Disclaimer

This document and the information contained herein are the proprietary information of Planon and are provided for informational purposes only. All intellectual property rights in the content, including but not limited to concepts, designs, and screenshots, are and shall remain the exclusive property of Planon.

The materials presented may include conceptual designs, draft visuals, or planned functionality. Such information is provided for illustration only and does not constitute a commitment or representation by Planon. Features, scope, designs, and timelines are subject to change or withdrawal without prior notice.

Any roadmap or reference to future functionality is for informational purposes only and does not imply any obligation on Planon to deliver or commercialize the items shown. Certain capabilities may require additional licenses, services, or may not be compatible with existing customer solutions or configurations.

This information is confidential and may not be copied, disclosed, or distributed to third parties without Planon’s prior written consent.

Planon
Building Connections

From Foundation to Function:
A Practical Path to Digital Maturity in RE & FM

Joy Trinquet
Principal Analyst
Verdantix

John de Beijer
Sr. Solutions Marketing
Planon

Matt Tucker
Director of Knowledge & Insights
IFMA

Planon
Building Connections

Joy Trinquet
Principal Analyst, Verdantix

John de Beijer
Sr. Solutions Marketing, Planon

Matt Tucker
Director of Knowledge & Insights, IFMA

Today's Agenda

Learn about the upcoming **Digital Maturity Model for Real Estate and Facility Management** developed by Planon and Verdantix & see what it can do to help you set a baseline for success.

1. **From Missing Link to Linking Pin**: Responding the need for an industry benchmark around RE & FM processes
2. Deep dive into **the Digital Maturity Model for RE & FM**, including the methodology behind it & examples of output it can give organisations
3. The FM Analyst mindset of the **next generation of Facility Management leaders**
4. Q&A (submit questions via the GoToWebinar Questions box)
5. Final Takeaways from the Speakers

Planon
Building Connections

About Planon

Integrated Workplace Management System (IWMS)
Connected Portfolio Intelligence Platform (CPIP)

- Simplify operations and reduce costs
- Streamline for high performance
- Be prepared for the future
- Gain maximum choice and flexibility
- Feel at ease and in control

Planon
Building Connections

The Next Phase of Smart Sustainable Building Management

- The evolution of IWMS brings **real-time intelligence** across entire building portfolios.
- Unifies data from people, processes, buildings and systems into **one connected platform**.
- Adds **IoT-driven insights and advanced analytics** for proactive and predictive decision-making.
- Provides a single source of truth to improve **operations, sustainability and workplace experience**.
- Supports organisations across **all maturity levels**, from foundational digitisation to AI-enabled optimisation.

verdantix

Green Quadrant: Connected Portfolio Intelligence Platforms (CPIP/IWMS) 2025

Source: Green Quadrant: Connected Portfolio Intelligence Platforms (CPIP/IWMS) 2025

Planon has remained in the Leaders Quadrant since Verdantix first ran the IWMS Green Quadrant report in 2017

‘Planon’s performance in the 2025 Green Quadrant CPIP report demonstrates its strong capabilities across core IWMS functionality and its move towards CPIP. The company's focus on occupant health and safety, ESG management, and property management positions it as a solution for organisations seeking to optimise their real estate portfolio and sustainable operations.’

Joy Trinquet, Industry Analyst at Verdantix

CSP IFMA CORPORATE SUSTAINING PARTNER GOLD

Planon
Building Connections

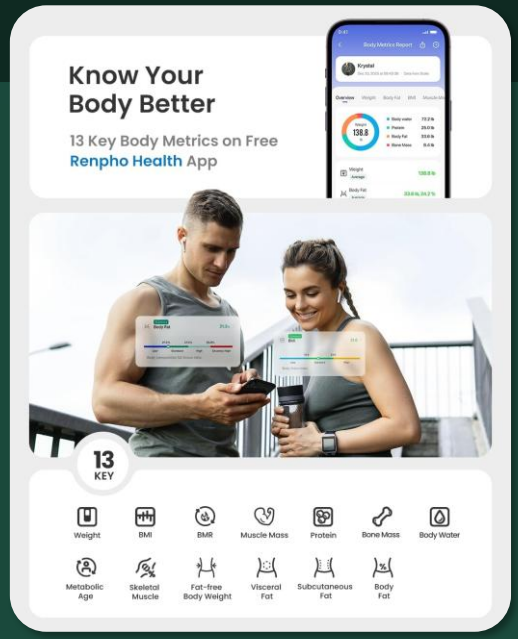
Where do you stand?

A First look at the Digital Maturity Model for Real Estate & Facility Management,
developed by Planon & Verdantix

John de Beijer, Sr. Solution Marketer at Planon

Planon
Building Connections

Where do we stand today and what is to come?

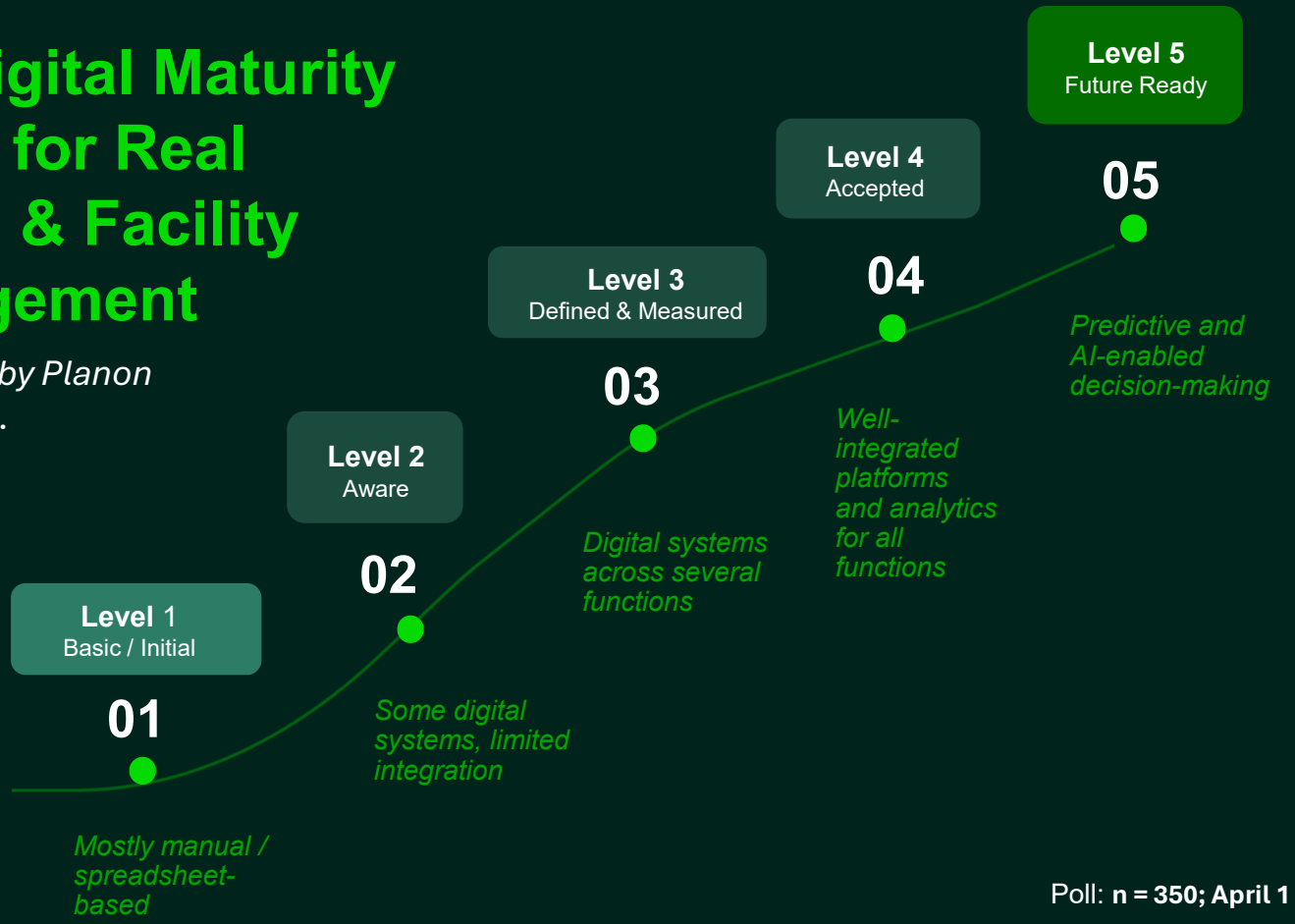


Planon
Building Connections

Today, we take a first look at…

The Digital Maturity Model for Real Estate & Facility Management

Developed by Planon & Verdantix.



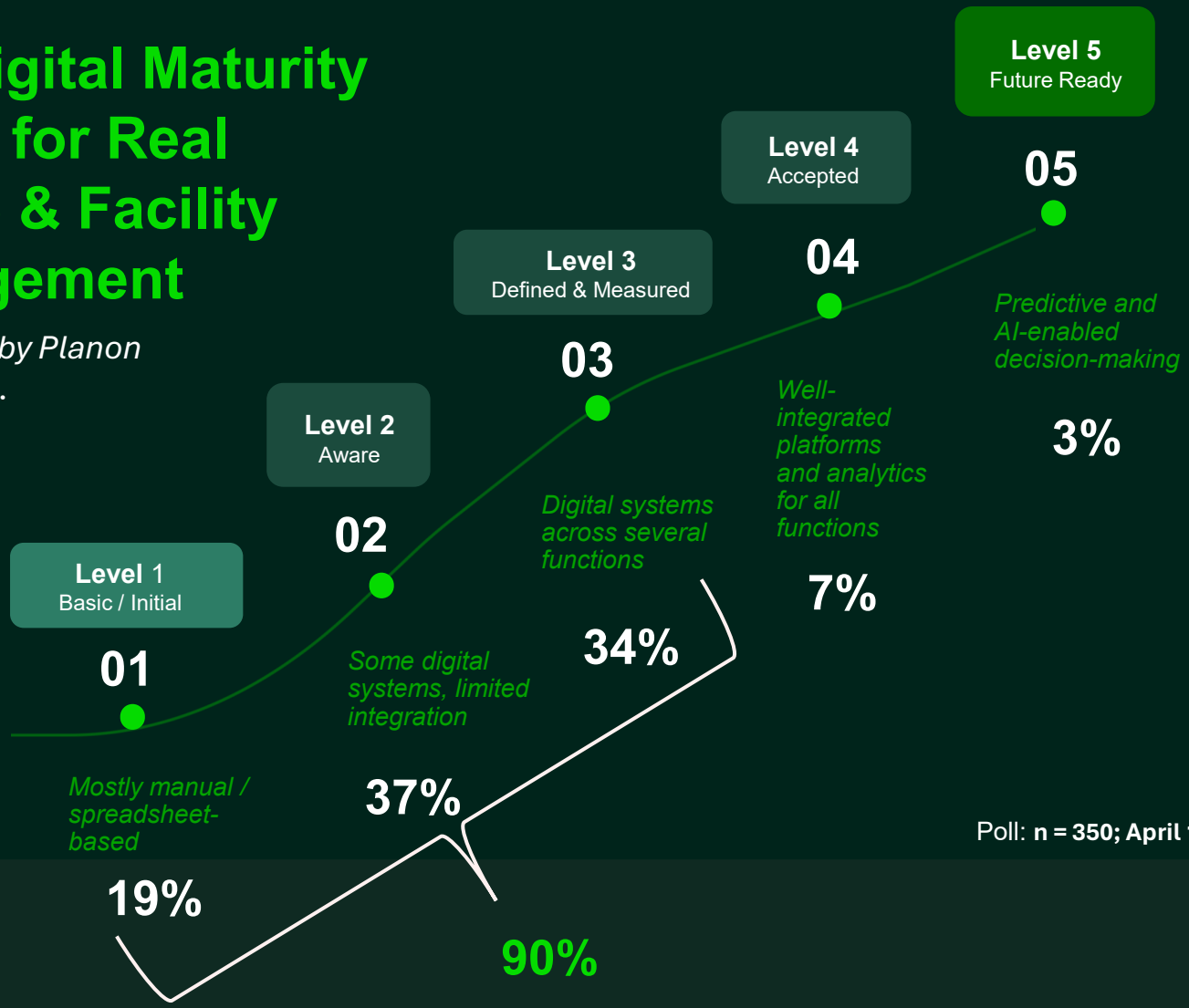
Poll: **n = 350; April 1 '26**

Planon
Building Connections

Today, we take a first look at…

The Digital Maturity Model for Real Estate & Facility Management

Developed by Planon & Verdantix.



