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TRANSFORMING FACILITY MANAGEMENT VALUE UNDER WARTIME RISKS: A B2B MARKETING PERSPECTIVE

The article examines how prolonged wartime risks transform the marketing value of Facility Management (FM) in the corporate B2B segment of the office property market. It shows that customer value increasingly extends beyond routine service delivery, price and SLA compliance toward business continuity, responsiveness, risk reduction, transparency and organizational resilience. The study combines services marketing, perceived value, relationship marketing, business continuity and resilience approaches with qualitative analysis of recurring FM practices in Ukraine. A four-level model of FM value evolution is proposed: Operational FM, Integrated FM, Risk-oriented FM and Resilience-oriented FM. The findings support a shift from service-list and price-based positioning toward differentiation based on measurable business outcomes, adaptability and continuity support.

Keywords: *Facility Management, services marketing, B2B marketing, value proposition, perceived value, organizational resilience, business continuity, wartime risks.*

JEL classification: M31, M21, L84

Statement of the problem. The full-scale war has substantially changed the operating environment of corporate real estate in Ukraine. For international and large Ukrainian companies, an office can no longer be treated merely as a physical space requiring standard technical and administrative maintenance. Power-supply interruptions, infrastructure damage, logistics constraints, shortages of selected materials and spare parts, changing staff working patterns and higher safety requirements have made continuity of facility operations a distinct managerial task. The World Bank-led RDNA4 documents the exceptional scale of damage and recovery needs, including continued pressure on energy and built infrastructure [8, pp. 20–28]. OECD analysis likewise emphasizes that security risks, infrastructure constraints and uncertainty remain material factors shaping Ukrainian business activity [9, pp. 24–31].

In the traditional Facility Management model, value for a corporate customer was primarily formed through the relationship between service cost, quality and stability. Under prolonged disruption, this logic is insufficient. The customer evaluates not only how well cleaning, maintenance or minor repairs are performed, but also whether the provider can anticipate operational risks, organize alternatives quickly, maintain critical resources, coordinate contractors and support office functionality during external shocks. The European Commission's assessment of Ukraine also underlines the continuing need for institutional and economic adaptation under wartime conditions [10, pp. 6–12].

Consequently, the marketing value of FM itself is changing. Its focus shifts from the execution of separate operations toward the reduction of the customer's operational uncertainty. For the marketing of professional B2B services, this requires reconsideration of the value proposition, differentiation criteria and arguments supporting long-term cooperation.

Analysis of recent research and publications. The theoretical basis of the study combines services marketing, customer perceived value and relationship marketing. C. Grönroos argues that service value is created in use and through the customer's processes rather than being embedded solely in the provider's output [1, pp. 77–84]. A. Eggert and W. Ulaga show that, in business markets, perceived value reflects a trade-off between multiple benefits and sacrifices and can influence the quality of supplier relationships [2, pp. 107–118]. R. M. Morgan and S. D. Hunt emphasize that, for professional B2B services, trust and commitment are particularly important because they reduce perceived relational risk and support durable cooperation [3, pp. 22–25].

Facility Management is internationally understood as an organizational function integrating people, place and process within the built environment in order to support quality of life and the productivity of the core business [4]. ISO 41001 further emphasizes a management-system approach and alignment of FM outputs with organizational needs [5]. These standards support the interpretation of FM as a business-support function rather than a disconnected set of technical operations.

In parallel, management research has increasingly focused on organizational resilience and business continuity. J. Hillmann and E. Guenther conceptualize organizational resilience as a multidimensional capacity related to anticipation, coping and adaptation in the

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face of adversity [6, pp. 12–18]. ISO 22301 formalizes requirements for business continuity management systems and highlights preparedness, response and recovery capabilities [7]. D. J. Teece's dynamic-capabilities theory also explains why organizations need to sense changes, seize opportunities and reconfigure resources under changing conditions [11, pp. 40–45]. M. Wenzel, S. Stanske and M. B. Lieberman show that organizations may retrench, persevere, innovate or exit depending on the nature of the shock and available capabilities [12, pp. O18–O23].

Despite these contributions, the marketing transformation of Facility Management under a prolonged systemic shock remains insufficiently examined. Existing FM literature focuses mainly on operational integration and management systems, while resilience literature primarily treats resilience as an internal organizational capability. The unresolved research issue is how prolonged risk changes the external B2B value proposition of an FM provider and how resilience-related capabilities can become a source of customer value and differentiation.

Purpose of the article. The purpose of the article is to substantiate the transformation of the marketing value of Facility Management in the corporate B2B segment under wartime risks and to develop a resilience-oriented FM value proposition model. The objectives are to systematize theoretical approaches to B2B service value; identify changes in corporate customer needs in a high-risk environment; classify the components of contemporary FM value; develop a model of its transformation; and illustrate the approach using practical experience from the Ukrainian professional B2B services market.

