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Focus

A clear definition of "Digital Twin in FM" that is useful for decision-making (not a 3D conversation).

Readiness

A readiness lens: what must be true before investing in pilots at scale.

Roadmap

A stage-gated adoption roadmap (strategy to execution) that reduces risk and accelerates value.

Next 30 Days

A practical next-30-days checklist to move from intent to momentum.

Would you construct your next building without a blueprint?

A digital twin is no different — it needs a clear business blueprint to turn strategy into reality.

Execution fails when "truth + evidence" are not governed across owners, operators, and vendors.

The FM operating cycle: where value is won or lost

Digital Twin adoption succeeds when it strengthens the chain: Request → Work → Evidence → Performance.

Performance

Request

Common failure modes
- Disputed KPIs and timestamps
- Weak work-order evidence
- Fragmented asset identity
- Slow response and rework

Evidence

Work

From Campuses to Giga Projects Every Sector Benefits

Smart Campuses
(Education, Healthcare)
Asset mapping, infection control, predictive maintenance

Industrial & Utilities
IIoT-driven condition monitoring, energy optimization.

Transportation & Infrastructure
UAV/GPR for underground utility mapping, emergency response.

Commercial Real Estate
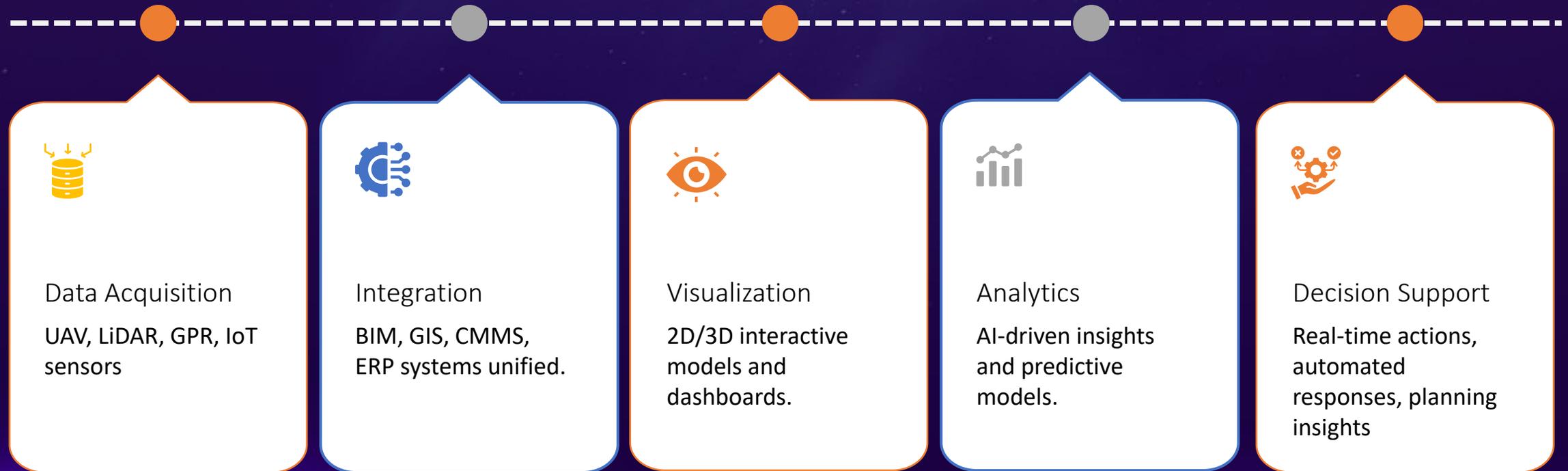Tenant comfort, energy analytics, sustainability reporting.

Mixed-Use & Giga Projects
Integrated portfolios for centralized command and control.

