

Two new EuroFM books launched at EFMC2012

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Business culture, values and Facilities Management

Lee Haury explains how, in terms of setting an organisation's culture, FM's are in the driving seat

'Organisational culture' is a notoriously tricky concept on which only a few people in the industry could claim to have a firm grasp – and this writer was no exception. Until, that is, they came across an article by Deal and Kennedy, which cut through the ambiguity, by defining organisational culture as, 'how we do things around here'. Simple and to the point, this statement has the ring of truth; a business management gem.

Other commentators prefer a fuller explanation, such as Ravasi and Schultz (2006), who state that

organisational culture is a set of shared mental assumptions that guide interpretation and action in

organisations by defining appropriate behaviour for various situations.

Contrast this with the concept of 'values'. Every company has them, but only a few make a point of publishing them, say, alongside their annual results. Values are a company's guiding principles, for example, integrity,

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Comment

Albert MM Pilger

Prof.(FH), Ing. Mag., CFM, IFMA Fellow



Where does FM come from, and where is it going?

The origin of the term 'FM' can be traced back to the 1970s. The "Facility Management Institute" was established in the United States in 1979, and in the following year the first training programs began in what was described as "Facility Management".

Then as now, it was important to define FM in order to distinguish it from mere real estate and buildings management and to describe its full potential and goals. To consider the term "facilities" as being synonymous with "business premises" would be to place far too narrow a definition on FM.

While the entire Western world is still suffering from the ongoing economic and debt crisis, growth in the external facilities services sector seems hardly to be affected. At the moment, it would almost appear that,

in times of increasing economic pressure, many organizations and companies are focusing on their core competencies and increasingly outsourcing facilities services to external partners.

A strategic approach and a pure Facility Management model are gaining in popularity. This involves an interdisciplinary approach combining economic, environmental, technological and legal aspects.

In the recent past, the thinking within the field of facilities management, and in its application, has developed into a holistic management model that is increasingly often being put into practice. This in turn leads to topics such as "facilities planning and building support", "user productivity" and "lifecycle costs as a basis for decision-making". New workplace strategies show that the goal of reducing costs in that area is clearly the wrong approach to take. Potential increases in productivity begin with the effective and efficient application of the appropriate model. There is also a growing understanding that the strategic and tactical areas of Facility Management cannot be outsourced. Doing the wrong thing in a highly efficient manner is unlikely

to produce the desired results.

The requirements placed on modern FM are going to increase even further. Customers expect from FM and their service providers not only a high level of often very specialized technical knowledge, but also conventional managerial skills and abilities. In addition, more and more customers are demanding a consumption-optimized and thus "greener" management of their facilities in order, alongside an increase in productivity, to project a positive public image of their company. It will continue to be the duty of the FM service provider to convince potential customers of the advantages of integrated Facility Management. In this way, FM is like a red carpet that is rolled out for all the organization's employees.

This brings us back to real estate: buildings management is, of course, a very important area of FM, but FM is about much more than real estate. The division of FM in the European standard into "Space and Infrastructure" and "People and Organization" has already begun to promote an understanding of this, and will continue to do so in the future. And this is true far beyond Europe.

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Business culture, values and facilities management

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respect, honesty, professionalism, informality, knowledge, teamwork or innovation. Every organisation, formally or informally combines several of these values to form unique client relationships and a distinctive working environment for employees.

So how do values relate to organisational culture? Well, a business or organisational culture could be said to be a shared set of 'values' within a given organisation. This now begs the question: how can this abstract notion of a business culture be brought to life by, and on behalf of, individual employees? Further, how can this align with and contribute to overarching business strategy? Our own discipline of facilities management could be the surprising solution.

As many will no doubt know, FM is a business support service, still evolving from its roots in human resources and estate management. Indeed for many organisations FM is becoming increasingly business-critical, given the breadth of its remit ("from bogroll to the boardroom", as some have endearingly observed).

It touches on all aspects and areas of a business, and by its nature is neither selective nor prejudiced; FM is carried out where and when it is needed and exists largely outside the intricacies of office politics. It is therefore ideally placed to act as a 'role model' to other departments within the organisation in terms of setting patterns of behaviour and disseminating cultural norms.

I read with interest a recent article in FM World (FM 100 Poll), which asked readers their opinion regarding the facilities managers' role in influencing business culture. More than a quarter of respondents to the survey believed that FM is very important when it comes to determining and maintaining their organisation's business culture. Six out of ten respondents, however, believed that they have little influence, while 13 per cent said that they had moderate influence.

One respondent noted that FM's role in setting an organisation's culture starts when new employees or outside contractors arrive on site for the first time. "FM sets the tone during induction to the site, including the building's facilities, health and safety attitudes and other workplace behaviour."

Another respondent to the survey said that FM's are extremely important in setting and maintaining the etiquette for a workplace, "by tackling the occasional irresponsible and less harmonious behaviour which is upsetting the other employees shared attitudes and values."

The respondents are no doubt correct; and the state and cleanliness of a building's reception, security, entrance area and car park also help an organisation to maintain brand image and identity.

Our analysis could go even further to say that FM can lead and exemplify the 'ways in which things are done' throughout an organisation. It could be argued that IT also has contact with staff across the enterprise. The difference is, however, that the work of the FM, goes beyond technological change – our work is visible, tangible and turns heads when done well.

Let's look at the example of a help desk employee who by handling a reported fault from 'cradle to grave' can bring values to life. Once a fault is logged, the employee has the opportunity to respond in a knowledgeable, efficient, innovative, polite, respectful and customer-centric manner, reflecting the values of the organisation at large. Through regular contact with the customer – often a fellow employee – at each stage of the fault's lifespan, informing them what's being done and why, the help desk operator can reinforce these values.

The FM takes ownership at the outset and provides a quick, knowledgeable, considered and timely response to update on the call and work required, immediately managing expectations and shaping the opinion which will be formed at the conclusion of the work.

Informal communication, either written or spoken, is often taken for granted – but often, it's the small things that count for a lot. These 'off the record' discussions are an important opportunity



for an FM to embody the organisation's values and lead exemplify how they can be used in an everyday business situation. In other words, the devil is in the detail.

This is just one example. In reality, a help desk will receive potentially hundreds of calls on a daily basis from disparate business units and teams. It adds up to a particularly large captive audience who, simply by using the FM help desk, will have come into contact with a role model who embodies and propagates the organisation's values.

But there are problems with this approach. The inherent difficulty of identifying and reinforcing an individual business culture is when, inevitably, an organisations have to work together, or when you introduce new values into the mix.

When today's market increasingly turns to external providers to carry out core services, aligning corporate values becomes a very real challenge for managers. For example, an outsourced provider is seldom best-placed to establish your company's values compared to in-house team who share a same set of values with the rest of the organisation.

Whether the value-setting role of an in-house team outweighs the cost savings that are likely to be achieved by outsourcing is a matter for debate and deserves further attention elsewhere. However, this value-based approach is one route by which more effective collaboration between organisations who are seeking to develop open, honest and profitable relationships, could be achieved. We talk about contractors turning native and truly embracing the culture of an organisation – in future, this convergence of values and cultures could become the norm and contracts will flourish as a result.

So now we return to the age-old question of how to get more recognition

for the work FMs do and the wide-ranging skill sets they have. Some analysts equate recognition with a presence at boardroom level, which is understandable. But this approach is flawed in two ways: firstly, it's probably impractical for many FMs in the short term; and secondly, we need to get our own house in order first. Aiming at the boardroom is a noble cause, but only if we are fit for purpose when we get there.

If this is to happen, we need to agree on how we can support business culture, strategy and begin speaking the language of business to all people throughout the organisation. This will only be done by fine-tuning our policies, procedures and operations and getting to that consistent level of performance when FM naturally rolls off the tongue when talking the language of business. We need to highlight and demonstrate our value, concentrating on those areas where we can make a real difference and support business strategy.

FM achieve so much in terms of strategy and marketing – it's time these were agreed upon and used to our advantage. We continue to undersell ourselves hugely. How many other departments in the organisation get involved in all that we do, demonstrating a skill set the size we do, or own an address book the size of ours? Not many.

The interplay between business value, culture and strategy is complex and multi-faceted. Academic research can inspire us to look at our organisations in a new light. And when FMs combine these ideas with their own in-depth operational experience, they can make great leaps in terms of re-positioning FM in the eyes of the wider organisation. In time, aligning FM with business strategy will ensure our profession gets the recognition it deserves.



Cracking the coconut in Suurpelto

by Pekka Matvejeff

The title of the article refers to a song written by a famous Finnish singer and composer. It talks about the difficulties encountered when trying to break a coconut shell. When attacking the traditional boundaries in change processes we face situations similar to cracking nuts. This is also very often the case in many development and planning processes. The Suurpelto development project in the heart of the City of Espoo, in the Helsinki Metropolitan Area, is an example of new ways of influencing the tight and compact networks of stakeholders clustered around the urban development processes in Finland.

Right now, Suurpelto is one of the biggest housing and business center construction projects in the Helsinki Metropolitan Area. Within a period of 10-15 years, a new and innovative urban environment focusing on life-long learning, intercultural and family orientation, sustainable development and new service concepts is being established.

With the help of the City of Espoo, the main stakeholders in the Suurpelto area were invited to develop and test the services and products required to meet the needs and life situations of users interacting with them in Suurpelto. In order to find new ways to create a learning environment and to integrate the learning processes in a real-life urban development, Laurea University of Applied Sciences (Laurea UAS) and the Vocational College Omnia (Omnia VC) created a development project called Koulii (2010-2012), which is funded by the European Social Fund (ESF).

One of the main objectives of the joint Koulii project is to promote continued collaboration between students, educators and networks in the Suurpelto area. Another aim is to create a new model for research, development and innovation (RDI) which is based on the concept of Service Design (SD) and integrates with practice-based regional innovation activity. The project developers also aim to create an integrated learning model for UAS- and VC-level institutions. So far it has been a fascinating new experience for those almost 100 students and 40 educators from Laurea UAS and Omnia VC participating in the project.

As one of the seven sub-projects of Koulii, the Coconut pilot has positioned itself as a partner for the Suurpelto stakeholders when searching for potential

service providers and helping them to design their products and services in order to meet end user requirements. The main deliverables of the Coconut pilot are to collect information, produce feasibility studies and surveys, take part in the stakeholders' planning processes and support them in designing services targeted for Suurpelto end users, entrepreneurs and others.

The first assignment of the Coconut pilot was to help the client plan the new Shopping Mall by collecting innovative ideas for the development process. This goal was achieved through the execution of customer needs and end user analysis (interviews amongst residents and customers). One hundred and thirty-two (132) interviews were performed during spring of 2011. Several meetings with the client took place and the presentation of the final results to the client was done by students.

The Coconut Student Team currently consists of 20 students. The Laurea UAS Student Team is a mixture of students from Facility Management, Business Management, Service Management and Business Information Technology Degree Programs. The Laurea UAS students took on the responsibility to manage the execution of the analysis and the field work was done together with the Omnia VC students. The four members of the teaching staff acted as coaches supporting the students in their field work and securing the end result for the client.

