New Research Reveals Training Paradox Undermining FM Modernisation Efforts

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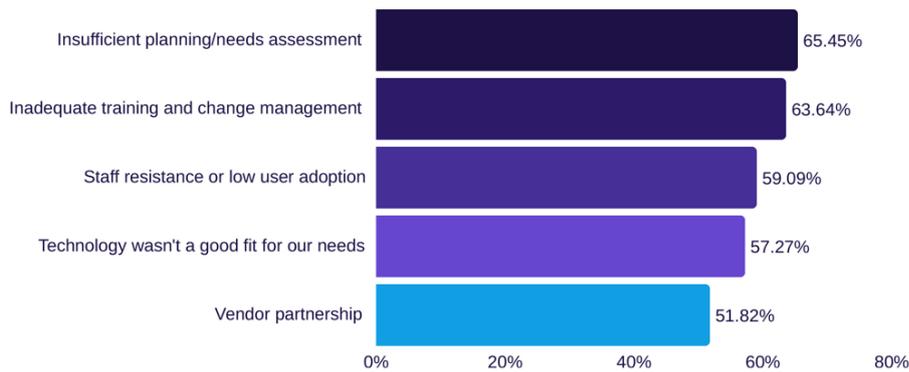

[Bidvest Noonan](link), a leading provider of FM services across the UK and Ireland, has published new research highlighting a significant gap between technology ambition and successful adoption in the FM sector.

Bidvest Noonan surveyed 110 senior FM decision-makers with authority over technology investment, managing estates ranging from 20,000 to over 500,000 square feet across the UK and Ireland. The findings reveal that human factors, not technology itself, are key limitations to success.

The training paradox

While 64% of FM leaders cite inadequate training and change management as a primary cause of technology underperformance, only 9% identified it as a critical factor when reflecting on technologies that had succeeded. Bidvest Noonan describes this gap as the 'training paradox'.

Insufficient planning/needs assessment	65.45%
Inadequate training and change management	63.64%
Staff resistance or low user adoption	59.09%
Technology wasn't a good fit for our needs	57.27%
Vendor partnership	51.82%

Phil Darcy, Head of Data & Emerging Technologies at Bidvest Noonan, said: "Our research reveals a troubling contradiction. When technologies underperform, inadequate training is among the top causes cited, yet it ranks lowest among the factors that organisations prioritise for success. Closing that gap should be a priority for any organisation investing in technology.

"The data shows something important here, almost half of FM leaders identify skills and capability gaps as a major barrier, while only one in seven cite staff resistance to change. This tells us that what looks like resistance is actually a capability issue. People lack confidence in their ability to use new technology effectively, which can result in hesitation or pushback."

What the full report covers

The full report explores investment priorities across estate sizes, the adoption status of autonomous service robots and digital FM platforms, AI productivity expectations, what distinguishes successful implementations from those that fall short, and the challenges FM leaders currently face in turning technology ambition into operational impact.

[Click here](#) to read the full report.