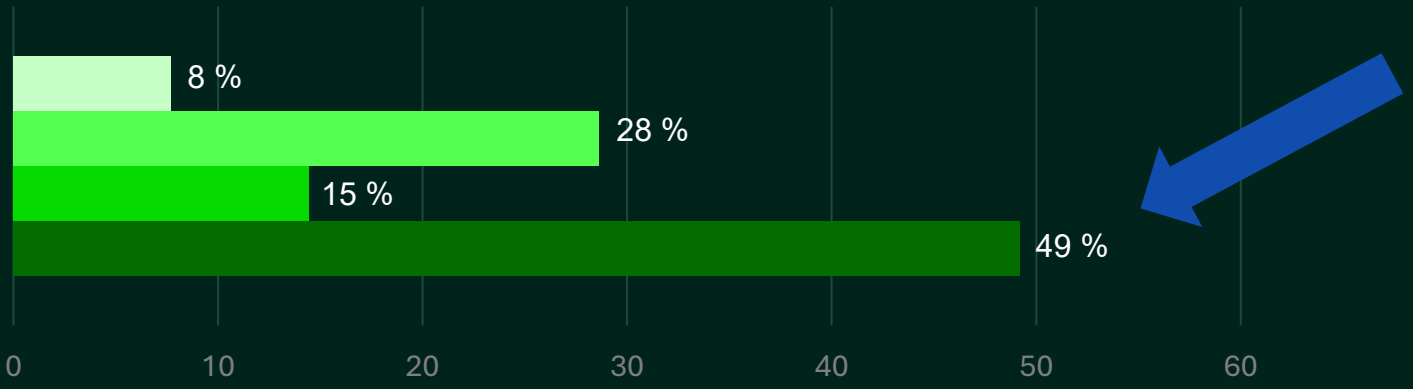
Poll: **n = 350; April 1 '26**

Planon
Building Connections

Maturity assessment without a model leads to guesswork

- Our research shows that most organisations *feel* mature but lack a structured model, creating inconsistent expectations and fragmented improvement efforts. This directly affects ROI, planning, and stakeholder alignment.
- Organisations have invested in digital tools for years, but few have a clear, data-based picture of where they stand today or which improvements will deliver the biggest returns.
- It’s our intention to help replace intuition with a reliable baseline assessment creating **clarity, control, confidence and direction.**

Which of the following best describes your familiarity with a digital maturity model for real estate & facilities management? (n = 350; April 1 ‘26)



I am familiar with a RE & FM digital maturity model and regularly use one

I am not familiar with a RE & FM digital maturity model but am familiar with an IT maturity model

I am familiar with a RE & FM digital maturity model but don't use one

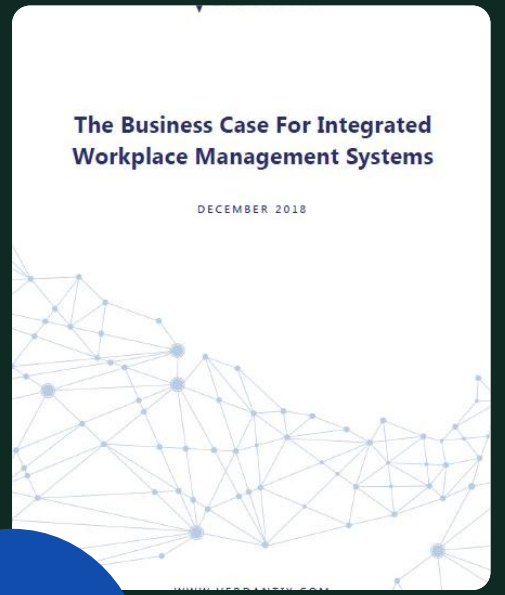
I am not familiar with a RE & FM digital maturity model/have never heard of or used one

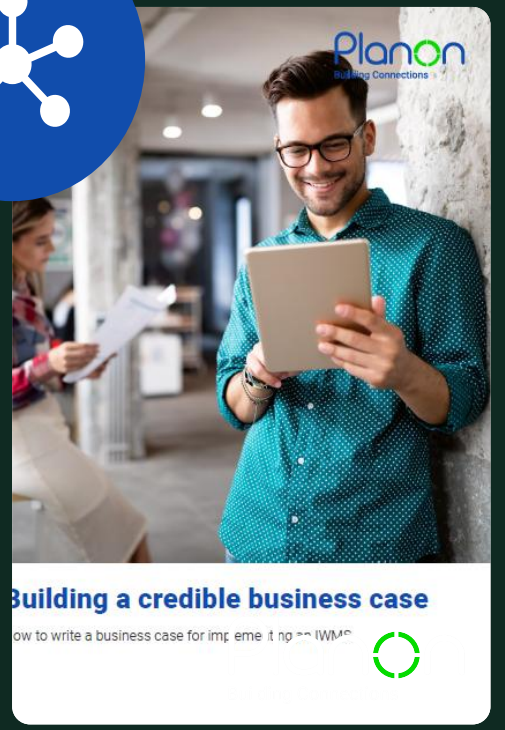
Planon
Building Connections

From Missing Link to Linking Pin

Building on earlier and new work by Planon, Verdantix, IFMA, a customer case study with HERE Technologies, repeated ROI questions, made it clear that customers lack usable benchmarks and practical guidance.

With this Maturity Model we aim to link all these efforts and bring them together in a practical maturity model with integrated qualitative ROI framework.





Best Practices: Successful IWMS/CPIP Implementations

Introducing Verdantix

Verdantix's recent Best Practices (March '26) report strongly validate the need for a maturity-based baseline.

Common failure patterns include:

- Underestimating stakeholder time and engagement needs
- Assuming data is "ready" when it is not
- Treating change management as post-go-live activity
- Budgeting only for initial implementation, not total cost of ownership

These failures cluster at **Levels 1–2** across organisation and process dimensions:

- Organisations attempt advanced capabilities without foundational discipline
- ROI expectations are set too high, too early

Planon
Building Connections

Verdantix is a research, data and advisory firm that provides unparalleled granularity of insight for leaders who need to understand how their business fits into the big picture.

verdantix
Vantage

Our research shapes buyer decisions at the world's most innovative organizations

Vantage supports function leaders across every major industry and geography, providing them with the research and analysis they need to shape strategy and select the right vendors for their projects.

amazon · AngloAmerican · AVIVA · BURBERRY · Chevron · COLGATE-PALMOLIVE · DHL Supply Chain · DIAGEO · dyson

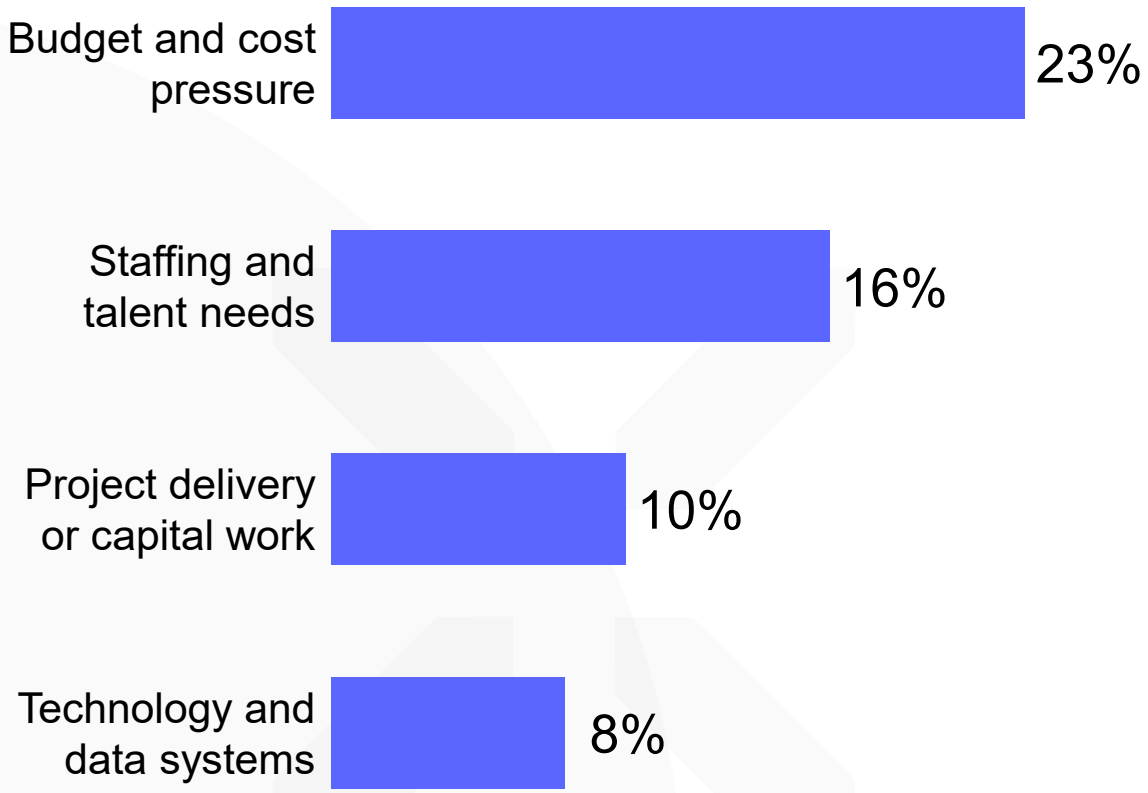
e·on · ExxonMobil · First · Google · HONDA The Power of Dreams · HSBC · IHG HOTELS & RESORTS · IKEA · Johnson & Johnson · M&S EST. 1884

Meta · nationalgrid · NORTHROP GRUMMAN · Pfizer · Red Bull · Roche · Shell · STATE STREET · Unilever · The Walt Disney Company · VISA

Why & how Verdantix-Planon built the RE & FM digital maturity model?