The results of the analysis showed that especially young people didn't know what they wanted from the Suurpelto urban development, some didn't even care too much about it. On the other hand, the older generations had a clearer view, but this stemmed from their values and



culture, which didn't always correspond with the other generations' needs. Another conclusion of the analysis was that there is a huge amount of potential groups whose input can/should be utilized in the planning processes (Living Labs).

From a social perspective, the discussions with the client showed that a strong duopoly-like situation in retail industry in Finland hinders the end-user driven shopping mall building developments. It is also seen as an obstacle for entrepreneurship to develop and grow businesses in these centers. Other social issues, such as the power of construction companies and the political decision maker's steering effect in the public area planning process came up in the discussions with the client.

The analysis showed how economic aspects and business interests overtake others and the end user perspective often gets blurred. Organizations also seem to put more weight on solutions or decisions to the advantage of their immediate social group. The new approach of the pilot and ways of thinking of the client also pushed the students to come out with

their opinions on this social development in Finland, which actually is – at the same time – their visible future.

It is encouraging to see how the results of the Koulii project and the work done by its sub-groups have already motivated the traditional developers and stakeholders to consider an end-user approach as an essential part of the service design process when planning urban areas for housing and business. It is also encouraging to see how educational institutions have a strong will to develop their learning processes in such a way that the educational learning objectives, the end users' preferences and working life priorities, as well as the various stakeholders' needs can be met simultaneously.

It is important to support opportunities to develop our urban (or rural) environment by listening to the stakeholders' views in that development process. This results in the design of services that consider end-users' preferences without jeopardizing the interests of other players. The Koulii project has already proven that it is possible to find the tools for cracking the coconut shell.

The main operating area of Laurea University of Applied Sciences (UAS) is the Greater Helsinki Metropolitan Area in Finland, which produces nearly half of Finland's GDP. The region is one of the world's most competitive innovation environments (Eurostat, IMF World Economic Outlook and European Innovation Scoreboard). Laurea UAS has 8 000 students, of whom approximately 1 200 study in adult education programs and the amount of international students is 1200. There are a total of 550 faculty and staff members. Laurea UAS has offered Facility Management studies for over a decade and is an active partner in national and international networks (FIFMA, NordicFM, EuroFM).

Author:

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The first EuroFM Winter School took place in Hanze UAS Groningen, The Netherlands

by Irene van der Werff



The beginnings

The members of the EuroFM Education Network Group (ENG) discussed the possibility of exchanging education modules already in 2009. In 2010, the talks focused on the hurdles

faced in organizing such an event. In the fall of that year, at The Hanze University, the idea came up to fit their academic minor "4-Dimensional Leadership" into one week for the ENG exchange module. In February 2011, this proposal was

presented during the ENG meeting in Brussels. After months of deliberation, in October 2011, The Hanze University and The Hague University decided to take the lead and planned the first Winter School for February 2012 in Groningen, The Netherlands.

Recruitment and programme

In November 2011, the new proposal was presented at the ENG meeting in Munich, and the recruitment for students started. The 4-Dimensional Leadership program emphasizes the difference between 'management' and 'leadership'. Successful leaders have four things in common: Body, Mind, Heart & Spirit. These human aspects are also known as: IQ (mind/mental intelligence, FQ (body/physical), EQ (heart, social-emotional), and SQ (spirit, spiritual). The week-long program was connected with the so-called International Seminar program of the Facility Management School of The Hanze University. In December 2011, it was confirmed that we had 29 students on the list - from Germany, Switzerland, Finland, The Netherlands, Ukraine, Romania and Aruba.

Just do it

On February 6, 2012, the students were welcomed by Ron van der Weerd, Dean of the School of Facility Management. With

the help of a Facility Management event project group, a social program was set up. This included a 'goody bag', a stay in a youth hostel, access to internet, a dinner, a tour through the city of Groningen, and a 'clubbing' night. The students were taught what leadership consisted in, and they had to do individual and group assignments. On Friday, they had to present their findings of the whole week. At the farewell ceremony, each student received a Euro FM ENG certificate.

The future

Changing the module's name from 'Flying module' to 'Winter School' has been the first positive step. The survey held among the students tells us that the majority will be able to apply the knowledge learned and that adequate time was provided for the assignments and presentation. The opinion about the organization team was also extremely positive in terms of politeness and helpfulness. Instructive remarks we can learn from are the need for more international lecturers and choosing a subject that is usable for the students' future careers. As of today, we can confirm that this program will continue in 2013 in Switzerland (ZHAW) and in 2014 in Finland (Laurea UAS).

Irene van der Werff acts as a lecturer and coach in the international section of the school of Facility Management at the Hanze University. She was the first coordinator of the Winter School. Irene has degrees in Facility Management, Personnel management and strategic Human Resource Management. She has been working as an HR advisor, project manager, quality manager and service desk manager. Before she started working for the Hanze University in 2006, she was the founder and coordinator of a job mobility center. Currently, she is busy with her Master's Degree in Educational Theory.

Facilities

Special issue on

Facilities management research in Europe

Guest Edited by Antje Junghans, Centre for Real Estate and Facilities Management, Faculty of Architecture, Norwegian University of Science and Technology, Norway

The editorial team of Facilities is pleased to announce a call for papers for a special issue dedicated to Facilities management research in Europe.

The special issue will provide an overview of the European FM research agenda and offer deeper insight into the development of research fields and the participating institutions at a national and international level.

FM started to become an academic discipline in Europe after research centres and institutes were established at universities. The first European FM research centres were established in the UK, The Netherlands, Norway, and Denmark. Today, many universities in different countries offer FM courses. Researchers from all over Europe participate in the European Facility Management network (EuroFM). The vision of EuroFM is: "Advancement of knowledge in facility management in Europe and its application in practice, education and research, in order to communicate best practice through Europe." Beside all these activities FM research has become more visible.

As such, Facilities is soliciting approaches that are specific to:

- Excellences in FM research (Who are the researchers?)
- Centres of Excellence in FM (Where does FM research take place?)
- Identification of European FM research fields (What are the research topics?)
- Cooperative projects in FM research (How are the research projects arranged?)
- FM research in European countries (State-of-the-art in FM research?).

Call for Papers



This list is not exhaustive and interested authors are encouraged to contact the Guest Editor with alternative proposals. Please kindly take note of the following requirements, if you wish to have your paper considered for this special issue:

- The content of the paper must conform with the terms of reference of Facilities.
- All papers submitted will be subject to the normal double blind refereeing process undertaken by the journal.
- Submitted papers must not be under review by any other journal.

The closing date for submissions is: 1 October 2012.

Submissions to Facilities are made using ScholarOne Manuscripts, Emerald's online submission and peer review system. Registration and access are available at: <http://mc.manuscriptcentral.com/f>

Full author guidelines can be found on the journal web site at: http://info.emeraldinsight.com/products/journals/author_guidelines.htm?id=f

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A demand/supply model cannot exist without contract management

by Han Candel and Thijs van Aart

The FM department of Equens is being transformed from an operational organisation into a demand/supply model. The transformation is completed at the end of 2011. One of the major challenges was setting up a system of professional contract management. Han Candel and Thijs van Aart talk about the process that FM and Procurement have been through together.

Anyone who regularly drives along the A12 near Utrecht cannot have failed to notice the Equens (formerly Interpay) building, close to the exit for the Jaarbeurs exhibition centre. The fifteen-storey building (33,000 m², of which Equens has rented 21,000 m² for 900 workplaces) is instantly

recognisable, partly due to the fact that the company's name is emblazoned in large letters on the front.

A few years ago, the company's FM department still had around 115 FTEs. That number has now been reduced to eight for FM and eight for Procurement. This lean and

mean organisation is the result of the transformation from an operational to a demand/supply model.

The most important reason for switching to a demand/supply model was concerned with knowledge, according to Han Candel CFM, who has been the Facility Manager at Equens for the past four years, and his colleague Thijs van Aart, Procurement Services Manager since 2007.

Candel: 'We did a lot of things ourselves; technical building management, hard and soft services, you name it. To do that properly, you have to have the right knowledge and you need to train your people on a regular basis, send them on courses etc., so that their knowledge stays up to date. Even before I started working here in 2007, the question had been asked whether that was such a good idea, when you consider that in the marketplace there are scores of suppliers who have this knowledge in-house, because it is their core business. That was the main reason for outsourcing all the operational work and opting for a demand/supply model.'

To implement the demand/supply organisation, various outsourcing projects were launched. Three main areas were identified: security (including security, reception and telephony), building (covering the full spectrum of building management and maintenance) and services (cleaning, catering, logistics, mail etc.).

"One pitfall is relying too much on information from the supplier"

A number of services, such as catering and cleaning, had already been outsourced, so not much needed to be done. For those services that were still being performed in-house, however, a search was initiated for a supplier / service provider who could take over the work. The result: several new outsourcing contracts, including the transfer of more than 100 FM staff to the various suppliers.

As the new organisation took shape, it was necessary to pay more attention to the optimal match between demand and supply. In other words, a system of contract management had to be set up. Three contract managers were appointed to manage the various facilities contracts in a professional manner.

What are the most important tasks of a contract manager?

Candel: 'As a contract manager, you have to make sure your supplier understands what your customer wants. In this connection, by 'customer' I mean not only the end user, but also the various departments, senior management, etc. As a contract

manager, you have to deal with various types of demands emanating from the organisation. You have to assess them, and then translate them into terms understood by the supplier. This is a difficult area, because it can have all sorts of implications: financial, technical and so on.

You need to correctly understand the customer's demand. You have to ask a lot of questions to make sure you know exactly what the real demand is. In addition, you must also be able to manage that customer demand. If you ask a customer what he wants, he will often go for a "ten". But perhaps a "six" or a "seven" would be good enough. You have to have the right skills to be able to do that.'

In many organisations, the contract manager only sets to work once the tendering procedure has been completed. At Equens, things are different. Why?

Van Aart: 'For us, contract management begins at the very start of the procurement process, since there are clear advantages to having the contract manager involved in drawing up the specifications. In the past, we often brought in consultants to devise the specifications for us. We have recently started performing that task entirely ourselves – apart from one or two minor details. Take, for instance, something like determining the indicators you are going to use as a basis for measurements; that is also part of contract management. Involving the contract manager in drawing up his own specifications means he will know better than anyone else what is in the contract. You're immediately generating additional support for the process, while at the same time promoting cooperation between Procurement and FM. You consult each other, reinforce each other and create understanding of each others' roles.'

Closer cooperation between Procurement and FM leads to better results, as was the case with the cleaning contract. This is an output-oriented contract that can be easily monitored. That is because the collaboration between Procurement and FM led to measurable criteria being drawn up that were also agreed to by the supplier.

Can someone who was an FM employee in the operational organisation fulfil the role of contract manager?

