


5

steps to  
delivering

smart  
buildings.

The power behind your mission





**Smart.** It's a word associated with everything from performance to connectivity to data analytics. Above all, it refers to technological excellence. Bricks and mortar aren't smart by nature – **making a building "smart" takes careful planning,** ideally at the design stage or via an initiative to improve the way it operates once it's up and running. Every building has its own journey to "smart".

## Introduction

The value of smart solutions is undeniable. Whether it is improvements to energy efficiency, sustainability, cost-effectiveness, or employees' productivity and health, implementing smart technology in buildings puts businesses on the path to success. Indeed, **99% of building decision-makers see the value of smart technologies.**

Of course, the world in which we now live and work is radically different to the one prior to the COVID-19 pandemic. Many businesses were fragmented, unable to operate from central hubs, and had to find new ways of working and collaborating remotely. Now, as employees return to offices, we bring new behaviours and technologies to those buildings that drive new conversations and decisions surrounding digital transformation. As more businesses embraced smart technology and saw first-hand the inherent value during the pandemic, two-thirds (64%) of building decision-makers said they were either more likely to invest in smart technology or have concrete plans to invest.

But what does the journey to "smart" look like in practice and how do you obtain the buy-in across an organisation needed to embark on it? This journey isn't without its obstacles and there is no one-size-fits-all smart solution for buildings – each approach needs to be tailored to ensure that smart solutions work together to get the desired results. This guide outlines the key steps required to successfully create truly smart buildings.





# 1 Identify

The first step to delivering smart buildings is identifying the areas of weakness in the operation of your building. By establishing the existing problems and the costs of those problems, you can begin to build a business case for adoption of smart technologies.

There will always be opportunities to improve and, ultimately, to push you closer to your overarching business goals – whether that’s operational efficiencies, occupant comfort and safety or sustainability objectives.

Key weaknesses to look out for include concrete issues like ageing equipment and a lack of investment, but also problems that are less tangible, such as a limited vision or understanding of what is achievable. Without such a vision or understanding, it can be significantly more challenging to build a compelling case to go smart in the first place, with the result being to seek out point solutions rather than connected solutions which deliver broader results. If teams don’t understand each other’s problems, delivering silo-based solutions, then the potential for greater, more holistic benefits across a business will be lost. Making something “smart” is an exercise in making new connections – moving from “me” to “we”.



The best way to identify these weaknesses and engage stakeholders from across your organisation and beyond is by holding insight-led workshops, if possible, facilitated by a trusted partner. Different departments and external parties don’t necessarily understand each other’s problems, so you need to facilitate convergence through these meetings. Create an environment where stakeholders can align with one another’s pain points, values, and goals.



# 2 Strategise

With this insight you can move on to defining a strategy, outlining the benefits you want the smart solutions in your building to provide, considering the audience you will be catering for and your key objectives as a business.

Improvements to sustainability, energy efficiency, safety and comfort will be the bare minimum for smart solutions, but there is an opportunity to think bigger and smarter.



When you’re focused on work within your given department, it is essential you still have a sight on the ‘bigger picture’ of your business. Here, data can be leveraged to inform an optimal approach to change management. By measuring a building’s current energy usage, air quality, office occupancy, and more, you can effectively forecast how digital transformation will affect these figures, including projected cost savings and the ROI of potential investments.





## 3 Assess

Before you can plan out which smart solutions to implement, you have to make an assessment of the smart technology currently in use within the building and the impact it is having.

Conducting an assessment of the smart technology currently in use within the building and the impact its having will provide rich insight to assist in planning which smart solutions to implement. Often, existing technologies will have been implemented in silo, meaning that its effect is only felt by the few. The challenge is to draw these disparate technologies into a single ecosystem that feels tailor-made for every occupant. That is the difference between a smart building and a building fitted with smart technology.

Assessment also involves weighing up the relative merits of different solutions. There are a wide range of smart tools at a business's disposal to deliver results, but the work you put into the identification and strategy phases allows you to effectively decide on which solutions will achieve the biggest impact, be that improved air quality or the ability to facilitate new hybrid ways of working.