Research methodology. The study uses conceptual synthesis, comparative analysis, systematization and qualitative case analysis. The conceptual framework combines services marketing, customer perceived value, relationship marketing, Facility Management standards, business continuity, organizational resilience and dynamic-capabilities approaches. International and Ukrainian-context institutional reports are used to characterize the external risk environment. The practical component is based on an anonymized analysis of recurring client requests and management responses observed in IRES operations in the Ukrainian corporate real-estate market. No confidential customer data, financial indicators or commercial terms are disclosed.

Summary of the main research material. In the classical marketing approach, customer value is interpreted through the relationship between total benefits and total sacrifices. In FM, this logic has traditionally been expressed through three core parameters: service price, execution quality and service reliability. Corporate customers compare providers according to price, SLA performance, personnel qualifications, scope of services and the ability to maintain standardized quality. This operational layer remains indispensable, but it is no longer sufficient in a high-risk environment.

The development of Integrated Facility Management expands value through consolidation. Instead of managing multiple specialized contractors, the customer obtains a single point of accountability, centralized coordination, consolidated reporting and improved cost visibility. Marketing value therefore emerges not only from the outcome of a particular operation but also from lower transaction and administrative costs. This logic is consistent with service-centered value creation, where the provider contributes resources and processes that support the customer's own value-creating activities [1, pp. 95–101].

Wartime risks add a third dimension: the capacity of the service system to function when conventional resource and logistics links are disrupted. Backup power, stock planning, alternative suppliers, emergency response speed, critical spare-parts management and transparent escalation increasingly become part of the core FM value rather than optional extras. In this context, the provider's ability to reconfigure resources resembles the dynamic-capabilities logic described by Teece [11, pp. 44–47].

The transformation of FM marketing value across the four proposed levels is summarized in Table 1.

The proposed four-level model does not imply that later levels replace earlier ones. Resilience-oriented FM incorporates operational quality and integration while adding the capacity to support the customer's business during disruptions. Poor routine cleaning or technical maintenance cannot be compensated for by sophisticated crisis procedures. At the same time, high-quality routine operations alone no longer guarantee that the provider meets corporate expectations under systemic risk.

This distinction is important for marketing. The provider competes not only through the scope of services but through its ability to reduce the customer's managerial burden and uncertainty of outcomes. The value proposition should therefore be articulated in the language of customer business results rather than only in the language of technical operations. Eggert and Ulaga's analysis of customer perceived value supports the importance of assessing supplier performance through the benefits created for business customers rather than through satisfaction alone [2, pp. 112–116].

From the perspective of relationship marketing, accumulated trust becomes particularly valuable. In long-term FM contracts, a provider acquires knowledge of engineering systems, failure history, patterns of space use, corporate procedures and internal customer standards. Such knowledge creates relational value that is difficult to reproduce through one-off procurement. Morgan and Hunt's commitment-trust theory explains why trust and

Table 1 – Transformation of the marketing value of Facility Management

Level	Dominant customer need	Key value	Marketing emphasis
1. Operational FM	Stable execution	Price, quality, SLA	Reliable delivery
2. Integrated FM	Reduced management complexity	Single accountability, transparency, consolidation	One-stop solution
3. Risk-oriented FM	Reduced impact of disruptions	Response speed, redundancy, alternatives	Risk reduction
4. Resilience-oriented FM	Continuity of core business	Continuity, adaptability, accountability	Business resilience partner

Source: developed by the author

commitment support cooperation and reduce relationship uncertainty [3, pp. 23–26].

Figure 1 visualizes the cumulative nature of the proposed transformation. The movement toward resilience-oriented FM is not simply an expansion of the service list.

It represents a change in the outcome purchased by the customer: from reliable task execution, through reduced coordination complexity and disruption risk, toward support for continuity of the customer's core business. This interpretation is consistent with organizational resilience as a capability to anticipate, cope with and adapt to adversity [6, pp. 18–24] and with the continuity-management logic of ISO 22301 [7]. Table 2 systematizes the key components of a resilience-oriented FM value proposition and their practical and marketing manifestations.

The Ukrainian context makes it possible to observe this transformation not only conceptually but in practice. RDNA4 demonstrates the continuing scale of infrastructure damage and recovery needs [8, pp. 20–28], while OECD analysis identifies wartime uncertainty and infrastructure constraints as persistent influences on economic activity [9, pp. 24–31]. The European Commission similarly notes that the operating environment remains shaped by the consequences of Russia's war of aggression and the need for continued institutional adaptation [10, pp. 6–12]. For businesses, this means that routine operating efficiency must coexist with readiness for repeated external shocks.