Military & Secure Facilities
Controlled-access visualization, live operational coordination.
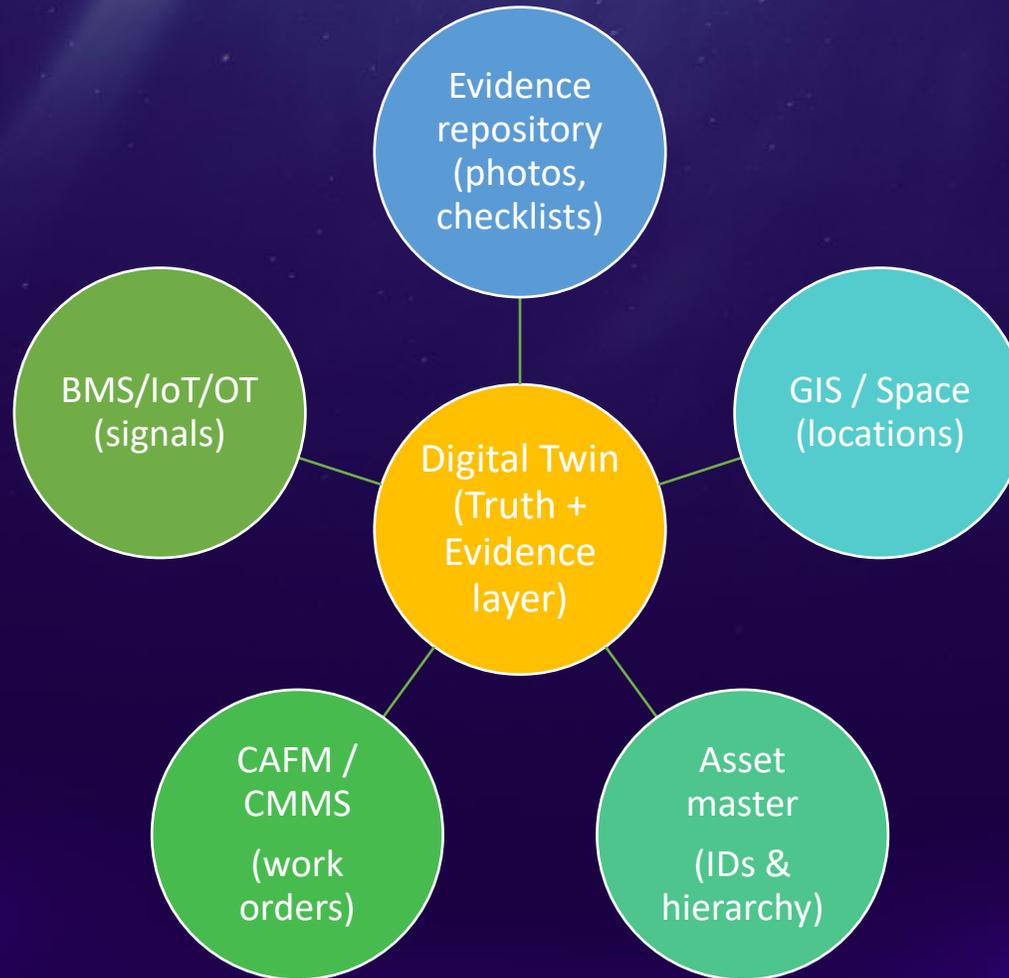
Digital Twin in FM: what it is — and what it is not

Positioning is critical: treat this as an execution capability, not a visualization project.

NOT

- A 3D model project
- A platform replacement program
- A dashboard/reporting exercise
- A 'big bang' data cleanse

IS

- A governed 'truth + evidence' layer for FM execution
- A way to standardize work closure evidence
- A federated integration pattern across systems of record
- A portfolio of use cases delivered in waves

The Data Foundation: Acquisition Techniques
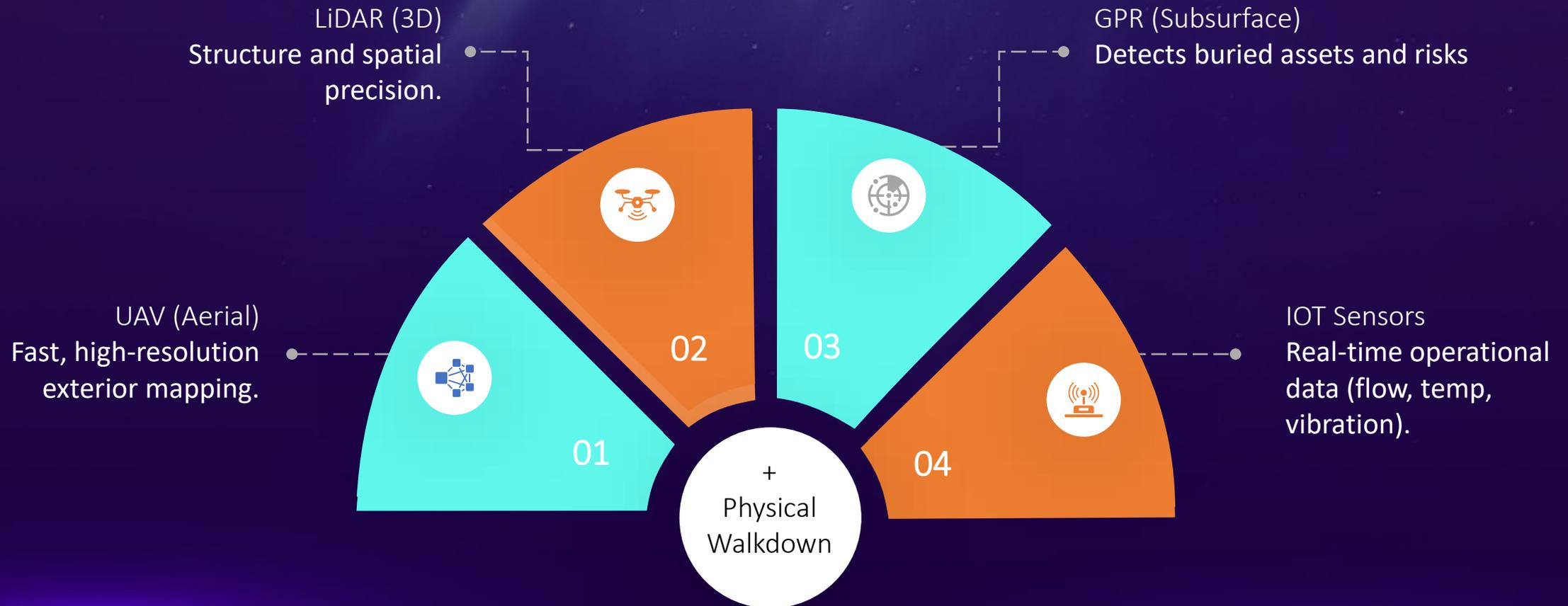
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LiDAR (3D)
Structure and spatial precision.