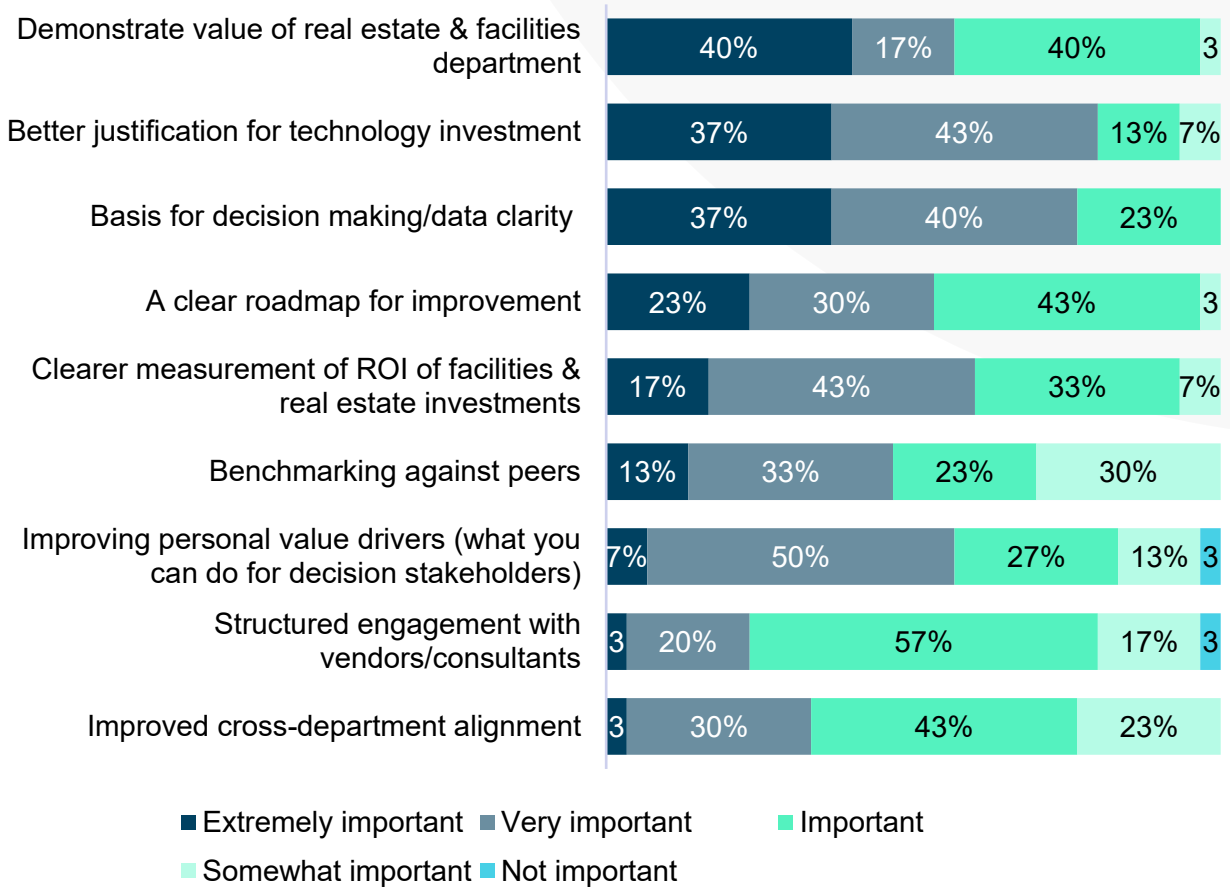
Why is a digital maturity model needed now?

Biggest professional challenges in the next six months (N=648)



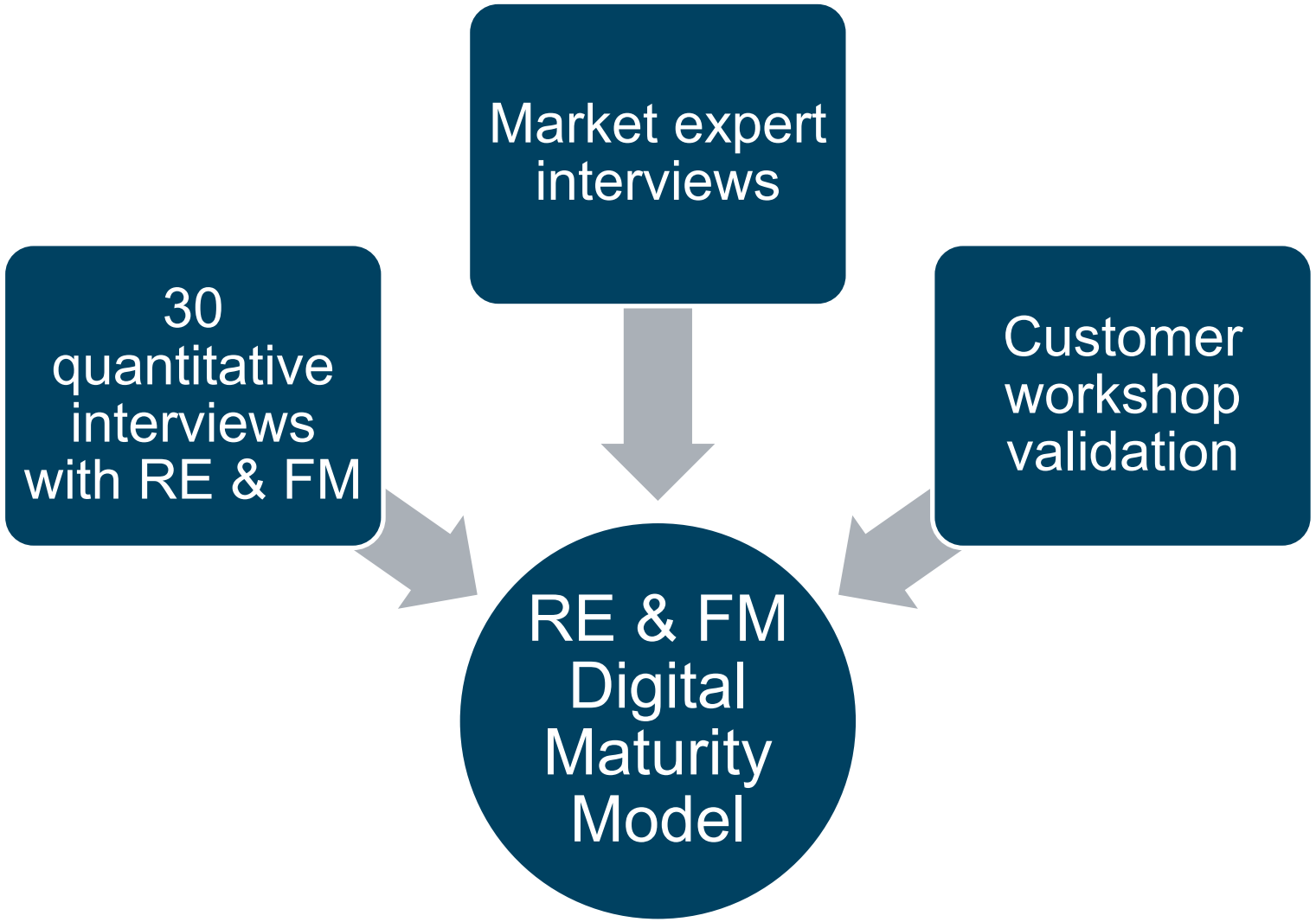
Source: IFMA Facility Management Pulse Report October - December 2025

How important are the following outcomes from using a real estate and facilities management digital maturity model? (N=30)



Source: Verdantix interviews for Planon

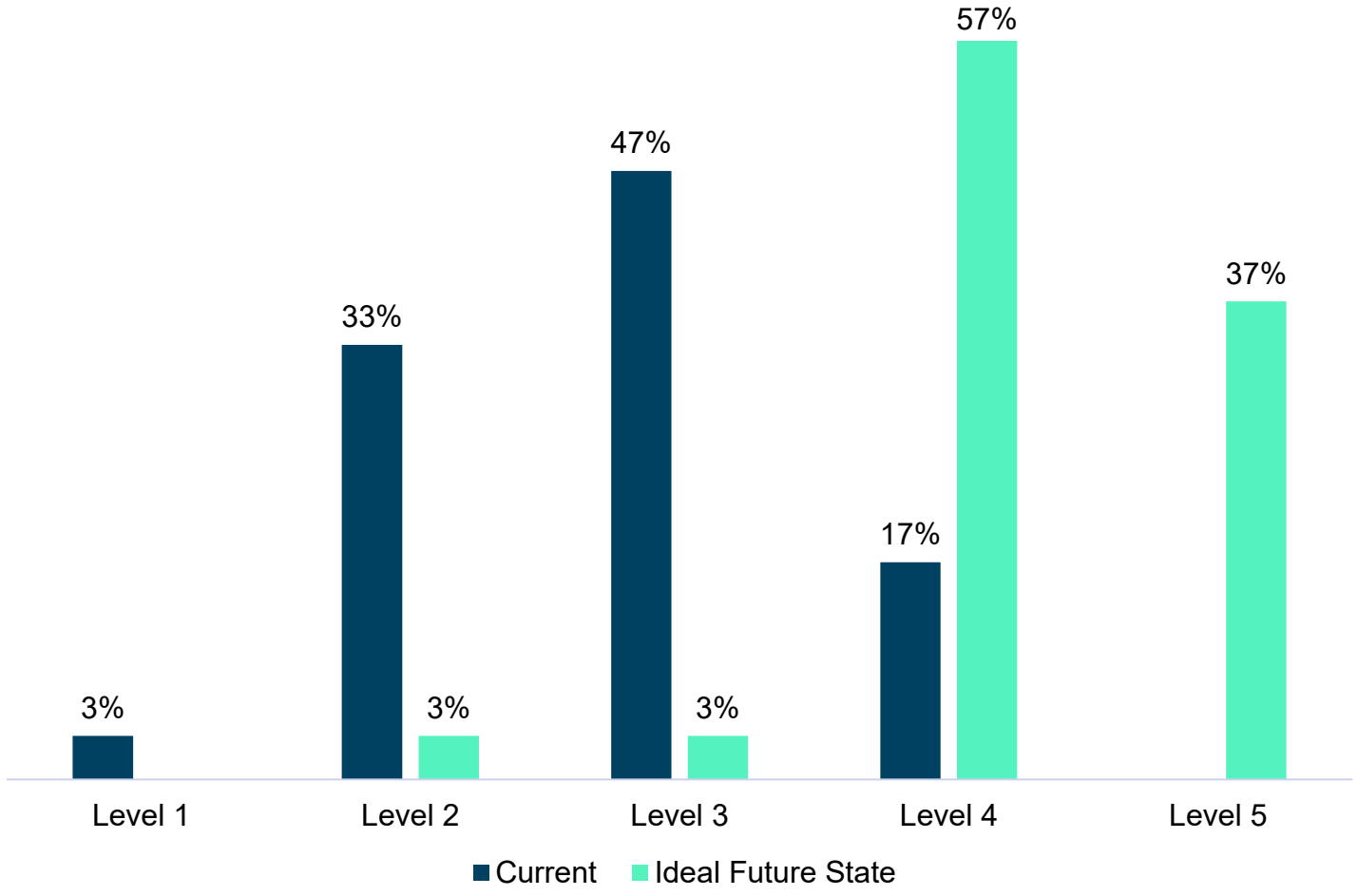
The maturity model was developed with input from corporates and market experts

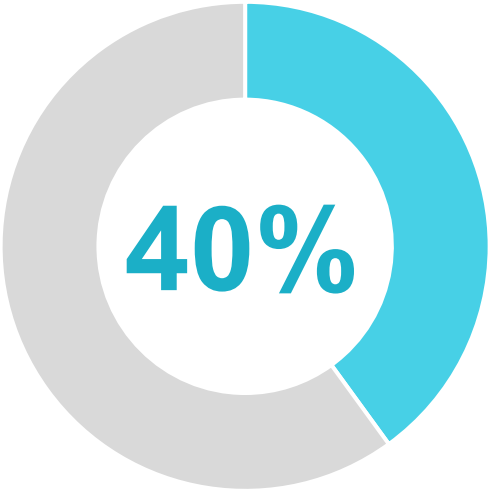


Interview insights

Firms believe they are at high levels of maturity but don’t have a tool to measure it

How would you describe your organization’s real estate/facilities digital maturity currently & what you would want it to be in the future?