The IRES case is used as an illustration of evolving corporate demand. The company operates in the Ukrainian professional corporate real-estate services market and provides Facility Management, Project Management and related engineering and consulting services since Y2006. The analysis is deliberately anonymized. It focuses on recurring types of customer requests and management decisions rather than on confidential client identities, commercial conditions or financial data.

Practice under wartime conditions shows that customer expectations have expanded beyond standard hard and soft FM functions. They increasingly include organization and control of backup power, fuel availability, critical-component stocks, alternative contractors, emergency problem solving, adaptation of work schedules, materials logistics and intensified communication with local and international customer representatives. These practices correspond to the broader strategic need to persevere and adapt under crisis conditions discussed by Wenzel, Stanske and Lieberman [12, pp. O20–O25].

From a marketing perspective, this changes what is being sold. In a stable environment, a provider may position itself primarily through service scope and price. Under risk, it becomes more persuasive to demonstrate the ability to deliver an outcome in a non-standard situation. Case studies, SLA performance, emergency procedures, escalation systems, alternative suppliers, high-quality English-language reporting and examples of problem prevention become evidence of value.

Resilience-oriented positioning, however, should not exploit the topic of war emotionally. For international B2B customers, a more professional language is the language of manageable risk: business continuity, operational readiness, transparency, response time, redundancy and accountability. Such framing moves communication from emotional messaging toward measurable business value.

Pricing is also affected. When a customer evaluates a single operation, comparing the hourly rate of an individual performer is natural. When the evaluated object is an integrated service system, the economic effect should also include the reduction in the number of contracts and

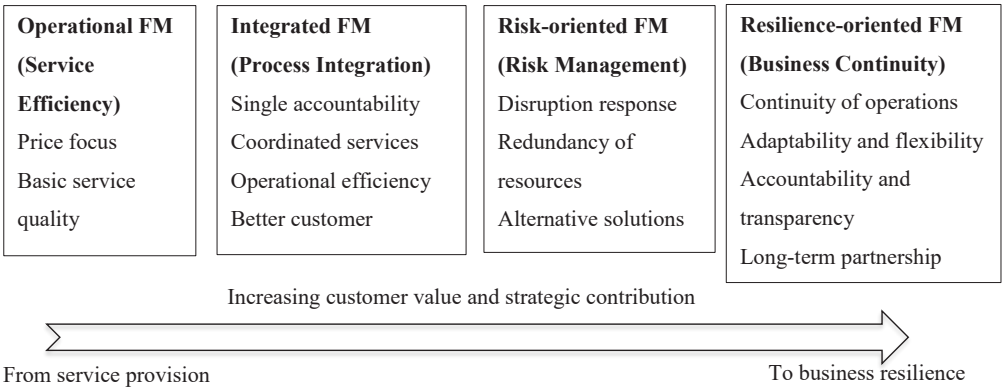


Figure 1 – Evolution of the FM marketing value proposition under prolonged systemic risk

Source: developed by the author

Table 2 – Key components of a resilience-oriented FM value proposition

Value component	Practical manifestation	Marketing outcome for the customer
Continuity	Backup scenarios, maintenance of critical functions	Reduced downtime
Responsiveness	Rapid response and escalation	Reduced incident impact
Redundancy	Alternative suppliers, resource reserves	Lower single-source dependency
Transparency	Reporting, budgets, risk status	Control and predictability
Accountability	Single point of responsibility	Fewer management interfaces
Adaptability	Rapid adjustment of procedures and resources	Adaptation to changing conditions
Local expertise	Knowledge of market, contractors and regulation	Reduced information asymmetry

Source: systematized by the author based on customer value, business continuity and organizational resilience concepts [2, pp. 107–118; 6, pp. 7–44; 7]

Table 3 – FM marketing value matrix in the corporate B2B segment

Value type	Customer outcome	Possible KPI	Evidence in B2B communication
Functional	Quality execution of FM functions	SLA, number of incidents	Technical competence
Economic	Cost control	Budget variance, savings	Cost transparency
Process	Less coordination	Number of interfaces, response time	Single point of contact
Relational	Trust and site knowledge	Retention, satisfaction	Long-term cases
Resilience	Continuity and risk reduction	Downtime, recovery time	BCP, backup scenarios, cases

Source: developed by the author

invoices, customer management time, downtime risk, time required to locate emergency contractors and costs associated with delayed response. The result is a shift from commodity-based price comparison toward value-based differentiation. Table 3 presents the proposed FM marketing value matrix, linking value types with customer outcomes, possible KPIs and evidence used in B2B communication.

The proposed matrix can support corporate customer segmentation in terms of expectations. For a small office with low operational criticality, functional and economic value may remain dominant. For an international company with demanding reporting and continuity requirements, process and resilience value become more important. Therefore, a universal FM proposition is less effective than a segmented proposition in which service scope and marketing arguments reflect the customer's risk profile.

