## ISO 41014:2020 (E)

## Facility management — Development of a facility management strategy

## **Contents**

	Forev	vord	
	Introd	luction	
1	Scope	e	
2	Normative references		
3	Terms, definitions and abbreviated terms		
	3.1 3.2 3.3 3.4 3.5 3.6 3.7 3.8 3.9	Terms related to facility management Terms related to assets Terms related to people Terms related to sourcing Terms related to process Terms related to finance Terms related to general business Terms related to measurement Abbreviated terms	
4	Understanding the demand organization		
5	4.1 4.1.2 4.1.3 4.1.4 4.1.5 4.2 4.2.1 4.2.2 4.2.3 4.2.4 4.2.5 4.2.6 4.3 4.3.1 4.3.2 4.3.3 4.3.4 4.3.5 4.3.6 4.3.7 4.3.8 4.3.9 4.3.10 4.3.11 4.3.12 4.4 4.4.1 4.4.2 4.5 Devel	Organization General Structure Human capital Value system and organizational culture Management style Governance General Ownership and use Leadership Regulation and compliance Policy and procedures Maturity of activities, processes and systems Context General Business strategy Objectives, needs, constraints and value drivers Measuring success Performance metrics Markets and competitive analysis Relationship between core and non-core activities Target operating model Current and planned non-core activities Targets for improvement Information and communication technology Information management Risk management Threats and opportunities Continuity and recovery planning Strategic alignment oping FM requirements	
J	5.1 Current and future interest in facilities		
	5.1.1 5.1.2	General Nature of facilities	

	5.1.2.1 5.1.2.2 5.1.2.2.3 5.1.2.2.4 5.1.2.2.5 5.1.2.3 5.1.2.4 5.1.3 5.2 5.2.1 5.2.2 5.2.1 5.2.2 5.2.3 5.4 5.4.1 5.4.2 5.4.3 5.5 5.6 5.7 5.7.1 5.7.2 5.7.3 5.7.4 5.8 5.9 5.9.1 5.9.2 5.9.3 5.9.4 5.10 5.11 5.12	Facility services review
	5.12.3 5.13 5.14	External service provision Innovations in service delivery Market audit
	5.15	Verification and feedback
6	Formulating the FM strategy	
	6.1 6.2 6.3 6.4 6.5 6.6	Compiling the strategy Format and content Budgetary requirements Procurement Communication and feedback Implementation plan
7	Mana	ging performance
	7.1 7.2 7.3 7.4 7.5 7.6	Monitoring and control of performance Performance indicators Performance measurement Performance review Corrective actions Feedback and lessons learned
8	-	oving outcomes
	8.1 8.2 8.3 8.4	Applying lessons learned Reassessing outputs and targets Updating the FM strategy Updating the FM policy

Annex A (informative) Examples of threats and opportunities

Annex B (informative) Examples of factors affecting business strategy

Annex C (informative) Considerations when formalizing the FM strategy document

Annex D (informative) Example of an FM strategy

Page count: 41