GPR (Subsurface)
Detects buried assets and risks

UAV (Aerial)
Fast, high-resolution exterior mapping.

IOT Sensors
Real-time operational data (flow, temp, vibration).

01

02

03

04

+
Physical Walkdown

Cycle-time compression
KPI example:
Response/MTTR

Higher first-time-fix
KPI example:
Reduced rework

Less firefighting
KPI example:
Planned vs reactive
ratio

Fewer disputes
KPI example:
Dispute rate & closure
time

Lower compliance
exposure
KPI example:
Safety/compliance
incidents

Trusted performance
reporting
KPI example:
Audit trail
completeness

Minimum Truth Layer for Scalable FM Adoption
Start with the minimum viable foundation – then expand by evidence

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Governed asset identity for critical classes (ID, hierarchy, status)
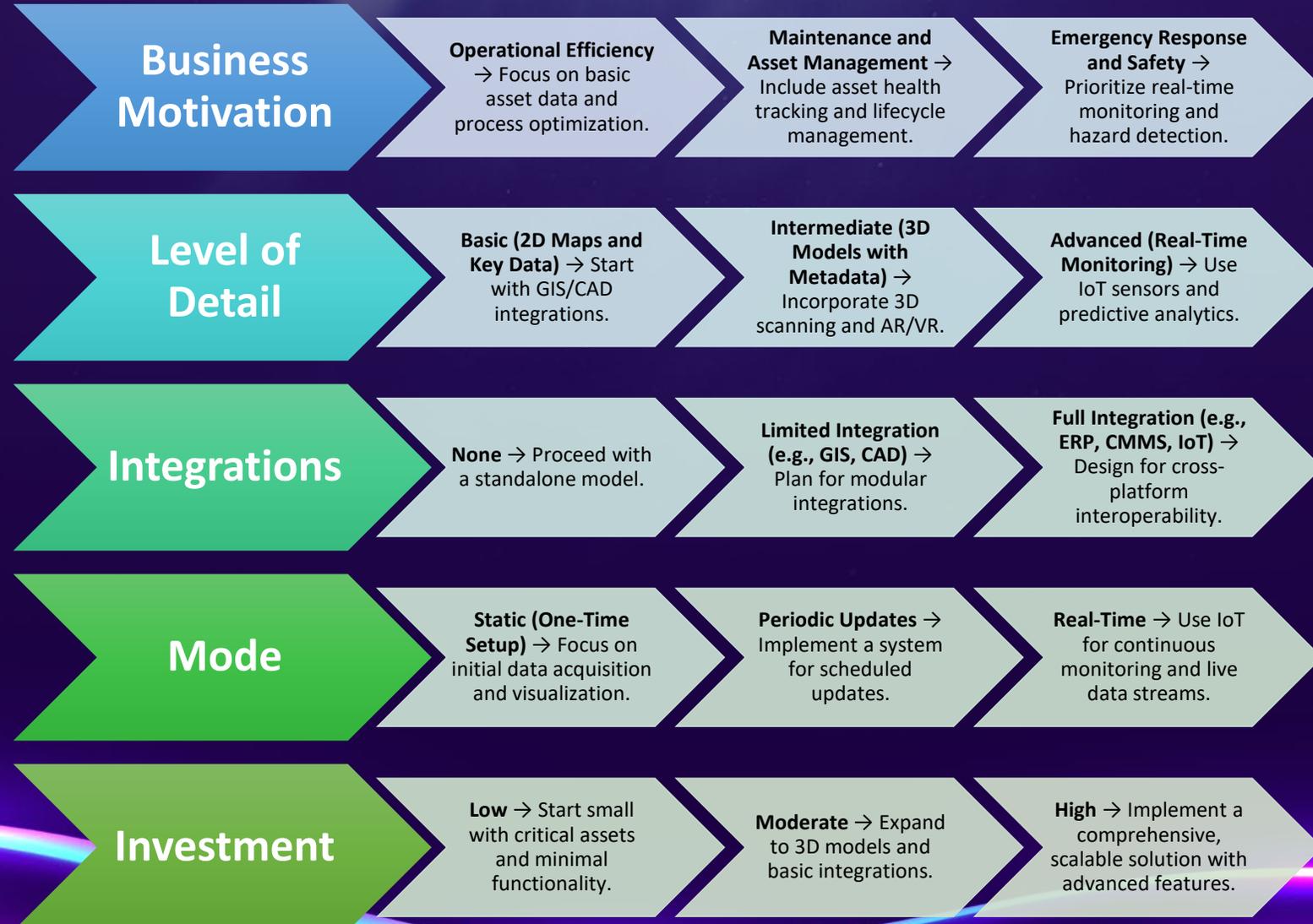
Validated location / space structure (site–building–floor–space)