## 4 Plan

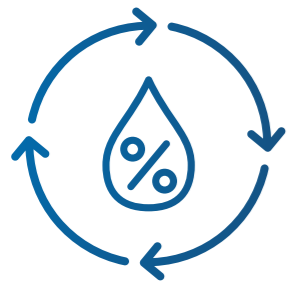
Once the strategic groundwork has been laid for a smart technology initiative, the next step is to create a plan that you can present to the rest of your organisation.

Plans should think in global terms – to see the best results, solutions need to be enterprise-wide. Likewise, any security requirements need to be front and centre in your planning; whether that is related to your building, network, and platform security, or safeguarding the wellbeing of people and the environment. Involving all the relevant departments in your plan at the earliest stage will result in a smoother implementation.

As with initial insight-led workshops, the planning process is often best facilitated by a trusted partner that can link these disparate threads together and provide industry expertise to inform strategic decisions. For example, an expert can offer a clear appraisal of the direct and indirect costs of existing problems and ask the right questions to inform a successful solution, bringing in real-world experience with potential technologies and knowledge of relevant external regulations.







## 5 Deliver

Finally, you need to deliver on your plan. This may well be the only opportunity to demonstrate how integral smart technology is to the performance of the building. Allocating your budgets to those connected technologies which can deliver relative immediate tangible value, whilst not losing sight of the high-level objectives, will help support your journey as you move to a more holistic smart building where you can start delivering maximum ROI.

Ongoing communication and buy-in from stakeholders remains essential at this delivery phase. To mobilise action around the decision to go smart you need to find the right people and give them the right tools and information to champion smart solutions throughout the business.



Data remains a vital tool for change management advocacy as it can inform conversations around smart solutions and demonstrate their value. Likewise, insights and learnings from early adopters can help to convince people – once opinions change, you can start to offer deeper learnings and change behaviour. Above all, solutions aren't smart unless you use them intelligently, using data and analytics to optimise the way buildings are operated.



1 Identify



2 Strategise



3 Assess



4 Plan



5 Deliver

## Conclusion

A healthy company has healthy buildings, with access to abundant data, best-in-class safety and security, and the expertise and partners to deliver powerful solutions. The journey to making buildings truly "smart" involves a cross-functional approach to build a mutual understanding of one another's problems and what solutions will deliver the most value. When we understand the overlapping benefits that smart technology has for departments across organisations globally, the conversation immediately becomes more collaborative. Not only does smart technology bring together rich sources of data to provide insights and results that are greater than the sum of their parts, but the process of delivering it brings people together too.

This process to smart solutions requires careful strategy, from identifying issues and objectives to assessing options and existing systems already in place.

Often, the best way to bring people together and determine the benefits of different approaches is to involve a trusted partner like Johnson Controls in the process – they will be able to facilitate workshops and offer a wealth of industry insight and healthy buildings expertise to inform decision-making.

To learn more about how you can transform your building to a healthier building, delivering more efficient, cost effective, and sustainable outcomes with improved occupant comfort and safety using smart solutions, you can download our report on the topic [here](#). The team at Johnson Controls have 136 years of experience delivering smart building innovation and can work with you to implement the steps to deliver a truly smart building to support your organisational needs.

# About Johnson Controls

Increase employee confidence and productivity.  
Enhance student engagement and performance.  
Attract and retain tenants... all with OpenBlue from Johnson Controls.

Our unique approach combines research-based solutions, cost-effective implementation, and ongoing service and support.

Contact us to discuss how we work with you to make spaces for living, learning and working more sustainable, healthier, and more productive.

This guide was developed with insight from the recent Johnson Controls [Smart Building research report](#).

For more details, please contact:

e: [OpenBlueUK@jci.com](mailto:OpenBlueUK@jci.com)

w: [www.johnsoncontrols.co.uk/openblue](http://www.johnsoncontrols.co.uk/openblue)

t: 0800 804 6229