancement of safety and security programs” P4

Table 9 below shows the important factors that influence the performance and productivity in facility management team. Internet and digital platforms are not considered luxury nowadays but a necessity to run the operations during this new normal. These tools support in the remote monitoring and reporting now that hybrid solutions or future of work is being implemented. However, to stay positively productive, it was highlighted that right compensation and work life balance should be considered.

Table 9 Factors Influencing FM Performance and Productivity in the New Normal

<i>Qualitative question # 13: What are the most important factors that influence the performance and productivity of the Facility Management team in managing the workplace during the new normal?</i>	
Theme 1: Internet and technology	<p>“Stability of internet and having the technology capable of running the required programs (whether it be on the phone or your computer) Efficiency of processes still needed (documentation, billing, approvals; etc)” P3</p> <p>“Transition to Digital Platforms for Facility Management, Effective Communication Tools (Zoom, GMeet, Viber) Management/Client Support and Complete Equipment” P9</p>
Theme 2: Compensation and work life balance	<p>“Compensation and work life balance”. P2</p>

Table 10 shows that for FM to continually adapt to the changing external business landscape, they should consider benchmarking, listen to client needs, and have the right tools and proper training. Companies should continuously develop innovations and implement benchmarking using advanced technologies. According to Lee et al. (2021), the implementation of best practices can be beneficial to both real estate and its clients. FMs should also understand the client’s requirements to provide the right solutions and determine where changes and enhancements are needed. Finally, the right tools to support the operations and proper training for resources should be readily provided by companies to their staff for them to effectively and efficiently support the operations.

Table 10 How to Continually Adapt to Changing External Business Landscape

<i>Qualitative question # 15: How can the Facilities Management continually adapt to the changing external business landscape?</i>	
Theme 1: Benchmark	<p>“The company should continuously look for innovation and benchmark using advance processes or technologies. Furthermore, companies should invest in developing their manpower and equipped then with right knowledge to support the business.” P1</p>
Theme 2: Listen to client needs	<p>“The FM can adapt by continuously listening to the needs of the their clients. It is essential that FM also proactively recommend solutions tailored to the evolving and specific client needs.” P5</p> <p>“Ongoing assessment of client needs in order to determine where changes and enhancements are needed. Dynamic market monitoring to identify new trends which can be incorporated to client operations.” P10</p>
Theme 3: Right tools and proper training	<p>“By providing the appropriate tools and training required, efficiency and skill would be increased. Though there is a risk that better educated employees would then leave for better opportunities overseas, there would also be a risk if employees who stayed are not properly equipped to handle their job.” P2</p> <p>“Getting proper training on the new and applicable programs that are utilized on site Keeping their ears to the ground and learning not just</p>



from their own mistakes but from competitors mistakes as well Making sure they understand what their clients are looking for.” P3

CONCLUSION

This study examined the performance of facilities management before and during the pandemic. Based on the summary of findings, the researcher came up with the following conclusions:

- 1) The senior leaders and managers are middle adults, experienced professionals, degree holders, and technologically proficient. They came from third-party providers, and with clients from banking or financial business.
- 2) There are no significant performance gaps in facilities management before and during the pandemic. Management capabilities are related to technology. While technical proficiency is not related to facility management.
- 3) Leadership, people skills, technological competence, and key performance indicators are noted to be an important factors in facilities management performance.
- 4) Benchmarking, listening to clients, using the right tools, and proper training of staff help facilities management adapts to changing environment.

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