Standard work types + priority + SLA rules (shared semantics)

Timestamp rules for KPI integrity (start/stop/hold definitions)

Evidence pack templates enforced at work closure

Digital Twin Adoption Pathways

Business Motivation	Operational Efficiency → Focus on basic asset data and process optimization.	Maintenance and Asset Management → Include asset health tracking and lifecycle management.	Emergency Response and Safety → Prioritize real-time monitoring and hazard detection.
Level of Detail	Basic (2D Maps and Key Data) → Start with GIS/CAD integrations.	Intermediate (3D Models with Metadata) → Incorporate 3D scanning and AR/VR.	Advanced (Real-Time Monitoring) → Use IoT sensors and predictive analytics.
Integrations	None → Proceed with a standalone model.	Limited Integration (e.g., GIS, CAD) → Plan for modular integrations.	Full Integration (e.g., ERP, CMMS, IoT) → Design for cross-platform interoperability.
Mode	Static (One-Time Setup) → Focus on initial data acquisition and visualization.	Periodic Updates → Implement a system for scheduled updates.	Real-Time → Use IoT for continuous monitoring and live data streams.
Investment	Low → Start small with critical assets and minimal functionality.	Moderate → Expand to 3D models and basic integrations.	High → Implement a comprehensive, scalable solution with advanced features.

Digital Twin – from Strategy to Execution
Take an Intentional Path to Digital Twin Adoption.

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Do we have a sound digital twin strategy that is focused on the right things?

Is it aligned with the business strategy?

Where can we standardize and streamline across assets, sites, and applications?

*What are the top digital twin business priorities to invest in?*

How do we phase our plans?

Did our digital twin investments deliver on our original business objectives?

PORTFOLIO MANAGEMENT
Provide a framework to analyze investment within and across portfolios

STAGE 01 DEVELOP STRATEGY	STAGE 02 ARCHITECT CHANGES	STAGE 03 PLAN INITIATIVES	STAGE 04 EXECUTE SOLUTIONS	STAGE 05 MEASURE SUCCESS

BUSINESS ARCHITECTURE ROLE

- Inform strategy:
  - Articulate current state
  - Identify strategy impacts
- Map strategy

- Organize changes into a strategic roadmap
- Identify impacts, stakeholders, dependencies, and integration points across initiatives

- Provide high-level scope definition
- Provide framework for requirement acceleration and reuse

- Provide end-to-end traceability and metrics for consistent measurement

What parts of the business should digital twin focus on that will bring the most value?

What do we need to be ready from a people, process, data, application, and asset perspective?