Candel: 'It depends. It's a different job profile. As a contract manager, you need to know what's available on the market, but not necessarily in detail. You have to be able to draw up the correct specifications, based on the needs of the organisation, not only in the short term, but also in the medium term. You must be capable of running a tender procedure in conjunction with

continues on page 6



Key data

Organisation	: Equens
Core activity	: provision of payment services (national and international)
City	: Utrecht
Employees	: 1,100 (850 FTEs)
Website	: www.equens.com

A demand/supply model cannot exist without contract management

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Procurement. The contract manager works at an operational and tactical level, rather than just at an operational level, and that is quite different.'

What level of education does a contract manager require?

Van Aart: 'The contract manager will be of graduate level, preferably with a background in business management, with a knowledge of process control and a somewhat more commercial approach, as they will be responsible for the financial aspect of the contract, which can often involve large amounts of money. In general, a supplier will always seek to optimise revenue. If, as a contract manager, you are sitting in a meeting opposite the well organised sales staff of a service provider, you need to be able to hold your own.'

How is performance management arranged?

Candel: 'The contract managers themselves define all the KPIs and SLAs and then use them as the basis for managing performance. The main points are recorded in the monthly reports. We also make use of the Facility Performance Standard as a basis for performance management. The cleaning contract, for example, is output-oriented: we purchase a "seven", during the day it may even be a "six", but that is the absolute lower limit. That is the central KPI for cleaning, and it is new for both us and the cleaning company. How exactly the supplier does the work is down to them, as long as they meet those scores.'

Van Aart: 'With catering, it works like this: the caterers are responsible for everything, we pay them a supplement and leave them to get on with it. The inventory of the kitchen was sold to the caterers, which I think they found strange at first, but now everything works really well. As part of this structure, the caterers need to think more about acquiring clients, about really selling their products; in other words, they are operating more like a business.'

Pitfalls for a contract manager in a demand/supply organisation

Worrying about the 'how'

Getting too close to suppliers

Losing contact with the end customer

Relying too much on information from the supplier

Was any consideration given to outsourcing all the services to a single supplier?

Candel: 'The decision to move to a demand/supply model was taken before my time, so I can't say. But speaking purely for myself, I consider main contracting and total FM to be a step too far. I want to be able to switch suppliers quickly and flexibly, make my own choices in terms of service provision so that I can respond quickly to developments in the primary process. We do work with bundled contracts for related fields, but moving everything to main contracting or total FM is currently a step too far.'

What is the ideal contract length?

Van Aart: 'We look at various factors, for instance the investment that a supplier will have to make. If it involves a large amount of money, you have to give the supplier time to recoup that investment.'

You could work with three years, followed by two one-year extensions, but we have opted for five years, mainly so that we can develop a good relationship with the supplier. I am not in favour of contracts longer than five years, as I think it is a good idea to periodically review your current contract against what is available on the market.'

Candel: 'I always say the best benchmark is a tender process, so I think five years is a good time for both parties.'

What is the biggest potential pitfall for a contract manager?

Candel: 'Worrying about the "how" and getting too close to the supplier, that's a potential pitfall. You might start off wanting to create a win-win situation and a good relationship with your supplier, but you should never lose sight of the commercial aspect.'

Another pitfall: losing contact with your end customer and hiding behind your supplier. If the cleaners or whoever are not doing their job properly, you are responsible as the contract manager; it is your service that is being provided, and you must be in overall control at all times.'

Van Aart: 'Another pitfall is relying too much on information from the supplier. Always make sure you collect sufficient data yourself so that you can check your supplier's reports. We work with independent agencies that take their own measurements and report directly to us.'

Have you given the contract managers special training?

Candel: 'Certainly. An external agency came in one or two days a week for a year and assisted our people with questions such as: how do I handle this? I'm getting bogged down in drawing up a KPI, what approach should I take?'

Van Aart: 'We worked with individual learning goals and personal training plans, with progress being



Thijs van Aart (left) and Han Candel of Equens: 'Switching to a demand/supply model demands a lot of the people themselves. Do not assume that you can achieve that in two or three months. You will need at least six to twelve months.'

Photo: Eduard van der Worp, Haarlem

reviewed quarterly. I have to admit, it cost us blood, sweat and tears, but everyone is – I can say it now – happy. Our people have undergone a process of personal development, which is a big plus.'

And the ideal service provider, how would you describe them?

Candel: 'They must have good communication skills and be well attuned to the company they will be working in. They can, of course, also put forward suggestions to the contract manager, along the lines of: have you thought about doing it this way? In addition, they must also challenge us as an FM organisation, with the goal being to take the provision of services to an even higher level.'

"It cost us blood, sweat and tears, but everyone is happy"

I also think it's important that the service provision should continue to dovetail with the client's organisation: if the client is doing well, the contract will grow, but if things are not going so well, then as a service provider you have to accept that that will have consequences for your work. I also think that a service provider needs to be proactive in this area rather than just sitting back and counting the money.'

Is a demand/supply model conceivable without a contract manager?

Candel: 'No, it would be impossible without one. The contract manager directs everything.'

Do you have any advice for organisations that are about to introduce a demand/supply model?

Van Aart: 'I would say: give it plenty of thought before you begin. In addition to the necessary operational issues, switching to a demand/supply model also requires a change in culture, especially if you're continuing with the same employees. That demands a lot of the people themselves, but also of the managers. Do not assume that you can achieve that in two or three months. You will need at least six to twelve months. It is also important not to forget quality safeguards. After switching to the demand/supply model, contract management becomes a regular process that must be performed during the term of the contract.'

Looking back, what was the biggest challenge for you?

Candel: 'The challenge was to get the people in the demand/supply organisation to adopt a different mindset. That took a lot of communication. As managers, we noticed that you have to put aside a lot of time for that.'

People were mainly concerned with the question of "how", but in a demand/supply model with results-oriented contracts, you can leave that question primarily to the external party you've engaged. That's not easy if you're not used to it. People had to completely change their way of thinking. They always have a tendency to go back to the "how", but that's not what they should be occupying themselves with.'

PlayFM – just a game?

Turn “Franzi” into the perfect Facility Manager with PlayFM, the computer game for FM beginners and experts, currently being developed by a research team at the Berlin University of Applied Sciences (HTW)

Why PlayFM?

Just imagine a learning method that is fun and based on playing games. This, of course, is a vision that people have dreamed of for generations, and still are. Unfortunately, we are still a long way away from turning it into reality. In general, classical methods of classroom-style teaching or project study continue to dominate. But there is hope. Modern concepts of knowledge transfer, combined with new technologies, are opening up a whole new field for teaching and learning. The use of serious games – in the context of game-based learning – will play a particularly important role in this. At first glance, “serious” and “game” might seem to be a contradiction in terms; after all, games are meant to be fun and not taken too seriously. Nonetheless, serious games attempt to combine the transmission of knowledge with the enjoyment of playing. It is a term used to describe games that are not designed purely for entertainment, but can also be used for learning.

With the exception of some e-learning platforms and occasional business simulation games, innovative IT-based teaching and learning concepts are still very much in their infancy in Facility Management. In the further education sector, these

approaches are almost entirely non-existent. This was the motivation behind the “PlayFM” project, which is being funded by the German Federal Ministry of Education and Research (BMBF).

In some areas of further education and training, IT is used to expand upon, or even supersede, classical methods of imparting knowledge. Classroom-style lessons and seminars are complemented by podcasts and live streaming. E-learning platforms now provide support for traditional learning methods. Students communicate in virtual worlds and enjoy the benefits of collaborative learning in social networks. On the other hand, there are also many students who are not accustomed to lifelong learning and who are grateful for the support offered by innovative learning concepts. The appropriate use of serious games in the context of game-based learning (GBL) has enormous potential and represents an exciting challenge.

The goal

PlayFM has set itself the objective of developing comprehensive game-based learning concepts and methods for the transfer of knowledge in FM, which will be implemented initially in a prototype computer-based serious game called “PlayFM”. This

is one of the first attempts to apply GBL in a highly complex field such as FM. The target groups are FM service providers, FM specialists and students, as well as company management. The research team is supported by a consortium assembled from the fields of education and training, FM consultancy, services, applications and research.

Process-oriented play

The first task was to develop an interesting game scenario. To this end, selected FM processes, e.g. the management of floor space, relocations, energy, cleaning and sustainability, were analyzed and transformed into game play. The visual (3D) support for the players will play a key role, as it will give them both a technical and emotional impression of a facility manager’s area of responsibility. To make the most of the benefits of this immersive scenario and to create a learning effect, selected FM processes are provided for the player in a 3D simulation. The player should – depending on his/her level of prior knowledge – pass through different levels of complexity: from operational to strategic tasks.

The FM know-how is divided into different levels of detail, which are reflected in the various missions the players have to complete. The repetition of a process reinforces what has been learned. In this way, players learn to apply the knowledge they have acquired in order to optimize the respective processes. The aim is to be able to master the FM process after completing all the missions.

Game concept

“Franz or Franziska Meier”, known as “Franzi” for short, is the main character of the game. The player is responsible for Facility

Management in the office building of a medium-sized manufacturing company. At the beginning, he gets to know the company, the employees and their typical workflows. He receives his tasks from the company’s virtual employees in the form of “messages” (e.g. incident reports, complaints, instructions). He solves these FM tasks with the help of the information and resources provided. He acts, among other things, as an FM beginner, as an FM specialist or as an experienced manager in the virtual company.

The game begins with low requirements – supported by an introductory tutorial. As is usual with games, the demands on the player and the complexity of the tasks to be performed increase, and with each new mission the required knowledge becomes more complex and more detailed.

The player acts out typical FM situations and finds solutions to everyday FM problems. By experiencing the FM processes at first hand (even if only virtually), the player identifies him/herself with the activities of a Facility Manager. The player’s decisions have an impact on the simulated business processes and through the course of the game, his/her area of responsibility increases. By the end of the game, Franzi will be responsible for FM throughout the entire company.

Rules and interaction

The rules of PlayFM are simple. The player has a set time to solve each task and must pay attention to his/her budget. Decisions and actions cost the player time and money, and have an effect, among other things, on the company’s core processes. The goal is to complete the tasks in the specified time frame, not to go over budget, and to apply the learned knowledge in a safe manner.

In terms of interaction possibilities, the player can move around the building, look at his/her environment, collect the necessary data and conduct conversations with colleagues. The character Franzi has a (virtual) PDA, which helps him with his tasks. The PDA offers the player a Help menu with information on the particular FM area / process which is currently the subject of the game.