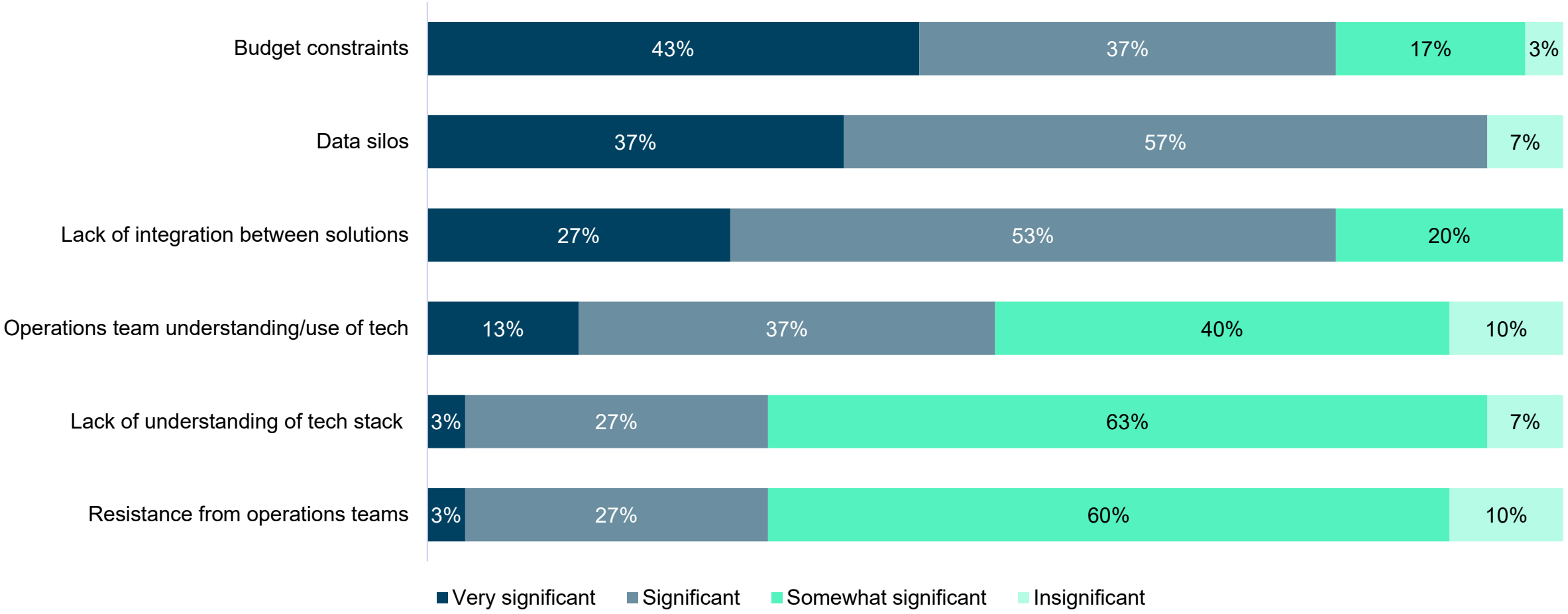


Of firms said they’ve considered their RE digital maturity but **have little to no understanding of their baseline maturity**

Source: Verdantix interviews for Planon; N=30

The value-realization gap is driven more by disconnected systems

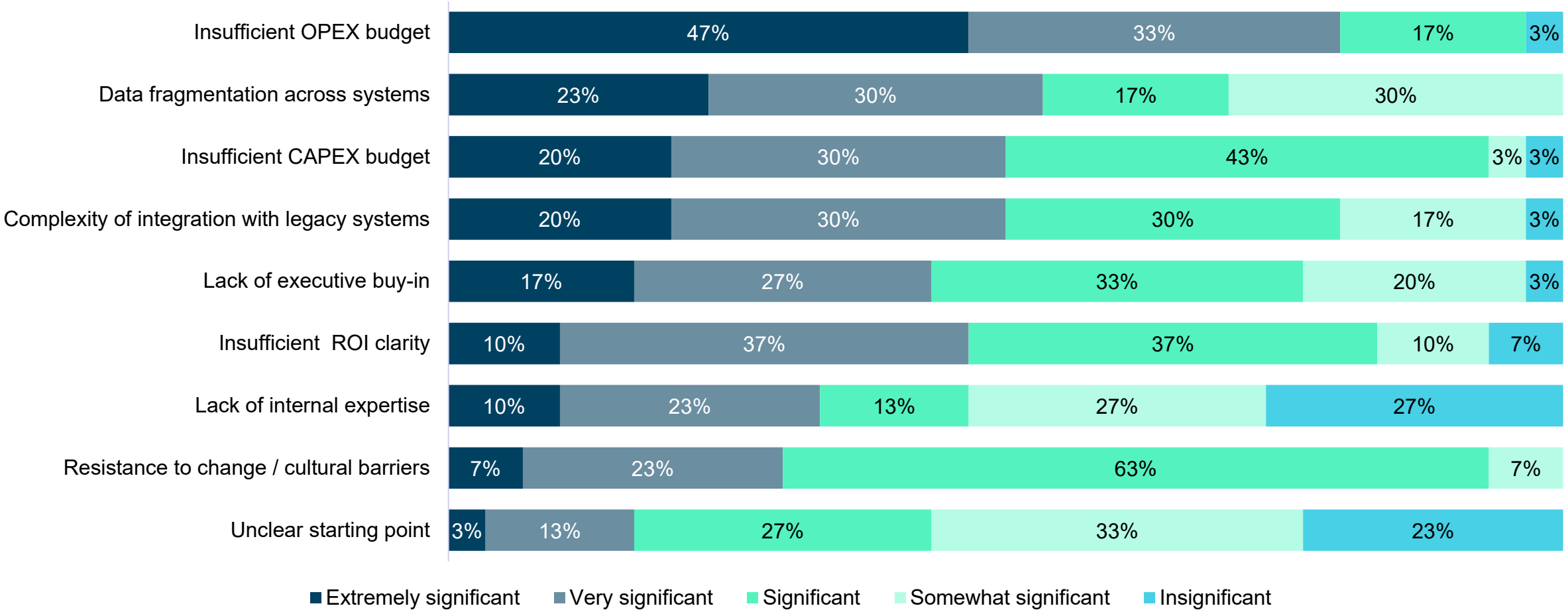
How significant are the following factors in holding back your organization from gaining more value from existing solutions?



Source: Verdantix interviews for Planon; N=30

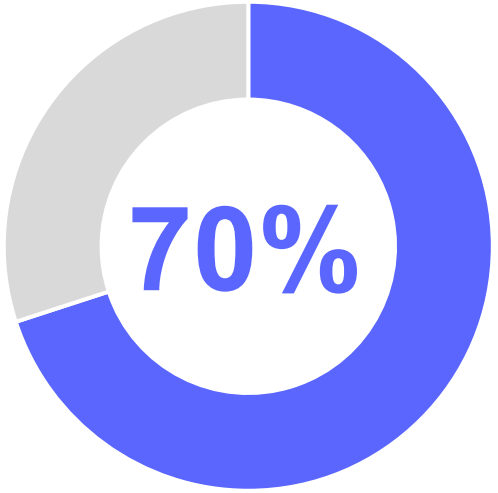
The two biggest barriers to improving facilities digital maturity are insufficient OPEX budget and data fragmentation

How significant are the following factors in holding back your organization from improving facilities digital maturity?



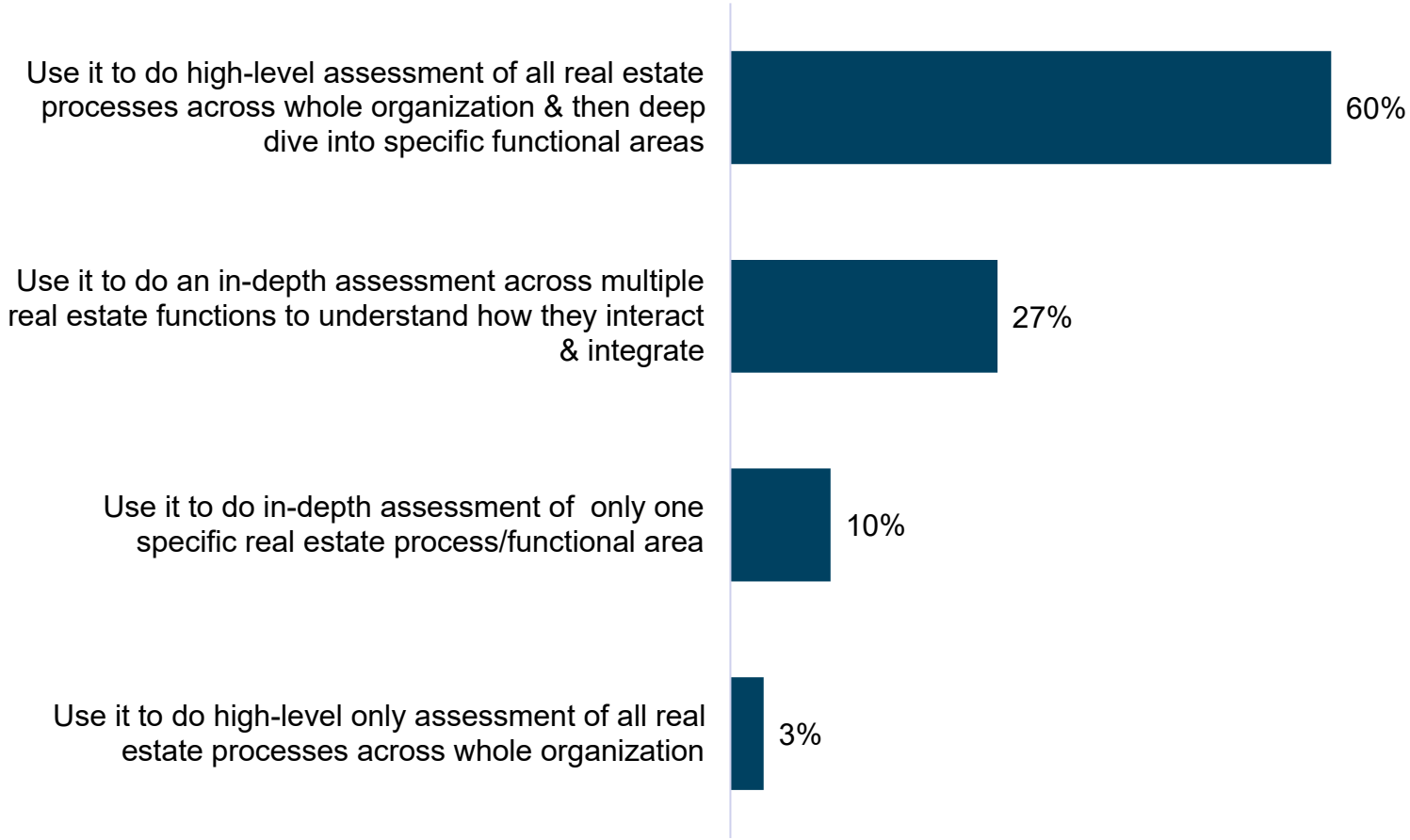
Source: Verdantix interviews for Planon; N=30