CLARIFY GOALS & STRATEGY	ASSESS IMPACT	ARCHITECT THE CHANGE	IDENTIFY THE GAPS

BUSINESS ARCHITECTURE ROLE

- Map strategy

- Identify strategy impacts

- Understand current architecture
- Develop target architecture to translate how strategy will be operationalized

- Compare current to target architecture to identify the necessary changes

Are other enterprise change initiatives targeting the same capabilities?

Can stakeholders consume the amount of change we are planning collectively?
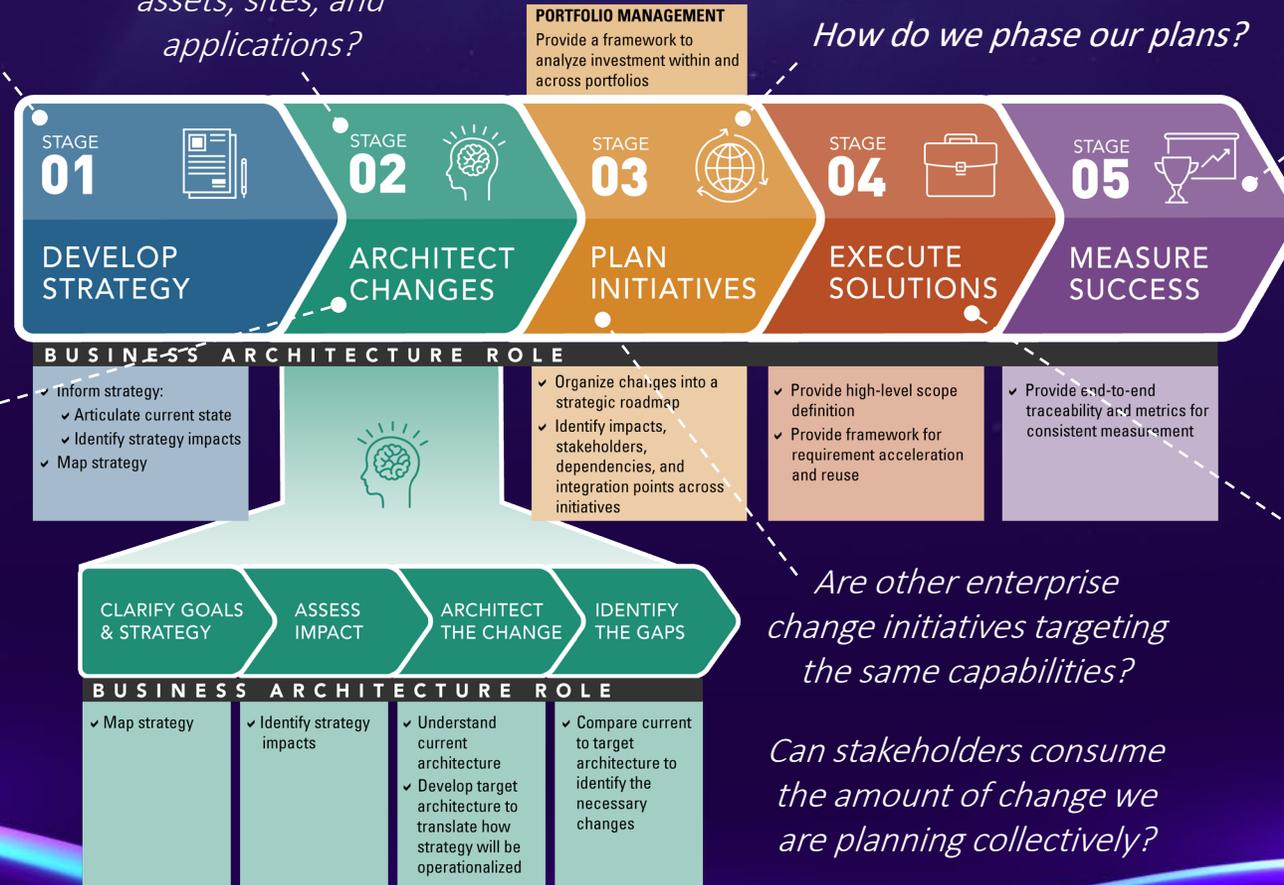
*If our priorities shift, what should we stop doing?*
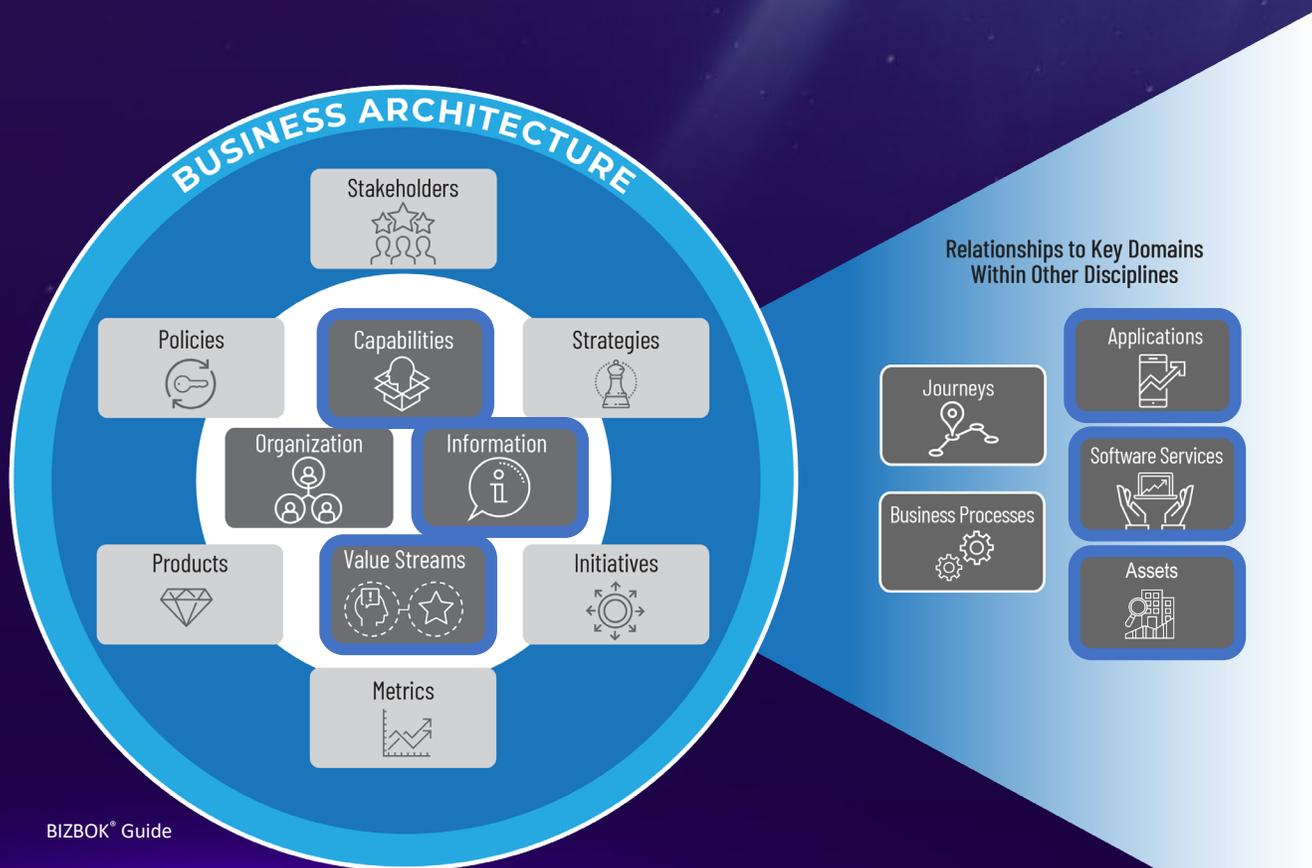
Business architecture is…

