EVALUESERVE



FM Technology Is Converging Around Connected Operations

Connected ecosystems, fragmented buyer readiness and operational intelligence are reshaping the FM technology landscape

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Preface

FM Technology Is Converging Around Connected Operations

Facilities management (FM) technology has entered a new phase of evolution. For decades, organizations invested in specialized systems to manage facilities, assets, maintenance, workplace services and building operations. While these categories developed largely in parallel, growing demands for operational visibility, resilience, sustainability and performance are increasing the need to connect them.

As a result, **traditional software boundaries are beginning to blur**. FM platforms, asset-management systems, workflow technologies, workplace applications and smart building solutions are increasingly operating as part of broader connected ecosystems rather than as standalone applications. AI is accelerating this shift, raising expectations for prediction, prioritization and automation, but its value depends on trusted data and connected workflows. At the same time, organizations vary significantly in their readiness to adopt these capabilities, creating multiple paths toward connected operations.

This paper explores the forces reshaping the FM technology landscape and examines four fundamental questions:

- How is FM technology evolving from standalone systems toward connected operations?
- Why are customer outcomes driving convergence across historically separate software categories?
- How might operational intelligence reshape competition, platform architectures and future sources of value?
- Which market architectures could emerge, and what should providers do now?

The future of FM technology may not be determined by which platform owns the most functionality, but by which architecture best connects data, workflows and decisions to deliver operational outcomes. As categories converge and operational intelligence becomes increasingly important, competitive advantage is shifting from standalone capabilities toward ecosystem connectivity, workflow orchestration and intelligence-led operations.

This paper presents a framework for understanding how FM technology providers, service organizations and enterprise buyers may navigate a market increasingly defined by ecosystem connectivity, organizational readiness and operational intelligence.

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Contents

1 The Evolution of FM Technology
- From Specialist Systems to Connected Ecosystems
- Convergence of Customer Outcomes Across FM Software Categories

2 Forces Shaping Today's Market
- Technology Ambition Is Outpacing Organizational Readiness
- Operational Intelligence & AI Are Reshaping the FM Control Point
- Today's Multi-Layered FM Technology Landscape

3 The Road Ahead
- Four Plausible FM Market Futures for 2030
- Strategic Implications for FM Technology Providers

4 Partnering with Evalueserve
- How Evalueserve Can Support

Appendix: Glossary of Facility Management Terms



FM Technology Evolution: From Standalone Systems to Connected Ecosystems

What this evolution shows

- FM technology evolved from specialist systems designed to address discrete facilities, maintenance and asset-management needs.
- Integration became the next source of value, connecting data and workflows across facilities, assets, workplace services and enterprise systems.
- The industry is now moving toward connected ecosystems, where intelligence, orchestration and automation increasingly create competitive advantage.

How the FM technology stack evolved

FOUNDATIONS
Category specialization

CAFM
Floor plans, space records & facilities administration

CMMS
Work orders, scheduling & preventive maintenance

EAM
Asset lifecycle, performance & reliability

Each category expanded, but retained a distinct operational center of gravity

Before 2004

IWMS
First broad integration layer connecting facilities, space, real estate & maintenance

c. 2004+

TODAY
Connected operations ecosystem

Category boundaries are increasingly blurring as organizations seek end-to-end operational outcomes

CONNECTING LAYERS

Cloud • mobile • APIs

Shared data models • BIM / Digital Twins

IoT • BMS • energy • occupancy



Specialist systems remain, while records, workflows and operational context become increasingly connected

OUTLOOK
Intelligent operations

AI-ASSISTED DECISIONS
Search, recommendations, prioritization

PREDICTIVE OPERATIONS
Failure risk, energy & resource optimization

INCREASING AUTOMATION
Workflow initiation, dynamic routing, orchestration

ADOPTION CONDITION

- Trusted data
- Interoperability
- Governance
- Organizational Readiness

Core shift

The source of value has shifted from managing individual functions to connecting data, workflows and decisions across the FM ecosystem.

The next competitive frontier is operational intelligence and orchestration rather than standalone system capability.

Customer Outcomes Are Converging Beyond Traditional FM Software Categories

The convergence

Cross-functional outcomes require data and action from several systems. Vendors therefore expand, connect and compete for shared workflow and intelligence layers.