Windows, OSX or iPhone

The software architecture is divided into the actual game program, which is installed on the client computer, and the PlayFM game server, which contains the scores, the configuration files and the Web server with the web-based configuration interface and a high score table (Fig. 1). The implementation concept provides for the flexible integration of the PlayFM learning contents, which

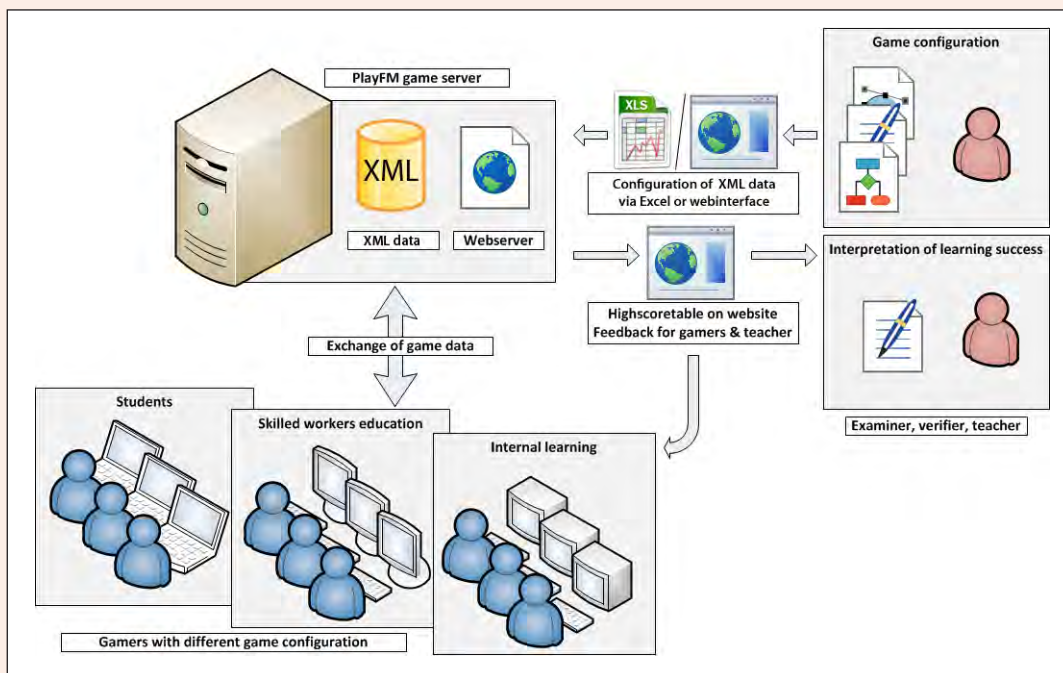


Figure 1: PlayFM system architecture

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PlayFM – just a game?

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can be inserted into the game via a web interface. A dialogue engine was developed for this purpose, which allows the definition of dialogues, interactions and missions via a complex Excel structure which is transferred into an xml file that can be imported automatically into the game engine. In this way, dialogue creation can be detached from specific software programming know-how.

For the game development environment (game engine), it was decided to use "Unity3D" to enable rapid prototyping. In addition to the traditional functions, such as a physics engine, sound support, particle effects, or 3D import and export functions, the engine also possesses all the features that are required for the game. Games created with Unity can run on various platforms, such as Windows, OSX, iPhone, iPad and modern web browsers such as Safari and Firefox.

Time and budget pressure

The player is gradually introduced to the controls and the elements contained in the game. The first steps are supported by help messages, until each function has been used once. The game character is navigated through the virtual building via mouse controls. When he/she enters a room, the actions that can be performed there are clearly visible.

All decisions taken by the player are linked with a time factor. As long as he/she is moving through the building, time passes slowly. However, if the player wants to solve the task that is presented to him/her and initiate specific actions, time will go faster, depending on the action, i.e. with a different factor.

If, for example, the player goes into a room to collect the corresponding inventory data for the space management process, this action results in costs in terms of time and money for each room, depending on its size. The player receives the corresponding information, and he/



Figure 4: player's virtual PDA

she can decide whether to perform this task later or to delegate it, if he/she has been assigned managerial responsibility over employees. Using the mouse, the player can incorporate any game object, including the employees and the company's inventory and equipment (facilities), into an action (Fig. 2). The player can collect an object's data, operate a piece of equipment or perform an action on the equipment, check the status or conduct a conversation with a person.

Inspired by classic role-playing or adventure dialogues, the dialogues between the main character and the employees represent a large part of the interaction in the FM processes. These dialogues (Fig. 3) follow a prescribed sequence of question and answer options, from which the player can choose. On the right-hand side of the user interface, a progress bar informs the player about his/her progress in the current FM process. In addition, the player can see the total points achieved so far, which decide whether and when he/she can play the next mission in the active process. A

clock gives feedback about the time that has elapsed as a result of the player's decisions.

In the game, the character Franzi is given a smartphone in the form of a (virtual) PDA (Fig. 4). He/she can use this, among other things, to contact and commission service providers, record user data, make phone calls to employees, look up FM knowledge in a database or trace his/her actions in the logbook. In addition, the PDA serves as main menu for the game.

The future

PlayFM is in its final implementation and testing phase. The player's virtual environment is currently being finalized. The various characters are being given their specific appearances and personality traits. The individual FM processes and the associated game missions are being implemented step by step. For this purpose, a special Excel tool has been developed that makes it possible to transmit missions and dialogues in XML format, thus allowing them to be input automatically into the game engine. This makes it possible, to a large extent, to separate off the description of the game play from the programming of the game.

A prototype version of the game was presented at the FM exhibition (FM'2012) in Frankfurt in February 2012.

The concept and tools for PlayFM were developed in such a flexible manner that it will be possible to adapt the game to new scenarios and workflows with acceptable effort.

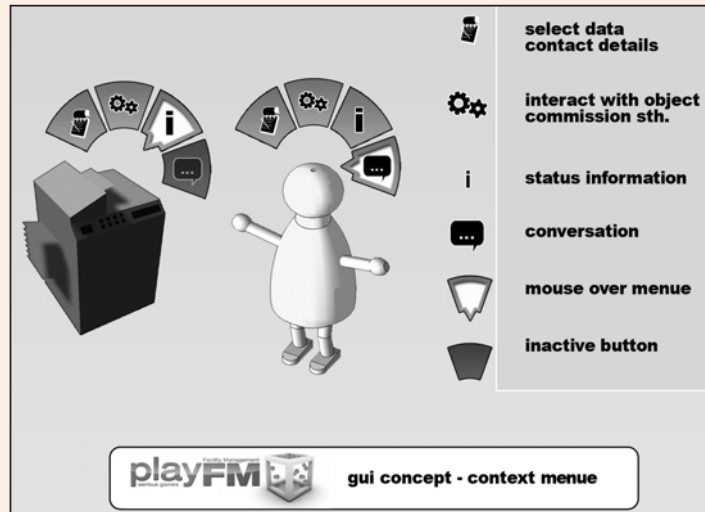


Figure 2: control elements on the graphical user interface



Figure 3: user interface of the PlayFM game

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Facility management Research in the Netherlands

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This article provides a brief overview of the history and development of facility management research in the Netherlands and indicates future directions. Facility management as a profession has developed from single service to multi-services and integral services over the past 15 years. Furthermore, the traditional one-sided focus on efficiency and costs has shifted to a more balanced approach that also takes into account effectiveness, quality and added value. Nowadays, facility management increasingly enables the strategic development of businesses and organizations at the intersection between real estate, provision of workspace and management of value adding services. In the Dutch FM market of almost 63 billion euro, with over 310.000 employees, outsourcing as a percentage of total sales has increased from 57% (2000) to 63 % (2009). The professional association Facility Management Netherlands (FMN, www.fmn.nl) with over 2500 members, signals the following trends in facility management (2010):

- Sustainability is becoming mainstream practice.
- New Worlds of Work, where people are the critical factor and employees decide how, where, when, and with whom they work, often in temporary network groups, to obtain tangible results, are key in workplace change programs.
- Development towards a demand-driven organization, with an increased level of outsourcing of operational tasks while the overall management remains with the client. The future direction is towards outsourced integrated facility management.
- Introduction of facility service concepts such as hospitality concepts in healthcare are reaching the corporate world and aim to improve the success of the customer (internal and external).
- Transparent business operations, particularly in times of crisis, to show that objectives are met. Examples are: standardization of services, supplier management, and reduction of office space.

Fifteen years ago, FMN founded the Center for Facility Management (CFM) in order to conduct FM research and to support a chair in facility management at the Eindhoven University of Technology, with strong ties to major players in industry. Later on, this chair moved to Wageningen University. It was held by Dries van Wagenberg for more than ten years (for an overview see Van Wagenberg 2010). Applied research became a core task of Higher Education in 2008 to link professional development and education. Professorships in Facility Management at (what are now called) Universities of Applied Sciences made applied research at Bachelor level a fact. A special FMN Education and Research committee was formed in 2009, which published the first FMN research agenda in March 2010, with four central research subjects (Van Heerde et al., 2010):

1. The connection between real estate, use of space and facility services
2. Issues of experience, hospitality, demand management and chain reversal



3. Sustainability

4. Strategy and added value

For the third year now, FMN has invited researchers to contribute to the above agenda. Results are published in Facility Management Information and Facility Management Magazine (Both Dutch magazines) on a regular basis and also disseminated at EFMC conferences and shared by publishing journal papers.

Various Universities of Applied Sciences co-operate with other universities to offer education at MSc level as well. An example is the collaboration between Greenwich University and Hogeschool Utrecht, Hogeschool Zuyd and Saxion. In the Netherlands, the collaboration between Universities of Applied Sciences with Wageningen University, Groningen University and Delft University of Technology is leading to joint research projects. Particular FM-related research is conducted at the Faculty of Architecture of Delft University of Technology. At the Department of Real Estate and Housing (www.reh.tudelft.nl), Prof. Hans de Jonge holds a chair in real estate management and development. Part of his staff members conduct research in public and corporate real estate management, in search of data, theories, tools and best practices for successful and sustainable real estate strategies, performance measurement, and benchmarking. Research topics include managing the university campus in the context of knowledge economy, adding value through real estate (municipal, health care, offices and education), how to connect

urban policies and corporate real estate strategies, how to cope with vacancies, and willingness to pay.

We should also make mention of the Center for People and Buildings (CfPB) in Delft should (www.cfpb.nl). This knowledge center specializes in connections between people, work processes and the work environment. The research program includes four main themes: trend analyses, decision-making processes, best possible ways of accommodating (working) people and work processes, as well as databases and tools. Examples of tools are for instance the WODI® Toolkit (data collection methods to measure employee satisfaction, perceived productivity and prioritized aspects), the workplace guide ('Planning Office Spaces'), the PACT calculation model (Places and ACTivities) to calculate the required number of workplaces for specific types of workplace, the Workplace Game (to be played by managers and/or end users e.g. to raise awareness of the impact of different office concepts or to explore behavioral rules), and the Accommodation Choice Model: a step-by-step model to guide all actors involved through a (re-) accommodation process.

European collaboration on Sustainable Facility Management

On a European scale, Saxion University of Applied Sciences, together with the Norwegian University of Technology (Thijssen, Junghans et al., 2012) is leading the startup of a joint research into the topics of corporate social responsibility, built environments

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Facility Management Research in the Netherlands

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and sustainable Facility Management. This project started with a series of case studies on these topics, based on a case study protocol (Alexander, 2011) from the Centre of Facility Management in the UK. The additional participating partners in this research project are the Technical University of Denmark, Aalto University, Finland, Chalmers University of Technology, Sweden, Zurich University of Applied Sciences, Switzerland, and the University of Greenwich, United Kingdom. The initial results of a case study were presented by the Technical University of Denmark in the 2012 EFMC. The direction of this research project will be agreed upon in Trondheim. The initiative is open to all interested Universities wishing to join.