- ✓ A shared mental model, unified across organizational structures and products
- ✓ Business-focused and business-owned
- ✓ High-level in detail
- ✓ Reusable
- ✓ The scaffolding that connects everything in the business and technology environments
- ✓ A set of information and views as well as a mindset for everyone

Value Streams

Capabilities

People

Processes

Information

Technology

S2E Transformation
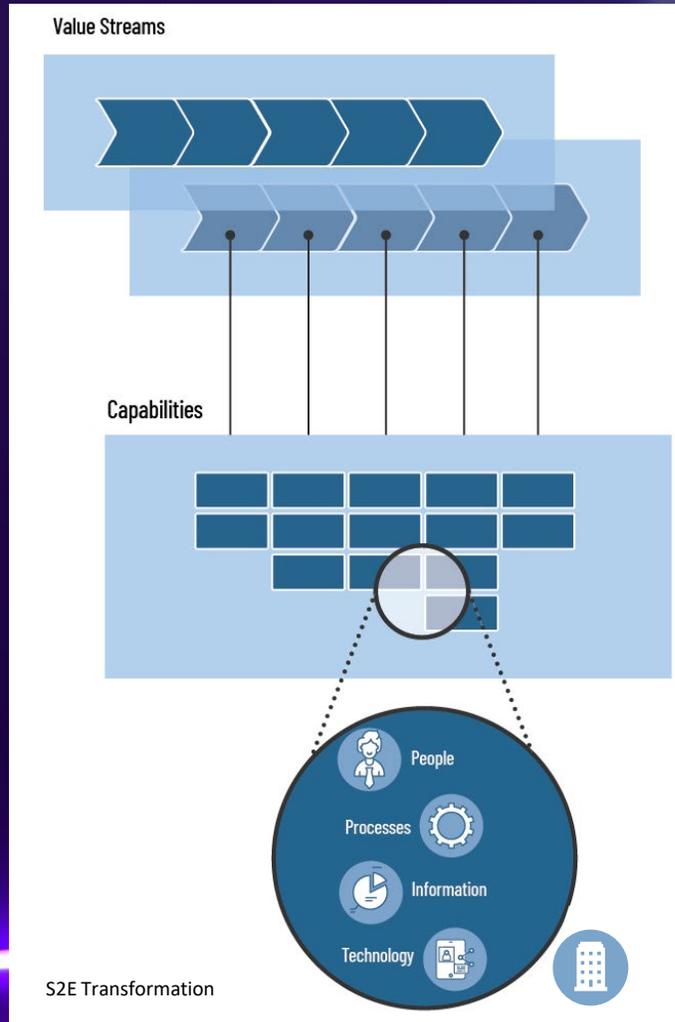
- Strategy requires capabilities

- Capabilities are enabled by people, processes, information, technology, and assets

- Capabilities require information

- Capabilities are automated by apps and services

- Capabilities are enabled by physical assets

- Initiatives deliver enhancements to capabilities

Capabilities are an essential business lens for prioritization and scoping of data, application, AI, and asset investments.

MAINTAIN FACILITY

| Monitor Facility Performance | Identify and Diagnose Issues | Plan Maintenance | Execute Maintenance |

ENABLING CAPABILITIES *(subset)*

Facility Information Management

Asset Information Management

Asset Performance Monitoring

Asset Analytics Management

| Asset Fault Detection | Asset Planning | Asset Repair |

| Asset Compliance Determination | Asset Scheduling |

People: Facility Manager, EHS Manager, Compliance Manager

Processes: Register Asset, Assess Compliance, Schedule Maintenance

Information: Facility, Asset, Compliance

Apps: Quality Management System, Safety & Compliance Systems

Assets: Fire alarms, emergency lighting, environmental sensors, etc.

DIGITAL TWIN ADOPTION – FROM STRATEGY TO EXECUTION
Capabilities Frame Digital Twin Investments Around Capabilities.

STAGE 01 DEVELOP STRATEGY	STAGE 02 ARCHITECT CHANGES	STAGE 03 PLAN INITIATIVES	STAGE 04 EXECUTE SOLUTIONS	STAGE 05 MEASURE SUCCESS

STRATEGY	GOAL	OBJECTIVE	METRIC	COURSE OF ACTION	VALUE STREAM IMPACTS	CAPABILITIES IMPACTS	INITIATIVE
Sustainability 2030	Reduce GHG Emissions	Reduce Facility-Related GHG Emissions by 30% by 2030	Total Carbon Dioxide Emissions (Tons Per Year)	Enhance monitoring and analytics for emissions tracking	• Establish Facility • Maintain Facility • Perform Preventative Maintenance	• Facility Mgt. • Asset Mgt. • Energy Mgt. ...	• Facility Emissions Digital Twin Initiative
			...	...	...	...	...

SUMMARY OF CHANGE	PEOPLE	PROCESS	INFORMATION	TECHNOLOGY	ASSET
Implement advanced emissions tracking and analytical tools using a digital twin to enhance monitoring and insight	• Build associate skills in digital twin data analysis and sustainability analytics • Introduce data-driven decision-making and cross-functional collaboration across facility management, IT, and sustainability teams	• Establish regular reviews of emissions performance by asset type • Align maintenance schedules with emissions reduction goals	• Standardize asset data around energy use and emissions factors	• Deploy Inframappa and model to simulate and optimize asset-level emissions	• Equip major energy-consuming systems with sensors and smart meters to capture real-time energy usage and emissions