Functional starting point

Different owners bought distinct software categories

- **CAFM / IWMS** — Space, real estate, facilities
- **EAM / CMMS** — Assets, maintenance, reliability
- **ITSM / FSM** — Requests, workflows, field service
- **BMS / IoT** — Controls, energy, sensors
- **WORKPLACE** — Occupancy, experience, services

FM technology evolved around organizational silos, with each platform optimizing a specific function rather than an operational outcome

Convergence trigger

Customer outcomes cut across those categories

- **Asset Uptime** — Condition + Maintenance + Supplier Execution
- **Energy & ESG** — Building Performance + Energy Consumption + Occupancy
- **Workplace Optimization** — Requests, workflows, field service
- **Service Performance** — Requests + Prioritization + Routing + Execution
- **Cost, Risk & Resilience** — Portfolio Performance + Asset Risk + Supplier Resilience

Buying logic shifts from "Which module manages the task?" to "Which ecosystem delivers the outcome?"

Vendor response

Platforms converge in four distinct ways

- **Expand** — **Broader scope** — Add adjacent modules and domain capabilities
- **Connect** — **Ecosystem integration** — Link APIs, partners and shared operational data
- **Orchestrate** — **Workflow ownership** — Coordinate requests, suppliers and execution across domains
- **Interpret** — **Intelligence layer** — Predict risk, prioritize work and recommend action

Market evidence *(illustrative)*

- IBM Maximo — EAM extends into real estate & facilities
- Planon — SAP solution extension links FM with core finance
- servicenow — AI agents run workplace and facilities workflows
- facilio — AI agents validate work and surface risks

Strategic consequence

Competitive advantage is shifting to operational intelligence

- **Data Integration**
- **Asset Intelligence**
- **Workflow Orchestration**
- **Sustainability**
- **AI-enabled operations**

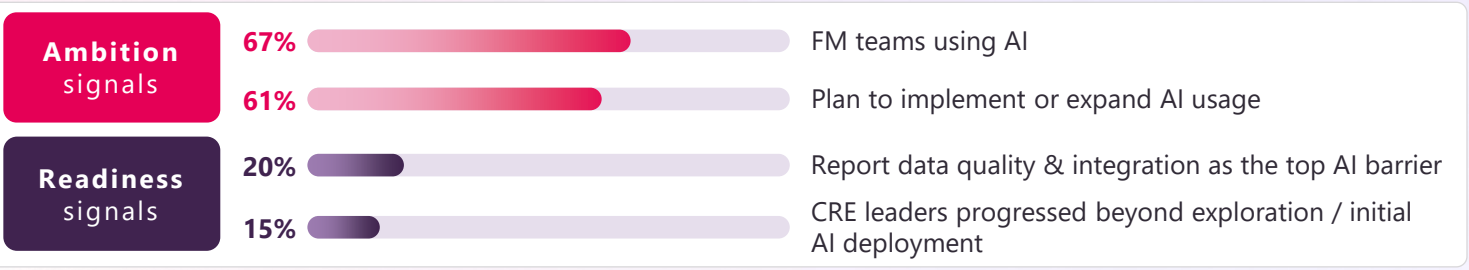
Convergence means overlapping capabilities and ecosystem participation, not the replacement of specialist systems by a single universal platform.

Technology Ambition is Outpacing Organizational Readiness

The readiness gap

Connected operations, intelligent workflows and data-driven decision making are advancing faster than many organizations can integrate systems, govern data and absorb change.