Is research in the Netherlands beyond the stage of pioneering?

The question can be raised if FM research in the Netherlands has developed beyond the pioneering stage with pockets of excellence in Universities like Wageningen, Delft and Groningen, and pockets of excellence in 9 Universities of Applied Sciences offering Facility Management bachelor courses. The answer is that there has been a move towards increased professionalism and defragmentation since early 2012. On the 25th of January 2012, the FM Research Network Netherlands was formed at Stenden University, linking 12 universities in the Netherlands with the aim to provide an overview of fragmented initiatives, share research



findings, increase joint research and the number of PhD students as well as that of participating researchers. The final aim is to improve both FM education and professional development on a corporate level.

An overview of research topics from 12 universities of applied sciences indicates that there is a need for more focus in research in the Netherlands as the topics vary to a large extent.

The members of the FM Research Network Netherlands will meet for the second time in June 2012. The aim is to exchange current findings and arrive at a focus of 4-5 research topics that are truly examples of Dutch FM Research. In addition, the connection to the national FMN research agenda, IFMA and EuroFM will be discussed. Plans for the near future will be made and joint research expanded.

The conclusion is that in the last 15 years, FM research in the Netherlands has developed in a promising direction and is just moving from the pioneering stage to the next phase of professional development. However, a lot has still to be done to become world class in FM research. This aim will be addressed and if possible realized over the next five years.

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 Van Heerde, K., Pullen, W. and Van der Voordt, T. (2010). Onderzoeksagenda voor FMN. FMI (17) nr. 3, 72-75.
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Topic	Link to national FMN agenda	Universities
Hospitality	Yes	NHTV, InHolland, Saxion, HAN and Hotelschool The Hague
Media	No	HAN and Saxion
Supply chain procurement	Yes	Groningen and NHTV
HRM	No	InHolland, Saxion, Hotelschool The Hague
Food and beverage and sustainability	Yes	Stenden
Law	No	Stenden
Corporate Social Responsibility	Yes	Groningen and Saxion
Workspace	Yes	HAN, NHTV, Groningen, InHolland, Wageningen University, Centre for People and Buildings, TU Delft
Regional development and sustainability	Yes	Zuyd, Stenden, Groningen, Saxion
Lifelong Learning	No	Groningen and HAN
Added Value	Yes	Wageningen University, HAN, Saxion, TU Delft
Sustainability	Yes	NHTV, Hotelschool The Hague, Inholland, Stenden, Saxion, TU Delft
Revenue management	No	Hotelschool The Hague
Corporate and Public Real Estate Management	Yes	TU Delft

Agenda



EuroFM (Members) Meeting 13th – 14th September 2012

Norwegian University of Science and Technology (NTNU), Trondheim/Norway

As host of the EuroFM Members Meeting, NTNU has organized different aspects of the meeting. The meeting will take place from Thursday (afternoon) to Friday (afternoon). In addition, there will be possibilities to interact with:

- RNG workshop on Sustainable FM from Wednesday (lunch) to Thursday (lunch); contact Antje Junghans & Thomas Thijssen
- NfN (Norwegian Facility Management Network – www.nfn-fm.no) and NBEF (Norwegian Facility Management Association – www.nbef.no) on Thursday/ Friday whole day (to be confirmed); contact Olav Egil Sæbøe



EuroFM Meeting Schedule, 13th – 14th September 2012

Thursday morning	• Arrival / Hotel check-in / visit of Trondheim
Lunch	• Welcome of EuroFM Board members at NTNU Tore Haugen (Dean of the Faculty of Architecture and Fine Art) & Geir Hansen (Leader Institute of Architectural Design and Management)
Afternoon	• EuroFM Board meeting (The meeting will take place in the board room of the Faculty of Architecture and Fine Art) • Network Group meetings (3 meeting rooms for parallel meetings in the “Realfagbygg”)
Evening	• Boat trip to the islet “Munkholmen” in the Trondheim Fjord, Social event & Dinner (Joined activity with NTNU/ EuroFM / NfN / NBEF Board and members)
Friday morning	• Network Group meetings (3 meeting rooms for parallel meetings in the “Realfagbygg”) • EuroFM members meeting, incl. voting of the new RNG Chair for 2013-2014
Lunch	• Lunch as final activity (Canteen / Restaurant in the “Realfagbygg”)
Afternoon	• OPTIONAL: Site visits to interesting buildings or sites with a particular FM challenge “Trondheim new and old” • Farewell / Closing meeting at Nidarosdom Tore Haugen (Dean of the Faculty of Architecture and Fine Art) & Geir Hansen (Leader Institute of Architectural Design and Management)

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Venue - meetings and workshops at NTNU:

The meetings and workshops will take place at Gløshaugen Campus, NTNU. Meeting rooms are currently being booked. The booking of the large meeting room has been confirmed, while the ENG, RNG and PNG meeting rooms will be confirmed in late June when the University has an overview of which rooms are available with respect to curricular activities. We have requested three rooms for the group meetings that are located close together, have AV-equipment, high speed internet connection (wireless), and can hold approximately 15 persons.

Agenda



EuroFM (Members) Meetings

Norwegian University of Science and Technology (NTNU), Trondheim/Norway

RNG Workshop Schedule, 12th – 13th September 2012	
Wednesday Morning	<ul style="list-style-type: none">• Arrival / Hotel check-in / visit of Trondheim (15 – 20 participants from 7 Universities and countries NL, UK, FIN, S, DK, CH, NO and interested EuroFM RNG members)
Lunch	<ul style="list-style-type: none">• Welcome of workshop participants at NTNU (Lunch will be arranged at the Mellomroom) Tore Haugen (Dean of the Faculty of Architecture and Fine Art) & Geir Hansen (Leader Institute of Architectural Design and Management)
Afternoon	<ul style="list-style-type: none">• Workshop part 1: Introduction and presentation of NTNU research in the field of sustainability, usability, and real estate and facilities management (ZEB, usability, communal real estate management)• Workshop part 2: Presentations by the workshop participants (agenda to be prepared)
Evening	<ul style="list-style-type: none">• Dinner and social event at “Sverresborg” Taverna (workshop participants, NTNU)
Thursday Morning	<ul style="list-style-type: none">• Workshop part 3: Development of sustainable FM map, finding the gaps, and agreement about further activities, Memorandum of understanding, publications etc.• Lunch with EuroFM members at Realfagbygg as final activity and start of EuroFM meeting.

NfN Schedule, 13th – 14th September 2012	
	NfN (Norwegian Facility Management Network – www.nfn-fm.no) and NBEF (Norwegian Facility Management Association – www.nbef.no) will be invited to participate Thursday evening/Friday. The nature and extent of their participation has still to be discussed with them (17 April).

Dinner and social event at “Sverresborg” Taverna, Wednesday 12th September

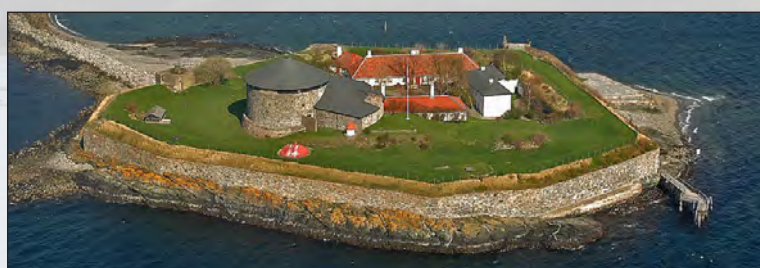
A private room has been reserved for a party of min. 20 persons at Tavern restaurant, located at Sverresborg Folk Museum.

The restaurant is located in a building from 1739 and is a local meeting point for locals as well as a cherished venue for smaller and larger private parties alike. The restaurant serves typical and traditional Norwegian dishes that are made in an “old fashioned, homemade” style and the rooms are decorated and furnished as they would have been at the beginning of the last century.

For more information about Tavern and Sverresborg Folk Museum, visit: <http://www.sverresborg.no/english/psmaler/template1.asp?thisId=1079644997>



Boat trip to the islet “Munkholmen”, Social event & Dinner, Thursday 13th September



Agenda



EuroFM (Members) Meetings

Norwegian University of Science and Technology (NTNU), Trondheim/Norway

Social event & dinner, Thursday 13th September

We are pleased to have booked the Munkholmen banquet facilities, which are located on an islet in Trondheimsfjorden, a short boat trip from the center of Trondheim.

The history of the islet is rich and spans almost a century back in time. The islet has served as an execution site and a monastery before a fortress was built around 1600 AD. The fortress functioned as a state prison for many years before it again became a fortress. Today Munkholmen is a popular recreational area for the public and the remaining buildings house a museum, a restaurant and a café. For more information about Munkholmen in English, please visit: http://www.trondheim.com/monks_island/

Sightseeing, Friday 14th September

To conclude the meeting we propose a sightseeing tour of Trondheim. Trondheim Guide service provides guided tours both by bus and on foot in and around Trondheim. It is possible to include in these guided tours, visits to special places of interest. Prices are shown in the enclosed price sheet.



Hotel recommendation

We recommend the following hotel in Trondheim:

- Rica Baklandet (Direct number +47 72902000) –a new and modern hotel situated by the river. Prices per night are around NOK 950 for a single room and NOK 1150 for a double room, breakfast included. <https://www.rica-hotels.com/hotels/norway/central-norway/trondheim/rica-baklandet-hotel/>

Other recommended hotels:

- Clarion Hotel and Congress (central booking number: +47 22334200) – Scandinavia's largest congress hotel that opened in April 2012. It is located at the harbor of Trondheim and will be an exciting new addition to Trondheim. Prices for a double room are approximately NOK 1200 per room per night, breakfast included. <http://www.choicehotels.no/choice/en/trondheim-hotel-clarion-no121-en?cid=107669&tab=0>
- Clarion Hotel Park (central booking number: +47 22334200) is a modern hotel situated near Nidarosdomen and within walking distance of NTNU Gløshaugen. Prices for a double room are approximately NOK 1200 per room per night, breakfast included. <http://www.choicehotels.no/choice/en/trondheim-hotel-comfort-no092-en?cid=107588&tab=0>
- Scandic Hotel Solsiden (central booking number: +47 21614600) is situated in Trondheim's Solsiden area, a newly developed and exciting part of Trondheim city. Prices start at approximately NOK 1100 per room per night, breakfast included. <http://www.scandichotels.com/Hotels/Countries/Norway/Trondheim/Hotels/Scandic-Solsiden/>



DENMARK

Two new EuroFM books launched at EFMC2012

By Per Anker Jensen

At EFMC2012 the new books: "The Added Value of Facilities Management – Concepts, Findings and Perspectives" and "Proceedings of the 11th EuroFM Research Symposium" were launched. Both books are sponsored by Centre for Facilities Management – Realdania Research (CFM), Technical University of Denmark, They have been published in collaboration between EuroFM and CFM – and the proceedings also together with NTNU. Due to this sponsorship it has been possible for the first time for several years to have the symposium proceedings in printed book format and not just as a digital publication. The proceedings have been edited jointly by Antje Junghans from NTNU, who was chairing of the scientific committee for the research symposium and is the current chair of EuroFM's Research Network Group (RNG), and by me, who was chair of the organising committee for the research symposium and is head of CFM. Both books were handed out for free at CFM's exhibition booth during EFMC.