Firms show strong interest and intended use of a RE and FM digital maturity model



Of firms said a structured maturity model would be **extremely or very valuable** for assessing their organization's digital capabilities in real estate & facilities management

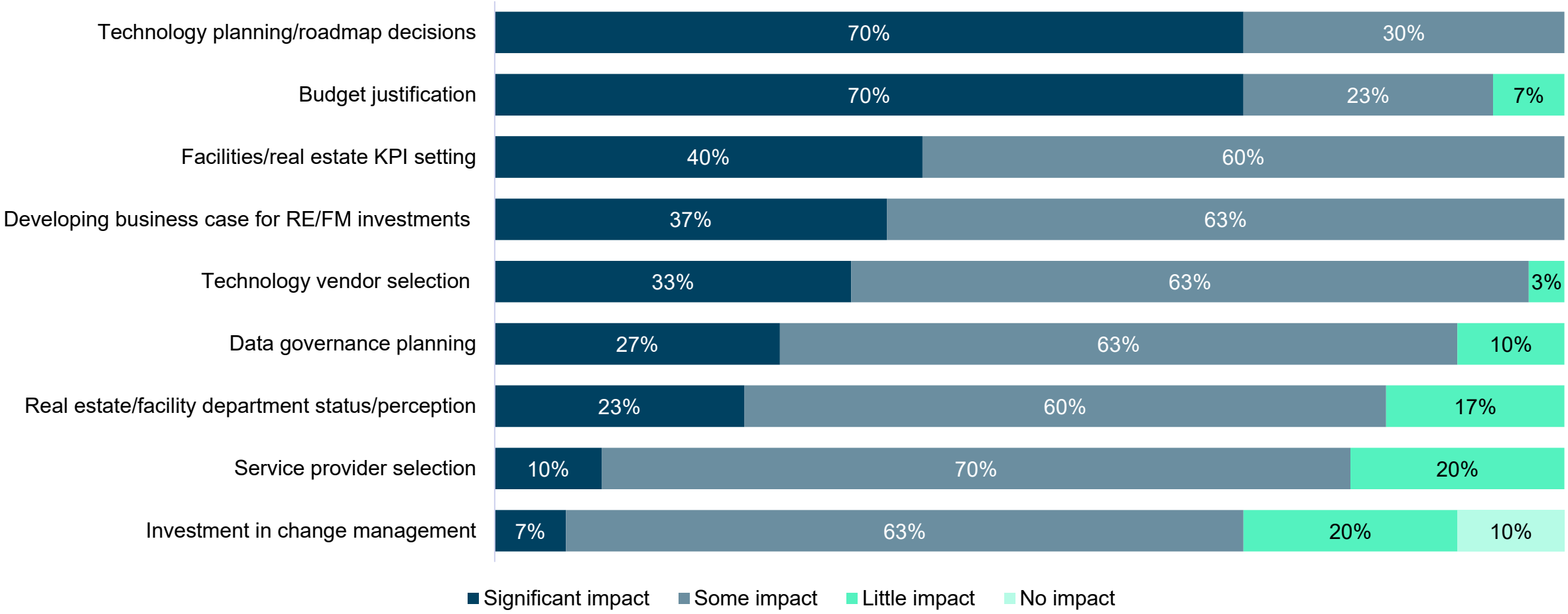
Which of the following statements best describes how your organization would use a facilities digital maturity model?



Source: Verdantix interviews for Planon; N=30

By better understand their digital maturity, firms could better prioritize technology investments and justify budgets

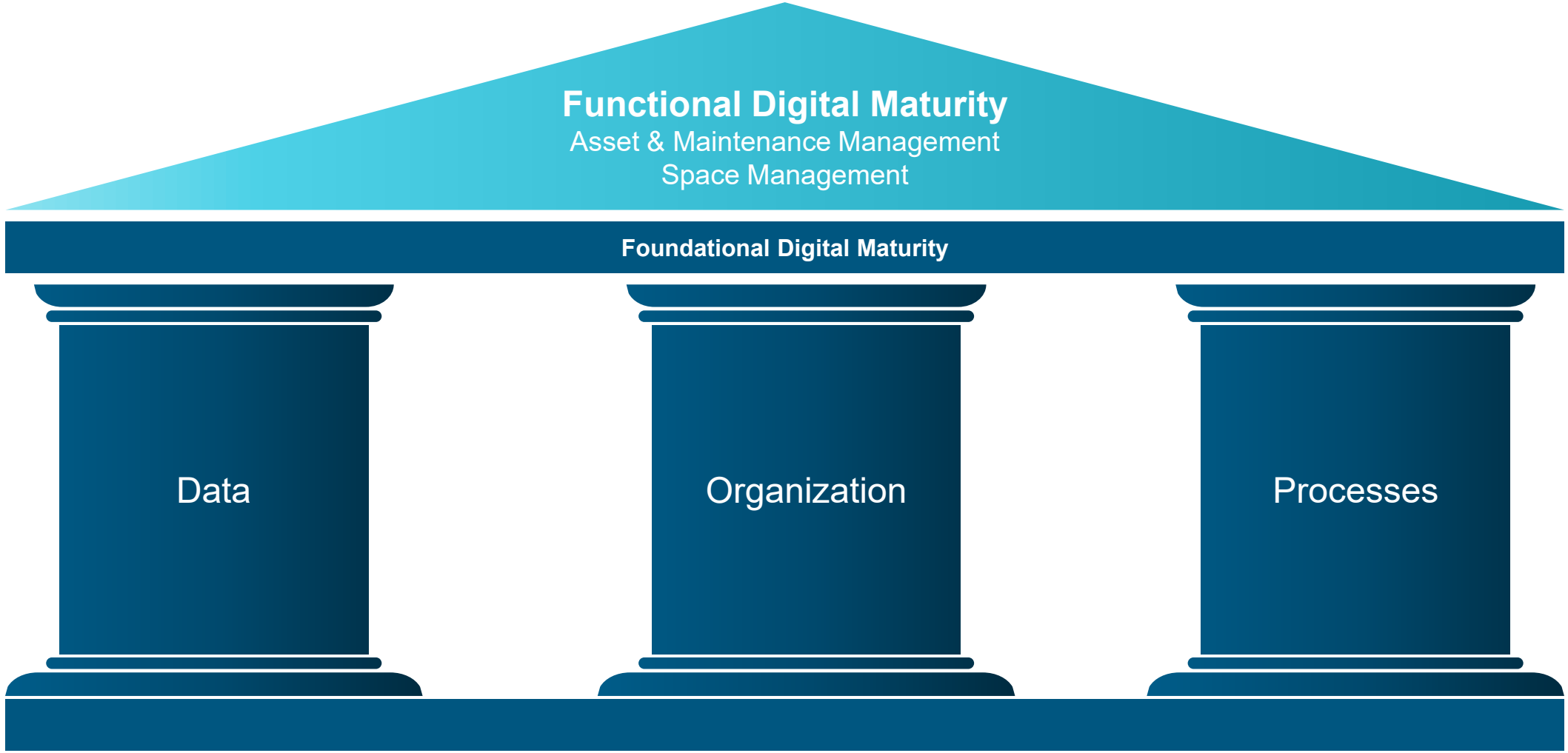
To what extent would understanding your level of facilities digital maturity impact the following processes?



Source: Verdantix interviews for Planon; N=30

RE & FM digital maturity model overview

Introducing the RE & FM digital maturity model: Foundational vs functional

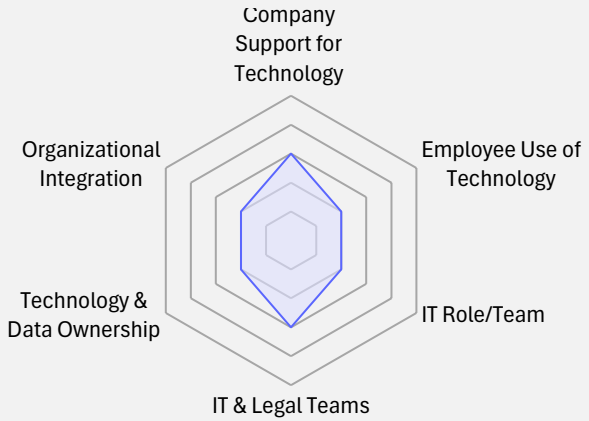


These foundations enable functional maturity across asset & maintenance and space management domains.

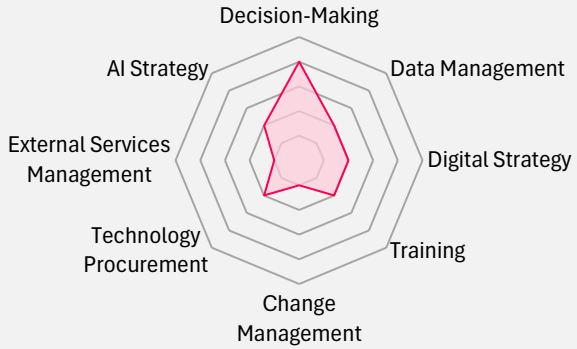
RE & FM digital maturity model sample outputs

Sample foundational spider graphs

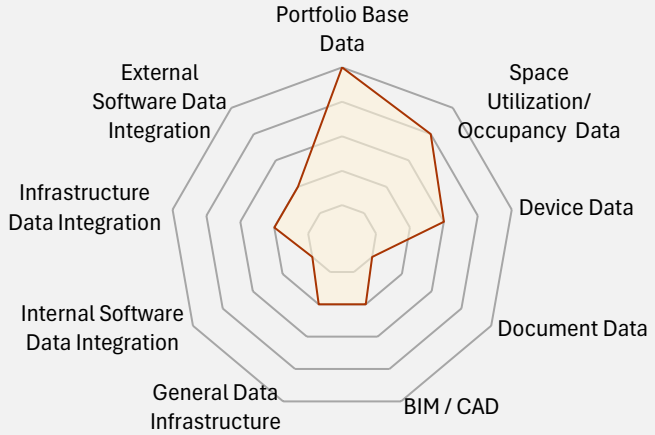
Organization Scores



Processes Scores



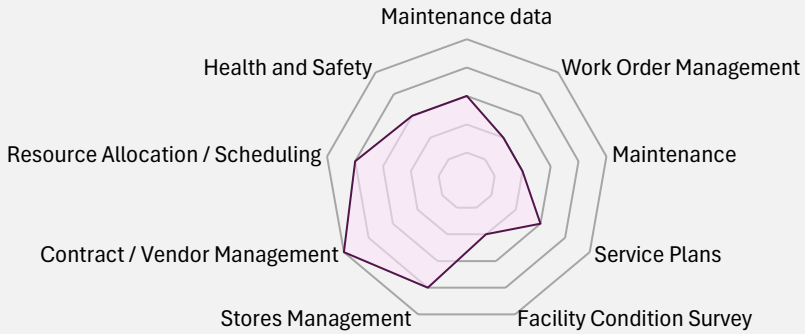
Data Scores



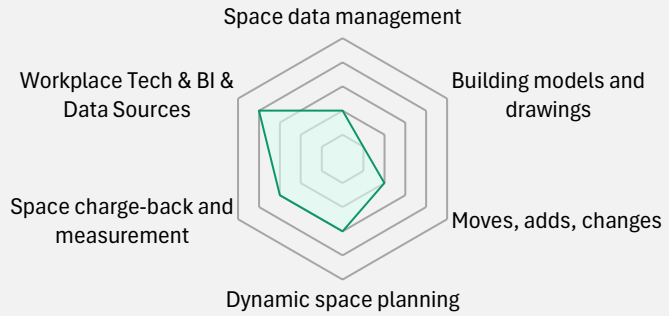
Spider Graphs Key	
#	Maturity Levels
1	Basic Initial
2	Aware
3	Defined & Measured
4	Accepted
5	Future Ready

Sample functional spider graphs

Asset & Maintenance Management Scores



Space Management Scores



Model output – Organizational scenarios

Three representative organizational scenarios with maturity assessments

verdantix

Scenario 1

Organization
Regional healthcare provider
Hospital network

Portfolio scale
25 hospitals
80 outpatient clinics

Workforce
12,000 employees
Clinical and FM teams siloed

Facilities type
Mission-critical facilities

Current overall maturity
Transitioning from Level 1 (Basic) & 2 (Aware) to a consistent Level 2 (Aware) & Level 3 (Defined & Measured)

Primary focus: Foundational — Organization, Process, Data

- Strengthen the foundational layer first: executive sponsorship, data ownership, governance, standards, training and integration.
- Without this, maintenance and space investments will remain fragmented and hard to sustain.

