



Martyn who?

A large, white, vintage-style telescope is the central focus, set against a background of a bright blue sky with scattered white clouds. The telescope is mounted on a base and has various adjustment knobs and rings.

Workplace Futures

A view from the other end of the telescope

26th February 2026



Plans...



Lesson: In FM, you need to be flexible

The reality of creating a start-up

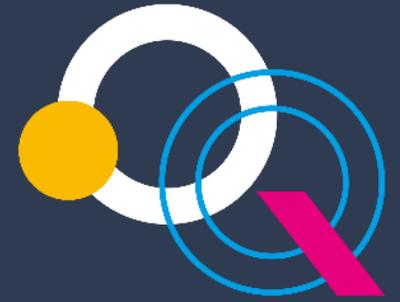
- We had no credit history
- We couldn't get a phone contract
- Suppliers we had worked with, shunned us
- Clients we had known didn't want to talk to us
- Kudos floated away the moment we walked away and become a startup
- Our solution – the 3Qs

FM – a huge and diverse market

- Created because organisations couldn't get things done cost-effectively, in-house
- Over time FM evolved to become more complex and sophisticated – single service, bundled, IFM, Total FM... so many different models
- Now the outsourcing machine has become almost too complicated for the needs of many of the target clients
- It's become more about the supplier's corporate needs than the client's needs
- There is a loss of agility and flexibility that offset the advantages of economies of scale



Challenges facing a challenger



- You can't win Barclays!
- You can't copy the big players' offer
- Differentiation must be about VALUE
- Understanding the maturity of your client
- Personalising the contract
- Maintaining personal client contact

Delivery Model

Client / Occupier



Customised Integration Model



Adding value

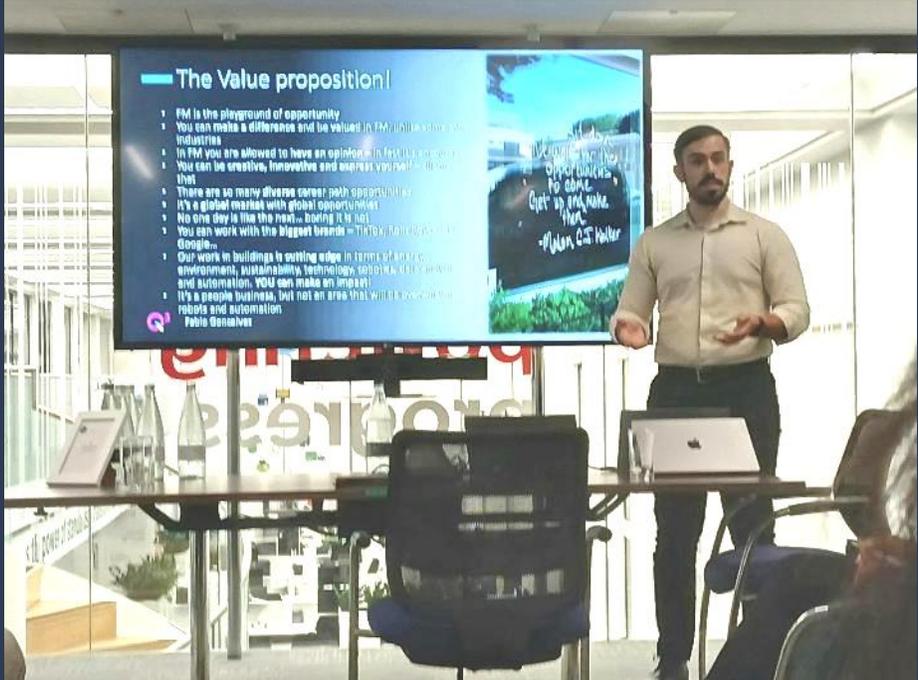
- Creating a virtual helpdesk, employing a whole new team of home-based workers
- Creating social value by coordinating local delivery using local subcontractors
- Not obsessing with self-delivery if it isn't the right solution. We will deploy a service solution that works for the client geographically, financially, and from a service quality perspective



Q3 – Our people are...



Lian and Lucy



Fabio



Ariff

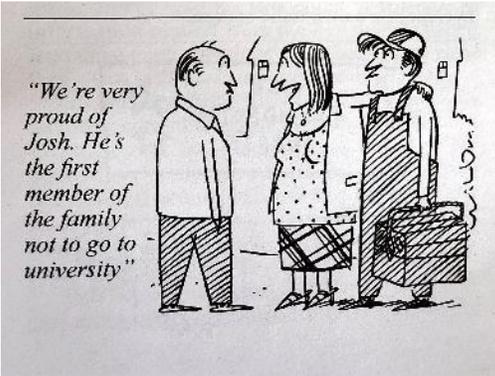


Technology

- Promises v Reality
- Realism and cynicism v hype and oversell
- Modern flexible CAFM v Outmoded legacy systems
- Standalone v integrated systems
- High overhead v added value
- Off-the shelf v customised
- Your data v our data



Poorly Explain What You Do For a Living.



What's wrong with FM?



Martyn Freeman
Thank You!