This book is for me what I would describe as a long needed and very welcomed cornerstone in building the future focus on Facility Management as a Value Add to organizations, and gives a variety of starting points depending on your company's current maturity level on this subject.

To me it is not a question of everybody following the same methodology, model or approach. The most important part is the sharing of knowledge and experience that leads to new ways of improving the business of Facility Management delivering most possible value to

future generations, not least the focus on green initiatives the can help preserve the scarce resources of our planet.

REVIEW BY A RESEARCHER

Geir K Hansen, Associate professor Centre for Real Estate and Facilities Management

Department of Architectural Design and Management

Faculty of Architecture and Fine Art, NTNU

According to the three editors, the aim of this book has been to introduce and present the topic added value of Facilities Management. Further to influence the agenda of the FM profession to strengthen the focus on the impacts and effects on the core business that FM supports and last but not least to contribute to a transformation of the profession towards developing a genuine knowledge and competence base.

This is a quite thick book about an even thicker or broader topic that is highly actual and relevant, and covers a lot of different aspects and perspectives. Something that the subtitle; "concepts, findings and perspectives" also do underline.

The book is based on a number of articles from researchers. The first part of the book gives us the

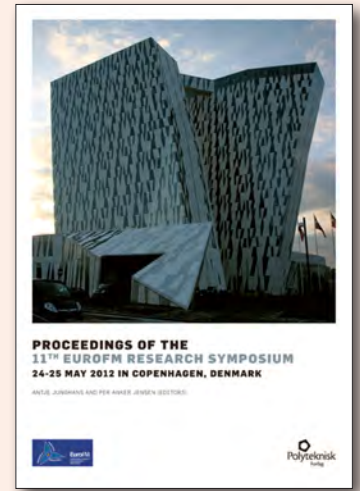
background and an introduction to the topic covering three main perspectives; Facilities Management, Corporate Real Estate Management and Business to Business Marketing. This is both the strength to the book, bringing these three perspectives together, but also a challenge how this in the end is brought together in the attempt of giving us a simple and clear understanding of the concept and content of added value of Facilities Management.

Part B presents research perspectives and theoretical reflections on the concept of added value of FM from several academic fields. Even this book already is quite thick and heavy, around 300 pages, I would like some more on the presentation and discussion on qualitative research approaches and the added value of such. One critical comment can however be raised on what is not there – as also pointed out by the editors. Here the limitations have been literature review on Facilities Management, Corporate Real Estate Management and Business to Business Management, and what the editors have been able to collect from invited authors within the timeframe for this book.

Seen together with part C, Empirical studies, these two parts give a good overview of several theories, literature and case studies related to the topic added value as such. The empirical studies give an interesting insight into projects trying to assess added value in different ways, and you see a potential for further elaborations on some theoretical aspects discussed in the case studies. One important contribution is the elaboration on different value dimensions and the development of the value map approach.

Several of the articles discuss the terms value and added value and different ways of adding and manage value. An important contribution in my opinion is the efforts to see added value from the core business perspective, and how this can be achieved through combining different methods and approaches where of course Facilities Management is an important contributor to this.

We also see some very interesting and relevant discussions and findings from Corporate real Estate Management theory and practice referring to the definition of CREM. Whereas FM focuses on "the agreed services which support and improve the effectiveness of its primary activities" (CEN, 2006), the focus of CREM is on "the alignment of the real estate portfolio of a corporate or public authority to the needs of the core business, in order



to obtain maximum added value for the business and to contribute to the overall performance of the organization" (Dewulf et al, 2000). I think this definition should be relevant and inspiring the development of defining the concept of added value of Facilities Management.

Part D sums up the different contributions and gives some overview of key terminology on value and value types and the same for performance and performance dimensions just to underline the diversity in perspectives, approaches, definitions, cultures and the variety found both in academia and practice leaving the reader in a state of confusion and new understanding, but also several new questions to be answered.

So – did this book on added value of Facilities Management give what it promised? Yes, perhaps more than it indicated in the sense of different articles on several concepts, findings and perspectives not only on Facilities Management, but also on Corporate Real Estate Management and Business to Business Management. It is a pleasure to just enjoy the results of the great work it is to sum up a field still so immature, diverse and vague. I will also add a No, in the meaning of a simple definition on value or a clear understanding of the concept of added value in Facilities Management.

This book is more a summing up of some of the research going on and a starting point for further development of the concept of added value of Facilities Management, and hence should be obligatory reading for researchers and practitioners. This is not the end. It is not even the start of the end. It is more the start of a beginning. I expect more books to read.

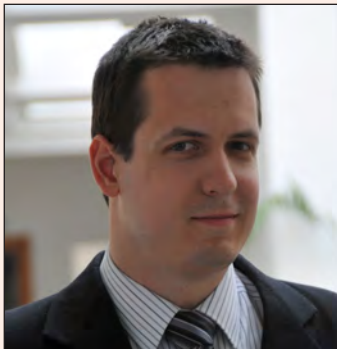
The books can be ordered at http://www.polyteknisk.dk/home/Facilities_management



Financial management efficiency in property management

by Petr Procházka

The basic goal of Facility Management is the efficient management of support processes to minimize the company's expenses. Imagine a large company with the rental of premises as its core business. The Facility Management in such a company should also include a so-called Property Management, which ensures the management of rental contracts as well as the complex administrative and economical management of rented premises. Notice that in the case of such a company, the Facility Manager and the Property Manager are partly responsible for most of the company's cash flow. If we exclude salaries, the costs of utilities and other services account for the largest part of the company's expenses. On the other hand, almost one hundred percent of the income (in form of rents and expenses re-invoiced to the tenants) are also strongly related to the field of Facility and Property Management. The aforementioned implies that Facility and Property Management become the center of interest of the company's top management. No matter what kind of properties are managed by the company (the properties owned by the company itself or by others; warehouse properties, retail properties, apartments, etc.), the basic principle of Property and Financial Management is always the same.



Defining cost responsibilities

The cornerstone of cost management is precise registration. Today's standard is such that every larger corporation uses an ERP (Enterprise Resource Planning) system, which keeps precise records of documents and categorizes them within the accounting dimension. Nonetheless, availability of recorded information across all company levels and clear definition of cost responsibilities still lag behind precise registration. An ERP or accounting system is often not the most appropriate way to grant access to all competent employees, regardless of the fact that the licensing policy of these products revolves around the number of users and the price for a greater number of users is thus too high.

The standard solution leading to cost transparency is usually an electronic workflow of accounting documents. Nonetheless, the process settings themselves must be preceded by a rigorous analysis, the focus of which is to clearly define responsibilities for costs, definition of workflow levels, but above all to reveal all hidden relationships that impact the

workflow format and responsibility within its individual levels. Every workflow should include the following levels: formal approval of an accounting document, substantive approval of costs, and sometimes (typically for high costs) even strategic approval of costs (by a responsible manager).

Formal approval of a document consists in the review of formal information, classification under respective orders or contracts, and in the comparison of the amount stated on the document with the amount in the order, which should not be exceeded. Substantive approval is performed by a person able to confirm that the billed service was delivered in the required quality. This workflow level contains the highest count of relations, which most of the time correspond with the so-called accounting dimension. An example can be a particular activity or service, where, for instance, legal services and janitorial services are substantively approved by different people. Another example is the localization of services, where the same service for real estate in Prague and in Brno is again substantively approved by different people. Document classification under a specific supplier or a client can take place through a similar procedure. The strategic workflow level is the last level, which depends mainly on the amount of the approved document. The responsible manager only gives his approval in cases where the document amount exceeds a certain limit.

It is obvious that a workflow designed in this way can become very complex. We are, for example, considering merely three dimensions that influence a document workflow, where each has ten different

values. The upper limit for the allowed workflow count (including specific approvers) is then given by the number of combinations and in a possible worst case scenario can include thousand different workflows. The reality of course is much more favorable; however, the number of different workflows is in the vicinity of at least hundreds. Workflows with such an extent are likely not to be fully grasped in any other way than with the support of specific tools.

The common tool used in these cases is a Document Management System. This tool is able to register approved documents as well as sending required workflows. It is basically a first step away from a paper based workflow and towards a clearer and more transparent process. Nonetheless, when it comes to an electronic version of the workflow, this may not necessarily be the "final station".

Strengthening the trust between client and company

A far more advantageous and robust solution than a simple Document Management system is a Facility Management and Property Management system that combines document planning and management. The system offers precise data registration of approved documents. This is not just a simple document registry as we know it but all related data are also registered at database field level including links to required numbers lists (accounting dimensions, suppliers, clients, real estate and so on). The reason for such registration is obvious. This system is able to generate required statistics (charts or graphs) of any type in a matter of moments. All statistics are based on up to date data. If the system has to be truly robust, it should allow the promotion of information in the form of aggregate statistics to all levels of company management. To a certain extent it should be a company portal. A concept not really unfamiliar today is that of KPIs (Key Performance Indicators), which, in the form of a chart or a graph, disclose company's key performance indicators to responsible individuals and the state of fulfillment of preset goals. Furthermore, besides the stated indicators there are also other indicators which can be interesting for the clients (tenants). It is generally an ideal solution when clients have access to their reserved section of the portal where they can track vital indicators relative to the accounting of leases, services and utilities. This access brings about a greater level of transparency and thus strengthens the trust between client and company.

Automation of lease contracts management

In terms of income, the management of financial flows in the area of premise leases is also relatively complex. Just the mere generation of lease invoices depends on many lease contract parameters. For dozens and hundreds of lease contracts, the only possible efficient solution is a precise data register of lease contracts including lease parameters. This register then forms the basis for an automatic billing of leases, which is carried out quickly and without needless errors.

The basic requirement is of course a precise registration of lease premises, their types and sizes. This helps not only as documentation for lease contracts, but it also allows tracking the entire portfolio of managed premises, their yield and profitability. The registration of premises

then closely resembles a lease contract database, where besides the standard contract header parameters we have the parameters impacting the lease levels. These for one are sizes and types of leased premises along with lease prices, which can change over time, but also e.g. definition of deposits for utilities and services. Lease contracts should also contain information about indexing of leases, discounts or extra landlord costs for premises modifications, which are then reflected in the invoicing as separate items. Information about calculation and composition of the guarantee amounts are also worth tracking. A system that has such a volume of information at its disposal has to be able to process them as well, so that it can create an added value. It must be able to automatically generate invoices for leases and utilities. It should also allow automatic indexing of prices according to corresponding indexes. Last but not least, it has to be able to generate precise and transparent accounting of provided services.