Scenario 2

Organization
Global financial services firm
Multinational bank

Portfolio scale
350 buildings
40 countries

Workforce
55,000 employees
Hybrid working introduced globally

Portfolio type
Mixed owned & leased

Current overall maturity
Transitioning from Level 1 (Basic) & 2 (Aware) to Level 3 (Defined & Measured)

Primary focus: Functional — Space Management

- Standardize space data, drawings, MAC workflows, planning and chargeback so space can be actively managed at portfolio level.
- Moving from mostly Level 1 and 2 to a consistent Level 3 across all six space categories.

Scenario 3

Organization
Global technology company
Data-mature culture

Portfolio scale
120 offices
25 countries

Workforce
35,000 employees
Broad digital tool adoption

Portfolio type
Corporate offices / workplace

Current overall maturity
Transitioning from Level 4 (Accepted) to Level 5 (Future-Ready)

Primary focus: Functional — Asset and Maintenance Management

- Close the remaining gaps to move from a strong reactive and planned maintenance operation toward a fully predictive, continuously optimized model.
- The objective is a targeted uplift in the specific dimensions preventing the organization from reaching its ceiling.

Scenario 1: Regional healthcare provider | Foundational maturity focus

Organization Regional healthcare provider Hospital network	**Portfolio scale** 25 hospitals 80 outpatient clinics
Workforce 12,000 employees Clinical and FM teams siloed	**Facilities type** Mission-critical facilities

Business challenge

- A regional healthcare network operating hospitals and clinics faces a compounding risk: facilities are mission-critical, asset failures carry direct patient safety consequences, yet the organization's broader RE/FM digital maturity remains low.
- Maintenance is largely outsourced to an IFM provider, leaving the client with limited system access and limited visibility into operational data.
- Without foundational governance, ownership and integration in place, investments in functional capability, maintenance optimization, space management, will remain fragmented and impossible to sustain.

Current overall maturity

Transitioning from Level 1 (Basic) & 2 (Aware) to a consistent Level 2 (Aware) & Level 3 (Defined & Measured)

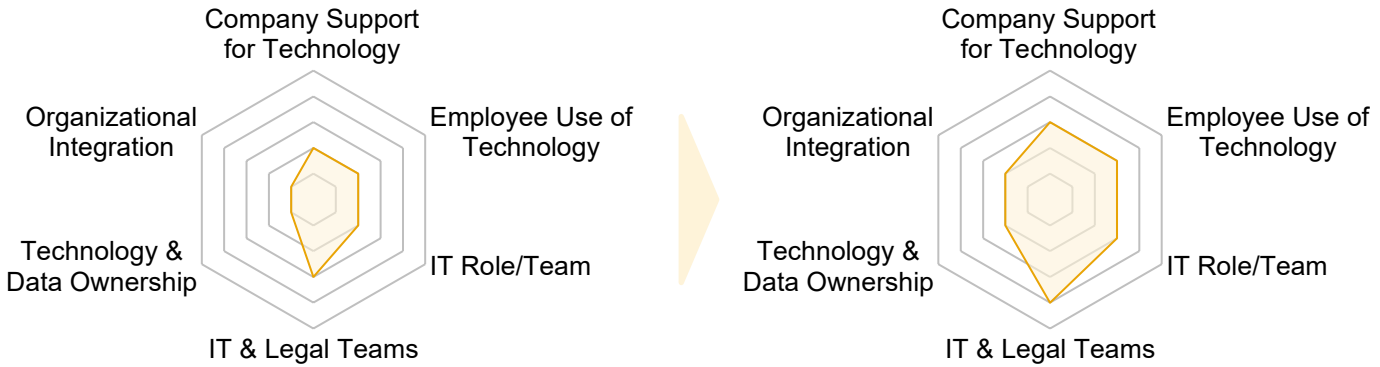
Focus areas for this scenario

Primary focus: Foundational — Organization, Processes, Data

- Strengthen the foundational layer first: executive sponsorship, data ownership, governance, standards, training and integration.
- Without this, maintenance and space investments will remain fragmented and hard to sustain.

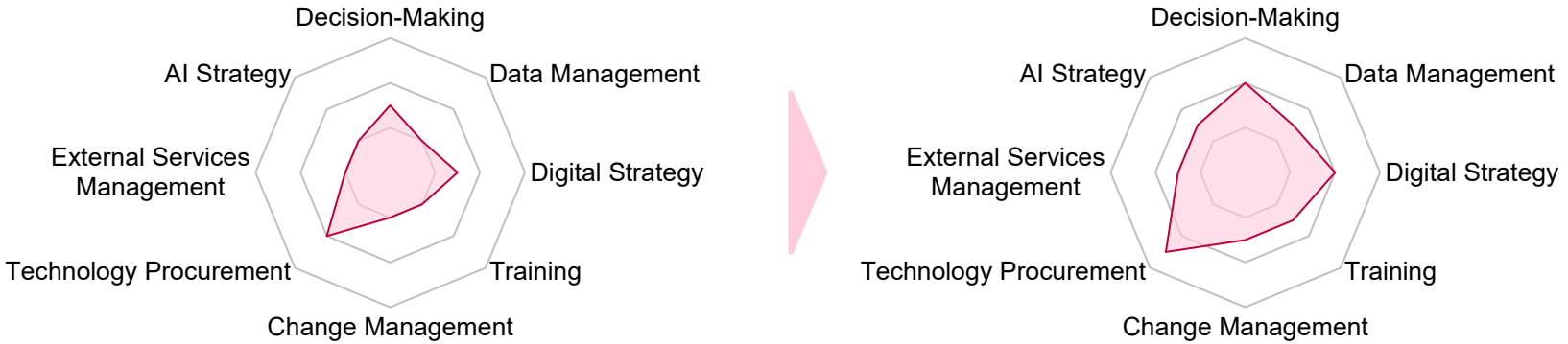
Scenario 1: Regional healthcare provider | Organization maturity

Organization	Current	Target	What the transition delivers
Company support for technology	L2	L3	Co-defined needs with RE/FM reduce over- and under-spec risk, clearer business cases for technology use in a mission-critical environment where poor investment decisions carry patient safety implications.
Employee use of technology	L2	L3	Defined workflows shift work out of email and spreadsheets, fewer handoffs, fewer errors, and less time spent in meetings and on ad hoc data-gathering across clinical and FM teams currently working in silos.
IT role and data team	L2	L3	Defined collaboration processes deliver smoother implementations and lower integration downtime, integration needs identified ahead of time rather than discovered during deployment.
IT security and legal team	L3	L4	Continuous updates, CI/CD controls and DSR workflows deliver assurance at scale, fewer incidents and audit findings across a regulated healthcare environment where compliance failure carries direct operational risk.
Technology and data ownership	L1	L2	A named sponsor reduces ambiguity and accelerates decision-making on tools and data, the foundational accountability structure needed before governance and data quality can improve.
Organizational integration	L1	L2	Visibility of the RE/FM role reduces internal gatekeeping and speeds up access to data and funds — a prerequisite for breaking down the silos between clinical engineering and FM teams.



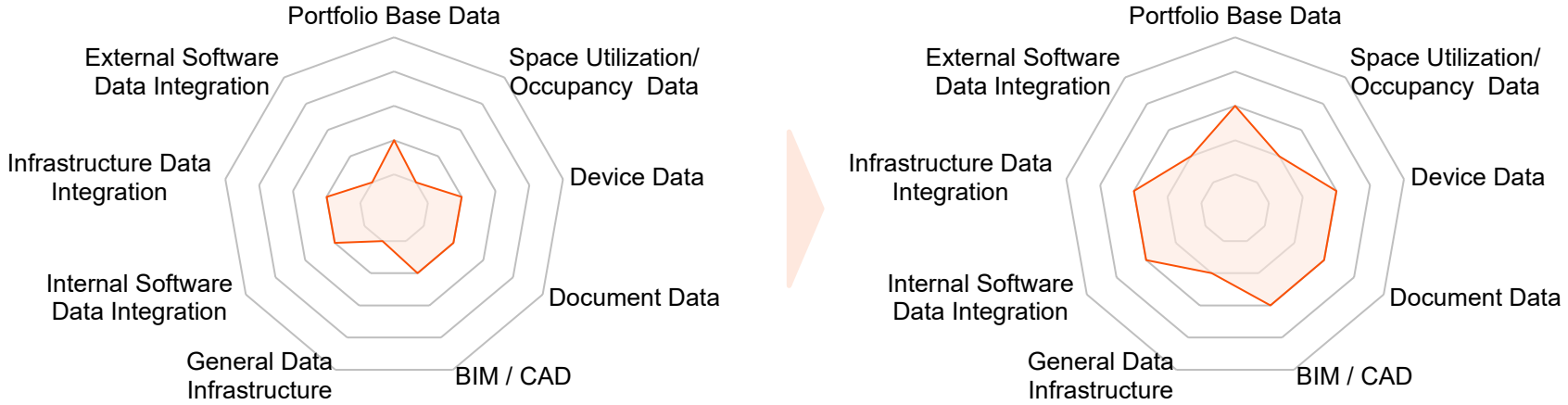
Scenario 1: Regional healthcare provider | Processes maturity

Processes	Current	Target	What the transition delivers
Decision-making	L2	L3	Combining RE/FM with broader organizational datasets improves decision quality and reduces bias — decisions tied to historical outcomes so the organization learns from past maintenance and space performance.
Data management	L1	L2	Initial standards reduce duplicate files and ad hoc storage — less time spent hunting and cleansing data, establishing the baseline on which governance can be built across a low-maturity RE/FM function.
Digital strategy	L2	L3	Strategy aligned to business goals with budget mapped to ROI produces stronger business cases and reduces the reactive, fragmented technology decision-making currently characterizing the organization.
Training	L1	L2	Self-developed materials for critical tools reduce first-line support load, post-go-live confusion and errors from inconsistent use — essential where limited system access means staff have had little exposure to RE/FM technology.
Change management	L1	L2	A sponsor and lightweight plans for key rollouts reduce surprises and improve communications — the minimum change infrastructure needed to sustain adoption in an organization with low RE/FM digital maturity.
Technology procurement	L3	L4	A consistent, enterprise-wide procurement process delivers faster sourcing cycles, stronger commercial terms and improved interoperability — building on existing procurement strength to drive portfolio-level efficiency.
External services management	L1	L2	Scheduled data exports prevent lock-in and improve visibility — addressing the current situation where the IFM provider controls operational data and the client organization has limited access or visibility.
AI strategy	L1	L2	An initial framework reduces ad hoc AI risks and identifies low-risk pilots — building foundational AI awareness in an organization that must establish governance basics before more advanced automation is viable.