Technology ambition is rising faster than organizational readiness



Sources: 2026 AI & Digitalization in Facilities Management Report, Johnson Controls (67%, 61%, 20%); The Future of Work Survey 2026, JLL (15%); Evalueserve Analysis

Why adoption lags

Six organizational capabilities determine how quickly FM technology ambition translates to operational value

Data quality & access
Fragmented asset, building and service data

Integration
Legacy tools and disconnected IT / OT environments

Skills
Limited digital, analytical and transformation capabilities

Budgets
Competing priorities and uncertain transformation economics

Governance
Unclear ownership, standards, controls and accountability

Change capacity
Limited capacity for redesign, adoption and cross-functional alignment

Three FM customer archetypes

Different maturity levels create different priorities, architectures and investment patterns

Operational FM

Execute reliability
Focused on reliable execution

Needs
Work orders, maintenance, compliance and contractor management

Architecture
CAFM / CMMS / execution tools

Economics
Lower willingness to pay for platform breadth

Integrated FM

Connect & standardize
Connected systems and standardizing processes

Needs
Portfolio, workplace, space and sustainability management

Architecture
Platform-led architecture with selected integrations

Economics
Pays for integration where portfolio scale justifies it

Connected operations

Predict & optimize
Optimize cross-functional outcomes

Needs
AI, asset intelligence, workflow orchestration, real-time insight

Architecture
Multi-platform ecosystem across IWMS, EAM, ITSM and OT

Economics
Higher value potential, but dependent on data, integration and governance maturity

Readiness shapes buyer priorities

The market is not moving at one speed. Technology supply is converging, while customer demand remains segmented by operating complexity, digital maturity and change capacity.

Operational Intelligence and AI Are Reshaping the FM Control Point

The value shift

The center of gravity is shifting from recording transactions to interpreting signals, orchestrating work and continuously improving operational outcomes.

From systems of record to system of intelligence

Value and influence grow as platforms connect data with decisions and execution.

Increasing control & value

01 System of record

Captures core asset, facility, work-order and compliance data

CAFM • IWMS • CMMS • EAM

What happened?

02 System of action

Coordinates workflows, service execution, dispatch and supplier activity

Workflow • Service execution • Orchestration

What needs to happen?

03 System of intelligence

Uses analytics and AI to predict, prioritize, recommend and optimize

Predictive models • AI assistants • Optimization

What is likely to happen, and what should we do?

AI as a catalyst — Accelerates prediction, prioritization and automation, but depends on connected, trusted operational data.

Five emerging intelligence value pools

The strongest opportunities sit where insight directly improves operational decisions and outcomes.

Asset intelligence
Failure prediction • lifecycle optimization • replacement timing
Uptime & maintenance cost

Workflow intelligence
SLA risk • bottlenecks • prioritization
Resolution & service quality

Energy intelligence
Consumption • anomalies • optimization
Cost & sustainability

Supplier-network intelligence
Coverage • spend • performance • risk
Supplier outcomes & control

Portfolio intelligence
Assets • space • services • capital allocation
Portfolio-level decisions

How intelligence turns into outcomes



Executive takeaway

The next competitive frontier is the layer that turns ecosystem-wide data into decisions, coordination and measurable outcomes.
AI strengthens this control point; the deeper operating-model implications are explored in the second paper in this series.

Mapping Today's Multi-layered FM Technology Landscape

The FM technology stack

- The FM technology landscape is best understood as a connected stack, with each layer playing a distinct role.
- Leading vendors increasingly extend into adjacent layers through product expansion, partnerships and integration.
- The precise stack varies by estate complexity, asset intensity, operating model and digital maturity.

Layer	Primary role	What it enables	Illustrative vendors*
Intelligence & Orchestration`	System of Intelligence	Cross-platform insight, prioritization and coordinated action	servicenow, Planon, IBM Maximo, facilio (Vendors from other layers are increasingly extending into this space)
Workplace & Experience	System of Engagement	Space optimization, occupancy insights, and employee experience services	eptura, fm:systems, Robin, OFFICESPACE, Envoy
Workflow & Service Execution	System of Action	Cross-functional service delivery through coordinated requests, dispatch and execution	servicenow, ServiceChannel, Fexa, facilio, corrigo, SERVICE WORKS GLOBAL
Core FM & Asset Management	System of Record	Facilities, assets, maintenance, reliability and lifecycle management	Planon, mri, OCTAVE, ACCRUENT, Archibus, MaintainX, SAP EAM, IBM Maximo
Connected Building & IoT	System of Sensing	Equipment telemetry, energy, controls and environmental data	Schneider Electric, SIEMENS, Honeywell, Johnson Controls
Enterprise & Data Foundation	Enterprise Backbone	Finance, procurement, HR, identity, cloud and shared data	SAP, ORACLE, Microsoft, aws, salesforce

Note*: Vendor positioning is illustrative; several providers span multiple layers.