This transformation also changes the role of digital channels in FM marketing. Corporate websites, LinkedIn, electronic presentations and case studies should not merely list services; they should demonstrate competence in solving business problems. Content addressing risk management, preventive maintenance, continuity planning, contractor coordination and cost transparency can reduce perceived risk before a formal tender begins.

For practical implementation of a resilience-oriented FM marketing strategy, the provider can follow five sequential actions: identify the customer's critical business functions; link FM processes to interruption risks; develop preventive and backup scenarios; translate these scenarios into measurable SLA/KPI; and communicate value through concrete business outcomes rather than a list of performed tasks.

The scientific novelty of the proposed approach lies in interpreting the transformation of Facility Management as a change in the structure of the service's marketing value under prolonged systemic risk. Unlike approaches in which resilience is considered solely an internal operational capability, this study incorporates resilience into the external B2B value proposition and treats it as a factor of provider differentiation. This bridges services marketing with the organizational resilience and dynamic-capabilities perspectives [6, pp. 24–30; 11, pp. 40–49].

Conclusions. Wartime risks change not only the operational environment of Facility Management but also the logic through which its marketing value is created. For a corporate B2B customer, traditional criteria such as price, quality and SLA remain necessary but are no longer sufficient.

The article proposes a four-level model of FM marketing value evolution: Operational FM – Integrated FM – Risk-oriented FM – Resilience-oriented FM. At the highest level, the provider creates value through its ability to support continuity, respond rapidly to disruptions, provide backup solutions, manage risks transparently and assume coordination accountability.

For an FM provider, this requires changes not only in operational processes but also in marketing positioning. Communication with corporate customers should move from a list of services toward evidence of business outcomes: reduced downtime, greater cost predictability, lower management burden, faster recovery and reduced operational risk.

The practical experience represented by the IRES case indicates that under high uncertainty corporate customers expect a local FM partner not only to perform standard functions but also to propose options for addressing potential risks, coordinate a local supplier network and provide clear management information.

Further research should quantitatively test the proposed model using a sample of corporate customers, estimate the relative weight of individual perceived-value components and examine the effect of a resilience-oriented value proposition on loyalty, contract duration and willingness to pay in B2B Facility Management.

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ТРАНСФОРМАЦІЯ ЦІННОСТІ FACILITY MANAGEMENT В УМОВАХ ВОЄННИХ РИЗИКІВ: B2B-МАРКЕТИНГОВА ПЕРСПЕКТИВА

Актуальність дослідження зумовлена тим, що тривалі воєнні ризики в Україні суттєво змінили очікування корпоративних клієнтів від Facility Management (FM) у професійних офісних бізнес-центрах. Поряд із ціною, якістю та виконанням SLA дедалі більшого значення набувають безперервність роботи, швидкість реагування, резервування критичних ресурсів, прозорість, відповідальність та здатність провайдера адаптувати операційні процеси до зовнішніх порушень. Метою статті є обґрунтування трансформації маркетингової цінності Facility Management у корпоративному B2B-сегменті та формування ціннісної пропозиції, орієнтованої на стійкість. Методика дослідження поєднує концептуальний аналіз підходів маркетингу послуг, сприйманої цінності, маркетингу взаємовідносин, безперервності бізнесу, організаційної стійкості та динамічних спроможностей, а також порівняння, систематизацію, узагальнення і якісний аналіз практичного досвіду українського ринку корпоративної нерухомості. У результаті запропоновано чотирирівневу модель еволюції маркетингової цінності FM: Операційний FM, Інтегрований FM, Ризик-орієнтований FM та FM, орієнтований на стійкість. Систематизовано складові сучасної ціннісної пропозиції: безперервність, оперативність реагування, резервування, прозорість, відповідальність, адаптивність та локальна експертиза. Показано, що за тривалого системного ризику стійкість перетворюється з внутрішньої операційної спроможності на зовнішній маркетинговий аргумент та фактор диференціації провайдера послуг в конкурентному ринковому середовищі. Практична цінність результатів полягає у можливості застосування запропонованої моделі для сегментації корпоративних клієнтів, формування пакетів FM-послуг, розроблення SLA/KPI, B2B-комунікацій, ціннісних пропозицій і довгострокових стратегій взаємодії з клієнтами в умовах високої невизначеності. Запропонований підхід дає змогу пов'язати операційні характеристики FM із бізнес-результатами клієнта, зокрема зменшенням простоїв, підвищенням передбачуваності витрат, скороченням управлінського навантаження та зниженням операційного ризику. Саме ці результати операційної діяльності корпоративного клієнта є ознаками успішної взаємодії з провайдером FM послуг.

Ключові слова: *Facility Management, маркетинг послуг, B2B-маркетинг, ціннісна пропозиція, сприйнята цінність, організаційна стійкість, безперервність бізнесу, воєнні ризики.*

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