Scenario 1: Regional healthcare provider | Data maturity

Data	Current	Target	What the transition delivers
Portfolio base data	L2	L3	Defined data formats, tagging and maintenance schedules raise data trust and auditability - broader use beyond RE/FM improves decision quality and enables productivity gaps to be identified and addressed.
Space utilization / occupancy data	L1	L2	Start digitizing and locating gaps, less time spent hunting data, fewer blind spots in reporting and compliance, with early access controls reducing rework and error risk.
Device data & Document data & BIM / CAD	L2	L3	Systematic extraction of key fields with clear ownership delivers reliable obligations tracking, consistent project-to-FM handover, and eliminates productivity loss from duplicated or inconsistent data.
General data infrastructure	L1	L2	System inventory and awareness of enrichment opportunities provides visibility to eliminate duplicate sources and reconcile silos, the structural foundation needed before any meaningful data aggregation across 105 sites is possible.
Internal software & Infrastructure data integration	L2	L3	Defined standards and runbooks integrating priority sources (ERP, HR, Finance, BAS/OT) deliver predictable data refresh, fewer gaps, and a stronger basis for drafting and evaluating vendor requirements - including IFM provider contracts where data access is currently limited.
External software data integration	L1	L2	Recognizing integration needs and establishing basic compatibility reduces swivel-chair effort, clarifies interface priorities and cuts time spent searching across disconnected systems, particularly important where the IFM provider relationship creates an additional external data dependency.



Scenario 2: Global financial services firm | Functional maturity focus

Organization Global financial services firm Multinational bank	**Portfolio scale** 350 buildings 40 countries
Workforce 55,000 employees Hybrid working introduced globally	**Portfolio type** Mixed owned & leased

Business challenge

- The global bank is facing a growing disconnect between its workforce strategy and its operational infrastructure.
- A four-day-per-week return-to-office mandate, beginning in LATAM, has brought an existing issue into sharper focus: the firm lacks a reliable, portfolio-wide view of how its space is actually being used.
- The result is lost productivity, employee frustration and a facilities function that is not yet equipped to support the demands now being placed on it.

Current overall maturity

Transitioning from Level 1 (Basic) & 2 (Aware) to Level 3 (Defined & Measured)

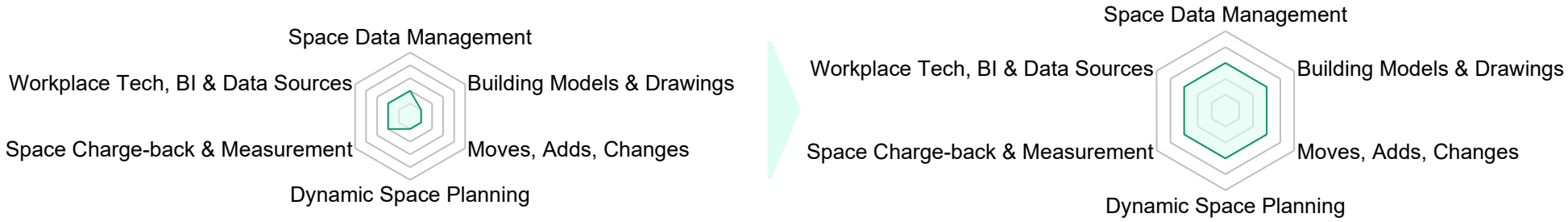
Focus areas for this scenario

Primary focus: Functional — Space Management

- Standardize space data, drawings, MAC workflows, planning and chargeback so space can be actively managed at portfolio level.
- Moving from mostly Level 1 and 2 to a consistent Level 3 across all six space categories.

Scenario 2: Global financial services firm | Space maturity

Space	Current	Target	What the transition delivers
Space data management	L2	L3	• Standard classifications and governance make space comparable across sites for the first time. • FM, RE and business units work from the same data, reducing conflicting decisions, rework and the cost of issues identified only after they have been built out.
Building models and drawings	L1	L3	• From locally stored CAD files with no version control, floor plans become governed layouts integrated within space planning software, stacking and blocking plans trusted for decision-making, BIM mandatory in handover, and all new projects contributing accurate data to the portfolio rather than creating new gaps.
Moves, adds, changes	L1	L3	• A basic MAC log replaces email-only coordination, then standardized workflows with defined approval routing mean moves are completed consistently. • Fewer delays, fewer spaces not ready on time, and execution coordinated across IT, FM and vendors through a single system rather than ad hoc instruction.
Dynamic space planning	L1	L3	• Early pilot utilization data replaces assumption-based planning, then software-supported booking and allocation with defined policies means utilization is captured systematically. • Planners can model growth, shrinkage and space shifts before committing capital, with business rules applied consistently rather than left to individual judgement.
Space chargeback and measurement	L2	L3	• Recognized measurement standards applied consistently across the portfolio mean cost allocations become comparable and defensible. • A standardized chargeback model linked to actual space usage replaces the competing FM and Finance methodologies, creating the first real departmental accountability for space consumption.
Workplace tech, BI and data sources	L2	L3	• Integrated dashboards consolidate occupancy signals from sensors, booking systems and Wi-Fi into a single reliable view. • Utilization is tracked systematically rather than estimated from partial sources, and each stakeholder team accesses the data they need without FM producing reports manually.



Scenario 3: Global technology firm | Functional maturity focus

Organization Global technology company Data-mature culture	**Portfolio scale** 120 offices 25 countries
Workforce 35,000 employees Broad digital tool adoption	**Portfolio type** Corporate offices / workplace

Business challenge

- A global technology company is focusing on completing its digital transformation.
- With a data-mature corporate culture, heavily invested workplace technology stack, and FM function already working in close alignment with IT and data teams, the organization is operating from a position of genuine strength.
- The challenge is not foundational capability — it is closing several targeted gaps in data, integration and vendor management that prevent a fully predictive, continuously optimized maintenance operating model.

Current overall maturity

Transitioning from Level 4 (Accepted) to Level 5 (Future-Ready)

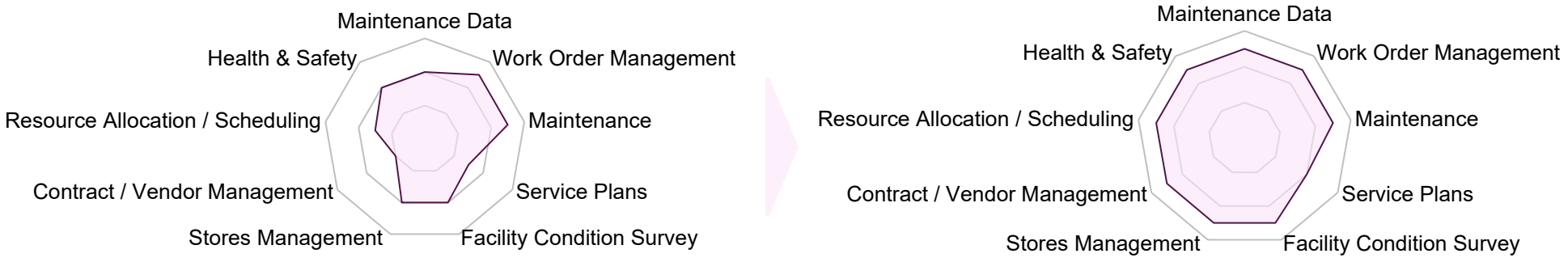
Focus areas for this scenario

Primary focus: Functional — Asset and Maintenance Management

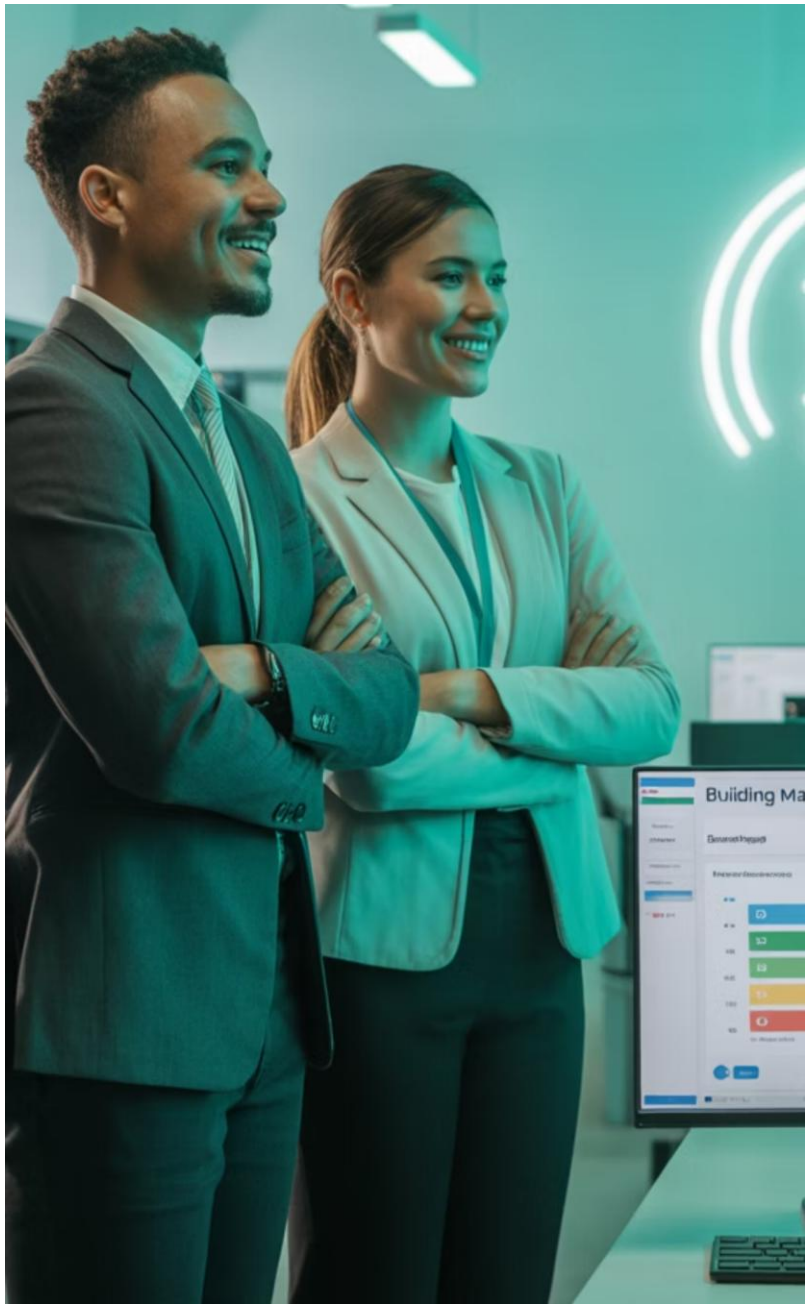
- Close the remaining gaps to move from a strong reactive and planned maintenance operation toward a fully predictive, continuously optimized model.
- The objective is a targeted uplift in the specific dimensions preventing the organization from reaching its ceiling.