Clear and simple rules

The highest cost item related to the use of premises is practically always utility costs. These are followed by other services such as cleaning, management of the building's technical equipment and so on. To perform accounting of services in a precise and transparent manner, we have to define clear and if possible also simple rules, which establish how service costs are broken down among individual tenants. These rules need to respect the system performing the accounting and must also have the required parameters at their disposal. The most frequently used parameters in accounting are registration of premises and consumption of individual utilities so that every tenant has his own subsidiary meter. Besides the registration of premises, the system must also know the precise tenant consumptions over time, meaning that it must also reach into utility management (one of the disciplines of Facility Management). When all required information is known, the accounting of services itself is then just a routine calculation, where the inputs are paid deposits, costs for services provided and parameters for their accounting. On the output side, the system then generates reports for individual tenants and defines the amounts due, or any overpayments.

A clear order supported by an information system

Lease relations among landlords and tenants are especially about mutual agreement and willingness of the landlord to meet his client's needs. The business agreement often brings with it a need for a personal approach, possible concessions and exceptions. With a certain volume of lease relations, it is essential to introduce a clear order into all company operations, supporting it with an information system. Implementation of a supporting facility management information system does not always immediately bring about the often wrongly expected workplace savings. Furthermore, an information system becomes a guarantor of a work system, offering a distinct quality improvement in the provision of services and enabling the company's further significant expansion.

Author:

Ing. Petr Procházka

Chief Analyst, Alstanet, s.r.o.

Campari: a gallery of life, 150 years long

by Maria Elisa Dalgrì

A company tells the story of the relationship that ties it to the region in which it lives. This is the case of the leading group in the beverage sector which, on the anniversary of its creation, is opening a multimedia museum in the city in which it grew up. Nine hundred square metres of multimedia museum toast a success that has lasted for more than a century, as Facility Manager Paolo Cavallo explains.

Businesses are not stand-alone entities; they are organisations integrated into an area and engaged in a continuous dialogue with their local community. This is a relationship that has a history, sometimes spanning more than a century, which can even generate culture. This is the case when we look at the example of Campari, who wanted to give a concrete shape to this dialogue with its own region by creating, at the new Headquarters in Sesto San Giovanni in Milan, the Galleria Campari, a multimedia company museum. Paolo Cavallo, the company's Group Risk Manager and Facility Manager for Italy, tells us more.

How big is the Galleria?

It is about 900 square metres over two floors. The entire ground floor is devoted to a permanent exhibition dedicated to Campari graphics and advertising communications from its foundation to the present day. It is by no means just a static exhibition of pieces, however. The aim of the Galleria is to treat visitors to a profound multimedia experience and, to this end, there are 15 40" LCD monitors installed in a video-wall, eight high-definition projections which project images and films on to a 32-metre-long projection wall, 12 touchscreen monitors which allow visitors to view publications

dedicated to the company's artwork, and seven monitors dedicated to the Campari logo.

The first floor currently houses a solo exhibit from the futuristic artist Fortunato Depero, who collaborated with Campari in the early 1900s, from 1926 to 1936. The show is a collection of work from Campari's historical archive, including 60 ink and tempera drawings, and more than nine pictures on loan from museums and private collections. This exhibit will be open until June, after which the space will also be destined to house more of the permanent exhibition which is on the ground floor.

The Galleria is currently open to the public three days a week, with five guided visits per day. From June, however, it will only be open on one day per week, and for the rest of the week the Galleria will be accessed by appointment only.

Do you own the building which houses the Galleria?

We do. It is an old building, created by Davide Campari to house the company's first factory, and was opened in 1904. This building is now a part of the new headquarters of the Gruppo Campari, a complex designed by architect Mario Botta and completed last year.

How was the idea of a company museum born?

It came about from an agreement with the Municipality of Sesto San Giovanni, made in the context of urban transformation of the industrial area where the production plant was built into office and residential premises. When the agreement was made, it emerged that both the Municipality and the company wanted to establish a museum to bear witness to and illustrate the historical link between Campari and the area of Sesto San Giovanni. The initiative met with immediate approval from the public: in fact, the Galleria was opened on the 18th of March last year, and received 3,000 visitors in the first two months. More specifically, the company intended the Galleria as a tool for communicating its values and its history of 150 years, projected into the future. However, that doesn't mean that the national or international marketing and communications departments were involved directly in its creation.

Who is in charge of managing the Galleria?

I'm in charge of that, both as the Facility Manager for anything to do with managing the services for the Galleria, and as the manager of the company's Historical Archives for anything to do with the more conceptual and artistic aspects. In practical terms, my double role means that the Galleria is managed entirely by the Facility Department.

Tell us about the management of the services in particular.

All the services for this structure are part of those supplied for the company headquarters, as the Galleria and the headquarters are part of the same complex of buildings. The services were simply extended to include this new section too, even though we obviously created the necessary specific solutions to deal with such a special environment. The cleaning and security staff, for example, underwent a training process, as did the reception staff, who have to manage the basic information and

external calls for bookings to visit the Galleria.

This latter, in fact, benefits from the opportunity of being able to count on the activity of a Facility Department and on services designed for a structure which is far larger than the company headquarters.

What are the most delicate aspects of managing the services for the Galleria?

On the one hand, there's obviously the characteristic of having a space that contains valuable works and very delicate technology equipment. But it's not just that. The Galleria receives a large number of visitors every day, and the services must be supplied in as flexible a way as possible to ensure that the environment is always at maximum efficiency.

This is where one of the biggest differences between the activities of Facility Management in an office setting and activities carried out for a company museum comes into play. In the first case, the Facility Manager benefits from continuous feedback from the internal customers and can alter the characteristics of the service based on that.

With a museum, or with a structure that is open to the public, there is no opportunity for doing this; visitors don't see the changes to the service, because they only use it once, and for a short period of time. This means that in the hour they visit the Galleria, everything must be perfect, because if they do have any negative feedback, it will be too late to act. By this time, the experience is fixed in their minds, and there is no opportunity to put it right.

Given that the core business of the Galleria is to communicate the values and image of the company, this simply cannot happen. Checks and preventative maintenance activities therefore have to be perfect.

What characteristics does a Facility Manager need to have to manage a company museum as well as possible?

In spite of the unusual nature of a structure like this, the approach for certain things is exactly the same as the approach a Facility Manager should always take, that is, being fully conversant with the company strategy and the goals the company wants to meet by creating the Galleria. Beyond this, you need to be very sensitive when it comes to dealing with the outside world. Companies normally communicate with the public through their own products, whereas in this case, the contact is direct, and in the case of the Galleria Campari, it happens inside the organisation's main headquarters.

This makes it a highly delicate situation with very little margin for error. You need to be flexible and able to adapt in order to convey these qualities to the services carried out for the Galleria. And, naturally, you need to have artistic sensibility and be able to understand and manage the cultural environment the museum is integrating into.



EFMC 2012: looking back and forward

Dr. Theo van der Voordt, TU Delft, Netherlands

On May 24-25, 2012, almost 700 (!) delegates joined the European Facility Management Conference and the 11th EuroFM Research Symposium in Copenhagen, Denmark. The central theme was Facility Management – Global Responsibility; Local Acting. No wonder that many business and research presentations focused on sustainability issues, looking at them from different perspectives and often in connection with Corporate Social Responsibility. Interesting questions were answered such as: how shall we manage user behavior and user attitudes in order to reduce energy consumption? What are the costs, benefits and pay-back times of improved lighting systems? How can architecture add value for a sustainable business? Which key performance indicators express sustainability in FM? Other interesting topics included new ways of working and the impact of ICT on the future workplace, learning environments, FM tools such as FM benchmarking, service management, “rightsourcing”, risk management, knowledge management, life-cycle cost analysis, business models including the contribution of real estate and FM (REFM) to the core business, and the added value of FM.

Before the start of the parallel sessions of the business conference and the research symposium, Day 1 began with a plenary session with key note speakers including Prof. Michael Joroff, who discussed next steps in thinking and decision making, and Jeff Gravenhorst, Group CEO of ISS, who presented the

ISS 2020 Vision based on megatrends and scenarios for the future. Day 2 started with the “FM Debate of the Year”, with Peter Prischl, who asked the panel discussants and the audience if they would prefer to use only one term: either Facility Management or Facilities Management. It turned out that the majority preferred to use one term, but only a small minority was willing to give up their own preferred term. Also FM-people know what it is to be human... Although the debate was lively and interactive, one might wonder why no other and more important issues were discussed.

A personal highlight was the joint presentation of the book *The Added Value of Facilities Management*, edited by Per Anker, professor in Facilities Management at the Technical University of Denmark, Christian Coenen, professor of Marketing and Services Management at the Zurich University of Applied Sciences, and Theo van der Voordt, associate professor in Corporate Real Estate Management at the Delft University of Technology. Due to our different backgrounds in FM, CREM and B2B-Marketing, we and our co-authors were able to discuss the concepts of Value, Added Value, and Value Adding Management from different perspectives. The reviews of Peter Prischl (Reality Consult), Leif Møllebjerg (Lego) and Geir Hansen (NTNU) were helpful and, at the same time, an invitation to go on with writing version 2.0. But let's first wait for more feedback.

At the end of the two-day event, Michael Joroff, Tore Haugen and Jan Bröchner did an excellent job in sharing their “observer reports” about the business conference and the research symposium. FM Students did a good job as well in presenting their research posters and – the nominated ones – giving very clear and brief presentations to tempt the audience to vote for them as the winner of the Student Poster Award 2012. At the end of the conference we received a USB stick with all the presentations, and on our way back home we could already read the Conference Proceedings of the 11th EuroFM Research Symposium, edited by Antje Junghans and Per Anker Jensen. Both the venue – the Bella Center – and the city – hosting the welcome reception in the Town Hall, a place with a nice mix of modern architecture and traditional



architecture, and accommodating the gala dinner in the National Museum – were highly appreciated. All in all, I think we can look back on a successful conference, and the organizers and participants all deserve a big Thank You!

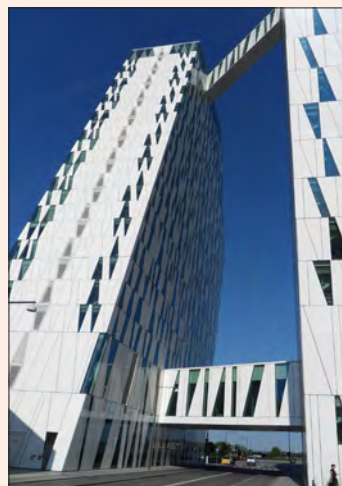
Of course there are also points for improvement. A number of presentations were not really well structured or lacked clear conclusions and recommendations. Although most speakers finished on time, as usual there was insufficient time for discussion. And last but not least; in spite of the plenary sessions, the worlds of business and research are still too separated. It would be interesting to have more joint sessions. The subjects of the business conference and the research symposium are quite similar, and joint presentations by a client or a supplier and a researcher could add value by discussing the same case. The same holds true for sessions with two or more business people or researchers who first briefly present their own subject and then comment on each other's work, being able to prepare themselves by reading the presentations in advance. Looking back on EFMC 2012, some members of the Research Network Group suggested other points for improvement as well, e.g.:

- Use the same time schedules and use joint themes for the business conference and research symposium, to stimulate joint sessions.
- Ask business people to write a paper as well and use the same double-blind

review process; on a voluntary basis this could be a challenge for both speakers and reviewers.