Connecting Fabric – Emerging Control Point



Executive takeaway

The competitive opportunity lies less in owning every layer and more in influencing how data, workflows and decisions move across them.

Multiple Architectures Can Win: Four Plausible Futures for 2030

No single end-state is predetermined

FM technology is converging, but the future control point may sit with the built environment, assets, enterprise workflows or a connected ecosystem.

Four plausible market structures for 2030

Each model can create value under different customer conditions

Market structure	Likely control point	Value drivers	Market implication	Illustrative starting points / model*
1 **Built-environment-led**	**IWMS / FM platform**	Portfolio visibility Workplace management Sustainability Real-estate integration	FM platforms expand into broader built-environment operating systems.	Planon, mri, eptura, ACCRUENT
2 **Asset-led**	**EAM / asset-intelligence platform**	Reliability Asset performance Predictive maintenance Resilience	Assets become the organizing principle for FM workflows and decisions.	IBM Maximo, SAP EAM, infor EAM, OCTAVE
3 **Workflow-led**	**Enterprise workflow platform**	Orchestration Automation Enterprise integration Cross-functional workflows	The coordination layer becomes more valuable than individual FM applications.	servicenow, bmc, salesforce
4 **Connected-ecosystem-led**	**Shared data and orchestration layer**	Open integration interoperability shared data models operational intelligence	Advantage shifts from owning systems to connecting specialized platforms.	Multi-vendor ecosystem with open integration

Note*: Vendor names are illustrative starting points, not predictions of market leadership or exclusive category positions.

What shapes the outcome?

Customer maturity
Demand for execution, visibility or optimization

Asset intensity
Whether assets, facilities or workflows become the primary control point

Data & integration readiness
Connected data and systems enable intelligence, automation and orchestration

Ecosystem strength
Partner networks and interoperability increase platform relevance

Vendor consolidation
M&A activity can reshape control across technology layers

Executive takeaway

Multiple architectures can succeed.
The winning model will be the one that best connects data, workflows and decisions to operational outcomes.

Strategic Implications for FM Technology Providers

From market evolution to provider action

As FM categories converge, providers must choose where to lead, where to connect and how to translate ecosystem participation into measurable customer value

Strategic priorities

The opportunity is not to own every layer, but to become indispensable within the operational ecosystem.

Strategic priority	How to act	Strategic question
Select a control point Identify where the platform can create the greatest influence and decision authority.	Clarify whether you lead in records, action or intelligence, and partner across the layers you don't lead.	**Where can we create decision-making authority?**
Segment by maturity Meet customers where they are, not where the roadmap assumes they are.	Tailor propositions, architecture and pricing to Operational FM, Integrated FM and Connected Operations profiles.	**What must the customer be ready to adopt?**
Make convergence modular Enable evolution without forcing wholesale platform replacement.	Use open integration, phased adoption and composable capabilities to deliver value alongside incumbent systems.	**How can we deliver value alongside existing customers environments?**
Prove outcome economics Translate platform capabilities into measurable operational outcomes.	Build the business case around uptime, service performance, energy, workplace effectiveness and risk reduction.	**Can we quantify the outcome for the customer?**
Improve data readiness Treat operational data as a product foundation, not an implementation issue.	Strengthen asset data quality, governance, shared models and integration before scaling AI and automation.	**Is the customer's data ready to support intelligence?**
Build ecosystem relevance Increase value through connections that customers cannot create alone.	Invest in APIs, alliances, implementation partners, marketplaces and interoperability across the FM stack.	**What can customers achieve through us that they can't build alone?**

Executive takeaway

Future winners will not be defined by how much of the stack they own, but how effectively they connect data, workflows and intelligence to deliver operational outcomes.

How Evalueserve Helps FM Technology Providers Navigate Market Convergence

From strategic imperatives to execution

Research, intelligence and decision support for FM technology providers

Evalueserve helps FM technology providers respond to the market shifts described in this paper, combining domain expertise with AI-led research and analytics to support growth, innovation and competitive positioning.