Scenario 3: Global technology firm | Asset & maintenance maturity

Maintenance	Current	Target	What the transition delivers
Maintenance data	L4	L5	Continuous internal and external data correlation enables prediction. Failures forecast in advance, maintenance becomes condition-led, and lifecycle replacement decisions are planned rather than reactive, with fault history and resolution outcomes supporting AI enablement.
Work order mgmt	L5	—	Maximum maturity reached
Maintenance	L5	—	Maximum maturity reached
Service plans	L3	L4	Performance and reliability data refine service intervals — maintenance shifts from calendar-based to performance-based, with industry benchmarking and lifecycle data ensuring assets are maintained at the right frequency, reducing both over-maintenance and costly missed interventions.
Facility condition survey	L4	L5	Predictive condition intelligence forecasts degradation — AI, sensors and computer vision continuously assess condition, reducing manual survey frequency and cost while an optimization engine prioritizes capital projects to minimize lifecycle cost and risk across the portfolio.
Stores management	L4	L5	Predictive analytics forecast spare-part demand based on maintenance plans and asset condition — VMI and JIT replenishment minimizes capital tied up in inventory while AI optimizes balancing across cost, risk and service levels enterprise-wide.
Contract / vendor management	L2	L5	From basic vendor visibility, digitally assigned work and SLA tracking make performance measurable, then benchmarking and automated validation strengthen governance, and ultimately AI-assisted vendor assignment optimizes simultaneously across performance, availability, cost and framework agreements. Continuous performance scorecards and predictive analytics identify vendor risks before they affect service delivery.
Resource allocation / scheduling	L3	L5	Automated planning and multi-site coordination balance capacity across the portfolio, then AI continuously rebalances work in real time. Predictive workload forecasting anticipates capacity gaps weeks or months ahead, workforce planning integrates with HR and financial systems, and prioritization decisions across urgency, risk, asset criticality and cost are optimized beyond what static rule sets allow.
Health and Safety	L4	L5	Predictive safety analytics identify hazards before incidents - IoT sensors and wearables monitor worker safety in real time, dynamic permit workflows adapt automatically to job type and site conditions, and a continuous improvement loop updates procedures based on incident data.



Reflection by **Dr Matt Tucker**
Director of Knowledge and Insights, IFMA



6 Key Traits of the

FM Analyst Mindset

Curiosity

Asking why problems occur and how systems connect

Storytelling

Communicating insights effectively to influence action

Pattern recognition

Spotting relationships across systems, services, and spaces

Data confidence

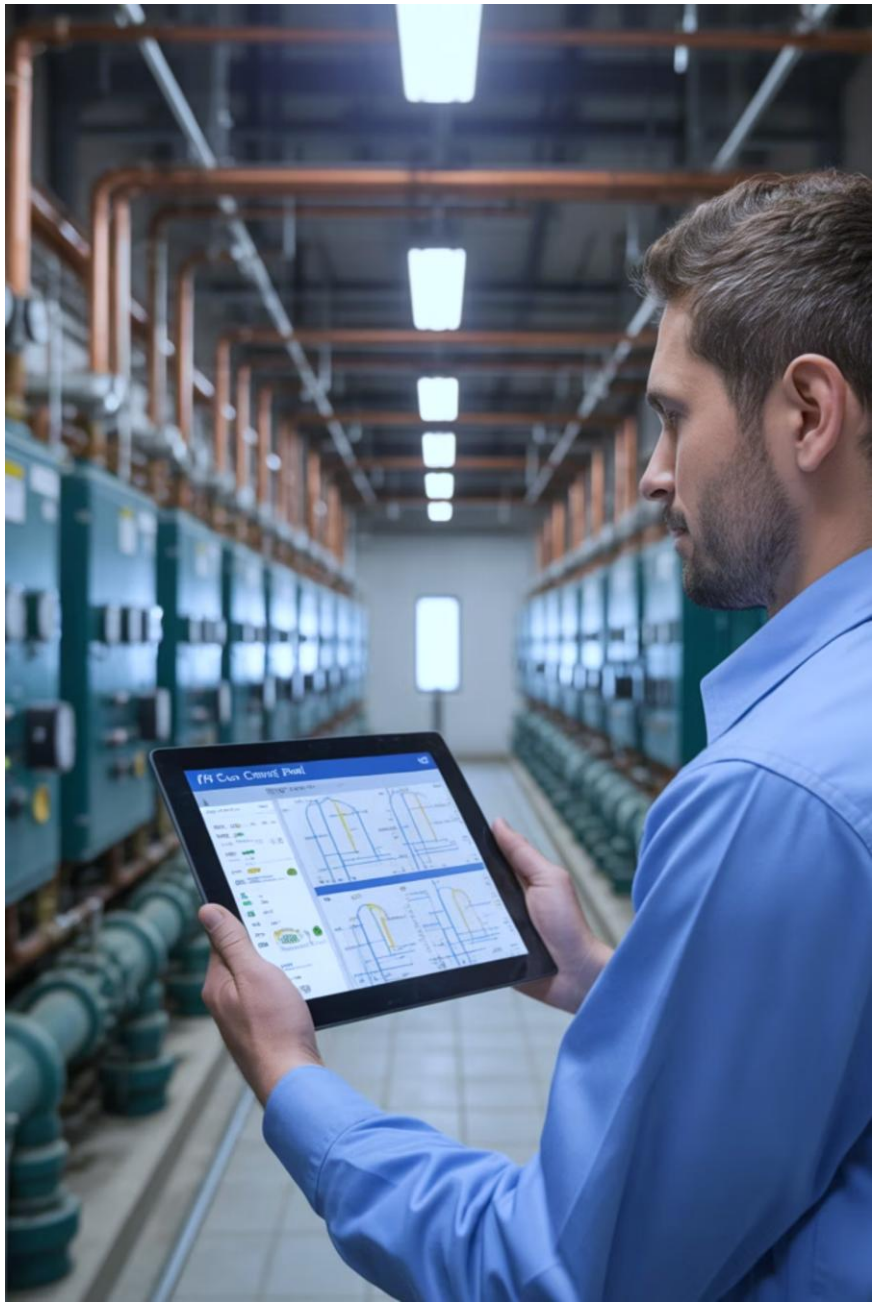
Engaging with data without fear or hesitation

Problem-solving

Moving from analysis to solution with clear action

Cross-functional thinking

Linking FM insight to broader business goals



The FM analyst mindset *is not…*

… about performing complex statistical analysis. Rather, it is about developing confidence and curiosity to question the data, interpret what it is saying and apply those insights in a real-world FM context.

It enables professionals to frame issues more effectively, influence decision-making and demonstrate how their work contributes to broader goals such as sustainability, user experience and resilliance.

The next generation of FM leaders

FM is evolving into a discipline wherein operational expertise must be paired with digital fluency.

FM professionals are increasingly urged to develop and integrate data skills into their capabilities and career narratives, not as a replacement for practical experience, but as an essential complement.

The ability to interpret and act on data will be a defining competency for the next generation of FM leaders

Questions?

Planon
Building Connections

Follow up and next steps

All registrants will receive an email with:

- A link to the webinar recording & presentation slides
- IFMA Report: ‘The Rise of the FM Analyst’
- Planon Executive Summary: The Digital Maturity Model for Real Estate and Facility Management
- Verdantix Vantage Sign-Up: www.verdantix.com/vantage/join
  Access Verdantix research for free, such as: Best Practices: Successful IWMS/CPIP Implementations

Next steps:

If you and your organization are interested in taking the assessment for this Digital Maturity Model and you’d like to be part of our pilot as we work to finalize it, please reach out to John de Beijer directly at: John.DeBeijer@planonsoftware.com

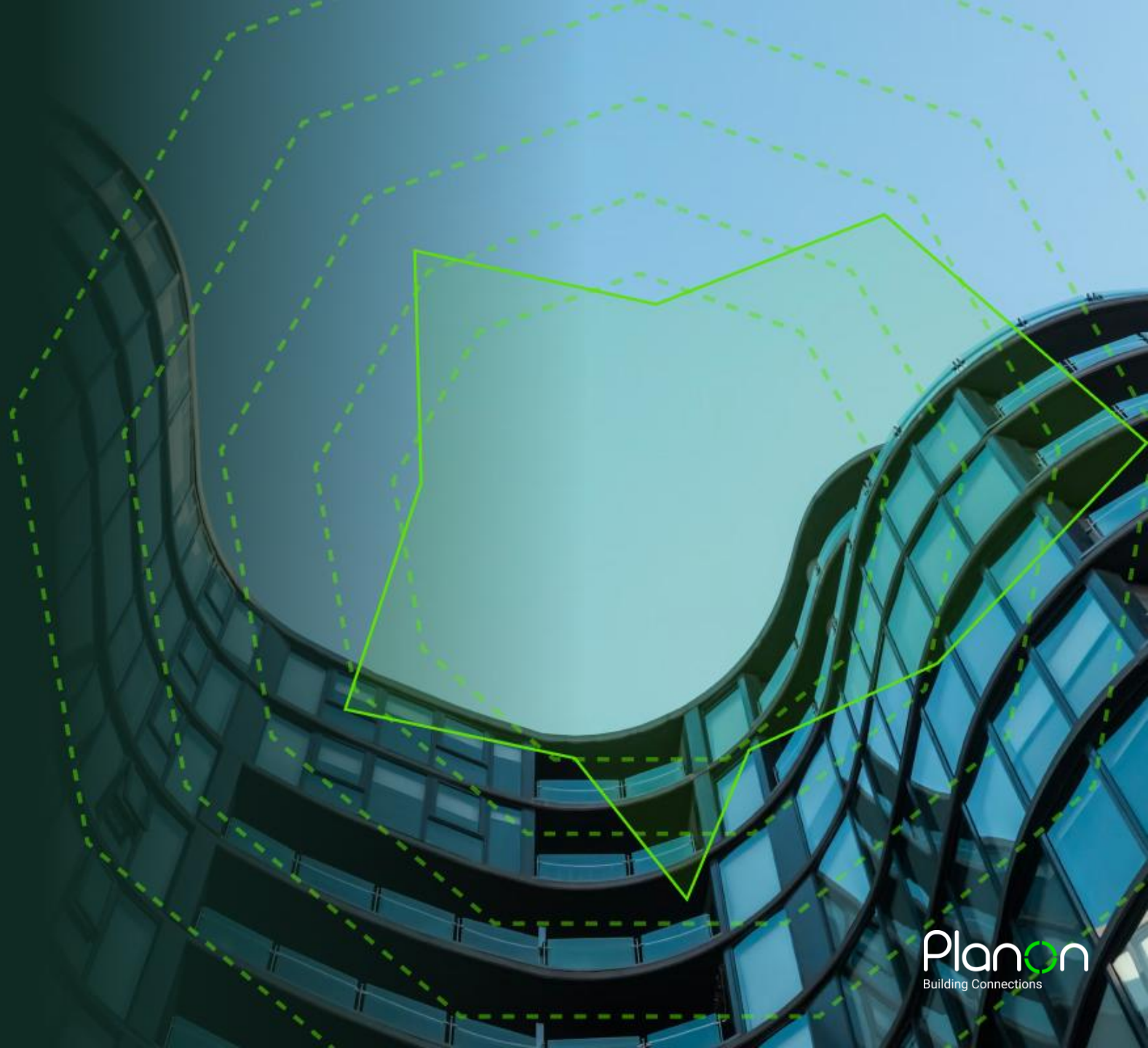
JTrinquet@Verdantix.com

John.deBeijer@Planonsoftware.com

Matt.Tucker@IFMA.org

Planon
Building Connections

Thank you!



Planon
Building Connections