S2E Transformation

DIGITAL TWIN ADOPTION – FROM STRATEGY TO EXECUTION
Digital Twin Maturity Journey
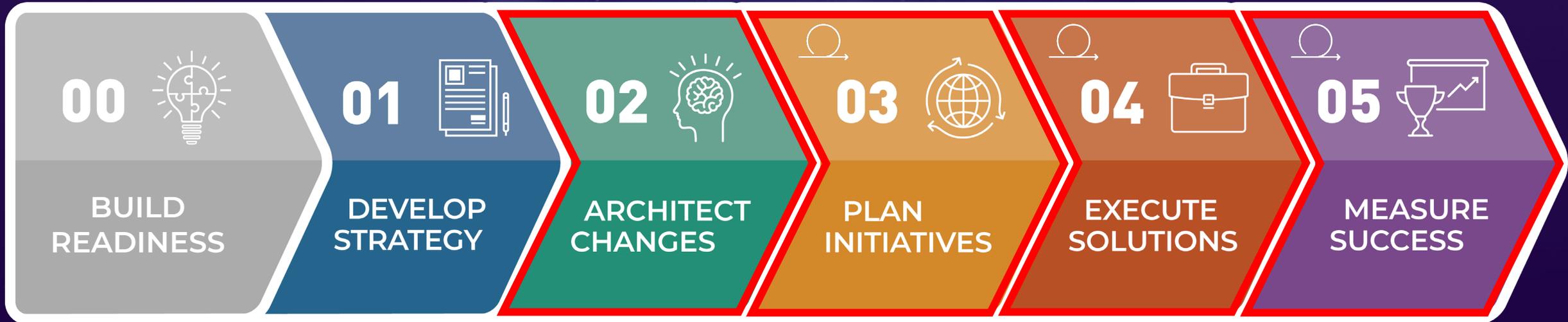
00 BUILD READINESS
- Build Awareness
- Build Business Blueprint
- Build Capacity
- Establish Governance

01 DEVELOP STRATEGY
- Define Digital Twin Strategy and Objectives

02 ARCHITECT CHANGES
- Assess readiness and define business change *(people, process, information, technology, and asset investments by capability)*

03 PLAN INITIATIVES
- Define proof of value
- Develop digital twin adoption roadmap

04 EXECUTE SOLUTIONS
- Upskill team
- Enhance processes
- Deploy tool
- Acquire data
- Perform application integrations

05 MEASURE SUCCESS
- Perform value realization analysis

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Use Case	Outcome
Predictive Maintenance	+25% uptime, reduced downtime.
Asset Lifecycle Optimization	+15% cost efficiency.
Energy Management	Up to 30% energy savings.
Safety & Emergency Response	Real-time situational awareness.
ESG Reporting	Automated sustainability data collection.
Space Optimization	Better occupancy and comfort.
Capital Planning	Scenario modeling for smarter investment.

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Many ideas

Shortlist

Wave-1
Pilots

Scale

Scoring (example weights):
Impact 30% | Readiness 20% | Feasibility 15%
Reusability 15% | Policy dependency 10%
Interoperability dependency 5% | Ecosystem complexity 5%

Adoption roadmap: 3 horizons with decision gates
A pragmatic blueprint that balances speed, risk, and scalability.

Horizon 1 — 0–6 months: foundations + visible value

G0   G1   G2

Horizon 2 — 6–12 months: scale with an onboarding factory

G3

Horizon 3 — 12–24 months: optimize and expand the portfolio

G4

Principle: scale only when the previous gate is evidence-complete.

Decision checkpoints: what 'good evidence' looks like
Scale only when evidence is repeatable — not when enthusiasm is high.

Gate 0: Scope, owners, success metrics agreed

Gate 1: Readiness baseline completed (people/process/data/tech/assets)

Gate 2: Pilot proves measurable outcome + evidence discipline

Gate 3: Onboarding factory defined (repeatable deployment)

Gate 4: Portfolio governance in place + continuous improvement

Governance with operational teeth (generic, no acronyms)
Digital Twin adoption in FM is a multi-party program: governance is the execution engine.

Governance forum	Cadence	Primary focus
Operational performance review	Weekly	SLA performance, evidence compliance, dispute closure
Data governance forum	Bi-weekly / Monthly	Data quality, taxonomies, asset/location identity rules
Architecture & integration review	Monthly	Interoperability guardrails, systems-of-record alignment
Executive steering committee	Monthly / Quarterly	Funding decisions, scaling approvals, risk escalation

✓ Select two pilot sites and one critical asset class (start small, learn fast).
✓ Confirm intake channels and standardize triage rules (priority, SLA, escalation).
✓ Define evidence packs for the top 10 work types (closure checklists + media).
✓ Baseline asset ID and location structure quality for the pilot scope.
✓ Define KPI timestamp rules (what starts/stops the clock; what pauses it).
✓ Stand up governance cadence: weekly operational review + monthly steering.
✓ Define Gate-0 and Gate-1 entry criteria and owners (decision discipline).