01 Market & industry research

Supports: select a control point • prove outcome economics

Help providers understand where the FM technology market is moving and where value is shifting.

- **Trend analysis:** Track convergence, AI adoption and developments in operational intelligence across FM.
- **Market mapping:** Map vendors, acquisitions and partnerships across the FM technology stack.
- **Opportunity identification:** Size segments & value pools, and identify where to lead and where to partner.
- **ESG and compliance insights:** Assess the energy, sustainability and regulatory drivers shaping FM demand.

02 Competitive analysis

Supports: make convergence modular • build ecosystem relevance

Provide a competitive edge through in-depth analysis of FM technology players.

- **Competitor benchmarking:** Compare product scope, AI capabilities, integrations and positioning.
- **SWOT and scenario analysis:** Assess competitive positioning, strengths, weaknesses and strategic options under different market scenarios.
- **Monitoring and reporting:** Track product launches, M&A, partnerships and AI initiatives through always-on intelligence.

03 Customer and go-to-market insight

Supports: segment by maturity • improve data readiness

Help providers match propositions to buyer needs and readiness.

- **Buyer segmentation:** Profile Operational FM, Integrated FM and Connected Operations buyers.
- **Voice of customer:** Interview buyers to understand priorities, buying centers, switching triggers and willingness to pay.
- **Data and analytics:** Build a single source of truth for market, customer and competitor data.
- **GTM and partner assessment:** Evaluate channels, marketplaces and ecosystem partners.

As FM technology becomes more connected, intelligence-led and ecosystem-driven, success increasingly depends on understanding where value is shifting and acting before competitors do.

Glossary of Facility Management Terms

Glossary

API	Application Programming Interface: a standard method for systems to exchange data and functions
Asset Intelligence	Analyzing asset data to guide operational and strategic decisions
Asset Uptime	Percentage of time an asset or piece of equipment remains available and operational
BIM	Building Information Modeling: a digital model of a building's physical and functional characteristics
BMS	Building Management System: controls and monitors building services such as HVAC, lighting and access
CAFM	Computer-Aided Facilities Management: software for space, facilities and maintenance administration
CMMS	Computerized Maintenance Management System: software for work orders, scheduling and preventive maintenance
Connected Operations	An operating model in which facilities, assets, workflows and building systems share data to coordinate action
Control Point	Layer of technology stack that has the most influence over data, decisions or workflows
EAM	Enterprise Asset Management: software for managing the asset lifecycle, maintenance and reliability
FSM	Field Service Management: software for managing technicians and field work
ITSM	IT Service Management: platforms for managing service requests, approvals and workflows, increasingly extended to facilities
IWMS	Integrated Workplace Management System: a platform integrating real estate, facilities, space, maintenance and sustainability management
Operational Intelligence	Using connected data to prioritize decisions and coordinate action
Predictive Maintenance	Using sensor and maintenance data to predict asset failures before they occur
Preventive Maintenance	Maintenance carried out on a fixed schedule to reduce the likelihood of failure
Shared Data Models	Standardized schemas defining assets, identities and their relationships consistently across systems
System of Action	Platforms that coordinate and execute work, such as requests, approvals, dispatch and supplier management
System of Engagement	Platforms through which employees and occupants interact with workplace services, such as booking, visitors and requests
System of Intelligence	Platforms that interpret operational data to predict outcomes, prioritize work and recommend action
System of Record	Authoritative platform that maintains trusted data on facilities, assets, space and maintenance
System of Sensing & Control	Building and IoT systems that capture equipment, energy and environmental data and control building services
Work Order	Request to perform maintenance or service
Workflow Orchestration	Coordination of automated tasks across systems into an end-to-end process

About Us



200+ Domain Experts

Deep expertise across sectors, functions and processes

Integrated Approach

Address client specific business problem through tailor-made solution combining domain, consulting and data analytics

End-to-End Solution

Partners with clients not only to design solutions but also to implement, drive internal adoption, and manage them comprehensively

Partners Ecosystem

Extensive network of empanelled partners for SME interviews, customer/ consumer surveys, focus group discussions, UX research and translation

Technology Enabled Delivery

Self serve tools/platforms, agentic AI/GenAI, micro-automations, custom integration and configuration

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Disclaimer

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