- Learn from IFMA (world workplace) how they organize their research and founding of research projects.
- Give constructive feedback to the authors, both when accepted or rejected. This could be helpful to improve contributions now and in the future. However, without software support, coordination of feedback from reviewers to authors is a big task. Maybe journals that are partners of EuroFM could support the review process.
- Give the floor also to young researchers, even if they are in an early state of their research, but be clear about the character of a session on research-in-progress, that focuses less on results but more on discussing problem statements, research questions and research methods.

The next EFMC conference will be in Prague, Czech Republic, on the same days: 22-24 May 2013. I look forward to the Call for papers, you too?



EuroFM Reports

Chairman's report from the EFMC 2012 in Copenhagen

May 23-25th

Ron van der Weerd
Chair EuroFM



FM: Global responsibility, local acting. And that's what we did. We enjoyed an excellent FM event in Copenhagen and an excellent FM performance by the hosting organizations and the Bella convention center. And, with FM being the topic of the business conference and the scientific seminar, the program included excellent presentations in the areas of business, research and education.

Still remembering our last Member meetings in snowy Kufstein (Austria), we were greeted with nearly tropical weather in Copenhagen. And right from the start, at the welcome reception in the beautiful historical Town Hall of Copenhagen, we already knew that this would be a great EFMC. And so it turned out.

I would also like to thank our sponsors, of course. ISS being Platinum, Sodexo being Gold and Planon, Eures Services, and Interserve, our associate Sponsors.

The event began with a little "warm up" at the ISS Academy in the center of Copenhagen, with a special seminar for clients and relations of ISS. ISS

presented their view on the meta-economic trends and developments that will also affect the FM industry. It was all very inspiring. A vision that was also brought forward by Jeff Gravenhorst, Chief Executive of services group ISS, in his key note opening speech at the EFMC directly after the wonderful key note speech of Prof. Michael L. Joroff, MIT Dept. of Urban Studies and Planning, with his central question: "What's next?". Be prepared for the unexpected and you will be able to lead your people, your country and also your FM industry.....

It was also a great and very successful Research symposium. As Prof. Tore Haugen, Faculty of Architecture and Fine Art, NTNU, mentioned in his closing observer report: it was the best symposium so far; we are really improving to bring practice, research and education together.

FM: Global responsibility, local acting

- Sustainability is not a hype but will be a crucial aspect of FM in the future
- Leadership must go together with smart management
- We must involve and interest young people and the next generation in our profession
- We must also involve and interest more women in our discipline and profession.

All these aspects were an important and dominating theme in this EFMC 2012.



And, of course, we also spoke about some governmental issues at the general members meeting. We concluded that there are some financial worries (who doesn't have them these days?) but we are slowly succeeding in bringing together many new FM converts and colleagues (our EuroFM platform function), and we are working on becoming a formal body representing European FM interests in Brussels on an EU level. In the next meeting in Trondheim (Norway), we will finalize the Mission and Vision 2020 document after consultation with our members.

For me personally, the highlight of the EFMC was the final event, a contest between three young FM students (by the way, all female) who were presenting their graduation thesis

in form of a poster and an elevator pitch of five minutes to the complete audience.

Three incredibly talented young female FM professionals who were showing us the way to a "Global Responsibility, Local Acting" approach of FM. With special thanks to Interserve, the sponsor of this magnificent event.

The future of EuroFM also involves more collaboration with our Eastern European colleagues. As Chair of EuroFM, I will be present at the 7th International FM Conference in Sofia (Bulgaria) in October of this year, where I am honored to be invited as one of the key note speakers.

<http://fmconference.bg/en/web/guest/home>

I would like to add that I am also very happy with the fact that our next EFMC conference will take place in Prague.

Prague, with the historical Karl's bridge, the bridge between West and East.

On the 22nd, 23rd and 24th of May 2013, I hope to see you all again in Prague for our next EFMC, but before that, we will meet as members in Trondheim (Norway) in September 2012 and Zürich (Switzerland) in February 2013.

Just visit our website www.EuroFM.org, meet your FM colleagues and friends and I hope to see you all soon.

Ron van der Weerd, Chair EuroFM



EuroFM Reports

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Research Network Group

Antje Junghans, Chair



The Research Network Group held their meeting following the EFMC 2012 on 26th May in Copenhagen.

The participants represented universities and research institutions from 7 countries. RNG welcomed David Martinez as new member of RNG. He represents the IFMA Foundation and FM in Spain.

The proceedings of the 11th Research Symposium at the EFMC 2012 are now available as a printed publication (ISBN-10 8750210394, ISBN-13 9788750210399). Following the 10th research symposium at the EFMC 2011 in Vienna, we have had an increase in the number of abstracts and papers submitted to the Research Symposium, indicating its position as the premier place to present cutting edge research to an international audience. With an international team of scientific reviewers, we have achieved a publication of high quality showcasing the best in ongoing FM research.

Congratulations to the winner: Arto Huuskonen (Aalto University, FI) and the finalists: Nora Johanna Klungseth (NTNU, No), Kaisa Airo (Aalto University, FI) and Hester van Sprang (Saxion University, NL) of the European Researcher of the Year Award 2012!

Many thanks go to the jury members: Adjunct Professor Siri Hunnes Blakstad, Norwegian University of Science and Technology, Professor Jan Bröchner, Chalmers University of Technology, Sweden, Professor Per Anker Jensen, Technical University of Denmark, Adjunct Professor Sivi Nenonen, Aalto University, Finland Associate Professor Theo van der Voordt, Delft University of Technology, Netherland. Many thanks also to Jane Fenwick for the organization and to Pro-FM for sponsoring!

The main topics of the RNG meeting were the evaluation of the EFMC 2012 and plans for EFMC 2013. Knut Boge has conducted a survey which provides input for topics of the 12th research symposium.

A further topic on the RNG work plan is the preparation of the Research workshop at NTNU in Trondheim. The call for abstracts is now open. The main focus will be "Facilities management research in Europe". This is also theme of the special issue of "Facilities" which will be published in spring 2013. This will be an excellent contribution toward the cooperation with Prof. Edward Finch on behalf of CIB W70 and the scientific journal Facilities. In addition to this, RNG members can contribute

to the 20 years EuroFM anniversary in 2013. Deadline for paper submission will be October 1st 2012. For further information, please contact: antje.junghans@eurofm.org.

The next RNG meeting will be held at the Norwegian University of Science and Technology (NTNU) in Trondheim 12th - 14th September 2012. The agenda will include an update on the preparation for the 12th research symposium at the EFMC 2013, the progress made towards the European Researcher of the Year Award (ERYA 2013), and an update on ongoing work and the establishment of new European research projects. One of the main issues will be the voting of the next RNG Chairman for the coming two-year period 2013 - 2014.

The RNG encourages researchers, professors, post-graduates, PhD students and professionals to be active in the advancement of knowledge in FM across Europe. Our next RNG-meetings will be:

- RNG -autumn meeting in Trondheim, 12th - 14th September 2012
- RNG-spring meeting 2013
- EFMC 2013 in Prague, 22nd - 24th May 2013

We look forward to meeting you!

Kind regards

Antje

Further information:

www.eurofm.org/rng or e-mail: antje.junghans@eurofm.org.

Education Network Group

A.J.M. Otto MA, Chair



During the EFMC 2012 conference in Copenhagen, 17 students participated in the Student Poster Competition

2012. The level of the presentations, the research papers and the posters was very high. The jury had a difficult job to select the winner from the three finalists. Finally, the winner was Dore Steenhuizen (Hanze University Groningen) with 37 votes, ahead of Angela Klein Schaars (The Hague University) with 32 votes and Matty Kamminga (Hanze University Groningen) with 31 votes.

During the ENG meeting, there was an opportunity to assess the Student Poster Competition as well as the very successful Winter School "4D Leadership". The next ENG Winter School will be held in Zurich, Switzerland. The members of the ENG would like to see more Education presentations by lecturers and students during the EFMC. There must be a better balance between Business, Research and Education. This September, in Trondheim, the ENG will talk about achieving more synergy between the different network groups. The ENG wants to create a knowledge-sharing platform for Bachelor, Master and PhD students.

Practice Network Group

Susanna Caravatti-Felchlin, Chair



After the EFMC 2012 conference which took place on Thursday and Friday in Copenhagen, the Practice Network Group meeting

was held on Saturday morning at the ISS University. Fourteen EuroFM members representing their respective associations met for an interesting exchange of information and views.

So far, this year (2012), six new Facility Management Standards have been published by CEN and are available through the local CEN members:

EN 15221-1: Terms and definitions

EN 15221-2: Guidance on how to prepare Facility Management agreements

EN 15221-3: Guidance on quality in Facility Management

EN 15221-4: Taxonomy, Classification and Structures in Facility Management

EN 15221-5: Guidance on Facility Management processes

EN 15221-6: Area and Space Measurement in Facility Management

The last standard, EN 15221-7 Performance Benchmarking, is currently being drafted and will be published soon.

At the meeting, participants explained how they started to introduce and implement the FM standards in their own countries. With the approval of CEN EN 15221, every standard has to be adapted to each European country. The CEN members are responsible for translating the standards to their local languages. The common understanding of FM

terms, structure and processes is an important foundation to take over global responsibility while acting locally (the EFMC's event theme in 2012). Benchmarking within the Facility Management market can be simplified if EN 15221 is implemented. To understand the new FM standards and to adopt them in each company will need another big effort and will take some time.

The update of the European Market Data Report was another topic discussed by the PNG participants from seven different countries. With this project, the PNG will focus on collecting existing market data in the area of Facility Management from each country. Based on the available reports, the project team will create a common framework in collaboration with the data provider from each country using the EN15221 standards. The main goal is to publish an overview of the size of the European FM market. The first report was presented to the EuroFM members in May 2011 and contained data from 15 countries. The PNG in Kufstein decided to update the 2011

report with the current data from each country and to align these data. After a discussion about different approaches during the PNG meeting in Copenhagen, the members have agreed to include the costs for ICT in the FM report but to exclude the capital costs for space. By using the area of buildings expressed in m², the group is in favor of a bottom-up approach. The indicator EUR/m² was chosen for the Facility Management costs. Jos Duchamps and Johan Ryckx will work out the next report together with the local data providers and explain the new approach. Both decisions are in line with the new FM standards. It is very important for the FM industry to have a common understanding of the benchmark framework and to get a common understanding of the estimation of the market volume of the FM business in Europe.

In their next meeting in Trondheim on September 13/14 2012, the PNG members will share their experiences in the hospitality projects in Italy, Belgium and Switzerland.

